

**IMPACT OF M&E PLANNING ON PERFORMANCE OF NATIONAL PARKS
IN TANZANIA: A CASE OF SERENGETI NATIONAL PARK**

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**A DESERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER IN MONITORING AND
EVALUATION OF THE OPEN UNIVERSITY OF TANZANIA**

2018

CERTIFICATION

The undersigned certifies that he has read and hereby recommend for acceptance by the Open university of Tanzania, a dissertation titled, *Impact of M&E Planning on Performance of national parks in Tanzania: A case of Serengeti*” In partial fulfillment of the requirements for the award of the degree of Master in monitoring and evaluation, of the Open University of Tanzania.

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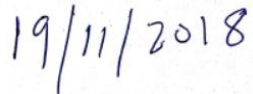
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DECLARATION

I, **Denice Felix**, do hereby declare that the contents of this dissertation is my own original work and that it has not been presented and/or submitted and will not be presented to any University for similar or any other degree award.

Signature.....


Date.....

DEDICATION

This dissertation is dedicated to my family (my wife Grace, my son Derick and my daughters Gladness and Gloria) who always supported me throughout my period of study.

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I would like to pass my thanks to God for all his blessings and guidance during my study.

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ABSTRACT

This study was conducted to examine the impact of M&E Planning on Performance of national parks in Tanzania: A case of Serengeti. The specific objectives were to assess the influence of management support and resources allocation in the successful of project, to examine how the capacity building, technical skills and experience are the key success factors, to assess how stakeholders involvement and communication contributes to success of the project and lastly to establish the importance of indicators for the project performance. This study employed a descriptive survey research targeting 91 respondents, where by a sample was drawn purposively with non-random sampling. The primary data was collected using close ended structured questionnaires. The data was analyzed using SPSS 22 where by descriptive results were presented as frequencies, percentages and measures of central tendency (mean and media). The results show that 96.7% agree that *“top management support is a key success factor for the project performance”*, 68.1% agree that *“resources allocation is a key success factor”*, 98.9% agree that *“capacity building, technical skills development and experience are the key success factors”*, 54.9% agree that *“stakeholder’s involvement is a key success factor”*, 52.7% agree that *“proper communication strategy is a key success factor”*, and 78% of the respondents agree that *“political and legal framework interference are factors that hinders the project success”*.

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ABBREVIATIONS AND ACRONYMS

CAG	Controller and Auditors General
LGA	Local Government Authority
M&E	Monitoring and Evaluation
TANAPA	Tanzania National Parks
TOE	Technological, Organizational and Environmental
MKUKUTA	National Strategy for Growth and Reduction of Poverty

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The performance of national parks in Tanzania have been facing notably pressures of programme expectations and practices of expenditures investment due to inadequate programme planning. The governments has been formulating budgets and plans for project implementation with the aim of realizing and identifying the link between the cost and benefits of the planned programmes (SET, 2015). Budget execution, programme implementation and realization of money spent for service delivery have been a challenging factor for many sectors especially in the development projects (World Bank, 2009).

Since the development of Tanzania vision 2025 (NDV 2025), the Government has set various budgets and guidelines that stipulates how plans should be implemented at the institutional level and linked to the managerial systems such as planning, budgeting, project management and reporting to ensure that the vision 2025 is attained(SET, 2015). In order to attain this vision 2025, the government through annual budgeting provides resources to operational institutions to ensure that various development projects are executed (SET, 2015). Public projects are implemented but aaccording to MoF (2016) the implementation of projects has to a large extent been unsatisfactory, which lead to the attained 60% of the set targets. The main reasons for missing the

target are the weak implementation of strategic projects, slow pace in decision making and shortcoming in mobilizing financial resources (SET, 2015).

Among many operational institutions such as LGAs, Ministries, Agencies and parastatals, Tanzania National Parks (TANAPA) is a parastatal organization under the Ministry of natural resources and tourism mandated to manage all national parks (TANAPA, 2017). It is governed by the national park Act, revised edition Chapter 282 of the 2002 and the Wildlife Conservation Act No. 5 of 2009 (TANAPA, 2017). It manages 16 national parks namely Arusha, Gombe Stream, Katavi, Kilimanjaro, Kitulo, Lake Manyara, Mahale Mountains, Mikumi, Mkomazi, Ruaha, Rubondo Island, Saadani, Saanane Island, Serengeti, Tarangire and Udzungwa Mountains (TANAPA, 2017). In her contribution to attain vision 2025, TANAPA manages to collect revenue from tourism products and each year is allocated with financial support to manage its operations on parks management (TANAPA, 2017). Budget allocation in projects such as working tools, houses, campsites, roads, bridges, Boreholes, trails and picnic sites accounts between 30% to 40% of the total TANAPA budget allocation (Budget 2016/2017) . This expenditure has high impact on the economy hence the best practice is required to properly monitor and control these projects to ensure accountability and transparency of resources used and its impact for worthy performance and organizational learning (Mbiti and Kiruja, 2015). Studies from annual progress report 2017 in TANAPA informally cited that 30% of the projects have

notably anomalies such as timely incompleteness and delays which then are documented as failure projects, which means that they have not met the desired target.

The CAG (2016) and internal reports on the audit of projects for the year ended June 2016 in Serengeti National Park revealed that there were notably shortages of clean water due to incomplete water projects, shortages of staff houses due to delays in completion of houses, existence of dilapidated buildings, inaccessibility of tourism sites due to poor infrastructure on roads and existence of completed houses with superficial cracks. The existence of these anomalies in the projects means they have not achieved the desired success hence can lead to a large extent loss of the intended value for money.

These anomalies reveal the growing gap between project planning and project execution which may be caused by improper M&E planning, such as lack of technical skills of the project team, lack of stakeholders involvement, lack of support, inadequate resources allocation and missing feedback mechanism.

Projects are prone to failure if there is a missing link in the project lifecycle where by the monitoring and evaluation phase is not properly planned (Hlatshwayo and Govender, 2015), and the failure is subjected to nonperformance (World Bank, 2014). Measuring the performance of Serengeti national park should be recognized as a necessary tool for improving the effectiveness and efficiency of the national parks. National parks like other public entities need accurate and timely information to enable

monitoring and management of their performance (World Bank, 2014). According to CIMA (2011) better performance management assists of evidenced management with accurate information which then foster better decision making as well as improved accountability.

According to the World Bank (2014), public sector performance is about results and impact such that achievement, probity and economy matters. This means that output efficiently contributes to attaining objectives and hence it focuses on outputs and outcomes given proper inputs. With this concern, performance is linked to programme/project success such that Projects are completed on time, with the stated technical requirements, within the allocated resources, within acceptable iteration, with fully stakeholder's involvement fits out the purpose and goals (World Bank, 2014).

Public sector in Tanzania is in recently stressed to introduce the new performance management tools that will enable them to focus on achieving results with possibly limited resources (Sulle, 2014). The Serengeti national park is among those public organizations that have started to implement the new performance management approach, the Monitoring and evaluation approach, that include performance measurement, and it is of greater interest to realize that this new approach is implemented effectively (Sulle, 2014). According to UNPAN (2013), the monitoring and evaluation approach which is a result based management approach has four interlinked stage processes namely planning, implementing, monitoring, evaluation and

reporting the performance and finally carrying the performance reviews. The M&E planning is the initial process of the performance management approach that when it is not adequately carried out can result to project failures. According to UNDP (2009), *“failing to plan is planning to fail”* therefore it is strongly evidence that having a plan leads to greater efficiency and effectiveness.

According to UNPAN (2013), M&E planning is a compulsory element of the good project performance that looks on factors which if are not considered prior to the start of the project can lead to failures. Such factors are namely as availability of resources (finance and Human resources), capacity and technical skills of the M&E team, stakeholders involvement, Management supports, utilization of data, communication strategy and the value and relative advantage of the project to be monitored and evaluated (UNDP, 2009). It should be noted that M&E planning must start during the project/programme design (UNDP, 2009).

Proper M&E planning is an ingredient of good performance that strengthens the management of the project activities (UNDP, 2013) and has the capacity of transforming the project into a participatory and representative functional system (Isham and Narayan 1994) that is integral to achieve intended values, transforming operations and improving project delivery (Hlatshwayo and Govender, 2015).

1.2 Statement of the Problem

Performance is basically concern with improvements in order to attain organization goals and objective such that the organization get right things done successfully at right time (Bana and Shitindi, 2009). According to Sulle (2014), performance assumes better results from the organization's projects so as to satisfy the expectations and needs of stakeholders. Bana and Shitindi (2009) argues that performance improvement cannot be archived unless there is efficient and effective plans in place prior to the programme execution. Sulle (2014) also argues that performance can be achieved if the projects are effectively planned such that there is clear communication and involvement which necessitates continuous dialogue and interactions between the project teams and the stakeholders to define the expectations of the objectives so as to put mutual understanding of what to be achieved.

The national parks in Tanzania are stressed to introduce the new performance management tools that will enable them to focus on achieving results. Despite of these new initiatives of improvements, the performance of the national parks is still questionable. The existence of project anomalies in Serengeti especially in water projects, houses, dilapidated building, and poor infrastructure on roads means that projects are not achieved as desired. These anomalies reveal the growing gap between project planning and project execution which may be caused by improper M&E planning, such as lack of technical skills of the project team, lack of stakeholders

involvement, lack of support, inadequate resources allocation and missing feedback mechanism.

Projects are prone to failure if there is a missing link in the project lifecycle where by the monitoring and evaluation phase is not properly planned and the failure is subjected to nonperformance. *“Failing to plan is planning to fail”* therefore it is strongly evidence that having a plan leads to greater efficiency and effectiveness

This study pursue to investigate the impact of M&E planning on the success of projects of national parks in Tanzania. It will focus on investigating how the availability of resources (finance and Human resources), capacity and technical skills of the M&E team, stakeholderø involvement, Management supports, and communication strategy can lead to a successful projects.

1.3 Research objectives

1.3.1 General research objective

The general objective of this study is to examine the impact of M&E planning on the performance of national parks in Tanzania, with a case of Serengeti National Park.

1.3.2 Specific research objectives

The specific research objectives are:

- i. To assess the influence of management support and resources allocation (budget and human resources) in the successful project implementation in Serengeti

- ii. To examine how the capacity building , technical skills development and experience are the key success factors for the project in Serengeti
- iii. To assess how stakeholders involvement and proper communication strategy contributes to success of the project in Serengeti
- iv. To describe the importance of indicators for the project performance in Serengeti

1.4 Research questions

The research questions are the number of issue that the study process will address, that are frequently forerunner of the study objectives (Saunders et al, 2009). These are set to archive the above objectives, such that they provide contribution to data collection, analysis and interpretation.

1.4.1 General research question

The general research question is what is the impact of M&E planning on the performance of national parks in Tanzania?

1.4.2 Specific research questions

The following hereunder are the research questions which have been asked in this study.

- i. How do management support and availability of resources (budgetary and Human resources) lead to a successful projects

- ii. How do the capacity building, technical skills development and experience are the key success factors for project execution
- iii. How do stakeholders involvement and proper communication strategy contributes to success of the project
- iv. What is the importance of indicators for the project performance
- v. How do political interference affects the success of the projects

1.5 Scope of the Study

This study was carried out in Serengeti, the public national park under the Ministry of Natural resources and Tourism. In endeavor of its mandates, Serengeti has developed the policies and guidelines which are executed through the provision of yearly budgets.

1.6 Relevance of the study

This study aims at making contribution toward providing information to public sector practitioners toward accountability, transparency, good governance and national parks administration perspective. It will also contribute to the body of knowledge, research and literatures regarding M&E planning in public sector and recognizes its role in policy implementation, as well as proving useful insight for implementation of monitoring and evaluation in the national parks.

In public service, the performance contracts are normally connected to outputs (the goods and services produced) relative to outcomes (the effect of outputs to the

community) (World Bank 1998). The outputs are linked to outcomes, and if the outputs are established with clarity and controllability, then the outcomes developed specify performance (World Bank, 1998). The accountability and performance are linked up to outcomes. In the public sector the expenditures is not lineup with the returns, large scale funding, low return in investment (World Bank, 1998). According to Prabhakar (2008), success in project investment is due to day to day monitoring, controlling and evaluation. According to World Bank (1998), monitoring and evaluation contributes for making sure that the public institutions and staff are held accountable for the performance (accountability), making sure that resources are allocated to activities which contributes to effective and achieving the basic objectives (allocation) and making sure a lesson is learn from the success or failures so as to do better in the future (learning).

1.7 Organization of the dissertation

In this dissertation chapter one which is the introduction is the start aiming to understand the research background that present the reader with the statement of the problem, the aim of the research, the research objectives and research questions. It also presents the scope, limitations, and justification of the study as well as the rationale of the study.

Chapter two enlighten the literature review which provides a comprehensive study on the research subject matter, it provide the relationships between the subject matter, the related studies and their implication to the study

Chapter three presents the research design and methodology that addresses the process of collecting data and other related evidences. This study will employ a multi-paradigm approach which uses the combination of multi-techniques for data collection. The mixed model approach as suggested by Lee (1991) will be used to integrate quantitative and qualitative research approaches.

Chapter four and five are for data analysis and provisional of summary, conclusion, and recommendation respectively. In these chapters the findings are discusses and measured against the research objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter overview

This chapter explains the theatrical and empirical literature in relation to the study in order to show that this research fits into what is already known, to show the relationships to the existing theories and research. According to Rockinson-Szapkiw (2012) literature review shows how research make a contribution on the topic to the field, the intellectual goals as well as to inform the research questions and methods to justify the research problem that is the research importance. In this chapter two theories such as TOE Framework and the successful society theory will be reviewed and new theory and research model formulated. It emphasizes essential concepts used in M&E, the historical back ground of the M&E, the definition of the key terms, the key success factors for the M&E, the benefits of the M&E and the role of M&E in public sector. This chapter has subsections arranged as definition of the key terms, theoretical reviews, empirical review, policy review, and research gap and lastly the cconceptual and theoretical framework.

2.2 Conceptual definitions

2.2.1 M&E

The term M&E is a combination of two functions, Monitoring and evaluation (Porter and Goldman, 2013) such that these two functions are distinct, but clearly overlap and complement to each other (Porter and Goldman, 2013). While monitoring provide data to evaluation, evaluation adds to and builds on monitoring information (IFAD, 2002). Planning M&E should be done together at the same time as they are interrelated and that evaluation is an important monitoring tool and monitoring is an important input to evaluation (UNDP, 2002) and IFRC (2001). According to UNDP (2009) evaluation complements monitoring by providing an independent and in-depth assessment of what worked and what did not work, and why this was the case. Putting together monitoring and evaluation system will help effective and timely decision making. While monitoring provides real-time information on ongoing programme/ project resources, evaluation will be assessing whether the results have been achieved.

According to (UNDP, 2009), Planning for monitoring and evaluation must be done with evaluation in mind because evaluation draws heavily on data generated through monitoring, including baseline data, information on the programme or project implementation process, and measurements of progress towards the planned results through indicators. Putting monitoring and evaluation system will help the availability of a clearly defined results or outcome model and monitoring data that will determine the evaluability of the subject to be evaluated.

2.2.2 M&E Planning

Planning can be defined as a process of developing strategies, setting goals, outlining the implementation, deciding the time and allocation of resources so as to achieve the goals UNDP (2009). This involve looking at various processes such as identification of objectives, setting strategies, allocation of resources and outlining implementation arrangements UNDP (2009). According to UNDP (2009), “*failing to plan is planning to fail*” therefore it is strongly evidence that having a plan leads to greater efficiency and effectiveness.

M&E planning looks on factors which if are not considered prior to the start of the project can lead to failures, such factors are availability of resources (finance and Human resources), capacity and technical skills of the M&E team, stakeholders involvement, Management supports, utilization of data, communication strategy and the value and relative advantage of the project to be monitored and evaluated (UNDP, 2009). It should be noted that M&E planning must start during the project/programme design (UNDP, 2009).

2.2.3 Performance

According to the Oxford English dictionary, performance is defined as the execution, carryout, accomplishment and working out on anything undertaken. Armstrong and Taylor (2014) links accomplishment with results (outputs, outcomes and Impact) obtained from executing a precise duty assigned to. Armstrong (2006) defines

performance as doing the work and achieve results. Therefore performance means behaviour in which organizations teams and individuals get the work done to archive the desired goals.

