

**FACTORS INFLUENCING PERFORMANCE OF MONITORING AND
EVALUATION SYSTEMS OF NON-GOVERNMENTAL ORGANIZATIONS
IN ARUSHA CITY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT FOR THE
REQUIREMENTS OF THE DEGREE OF MASTER OF ARTS IN
MONITORING AND EVALUATION OF THE OPEN UNIVERSITY OF
TANZANIA**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled. Factors influencing performance of Monitoring and Evaluation systems of Non-Governmental Organizations in Arusha city in partial fulfillment of requirement for the degree of Master degree of Arts in Monitoring and Evaluation of the Open University of Tanzania.

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Date

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DECLARATION

I, Godfrey N. Mmassy, do hereby declare that this dissertation/thesis is my own original work and that it has not been submitted for a similar degree in any other Universityö

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Signature

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Date

DEDICATION

I dedicate this proposal to my family for their invaluable support, encouragement and inspiration throughout the research period.

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Special thanks to my supervisor Dr. Felician Mutasa. The support and guidance provided helped me in writing this proposal. I also thank my supervisor for the patience and understanding throughout this work. I pay gratitude to Open University of Tanzania staff for standing with me and encouraging me during the difficult times. Also thanks to friends for taking time to read through my work and all the support. I cannot forget the support from my parents Mr. and Mrs. Nicholas P. Mmassy, my brothers and sisters for their encouragement and motivation during my education life at Open University of Tanzania.

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ABSTRACT

The study examines the factors influencing performance of Monitoring and Evaluation Systems of Non-Governmental Organizations in Arusha city. The study focused on the following objectives; to assess how human capacity influenced the performance of M&E systems of NGOs in Arusha city, to examine how data quality influenced the performance of M&E systems of NGOs in Arusha city, to determine how utilization of M&E information influence performance of M&E systems of NGOs in Arusha city, to assess the extent to which stakeholders' participation influence the effectiveness of M&E system of NGOs in Arusha city. The study guided by the following theories such as Evaluation Theory, Social Science Theory, Program Theory, Theory of Change and Results Theory. The study was target 109 respondents from the NGOs in Arusha city and the responses rate was 93 percent. The study used the questionnaire and direct observation to collect primary data while literature reviews used to collect secondary data. The collected data was sorted, cleaned, edited and coded for using SPSS statistical package. The findings of the study analyzed using percentages and frequencies then presented using tables. The findings indicate that human capacity, data quality, M&E and stakeholders' participation influence the performance of M&E system of NGOs in Arusha city. The NGOs should continuous to strengthen the capacity building to their staff on planning, design, execution (including monitoring and controlling) and evaluation technical skills especially in information systems for M&E and take on board the stakeholders since the formulation of M and E framework.

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LIST OF ABBREVIATIONS AND ACRONYMS

CLEAR	Centre for Learning on Evaluation and Results
CSOs	Civil Society Organizations
IBM	International Business Machine
IFAD	International Fund for Agricultural Development
FYDP	Five Year Development Plan
LSRP	Legal Sector Reform Program
M and E	Monitoring and Evaluation
NIMES	National Integrated Monitoring and Evaluation Systems
NGOs	Non-Governmental Organizations
OECD	Organisation for Economic Co-operation and Development
PIM	Public Investment Manual
RBM	Results Based Management
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Program me
UNEG	United Nations Evaluation Group
UNIDO	United Nations Industrial Development Organization
URT	United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, Monitoring and evaluation systems have been in presence since the ancient times (Kusek and Rist), but today, regards as a management tool to shows the performance has improving with the demands by stakeholders for accountability and transparency though the applicability in the NGOs and other public institutions. Also, development banks, bilateral and multilateral agencies continuous strengthen M and E sections or departments in order to measure the transparency and accountability (Briceno, 2010).

Australia government in1987 created the government evaluation system which, controlled by the department of Finance. All the departments were tasked to prepare the portfolio evaluation plan (Mackay, 2005). The Australia government started to enjoy the benefits of the system such as public service known for integrity, honesty, professionalism, budgetary and accounting systems, accountability and transparency and legitimated leaders (Mona, 2009).

Monitoring and evaluation (M & E) play a great role in NGOs performance which used as the management tool to track systematically progress of the project implementation , demonstrate results on the ground and assess whether the project design are needed to into account evolving circumstances (World Bank Group, 2013). According to OECD (2002) explained the monitoring system as driving tool which is on ongoing, systematic collection of information from the different projects

in order to assess progress towards the achievement of objectives, outcomes and impacts.

In the case of the evaluation system defines as the systematic and objective assessment of ongoing, completed projects, program or policy, its design, implementation and results with the aim to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability of the different NGOs project or program. In Asia the development of the monitoring and evaluation system started through the participation process with the aimed to address the ownership and sustainability. Also, the Civil Society Organization started by employing the expertise to develop the objectives, strategies, targets, key performance indicators and data collection tools (INTRAC, 2008)

Monitoring and Evaluation are essential components of results based management (Rist, Boily & Martin, 2011). Results Based Management (RBM) involves purposely gathering empirical evidence which, intended results are being achieved. In order the organizations to be successfully in implementing the RBM must have the appropriate systems and procedures in place that collectively constitute an RBM regime (Mayne, 2007). The RBM focuses on the outcome, impact and the need of sustainable benefits rather than the inputs and activities (Resources and Procedures). This enables to change in focus, approach and application of monitoring and evaluation systems.

The organization management instead of putting too many efforts on inputs and activities (traditional M and E system) has to focus on outcomes and impact (Result

Based Monitoring and Evaluation) which emphasizes assessment of the contributions of interventions to development outcomes (Gebremedhin, et al, 2010). The monitoring and evaluation must be participatory in order every stakeholders are involved in the process (Shirley, 1999).

In order to implement the results based monitoring and evaluation system need a strong organization leadership, continuous commitment, time and resources it is not an easy task. The system will be stable after several trial has to be made until it becomes useable to the government and non government policy, programs or project, but with time is doable (Kusek, 2004). The strong monitoring and evaluation system enable to tracking the organization implementation, efficiency and effectiveness of the different programs implemented. Moreover, in emphasis the transparency and accountability in the use of project resources particularly required by funders or development partners (Nyonje, 2012).

According to an IFAD (2008) annual report on results and impact, recurrent criticisms against M&E systems include: limited scope, complexity, low data quality, inadequate resources, weak institutional capacity, lack of baseline surveys and lack of use. Moreover, the most frequent criticism of M&E systems in IFAD projects relates to the type of information included in the system. Most of the IFAD projects collect and process information on the project activities. However, the average IFAD project did not provide information on results achieved at the purpose or impact level.

The M&E system of the Tafilalet and Dades Rural Development project in Morocco for example only focused on financial operations and could not be used for impact assessment. The Ethiopia IFAD Country Program Evaluation found that project appraisal documents made limited provision for systematic baseline and subsequent beneficiaries surveys. For example in one project in Ethiopia, the baseline survey was carried out 2-3 years after projects start-up.

A problem in African countries, and perhaps in some other regions, is that while sector ministries collect a range of performance information, the quality of data is often poor. This is partly because the burden of data collection falls on over-worked officials at the facility level, who are tasked with providing the data for other officials in district offices and the capital, but who rarely receive any feedback on how the data are actually being used, if at all. This leads to another problem; data are poor partly because are not being used; and are not used partly because their quality is poor therefore, in such countries there is too much data, not enough information (Mackay, 2006).

The CLEAR (2012) report notes that the M&E mechanism of Benin relies on the national statistics system for measurement and data. The Benin system employees have considerable basic training, but there are not many of them and their knowledge is not regularly updated. Furthermore, access to data and information remains a great challenge, particularly access to data to be collected, but also with regard to data already processed. Finally, the CLEAR report argues that the information gathered through the Benin M&E system is not sufficiently taken into account.

The narrative and financial reports from the UNDP partner CSOs were not consistent in terms of quality, quantity and timeliness. Additionally, most CSOs had limited monitoring and evaluation skills. However, challenges include severe financial constraints; institutional, operational and technical capacity constraints; fragmented and uncoordinated information, particularly at the sector level. To address these challenges the CLEAR report argues that the current institutional arrangements will have to be reinforced with adequate capacity to support and sustain effective monitoring and evaluation, and existing M&E mechanisms must be strengthened, harmonized and effectively coordinated. Despite the numerous achievements that have been made under NIMES, Kenya's M&E system still faces challenges in the implementation namely: human capital, financial and infrastructural challenges (CLEAR, 2012).

According to Amkeni Wakenya (2009) highlights some of the challenges that it faced in monitoring and evaluation of CSO activities in its grant making and capacity development mandates. A nationwide survey by the Kenya NGOs Coordination Board (2009), found that some NGOs mainly depended on the founder members or the chief executives for sustainability and their survival relied on individuals and not institutional systems, thereby affecting their performance. For instance, it was observed that some organizations employed relatives regardless of minimum qualification required in certain jobs thereby compromising professionalism in the management of NGOs while some NGO officials used projects funds for personal gains at the expense of the beneficiaries.

The study by Amitav, et al. (2015) shows that, Twaweza must connect monitoring and evaluation directly to the organization learning and programming adaptation. Twaweza has to use the small scale pilot projects for experimentation in order to develop and assess programming choices and improving effectiveness in programme delivery. Furthermore, should increase the internal valuation capacity and other alternative evaluation methods in order to meet the Twaweza's needs. Strong monitoring and evaluation must be adopted through capacity building to the staff in order to increase the organization's skills and apply the appropriate methods for measuring the organization performance. The study by Burke (2016) under UNIDO Project "Enhancing Youth Employability and Entrepreneurship in Tanzania" shows that the effective monitoring and evaluation of the organization contributes much on tracking and measure the performance of the project implemented to achieve the desired goals.