2.3 Theoretical Analysis

2.3.1 The historical back ground of the M&E systems

The concept of monitoring and evaluation in the world can be traced back from different development theories since the end of World War II to the end of the 20th century, which was later been referred as the *õera of development* (Chant and McIlwaine, 2009). According to Chant and McIlwaine. (2009) at the end of War II, began the Cold War which made America and its allies to use development theories as an instrument to stop the 3rd World War. Development theories can be linked to the choice of models to be used in project planning, execution, monitoring and evaluation. According to Chant. and McIlwaine (2009), other factors that helped take off of era development was the European countries fought to get back on their feet after the World War II, which resulted in the launch of the *Marshall Plan* that focused on humanitarian goals together with the establishment of economic and political block that allied to America. According to Chant and McIlwaine (2009), the Marshall plan focused on infrastructural initiatives, securing the poorest basic needs, capacity building and participation, the initiatives in that decades and most of them are part of the current development assistance.

Between 1950s and 1960s, there was a concept of investing in developing countries so as to facilitate the take-off of their economic growth and catch up with the modern economic trend (Morse, 2004). This concept promoted a number of primary economic initiatives for how the developing countries should catchup economically, with the main focus being on large infrastructural initiatives (Morse, 2004). During 1960, many developing countries experienced the rise of dual economic classes, a small group of rich people living in cities and a large poor majority living in rural population (Degnbol-Martinussen and Engberg-Pedersen, 2005). According to Degnbol-Martinussen and Engberg-Pedersen (2005) this raised stories of “*white Elephant*” which was a clear failure of projects where modern technology was not adopted to the local market in infrastructure and management. Thus necessitate the use of the appraisal methods such as impact assessment and social cost benefit analysis to analyze whether the intended impact have been attained (Roche 1999)

According to Porter and Goldman (2013), Monitoring and Evaluation spanned in Africa in the early 1980s, introduced by IMF and the World Bank to monitor and evaluate the execution of the projects and programmes funded by these entities, but there were still challenges on legal and institutional framework for the practice of M&E. According to Basheka and Byamugisha (2015), over 30 national evaluation associations are registered as profession, the African Evaluation Association (AFREA) which was established in 1999 in Ghana. Mertens and Russon (2000) asserted that the emergency of many new regional and national organizations illustrates the growing

recognition of the importance of M&E. According to Basheka and Byamugisha (2015) and Porter and Goldman (2013), there is an increasing demand for evaluation in Africa, the trend which was predicted to continue due to the demand for evidences with the political recognition of the utility of evaluation to good governance, and much emphasis put on results, transparency and accountability the factors demanded by donors.

According to CLEAR (2013), M&E has steep climbing in Tanzania since 1990s after the adoption of performance management system and result-based management (RBM) in term of practices in public service and in Non-Governmental organizations (NGOs) who funded development projects for poverty reduction in the local community. The government started fully utilizing this concept since 2005 during the implementation of the “*medium term development and poverty reduction goals*” as articulated in the “*National Strategy for Growth and Reduction of Poverty*” (MKUKUTA I) of 2005/2006 (SET, 2015). According to Ministry of finance and planning, the adoption of MKUKUTA I 2005/2006 has changed the government development planning and executions from “priority sector” based previous to results based approach, which allows for effective linkage with MDGs, results based management and sector contribution, aiming at growth and poverty reduction. According to MoFP (2016), the main focuses of MKUKUTA I were growth and reduction of income poverty, life quality and social wellbeing improvement, and good governance and accountability.

M&E is done at different levels of the government operations and the overall coordination is at the Ministry of finance and planning.

2.3.2 Categories of M&E

According to Kusek and Rist (2004), there is a growing pressures for developing countries to improve the performance of the public investments, which involves the reforms by tracking results of the public investments. Traditionally the public projects where measured on the bases of compliancy (did they do it? questions) to assess whether the projects/programme/policy have been executed as planned without making any emphasis on the project failure or success (World Bank, 2005). According to Kusek and Rist (2004), the traditional M&E focuses on project implementation of the inputs on activates to generate outputs. The increasing pressure for performance management in the developing countries introduced the concept of the results-based M&E which is a powerful public management tool that can be used to help the policy makers and decision makers to track progress and demonstrate the results (impact) of the project, policy or programme (Kusek and Rist, 2004). According to World Bank (2005), while the traditional M&E focuses only on inputs, activities and outputs, the result-based M&E goes beyond the emphasis on inputs, activities and outputs to a greater focus on outcomes and impact. According to Kusek and Rist (2004), organizational good performance depends on the sustainable result-based M&E which requires continuous commitment, resources (time, fund, HR), efforts, technology, political and organizational will. The developed countries have over 20 years of

experience in the building, use and sustaining result-based M&E systems compared to the developing countries who are just beginning stages to use this key public management tool (World Bank, 2005). Kusek and Rist (2004) urge that the experiences of the developed countries are very important that can provide useful lessons the developing countries. According to World Bank (2005), the developed countries had variety options for implementing result-based M&E systems including the entire-of-government, enclave or the mixed approach that may be adopted by the developing countries.

2.3.3 The role and purpose of M&E in public sector

According to World Bank (2004), developing countries are facing with new challenges in public sector management namely the internal and external pressures to manage for results in order to be accountable to their stakeholders. Governments are increasingly confined to demonstrate results since stakeholders are no longer interested in activities and outputs, instead they are looking for actual results (Sera and Beaudry, 2007). According to Kusek and Rist (2004), development policies, projects and programme should led to the desired outcomes and results, which can be tracked to identify problems along the way, correct problems in time, measure progress and then tell success from failures.

Basing on these concerns, there are increasing number of initiatives and forces that are pushing the governments to adopt public management towards government reforms

and demonstrating results (World Bank, 2004). According to Kusek and Rist (2004), these initiatives are forcing the governments to adopt a results-based approach to reduce poverty, improve living standards, stimulate private sector growth, reduction of barriers in trading, creating stable investment climate, the rule of law, protection of patents and property right, stable democratic climate, respect for human rights and protection of minority.

According to Sera and Beaudry (2007), achievement for that initiatives is connected to the implementation of the results-based M&E, an important management tool that tracks progress to facilitate informed decision making for effectiveness and efficient to yield powerful results. There is increasing need in measuring performance, of which the results-based M&E systems being the public management tool used by governments to measure and evaluate results and then provide feedback into the ongoing processes of management and decision making (World Bank ,2004).

According to IFAD (2002), results-based M&E systems provide credible answers to the "SO WHAT" question that addresses the accountability and transparency concerns of the stakeholders, toward achieving the planned targets and goals, and providing extensive evidence as the basis for necessary corrections in projects, programme or policies. World Bank (2005) urges that the use of results-based M&E systems facilitates timely informed decision making and planning, accountability by demonstrating results, improved service delivery and improved resources allocation. Sera and

Beaudry (2007) assert that M&E require creating a system that helps the stakeholders, implementers, and staff to learn together in order to improve the development intervention on a continual basis, the ultimate aim is to ensure maximum possible benefits for the government investments. Also Word Bank (2004) urges that the performance criteria for the results-based M&E are connected to demonstration of accountability, transparency, timely informed decision making, fair and equitable public policies, delivery of tangible goods, timely services and promotion of organizational learning.

According to Kusek and Rist (2004), government operations have different kinds of tracking systems such as financial systems, human resources systems and accountability systems, which is termed as the three legged stool, but are missing a good feedback systems. Creating an M&E system to the government operations adds the fourth leg to the governance chair, a component that has been missing from the government operations, that is the feedback component with respect to outcomes and results (World Bank 2005). According to Sera and Beaudry (2007) building a results-based M&E systems enable decision makers to measure and evaluate results and then provide feedback information to the ongoing processes of governance and decision making.

2.3.4 The Concept of M&E, Good Governance and performance

The terms *ōgoodö* or *ōbadö* governance are increasingly used in many of the development literature (UNDP, 2007). While good governance has been a mandatory condition for donor and international financial institutions for provision of aids on development projects, bad governance is being gradually observed as the source of all evil within the communities (UNDP, 2007). According to Booth (2011), the concept of governance means the process of making decision and the process of implementing or not implementing the decisions. Governance can be use in various aspects such local, national, international, cooperate and more (UNDP, 2007). Booth (2011) urges that the process of making decisions and the process of implementing or not implementing the decisions are guided by actors and structures whether formal or informal that have been set in place for the implementation of the decisions. The actors to name a few can be the Government, Land Lords, NGOs, financial institutions, religious leaders, political parties and other more (Booth, 2011).

According to Juiz, Guerrero, and Lera (2014), good governance is characterized by major eight variables namely: stakeholders participatory, the consensus oriented, transparency, accountable, effective and efficient, responsive, equitable and inclusive and the rule of law. Other literatures defines good governance with the inclusion of some of the named characteristics. For example the African Bank (2010) clarifies good governance by identifying four variables such as accountability, transparency,

participation and predictability. Saparniene and Valukonyte (2012), defined good governance as a concept related to principles such as transparency, efficiency, participation, responsibility democracy, justice and rule of law. UNDP (1997) clarifies good governance as the execution of economic, political and administration authorizations in order to manage the state affairs. These definitions are acceptable globally, especially the term participation, which is mandatory aspect in the development projects that addresses the importance of improved interface the public services and the stakeholders. According to Saparniene and Valukonyte (2012), good governance realized with participation at all levels and all sectors is always transparent and accountable, effective and fair and it stimulates the compliance with the principle of law supremacy. Also good governance that prioritize political, social, and economics would be supported by general agreement (consensus) in the community.

This literature connects good governance to the process of making decision and the process of implementing or not implementing the decisions, M&E is a management tool that helps the actors of good governance with the evidences that assistances in making timely and informed decisions. Word Bank (2005) assert that the use of M&E systems facilitates timely informed decision making and planning, accountability by demonstrating results, improved service delivery and improved resources allocation, the concept which signify performance. Bad governance means no performance which results from project failures.

2.3.5 The Theoretical review

According to Rockinson-Szapkiw (2012) a theory is a set of interrelated constructs (variables), definitions, and propositions that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining or predicting the phenomena.

In this study one theories and one framework model namely the successful society theory and the Technological, Organizational and Environmental (TOE) Framework, will be employed to study the impact of M&E planning for the public performance. The TOE framework which will be used as a main research model in this study, especially the organizational factors is the application tool for research that proposes three main factors that affects the organization adoption for new innovation concepts (Chiu *et al*, 2017). According to Piaralal *et al* (2015), these three context are the technology that have characteristics and usefulness of the new concept; the organizational that contain internal issues within the institution such as management, staff, services and products; and the environmental that involves the external issues that can affects the institution such as policy frameworks, political issues, laws and regulations. TOE framework is widely used on most of the adoption of different new innovative and it has proved to be validated (Chiu *et al*, 2017).

The TOE framework especially the organizational context will be comprehended together with the successful society theory, the school of thought that is centered on

shaping governance and development with focuses on the key characteristics of the successful society that is the key aspects of development to mimic and adopt for government development (Chibba, 2009). According to Bloom *et al* (2004), a study in major theories of governance in economic development suggests that the successful society has the following features namely competitiveness, strong institutions and rules-based conduct, social capital, clear definition of roles and other prayers, responsiveness arrangement to existing conditions, adaptability to change and finally the consistent of focus on the public interest. These two theories are digested and the important factors which are addressed in the research specific objectives are explored to form the key factors that will be used in this study, as summarized in Table 1.

Table 1: Factors definitions and relationships

Context	Factor	Description
Organizational factors	Availability of resources (budgetary and staffing)	Funding and employees available for the implementation of the innovation
	Technical Skills and knowledge	Awareness and training on the innovation
	Experience	Involvement in the new innovation
	Participation	Involvement of the key players and stakeholders
	Communication	Information dissemination to stakeholders about the innovation
	Top management support	Execution and resolve related issues, leadership, commitment
Environmental	Government support	Policy, regulations, laws
	Political will	Political interferences

Source: Adopted from Chiu, C.Y. et al (2017), modified by Author (2018)

2.4 Empirical analysis of relevant studies

In order to support the impact of M&E planning in improving the performance of the public investments, other studies has been referred across the global, in Africa region and in Tanzania.

2.4.1 General global studies

A study by Mackay (2004) in Australia, after the elected reformist government in 1983, it was faced with difficult situation in macroeconomic including budgetary constraints, which caused the government to reduce its total spending from 30% of GDP in 1984 to 23% in 1989. According to Mackay (2004), in his study paper which aimed at comparing two generations of performance evaluation and management systems in Australia, pointed out that among all efforts which were made to reform the government economic performance, a fundamental reviews of the M&E practices was also mandatory. According to Mackay (2004) a central based M&E system was developed comprising with a formal strategy for evaluation, based on evaluation practices of 1988 which focused on departments and the overall evaluation activities in the government. In his conclusion to this study, Mackay (2004) pointed out the government of Australia is the leading successful in performance management using the M&E system and the key enabler factors were the involvement of all departments and ministries in the evaluation plan and oversight of the processes, a strong endorsement from the cabinet, extensive and systematic M&E system, high utilization

of the evaluation findings in the budget processes and integration of the M&E system into the budget processes. Other enabling factors according to Mackay (2004) are the high level of utilization of the information by the line agencies and departments and the high level of collaboration between the coordination unit and the central departments. The involvement of the departments in the planning and oversight of the evaluation processes created the sense of ownership of evaluation and findings between participants. This also ensured deep knowledge and understanding of the programs Monitoring and evaluation.

A study from Chile conducted by Zaltsman (2006) revealed that the Government of Chile has unique very strong and disciplined M&E system since 1994 with the main objective of improving quality of public investments. According to World Bank (2007), the system has been designed, implemented and successfully managed due to the rare combination of factors such as highly centralized budgetary system, high powerful coordination unit (Ministry of Finance) and committed sector ministries and agencies that closely follow the rules and procedures that are set by the coordination unit, the disciplined civil service and finally the high capable academic community. According to World Bank (2007), the system development have been successful influenced by economic pressures and the need to lead the Government investments, and the changing demand for public sector reforms.

According to Zaltsman (2006), the Chile's M&E system can be assessed against three criteria of any successful system: (1) high utilization, (2) good quality information and (3) system sustainability. The information from the M&E system is used intensively in budget planning, decision making and analysis; used intensively for program improvements in ministries and agencies; and lastly used in performance reporting (World Bank, 2007). According to Zaltsman (2006) the system has one weakness that is low utilization of the M&E system by the ministries and agencies themselves, due to the low level of ownership or acceptance of the findings of evaluation caused by low collaboration and participation between the coordinating unit and these ministries and agencies.

Another look by Mackay *et al* (2007) revealed that the government of Columbia created the M&E system in 1991 which was based on World Bank approach to evaluation. This was a constitutional requirement which was introduced in 1992 and was supported by the World Bank and other financial support (World Bank, 2007), of which a series of laws, regulations and decrees were introduced to support the M&E system (Mackay *et al*, 2007). According to Mackay *et al* (2007), the main focus of the system was to monitor the information rather than evaluation, however by the year 2000 the Government abolished the system with the perception of the complexity nature of system management as well as doubts about the system relevance to the public sector reform agenda. According to World Bank (2007) the ideal of using the M&E system was reengineered by a reformist president in 2002, who was strongly

committed to a new culture of public performance and administration based on social accountability and social control. The M&E system was rebuilt in 2002 supported by donors and these steps quickly strengthened the rebuilt process.

2.4.2 Studies in African countries

According to World Bank (2007) some African governments such as Tanzania, Uganda, Kenya, Ghana, Nigeria, Benin, South Africa, and Senegal etc have initiatives in having reliable and comprehensive performance information that is used in preparing their national plans and in budgetary priorities. World Bank (2007) found that Uganda has a number of initiatives in M&E systems but studies has found that a large number of these initiatives are uncoordinated and not harmonized at the sector and subsector levels. According to Porter and Goldman (2013), M&E systems in Africa especially in three sectors namely health, education, and water and sanitation are facing with challenges in data collection burden at the district and facility levels. Other challenges are these countries facing is not developing new systems, but improving and rationalizing the existing systems (Porter and Goldman, 2013). According to World Bank (2007) it is unrealistic to expect most African countries to build broad, reliable M&E system because there are number on important elements that need to be undertaken feasibly; these are relative advantage, costs, technological limitations, awareness, data quality, and staffing level.

A study made by Umugwaneza and Kule (2016) in Rwanda on the role of monitoring and evaluation on project sustainability using *the Electricity Access Scale-up and Sector-wide Approach Development Project (EASSDP)* as the case study, where by a study adopted a descriptive design, the targeted population of 104 respondents, purposive sampling for four respondents, and simple random sampling for the rest of the respondents. The study used both primary and secondary data, where by the primary data was collected using structured questionnaire, and the data was analyzed using SPSS V.23. The study findings revealed that project sustainability in Rwanda is influenced by factors such as effective communication, involvement and partisanship during planning, supportive supervision and commitment by the top management.

Hardlife and Zhou (2013) conducted a study on the utilization of monitoring and evaluation systems by international development agencies, taking UNDP in Zimbabwe as the case study. The study used document review and in-depth interview with various UNDP staff. The findings revealed that the UNDP office in Zimbabwe does not have any M&E department but it is ready to install the M&E system since they are in the system initialization stage. It was noted that no skilled M&E staff in place, baseline and performance indicators were not yet established, and it was found that there is low use of the evaluation findings from the previous programmes. The study recommended a quickly design and implementation of the M&E system and formulation of the staffed M&E department.

Ochieng *et al* (2012) on the study on the effectiveness of M&E of Constituency Development Fund Projects in Kenya, with a case study of Ainamoi Constituency, targeting district development officers, project committee members and constituency members. The findings revealed that some stakeholders are full involved and others have minimal participation in the Monitoring and Evaluation of the projects.

Kimweli (2013) conducted a study on the role of M&E practices to the success for the donor funded food security projects in Kenya, targeting beneficial residents from Kibwezi districts. This case design conducted a holistic and in-depth investigation on a sample of 40 residents purposive sampling selected from Nzambani, Masongaleni, Makindu and Masongaleni from Kibwezi district. The primary data was collected using questionnaire, semi structured interviews and focused group discussion. The quantitative data was analyzed using MS Excel 2010 and the findings revealed that the community was not involved in any M&E project for food security. This indicated that challenges facing the food security projects in Kibwezi was due to unrecognized participatory role of the community in the food security projects.

MBITI and KIRUJA (2015) conducted a study on the role of M&E on performance of public organization projects in Kenya, with a case study of Kenya Meat Commission (KMC), which adopted a descriptive survey of 427 employees of KMC and a sample of 81 respondents were obtained using stratified sampling method. While the primary data was collected using questionnaires, the secondary data was collected from

published documents. Independent variables in this study were implementation strategy, training, human resources, participatory and planning and the findings revealed that all the independent variables positively and significantly influenced the performance of Kenya meet commission projects. Also this study revealed that the M&E human resources capacity development is the key factor for the performance of the public organization.

Mugo and Oleche (2015) conducted a study to find out the impact of M&E of development projects on economic growth in Kenya. Data was collected using survey questionnaires from staff of the Ministry of Devolution and Planning in Kenya. Independent variables were training of personnel, budget allocation, stakeholder's participation, institutional guidelines and political influence. The findings revealed that institutions and development stakeholders should continue to invest toward the improvement of M&E systems by research and learning. This approach will gear toward the success of the implementation and policy development.

Ogolla and Moronge (2016), conducted a study to determine the determinants of effective M&E of Government funded water projects in Kenya, with a case study of Nairobi County. The aim was to determine the influence of technology, stakeholder's participation and involvement, and project resources (team and budget) on the successes of M&E in the water projects. The study design was a descriptive survey targeting 417 employees, and a sample of 42 equals to 10% of the employees obtained

through stratified sampling techniques was considered. While the primary data was collected using questionnaires, the secondary data was collected from document reviews such as journals, magazines, periodicals and reports so as to compliment the primary data and analysis was done using SPSS V.21 and excel. The study findings revealed that adequate funding (budgetary allocation), managerial skills such as leadership, controlling and organization skills; involvement of stakeholders, and adequate staffing influence the M&E of the water projects in Kenya.

2.4.3 Empirical studies in Tanzania

Kayaga (2015) conducted a study on the role of M&E in improving sustainability of water projects in Tanzania, with a case of Bagamoyo district in Tanzania. The study aimed at determining the current M&E practices, challenges and proposing the best implementation approaches for the for M&E in the water projects. A sample of 100 respondents were drawn from a population of project implementers and villagers who are the main stakeholders of the water project. Primary data quantitative and qualitative were collected from the respondents using questionnaires and interviews respectively. Secondary data were collected from the documentary reviews. The findings of this study reviews that water projects fails to sustain due to available ineffective M&E systems, low budgetary allocation, lack of skilled staff, poor involvement of the community and lack of the staffed coordination unit. The study recommended the capacity development of the M&E, policies reviews to incorporate the component of

M&E in public planning, establishment of the M&E structure and participatory approach in the implementation of the Water projects.

2.5 Policy review

The adoption of the performance management system established after enacting of the public Service Act, No. 8 of 2002 has facilitated the institutionalization of the M&E systems in the public services. The Government is implementing development projects/policies sector wise such as Agriculture, Health, Natural resource, Education, etc. Each sector have developed the policies which help in guiding the implementation of planed programmes. The policies stipulate clearly the need for performance and results-based management in the public services. The act provides a clear legal framework in managing performance in public service. The policies and legal framework are important tools to facilitate a smooth creation of performance and accountability culture.

2.6 Research gap

There are various studies that have been conducted on the role and effectiveness of M&E as a mandatory tool for the Government management by results. As discussed in the empirical study, case studies quoted are from Australia, Chile, Columbia, South Africa, Uganda, Rwanda and Zimbabwe. While many studies have generalised M&E as a whole and many studies have been conducted and published in Kenya, there is no evidence studies which are specific on the M&E planning, and no evidence of

published case studies in Tanzania especially in national parks, except two unpublished studies conducted by Kayaga (2015) on the *“role of M&E in improving sustainability of water projects in Bagamoyoö* and Loitare (2011), on *“role of M&E for improving performance of development projects in Tanzania”*. This show that there are not enough studies in Tanzania which have been conducted to assess the impact of M&E planning on performance of national parks in Tanzania, such that only two studies conducted by Kayaga (2015) and Loitare (2011) are not enough to recommend and conclude on the results. It is important for Tanzania to conduct more researches in this area so as to develop other concerns on the role of M&E planning in public projects. This study will be conducted to comprehend the previous studies and hence it will generate the knowledge gap into two areas, (1) to study how the M&E planning and global practice has been absorbed in public services in order to achieve the global initiatives for service delivery, good governance and performance (2) to study at what extent M&E planning is implemented to enable measurement of the development policies/projects/programmes in public services. This study aims at fulfilling this gap but more specifically in the national parks in Tanzania.

2.7 Conceptual and theoretical frameworks

Fisher (2010) defined a conceptual framework as the analytical blocks of models and theories used in the chosen research. Conceptual frameworks simplify realities in either graphically or narrative form in order to study key factors, concepts or variable and their relationships among them so as to make the study easy to discuss and analyse

(Mathieson *et al*, 2011). The objective of the conceptual framework is to categorize, describe and map the relationships among the concepts that are relevant to the study (Rocco and Plakhotnik, 2009). According to Rocco and Plakhotnik (2009), the conceptual framework are used to build the foundation of the study, to demonstrate how the study advances knowledge, to conceptualize the research, to assess the research design and to provide reference point for interpretation of findings.

This conceptual framework is built on theoretical reviews as summarized from the successful theory and TOE framework as summarized in Table 1. This conceptual framework show the basis for effective M&E planning, which are set of criteria to be tested. It looks on the factors which are mandatory for consideration for a successful M&E planning. These factors can be namely as the availability of resources (funding and staffing), developing technical skills (education level, technical training and experience), stakeholders involvement, communication strategy and finally the management supports (leadership and organizational). Also this study looks on the control parameters which are additional to successful M&E planning, these includes the political environment, available laws, regulations and policies.

2.7.1 Availability of resources (funding and staffing)

According to Cohen (2000), funding means a capital released to undertake a programme/project which is secured and made available for use and this capital should be released before the start of the project. Funding is essential for acquisition of

system, equipment, capacity development, staff incentives and other facilities that facilitates the development of the system (IFAD, 2002). Ellis and Gregory (2008) argues that M&E consumes money and time such that if not adequately planned might results to incomplete and inaccurate data reporting. According to Crawford and Bryce (2003) funds should be tracked within the project budget as an important activity to trace the actual expenditure against the planned, and this should be done regularly to determine the fund position in the project, and this role is to be assigned to the skilled financial specialist.

Human aspect is another important resource to be taken care during planning for M&E. According to Tohidi and Jabbari (2011), staffing make sure that the project is sufficient with required human resources that possess skills, knowledge, talents and experience required for successful work completion. Tohidi and Jabbari (2011) argues that human resources plays an important role in project than other work factors such as machines, materials, approaches etc, such that job dissatisfaction of staff have high effect on the project progress. According to Ciccotti (2014) developing a project team is a challenging factor for the successful of the project implementation, because staff come from different groups of individuals, with varying experience and background, from different functional areas and sometimes having conflicting agendas. Therefore Ciccotti (2014) argues that it is important to build an adequate base and capacitated human resources so as to enable M&E planning successful.

2.7.2 Developing technical skills

“Interpersonal skill does not replace the technical ability” (Costa, 2016) and thus according Alam *et al* (2010), interpersonal skills are also called soft skills, the people oriented skills such as interpersonal communication, resolve conflicts and influencing the team and promote& Motivate the team. Technical skills are the techniques, tools, practices and processes that enable the user to accomplish tasks at the front lines. Gillard (2009) argues that technical credibility and use of the systems approach to complete the tasks on time and within budget is the key success factor for the implementation of the M&E system. Therefore according to Alam *et al* (2010), training on technical skills is a necessary precondition for the M&E capacity development. According to IFRC (2011) technical training requirements are determined based on the responsibilities and roles of the team. According to Alam *et al* (2010) the training can be formal such as courses and workshops tailored to the specific needs and audience OR informal training such as on-the-job coaching, mentoring to staff on completing tasks, report writing and how to use data management tools.

2.7.3 Stakeholders involvement

Stakeholders are individual, groups or entities who may be affected by or have been affected by or have a vested interest on an intervention (Harris *et al*, 2016). According to Van Zyl (2013) Stakeholders involvement means allowing stakeholders to participate in all process of the project intervention, and this leads to better process, greater support, more inputs and ideals, process ownership, more collaborative efforts

and more effectiveness (Vijayaraghavan, 2011). Harris *et al* (2016) argues that the point is not only to keep stakeholders engaged, but also to have the knowledge base for how to involve people effectively and keeping evidence of the effective involvement. Van Zyl (2013) argues that sustained participation enables better identification of the components from a complex intervention. Not involving stakeholders in the project planning can have serious and perpetual negative impacts to the project development such as project failure to get it right, costly, delayed or the decision to abandoned, as well as the possibility of damaging careers, relationships or damaging organizational reputations (Morrissey, 2015)

2.7.4 Communication strategy

Rajkumar (2010) defines communication as the efficient exchange of information from one point to another. This means that communication means *õwho said what to whom in what channel with what effectö* (Rajkumar, 2010). Greenberger (2016) says that in any project management, every step requires tasks and activities to talk, and that tasks are dependent on each other decisions, hence project activities cannot work in an isolation state, thus communication is an essential tool to link the operationalization of the project tasks. According to Bubshait *et al* (2015) the success of the project depends on the effective and efficient communication. Communication provides regular updates on the status of the project and its performance. Rajkumar (2010) argues that many projects are facing with breakdown in communication which then lead to the possibility of project failure. Rajkumar (2010) added that the effective communication

is important for all facets of the project M&E, but is absolutely essential to the success of M&E system. This means that the right people get the right information in a timely manner and in the right format. Greenberger (2016) also added that the effective communication has the component of information dissemination, channels and feedback into the project processes as a whole so as to influence the decision making. The process involves multiple stakeholders inside and outside the organization.

2.7.5 Management supports

Zwikael (2008a) defines management support as a degree by which the management comprehends the importance of the project processes and the extent to which the management involvement in the project activities. Young and Jordan (2008) defines top management support as is when the project sponsor or the CEO and other senior managers dedicate resources and time to review project plans, make follow-ups on results and solve problems. According to Young and Jordan (2008), project sponsor/CEO should assure allocation of resources and should spend much time on the project activities and make sure are aware of the project status and intervene as necessary as required. Zwikael (2008b) stress that top management support is very important in every case of the project and it provides strong clarification of why projects fails or succeed. According to Zwikael (2008a), top management support has six management processes which should be implemented in any project of any industry and culture. Young and Jordan (2008) argues that the top management support is not a "one size" for managing projects, mixed support processes are to be applied in order to

realize the actual management support. These critical success processes that improves the project success includes developing procedures, involve project manager during initial stage, provide support on training, establish the management office, develop the organization structure and define clear success criteria (Zwikael, 2008a), but these processes are general hence may not be relevance to some of the industry.

2.7.6 Political environment, laws, regulations and policies

According to Pinto (2000), successful project is directly linked on the ability the project players are capable of understanding and dealing with organizational politics. Project politics do exists from the internal of the organization that can be managed by placing organizational bylaws, policies and regulations, or politics do exist from external of the organization which involves clients trying to exert power to get more respect on the project for their our interests (Jowah, 2014). The internal politics are linked with the project manager's capacity and willingness to influence the project execution so as to meet the goal (Ross, 2003). Pinto (2000) argued that management capacity to influence and the political actions negotiation and bargaining are the key success factors for securing resources and manage internal politics. On the other hand dealing with external politics is a challenging tasks, even if the external environment is properly represented, others may keep on stressing the project to satisfy their iron triangle expectations (Jowah, 2014). According to Jowah (2014) politics is entirely not discussed in many of the project management but the critical issues of power and politics affect effective project execution.

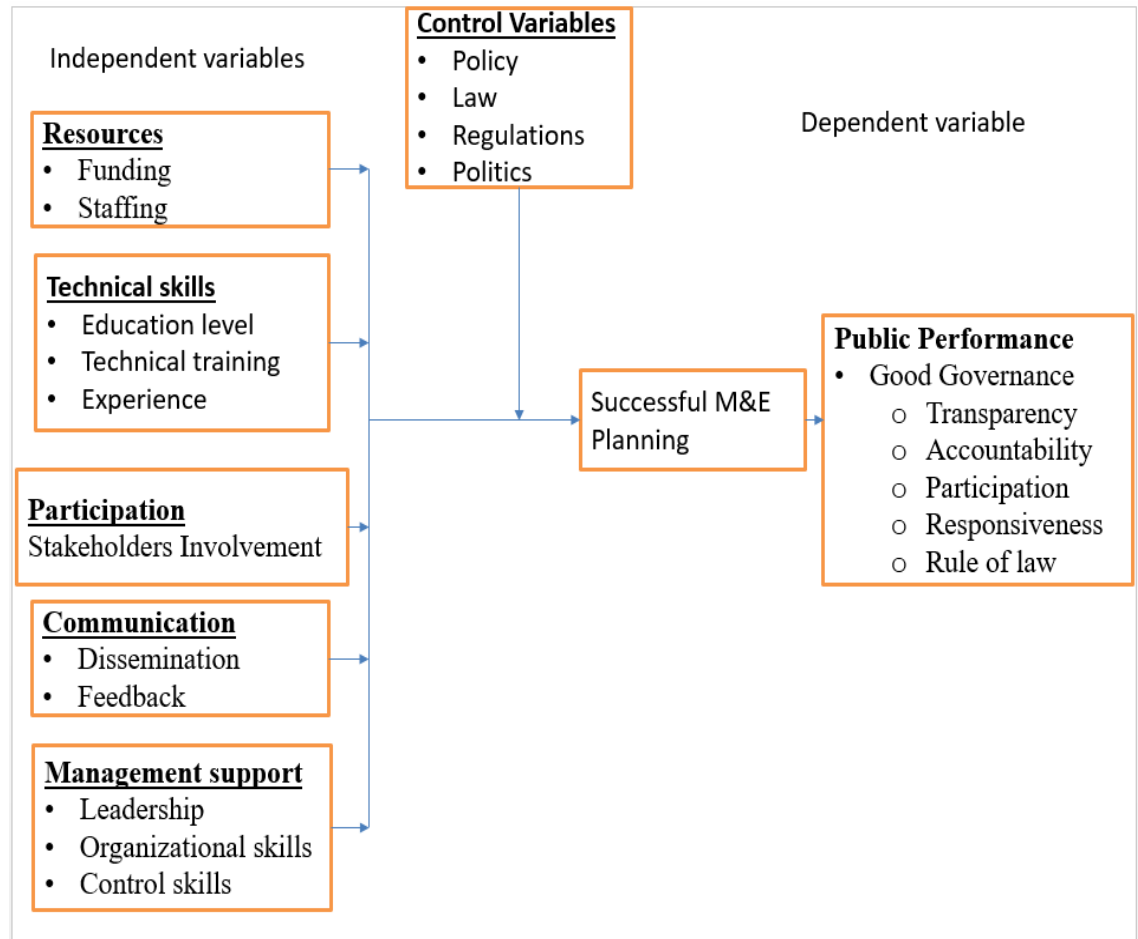


Figure 1: Conceptual framework

Source: Adopted from Chiu *et al* (2017), modified by Author

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter overview

This section provides the road map by which the research objectives are achieved. Rajasekar *et al* (2013) defines research methodology as a systematic way to solve the research problem by showing how the research is being carried out by presenting all steps from research description, explanation and the predicted phenomena from the research. Saunders et al (2009) defines research methodology as the theory of how the research should be undertaken by providing philosophical hypothesis and strategies that supports the researcher to provide solutions to the research problem. According to Saunders et al (2009), methodology and methods are used interchangeably. While research methods refers to procedures and techniques used to collect and analyze data, research methodology refers to the theory of how the research should be undertaken. Hence basing on Saunders et al (2009) assumptions, research methods would include observations, questionnaires, interviews as well as quantitative and qualitative analysis techniques. This chapter describes the basic components of the research methodology which have been used in this research such as the research paradigms, area of research, sample design, population of study, sample size, data source and collection, and the data processing, analysis and presentation.