Study conducted by Mikiko, (2016) on project evaluation in development cooperation, A Meta "Evaluation Case Study in Tanzania" observed most of the evaluation results are not used strategically at the project level to make decision. The report shows there is a little use of evaluation reports, most of evaluation reports, shows that there is an insufficient responsibility and awareness of potential use of the evaluations results which led to dysfunctional consequent of "piling another evaluation report on the shelf" this indicates that the evaluation to be merely a bureaucratic routine or ritual.

According to INNOVEX, 2013 reports on Tanzania Legal Sector Reports Assessment observed Monitoring and evaluation systems remain the weakest area of

legal Sector Reform Program-I (LSRP-I) and the reform process as a whole. The effect many donors will be reluctant to support programmes for which, the results are unclear and quantifiable. Without a good M&E it is hard to show progress and achievement or even to design and implement a proper performance-based budget. It is recommended that, legal sectors must strengthen the monitoring and evaluation system in order to achieve the performance required. This can be done only by employing more professional, expertise and experienced staff to formulate the results based monitoring and evaluation plan, Indicators Handbook, logical framework matrix which, are comprehensive through the participation process. Also, to develop measurable indicators, baselines and well organized data collection tools which will be used to bring together different cases and administrative data for analysis.

1.1. Statement of the Problem

According to Campo (2005) explained that in order to have a successfully organization must have the effective monitoring and evaluation system in place. The monitoring and evaluation system regards as performance management tool and policy development in different public and private companies if and only if there is reliable information, trained and competent staff, well stakeholders involvement during the design stage. Most of the information gathered during the monitoring and evaluations process more usefully to management during the decision-making process. According to FYDP II, 2015 to 2020 the monitoring and evaluation (M&E) emphasis transparency and accountability by the government system in delivery of services to trigger economic transformation and human development in a more coherent manner.

The NGOs shown the M and E system care not functionally well to track the progress and measure performance of the projects and programø implemented in a specified period of time which lead most of the planned and desirable results/outcomes not achieved (Furman, 2001). According to Koffi- Tessio, 2002 concludes that the poor acquisition of the appropriate M and E systems by NGOs is also attributed to the organizations over emphasis on the physical infrastructure rather than methodological and conceptual framework of the M and E (Koffi-Tessio, 2002). The above shows that the M&E systems are not performing satisfactorily. They are facing challenges that are contributing to their insufficiency and which calls for intervention. This research will look at the existing M&E systems, used by different NGOs operating within Arusha City, in regard to factors affecting influence the performance of M and E systems of NGOs in Arusha City.

1.2. General Objectives

1.2.1. General Research Objective

To examine the factors influencing performance of monitoring and evaluation systems of NGOs in Arusha city.

1.2.2. Specific Objectives

- i. To assess how human capacity influenced the performance of M&E systems of NGOø in Arusha city.
- ii. To examine how data quality influenced the performance of M&E systems of NGOø in Arusha city.

- iii. To determine how utilization of M&E information influence performance of M&E systems of NGOs in Arusha city.
- iv. To assess the extent to which stakeholders' participation influence the effectiveness of M&E system of NGOs in Arusha city.

1.3 Research Questions

1.3.1 General Research Question

What are the factors influencing performance of monitoring and evaluation systems of NGOs in Arusha city.

1.3.2 Specific Research Questions

- i. How the human capacity does influenced the performance of M&E systems of NGOs in Arusha city?
- ii. How does the data quality influenced performance of M&E systems of NGOs in Arusha city?
- iii. In what way does utilization of M&E information influence performance of M&E systems of NGOs in Arusha city?
- iv. To what extend does Stakeholders involvements influence Performance of M&E systems of NGOs in Arusha city?

1.4 Relevance of the Study

It is hoped that, the study will be of significance to NGOs by contributing to the body of knowledge regarding use and implementation of M&E systems as following:-

- i. the study will also benefit researchers and scholars alike who will in future use its findings as a reference to enrich M&E Literature;
- ii. the study will benefits to both NGOs and governments during the design process of M&E strategies and systems that will ensure accountability, transparency and efficiency in project delivery;
- iii. the study will contribute to policy makers to develop better socio economic policies to the different sectors;
- iv. The donors (development partners) will observe the value for money invested in the different programs and projects due to the fact that there will be accountability for both funds and systems implemented.

1.5 Organization of the Study

In chapter two covers the theoretical literature review and empirical literature whilst chapter three describes the research methodology. In section four describes the research activities whilst five shows the estimated budget of the research. Furthermore in section six highlights the ethical of the studies whilst section seven mentions the references used in the study. Finally section seven shows the appendices.

CHAPTER TWO

THEORETICAL LITERATURE REVIEW

2.1 Introduction

This chapter explains in detail the overview of the different literature narrates about the monitoring and evaluations systems. Section 2.2 gives the conceptual definitions; section 2.3 describes the different theoretical reviews concerned the M and E systems. In section 2.4 analyze the empirical literature reviews. In section 2.5 describes the factors influence M and E system while section 2.6 shows the different research gap identified. In section 2.7 analyses the conceptual framework of the study and section 2.8 indicates the summary of the chapters.

2.2 Theoretical Reviews

There are different underlying theories that inform the process of monitoring and evaluation system. Some of the theories are evaluation , social science, program, theory of change and result theory and are explaining in the details hereunder:-

2.2.1 Evaluation Theory

Mark (2005) in his reports analyzing why the theory is so meaningful to evaluation practiced , states that the evaluation theory is the way of synthesizing the past experience, if the evaluator has lack of knowledge on the evaluation would lead to

repeating the same past mistakes as well as failing to build on the past experience. The theory will assist to research and give the tools to analyze why most of the NGOs fail by looking the factors like lack of experienced personnel who have enough skills and knowledge on M and E which lead affects the performance and finally not realize the planned goals/ objectives. The theory consists with social science and program theory.

2.2.2 Social Science Theory

The Social science theory basically deals with evaluation practice, which provides the sources for needs assessment and program design. The theory careful examination the existing literature, like the primary studies, which contributes to knowledge about the successfully strategies which deals with problems of concern, lessons learned about what does not work which may save program designers and evaluators time and resources (Donaldson and Lipsey, 2001).

The theory will ironed out and still focused on the strategic issues to be addressed during the formulation of different strategies, which help the monitoring ad evaluation system to work in the different public and private entity including participation approach, human capacity and so on. The study will align with the theory by assessing the participation and human capacity towards the performance of NGOs on implementing monitoring and evaluation systems, monitoring and evaluation plan which, lead most of the time in NGOs in Arusha City are well success or not.

The participation of stakeholders will lead the effectively implementation of projects and programme and finally, contribute the positive change to occurs in the NGOs the same applies to the strong and committed staff. The stakeholders are the main source of the information or data during the designing and formulate stage and as well as assisting NGOs management on decision making process.

2.2.3 Program Theory

Program Theory describes how the chain results are being contributed from a program, a project, a policy, and different strategies to give out the expected impact .The program shows how to fix a problem by addressing the needs in the needs assessment and determine areas of impact in evaluation (Sethi and Phillipines, 2012). Most NGOs deal with human service programs that are designed to improve the society, which are at times designed and redesigned in due course (Hosley, 2005). Also, the logical framework is being used by the program theory to address the issues like (inputs, activities, output, purpose and impact) (J-Pal, 2003).

The program theory can be represented graphically through the logical model. The logical model is used in guiding stakeholder engagement, the management and evaluation of outcomes (Hosley, 2009). Program theory provides a kind of a conceptual framework for monitoring and evaluation, highlighting existing evidence about a program, and clarifying where there are misconceptions about how the program is understood to work, and where there are gaps in the evidence. The study will be in line with the program theory by following the logical framework in analyzing the performance of the monitoring and evaluation system by looking the resources factors such as human capacity, financially , time and data quality on how

real affects the realization of the output, outcome and impact of the NGOs intervention in Arusha City.

2.2.4 Theory of Change

Theory of change is emerged in the 1900s first in United States in the context of improving evaluation theory and practiced in the community initiatives (Stein and Valters, 2012). A theory of change is a tool used for organization to able to explore and represent change to in a way that reflex the complex and systematic undertaking of development (Cathy, 2011). It provides a comprehensive picture of early and intermediate term changes that are needed to reach a long term set goal (Anderson, 2005). In monitoring and evaluation the theory of change provides a model of how a project should work, which can be tested and refined, articulates expected processes and outcome that can be reviewed overtime OECD (2008); UNEG (2011).

A theory of change is also a specific and measurable description of change that forms the basis for planning, implementation and evaluation. Most projects have a theory of change although they are usually assumed (CARE, 2013). It is mainly used by NGOs and donors to articulate long term impact on projects (James, 2011). The theory of change helps to developing comprehensive frameworks for monitoring and evaluation system which will help the NGOs in Arusha City to improve their performance in order to deliver good services to the society or community surroundings.

2.2.5 Results Theory

Joley (2003) argues that organizations exist to achieve certain results; and as such, implementers should not confuse activities for accomplishments; processes for results; and list-to-do items for deliverables. Measurement of performance must be result based rather than process oriented. Cheung (1997) advanced the theory that the end justifies the means; and as such, as long as results are seen, how and who gets the work done is not important. This school of thought has been critiqued by proponents of participatory development such as Mohan (2010) for organizational results to be achieved. The different level of results leads to have the different level of development changes in the society. The results are measurable of the development change resulting from a causal and effects relationship (PIM, 2015). Through the results theory the study will concentrates on the chain which lead to improve the NGOs monitoring and evaluation systems performance like presence of human resources, measurable data quality, stakeholders involvements and availability of information. The factors interventions in short time to achieve the intended output, while in the intermediate time to achieve the NGOs outcome and finally in the long run to realize the impact to the whole community.