3.2 Research Design

The research design is a conceptual structure that shows the type of research and strategies to be used in conducting the research (OUT, 2010). These the research design should show the philosophical orientation of the study, research paradigm, the approach, strategies, the research area, population, and sampling techniques. According to Saunders et al (2009), the research design can be either Exploratory, Descriptive, Explanatory (causal effect) or the combination of either of the two research. While exploratory seeks to find what is happening, seek new insights, ask questions to assess the phenomena, descriptive research provide further insights into the phenomena by describing the variables of interest normally conducted by surveying a sample of population, the explanatory research provide information on a causal relationships between the variables (Saunders et al, 2009). According to Saunders et al (2009) two research designs can be combined together so as to see new insight of the study, for example exploratory and descriptive or explanatory and descriptive can be combined in one study.

This research study employed the explanatory descriptive research design so as to utilise the advantages combination of the two, in here called descripto-explanatory

3.2.1 Research philosophy

Research philosophy are broad perspective of a phenomenon that contain important assumptions about the way the world is viewed (Saunders et al, 2009). The assumptions underpin the research strategy and methods to be used in the study (Saunders et al, 2009). Weaver and Olson (2006) defines research philosophy as the pattern of believes and practices that are used to regulate an investigation of a phenomenon by providing gauge, frames and processes. According to Saunders et al (2009) four aspect of philosophies in management research are positivism, Realism, Interpretivism and Pragmatism.

According to Saunders *et al* (2009), Positivist's emphasis on positivist approach hence they prefer working with an observable social reality, and the end outcomes of the research can be law like generalization which are similar to those produced by the physical and natural scientists. The positivism was developed from a philosophy which believes on stiff rules of logic and measurement, facts and principles (Weaver and Olson, 2006), such that the valid research can demonstrate the degree of mathematical proof and scientifically verification that corresponds to the phenomenon use of the study (Walliman, 2011). According to Saunders *et al* (2009) tools and techniques used for data collection in positivism are highly structured, large samples, measurements quantitative, but also qualitative can be used.

The second philosophy is realism, an epistemology that believes in the truth such that objects exist independent of the human mind (Saunders *et al*, 2009). This philosophy believes that there is a reality which is quite independent of the mind, the sense which opposes idealism, the theory which believes that the mind and its contents exist (Saunders *et al*, 2009). The Direct realism which believes on what you see is what you get and the, such that what we experience in our senses portrays the world accurately, and the critical realistic which urge that what is experienced are sensations, the image of the things in real world, not the things directly (Saunders *et al*, 2009). The assumption of realism underpins the importance of understanding the data that we are collecting of which the methods chosen must fit the subject matter either quantitatively or qualitatively (Saunders *et al*, 2009).

The third philosophy is the interpretivism, an epistemological position that emphasizes the necessity to understand the differences between human and their roles as social actors, such that it is important to note the difference between conducting research among people rather than objects such as vehicles and computers (Saunders *et al*, 2009). This philosophical position employs small samples, in-depth investigation and qualitative Data collection techniques (Saunders *et al*, 2009).

The fourth philosophical position is the pragmatism which urge that the most determinant of ontology, epistemology and axiology adopted is the research question, but one can be more appropriate than the other in answering a particular question

(Saunders *et al*, 2009). Saunders *et al* (2009) urges that if the research question does not suggest either of the positivist or interpretivist philosophy is adopted, this is directly confirmed that the pragmatist's view that will be used. Pragmatists make a use of mixed methods, both quantitative and qualitative within one study (Saunders *et al*, 2009). Morris and Burkett (2011) urges that the use of multi methods can serve several purposes in a research since Petkov *et al* (2006) believes that mixed methods can be used to meet research objectives. Mingers (2008) supported this idea by urging that researches become richer and reliable if mixed research methods are combined together.

Basing on the literature reviews provided in this section, this study positioned to the pragmatism philosophical research.

3.2.2 Methodology paradigm

Paradigm is a shared world view on the beliefs and values in a discipline that guide how the problems are solved (Krauss, 2005). It is way of describing the world view that is informed by the philosophy assumptions on the nature of social reality (ontology), ways of knowing (epistemology) and ethics and value (axiology) (Patton, 2002). According to Krauss (2005), paradigms may be related to certain research methodologies, for example while positivism assumes a quantitative methodology, interpretive utilizes qualitative methodology, Realism and pragmatism both have the element of realism and interpretive. Pragmatists make a use of mixed methods, both

quantitative and qualitative within one study (Saunders *et al*, 2009). Morris and Burkett (2011) urges that the use of multi methods can serve several purposes in a research since Petkov *et al* (2006) believes that mixed methods can be used to meet research objectives. Mingers (2008) supported this idea by urging that researches become richer and reliable if mixed research methods are combined together. This study adopted the mixed research approach.

3.2.3 Research approach

The research study can be either deductive where by theory and hypothesis are developed and tested or induction where by the data are collected and theory developed from the data analysis (Saunders *et al*, 2009). Saunders *et al* (2009) urges that research approaches can be attached research philosophies where by deduction owes more to positivists and induction to interpretive. According to Saunders *et al* (2009), the choice of the approach depends on the nature of the research topic, availability of time, the risk and the audience of the research. For example a research with plenty of literature, a defined theoretical framework and hypothesis lend itself to deduction approach, and new research with existing much debates, little existing literature is more likely to work inductively by generating data, analyzing and generating the theory. Saunders *et al* (2009) suggests the concept of combining these two approaches, the use of multiple methods not only in the research but also in experience it offer much advantages.

3.2.4 Research strategies

As described in the introductory part of the research design, this study employed a descripto-explanatory design where by descriptive and explanatory design have been used all together, and the deduction research approach have been used. According to Saunders *et al* (2009), each research strategy can be used for exploratory, descriptive and explanatory research and some of the strategies belong to deductive or inductive approach. Johannesson and Perjons (2014) listed the research strategies which are used in most of the studies as such as experiment, case studies, survey, grounded theory, ethnography, action research and phenomenology.

In this study a survey strategy have been used. According to Saunders *et al* (2009), a survey strategy is related with the deductive approach and it is frequently used to respond for 'who', 'what', 'where', 'how much' and 'how many' questions, and also it permit researchers to collect quantitative facts which can be analyzed quantitatively. Johannesson and Perjons (2014) urges that the use of survey strategy enables a researcher to cover large population quickly and precisely at low cost. Saunders *et al* (2009) urges that data collected using survey strategy can provide particular relationships between variables and produce model of these relationships.

3.2.5 The research Area

According to OUT (2010), the research area indicate the possible areas that the study to be conducted. Therefore the researcher need to indicate the actual areas of the study that can be reached during the field data collection because not all areas can be reached due to resources constraints.

This study focus on the national parks, a case of Serengeti (SENAPA). This is a working place of the research, the source of planning and budgetary activities, availability of staff who execute the development projects. This has helped a researcher who has limited time and budget to accomplish the study on time and resources allocated

3.2.6 Population of the study

The Study population determines what/who should be included in the study and can provide the required data (Saunders *et al*, 2009). Kumar (2011) defined study population as the specific group of people who are deemed to provide answers to the research question. Saunders *et al* (2009) related the population of the study with the sampling frame that is a complete list of all cases in the population in which the sample will be drawn basing on the research questions or objectives. Saunders *et al* (2009) urges that if the research question or objective concerns with the members of the local football club, the sampling frame will be the complete list of that football club, and if

the research question or objective concerns with the schools in a local area, the sample frame will be the list of all registered schools in that area.

The study population of this research included employees whose roles are connected with development projects at Serengeti. There are 150 staff whose roles are connected with development project of which the selected 87 respondents obtained using nonrandom technique are among those whose roles are connected with development projects in Serengeti.

3.2.7 Sampling techniques and sample size

In this study, there are 5 directors, 15 Managers, 20 Planners, 2 M&E staff and 108 project users who have been purposively formed with non-random sampling basing on the shared characteristics of each group. According to (Kothari 2004), non-random sampling is used when the sample is to be drawn from heterogeneous or homogeneous study population in order to obtain a representative sample purposively. A simple random sampling has been obtained from each group of directors, Managers, planners, M&E staff and project users. Yamane (1967) provided a simple formula $N / (1 + Ne^2)$, to calculate the sample size, where by n is the sample size, N is the population size and e is the level of precision (sampling error). Basing on a 90% level of certainty of which acceptable margin of error is $\pm 10\%$

For directors $N=5$, $e=\pm 10\%$, the sample size (n) will be $5 / (1 + 5(0.01)) = 5 / 1.05 = 4.7$ which is approximated to 5.

For Managers sample size will be $15 / (1+15(0.01)) = 15/1.15 = 13$

For planners the sample size will be $20 / (1+20(0.01)) = 20/1.2 = 16.6$, approximate to 17

For project users, the sample size will be $108 / (1+108(0.01)) = 108/2.08 = 51.9$, approximately to 52.

Therefore the total sample size is Directors + Managers + Planners + users = $5+13+17+52$

The planned sample size was 87 respondents, but the actual respondents who responded was 91.

3.3 Techniques and Procedures

This part discuss the sources, methods and tools used to obtain and analyse data that include specific instruments and procedures for collecting information. According to Saunders *et al* (2009), methods of data of collection for a survey strategy includes the questionnaires, observation and interviews; and data analysis employed the statistical for quantitative data and non-statistical for qualitative data.

3.3.1 Source of data

Naoum (2012) pointed on the two types of data source during the research study such as the field visit data (primary data) and the desk review data (secondary data).

According to (Kothari, 2004) the primary data are those collected first time and afresh and are original in character. Naoum (2012) argue that primary data are collected on first hand in the survey strategy and in other strategies such as case studies, and are basically collected using questionnaires, interviews, observation, group discussion and experimental studies. The secondary data are those that have been collected by other entities whether analyzed or not and can be stored in statistical or descriptive format (Kothari, 2004). According to Naoum (2012) the secondary data involve the published materials, reports, magazines, and others information from either internal or external sources. According to (Kothari 2004) it is the researchers choice to decide which sort of data to be used accordingly in the study whether to use one data source or both. This study employed both data sources and the data collection tools used are the questionnaires, observations, interviews and documentations.

3.3.2 Methods of Data collection

Saunders *et al* (2009) pointed three methods for collecting primary data when the survey strategy is used, these includes the questionnaires, interviews and structured observation; and the use of documentary review for the secondary data. Three instruments which are questionnaires, interviews and document review have been used in this study to avoid the weakness that can be inherited when a single method is used are discussed 3.3.2.1 to 3.3.2.3. Lewis (1998) argue that the use of multi-method in data collection is essential for reliable and realistic findings and forms a possible

triangulation of data collection tools with questionnaires being the major tool and others (interviews, observation and document review) are the supporting tools.

3.3.2.1 Questionnaires

According to (Kothari, 2004), this is a popular method being adopted by many researchers including researchers and governments and is basically used when using a survey strategy. This is a techniques of data collection in which people are asked questions to respond to the same set of questions in a predefined order (Saunders *et al*, 2009). This include structured interviews, telephone questionnaires, and self-monitored questionnaires presented in hardcopy or softcopy using internet platform (Saunders *et al*, 2009). In this study the close ended questionnaires with data categorized in demographic characteristics and Likert scale (strongly agree, agree, neutral, disagree or strongly disagree) have been distributed to respondents for self-monitoring and other respondents have been guided using structured interviews and telephone questionnaires. Each research objective have questions which are put in Likert scale.

3.3.2.2 Interviews

According to (Kothari, 2004), the interview involves communicating oral-verbal and reply in term of oral-verbal responses which can be face to face, telephone or chatting. Saunders *et al* (2009), pointed out that the use of interview help the researcher to get valid and reliable data that are relevant to the research questions and objectives. In this

study the interview have been conducted to some of respondents so as to get in-depth data.

3.3.2.3 Document reviews

Document review is done to get the secondary data that is included as raw data and published materials that are collected and stored by the organizations to support their operations such as payroll details, letters, minutes of meetings and sales of goods and services (Saunders *et al*, 2009). Kumar (2011) argues that document review is a best way to get the required data from other sources and these sources collected by other persons are useful as reference in the study. This study have reviewed the published and unpublished documentation as they are obtained from the TANAPA library and other sources.

3.3.3 Methods of Data processing and analysis

According to IFRC (2011) data processing and analysis comprises of five stages such as preparation of data, analysis, presentation, validation and finally providing recommendations and action plan. Data analysis is defined as a process of systematic application of statistical and/or logical techniques so as to describe, illustrate, condense and evaluate the data (Lindlof and Taylor, 2011), so as to get the conclusion and recommendations (Saunders *et al*, 2009). Data analysis tools and techniques used for quantitative data are different from that used for qualitative data. Quantitative data use statistical tests to generate tables, charts and graphs and tools such as Excel, Minitab,

SPSS, SAS are used (Saunders *et al*, 2009). On the other hand qualitative data which range from short lists of responses, open-ended questions, transcripts of in-depth interviews, pictures, maps, videos and entire policy documentation are analyzed using interpretive techniques either manually or computer aided qualitative data analysis software (CAQDAS) such as NVivo, N6, ATLAS.ti and HyperRESEARCH (Saunders *et al*, 2009). This study deal with quantitative and qualitative data, hence SPSS has been used for analyzing quantitative data, and qualitative data was analyzed using manual interpretive techniques. The questionnaires data was analyzed using descriptive statistics where by descriptive results are presented as frequencies, percentages and measures of central tendency (mean and media).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Overview

This chapter presents results of data analysis and interpretation of data collected using closed questionnaires, interviews and document reviews. In this section the exploratory (descriptive) analysis has been used to present and analyze data. The results are categorized in sample descriptive (demographic characteristics of respondents) such as age distinctive, gender, position, experience and M&E skills, as well as grouping analysis as per the research objectives. The descriptive results presents the data as frequencies, percentages and measures of central tendency (mean and media).

4.2 Sample Demographic characteristics

The study necessitates the demographic characteristics of the respondents specifically the gender, age, position, work experience as well as the M&E skills so as to uncover the unforeseen relationships between these variable, especially the influence on how different respondents my differ on their responses due to differences in demographic data. A total of 91 respondents have been realized out of the targeted 87 respondents, hence making this study feasible within the planned sample as described in Table 2.

Table 2: The number of respondents by position

	Frequency	Valid Percent	Cumulative Percent
Valid Director	3	3.3	3.3
Manager/CPW	12	13.2	16.5
Principal Officer/Principal PW	14	15.4	31.9
Senior Officer/ Senior PW	15	16.5	48.4
Officer/ PW	34	37.4	85.7
Assistant Officer/ Assistant PW	13	14.3	100.0
Total	91	100.0	

In this study we have 3 directors (3.3%), 12 Managers (13.2%), 14 Principal Officers (15.4), 15 senior officers (16.5), 34 officers (37.4), and 13 Assistant officers (14.3), who make a total of 91 respondents (100%). This implies that the development projects in national parks are operated by lower level carder staff, which can be translated as the operational staff. Directors and Managers are not more that 17.5% in combination who most of the time carries managerial roles.

4.2.1 Gender of respondents

Table 3: Gender of respondents

	Frequency	Percent
Valid Female	22	24.2
Male	69	75.8
Total	91	100.0

Source: Author (2018)

The findings as described in Table 3 here under noted that majority of the staff who are dealing with the development projects are male counting to 75.8%, while the female are only 24.2%. This implies that there is no gender equality among those dealing with the development projects in the national parks.

4.2.2 Age of respondents

Table 4: Age of respondents

	Frequency	Percent
Valid Between 51-60	11	12.1
Between 41-50	44	48.4
Between 31-40	35	38.5
Between 18-30	1	1.1
Total	91	100.0

Source: Author (2018)

As described in **Table 4** it was found that majority of the respondents are between 41-50 years weighing 48.4%, followed by the age between 31-40, that weigh 38.5%. This implies that most of the staff engaged in the projects are mid experienced with more than 5 years. The next 12.1% are above 50 years which implies that this group is for managerial staff who are used to supervise the operational staff.

4.2.3 Position of respondents

Table 5: Position of respondents

	Frequency	Percent
Valid Assistant Officer/ Assistant PW	13	14.3
Officer/ PW	34	37.4
Senior Officer/ Senior PW	15	16.5
Principal Officer/Principal PW	14	15.4
Manager/CPW	12	13.2
Director	3	3.3
Total	91	100.0

Source: Author (2018)

The study as described in Table 5 reveal that the leading group is officers who account 37.4%, followed by senior officers (16.5%), Principal officers (15.4%) and then Assistant Officers (14.3%). This implies that the development projects in national parks are operated by lower level carder staff, which can be translated as the operational staff. Directors and Managers are not more that 17.5% in combination who most of the time carries managerial roles.

4.2.4 Experience at Work of respondents

Table 6: Experience at Work of respondents

	Frequency	Percent
Valid Above 21 Years	16	17.6
Between 16-20	13	14.3
Between 11-15	20	22.0
Between 6-10	34	37.4
Between 1-5	8	8.8
Total	91	100.0

Source: Author (2018)

As described in **Table 6** hereunder it was found that majority of the respondents are between 6-10 work experience weighing 37.4%, followed by 11-15 years of experience that weigh 22%. This implies that most of the staff engaged in the projects are mid experienced with more than 5 years. The next 17.6% are above 21 years of experience which implies that this group is for managerial staff who are used to supervise the operational staff.

4.2.5 The level of M&E skills of respondents

Table 7: The Level of M&E Skills

		Frequency	Percent
Valid	None	13	14.3
	Short courses and workshop	72	79.1
	Certificate	1	1.1
	Graduate	5	5.5
	Total	91	100.0

Source: Author (2018)

As shown in Table 7, the study found that the majority of the staff, 79.1% doing development projects have only attended short courses and workshops to boost their M&E skills. This is followed by 14.3% of the staff who have no any skill in M&E. This implies that there is a need for national parks to invest in developing the skills of the staff engaged in development projects to the certificates, Diploma or graduate levels.

4.3 The Influence of management support and resources allocation in the successful project implementation

4.3.1 The role of top management support

The respondents were asked how strongly agree, agree, neutral, disagree or strongly disagree with the statements, where by the mean, median and percentage of each statement were calculated to summarize the study findings as summarized in tables. The role of top management support has six statements as presented here under in section 4.3.1.1 to 4.3.1.6. The combined analysis of these six statements using the òtransform compute variables on medianö gives a combined overall results as presented here in table 8 hereunder.

Table 8: The role of top management support in the success of the project

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	36	39.6	39.6
Agree	52	57.1	96.7
Neutral	3	3.3	100.0
Total	91	100.0	

Source: Author (2018)

The results from the average analysis show majority of the respondents with mean of 4.36, media of 4 and percentile of 57.1% agree with a statement that òtop management support is a key success factor to the performance of the projectsö. This is followed by 39.6% of the respondents who strongly agree with this statement. Only 3.3% are neutral on this statement. This implies that national parks have to ensure a strong

management support in order to meet the desired outcomes. These results are supported by Young and Jordan (2008) who argue that project sponsors should spend much time on the project activities, provide necessary resources, make sure are aware of the project status and intervene as necessary as required. Also Zwikael (2008b) supported these results that top management is very important in every case of project and it provides strong clarification of why projects fails or succeed.

4.3.1.1 Management leadership skills to resolve issues is excellent and engaging

The table 9 hereunder provide results from 91 respondents regarding their views on the statement *“Management leadership skills to resolve issues is excellent and engaging”*.

The results are presented as follows.

Table 9: Management leadership skills to resolve issues is excellent and engaging

	Frequency	Valid Percent	Cumulative Percent
Valid Disagree	2	2.2	2.2
Neutral	14	15.4	17.6
Agree	66	72.5	90.1
Strongly Agree	9	9.9	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of respondents with mean 3.9, median 4 and percentile of 72.5% agree with a statement that *“the management leadership skills to resolve issues in TANAPA is excellent and engaging”*. The next 15.4% are neutral, 9.9% strongly agree and only 2.2% disagree with a statement. This statement aimed to elicit the status level of management leadership skills. The results imply that there is a strong management

leadership skills in the national parks which help the management to resolve all issues related to M&E systems. Leadership skills is connected to staff motivational, problem solving, communication, innovation and professionalism.

4.3.1.2 Management commitment to resolve issues is excellent and engaging

The table 10 hereunder provide results from 91 respondents regarding their views on the statement *Management commitment to resolve issues is excellent and engaging*.

The results are presented as follows.

Table 10: Management commitment to resolve issues is excellent and engaging

	Frequency	Valid Percent	Cumulative Percent
Valid Disagree	4	4.4	4.4
Neutral	15	16.5	20.9
Agree	61	67.0	87.9
Strongly Agree	11	12.1	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with mean 3.87, median 4 and percentile of 67% agree with a statement that *Management commitment to resolve issues is excellent and engaging*. The next is 16.5% neutral, 12.1% strongly agree and 4.4% who disagree. This implies that the top management in the national parks is committed to deal and resolve issues related to M&E for the success of the project. These includes but not limited to communicating the importance of M&E, giving guiding policies and procedures, ensuring quality management, management reviews and timely provisional of resources.

4.3.1.3 Top management support is a key factor to be considered during M&E planning

The table 11 hereunder provide results from 91 respondents regarding their views on the statement *“Top management support is a key factor to be considered during M&E planning”*. The results are presented as follows.

Table 11: Top management support is a key factor to be considered during M&E planning

	Frequency	Valid Percent	Cumulative Percent
Valid Disagree	1	1.1	1.1
Neutral	4	4.4	5.5
Agree	33	36.3	41.8
Strongly Agree	53	58.2	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of respondents with mean 4.52, median 5 and percentile 58.2% strongly agree with a statement that *“Top management support is a key factor to be considered during M&E planning”*. It is followed by 36.3% of respondents who agree with this statement. 4.4% of the neutral respondents and only 1.1% who disagree with a statement. This implies that top management support is a key success factor for the successful of the projects. Some processes to be considered are support in planning and setting up project vision, teamwork, involvement and process re-engineering.

4.3.1.4 Management leadership skills is mandatory factor in the execution of the M&E issues

The table 12 hereunder provide results from 91 respondents regarding their views on the statement “*Management leadership skills is mandatory factor in the execution of the M&E issues*”. The results are presented as follows.

Table 12: Management leadership skills is mandatory factor in the execution of the M&E issues

	Frequency	Valid Percent	Cumulative Percent
Valid Neutral	10	11.0	11.0
Agree	31	34.1	45.1
Strongly Agree	50	54.9	100.0
Total	91	100.0	

Source: Author (2018)

The results from the study shows that the statement “*Management leadership skills is mandatory factor in the execution of the M&E issues*” is strongly agreed with a mean of 4.44, media 5 and percentile of 54.9%, followed by 34.1% of the respondents who agree with this statement. This implies that top management should have adequate leadership skills that will help them to execute M&E issues. Management leadership skills is a mandatory factor for the performance of the national parks in Tanzania.

4.3.1.5 The management provide strong support on the implementation of the M&E plans

The table 13 hereunder provide results from 91 respondents regarding their views on the statement “*The management provide strong support on the implementation of the M&E plans*”. The results are presented as follows.

Table 13: The management provide strong support on the implementation of the ME plans

	Frequency	Valid Percent	Cumulative Percent
Valid Disagree	3	3.3	3.3
Neutral	17	18.7	22.0
Agree	49	53.8	75.8
Strongly Agree	22	24.2	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with the mean of 3.99, median 4 and percentile of 53.8% agree with a statement that “*The management provide strong support on the implementation of the M&E plans*”. This argument is strongly supported by 24.2% of the respondents who strongly agreed with this statement. Only 18.7% and 3.3% of the respondents are neutral and disagree with this statement respectively. This statement aimed at eliciting the current management support status on the implementation of projects in the national parks. The results imply that the national

parks management is well committed and provide strong support on the implementation of the M&E plans.

4.3.1.6 The management commitment is mandatory factor in the execution of the M&E issues

The table 14 hereunder provide results from 91 respondents regarding their views on the statement “*The management commitment is mandatory factor in the execution of the M&E issues*”. The results are presented as follows.

Table 14: The management commitment is mandatory factor in the execution of the M&E issues

	Frequency	Valid Percent	Cumulative Percent
Valid Neutral	3	3.3	3.3
Agree	34	37.4	40.7
Strongly Agree	54	59.3	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with mean of 4.56, median of 5 and percentile of 59.3% strongly agreed with a statement “*The management commitment is mandatory factor in the execution of the M&E issues*”, followed by 37.4% of the respondents who also agree with this statement. Only 3.3% of the respondents are neutral with this statement. The implication of this argument is that management commitment is a mandatory success factor in the success and performance of the national parks in Tanzania.

4.3.2 The influence of resources allocation

The respondents were asked how strongly agree, agree, neutral, disagree or strongly disagree with the statements, where by the mean, median and percentage of each statement were calculated to summarize the study findings as summarized in tables.

The influence of resources allocation has five statements as presented here under in section 4.3.2.1 to 4.3.2.5. The combined analysis of these five statements using the òtransform compute variables on medianö gives a combined overall results as presented here in table 15 hereunder.

Table 15: The influence of resources allocation

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	4.4	4.4
Agree	58	63.7	68.1
Neutral	23	25.3	93.4
Disagree	6	6.6	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of respondents with mean of 3.66, media of 4 and percentile of 63.7% agree with a statement that òresources allocation is a key success factor to the performance projectsö. This is followed by 25.3% of the respondents who are neutral on this. This implies that resources allocation such as funding and staffing are the key success factors for the performance of projects, and hence the project sponsor should ensure that resources are allocated as per expertø requests in order to meet desired outcomes. This is supported by IFAD (2992) urging that funding is

essential for acquisition of system, equipment, capacity development, staff incentives and other facilities that facilitates the development of the project. Ellis and Gregory (2008) argues that projects consumes money and time such that if not adequately planned might results to incomplete and inaccurate data reporting. On the other hand, human aspect is another important resource to be taken care during planning for M&E. Tohidi and Jabbari (2011) supported this by urging that staffing make sure that the project is sufficient with required human resources that possess skills, knowledge, talents and experience required for successful work completion.

4.3.2.1 The M&E function is well located in the organization structure

The table 16 hereunder provide results from 91 respondents regarding their views on the statement “*The M&E function is well located in the organization structure*”. The results are presented as follows.

Table 16: The M&E function is well located in the organization structure

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	13.2	13.2
Agree	45	49.5	62.6
Neutral	18	19.8	82.4
Disagree	14	15.4	97.8
Strongly Disagree	2	2.2	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with median of 4, mean of 3.56 and percentile of 49.5% Agree with a statement that “*The M&E function is well located in*

the organization structure”, followed by 19.8% of the respondents who are neutral. Only 15.4% disagree, 13.2% strongly agree and 2.2% strongly disagree. The mean (3.56) and median (4) provide insights with the majority who agree with that statement. This statement aimed to elicit the position of the M&E function in the organization structure of the entity under the study. Sometimes it become difficult for the respondents to understand clearly if the M&E function is clearly allocated or not but with the majority show to agree, implies that M&E functions is clearly allocated in the organization structure of the national parks, hence fosters the performance of the national parks.

4.3.2.2 M&E activities are provided with enough budget to accomplish their duties

The table 17 hereunder provide results from 91 respondents regarding their views on the statement “*M&E activities are provided with enough budget to accomplish their duties*”. The results are presented as follows.

Table 17: M&E activities are provided with enough budget to accomplish their duties

	Frequency	Valid Percent	Cumulative Percent
Valid Agree	41	45.1	45.1
Neutral	40	44.0	89.0
Disagree	9	9.9	98.9
Strongly Disagree	1	1.1	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with the mean 3.33, median 3 and average of 45.1% agree with the statement that “*M&E activities are provided with enough budget to accomplish their duties*” followed closely followed by 44% of the respondents who were undecided. The mean of 3.33 and median of 3 show that undecided side cannot be ignored in this analysis. Even if the majority agree with the statement, the undecided part implies that they are not aware of the budget such that budget are not openly to everybody in the national park. This is contrary to Crawford and Bryce (2003) who urges that funds should be openly tracked within the project budget as an important activity to trace the actual expenditure against the planned, and this should be done regularly to determine the fund position in the project, and this role is to be assigned to the skilled financial specialist.

4.3.2.3 Projects planning should have budget entry for M&E activities

The table 18 hereunder provide results from 91 respondents regarding their views on the statement “*Projects planning should have budget entry for M&E activities*”. The results are presented as follows.

Table 18: Projects planning should have budget entry for M&E activities

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	46	50.5	50.5
Agree	35	38.5	89.0
Neutral	10	11.0	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with mean of 4.40, median of 5 and percentile of 50.5% strongly agree with a statement *“Projects planning should have budget entry for M&E activities”*, followed by 38.5% of the respondents who agree. This argument is supported with the mean of 4.4 and median of 5 which were assigned to strongly agree. This implies that budget parameter is mandatory and key success factor for the success of the projects, hence fosters the performance of the national parks. This is supported by Crawford and Bryce (2003) who said that funding should be openly tracked within the project budget as an important activity to trace the actual expenditure against the planned, and this should be done regularly to determine the fund position in the project, and this role is to be assigned to the skilled financial specialist.

4.3.2.4 M&E planning budget should be specifically, carefully estimated and the actual expenditures carefully monitored

The table 19 hereunder provide results from 91 respondents regarding their views on the statement *“M&E planning budget should be specifically, carefully estimated and the actual expenditures carefully monitored”*. The results are presented as follows.

Table 19: M&E planning budget should be specifically, carefully estimated and the actual expenditures carefully monitored

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	43	47.3	47.3
Agree	43	47.3	94.5
Neutral	4	4.4	98.9
Strongly Disagree	1	1.1	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority respondents with mean of 4.4, median of 4 and 47.3% for both strongly agree and agree on the statement *“M&E planning budget should be specifically, carefully estimated and the actual expenditures carefully monitored”*. This implies that the budget for M&E planning should be monitored and controlled to ensure that the expenditures are actual spent on the planned activities. This is supported by Crawford and Bryce (2003) who said that funding should be openly tracked within the project budget as an important activity to trace the actual expenditure against the planned, and this should be done regularly to determine the fund position in the project, and this role is to be assigned to the skilled financial specialist.

4.3.2.5 The M&E function is well resourced with adequate staff

The table 20 hereunder provide results from 91 respondents regarding their views on the statement *“The M&E function is well resourced with adequate staff”*. The results are presented as follows.

Table 20: The M&E function is well resourced with adequate staff.

	Frequency	Valid Percent	Cumulative Percent
Valid Agree	23	25.3	25.3
Neutral	44	48.4	73.6
Disagree	21	23.1	96.7
Strongly Disagree	3	3.3	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of respondents with mean of 2.96, median of 3 and percentile of 48.4% are undecided on the statement *“The M&E function is well resourced with adequate staff”*, followed by 25.3% who agree with this statement, and then 23.1% of the respondents who disagree. The level of undecided respondents with percentile 48.4% when combined with those who disagree of 23.1% cannot be ignored because the mean of 2.96 can support this level of agreement. With a mean of 2.96, there is some elements that M&E staffing level in the national parks should be revisited.

4.4 The influence of capacity building, technical skills development and experience in the success of project

The respondents were asked how strongly agree, agree, neutral, disagree or strongly disagree with the statements, where by the mean, median and percentage of each statement were calculated to summarize the study findings as summarized in tables. *The influence of capacity building, technical skills development and experience* has seven statements as presented here under in section 4.4.1 to 4.4.7. The combined analysis of these seven statements using the *“transform compute variables on median”* gives a combined overall results as presented here in table 21 hereunder.

Table 21: The influence of capacity building, technical skills development and experience

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	43	47.3	47.3
Agree	47	51.6	98.9
Neutral	1	1.1	100.0
Total	91	100.0	

Source: Author (2018)

The results of the study show that majority of respondents with mean of 4.46, median of 4 and percentile of 51.6% agree with a statement that *“capacity building, technical skills development and experience is a key success factor for the project”*. This is followed by 47.3% of the respondents who strongly agree with this statement. This implies that national parks have to ensure prioritize capacity building and technical skills development in order to meet desired outcomes. This is in accordance to Gillard (2009) who argues that technical credibility and use of the systems approach to complete the tasks on time and within budget is the key success factor for the implementation projects. Also Alam *et al* (2010) supported this results by saying that training on technical skills is a necessary precondition for the M&E capacity development.