2.3 Empirical Literature Review

According to Wachamba, (2013) conducts study on determinants of effective M&E Systems in NGOs within Nairobi County, Kenya and the methodology used in the study was quantitative with M&E officers and project managers as the target population. The researcher used self administered questionnaires to collect the data. The study found that selection of tools and techniques and the role of management,

M&E Training and Technical Expertise are important determinants in the effectiveness M&E systems.

According to Muinde, 2015 focus on factors influencing effective M&E of child rescue projects in Kenya. The study used a descriptive survey design and the target population was all the staff of St. John's Community Centre Pumwani, Nairobi. The study established that the level of training, budgetary allocation, stakeholder involvement and institutional frameworks all influenced M&E processes. According to Mushori, 2015 conducts study on determinants of effective M&E of county government funded infrastructural development projects, Nakuru East constituency, Nakuru County. The study adopted a descriptive survey design where questionnaires were used to collect data. The study established that technical skills, budgetary allocation, and stakeholder participation were significant in the influence of M&E. Monitoring and evaluation systems have been in existence since the ancient times (Kusek and Rist, 2004), however today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by the NGOs and other institutions including the government (Gorgens et al, 2010).

Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010). In the UK, the largest NGOs are struggling with the complex issues associated with aggregating their experience on large scale (Davies, 2000). In Yemen, M&E functions of a project were carried out by the M&E department of a government

agency responsible for M&E in several projects using national guidelines. However, the agency did not have direct access to the project's M&E resources and had limited funds.

Obtaining authorization for activities and resources was a lengthy procedure. This affected M&E budgeting and adoption of M&E systems recommended by the project. The government 21 agency did not prioritize M&E for this project and so the organizational structure was hindering effective adoption of M&E systems (Furman, 2001). The Kenya social protection sector review (2012), that focused on main programs in the social protection sector in Kenya, conducted through literature review, landscape survey and in-depth interviews with project implementers, states that not many programs in Kenya have a functional M&E systems, despite it being accredited for promoting transparency and accountability. This was attributed to programs not allocating the required resources at the design stage of the M&E systems.

The results indicate that, there was inconsistency in the choice of performance indicators among the Kenyan programs which led to incoherent and incomprehensive M&E systems. The review also established that although M&E rarely influenced the decision making process, its information was being used to inform project and program designs as well as inform policies. The review also notes that the country relies much on M&E international consultants and therefore recommends capacity building of national and progressive wean program of civil servants (locals) because they will stay in the sector over the long term.

The study by Koffi-Tessio (2002), on Efficacy and Efficiency of Monitoring and Evaluation Systems (MES) for Projects Financed by the Bank Group that was done in Burkina Faso, Mauritania, Kenya, Rwanda and Mozambique, through desk review and interviews, for projects approved between 1987 and 2000. The results stipulate that M and E systems are not meeting their obligatory requirements as decision making tool; instead their activities are viewed as controlling by a bureaucratic management. The poor acquisition of the appropriate M&E systems by NGOs is also attributed to the organizations over emphasis on the physical infrastructure (for instance computer equipment, working capital etc.) rather than methodological and conceptual training. According to Amitav Rath et al (2015) conducts a study to evaluate Twaweza in Tanzania for the period between 2009 and 2014.

The study used documents reviewed, survey, participatory and iterative process, observation and administered interviews to collect the information to be use in analysis. The results show that, monitoring and evaluation system are not well connected to the organization learning program and some of the staff were not train on the area of M and E. The study recommends that, Twaweza should increase the internal valuation capacity and other alternative evaluation methods in order to meet the Twaweza's needs. Also, the strong monitoring and evaluation techniques must be adopted through capacity building to the staff in order to increase the organization's skills and apply the appropriate methods for measuring the organization performance.

Study conducted by Mikiko, 2016 on project evaluation in development cooperation,

A Meta-evaluation Case Study in Tanzania observed most of the evaluation results are not used strategically at the project level to make decision. The report shows there is a little use of evaluation reports, most of evaluation reports, shows that there is an insufficient responsibility and awareness of potential use of the evaluations results which led to dysfunctional consequent of piling another evaluation report on the shelf this indicates that the evaluation to be merely a bureaucratic routine or ritual.

Furthermore, the serious set-back to adequate the dissemination of the evaluation results as the feedback at the project level. The study conducted by Burke (2016) under UNIDO Project "Enhancing Youth Employability and Entrepreneurship in Tanzania" to evaluate the youth employability in different programme in Tanzania. The study uses a desk and a field interview approaches to collect data. The results show that, the monitoring and evaluation system are well designed which, leads tracking and measuring the performance of UNIDO Project.

Also, the study assesses other factors such as relevance, effectiveness and efficiency of the projects. The results indicate that, the projects are relevant to the national policy, programs, and strategies as regards to the effectiveness and achievements, the projects achieved relative significant results and output. The management allocated the scarce resources (financial and human) in efficient way which, led realization of the project impact. According to the study conducted by Gorgens and Kusek, 2010, highlighted that M&E system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible. Therefore, understanding the skills needed and the capacity of people involved in the M&E system (undertaking

human capacity assessments) and addressing capacity gaps (through structured capacity development programs) is at the heart of the M&E system

In its framework for a functional M&E system, UNAIDS (2008) notes that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work. Moreover, M&E human capacity building requires a wide range of activities, including formal training, in-service training, mentorship, coaching and internships. Lastly, M&E capacity building should focus not only on the technical aspects of M&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication.

Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. The source of performance data is important to the credibility of reported results hence, it is purpose, secondary data are those collected by other organizations for purposes different from M&E (Gebremedhin, Getachew&Amha, 2010). In the design of an M&E system, the objective is to collect indicator data from various sources, including the target population for monitoring project progress (Barton, 1997).

The methods of data collection for M&E system include discussion/conversation with concerned individuals, community/group interviews, field visits, and review of records, key informant interviews, participant observation, focus group interviews, direct observation, questionnaire, one-time surveys, panel surveys, census, and field

experiments. Moreover, developing key indicators to monitor outcomes enable managers to assess the degree to which intended or promised outcomes are being achieved (Kusek and Rist, 2004).

Frequent data collection means more data points; more data points enable managers to track trends and understand intervention dynamics hence the more often measurements are taken, the less guess work there will be regarding what happened between specific measurement intervals. But, the more time that passes between measurements, the greater the chances that events and changes in the system might happen that may be missed (Gebremedhin, et al., 2010). Guijt, (1999) concurs that to be useful, information needs to be collected at optimal moments and with a certain frequency. The utilization of M&E information is central to the performance and sustainability of an M&E system and depends on the nature and strength of demand for M&E information (Mackay, 2007).

Utility requires that commissioners and evaluators undertake the evaluation with the intention to use its results; that they undertake the evaluation at a time when the results can meaningfully inform decision making processes; and that evaluations be accessible (Rist, et al. 2011). Otieno (2012) study indicates that the majority of the respondents were involved in utilization of the monitoring and evaluation results in ways such as involvement in decision making of the project, redesigning of the project, strengthening/ improvement, advocacy for additional resources, program intervention of the project and project control.

However, the low involvement of project members in project control after the offset of the implementing agency contributed to the immense negative impact of the current low degree of sustainability of the project performance. Incentives need to be introduced to encourage the use of performance information meaning that success needs to be acknowledged and rewarded, problems need to be addressed, messengers must not be punished, organizational learning is valued, and budget savings are shared (Kusek & Rist, 2004).

Crawford and Bryce (2003) argue that the best way to achieve results for a large organization like a country is through stakeholders' participation. Further, Crawford and Bryce (2003) suggest that the only way for the stakeholders to safeguard the project and guarantee its sustainability is when the process is inclusive from the project design to its closure. Engaging stakeholders in discussions about what, how and why of program activities is often empowering for them and additionally, promotes inclusion and facilitates meaningful participation by diverse stakeholder groups (Donaldson, 2003).

Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives (Chambers, 1997; Chitere, 1994). Hence, a project manager should identify all stakeholders at the early stages of the project and document their requirements, interests, level of involvement, expectations, influence and power, possible impact, and communication requirements in the Stakeholder register. It is important to note that some of these stakeholders may have

little interest or influence on the project but the project manager has to take care of them as well because they may later turn out to be dominant stakeholders.

Best practices demonstrate that a central factor facilitating update of evaluations is stakeholder involvement. Proud lock (2009) established that the entire process of impact evaluation and specifically the analysis and interpretation of results can greatly improve if the intended beneficiaries participate since they are the primary stakeholders and the best placed to judge their own situation. However, stakeholder engagement needs to be managed with care. Too much stakeholder involvement could lead to undue influence on the process of evaluation, and too little may result in evaluators over-dominate the process (Patton, 2008).

2.4 Research Gap

There is no intensive research conducted in Arusha City on assessing the performance of monitoring and evaluation system in NGOs project and program. Therefore, this study comes to fill the gap by research on how quality of the data, utilization of M and E information ,human capacity and stakeholder's participation affecting the performance of NGOs monitoring and evaluation system in Arusha City.

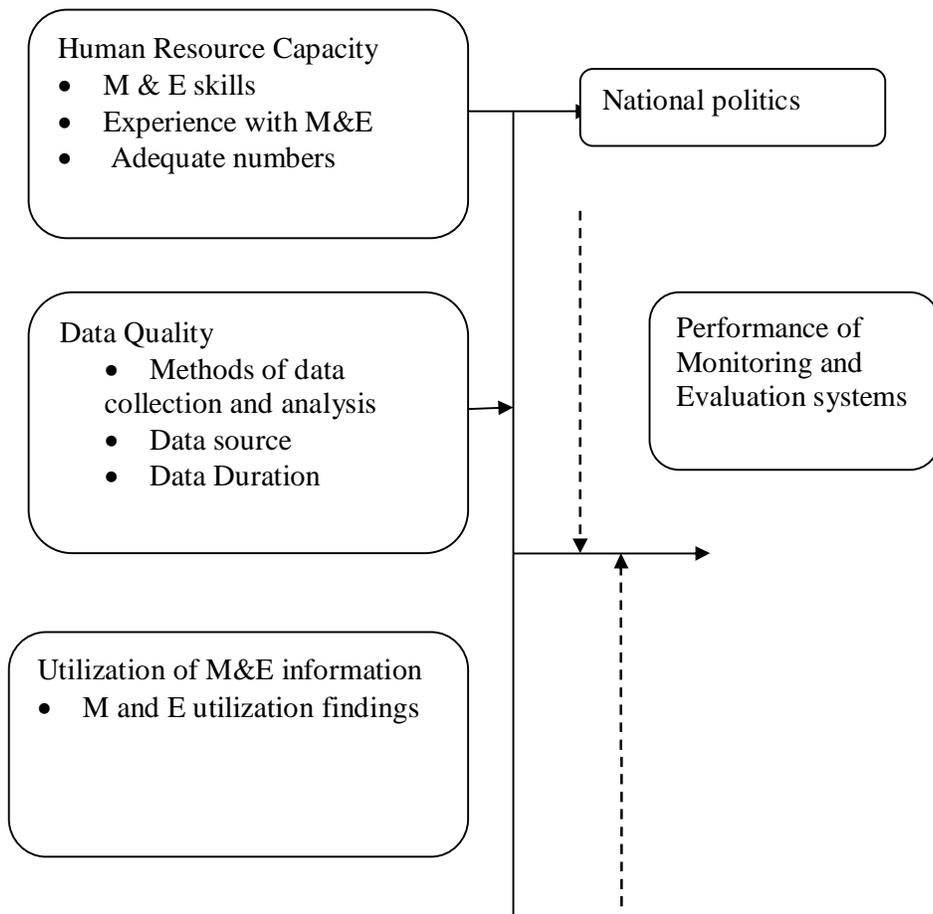
2.5 Conceptual Framework

The conceptual framework has potential usefulness as a tool to support research and, therefore, to assist a study to make meaning of subsequent findings (Smyth, 2002). A Conceptual framework is a hypothesized model identifying the model under study and the relationships between the dependent variable and the independent variables

(Mugenda & Mugenda, 2006). According to Kothari (2003), a variable is a concept, which can take on qualities of quantitative values.

A dependent variable is the outcome variable, the one that is being predicted on the study. The independent variables, also known as the predictor or explanatory variables, are factors that explain variation in the dependent variable (Alison, 1996). This research looks at the factors influencing the performance of M&E systems in NGOs. These factors are Human Resource Capacity, Data Quality, Utilization of M&E Information and Stakeholders Participation. An extraneous variable is variable may influence the dependent variables but is not a point of interest. Figure 2.1 shows how each as well as combinations of the independent variables explain the performance of M&E systems.

Independent variables Extraneous variables Extraneous variables



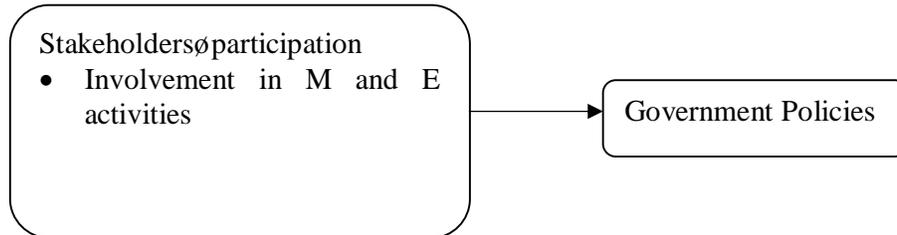


Figure 2.1: Shows the Relationship between the Endogenous and Exogenous Variables

Source: Researcher (2018).

2.6 Summary

This chapter has described the details analysis of the different theories and literatures, factors affecting the monitoring and evaluation systems. Further explained the conceptual framework of the study which shows the relationship between the independent (exogenous) variables explained the dependent (endogenous) variable in the selected NGOs. The next chapter elaborates the methodology approach used in the study

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the research methodology employed in analyzing the performance of the M and E system in Arusha city. Section 3.2 focuses on research design while section 3.3 describes the study and target population. Section 3.4 provides the study and target population whilst in section 3.5 sample size and sampling techniques. In section 3.6 variables and measurement procedures and section 3.7 narrates the methods of data collection. Section 3.8 provides the data processing and analysis while section 3.9 describes the expected results of the study.

3.2 Research Design

The study used the descriptive survey design, which allows the details analysis and the general understanding of a particular phenomenon as it exists in the present condition (Cooper and Schindler, 2008). In descriptive survey design, has to make sure that all the information collected are relevant and sufficient to respond to the study problem (Kothari, 2004). The study combined the different data collection techniques which, include quantitative and qualitative approach to collect a lot of information for the purpose of cutting cost.

According to Kombo et al., (2009), a research study that raises questions that require interviewing and questionnaires for data collection should use a survey design. The same Author further explained and quoted Orodho (2003) as defining descriptive survey as a method of collecting information by interviewing or administering

questionnaires to a sample of individuals.

3.3 Study and Target Population

A population is an identifiable total group or aggregation of elements (people) who are interest to a researcher and pertinent to the specified information problem. This includes defining the population from which the sample is drawn. According to Salkind (2008), population is the entire of some groups and supported by Sekaran and Bougie (2010). The targeted population is in Arusha City because there are so many NGOs to be used as the sources of reliable and validity information. There are about 100 NGOs in Arusha City that comprises of 1090 beneficiaries but the study covered only 109 (10 percent of the population) respondents only which include employees and other stakeholders within the Arusha City. A representative sample was selected from the target population through a defined scientific methodology of sampling.

The reasons why the study was not covered the whole Arusha are; firstly, huge financial imperative attached to such big study which this researcher was not able to afford. It is simply too expensive for the capacity of a researcher as a mere student. Secondly, the logistical obligations are equally hectic given the weather and infrastructural conditions of the young state in Africa and in the whole world and particularly Arusha and lastly, such kind of this study cannot be feasibly conducted by an individual.

3.4 Sample Size and Sampling Techniques

According to Kothari (2014), a sample of about 10 percent of a population can often give a reliable data. Since, the respondents were of high homogeneity, there

researcher selected 10% of 1,090 of the target population through stratified sampling, which was equivalent to 109 sample size of the respondents. This was done to ensure proportionality in the sampling. However, a good sample should be that which reflects an actual profile of population from which it is drawn. The whole process of sample selection must be aimed at minimizing bias in the sample (Veal, 1997).

The Non-probability sampling technique was used in selecting the NGOs from the sample. In-non probability sampling the purposive or judgmental sampling was used to select the NGOs in Arusha City. The study employed the judgment sampling because it enables the researcher to select NGOs which provided the details about the study purpose. According to Corbetta (2003), a non-probability approach reflects that, the chance of each individual to be chosen in the sample is unknown but the features of the population are used as the main measure for selection. A purposive approach is well-suited to small-scale and in-depth studies (Ritchie *et al.*, 2003). The NGOs selected includes executive administrators and/or deputies in Arusha City to represent stakeholder view.

3.5 Variables and Measurement Procedures

3.5.1 Independent Variable

The demographic characteristics of participants such as age, sex, duration of employment, education level, working position.

Human Resource Capacity: Number of having monitoring, evaluation skills and knowledge.

Data Quality: methods of data collection and analysis, sources and duration of the

data.

Utilization of M&E Information: it involves much on how the monitoring and evaluation information/findings are used in the decision making process within the organization.

Stakeholdersø Participation: Number of stakeholders involved in monitoring and evaluation activities such in designing, developing and planning stage.

3.5.2 Dependent Variable

The main dependent variable is the performance of monitoring and evaluation system which depends on the type of information, data quality, capacity building among the staff and stakeholders involvement.

3.6 Methods of Data Collection

The researcher used the primary and secondary methods in data collection. In primary data collection the researcher used structure and unstructured questionnaires, direct observation, participant-observation; physical artifacts and interview to collect information from the respondents. Collis *et al.* (2009) states that, primary data include the information obtained directly from a source, such as interviews, observations and questionnaire.

The questionnaire had both closed and open ended questions. The closed ended questions enabled the researcher to collect the quantitative data ; this included writing the responses using a five (5) point Likert Scale designed questionnaire, ö5ö being strongly agree and ö1ö being strong disagree while the open ended questions enable the research to collect qualitative data. According to Bums (2000) contends

that, primary data are first-hand information obtained for a research. Also, the secondary method of data collection used the documentary reviews to obtain more accurate information. In primary method some of the information collected include working experience, level of education, working position, source of data, how data analyzed, frequency in data collection, baseline information, stakeholders participation in M & E activities, In secondary method the researcher obtained information on data baseline, number , indicators and so on.

3.6.1 Questionnaire

The study used the questionnaire method to collect primary data. The researcher prepared the list of questions thematically on the basis of the research questions. The questionnaires introduced by the researcher because they are easy to administer scalability, generate a large layout of needed data, cost efficiency, ensure anonymity, permit use of standardized questions, and save time especially the self-administered as the respondents have an ample time to think and fill the questionnaires at ease, hence minimizing errors.