4.4.1 Technical capacity development is an important factor to be considered during M&E planning

The table 22 hereunder provide results from 91 respondents regarding their views on the statement “*Technical capacity development is an important factor to be considered during M&E planning*”. The results are presented as follows.

Table 22: Technical capacity development is an important factor to be considered during M&E planning

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	60	65.9	65.9
Agree	31	34.1	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean of 4.66, median 5 and percentile of 65.9% strongly agree with an argument that “*Technical capacity development is an important factor to be considered during M&E planning*”, followed with 34.1% of the respondents who agreed on this statement. This implies that technical skills and capacity building is an important factor to be taken in action during M&E planning. This is supported by Gillard (2009) who argues that technical credibility and use of the systems approach to complete the tasks on time and within budget is the key success factor for the implementation projects. Also Alam *et al* (2010) supported this results by saying that training on technical skills is a necessary precondition for the M&E capacity development.

4.4.2 The level of M&E skills of the staff conducting M&E should be good and engaging

The table 23 hereunder provide results from 91 respondents regarding their views on the statement “*The level of M&E skills of the staff conducting M&E should be good and engaging*”. The results are presented as follows.

Table 23: The level of M&E skills of the staff conducting M&E should be good and engaging

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	58	63.7	63.7
Agree	30	33.0	96.7
Neutral	3	3.3	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean of 4.6, media 5 and percentile of 63.7% strongly agree with the statement that “*The level of M&E skills of the staff conducting M&E should be good and engaging*”, followed by the 33% of the respondent who agree to support this statement. This implies that technical skills development of the staff conducting M&E should be good and engaging. This result is supported by IFRC (2011) saying that technical training requirements are determined based on the responsibilities and roles of the team. Alam *et al* (2010) added that the training can be formal such as courses and workshops tailored to the specific needs and

audience OR informal training such as on-the-job coaching, mentoring to staff on completing tasks, report writing and how to use data management tools.

4.4.3 Technical staff should be given clear job descriptions that fits to their experiences

The table 24 hereunder provide results from 91 respondents regarding their views on the statement “*Technical staff should be given clear job descriptions that fits to their experiences*”. The results are presented as follows.

Table 24: Technical staff should be given clear job descriptions that fits to their experiences

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	40	44.0	44.0
Agree	48	52.7	96.7
Neutral	3	3.3	100.0
Total	91	100.0	

Source: Author (2018)

The results show the statement “*Technical staff should be given clear job descriptions that fits to their experiences*” is agreed with a mean of 4.41, median 4 and percentile 52.7%, followed by 44% of the respondents who strongly agree. This implies that technical staff should be given clear job descriptions that fits to their experience, but also be allowed to attend any other emerging tasks. This is supported by IFRC (2011) saying that technical training requirements are determined based on the responsibilities and roles of the team. Alam *et al* (2010) added that the training can be formal such as

courses and workshops tailored to the specific needs and audience OR informal training such as on-the-job coaching, mentoring to staff on completing tasks, report writing and how to use data management tools.

4.4.4 Skills in M&E plays a key function in the successful implementation of the M&E system

The table 25 hereunder provide results from 91 respondents regarding their views on the statement “*Skills in M&E plays a key function in the successful implementation of the M&E system*”. The results are presented as follows.

Table 25: Skills in M&E plays a key function in the successful implementation of the M&E system

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	51	56.0	56.0
Agree	34	37.4	93.4
Neutral	4	4.4	97.8
Disagree	2	2.2	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean 4.47, median 5 and percentile 56% strongly agree with a statement that “*Skills in M&E plays a key function in the successful implementation of the M&E system*”, followed by 37.4% of the respondents who agree with this statement. This implies that the organization should develop staff M&E skills so as to meet the expected project outcomes. This is supported by Alam *et al* (2010) saying that skills are the techniques, tools, practices

and processes that enable the user to accomplish tasks on time and within the allocated budget, hence foster project success.

4.4.5 Short courses play a big role for skill development

The table 26 hereunder provide results from 91 respondents regarding their views on the statement “*Short courses play a big role for skill development*”. The results are presented as follows.

Table 26: Short courses play a big role for skill development

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	36	39.6	39.6
Agree	52	57.1	96.7
Neutral	3	3.3	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean 4.36, median 4 and percentile 57.1% agree with a statement that “*Short courses play a big role for skill development*”, followed by 39.6% of the respondents who strongly agree with this statement. This implies that the national parks should put much effort to develop capacity through short courses. This argument is supported by Alam *et al* (2010) saying that training can be formal such as courses and workshops tailored to the specific needs and audience OR informal training such as on-the-job coaching, mentoring to staff on completing tasks, report writing and how to use data management tools.

4.4.6 Workshops play a big role for skill development

The table 27 hereunder provide results from 91 respondents regarding their views on the statement “*Workshops play a big role for skill development*”. The results are presented as follows.

Table 27: Workshops play a big role for skill development

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	33	36.3	36.3
Agree	51	56.0	92.3
Neutral	5	5.5	97.8
Disagree	2	2.2	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean 4.26, median 4 and percentile 56% agree with a statement that “*Workshops courses play a big role for skill development*”, followed by 36.3% of the respondents who strongly agree with this statement. This implies that the national parks should put much effort to develop capacity through workshops. This argument is supported by Alam *et al* (2010) saying that training can be formal such as courses and workshops tailored to the specific needs and audience OR informal training such as on-the-job coaching, mentoring to staff on completing tasks, report writing and how to use data management tools.

4.4.7 Seminars play a big role for skill development

The table 28 hereunder provide results from 91 respondents regarding their views on the statement “*Seminars play a big role for skill development*”. The results are presented as follows.

Table 28: Seminars play a big role for skill development

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	29	31.9	31.9
Agree	55	60.4	92.3
Neutral	7	7.7	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean 4.24, median 4 and percentile 60.4% agree with a statement that “*Seminars play a big role for skill development*”, followed by 31.9% of the respondents who strongly agree with this statement. This implies that the national parks should put much effort to develop capacity through seminars. This argument is supported by Alam *et al* (2010) saying that training can be formal such as courses and workshops tailored to the specific needs and audience OR informal training such as on-the-job coaching, mentoring to staff on completing tasks, report writing and how to use data management tools.

4.5 The influence of stakeholder involvement and communication strategy to the success of projects

In this section two dimensions such as the influence of stakeholder's involvement and the influence of proper communication strategy will be analyzed and discussed separately as shown in section 4.4.1 and section 4.4.2 respectively.

4.5.1 The influence of stakeholder's involvement in the success of the project

The respondents were asked how strongly agree, agree, neutral, disagree or strongly disagree with the statements, where by the mean, median and percentage of each statement were calculated to summarize the study findings as summarized in tables. The influence of stakeholder's involvement has three statements as presented here under in section 4.4.1.1 to 4.4.1.3. The combined analysis of these three statements using the transform compute variables on median gives a combined overall results as presented here in table 29.

Table 29: The influence of stakeholder involvement

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	5.5	5.5
Agree	45	49.5	54.9
Neutral	38	41.8	96.7
Disagree	3	3.3	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of respondents with mean of 3.57, median of 4 and percentile of 49.5% agree with a statement that *stakeholder's involvement is a key*

success factor to the success of projects. This is followed by 41.8% of undecided respondents. This implies that while 49.5% sees the importance of stakeholder's involvement, the undecided 41.8% see this as a challenge factor in projects, may be too much involvement is a tricky in project implementation due to political issues. This is supported by Morrissey (2015) who argue that not involving stakeholders in the project planning can have serious and perpetual negative impacts to the project development such as project failure. Also Morrissey (2015) claimed that the involvement should be clearly managed because too much involvement can result to undue influence due to political issues.

4.5.1.1 Stakeholders are always involved in implementation of the projects

The table 30 hereunder provide results from 91 respondents regarding their views on the statement "*Stakeholders are always involved in implementation of the projects*".

The results are presented as follows.

Table 30: Stakeholders are always involved in implementation of the projects

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	2.2	2.2
Agree	40	44.0	46.2
Neutral	37	40.7	86.8
Disagree	12	13.2	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean of 3.35, media of 3 and percentile of 44% agree with a statement that *“Stakeholders are always involved in implementation of the projects”*, followed by 40.7% of undecided respondents. The number of undecided respondents cannot be ignored because the undecided may mean the partial involvement of stakeholders such that some projects involves and some do not involve stakeholders. This neutralism is an indication that the national park management should revisit the project plan to see if stakeholders are full involved. This is supported by Morrissey (2015) who argue that not involving stakeholders in the project planning can have serious and perpetual negative impacts to the project development such as project failure. Also Morrissey (2015) claimed that the involvement should be clearly managed because too much involvement can result to undue influence due to political issues.

4.5.1.2 Stakeholders participation create a sense of ownership, hence a roadmap for success of projects

The table 31 hereunder provide results from 91 respondents regarding their views on the statement *“Stakeholders participation create a sense of ownership, hence a roadmap for success of projects”*. The results are presented as follows.

Table 31: Stakeholders participation create a sense of ownership, hence a roadmap for success of projects

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	46	50.5	50.5
Agree	38	41.8	92.3
Neutral	7	7.7	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of respondents with mean of 4.43, median of 5 and percentile of 50.5 strongly agree with a statement *“Stakeholders participation create a sense of ownership, hence a roadmap for success of projects”*, followed by a 41.8% of the respondents who support this argument. This implies that stakeholder’s participation is a key success factor in the implementation of projects in the national parks, hence creating a sense of ownership. This is supported by Morrissey (2015) who argue that not involving stakeholders in the project planning can have serious and perpetual negative impacts to the project development such as project failure to get it right, costly, delayed or the decision to abandoned, as well as the possibility of damaging careers, relationships or damaging organizational reputations.

4.5.1.3 Too much involvement of stakeholders creates undue influence of the projects

The table 32 hereunder provide results from 91 respondents regarding their views on the statement “*Too much involvement of stakeholders creates undue influence of the projects*”. The results are presented as follows.

Table 32: Too much involvement of stakeholders creates undue influence of the projects

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	8	8.8	8.8
Agree	24	26.4	35.2
Neutral	41	45.1	80.2
Disagree	17	18.7	98.9
Strongly Disagree	1	1.1	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with mean of 3.23, median of 3 and percentile of 45.1% are undecided with a statement “*Too much involvement of stakeholders creates undue influence of the projects*”, followed by 26.4% of the respondents who agreed with this statement. Undecided may be due to misunderstanding of a statement, but the 26.4% of the respondents who agreed with this statement cannot be ignored. It is important for a new research be conducted to assess the impact of too much involvement of stakeholders in the projects.

4.5.2 The influence of communication strategy

The respondents were asked how strongly agree, agree, neutral, disagree or strongly disagree with the statements, where by the mean, median and percentage of each statement were calculated to summarize the study findings as summarized in tables. The influence of communication strategy has three statements as presented here under in section 4.4.2.1 to 4.4.2.3. The combined analysis of these three statements using the "transform compute variables on median" gives a combined overall results as presented here in table 33.

Table 33: The influence of communication strategy

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	4.4	4.4
Agree	44	48.4	52.7
Neutral	41	45.1	97.8
Disagree	2	2.2	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of respondents with mean of 3.55, median of 4 and percentile of 48.4% agree with a statement that "communication strategy is a key success factor to the project", followed by 45.1% of the undecided respondents. This implies that while 48.4% see the importance of communication strategy, the undecided 45.1% see the informal communication strategy, hence create a need for the national parks to formalize there project communication strategies. This supported Bubshait *et*

al (2015) who argues that the success of the project depends on the effective and efficient communication such that there are regular update on the status of the project.

4.5.2.1 There is a communication strategy Serengeti projects which help project team to communicate effectively with stakeholders during project implementation

The table 34 hereunder provide results from 91 respondents regarding their views on the statement “*There is a communication strategy Serengeti projects which help project team to communicate effectively with stakeholders during project implementation*”. The results are presented as follows.

Table 34: There is a communication strategy Serengeti projects

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	3	3.3	3.3
Agree	34	37.4	40.7
Neutral	40	44.0	84.6
Disagree	13	14.3	98.9
Strongly Disagree	1	1.1	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with mean of 3.27, median of 3 and percentile of 44% are undecided with a statement that “*There is a communication strategy in Serengeti projects which help project team to communicate effectively with stakeholders during project implementation*”, followed by 37.4% of the respondents who agree with this statement. The undecided implies that respondent are not sure of the existence of

the communication strategy, but the 37.4% of the respondents who agree with this statement imply the existence of the strategy, though it might be informal communication or not communicated to the project team. This supported Bubshait *et al* (2015) who argues that the success of the project depends on the effective and efficient communication such that there are regular update on the status of the project. This mean that for the communication strategy to be effective, it should be effectively communicated within the project team.

4.5.2.2 Project activities are always interactive and collaborated between the project team and other stakeholders

The table 35 hereunder provide results from 91 respondents regarding their views on the statement “*Project activities are always interactive and collaborated between the project team and other stakeholders*”. The results are presented as follows.

Table 35: Project activities are always interactive and collaborated between the project team and other stakeholders

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	4.4	4.4
Agree	37	40.7	45.1
Neutral	45	49.5	94.5
Disagree	5	5.5	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of respondents are undecided with mean of 3.44, median of 3 and percentile of 49.5% with a statement *“Project activities are always interactive and collaborated between the project team and other stakeholders”* followed by 40.7% of the respondents who agreed with this statement. With 49.5% of undecided and 40.7% respondents who agree with the statement implies that there is informal interaction and collaborations between the project activities. This is supported by Greenberger (2016) who says that in any project management, every step requires tasks and activities to talk, and that tasks are dependent on each other decisions, hence project activities cannot work in an isolation state, thus communication is an essential tool to link the operationalization of the project tasks.

4.5.2.3 Developing effective communication strategy facilitate information dissemination and feedback among the stakeholders

The table 36 hereunder provide results from 91 respondents regarding their views on the statement *“Project activities are always interactive and collaborated between the project team and other stakeholders”*. The results are presented as follows.

Table 36: Developing effective communication strategy facilitate information dissemination

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	45	49.5	49.5
Agree	42	46.2	95.6
Neutral	4	4.4	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with mean of 4.45, median 4 and percentile of 49.5% strongly agreed with a statement *“Developing effective communication strategy facilitate information dissemination and feedback among the stakeholders”*. This followed by 46.2% of the respondents who agree with this statement. This implies that a formal communication strategy in project implementation is a mandatory tool for the performance of the national parks. This supported Bubshait *et al* (2015) who argues that the success of the project depends on the effective and efficient communication such that there are regular update on the status of the project. Rajkumar (2010) also supported this by saying that many projects are facing with breakdown in communication which then lead to the possibility of project failure, therefore effective communication is important for all facets of the project so as to foster its success.

4.6 The influence of political and legal framework

This research component is not directly found in the research objectives but it was found in the conceptual framework as a control variable. It was found very important to collect and analyze data on this factor because it became it emerged during theoretical review.

The respondents were asked how strongly agree, agree, neutral, disagree or strongly disagree with the statements, where by the mean, median and percentage of each statement were calculated to summarize the study findings as summarized in tables. The influence of political and legal framework has three statements as presented here

under in section 4.6.1 to 4.6.3. The combined analysis of these three statements using the *ötransform compute variables on medianö gives a combined overall results as presented here in table 37*

Table 37: The influence of political and legal framework

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	13.2	13.2
Agree	59	64.8	78.0
Neutral	16	17.6	95.6
Disagree	4	4.4	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of respondents with mean of 3.87, median of 4 and percentile of 64.8% agree with a statement that *öpolitical and legal framework interference is a factor that hiders the project successö. This is followed by 17.6% of the respondents who are neutral and 13.2% who strongly agree. This implies that political interference in the project is a challenge to the performance of the national parks. This is supported by Jowah (2014) who says that dealing with external politics is a challenging tasks, even if the external environment is properly represented, others may keep on stressing the project to satisfy their iron triangle expectations.*

4.6.1 Projects are sometimes positively interfered by politics, hence favour project objectives

The table 38 hereunder provide results from 91 respondents regarding their views on the statement “*Projects are sometimes positively interfered by politics, hence favor project objectives*”. The results are presented as follows.