3.6.2 Document Reviews

This method of data collection were used to document information where the respondents did not have more information for the purpose of gathering information which were not captured during the respondent answering the questionnaires. The Information were collected from paper documents and computer databases from NGOs. The advantages of the method during data collection the information are complete, detailed consistent and well structured and saved more time since are

readily available.

3.6.3 Direct Observation

The researcher collected data from the field to verify or as supplement to the data collected through literature review and through questionnaire. The observation employed was passive observation where the researcher look at what is going on in the field then ask the questions on the subjects. Observations was made in at the field by accompany monitoring and evaluation staff of implementing NGOs to observe meanings they attach to impact evaluation criterion in practice at the office and field levels.

3.7 Data Processing and Analysis

The qualitative and quantitative data analysis approaches were used in the study. This is the process of collecting, modeling and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making (Sharma, 2005). The quantitative data analyzed by using descriptive statistics (tables and percentages). The detailed data analysis, questionnaire were examined, variables coded and imported into the Statistical Package for Social Science (SPSS) software package and all the process were done to all questionnaires that used during the field.

The information in the questionnaire was coded and converted into numerical codes and organized in a systematic,Ø machine-readableØ manner. Therefore, the coding process helped to analyze the data into more details while qualitative data analyzed through inductive and deductive approach or content analysis. However, Qualitative data was also transformed into quantitative data and analyzed by the helped of SPSS in accordance with the main objectives of the study. Both specific objectives were

analyzed by using descriptive statistics and the findings of the study were presented by using tables and percentages.

3.8 Ethical Considerations of the Study

The researcher first obtained data collection authorization from Open University of Tanzania and presented it to NGOs Head office Program. A copy of permission letter from the University was given to NGOs Authority. Respondents presented with consent forms. The consent form described the type of study being done, its purpose, rights of all participants with special emphasis on participant's confidentiality and the right to withdraw from the study as deemed necessary. The researcher also assured the participants confidentiality of their information by asking them not to include their names or any form of identification on the questionnaires. The researcher also organized for preliminary visits to the project field officers to verbally explain the purpose and importance of the study and predict some challenges that would come with data collection.

3.9 Expected results of the Study

The study expected the factors identified such as human capacity, data quality, utilization of M&E information, stakeholders' participation have positive effects on the performance of the monitoring and evaluation system in Non Government organization in Arusha city.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents and discusses the findings obtained from the study respondent answers the following research objectives namely; to assess how human capacity influenced the performance of M&E systems of NGOs in Arusha city; to examine how data quality influenced the performance of M&E systems of NGOs in Arusha city; to determine how utilization of M&E information influence performance of M&E systems of NGOs in Arusha city and to assess the extent to which stakeholders' participation influence the effectiveness of M&E system of NGOs in Arusha city.

4.2 Respondent Rates

The research was targeting to collect information from 109 respondents in the NGOs in Arusha city. Out of 101 administered questionnaires were filled and returned for analysis, which represents 93% respondent rate. The information is enough for carrying out further analysis of the study. According to Babbie (2002) 50% is sufficient for statistical generation and response rate greater than 70% is very good. Also according to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a rate of 70% and over is excellent. Based on this assertion, the response rate was excellent.

4.3 General Information

The general information provides the social-demographic characteristics of the respondents which include the gender distribution, age, level of education and working experience

4.3.1 The Gender of the Respondents

The gender distribution was established in order to check the gender parities in the different position within the NGOs. From the findings indicated that there is a margin difference between males and females whereby majority of the respondents were female (55%) while males respondents were only 45%. The result indicated that most of the NGOs did not experienced gender imbalance in carryout the monitoring and evaluation activities. Table 4.1 shows that the population of male M&E staff is higher therefore there is small parities among the genders.

Table 4.1: Gender Distribution of the respondents in the different NGO's

Responses	Frequency	Percent
Male	45	45.0
Female	56	55.0
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

4.3.2 Age of the Respondents

The study wants to indicate the impact of age on the performance of the monitoring and evaluation in the NGOs. The respondents indicated that the majority share of the age range between 30 - 40 years followed by 41.6% range between 20 - 30 years. Also, the study findings showed that 6.9% of the respondents were aged between 40 - 50 years and above 50 years were only 2%. The finding revealed that the majority

of the respondents were matured to improve performance monitoring and evaluation in the NGOs.

Table 4.2: Age Distribution of the Respondents

Age	Frequency	Percent
20-30	42	41.6
30-40	50	49.5
40-50	7	6.9
Above 50	2	2.0
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

4.3.3 Level of Education

The study analyzed the respondents' level of education in order to observe their professional knowledge and skills in their respective area of specialization. The results from the finding indicated that the majority, 53.5% of respondents have university first degree (undergraduate), followed by 26.7% of respondents have had the Master degree. Furthermore, 13.9% of the respondents completed diploma course and 5% owned the certificates while least comprised of the others. The findings showed that the respondents have the capacity, skills and professional knowledge on conduct monitoring and evaluation activities to be successfully in the NGOs. Table 4.3 shows the professional level in the NGOs or organizations.

Table 4.3: Education Level of the Respondents

High level of education so far attained	Frequency	Percent
Masters	27	26.7
Undergraduate	54	53.5
Diploma	14	13.9
Certificate	5	5.0

Others	1	1.0
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

4.3.4 The Human Capacity Influence on Performance of Monitoring and Evaluation Systems

This aimed to assess how human capacity influenced the performance of M&E systems of NGOs in Arusha city. The results from the study are presented in Table 4.5 to Table 4.13.

4.3.5 Working Department

The study points out 46.5% of the respondents were from the monitoring and evaluation section while 22.8% respondents from the Accounting sections. Moreover, 14.9% of respondents were from the administration and human resources and 15.8% from resource mobilization section. The finding indicated that the NGOs were a lot of resources staff from the M and E section which contributed to the performance of monitoring and evaluation activities. Table 4.4 indicates the different section within the organization

Table 4.4: Shows Staff Working Department in the NGOs

Section	Frequency	Percent
Administration and Human resource section	15	14.9
M and E section	47	46.5
Account Section	23	22.8
Resource Mobilization Section	16	15.8
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

4.3.6 Designation

The study points out 35.6% of the respondents were M and E Specialists while 26.7% respondents were Economists. 16.8% of respondents were Accountant and 13.6% and 6.9% of the respondents were administrator and others respective. The finding indicated that the NGOs were a lot of resources staff who are specialized and they contributed to the performance of monitoring and evaluation activities. Table 4.5 indicates the different section within the organization. Table 6 shows the existing specialization within the NGOs.

Table 4.5: Indicates the Designation of the Staff

Designation	Frequency	Percent
M and E Specialist	36	35.6
Accountant	17	16.8
Economist	27	26.7
Administrator	14	13.9
Others	7	6.9
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

The findings showed majority, 70.3% of the respondents stated that the NGOs provide service for a period of 1 ó 4 years, followed by the respondents who answered the NGOs deliver services for 5 ó 8 years, these were 19.8% and those NGOs provide service for 9-12 years and above twelve were both at 5%. The results indicated that the NGOs served people for long period of time which have more information on monitoring and evaluation activities. Table 4.6 portrays the years of the NGOs provide services in the community surroundings.

Table 4.6: Shows the Length of Service in the Organization

Years	Frequency	Percent
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1-4	71	70.3
5-8	20	19.8
9-12	5	5.0
Above 12	5	5.0
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

The majority, 47.52% of the respondents had the experience of 1-4 years working on M and E activities followed by 26.73% of the respondents who working experience of 5-8 years. The minority, 15.84% and 9.9% of the respondents were working in monitoring and evaluation activities for 9 -12 years and above 12 years conservatively. The findings were indicative that the employees who worked within the NGOs had a vast experience in conducting monitoring and evaluation activities. Table 4.7 shows the years of working in the M and E activities in the organizations.

Table 4.7: Indicates the Work Experience in M&E Activities

Years	Frequency	percent
1-4	48	47.52
5-8	27	26.73
9-12	16	15.84
Above 12	10	9.9
Total	101	100

Source: Researcher, 2018 (IBM-SPSS Ver.20).

From the findings, 45.5% of the respondents confirmed that had the acquired in services Training only, while 41.5% of the respondents indicated have completed in the formal and in service. 10.9% of the respondents affirmed that have attended the formal training while the minority, 1.9% of the respondent have the other qualifications. The findings show that the majority of the staff had enough

experience which enables to work efficiently and effective which lead the impact within the NGOs and community in general.

Table 4.8 gives the type of training which attended by the respondents From the findings, majority of the respondents, 98.0% indicated that the NGOs trained attended help to improve the quality information within the organization. A relatively small number of the respondents, 2% indicated that the train attended did not improve the quality of the information.

Table 4.8: Shows Type of M&E Training Possessed by Staff

Responses	Frequency	Percent
Formal Training	11	10.8
In-Service Training Only	46	45.5
Formal and in service	42	41.5
Others	2	1.9
Total	101	100

Source: Researcher, 2018 (IBM-SPSS Ver.20).

The results indicated that the more the training attained by the staff enabled the NGOs to have a wide knowledge on data compilations, analysis, recording and presentations and be more practical on conduct M and E activities. Table 4.9 indicates capacity building undertake by the respondents in order to improve organization performance.

Table 4.9: Shows Importance of the Training within the Organization

Does your training help you provide quality information to the organization?	Frequency	Percent
Yes	99	98.0
No	2	2.0

Total	101	100.0
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Source: Researcher, 2018 (IBM-SPSS Ver.20).

Table 4.11 shows that, majority, 65.3% of the respondents were in charge for 1-2 projects, followed by the 27.7% of the respondents were in charge of the 3-4 projects while 2% of the respondents were supervised above 6 projects. Lastly, 2% of the respondents replied they operated 5-6 projects within the financial year. The findings indicated that NGOs with project manager who supervise few projects gets enough time to monitor and evaluate organization performances.