Table 38: Projects are sometimes positively interfered by politics, hence favor project objectives

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	10	11.0	11.0
Agree	24	26.4	37.4
Neutral	19	20.9	58.2
Disagree	28	30.8	89.0
Strongly Disagree	10	11.0	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of respondents with mean of 2.96, median of 3 and percentile of 30.8% disagree with a statement that “*Projects are sometimes positively interfered by politics, hence favor project objectives*”, followed by 26% of the respondents who agreed and 20.9% of the respondents who were undecided. This implies that political interference in the project is a challenge to the performance of the national parks. This is supported by Jowah (2014) who says that dealing with external politics is a challenging tasks, even if the external environment is properly represented, others may keep on stressing the project to satisfy their iron triangle expectations.

4.6.2 Projects are always moderated by policy, laws and regulations from the legal frameworks

The table 39 hereunder provide results from 91 respondents regarding their views on the statement “*Projects are always moderated by policy, laws and regulations from the legal frameworks*”. The results are presented as follows.

Table 39: Projects are always moderated by policy, laws and regulations from the legal frameworks

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	13	14.3	14.3
Agree	64	70.3	84.6
Neutral	12	13.2	97.8
Disagree	2	2.2	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of respondents with mean of 3.97, median 4 and percentile of 70% agreed with a statement that “*Projects are always moderated by policy, laws and regulations from the legal frameworks*”. This imply that projects under the national parks are moderated by the laws and legal frameworks as stipulated by country laws. This is supported by Pinto (2000) who says project politics do exists from the internal of the organization that can be managed by placing organizational bylaws, policies and regulations.

4.6.3 Projects are sometimes negatively interfered by politics, hence upset project objectives

The table 40 hereunder provide results from 91 respondents regarding their views on the statement *“Projects are sometimes negatively interfered by politics, hence upset project objectives”*. The results are presented as follows.

Table 40: Projects are sometimes negatively interfered by politics, hence upset project objectives

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	47	51.6	51.6
Agree	28	30.8	82.4
Neutral	10	11.0	93.4
Disagree	5	5.5	98.9
Strongly Disagree	1	1.1	100.0
Total	91	100.0	

Source: Author (2018)

The results show that the majority of respondents with mean of 4.25, median 5 and percentile of 51.6% strongly agreed with a statement *“Projects are sometimes negatively interfered by politics, hence upset project objectives”*. This is followed by 31% of the respondents who agree with this statement. Only 11%, 5.5% and 1.1% are neutral, disagree and strongly disagree respectively. This implies that political interference in the project is a challenge to the performance of the national parks. This is supported by Jowah (2014) who says that dealing with external politics is a challenging tasks,

even if the external environment is properly represented, others may keep on stressing the project to satisfy their iron triangle expectations.

4.7 The importance of indicators for project performance

The respondents were asked how strongly agree, agree, neutral, disagree or strongly disagree with the statements, where by the mean, median and percentage of each statement were calculated to summarize the study findings. The performance of the project is measured by looking on indicators of project performance such as timely completion of the project, the completed projects to fit to the purposes (performance and quality), the completed projects meets the technical specifications and the completed projects are within the provided budgets without or with minimum adjustments. *The performance of projects* has fourteen statements as presented hereunder in section 4.7.1 to 4.7.14.

4.7.1 The completed projects always fit our purposes and goals

Projects as designed basing on the organizations objectives/purposes such that the end results fit to the purpose for which it was planned. The purpose fit is connected to project quality of the end result.

The table 41 hereunder provide results from 91 respondents regarding their views on the statement “*The completed projects always fit our purposes and goals*”. The results are presented as follows.

Table 41: The completed projects always fit our purposes and goals

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	6	6.6	6.6
Agree	44	48.4	54.9
Neutral	32	35.2	90.1
Disagree	8	8.8	98.9
Strongly Disagree	1	1.1	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of the respondents with mean of 3.51, median of 4 and percentile of 48.4 % agree with a statement that *“The completed projects always fit our purposes and goals*, followed by 35.2% of the respondents who are neutral. In general 54.9% of the respondents agree with this statements. This implies that the completed projects fits the purpose and meets the quality and objectives of the national parks. This is in support with UNDP (2007) that the completion project is quality worth when the end results fits to the purposes for which it was intended. Also the 35.2% of the undecided cannot be ignored, since this may mean that the respondents did not understand the statement or they do not what to commit to any side.

4.7.2 Projects are always completed within the stated technical requirements with all resolved issues

Technical requirements must meet or exceed in order to meet the established quality standards of a project. Quality of the project is assured when the completed project is inspected to verify whether the previous stated specifications were met.

The table 42 hereunder provide results from 91 respondents regarding their views on the statement *“Projects are always completed within the stated technical requirements with all resolved issues”*. The results are presented as follows.

Table 42: Projects are always completed within the stated technical requirements with all resolved issues

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	4	4.4	4.4
Agree	23	25.3	29.7
Neutral	49	53.8	83.5
Disagree	15	16.5	100.0
Total	91	100.0	

Source: Author (2018)

The results shows that majority of respondents with mean of 3.18, media of 3 and percentile of 53.8% are undecided about the statement *“Projects are always completed within the stated technical requirements with all resolved issues”*, followed by 25.3% of the respondents who agreed on this statement. Undecided implies that the respondent did not understand the statement or the respondents do not want to commit themselves with the current quality management of projects in the national parks.

4.7.3 Some of projects are always completed but with few alteration/adjustments in the stated technical requirements

Adjustments in technical requirements attracts adjustments in project cost. Most of the adjustments are caused by improper project planning which lead to some project

parameters failure to be covered. Failure in project control result to increase project costs as well as schedule overruns. The table 43 hereunder provide results from 91 respondents regarding their views on the statement *“Some of projects are always completed but with few alteration/adjustments in the stated technical requirements”*.

The results are presented as follows.

Table 43: Some of projects are always completed but with few alteration/adjustments in the stated technical requirements

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	21	23.1	23.1
Agree	47	51.6	74.7
Neutral	17	18.7	93.4
Disagree	6	6.6	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean of 3.91, media of 4 and percentile of 51.6% agree with a statement *“Some of projects are always completed but with few alteration/adjustments in the stated technical requirements”*, followed by 23.1% of the respondent who agreed with this statement. The total of 74.7% of the respondents agree with this statement, which imply that some of the projects are facing with adjustments in the technical specification. This may be caused by improper project design during project planning. It should be noted that adjustment in technical requirements attracts adjustments in project cost and schedule, such that the projects request additional resources (budget, time, HR) for their completion. If the additional

resources are not approved, it can lead to project incomplete hence project failure. The results in this study denote that there are project incomplete/ failure in the national parks which are caused by adjustments in technical specification.

4.7.4 Projects are always completed within the stated time

For a good performing project, all stage of the project must be completed not later than the planned dates, so that it results to total project completion on or before the planned completion dates. This is important because delays in project completion dissatisfy and creates discomfort and stresses to project stakeholders. The table 44 hereunder provide results from 91 respondents regarding their views on the statement *“Projects are always completed within the stated time”*. The results are presented as follows.

Table 44: Projects are always completed within the stated time

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	2.2	2.2
Agree	15	16.5	18.7
Neutral	38	41.8	60.4
Disagree	33	36.3	96.7
Strongly Disagree	3	3.3	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean of 2.78, median of 3 and percentile of 41.8% are undecided on the statement *“Projects are always completed within the stated time”*, followed with 36.3% of the respondents who disagree. The

undecided implies that the respondents do not need to commit themselves on the current status of project completion, but the 36.3% of the respondents who disagree with this statement gives an indicator that not all projects are completed on time. There have been many incidences in the national parks for some of the projects being completed out of the timeline. According to PMI (2008), failure to complete the project on or before the planned time may result to project failure in terms of either cost or quality.

4.7.5 Some projects are always completed out of the stated time

For a good performing project, all stage of the project must be completed not later than the planned dates, so that it results to total project completion on or before the planned completion dates. This is important because delays in project completion dissatisfy and creates discomfort and stresses to project stakeholders. The table 45 hereunder provide results from 91 respondents regarding their views on the statement *“Some projects are always completed out of the stated time”*. The results are presented as follows.

Table 45: Some projects are always completed out of the stated time

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	14	15.4	15.4
Agree	53	58.2	73.6
Neutral	10	11.0	84.6
Disagree	10	11.0	95.6
Strongly Disagree	4	4.4	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of respondents with mean 3.69, median of 4 and percentile of 58.2% agreed with a statement *“Some projects are always completed out of the stated time”*, followed by 15.4% of the respondents who strongly agree, hence making a total of 73.6 of respondents who agree with this statement. The implication of this is that some of the projects in the national parks do not complete as per the planned timeline. There have been many incidences in the national parks for some of the projects being completed out of the timeline. According to PMI (2008), failure to complete the project on or before the planned time may result to project failure in terms of either cost or quality.

4.7.6 Projects are always completed within the stated budget

Projects must be completed within the approved resources (e,g budget). Due to limited resources, improper management of financial resources might results to project over expenditure hence exceeding the allocated expenditure before the completion. If this happens it mean that the money and effort invested are lost and written off. The table 46 hereunder provide results from 91 respondents regarding their views on the statement *“Projects are always completed within the stated budget”*. The results are presented as follows.

Table 46: Projects are always completed within the stated budget

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	1	1.1	1.1
Agree	27	29.7	30.8
Neutral	36	39.6	70.3
Disagree	27	29.7	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean 3.02, median 3 and percentile of 39.6% are undecided on the statement *“Projects are always completed within the stated budget”*, followed by 29.7% who agreed and 29.7% who disagreed. This results are confusing, but the next statement in section 4.7.6 give an indicator.

4.7.7 Some projects are always completed with additional budget

Projects must be completed within the approved resources (e.g. budget). Due to limited resources, improper management of financial resources might results to project over expenditure hence exceeding the allocated expenditure before the completion. If this happens it mean that the money and effort invested are lost and written off. The table 47 hereunder provide results from 91 respondents regarding their views on the statement *“Some projects are always completed with additional budget”*. The results are presented as follows.

Table 47: Some projects are always completed with additional budget

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	22	24.2	24.2
Agree	34	37.4	61.5
Neutral	20	22.0	83.5
Disagree	13	14.3	97.8
Strongly Disagree	2	2.2	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean of 3.67, median of 4 and percentile of 37% agreed with a statement *“Some projects are always completed with additional budget”*, followed by 24.2% of the respondent who strongly agree with this statement, hence making a total of 61.5% of the respondents who agree. This implies that there is a challenge with project budgets which may be due to additional/adjustments in technical specification or under budgeting. Public sector especially the national parks are faced with many adjustments in the technical specification which attract the increase in project cost. It should be noted that adjustment in technical requirements attracts adjustments in project cost and schedule, such that the projects request additional resources (budget, time, HR) for their completion. If the additional resources are not approved, it can lead to project incomplete hence project failure. The results in this study denote

4.7.8 Projects are always completed with weekly iteration meetings and project team updated on the progress

Project interaction sometimes called communication is a most important component in the success of most projects when properly handled within a project team. Project team interaction and communication can make or break a project. In project communication every step requires tasks and activities to talk, and that tasks are dependent on each other decisions, hence project activities cannot work in an isolation state, thus communication is an essential tool to link the operationalization of the project tasks. The table 48 hereunder provide results from 91 respondents regarding their views on the statement *“Projects are always completed with weekly iteration meetings and project team updated on the progress”*. The results are presented as follows.

Table 48: Projects are always completed with weekly iteration meetings and project team updated on the progress

	Frequency	Valid Percent	Cumulative Percent
Valid Agree	18	19.8	19.8
Neutral	52	57.1	76.9
Disagree	17	18.7	95.6
Strongly Disagree	4	4.4	100.0
Total	91	100.0	

Source: Author (2018)

The results show majority of the respondents with mean of 2.92, median on 3 and percentile of 57.1% are undecided with a statement *“Projects are always completed with weekly iteration meetings and project team updated on the progress”*. This implies that

either the statement was not clearly understood to the respondents or the respondents do not see a formal communication between the project team. But these results may reflect that communication are done via other channels from the ones we used to call formal. In this current technology there are communication channels such as E-mails, Instant messaging, Telephones and internet/intranet which are viewed as informal communication channels especially in public sector as opposed to the formal channels such as office memos, meetings, and project walk-about. Also the 19.8% of the respondents who agree with this statement show that these formal communication channels such as office meetings have been conducted.

4.7.9 Some projects are always completed but no meetings and not updating the team on the progress

Project interaction sometimes called communication is a most important component in the success of most projects when properly handled within a project team. Project team interaction and communication can make or break a project. In project communication every step requires tasks and activities to talk, and that tasks are dependent on each other decisions, hence project activities cannot work in an isolation state, thus communication is an essential tool to link the operationalization of the project tasks. The table 49 hereunder provide results from 91 respondents regarding their views on the statement *“Some projects are always completed but no meetings and not updating the team on the progress”*. The results are presented as follows.

Table 49: Some projects are always completed but no meetings and not updating the team on the progress

	Frequency	Valid Percent	Cumulative Percent
Valid Agree	17	18.7	18.7
Neutral	48	52.7	71.4
Disagree	22	24.2	95.6
Strongly Disagree	4	4.4	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondent with mean of 2.86, median of 3 and percentile of 52.7 are undecided with a statement *“Some projects are always completed but no meetings and not updating the team on the progress”*. This implies that either the statement was not clearly understood to the respondents or the respondents do not see a formal communication between the project team. But these results may reflect that communication are done via other channels from the ones we used to call formal. In this current technology there are communication channels such as E-mails, Instant messaging, Telephones and internet/intranet which are viewed as informal communication channels especially in public sector as opposed to the formal channels such as office memos, meetings, and project walk-about. Also a 24.2 % of the respondents who disagree with this statement show that without proper communication, projects cannot be completed.

4.7.10 Projects are always completed with fully stakeholder involvement

Keeping stakeholders involved enables better identification of the components from a complex intervention during planning and execution of a project. Not involving stakeholders in the project planning can have serious and perpetual negative impacts to the project development such as project failure to get it right, costly, delayed or the decision to abandoned, as well as the possibility of damaging careers, relationships or damaging organizational reputations. Table 50 hereunder provide results from 91 respondents regarding their views on the statement *“Projects are always completed with fully stakeholder involvement”*. The results are presented as follows.

Table 50: Projects are always completed with fully stakeholder involvement

	Frequency	Valid Percent	Cumulative Percent
Valid Agree	28	30.8	30.8
Neutral	46	50.5	81.3
Disagree	16	17.6	98.9
Strongly Disagree	1	1.1	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean 3.11, median of 3 and percentile of 50.5% are also undecided with a statement *“Projects are always completed with fully stakeholder involvement”*, followed by 30.8% of the respondents who agree with this statement. This implies that there is partial involvement of project stakeholders, such that either the involvement is well represented or not. Also it should be noted that according to Harris *et al* (2016) the point is not only to keep stakeholders

engaged, but also to have the knowledge base for how to involve people effectively and keeping evidence of the effective involvement. This is supported by Prisco (1993) who pointed out that stakeholder involvement is not a technique, but the approach, strategy or philosophy of how to involve people, such that what work in one place may not work in some other places.

4.7.11 Some projects are always completed without stakeholder involvement

Stakeholder involvement enables better identification of the components from a complex intervention during planning and execution of a project. Not involving stakeholders in the project planning can have serious and perpetual negative impacts on the project development such as project failure to get it right, costly, delayed or the decision to be abandoned, as well as the possibility of damaging careers, relationships or organizational reputations. Table 51 hereunder provides results from 91 respondents regarding their views on the statement *“Some projects are always completed without stakeholder involvement”*. The results are presented as follows.

Table 51: Some projects are always completed without stakeholder involvement

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	5.5	5.5
Agree	31	34.1	39.6
Neutral	33	36.3	75.8
Disagree	12	13.2	89.0
Strongly Disagree	10	11.0	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondent with mean 3.1, median 3 and percentile of 36.3% are undecided with a statement *“Some projects are always completed without stakeholder involvement”*, followed closely by 34% of the respondents who agree with this statement. This implies that there is partial involvement of stakeholders during project execution in the national parks. Projects are completed with partial involvement but this is very dangerous to the performance of these projects. Partial involvement of stakeholders in the project planning and execution can have serious and perpetual negative impacts to the project development such as project failure to get it right, costly, delayed or the decision to abandoned, as well as the possibility of damaging careers, relationships or damaging organizational reputations.

4.7.12 Some of the completed projects do not fit our purposes and goals

As described in section 4.7.1, projects as designed basing on the organizations objectives/purposes such that the end results fit to the purpose for which it was planned. The purpose fit is connected to project quality of the end result. The table 52 hereunder provide results from 91 respondents regarding their views on the statement *“Some of the completed projects do not fit our purposes and goals”*. The results are presented as follows.