Table 4.10: Number of Projects Supervised by the in Charge

How many projects are you in-charge of M&E for this financial year?	Frequency	Percent
1-2 Projects	66	65.3
3-4 Projects	28	27.7
5-6 Projects	2	2.0
Above 6	5	5.0
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Table 4.11 shows that, 39.6% of the respondents were agreeing the organization has got skilled personnel who gather information on the performance of program while 38.6% of the respondents strong agree, 14.9% of the respondents were neutral, 4% of the respondents strong disagree and 3% were disagreeing. This implies that, either agrees or strong agree the organization has got skilled personnel who gathering correct qualitative and quantitative information to improve the organization's performances.

Table 4.11: Indicates Skilled Personnel on Data Collection

The organization has got skilled personnel who gather information on the performance of program	Frequency	Percent
Strong Disagree	4	4.0
Disagree	3	3.0
Neutral	15	14.9
Agree	40	39.6
Strong Agree	39	38.6
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Table 4.12 shows that, 37.6% of the respondents were agree the organization has skilled personnel with adequate capacity to analyse data while 31.7% of the respondents strong agree, 20.8% of the respondents were neutral, 4% of the respondents strong disagree and 5.9% were strong disagree. The finding indicates that the respondents agree the NGOs have competent staff in data collection, coding, recording, data entry, analysing, interpretation and presentation, and finally used in decision making.

Table 4.12: Skilled Personnel Capacity on Data Analyses

The Organization has skilled personnel with adequate capacity to analyse data	Frequency	Percent
Strong Disagree	6	5.9
Disagree	4	4.0
Neutral	21	20.8
Agree	38	37.6
Strong Agree	32	31.7
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Table 4.13: Shows the Knowledge of M and E officers in Management of M and E System

The M&E officers are knowledgeable in the day-to-day management of M&E System.	Frequency	Percent
Strong Disagree	5	5.0

Disagree	3	3.0
Neutral	17	16.8
Agree	47	46.5
Strong agree	29	28.7
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Table 4.13 shows that, 46.5 percent of the respondents were agree the M&E officers are knowledgeable in the day-to-day management of M&E System while 28.7% of the respondents strong agree, 16.8% of the respondents were neutral, 5% of the respondents strong disagree and 3% were strong disagree. The finding indicates that the respondents agree the M and E officers were well understand their daily to daily management of the M and E within the organization which lead staff to handle M and E responsibilities.

Table 4.14: The Result based Performance

Result-based performance is factored into personnel assessments	Frequency	Percent
Strong Disagree	5	5.0
Disagree	8	7.9
Neutral	20	19.8
Agree	38	37.6
Strong Agree	30	29.7
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Table 4.14 shows that, the majority, 37.6% of the respondents were agree the result-based performance is factored into personnel assessments while 29.7% of the responds were strongly agree , 19.8% were neutral , 7.6% were disagree and 5% were strong disagree. This indicates that the NGOs monitoring and evaluation output are based on the result based performance because of the personnel hardworking. Table 4.15 indicates majority 96% of the respondents replied yes, they collect data

for projects while 4% of the respondents denied. The finding indicates that management decision is concluded based on the evidence collected from the project activities.

4.4 The Influence of Data Quality on Performance of Monitoring and Evaluation Systems

This part examine how the performance of the monitoring and evaluation influenced by the data quality in Arusha city. The presentation of the finding starts from Table 4.15 to Table 4.18.

Table 4.15: Project Activities Data Collection

Do you collect data on project activities for your organization?	Frequency	Percent
Yes	97	96.0
No	4	4.0
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Table 4.16 shows that 28.7% of the respondents are collected data of the project monthly, 27.7% daily, 16.8% quarterly, 13.9% weekly and 12.9% only when required by donor/ organization. The findings indicate that the more often of data collected leads the organization to track and evaluate the progress of NGOs and take immediately adjustment in-case the projects deviated from the original plan.

Table 4.16: Data Collection from the Project

How often do you collect data on project activities?	Frequency	Percent
Daily	28	27.7
Weekly	14	13.9

Monthly	29	28.7
Quarterly	17	16.8
Only when required by donor/ organization	13	12.9
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Table 4.17 shows that, 53.5% of the respondents that data are collected both primary and secondary source, 40.6% of the respondents data collected through primary source while 5.9% of the respondents responded data collected through secondary sources . The finding indicates that the NGOs use primary and secondary source of data are more reliable.

Table 4.17: Sources of Data Collected

What is the source of data collected?	Frequency	Percent
Primary source(Example individuals, groups, organizations)	41	40.6
Secondary sources (Example documents)	6	5.9
Both primary and secondary source	54	53.5
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Table 4.18 shows that, majority, 94.1% of the respondents replied yes the source of data influence the quality of the information collected while 5.9% of the respondents denied. The finding indicates that the quality of the data influence the management to make rational decisions based on the source obtained.

Table 4.18: Shows Quality of Data Influenced by its Sources

Do the source of data influence the quality of data collected?	Frequency	Percent
Yes	95	94.1

No	6	5.9
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

The majority 46.5% of the respondents using software such as (access, excel, SPSS, STATA) to analyze the data, 10.9% of the respondents done manually and 42.6% use both software and manually. This indicates that the data are well analyzed precisely, data are well presented and protrude the real picture of the situation as well as reduce time consuming etc.

Table 4.19: Data Analysis Software

How is data analysed in your organization?	Frequency	Percent
Using a software (Access, Excel, SPSS,STATA)	47	46.5
Manually	11	10.9
Both Software and Manually	43	42.6
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

On the statement that the good system identifies key issues as well as root of problem that the organization wants to address, 44.6% agree, 34.7% strong agree, 16.8% neutral, 2% disagree and 2% strong disagree. The finding implies that the majority of the respondents agree the well structured monitoring and evaluation systems were effective way to address the critical issues within the organization.

Table 4.20: How Good System Identify Issues and Problems

Good system identifies key issues as well as root of problem that the organization wants to address	Frequency	Percent
Strong Disagree	2	2.0
Disagree	2	2.0
Neutral	17	16.8

Agree	45	44.6
Strong Agree	35	34.7
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

On the statement that data collected provides clear indicators against which the organization work is being measured, 54.5% agree, 26.7% strong agree, 11.9% neutral, 5.9%disagree and 1% strong disagrees. The finding implies that the organization has a good and well defined data collection tools which can be used to measure the activities undertaken.

Table 4.21: Data Provides Good Indicator

Data collected provides clear indicators against which the organization work is being measured.	Frequency	Percent
Strong Disagree	1	1.0
Disagree	6	5.9
Neutral	12	11.9
Agree	55	54.5
Strong Agree	27	26.7
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

From the point of view that the organization carries out periodic data audits, 38.6% agree, 32.7% strongly agree, 19.8% neutral, 6.9% disagree and 2% disagree. This finding implies that the organization carryout periodic data audits to make sure that the data quality are maintained which can be used to measure performance precisely.

Table 4.22: Show Organization Periodic Data Audit

The organization carries out periodic data audits	Frequency	Percent
Strong Disagree	2	2.0
Disagree	7	6.9
Neutral	20	19.8

Agree	39	38.6
Strong Agree	33	32.7
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

4.5 The Influence of Utilization of M & E Information on Performance of Monitoring and Evaluation Systems

The section explains in details how the Monitoring and Evaluation influenced by utilization of the M&E information systems in Arusha city. The presentation of the finding starts from Table 4.23 to Table 4.26. From the findings, the majority of the respondents, 97.0% indicated that the organization utilize the M and E findings. A relatively small number of the respondents, 3% indicated that the organization did not utilize M&E findings. The results therefore indicated that NGOs utilize the findings from the M and E which can be used for decision making.

Table 4.23: Utilization of M and E Findings

Do you utilize M&E findings?	Frequency	Percent
Yes	98	97.0
No	3	3.0
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Respondents were how often utilize M&E findings, 35.6% responded always, 42.6% frequently and 21.8% occasionally. The results imply that the organizations have the tendency of utilizing the output from M and E to measure the performance of the monitoring and evaluation system.

Table 4.24: Utilization of M and E Findings

How often do you utilize M&E findings?	Frequency	Percent
Always	36	35.6
Frequently	43	42.6
Occasionally	22	21.8
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

The analysis shows that 99.0% of the respondents the organization conducts the baseline survey while 1% did not conduct the baseline survey. This implies that many of the NGOs had established the starting point of measuring the activities for easier comparison and improves the quality of information. In the absence of baseline survey makes difficult to measure project's success.

Table 4.25: Baseline Survey

Does your organization conduct baseline surveys?	Frequency	Percent
Yes	100	99.0
No	1	1.0
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

Based on the findings, 79.2% of the respondents indicated that the organization carried out baseline survey before the project implementation followed by 12.9% who indicated that the baseline survey carried out during the project implementation. The findings also showed that 5.0% and 12.9% the baseline surveys carried out after project implementation and before -after the project implementation respectively. The finding implies that the organization carried out baseline survey in order to gathering information early, determine the variable to measure, understand the current situation or impact before the interventions.

Table 4.26: When to Conduct Baseline Survey

If Yes, when do you conduct baseline surveys?	Frequency	Percent
Before project implementation	80	79.2
During project implementation	3	3.0
After project implementation	5	5.0
Before and after project implementation	13	12.9
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

From the findings, majority of the respondents, 94.1% indicated that the organizations have the M and E system in place. A relatively small number of the respondents 5.9% indicated that the organization have not the M&E system in place. The results therefore indicated that the organization tracking the progress and assess the implementation of the activities in efficient and effective way towards achieving expected results.

Table 4.27: Shows M and E System in Place

Does organization have M&E system in place?	Frequency	Percent
Yes	95	94.1
No	6	5.9
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

4.6 The Influence of Stakeholder's Participation on Performance of M And E Systems

The stakeholder's participation plays a greater role in the sustainability of the NGOs. The stakeholders participated in designing the M and E system, decision making process, identification and tracking of indicators. The presentation of the findings

start from Table 4.25 to 4.32. From the findings, more than half 61.4% of the respondents replied the stakeholders involved in M and E at stages of M and E while 20.8% of the respondents replied they evolved at first term in M & E. 9.9% of the respondents were answered that the stakeholders participated in the Mid-term M and E while the minority 7.9% were involved at the end term M and E.

Table 4.28: The Point do Stakeholders Involved in M and E Systems

Responses	Frequency	Percent
First term M&E	21	20.8
Mid-term M&E	10	9.9
End term M&E	8	7.9
At all stages of M&E	62	61.4
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

The findings indicate that the stakeholders have much knowledge and understanding stage by stages the all process of tracking, recording and assess the performance of the M and E activities. From the findings he majority , 47.5% of the respondents indicated that they had strong agree that stakeholder participations greatly impacts on the performance of M&E systems, while 36.6% of the responses were agree. Another 12.9% of the respondents were neutral while minority 3.0% were disagree. The findings implied that stakeholders are very collaborative in provide knowledge, capacity, skills and management expertise to conduct M & E activities well. Table 4.29 indicates the involvement of stakeholders on performance of M and E systems.

Table 4.29: Shows Stakeholder Participations Greatly Impacts on the Performance of M&E Systems

Responses	Frequency	Percent
------------------	------------------	----------------

Disagree	3	3.0
Neutral	13	12.9
Agree	37	36.6
Strong Agree	48	47.5
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

On the statement that the stakeholders views are usually in work together in the M&E process, 41.6% agree, 25.7% strong agree, 26.7% neutral and 5.9% disagree.

The results indicate that there are collaboration between stakeholders and monitoring and evaluation staff in preparing the M and E schedules- times tables, the information, decision making, / data during the monitoring and evaluation process.

Table 4.30 shows how the stakeholders collaborate in the M and E process. Involved in M and E design phase.

Table 4.30: Stakeholders Views are Usually in Work Together in the M&E Process

Responses	Frequency	Percent
Disagree	6	5.9
Neutral	27	26.7
Agree	42	41.6
Strong Agree	26	25.7
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

On the statement that the stakeholders are adequately involved in M&E design phase, 33.7% neutral, 27.7% agree, 20.8% strong agree, 12.9% disagree and 5% strong disagree. Table 4.31 shows how the respondent's collaboration during the setting of objectives, targets, activities and key performance indicators which can be easier to measure the impact of the activities implemented.

Table 4.31: Indicates the Stakeholders are Adequately Involved in M&E Design Phase

Responses	Frequency	Percent
Strong Disagree	5	5.0
Disagree	13	12.9
Neutral	34	33.7
Agree	28	27.7
Strong Agree	21	20.8
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

On the statement that the stakeholders are involved in M&E data collection process, 48.5% agree, 26.7% strong agree, 20.8% neutral, 3% strong disagree and 1% disagree. The results indicate that, there is a greater participation by involving the stakeholders in providing the information, preparation of data collection tools and so on. Table 4.30 portrays how stakeholders are participated in M and E data collection process.

Table 4.32: Stakeholders are Involved in M&E Data Collection Process

Responses	Frequency	Percent
Strong Disagree	3	3.0
Disagree	1	1.0
Neutral	21	20.8
Agree	49	48.5
Strong Agree	27	26.7
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20).

On the statement that the stakeholders decisions are considered during M&E process, 47.5% agree, 23.85 strong agree, 25.7% neutral, 1% strong disagree and 2% disagree. The results indicate that, the involvement of the stakeholders in decision

making process leads and guarantee the organization its sustainability. Table 4.31 displays the stakeholders' decision during the M and E process.

Table 4.33: Stakeholders Decisions are Considered during M&E Process

Responses	Frequency	Percent
Strong Disagree	1	1.0
Disagree	2	2.0
Neutral	26	25.7
Agree	48	47.5
Strong Agree	24	23.8
Total	101	100.0

Source: Researcher, 2018 (IBM-SPSS Ver.20)

Based on the findings, 34.7% of the respondents strong agree that the stakeholders are involved in identification and tracking of indicators followed by 30.7% who agree that the stakeholders are involved in identification and tracking of indicators. The findings also showed that 28.7% of the respondents were neutral, 3.9% disagree and 1.9% strong disagree with stakeholders are involved in identification and tracking of indicators. The finding implies that the stakeholders are aware of measuring the performance of the implementation activities. Table 4.32 demonstrates how the stakeholders identify and tracks the indicators.

Table 4.34: Stakeholders are Involved in Identification and Tracking of Indicators

Responses	Frequency	Percent
Strong Disagree	2	1.9
Disagree	4	3.9
Neutral	29	28.7
Agree	31	30.7
Strong Agree	35	34.7
Total	101	100.

Source: Researcher, 2018 (IBM-SPSS Ver.20).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented findings and analysis; the current chapter presents the summary of the study, provide conclusion in relation to the result obtained and develop recommendations and areas for future study.

5.2 Summary of Findings

The study was to examine the factors influencing performance of monitoring and evaluation systems of NGOø in Arusha city. The objectives used as a guide to collect information from the respondents.

5.2.1 The influence of Human capacity on Performance of Monitoring and Evaluation in Arusha City

The finding indicated that the NGOs have human resources staff which contributed to the performance of monitoring and evaluation activities with vast working experience which enables to work efficiently and effective way. The staffs had received in service training which contributes on knowledge on data collection, coding, recording, data entry, analysing, interpretation and presentation of different information. Moreover, the programme officers were in-charge of few projects from which they were able to provide timely and understand their daily to daily management of the M and E activities within the organization. The management encouraged the result base performance. This finding reflects the expression of Acevedo et al. (2010), observes that both formal training and on the job experience are important in developing evaluators.

Additionally, Murunga (2011) is of the view that players in the field of project management like project and program managers, M&E officers, project staff and external evaluators will require specialized training not just in project management and M&E; but specifically in areas like Participatory monitoring and evaluation and results based monitoring and evaluation. UNAIDS (2008) notes that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work while Nabris (2000), avers that monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant.

5.2.2 The Influence of Data Quality on performance of Monitoring and Evaluation Systems

The findings indicate that , the quality of the data depend on the type of the data collected from the field, which used to track and evaluate the progress of NGOs and take immediately adjustment in-case the projects deviated from the original plan. Most of the NGOs used both primary and secondary as source of data which helps the management to make rational decisions. The NGOs used the different software such as (access, excel, SPSS, STATA) to analyze, recording, processing, storage of massive data, and graph presentations. not only that but also, the finding reveals that the majority of the respondents agree the well structured monitoring and evaluation systems were effective way to address the critical issues within the organization.

The findings are relevant to other empirical research like study conducted by Gebremedhin, et al. (2010), who said that the more often measurements are taken,

the less guess work there will be regarding what happened between specific measurement intervals with the source of performance data being important to the credibility of reported results hence, it is important to incorporate data from a variety of sources to validate findings.

Moreover, Barton (1997) argues that in the design of a monitoring and evaluation system, the objective is to collect indicator data from various sources, including the target population for monitoring project progress. Additionally, this finding is similar to study observations of Singh et al. (2009) where NGOs expressed concern regarding data collection namely: cost, time, training, data accuracy and consistency, storage, and means of data analysis. Those NGOs who had experimented with electronic systems highlighted difficulties with infrastructure and maintenance. Obure (2008) identified post collection data management weakness in the system arising from the inability of stakeholders to handle and process data in a meaningful way with the storage, processing and interpretation of data being ineffectively handled.

5.2.3 The Influence of Utilization of M & E Information on Performance of Monitoring and Evaluation Systems

The study reveals that, the NGOs used the findings generated from the M and E systems frequently for decision making. However, a baseline survey was carried out before the project implementation which enables to understand the real information early before the intervention undertaken in the project. The organization tracking the progress and assess the implementation of the activities in efficient and effective way towards achieving expected results.

This finding reflects the views expressed by (Rist, et al. 2011), who said that utility requires that commissioners and evaluators undertake the evaluation with the intention to use its results; that they undertake the evaluation at a time when the results can meaningfully inform decision making processes; and that evaluations be accessible. Moreover, USAID (2002), asserts that if baseline information will not be used (or subsequently) to improve the quality of activity implementation or to measure development results, then the reason for collecting the data should be seriously questioned while Rogito (2010), avers that a baseline study needs to be properly timed before project implementation and the findings kept properly and used to monitor progress of projects. Otieno (2012) study indicates that the majority of the respondents were involved in utilization of the monitoring and evaluation results in ways such as involvement in decision making of the project, redesigning of the project, strengthening/ improvement, advocacy for additional resources, program intervention of the project and project control.

5.2.4 The Influence of Stakeholder's Participation on Performance of M and E Systems

The findings indicate that the stakeholders have much knowledge and understanding stage by stages the all process of tracking, recording and assess the performance of the M and E activities. The stakeholders were very collaborative with monitoring and evaluation specialist to prepare the M and E schedules- timeø tables, the information, decision making, / data during the monitoring and evaluation process. Setting of objectives, targets, activities and key performance indicators which can be easier to measure the impact of the activities implemented. However, The results

indicate that, there is a greater participation by involving the stakeholders in providing the information, preparation of data collection tools decision making process leads and guarantee the organization its sustainability and aware of measuring the performance of the implementation activities.

This finding reflects the views expressed by Crawford and Bryce (2003) suggest that the only way for the stakeholders to safeguard the project and guarantee its sustainability is when the process is inclusive from the project design to its closure. Engaging stakeholders in discussions about what, how and why of program activities is often empowering for them and additionally, promotes inclusion and facilitates meaningful. Participation by diverse stakeholder groups (Donaldson, 2003). Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives (Chambers, 1997; Chitere, 1994). Hence, a project manager should identify all stakeholders at the early stages of the project and document their requirements, interests, level of involvement, expectations, influence and power, possible impact, and communication requirements in the stakeholder register.

5.3 Conclusion

This section presents the conclusions made in the study

First research objective was to assess how human capacity influenced the performance of M&E systems of NGOs in Arusha city. The study found that the human capacity has the influenced on the performance of M and E system due to well trained staff who are working with a long period of time who can managed to

linkage between the theory of change and results framework as well as associated indicators (CPWF, 2012).

Second research objective sought to examine how data quality influenced the performance of M&E systems of NGOs in Arusha city. The study established that the data quality influence the performance of Monitoring and Evaluation systems.

Third research objective requires determining how utilization of M&E information influences performance of M&E systems of NGOs in Arusha city. The information flows from different stakeholders such as development partners and communities of which the generated data obtained from monitoring and evaluation activities were used for different location for different purposes. Enrich of valid and reliable information gives NGOs management to have a wide range of decision making. Therefore, the utilization of M & E information influences performance of Monitoring and Evaluation systems. Fourth the research objective was to assess the extent to which stakeholders' participation influence performance on M&E system of NGOs in Arusha city. The study concluded that the stake involvement in the monitoring and evaluation activities contribute positive change performance of monitoring and evaluation system.

5.4 Recommendations

According to the findings of this research and the conclusion made, the research make the following recommendations for policy action by NGOs given that their monitoring and evaluation systems have a bearing on the kind of information they provide.

- i. There is need for human resource to build more capacities on their staff on

the overall project life cycle which includes initiation, planning, design, execution (including monitoring and controlling) and evaluation to ensure that they have a complete understanding on how to carry out projects. This will involve the staff will be in a better position to recognize what is needed in terms of the entire project life cycles hence there will be an improvement in organization projects.

- ii. The teams charged in carrying out M & E system of Projects should consider accepting modern information and communications technology in carrying out monitoring and evaluations to capture real time data.
- iii. Most of the participantø sampled in the study had some form of M&E experience gained either formally or informally. Still, there was need to have more people with technical skills especially in information systems for M&E. The project/program managers and the M&E staff in charge of the M&E systems should certify that they employ staff with the essential technical expertise and offer them the needed training to operate the M&E system successfully as well as holder the position.

5.5 Area for Further Studies

Similarly, the study was also limited in terms of the number of factors that were examined. The study examined the influence of only four factors (human capacity, data quality, utilization of M & E information, stakeholderø participation) on the monitoring and evaluation factors influencing project success of development projects. There are other numerous factors that have the potential to affect M&E performance of projects including political influence, technology, and projects

policy frameworks among others. Future studies should examine other factors that have the potential of affecting monitoring and evaluation of development projects in Arusha city.

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APPENDICES
QUESTIONNAIRES

Dear respondent,

I am Mmassy, Godfrey, a student of Open University of Tanzania pursuing a Masters in M & E. I am currently conducting a study on: Factors Influencing the Performance of Monitoring and Evaluation Systems in Non-Government Organizations in Arusha city, as part of my study requirements at Open University of Tanzania.

Your responses are very significant in the achievement of this study. The information provided will be only used for academic purpose and will be treated with highest confidentiality.

Name of organization

Please ticks (√) to the correct answer or give details as appropriate in the following questions

SECTION A: GENERAL INFORMATION

No.	Questions	Options	Code
101	Gender:	(a). Male ()	1
		(b). Female ()	2
102	Age (in years)	(c). 20-30 ()	1
		(d). 30 ó 40 ()	2
		(e). 40-50 ()	3

(f). Above 50 () 4

103 Highest level of Education so far attained

- (a). Masters () 1
- (b). Undergraduate () 2
- (c). Diploma () 3
- (d). Certificate () 4
- (e). Others; 5

specifyí í í í í í í í í í í í í í í í

SECTION B: HUMAN RESOURCES

201 In which department are you working:

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202 Designation:

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203 Length of service in the organization (in years).

- (a). 1-4 () 1
- (b). 5-8 () 2
- (c). 9-12 () 3
- (d). Above 12 () 4

204 Your work experience in monitoring and evaluation activities.

- (a). None () 1
- (b). 1 ó 4 () 2
- (c). 5-8 () 3
- (d). 9-12 () 4
- (e). Above 12 () 5

205 What monitoring and evaluation training do you possess?

- (a). Formal training only () 1
- (b). In-service training only () 2
- (c). Formal and in-service () 3

- (d). Other 4
 (specify) í í í í í í í í í í í í í í í
 í í í í í í í í í í í í í í í í í
- 206 Does your training help you provide quality information to the organization?
 (a). Yes () 1
 (b). No () 2
- 207 How many projects are you in-charge of monitoring and evaluating for this financial year?
 (a). 1-2 projects () 1
 (b). 3-4 projects () 2
 (c). 5-6 projects () 3
 (d). above 6 () 4

208 This section seeks your opinion on how human capacity influences the performance of M & E systems of NGOs
 You are requested to respond to most of the items in the subsequent units using the following scale by ticking the appropriate option

1. SD Strongly Disagree 2. D Disagree 3. N Neutral 4. A Agree 5. SA Strongly Agree

	HUMAN CAPACITY	SD	D	N	A	SA
(a).	The organization has got skilled personnel who gather information on the performance of programs	1	2	3	4	5
(b).	The organization has skilled personnel with adequate capacity to analyze data	1	2	3	4	5
(c).	The monitoring and evaluation officers are knowledgeable in the day-to-day management of monitoring and evaluation systems	1	2	3	4	5

(b). No () 2

306 How is data analyzed in your organization?

(a). Using a Software (Access, Excel, SPSS,
STATA) () 1

(b). Manually () 2

(c). Both software and manually () 3

307 This section seeks your opinion on how Data Quality influences the performance of M & E systems of NGOs

You are requested to respond to most of the items in the subsequent units using the following scale by ticking the appropriate option.

1. SD Strongly Disagree 2. D Disagree 3. N Neutral 4. A Agree 5. SA Strongly Agree

No	DATA QAULITY	S D	D	N	A	S A
(a).	Data collected when measured reports on outputs that reflect the critical stated objectives of the organization	1	2	3	4	5
(b).	Good system identifies key issues as well as root of problems that the organization wants to address	1	2	3	4	5
(c).	Data collection activities conducted legally with due regard to the welfare of those affected by its results	1	2	3	4	5
(d).	Frequently collected data enables to track trends as well as understand project intervention	1	2	3	4	5
(e).	Data collected provides clear indicators against which the organization work is being measured	1	2	3	4	5

- (f). The organization carries out periodic data audits 1 2 3 4 5
- (g). Monitoring system owned by users is likely to generate reliable information 1 2 3 4 5

SECTION D: UTILIZATION OF M & E INFORMATION

401-a Do you utilize monitoring and evaluation findings?

- (a). Yes () 1
- (b). No () 2

401-b If **No**, what do you do with the findings?.....

402 How often do you utilize monitoring and evaluation findings?

- (a). Always () 1
- (b). Frequently () 2
- (c). Occasionally () 3

403 Does your organization conduct baseline surveys?

- (a). Yes () 1
- (b). No () 2

403-a If No, which data do you rely on before starting a project?

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403-b If Yes, when do you conduct baseline surveys?

- (a). Before project implementation () 1
- (b). During project implementation () 2
- (c). After project implementation () 3
- (d). Before and after project implementation () 4

404 How would you rate the use of baseline information during project implementation?

- (a). Unsatisfactory () 1
- (b). Satisfactory () 2
- (c). Very satisfactory () 3

405 Does the Organization have a Monitoring & Evaluation System in place

- (a). Yes () 1
- (b). No () 2

406-a Is the Organization Monitoring and Evaluation System computerized?

- (a). Yes () 1
- (b). No () 2

406-b If yes, what kind of a system is it?

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This section seeks your opinion on how utilization of M & E information influences the performance of M & E systems of NGOs

You are requested to respond to most of the items in the subsequent units using the following scale by ticking the appropriate option.

1. SD Strongly Disagree 2. D Disagree 3. N Neutral 4. A Agree 5. SA Strongly

Agree

No	UTILIZATION OF M & E INFORMATION	S	D	D	N	A	S	A
(a).	Utilizing M & E findings improves the quality of project information Use of baseline information improves the quality of project information	1	2	3	4	5		
(b).	The timing of baseline survey determines the quality of project information	1	2	3	4	5		
(c).	Use of Information systems influence project quality/output	1	2	3	4	5		
(d).	Information Systems improve Project Information Accessibility	1	2	3	4	5		

SECTION E: STAKEHOLDER PARTICIPATION

501 To what extent do you involve stakeholders to participate on monitoring and evaluation?

- (a). Small extent () 1
- (b). Moderate () 2
- (c). Large extent () 3

502 At what point do you involved stakeholders?

- (a). First term M&E () 1
- (b). Midterm M&E () 2
- (c). End term M&E () 3
- (d). At all stages of M&E () 4

503 This section seeks your opinion on how stakeholder participation influences the performance of M & E systems of NGOs

- (b). Human Capacity í
- (c). Stakeholder participation í
- (d). Utilization of monitoring and evaluation information í

600 What recommendations/suggestions would you give that could improve performance of monitoring and evaluation systems?

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Thank you for your response