Table 52: Some of the completed projects do not fit our purposes and goals

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	5	5.5	5.5
Agree	23	25.3	30.8
Neutral	26	28.6	59.3
Disagree	27	29.7	89.0
Strongly Disagree	10	11.0	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of respondents with mean of 2.85, median of 3 and percentile of 29.7% disagree with a statement *“Some of the completed projects do not fit our purposes and goals”*, followed closely by 28.6% of the respondents who are undecided on this statement, and 25% of the respondents who agree with this statement. Even if these results are closely related, it implies that some of the completed projects fits with organization goal, but there might be some weaknesses which need to be rectified. This is in support with UNDP (2007) that the completion project is quality worth when the end results fits to the purposes for which it was intended.

4.7.13 Some Projects do not reach to completion but resources are available

Projects must be completed within the approved resources (e.g. Budget). Due to limited resources, improper management of financial resources might results to project over expenditure hence exceeding the allocated expenditure before the completion. If this happens it mean that the money and effort invested are lost and written off. But sometimes projects do not reach to completion while the resources are available. Table

53 hereunder provide results from 91 respondents regarding their views on the statement *“Some Projects do not reach to completion but resources are available”*. The results are presented as follows.

Table 53: Some Projects do not reach to completion but resources are available

	Frequency	Valid Percent	Cumulative Percent
Valid Strongly Agree	2	2.2	2.2
Agree	7	7.7	9.9
Neutral	42	46.2	56.0
Disagree	30	33.0	89.0
Strongly Disagree	10	11.0	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean 2.57, median 3 and percentile of 46.2% are undecided with a statement *“Some Projects do not reach to completion but resources are available”*, followed closely by 33% of the respondents who disagree with this statement. This implies that there are no uncompleted projects with resources remaining in the national parks, although there are lots of adjustments in technical specification as well as budgets. This could be abnormal if projects are uncompleted with all resources in place, with the exceptional of other factors which may hinder the completion.

4.7.14 Some projects do not reach to completion but resources exhausted

As described in section 4.7.13, projects must be completed within the approved resources (e.g. Budget). But due to improper management of financial resources

projects may exceed the allocated expenditures before the project completion. If this happens this means projects are subjected to adjustments in some components such that the fund is requested to compensate the deficits, otherwise the money and effort invested are lost and written off. Table 54 hereunder provide results from 91 respondents regarding their views on the statement *“Some projects do not reach to completion but resources exhausted”*. The results are presented as follows.

Table 54: Some projects do not reach to completion but resources exhausted

	Frequency	Valid Percent	Cumulative Percent
Valid Agree	10	11.0	11.0
Neutral	43	47.3	58.2
Disagree	27	29.7	87.9
Strongly Disagree	11	12.1	100.0
Total	91	100.0	

Source: Author (2018)

The results show that majority of the respondents with mean 2.57, median of 3 and percentile of 47.3% are undecided with a statement *“Some projects do not reach to completion but resources exhausted”*, followed by 29.7 of the respondents who disagree with this statement. This implies that there are no uncompleted projects in the national parks, although there are lots of adjustments in technical specification as well as budgets. This is possible that projects are uncompleted with all resources exhausted, but this have been noted in the budget review where by adjustments are subjected to additional funding.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter overview

In this chapter the conclusion, recommendations and areas for further research are presented. The conclusion and recommendations are grouped basing on the research objectives. This chapter also present the critical evaluation of the study on what are the challenges of the study such that what went well, what went wrong and what to do if asked to do the same study.

5.2 Conclusions

5.2.1 The role of top management support and resources allocation

The results of the study revealed a positive and significant relationship between management support and project performance such that 96.7% agree with a statement that *“top management support is a key success factor to the performance of the projects”*. This implies that national parks have to ensure a strong management support in order to meet the desired outcomes. These results are supported by Young and Jordan (2008) who argue that project sponsors should spend much time on the project activities, provide necessary resources, make sure are aware of the project status and intervene as necessary as required. Also Zwikael (2008b) supported these results that

top management is very important in every case of project and it provides strong clarification of why projects fails or succeed.

The results also revealed a positive and significant relationship between resources allocation and the performance of the projects such that 68.1% of 91 respondents agree with a statement that *resources allocation is a key success factor to the performance projects*. This implies that resources allocation such as funding and staffing are the key success factors for the performance of projects, and hence the project sponsor should ensure that resources are allocated as per experts requests in order to meet desired outcomes. This is supported by IFAD (1992) urging that funding is essential for acquisition of system, equipment, capacity development, staff incentives and other facilities that facilitates the development of the project. Ellis and Gregory (2008) argues that projects consumes money and time such that if not adequately planned might results to incomplete and inaccurate data reporting. On the other hand, human aspect is another important resource to be taken care during planning for M&E. Tohidi and Jabbari (2011) supported this by urging that staffing make sure that the project is sufficient with required human resources that possess skills, knowledge, talents and experience required for successful work completion.

5.2.2 The influence of capacity building, technical skills development and experience in the success of project

The results of a study shows a positive and significant relationship between capacity building and the performance of projects, such 98.9% of 91 respondents agree with a statement that *“capacity building, technical skills development and experience is a key success factor for the project”*. This implies that national parks have to ensure prioritized capacity building and technical skills development in order to meet desired outcomes. This is in accordance to Gillard (2009) who argues that technical credibility and use of the systems approach to complete the tasks on time and within budget is the key success factor for the implementation projects. Also Alam *et al* (2010) supported this results by saying that training on technical skills is a necessary precondition for the M&E capacity development.

5.2.3 The influence of stakeholder involvement and communication strategy to the success of projects

In the first aspect, the results of the study shows a positive and significant relationship between stakeholder's involvement and project success such that 54.9% of the respondents agree with a statement that *“stakeholder's involvement is a key success factor to the success of projects”*. This is followed closely by 41.8% of undecided respondents. This implies that while 54.9% sees the importance of stakeholder's involvement, the undecided 41.8% see this as a challenge factor in projects due to political issues. Too much involvement is a tricky in project implementation due to

political issues. This is supported by Morrissey (2015) who argue that not involving stakeholders in the project planning can have serious and perpetual negative impacts to the project development such as project failure. Also Morrissey (2015) claimed that the involvement should be clearly managed because too much involvement can result to undue influence due to political issues.

In the second aspect, the results of the study shows a positive and significant relationship between communication and project success such that 52.7% of the respondents agree with a statement *“communication strategy is a key success factor to the project”*. This is followed by 45.1% of the undecided respondents. This implies that while 52.7% see the importance of communication strategy, the undecided 45.1% see the informal communication strategy, hence create a need for the national parks to formalize their project communication strategies. This supported Bubshait *et al* (2015) who argues that the success of the project depends on the effective and efficient communication such that there are regular update on the status of the project.

5.2.4 The influence of political and legal framework

Another research was conducted to find how political interference affects the success of the projects. This research component is not directly found in the research objectives but it was found in the conceptual framework as a control variable. It was found very important to collect and analyze data on this factor because it emerged during theoretical review. The results of the study shows 78% of the respondents agree with a statement that *“political and legal framework interference is a factor that hinders the*

project success. This implies that political interference in the project is a challenge to the performance of the national parks. This is supported by Jowah (2014) who says that dealing with external politics is a challenging task, even if the external environment is properly represented, others may keep on stressing the project to satisfy their iron triangle expectations.

5.3 Recommendations

In public service, the performance is normally connected to outputs (the goods and services produced) relative to outcomes (the effect of outputs to the community) (World Bank 1998). The outputs are linked to outcomes, and if the outputs are established with clarity and controllability, then the outcomes develop specify performance (World Bank 1998). Success in project performance is connected to M&E Planning. M&E planning looks on factors which if are not considered prior to the start of the project can lead to failures.

The results shows a positive and significant relationship between management support, resources allocation, capacity building, stakeholder's involvement, communication and project performance. Therefore there is a need for optimal resources allocation, management support, capacity building, stakeholder's involvement and communication so as to attain all benefits associated with these factors. Therefore basing on the conclusion made in section 5.2, it is recommended that:

- a) The management to ensure strong management support and optimal resources allocation in order to meet the desired outcomes. The national parks management should spend much time on the project activities, provide necessary resources, make sure are aware of the project status and intervene as necessary as required.
- b) The national parks management through the department for capacity development and training should ensure prioritized capacity building and skills development on project management and M&E skills by developing technical credibility and use of system approach to complete the tasks on time and within budget so as meet the desired plan. It should be noted that training and capacity development is a necessary precondition for the M&E systems.
- c) The national parks management should ensure participatory project planning and execution to involve all key stakeholders from the planning stage of a project. The planning department and the budget development team should make sure project user department are involved in all aspect of the project. The management should not only keep stakeholders engaged, but also to have the knowledge base for how to involve people effectively and keeping evidence of the effective involvement. Participatory project management will enables better identification of the components from a complex intervention.
- d) The national park management should ensure a proper project team interaction and communication. A communication strategy should be developed which will enable every step, tasks and activities to formally talk because these tasks are dependent on

each other decision. The communication strategy should formalize all communication channels such as E-mails, Instant messaging, Telephones and internet/intranet, office memos, meetings, and project walk-about and more others.

e) The management should avoid politics in projects development, since the study has revealed the negative and significant between political and project performance. Dealing with internal politics can be controlled within the project, but dealing with external politics is a challenging tasks, even if the external environment is properly represented, others may keep on stressing the project to satisfy their iron triangle expectations.

5.4 Suggested area of further research

This study was narrowed to M&E plan, and focused only on six factors such as resources allocation, management support, capacity building, stakeholder's involvement and communication and political influence on the success of a project. It is suggested that a further study be conducted to establish other factors which can constitute to the performance of the projects in the national parks.

Also M&E constitute of planning, implementation and evaluation. While M&E plan in this study shows to contribute to 47.9% of the project performance, the remaining percentage can be contributed by M&E implementation as well as evaluation. It is also suggested that the next study be conducted to look on the factors contributed by M&E implementation as well as evaluation.

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Annex 1: Research questionnaire

SERIAL NUMBER.....

Dear Respondent,

Please take five minutes to fill in this questionnaire. Your participation is positively appreciated and recognized as your contribution to my Master's Degree program in M&E Systems. This data will be treated for academic purposes only and not otherwise, and will remain in the hand of the researcher.

The purpose of this questionnaire is to assess the impact of M&E planning on the performance of national parks in Tanzania. Please note that there is no right or wrong answer, the aim is for the researcher to get a sense of how you see issues pertaining to M&E planning from where you work as the TANAPA staff. These questions provide insights on how M&E planning is viewed and its role in terms of performance management in the public sector.

1.0 RESPONDENT BACKGROUND INFORMATION

- | | | | | | |
|--------------------------|----------------|------------------------|--------------------------|-------------------------------------------|------------------------|
| 1.1 | Gender: | <i>(Single select)</i> | 1.2 | Age in Years: | <i>(Single select)</i> |
| <input type="checkbox"/> | Male | | <input type="checkbox"/> | Between 18-30 | |
| <input type="checkbox"/> | Female | | <input type="checkbox"/> | Between 31-40 | |
| | | | <input type="checkbox"/> | Between 41-50 | |
| | | | <input type="checkbox"/> | Between 51-60 | |
| 1.3 | Your Position: | <i>(Single select)</i> | 1.4 | What is your experience at work in years: | <i>(Single select)</i> |
| <input type="checkbox"/> | Director | | <input type="checkbox"/> | Between 1-5 | |
| <input type="checkbox"/> | Manager/CPW | | <input type="checkbox"/> | Between 6-10 | |

- ☐ Principal Officer/Principal PW ☐ Between 11-15
☐ Senior Officer/ Senior PW ☐ Between 16-20
☐ Officer/ PW ☐ Above 21 Years
☐ Assistant Officer/ Assistant PW

1.5 What is the level of M&E skills do you have?

- ☐ Graduate
☐ Diploma
☐ Certificate
☐ Short courses and workshop
☐ None

2.0 THE INFLUENCE OF MANAGEMENT SUPPORT AND RESOURCES ALLOCATION (BUDGET AND HR) IN THE IMPLEMENTATION OF M&E SYSTEM

2.1 I would like your opinions and views about the influence of resources allocation in the implementation of the M&E systems

S/n	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
a	The M&E function is well located in the organization structure					
b	The M&E function is well resourced with adequate staff					
c	M&E activities are provided with enough budget to accomplish their duties					

d	Projects planning should have budget entry for M&E activities					
e	M&E planning budget should be specifically, carefully estimated and the actual expenditures carefully monitored					

2.2 I would like your opinions and views about the role of top management support in implementing the M&E systems

S/n	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
a	The level of management leadership skills to resolve issues is excellent and engaging					
b	The level of management commitment to resolve issues is excellent and engaging					
c	Top management support is a key factor to be considered during M&E planning					
d	The management leadership skills is mandatory factor in the execution of the M&E issues					
e	The management provide strong support on the implementation of the M&E plans					
f	The management commitment is mandatory factor in the execution of the M&E issues					

3.0 THE INFLUENCE OF CAPACITY BUILDING, TECHNICAL SKILLS AND EXPERIENCE IN THE IMPLEMENTATION OF THE M&E SYSTEM

I would like your opinions and views about the influence of capacity building, technical skills and experience in the implementation of the M&E system

S/n	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
a	Technical capacity development is an important factor to be considered during M&E planning					
b	The level of M&E skills of the staff conducting M&E should be good and engaging					
c	Technical staff should be given clear job descriptions that fits to their experiences					
d	Skills in M&E plays a key function in the successful implementation of the M&E system					
e	Short courses play a big role for skill development					
f	Workshops play a big role for skill development					
g	Seminars plays a big role for skill development					

4.0 THE INFLUENCE OF STAKEHOLDER INVOLVEMENT ON THE IMPLEMENTATION OF M&E SYSTEM

4.1 I would like your opinions and views about the influence of stakeholder involvement on the implementation of projects

S/n	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
a	Stakeholders are always involved in implementation of the projects					
b	Stakeholders participation create a sense of ownership, hence a roadmap for success of projects					
c	Too much involvement of stakeholders creates undue influence of the projects					

4.2 I would like your opinions and views about the influence of communicating in the implementation of projects

S/n	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
a	There is a communication strategy in Serengeti which help project team to communicate effectively with stakeholders during project implementation					
b	Project activities are always interactive and collaborated between the project team and other stakeholders					
c	Developing effective communication strategy facilitate information dissemination and feedback among the stakeholders					

5.0 THE IMPORTANCE OF INDICATORS FOR PROJECT PERFORMANCE

5.1 What is the performance of the projects in terms of M&E intervention in Serengeti

S/n	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
a	The completed projects always fit our purposes and goals					
b	Projects are always completed within the stated technical requirements with all resolved issues					
c	Some projects are always completed but with few alteration/adjustments in the stated technical requirements					
d	Projects are always completed within the stated time					
e	Some projects are always completed out of the stated time					
f	Projects are always completed within the stated budget					
g	Some projects are always completed with additional budget					
h	Projects are always completed with weekly iteration meetings and project team updated on the progress					
i	Some projects are always completed but no meetings and not updating the team on the progress					
j	Projects are always completed with fully stakeholder involvement					
k	Some projects are always completed without stakeholder involvement					

l	Some of the completed projects do not fit our purposes and goals					
m	Some projects do not reach to completion but all resources are available					
n	Some projects do not reach to completion but all resources exhausted					

6.0 THE INFLUENCE OF POLITICAL, POLICIES AND GUIDELINES

How do you rate the political and legal framework influence in the implementation of the projects?

S/n	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
a	Projects are sometimes positively interfered by politics, hence favor Serengeti objectives					
b	Projects are always moderated by policy, laws and regulations from the legal frameworks					
c	Projects are sometimes negatively interfered by politics, hence upset Serengeti objectives					

Thank you for your valuable time

Denice Felix (Researcher)

Annex 2: Research clearance letter

THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF RESEARCH, PUBLICATIONS, AND POSTGRADUATE STUDIES

Kawawa Road, Kinondoni Municipality,
P.O. Box 23409
Dar es Salaam, Tanzania
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Date: JUNE 8th, 2018,

DIRECTOR GENERAL
TANZANIA NATIONAL PARKS
P.O.BOX 3134
ARUSHA.

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No. 55 in the official Gazette. The act was however replaced by the Open University of Tanzania charter of 2005, which became operational on 1st January 2007. In line with the later, the Open University mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance ,on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you Mr. Denice Felix Reg.PG201702057 pursuing Masters of Arts in Monitoring and Evaluation. We hereby grant this clearance to conduct a research titled "*Impact of M&E planning on the performance of National Parks in Tanzania. A case of Serengeti National Park*".

Incase you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,



Prof Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA