EFFECTIVENESS OF DISTRICT COUNCIL'S MONITORING AND EVALUATION SYSTEMS IN INFLUENCING PROJECTS SUSTAINABILITY AT DISTRICT LEVEL: A CASE STUDY OF SENGEREMA DISTRICT COUNCIL

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for the acceptance by the Open University of Tanzania a dissertation entitled: *"Effectiveness of District Council's Monitoring and Evaluation Systems in Influencing Projects Sustainability at District Level: A Case Study of Sengerema District Council"* in partial fulfillment of the requirements for the degree of Master of Arts in Monitoring and Evaluation of The Open University of Tanzania.

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Date

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DECLARATION

I, **Ramsy Thomas Mwakyusa**, do hereby declare that this dissertation is my own and original work which has not been submitted for a similar degree in any other University.

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Signature

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Date

DEDICATION

I dedicate this work to my family; my wife and my daughters Rana and Eltrice. I thank GOD for having you in my life.

ACKNOWLEDGEMENT

ABSTRACT

An appropriate monitoring and evaluation mechanism is among factors that contribute positively towards actualization of project sustainability (Mahonge, 2013). Also, M&E systems have already proven to be useful in managing and improving public sector affairs (Mackay, 2007) and in influencing program outcomes sustainability (Wesh, 2005). District councils as implementers and coordinators of development initiatives implemented by state and non state actors in the district, uses their M&E systems as a tool for managing those initiatives. However, there seem to be a weakness in integrating program activities left behind by non-governmental actors after leaving the district; an integration that would have enabled a continued management of risks that affects programs' outcome sustainability, until those activities are adapted into the local livelihood of the beneficiaries. Therefore, this document is an account of the effectiveness of district councils M&E systems particularly in taking on board initiatives by NGOs and how sustainability is being affected. Using Sengerema DC as a case, it was learned that the district council M&E system is used to assess NGO programs at all stages thus creating an opportunity for identifying and managing factors that affect sustainability. Also program initiatives are included in the comprehensive council plan as an attempt to sustain them. However there is a lack of continued M&E support to the program activities left after exit of implementing organizations due to challenges such as lack of financial support from the government.It also features recommendations by the researcher for improving the situation.

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LIST OF ABBREVIATIONS

DC	District Council
IFAD	International Fund for Agricultural Development
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MDA	Ministries Departments and Agencies
MKUKUTA	Mpangowa Kukuza Uchumina Kupungza Umasikini Tanzania
MMS	MKUKUTA Monitoring System
NGO	Non Governmental Organization
PPP	Public Private Partnership
PRS	Poverty Reduction Strategy
SAMDI	South African Management Development Institute

CHAPTER ONE

INTRODUCTION

1.1 Background Information

Administratively, Tanzania is divided into 25 regions, whereby, for management purpose, these regions are subdivided into districts, which are further subdivided into divisions and wards. In urban areas, wards are sub divided into streets (mitaa) and in rural areas are subdivided into villages. Villages may be further subdivided into hamlets (Wikipedia, 2016). Normally development programs, whether funded by the government or donor funded, are implemented at village or mitaa level. These are the grass root levels in administrative divisions, according to Tanzania set up, and here is where people or beneficiaries of these programs reside.

With exception of cities, supervision wise, villages and mitaas fall under district councils, which are institutions attributed to the Government system. Like any other institutions, district councils are characterized by a set of internal roles, rights & obligations, responsibilities and functions; consisting of officials who are assigned to specific positions, functions and roles in an organized structure, so as to ensure specific developmental goals are achieved (Atkinson 2002, p.2). Divided into thematic departments (health, education, community development, planning and others), district councils are the corner stone of development policies and programs (Atkinson ibid, p.3).

District council's functions include facilitating the bottom up planning process, by collaborating with people at grass root level in identifying development challenges

and conveying them to the responsible ministries and thereafter, implementing development projects for addressing those challenges once the government approves the budget and releases fund requested for addressing them. Also for the purpose of avoiding duplication of efforts by actors operating at district level, district councils coordinate programs and other funded activities which are being implemented by those actors or development partners; particularly Non Governmental Organizations (NGOs).

The contribution of NGOs in the development process cannot be underrated; and it has been increasing with time. In 1990s, donor dependent countries experienced a shift in the modality of receiving aids from donor countries and agencies. For some reasons, donor countries and international aid agencies changed the mode of channeling development aids to recipient countries, whereby, instead of channeling them directly to recipient countries' governments, they started channeling them through NGOs. As a result of this, agencies such as the World Bank started to directly fund NGOs projects, and encouraged member governments to work with NGOs in implementing those development projects, which it funded (Wagona, 2002).

It is reported that from 1973 to 1988, NGOs were involved in about 15 World Bank projects yearly. By 1990 that number escalated to 89, which was 40 percent of all new approved projects. And in 1997, approved World Bank projects in Third World countries, which involved NGOs were 84% in South Asia, 60% in Latin America & the Caribbean and in Africa were 61% (Wagona, *ibid*).This change in aid channeling mode and increase in donor funds to NGOs led to a high increase in the number of nongovernmental actors (particularly NGOs) in most countries of Africa. As a result

of this increase, African governments also increased dependence on NGOs especially in assisting with the provision of key public services such as heath. This also resulted in the increase of number of NGOs operating in developing countries. In Kenya for instance, the estimated number of NGOs registered with the government grew from less than 500 in 1990 to as many as 3,200 in 2004 (Ndegwa, 1996, National Council of NGOs, 2003 cited from Emmanuel, 2015).

In Tanzanian, the Decentralization policy places responsibility on local government authorities (LGA s), to deliver key public services (Msuya, 2010). Yet the contribution of NGOs in this regard cannot be ignored. Tanzanian government values NGOs potent forces for social and economic development and sees NGOs as valuable partners in promoting qualitative and quantitative development of democracy and not least, important contributors to the Gross National Products (GNP) (Vice President's Office, 2001).

However, like many other recipient countries, Tanzania also faces a universal problem of weak regulatory or coordination mechanisms to oversee the activities of these NGOs, thus making it difficult for governments and donors to assess and clearly establish the effectiveness of those organizations (Barr *et al*., 2005). Like any other government and donors who commit funds in different development projects, Tanzania also would be interested to know which public investments and development interventions work well, which do not, and the reasons behind.

This is due to the fact that the interest behind every intervention is to bring about positive change, which lasts, and not which dissipate immediately after the funding

cycle comes to an end. This is why in recent days, donors have been more interested in funding projects and programs that have a greater chance of being sustainable (Wagona, 2002); projects which have the potential of being easily adopted within the local context after funding comes to an end. Yet, project sustainability is growing to become an issue of concern, particularly for projects implemented in developing countries.

Major donors, such as the World Bank, the Asian Development bank and bilateral aid agencies, have expresses great concern over this matter (Khan, 2000). While the trend with implementation has shown significant improvement, the trend with post implementation sustainability is rather disappointing (Khan, *ibid*).

This could probably be one of the impetuses behind the recent year's evolution in the development field, whereby, NGOs activities has diverted from offering humanitarian assistance,to following the new model of programming which aim more at building some local capacities for self-help as well as enhancing sustainable development systems(VanSant, 2003). This new programming approach involves strengthening of government systems together with grass root community mobilization and policy advocacy. This progression has been described as moving from a focus on poor individuals and poor communies, to poor societies(VanSant, 2003).

This evolution can be described as a partial response to addressing the post project tenure sustainability issue, which has been depriving the returns of the investment made in development projects (VanSant, *ibid*).So far, many projects have been implemented in districts of Tanzania, closely involving the community and

responsible district council departments. Through this cooperation, not only transfer of skills and capacity enhancement is expected to have taken place, but also effective implementation, which guarantees subsequent sustainability of those projects after end of funding period. It has been a common practice for NGOs to hand over programs to district councils after end of funding, with expectations that the achieved program outcomes will be sustained by being adopted into district councils operations. Following that, great technical and resource assistance has been offered to facilitate the post project handling of program activities by the district councils; but in contrary, most of the handed over projects have been failing to thrive any further, after shifting the management from former implementing organizations to the District Councils; causing hard won improvements to dissolve and disappear shortly after end of the program tenure (Washington Unv., 2013).

Drawing from environmental conservation programs, Monitoring and Evaluation systems has proved to be useful in providing information that enables the detection of changes in the status, security and threats as well as in influencing sustainability (Wesh, 2005). Therefore the researcher sees the potentiality in district council M&E systems in providing solution that will lead to the improved sustainability of program outcomes in districts.

Several factors have been attributed by different actors in the development field as being the cause for weak project sustainability; for example, IFAD have identified those factors as being:

(i)   Overambitious objectives, which are poorly adapted to the livelihood context of a particular country.

(ii)   Insufficient attention paid in the project design phase to creating effective linkages among different sectors (such as field demonstrations, training, financial services and infrastructure),

(iii)   Underinvestment in institutional strengthening and capacity development,

(iv)   Preoccupation with achievement of major outputs and general neglect for fostering sustainable processes among community stakeholders and;

(v)   Inadequate attention given to the formulation of viable exit strategies (TANGO International, 2008).

Therefore, this work uses the above outlined factors in describing how an effective district councils M&E system can help in detecting challenges as outline above and other programming defects during program inception, during the course of program implementation and after adoption of the program once program tenure comes to an end. This is due to the fact that a good M&E system has the power of influencing sound governance and accountability in project management, as it has the positive effect of improving strategies and performance as well as optimizing impact (SAMDI, 2006).In other words, it inherently, carries the power to influence project quality in terms of performance and sustainability.

1.2   Statement of the Research Problem

Development practitioners point out effective institutional arrangement and an appropriate monitoring and evaluation mechanism as being among factors that contribute positively towards actualization of project sustainability (Mahonge, 2013);furthermore, M&E systems has already proven to be useful in managing and

improving public sector affairs (Mackay, 2007) as well as in influencing sustainability (Wesh, 2005). The district council is an implementer, overseer and coordinator of development programs implemented by state and non state actors in the district; therefore, its M&E system must be comprehensive enough to accommodate all initiatives implemented at district level.

However, there seem to be a weakness in integrating programs implemented by nongovernmental actors into the districts M&E system, an integration that would enable a thorough assessment of those programs before implementation, during implementation and after the end of the program tenure. This process would enable identification of risks that may affect program sustainability and suggesting improvement measures for increasing the possibility for those program outcomes to last. This propelled the researcher to assess the effectiveness of district councils M&E systems particularly in taking on board new initiatives that have been brought into the district by NGOs and how it affects sustainability of those programs.

1.3   Objectives of the Study

General objective of the study is to assess the effectiveness of district council's M&E systems in influencing projects sustainability particularly of those implemented by NGOs at district level.

1.3.1 Specific Objectives

(i)   To describe mechanisms through which the district councils appraise incoming projects, makes follow up during their implementation and after they have been handed over to them at the end of the project tenure.

(ii)   To describe how programs implemented by NGOs engage district councils during the project life span.

(iii)   To assess the existence of sustained programs which their funding period ended and were handed over to the district council.

1.4   Research Questions

(i)   How do the district councils assess incoming projects to ensure their relevance?

(ii)   What is the current status of those programs which phased out three years ago?

(iii)   How was the community and district council officials involved in the implementation of the projects?

(iv)   How do the district council manage and make follow up on the outcomes of programs, which were handed over to them?

1.5   Significance of the Study

This study will inform district councils and other institutions dealing with capacity building on the existing needs at district council level and then come up with initiatives for enhancing district council's M&E systems capacity to integrate initiatives by other development actors, and then improve the level of programs sustainability in districts.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

In this chapter key concepts have been defined; but also, it contains a summarized account of reviewed works by other researchers in relation to the studyat hand. Also contained in this chapter, is a description of Policy reviews and a conceptual framework showing the interrelationships between variables. Furthermore, this chapter shows a research gap that propelled the researcher to take on this topic.

2.2 Definition of Key Concepts

2.2.1 Monitoring and Evaluation System

A Monitoring and Evaluation System is a set of components, such as indicators, targets, activities and processes, where each component is related to the other component within the structure and where they all serve a common purpose of tracking the implementation and results of an intervention [Adapted from SAMDI, 2006].

2.3 Monitoring and E System Effectiveness

Drawing from the Educational field, M&Esystem effectivenessis referred to as ability for an M&E system to provide the means for compiling and integrating all the necessary information into the policy cycle, and therefore providing the basis for enabling sound governance and accountability in the policy. It is more than a mere statistical task or an external obligation; and the suggested characteristics of an effective M&E system includes the following:

(i)   It must be planned properly,

(ii)   It must be managed efficiently

(iii) It must be provided with adequate resources thus making it sustainable (UNESCO, 2016).

2.3.1   Program Sustainability

Program Sustainability refers to the continuation of a program's goals, principles, and efforts to achieve desired outcomes. It may also mean finding the resources to continue the program activities beyond the grant period. Ensuring sustainability may involve making sure that the goals of the project continue to be met through activities that are consistent with the current conditions and resources that are available. (U.S. Department of Labor, cited from Riggs, 2012).

Kohn and Gowdy (2001) argue that sustainability is a principle of life of having a resilient state due to successful adaptation to dynamic external and internal conditions. Other definitions have also been put forward by agencies in the development field, such as IFAD and the American Indian Development Associates. The former has defined sustainability as the process of ensuring that the institutions supported through projects and the benefits realized aremaintained and continue after the end of the project (IFAD, 2007). On the other hand, the American Indian Development Associates (2001) defined sustainability as having needed services to become a permanent part of community resources.

2.4 Theoretical Literature Review

2.4.1 Monitoring and Evaluation Systems in Public Sector

M&E specialists assert that M&E and M&E systems have intrinsic merit, which offers solutions for improving institutional performance. A good M&E system has the power of influencing sound governance and accountability in management, thus contributing positively in improving strategies and plans, as well as improving performance and optimizing impact (SAMDI, 2006).In other words, it inherently, carries the power to influence project quality in terms of performance and sustainability.

It is basing on this theoretical orientation that the European Union (EU) established a condition for its member countries and those, which are still candidates for the union, to strengthen their M&E systems in their countries. Similar pressure was exerted upon developing countries; whereby, donors such as the World Bank, made it a condition for heavily indebted poor countries to prepare poverty reduction strategy papers (PRSPs) which were to include an analysis of M&E system (Mackay, 2009).

Irrespective of donor agencies nudging recipient governments to institute M&E systems in their government operations, in recent days governments all over the world have been establishing M&E systems not only to please donors or to qualify for loans and grants from international monetary institutions, but governments worldwide have now gained an understanding of the significance of monitoring and evaluation (M&E) in helping both governments and donors alike, to better understand which public investments and development interventions work well, which do not, and the reasons why.Therefore, many governments around the world (first world countries and a small but growing number of developing countries) have now realized much of the M&E

potential (SAMDI,2006).To back up the above statements, highly convincing examples of governments that have devoted the necessary effort to building an M&E system have been cited. These are those governments which heavily utilizes the M&E information the systems produce and have used this information to significantly improve the performance of their policies, programs and projects (Mackay, 2007).

In South Africa for example, the government, through higher learning institutions in the country, such as the South African Management Development Institute (SAMDI, 2006), came up with what is known as Government Wide Monitoring and Evaluation System (GWMES). This is a powerful public sector monitoring and evaluation system, characterized by an integrated framework of M&E principles, practices and standards that will be used throughout the Government (SAMDI, 2006).

Also, a case cited from Uganda demonstrates how useful a monitoring system can be in managing public expenditure and improving accountability, or rather in tracing public services in general and public expenditure in particular. It was found out through a study that initially, only 13 percent of earmarked (nonwage) funds in Ugandan educational system, actually reached schools in 1991–95 and the remaining 87 percent disappeared or was used by district officials for other purposes. About 20 percent of funds allocated for teacher salaries went to "ghost workers" who did not exist or who were not working as teachers. For that matter, two follow-up systems known as PETS were introduced and as an outcome, matters improved greatly. The flow of nonwage funds reaching primary schools improved from 13 percent in 1991–95 to between 80 and 90 percent in 1999–2000. While the PETS cost was $60,000, it is estimated that helped increase the amount of funds reaching primary schools by

more than $18.5 million per annum. This adds on PETS the quality of it being highly cost-effective Monitoring and evaluation tool. The government of Uganda now routinely conducts PETS for each basic service sector (Mackay, 2007).

Tanzania formulated its Poverty Reduction Strategy, which comprised of a Poverty Monitoring System (PMS) as its M&E system, providing the government and other actors with increased amount of information and data for decision making. The review of the PRS in 2005, gave rise to the National Strategy for Growth and Reduction of Poverty, whereby even the PMS was transformed into what came to be known as MKUKUTA monitoring system (MMS) (MKUKUTA monitoring master plan, 2006).

The MKUKUTA Monitoring System (MMS) became the key component of the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA), involving activities such as gathering, analyzing, interpreting and reporting on specific indicators related to progress and achievement of MKUKUTA II goals, with the intention of improving performance and promote internal and external accountability with respect to MKUKUTA II goals (Ministry of Finance, 2011).

2.4.2   Drivers behind and Factors Influencing Sustainability

Human and natural environment systems are dynamic factors having direct influence on sustainability and there are various drivers, which can have affect on them. Such drivers include demographic, technological and economic dynamics. For that matter, it is important for programs to include sustainability goals during their designing stage, goals that expressexplicitly mechanisms to cope with influences from a set of dynamic factors (Bossel, 1999).

There are many conceptualizations concerning the subject of sustainability; however, all interpretation of sustainability bases on two principles of the theory of sustainability, that of social justice and the other of integration (Mahonge, 2013). The principle of Social justice takes into consideration the interests of not only the present generation but also protecting those of the generations to come (intra- and inter-generational justice), while Integration principle advocates that human needs can only be sustained when the environment from which those needs are derived is managed in a sustainable way.

But the above two principles are also based on an argument that, sustainability will occur only when there are well-established institutional arrangements (Mahonge, *ibid*). This study therefore, will try to authenticate the argument that good institutional arrangement is key to program sustainability; wherebyan effective M&E system is one of the key components of a well-organized institution. And in the context of this study, the institutions cited are the District Councils.

2.5   Empirical Literature Review

2.5.1   Role of District Councils to the Central Government M&E System

It is explained in page 12 that Tanzania reviewed its PRS in 2005, which gave rise to the National Strategy for Growth and Reduction of Poverty, with an M&E system known as MKUKUTA monitoring system(MMS). As front liners in the implementation ofMKUKUTA strategy, *District councils and*Local Government Authority (LGA) bears the responsibility of *providing*reports on programs and activities output. These reports are compiled quarterly, mid yearly and annually, feeding the MKUKUTA monitoring system through an electronic system known as

RipotiyaUtekelezajiwa MKUKUTA (RIMKU). Therefore MDAs, LGAs and all non-state actors,are supposed to report through this system,which is linked to MKUKUTA monitoring system (MKUKUTA monitoring master plan, 2006). Therefore, it is evident that the central government has instituted a system, which ensures a timely and quality gathering of data for planning and monitoring local service delivery. However, some literatures have reported on the persistence of the capacity constraint(Ministry of Finance and Economic Affairs – 2010). In the Monitoring and Evaluation System,thus highlighting the need to identify where the weakness lies among the components of the instituted M&E system.

Buildingor strengthening an M&E system, requires some efforts to conduct an institutionaldiagnosis; the diagnosis,which will provide a sound understanding of the current M&E efforts, the public sector environment, and opportunities for strengthening M&E systems and using M&E information (Mackay, 2007). For that matter, this research will contribute information, which will provide a current status of district councils particularly on its ability in integrating initiatives implemented by other nongovernmental actors. The district council is not just the coordinator of efforts by nongovernmental actors in the district, but also is a partner in the course of implementation of programs brought into the district by nongovernmental partners; there an effective M&E system is an important tool for supporting the management of governmental and nongovernmental programs in the district.

2.6   Policy Review

The Decentralization policy places responsibility on local government authorities (LGA s) for delivery of key public services (Msuya, 2010). This underscores the

significance of a soundMonitoring and evaluation system in managing the performance of public service programs and institutions so as to increase effectiveness, accountability and transparency in how public resources are used as well as assessing effectiveness in attaining the desired objective (Ernesto, et al, 2006).

Furthermore, M&E is necessary for achieving evidence-based policy making, evidence-based management, and evidencebased accountability(Mackay, 2007). But the government has always recognized the contribution made by NGOs in the provision of public services such as health and education that is why even the MUKUKUTA M&E systems is designed to include the capturing of non state actors contributing in the achieving of its goals (*MKUKUTA monitoring master plan, 2006*). Therefore, district council M&E system must operate at its highest capacity to ensure that all governmental and nongovernmental initiatives in the district are integrated to achieve a synergized and sustainable impact.

2.7   Conceptual Framework - How an M&E System Influences Sustainability

Drawing from environmental conservation programs, Monitoring and Evaluation system is viewed as a provider of information needed to manage and adjust the program. In the context of such programs, Monitoring and evaluation is being defined as the gathering of data to enable detection of changes in the status, security, threats and utilization of biological diversity, with the purpose of influencing sustainable use by communities that rely on that biodiversity for their livelihood (Wesh, 2005). Basing on this understanding of M&E system within the environmental conservation programs it can be learned that an M&E system carries the ability to influence sustainability.

Furthermore, in Somali land, a conceptual tool known as the Sustainability Framework (SF) was developed by the child Survival Technical Group in collaboration with the SHOUT group, to help managers organize their thinking about and planning for sustainability. Among other things, the framework emphasizes on the importance of an organization's M&E system in ensuring that data are appropriate, complete, consistent, and timely, together with highlighting the data need for sustainability management (Blanchet, 2011). The above explanation contributed in helping the researcher to conceptualize the existing interrelationship between an M&E system and sustainability and how an effective district council M&E system can be a potential tool in influencing program/project effectiveness and sustainability.

2.8   Conceptual Framework

It was iterated in page 6 that IFAD points outthe following factors as being influential on program sustainability:

(i)   Overambitious objectives that are poorly adapted to the livelihood context of a particular country,

(ii)   Insufficient attention paid in the project design phase to creating effective linkages among different sectors (such as field demonstrations, training, financial services and infrastructure),

(iii)   Underinvestment in institutional strengthening and capacity development,

(iv)   Preoccupation with achievement of major outputs and general neglect for fostering sustainable processes among community stakeholders and;

(v)   Inadequate attention given to the formulation of viable exit strategies (TANGO International, 2008).

Using the above outlined factors, the researcher has established a conceptual inter connection between an effective M&E system and program sustainability. The researcher views an effective M&E system as an independent variable which can have an influence on variables outlined in the dependent variable category; variable which are influential on program outcomes sustainability (as presupposed by IFAD) and thus positively influencing program sustainability. During program appraisal, an effective council M&E system will be useful in ensuring that these criteria, as included in the dependent variable category were considered in the program since they are contributive in ensuring sustainability of program outcomes.

Also the council M&E system will be useful in tracking progress and making necessary adjustment of the program as well as collecting information to inform the process of localizing the program, basing on the criteria presented as dependent variables in the conceptual framework. The researcher sees an effective district council M&E system being a potential tool in ensuring whether factors that influence program outcomes sustainability were considered during the designing of the program and what can be adjusted basing on those factors; therefore, in that way contribute in the sustainability of the program.

In relation to indicators of an effective M&E system, the researcher defined the following indicators drawing from UNESCO (2016).

(i)   Use of technology: this can be described as the situation by which an M&E system employs technology to capture and produce evidenced qualitative and quantitative data which is comprehensive and disaggregated.

(ii)   Strong internal capacity: presence of trained human resource and availability on

non human resources to facilitate functioning of the system.

(iii)   Ability to cater evidenced data for internal and external use.

An illustration of the conceptual framework has been presented below.

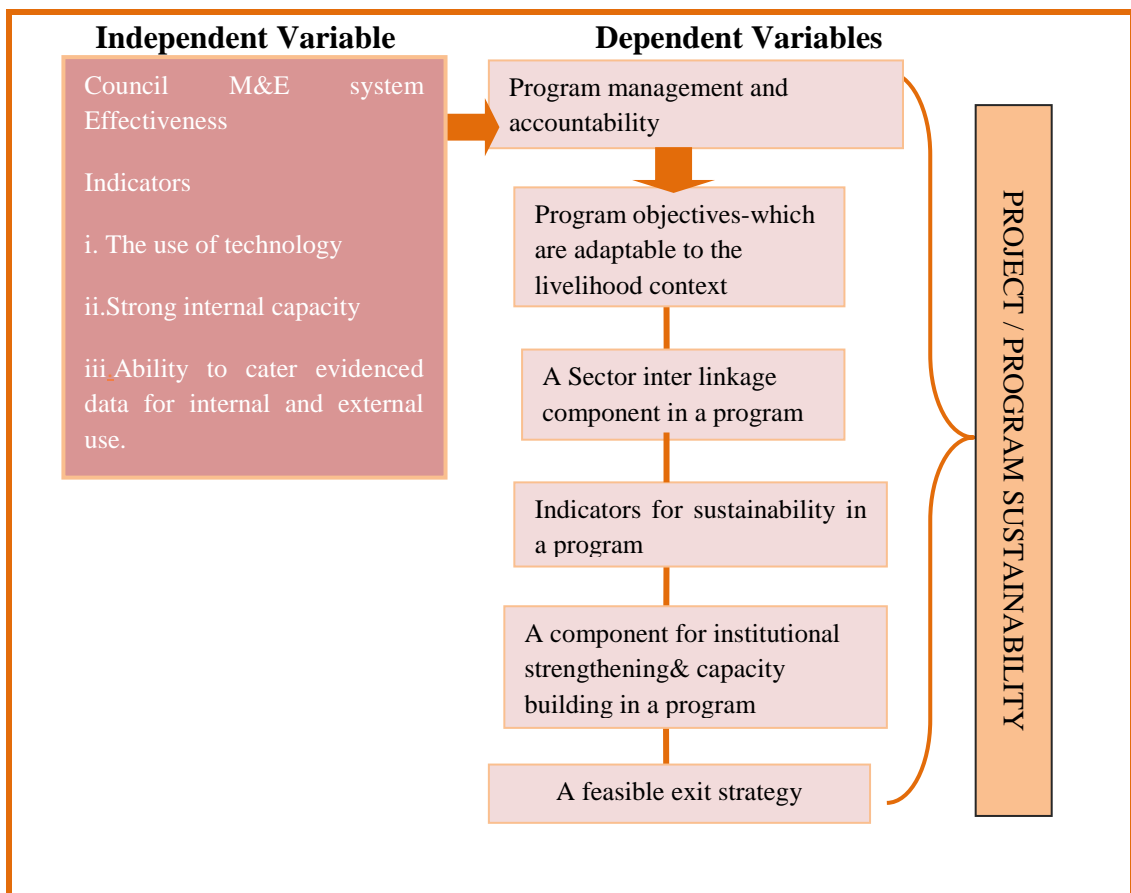| Independent Variable	Dependent Variables	
Council M&E system Effectiveness	Program management and accountability	PROJECT / PROGRAM SUSTAINABILITY
Indicators	Program objectives-which are adaptable to the livelihood context	
i. The use of technology	A Sector inter linkage component in a program	
ii.Strong internal capacity	Indicators for sustainability in a program	
iii Ability to cater evidenced data for internal and external use.	A component for institutional strengthening& capacity building in a program	
	A feasible exit strategy	

Figure 2.1: Conceptuall Framework

2.9   Research Gap

It has been noted from other literatures that an appropriate monitoring and evaluation

mechanism one of the factors that contribute positively towards actualization of

project sustainability (Mahonge, 2013);and M&E systems functional in managing and

improving public sector affairs (Mackay, 2007) in influencing sustainability (Wesh, 2005). Furthermore, it has been learned that M&E practices are useful in generating data that can be useful for sustainability management (Banchet, 2011).

2

Also we have noted how district councils is supposed to feed the MKUKUTA monitoring systemby providing information concerning activities of the state and non state actors in the district (MKUKUTA monitoring master plan, 2006). This suggests that that M&E systems are being applied in district councils as a management tool for activities, projects or program in districts; and probably have aided in enhancing impact and sustainability of programs implemented by the district council. However, the researcher could not come across literature, which describes the relationship between dissipation of NGOs program outcomes under the district councils' coordination,since district councils play the role of supervisors and coordinators of actors operating at district level.

Most of the available literatures are attributing lack of program sustainability to reasons such as short project implementation period, lack of congruency between project interests and responsibilities of the project and those of intended beneficiaries as well as inappropriate orientation of the pilot projects.Some have gone further by suggesting solutions, which include focusing investment on practices which influence behavioral changes among the target population as ways for enhancing chances for sustainability to occur (Mahonge, 2013). Other literatures have suggested necessary conditions for ensuring sustainability as being planning for sustainability right from the beginning of the program and long before the program face the end of its funding cycle. They maintain thatsince sustainabilityinvolves learning from experience

(ongoingevaluation), making decisions about whichelements of the program to sustain, selectingthe right strategies, and using the right tools to build support for the program, and then it is essential that programs focus on collecting data that willdemonstrate the effectiveness of the program (Mahonge, *ibid*).

Therefore the researcher decided to use the district council M&E systems assessing its effectiveness in terms of integrating programs implemented by various NGOs in the district and how it influence sustainability of those programs. The researcher sees that by assessing the district council M&E systems, and then he will be able to arrive at a justifiable conclusion.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Overview

This chapter describes the overall design of the study; whereby the sample size used and procedures to arrive to that sample have been described. Furthermore, the chapter features descriptions on the data collection methods, together with the tools that were used for collecting data, including the preparation process of the tools, the pretesting process to assess the validity of the tools, as well as the data analysis process and the program that was used to analyze data.

3.2   Research Design

This study is descriptive in nature, whereby it attempts to describe the inter-relationship between an effective M&E system and project sustainability, basing on the assumption that a good M&E system has the power of influencing sound project management, as it has the positive effect of improving strategies and plans, as well as improving performance and optimizing a lasting impact (SAMDI, 2006).

In this attempt therefore, Sengerema small district council's officials formed the population from which the sample was drawn and quantitative methods were therefore applied to extract data which was used to describe the relationship between the variables involved in the study. A close ended questionnaire was applied in collecting information from the district council officials whereby, NGO officials and selected Community representatives (mainly community volunteers/Change agents or Community Resource person) were also consulted as key informants.

3.3   Sampling Design

Cluster sampling was employed to determine sample for the study, whereby, Sengerema district council's departments formed the clusters from which 46 respondents were drawn from a number of 58 workers at the council. The survey population was district council staffs from departments, which are likely to be engaged at by NGOs in the implementation of programs brought into the district. A questionnaire was administered to staffs from departments such as Education, Planning unit, District Community Development office, The Health Department, Land, Business, Construction, Agriculture and Administration. However, only 43 respondents were able to return the filled questionnaire. Also 1 NGO official and 1 leader from an association of community volunteers was consulted for more information.

3.4   Preparation of Data Collection Tools

Questionnaires were prepared by the researcher and the first draft was submitted to the supervisor for advice. The supervisor advised on the reduction of the number of questions and other advices, which were then incorporated so as to improve the questionnaires. An informal arrangement was made for pre testing the questionnaire validity on other district council workers in Karagwe district, whereby the researcher became confident that the tools will yield the required results.

3.5   Data Collection Methods

A Questionnaire was used to collect data from District council officials. Data collected from district council officials, among other things,were purposely for answering questions on how the district councils assess incoming projects to ensure

relevance,how do the district council manage and follow up on the handed over projects andhow donor funded projects are handed over to the district council after end of funding.

Information collected from NGO officials was intended to provide additional information on how the community and district council officials were/are involved in the projects implementation whereby a leader from the association of community volunteerswas intended to inform on the persistence of activities into the community; activities which were initiated by NGO programs which have already phased out; this was done so as to establish the current status of projects which were handed over to the district council.

3.6   Data Analysis Methods

Data collected from 43 respondents, through the questionnaire were entered into SPSS through which descriptive analysis was run to produce frequencies and percentages which were used to generate description of the research results in relation to the variables of the study.

3.7   Data Presentation

With exception of the sample description, the rest of the data have been presented through tables generated from SPSS; tables which mainly feature frequencies and percentages. Under each table, there is a narration describing the significance of those frequencies and percentages in relation to the research question. The researcher also shares more information as reviewed from other literature, information, which further support what has been generated from the study. Furthermore, the researcher has

presented narration of qualitative information generated from the community volunteer and an NGO official who were interviewed as key informants; whose response generated information which informs on objective number two and three.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Overview

This chapter presents the results of the study basing on quantitative data that was analyzed using SPSS as well as a discussion on what the results implies in relation to the interrelationship existing between an effectiveness of the district council M&E system and sustainability of program results. Also this chapter comprises of a narration of qualitative information that was generated through two open-ended questions (as indicated in the annexes). Therefore, as the reader proceeds through this chapter, will realize that the last two objectives were discussed using qualitative information that were captured by interviewing two key persons; one from an NGO and the other from an association of community volunteers.

4.2 Sample Description

A minimum of 45 respondents participated in this study, whereby, 43 were district council officials at SengeremaMjimdogo district council drawn from 9 departments constituting the council. The survey engaged district council staffs from departments which are likely to participate in the implementation of NGOs programs brought into the district.

Therefore, included in this analysis are staffs from different departments who responded to the questionnaire that was administered on them. A pie chart showing departments and the number of respondents each department contributed in the overall sample has been used to display the results.
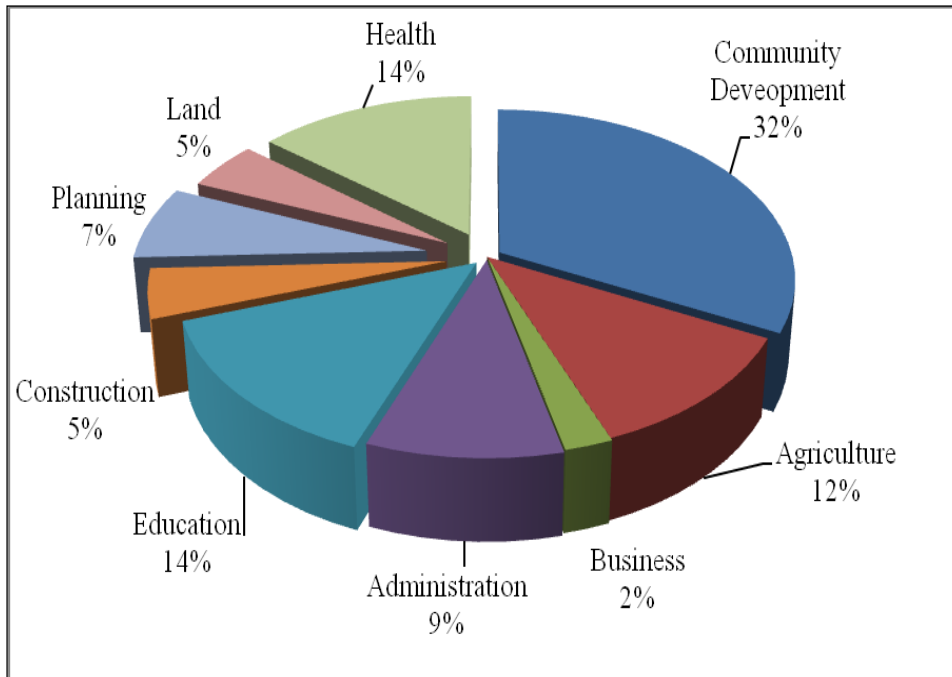
Figure 4.1: Department of Respondents

14% of the sample comprised of people from the Education department, 7% were from the Planning unit, 32% were from the District Community Development office, 14% were from the Health Department, From the Land department were 5%, Business department were 2%, Construction 5%, Agriculture 12% and Administration 9%. One NGO official and one leader from the association of community volunteers, who were also consulted, are not part of the above analysis.

4.3 Mechanisms through which the District Councils Appraise Incoming Projects

Through this objective, it was intended to establish the mechanisms through which the district councils appraise incoming projects, makes follow up during their implementation and after they have been handed over to them after end of the project tenure.

4.3.1   Assessment of NGO Programs brought into the District

This question was set purposely to find out whether projects introduced by different NGOs are being assessed in terms of their relevance and other aspects, which are likely to influence program sustainability.

Table 4.1: Assessment of NGO Programs brought into the District

		Frequency	Percent	Valid Percent
Valid	Yes	33	76.7	76.7
	No	10	23.3	23.3
	Total	43	100.0	100.0

Source: Field Data, 2017

A total number of 43 respondents answered this question and 76.7% said YES, projects are being assessed before proceeding into field implementation while 23.3% said NO. Even though the findings suggest that the pre implementation assessment is being done, however, the question did not go further to find out on the standards against which the projects are being assessed and the thoroughness of the process; or in other words, aspects considered during pre implementation assessment to ensure effectiveness of the project and sustainability of its outcomes once the project comes to an end.

It is imperative for district council's M&E system to be able to assess the relevance of incoming programs and identify programming shortfalls and address them before allowing NGOs to proceed with field implementation. An effective district council M&E system would facilitate the process for establishing whether the programs

design considered necessary aspects that influence sustainability during design. These aspects may includes sector inter linkages and presence of indicators ensuring sustainability. Furthermore, may include a component for institutional strengthening and capacity building as well as the adaptability of the programs into the local livelihood context for sustainability purpose; these are the vital factors suggested by IFAD, as presented in the previous chapters.

4.3.2 District Council Staffs Responsible with Assessing NGOs Projects

This was a follow up questionwhereby, those who responded NO in the first question were not required to respond to this one, therefore leaving a total number of 33 respondents to it.

Table 4.2: Staffs Responsible with Assessing NGOs Projects

		Frequency	Percent	Valid Percent
Valid	Planning officer	8	18.6	24.2
	Community development officer	1	2.3	3.0
	responsible department in relation to the project theme	24	55.8	72.7
	Total	33	76.7	100.0
Missing	System	10	23.3	
	Total	**43**	**100.0**	

Source: Field Data, 2017

Out of that number, 18.6% mentioned the planning officer as the person responsible with assessing the projects brought into the districts by NGOs, while 2.3% attributed

that task to the Community development officer. 55.8% said the task of assessing projects is normally being executed by a responsible department in relation to the project theme. However, the question did not go to the extent of enquiring on whether department officials have the necessary knowledge and skills for assessing the suitability of the programs and appraising it basing on factors that ensures long term endurance of the program outcomes. It is important that program assessment, prior to implementation is carried out by staffs, who possess relevant knowledge and skills for doing so, being guided by prescribed standards developed by the district council.

4.3.3   Modality for Making Follow up on NGO Projects

This question was intended to capture information on the modality through which the district monitoring and evaluation system makes follow up on programs implemented by NGOs. The outcome of the analysis was as follow:

Table 4.3: Modality of Making Follow-up on NGO Projects

		Frequency	Percent	Valid Percent
Valid	through periodical reports from NGOs	4	9.3	9.3
	through monitoring visits organized by NGOs	3	7.0	7.0
	through monitoring visits organized by NGOs	5	11.6	11.6
	abc	31	72.1	72.1
	Total	**43**	**100.0**	**100.0**

Source: Field Data, 2017

9.3% of respondents said the follow up is made through demanding periodical implementation reports from implementing NGOs, while 7% said it is done through

monitoring visits organized by implementing NGOs. 11.6% said follow up is done through monitoring visits organized by the district council and the majority 72.1% percent of district council officials who responded to this question said a combination of approaches is being used to make follow up on NGOs projects. By a combination of approaches it means getting periodical reports from NGOs and paying field visits to the project cites, thus suggesting that the district council M&E systems allows submission of implementation reports by NGOs, as well as physical verification of what have been presented in the reports.

4.3.4   Modality used by NGOs to Exit after end of Program Tenure

This question was intended to capture data on how organizations exit the program site after end of funding or project tenure. This question was expected to inform on whether there are formal arrangements made for shifting the custodianship of what has been achieved by the program.

Table 4.4: Modality used by NGOs to Exit after end of Program Tenure

	Frequency	Percent	Valid Percent
Valid They just exit	2	4.7	4.7
they just inform the council officials	5	11.6	11.6
they hand over project activities to the district councils	10	23.3	23.3
they hand over project activities and facilities (e.g cars, motorbikes, computers) to the district council	26	60.5	60.5
Total	**43**	**100.0**	**100.0**

Source: Field Data, 2017

60.5% said that during exit, NGOs hand over project activities and facilities (e.g cars, motorbikes and computers) to the district council. 23.3% said NGOs hands over project activities but without facilities for supporting later follow up of handed over activities. 11.6% said NGOs just inform the district council about their exit while 4.7% said NGOs just leave the project site without any notice to the district council.

This implies that the majority of programs have a systematic style of exiting after funding comes to an end, whereby, in most cases they inform the district council and then hands over whatever achieved by the program to the council, together with resources for facilitating the process for the council to pick up from where the implementing organization ended; for sustainability purpose.

Development projects are supposed to leave a lasting impact to the targeted beneficiaries, therefore their designing should consider a well crafted exist strategy which includes an official handing over of program outcomes to the district council for sustainability purpose.

4.3.5   Strategy for Ensuring Activities Sustainability

This question was intended to capture data on the strategy used by the district council to ensure sustainability of activities left by exited NGOs. This follows what has been confirmed by the majority of respondents (60.5%) in the previous question; whereby it was confirmed that NGOs hand over program activities to district council during their exit. This implies that the district council must be having a mechanism for adopting the handed over activities and ensuring that they last. The outcome of the analysis of this question is as follows:

Table 4.5: Strategy for Ensuring Activities Sustainability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	By offering continuous technical support to beneficiaries	7	16.3	16.3	16.3
	By including the activities in the CCP and budgeting for them	13	30.2	30.2	46.5
	It is challenging, because we can't secure fund to sustain those activities	20	46.5	46.5	93.0
	Everything is left to beneficiaries, they consult us when there is a need	3	7.0	7.0	100.0
	Total	**43**	**100.0**	**100.0**	

Source: Field Data, 2017

16.3% said that sustainability of activities left by NGOs is being ensured through offering continuous technical support to beneficiaries, 30.2% said by including those activities in the comprehensive council plan and budgeting for them. 46.5% said sustaining those activities is being faced by the challenge of lack of fund for supporting them and 7% said on exit, NGOs leave those activities to the beneficiaries and the district council is only contacted when beneficiaries need technical support.

Response of the majority district council officials (47%) suggests follow up of activities lefts by phased out projects is being hindered by lack of financial support

thus, posing the danger of these activities disappearing due to lack of support.After taking over activities left by phased out projects, it remains the responsibility of the district council to ensure sustainability of those activities left by the phased out project. In this regard, the handed over activities will have to be integrated into council's operations, together with conducting regular follow up on those activities and conducting periodical assessments to identify and address drew backs, until those activities are integrated into the beneficiaries' livelihood.

4.3.6   Council Officials Interest in Sustaining Program Outcomes

This question was set to capture information that will help in understand the motivating factors behind district council officials to either continue making following up on handed over program activities after end of program funding or not. Also to know if there is anything that wears down their motives to do so. An Analysis of this question brought up the following results.

Table 4.6: Council Officials Interest in Sustaining Program Outcomes

		Frequency	Percent	Valid Percent
Valid	Interested but most of projects are difficult to localize	5	11.6	11.6
	Interested in sustaining them but beneficiaries lose interest once the funding organization has exited	9	20.9	20.9
	Interested in sustaining them, but no financial support from the government to facilitate follow up	26	60.5	60.5
	Interested in supporting them but it is difficult to add them to the councils ongoing operations	3	7.0	7.0
	Total	**43**	**100.0**	**100.0**

Source: Field Data, 2017

11.6% of district officials who responded to this question said they are interested in sustaining activities of projects handed over to them, but most of the projects are difficult to localize. 20.9% said that they are interested as well, but their motive is being worn down by the tendency of beneficiaries losing interest after exit of the funding organization. 60% attested of being interested, however they face the challenge of lacking financial support from the government to facilitate follow up of ongoing activities and 7% said they are interested in sustaining the activities except that they find it difficult to accommodate these activities into the ongoing council operations.

This implies that, lack of financial support, project incompatibility to the local context and difficult in securing financial support for facilitating follow up of activities left by phased out projects affects the will of district council officials to ensure the continuity of activities left by phased out project. Together with other mentioned factors, an institution's M&E system cannot succeed in delivering the intended result in the absence of a sufficient budget.

4.4 Engagement of District Council Staffs During Program Implementation

This objective intended to establish how district councils are being engaged during the project life span. The question was asked so as to hear from the NGO side on how they engage district councils in the course of implementing their programs so as to establish on whether NGOs prepares the district council to take over once the program tenure comes to an end. An open ended question was set and was responded by a Program Food Monitor for the Home Grown School Feeding (HGSF) project, which is being funded by FAO and implemented by Project Concern International (PCI). The

respondent works for the program, which provides afternoon meal to primary school children with the aim of curbing truancy and improving academic performance. In ensuring sustainability, the project also builds the capacity of primary schools in handling large quantity food procurement using local food producers from within the area surrounding the targeted schools.

Responding on how the project engages the district council, the officer said:

"We involve the district council through Monitoring and Evaluation, identifying and supervising local food suppliers and in the general management of the project through council's focal person. At field level, we work closely with Village Government Leaders. We let them take lead in all project matters concerned with food procurement, storage and handling of fund, which is disbursed into either the school account or village account. In this way we believe that even after our exit, they will still be able to support food for school children."This implies that the district council is engaged in the overall project implementation activities something, which provides an opportunity for the council officials to be familiar with the program even before it is handed over to them.

Concerning with the future sustainability of the project another officer added:

"We provide makande to the pupils; and parents have expressed their willingness to make contribution in terms of maize, money and labor. Already contributions in terms of maize have reached 12 tons for 12 schools. This gives us an indication that even if they fail to continue providing makande to the pupils, at least they will manage to offer them porridge. Parents' willingness to contribute is vital in fostering

sustainability for this project. So far they have expressed their willingness, so we believe what we have initiated is going to be sustained to some extent".

The NGO staffs response suggests that the program befits the local livelihood. Generally from the NGO side it can be said that district council officials are familiarized to the program before it is being handed over to them, and when the program is relevant to the environment in which it is implemented, it makes it easy for beneficiaries to adopt it into their local context. However, continued technical support from district council will be vital so as to sustain the program after exit of the NGO.

4.5   Sustainability of Projects which their Funding Period Ended

This open ended question was asked to capture community's perception regarding the persistence of initiatives that were initiated through NGO programs which have already exited and were handed over to the district councils.Normally, programs train community volunteers or change argents from the targeted community; these volunteers will then remain into the community to sustain the new knowledge or intervention that was introduced into that community (Mahonge, 2013). Basing on these grounds, the researcher decided that members of an association of community volunteers, who are based in Mwabaluhi ward in Sengerema district, would be appropriate respondents for this question. Since they are from the community, therefore their views would be representative of the general community views. Answering this question, a member of this association said:

"I have worked with organizations such as CARE International, Plan International, Path finder, PACT and Tanzania Communication and Development Center (TCDC). I

have served as a volunteer for projects ranging from Behavior Change Communication projects to projects for initiating Village Saving and Loan Associations (VSLA). More than once when these projects came to an end, our names were submitted to the District Community Development office, as capacitated volunteer fit to be used as a change agent in the community".

Response from members of an association of volunteers suggests that there is an official handing over of change agents to the district council to be used as capacitated people into the community for continuation of the introduced knowledge or intervention. Local animators are also expected to provide linkage between beneficiaries and district councils for the continuation of project activities during post project tenure (Oxfam, 2016).

Regarding the persistence of program activities initiated by phased out programs:
"In most cases groups that deal with micro saving and lending are the ones which continue to exist, but with negligible support from district council officials. Most of other projects that phased out, even its activities have ceased to exist. We don't even see people from the district council coming to us as we expected when our names were being given to the Community Development Officer"

These assertions pose doubts on whether there is continued support from district council officials to beneficiaries once an implementing NGO has exited. Otherwise they could have not avoided contacting the changing agents (or local animator).

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1   Overview

This chapter features the conclusion of the study and recommendations basing on the results of the study, including areas for further study. Under this chapter, the reader is reminded of the general objective and the three research objectives of the study; and by drawing from what was found out through the research questions, the reader is provided with a summarized account of what can be said concerning with the subject matter at hand. Furthermore, the researcher has included concluding statements basing on the indicators of M&E system effectiveness.

5.2   Conclusion

The General objective of the study was to assess the effectiveness of district council's M&E systems in influencing projects sustainability particularly of those implemented by NGOs at district level. To attain this object the researcher formulated three specific objectives, whereby the first one intended mainly to establish whether the district council M&E system is used to assess all stages of NGOs programs brought into the community, staffs responsible with doing the assessment, modality used to track down implementation and to sustain the initiatives.

The second objective intended to capture information from the NGOs side on how do they engage the district council in their implementation so as to establish whether NGOs prepares the district council to take over once the program tenure comes to an end; and the last objective intended to find out from the community if there is any

continuity of activities introduced into the community by NGOs that have exited, including if the district council still support those activities. Basing on the findings of this study we can conclude that:

(i)   The district council uses its M&E system to assess NGO programs at all stages,but also they include the program initiatives in the comprehensive council plan as an attempt to sustain them. However there is lack of continued monitoring and evaluation of the program activities after exit of implementing organizations due to challenges such as lack of financial support from the government.

(ii)   NGOs engage district council officials at all stages of program implementation, something which implies that the district council is oriented to the programs before taking over from the implementing NGOs once they exit.

(iii)   Basing on the explanations from the community volunteer, it can be concluded that there is a limited continuation of activities introduced through NGO programs at community level due to lack of continued technical support from the district council officials.

In relation to the general M&E effectiveness, the conclusion can be drawn basing on the indicators of an effective M&E system as presented in chapter two, page 26-27. The conclusion basing indicators suggested is as follow:

(i)   The use of technology: the researcher did not go to the extent of assessing how is the system installed at the council office, however, since the district council is supposed to feed the MKUKUTA M&E system, then it presuppose that technology is being used in the district council M&E system.

(ii)   Strong internal capacity: as it was asserted in the presentation of question two, the researcher did not go to the point of assessing the capacity of district council staffs. But also in response for question 5 staffs confessed on financial constraints as being a factor affecting their operations in relation to M&E. This may be affecting their post program follow up of activities for the sake of sustaining them.

(iii)   Ability to cater evidenced data for internal and external use. Basing on response for question number 3 district council staffs explained that they use a combination of methods to monitor activities implemented by NGOs in the district. This suggests an ability of the M&E system to collect and provide evidenced information which can be available for use by internal and external beneficiaries.

5.3   Policy Recommendations

As a way of increasing impact under the Public, Private Partnership (PPP), it is therefore recommended for the government to increase financial support to district council M&E systems, to enable continued support ofa multiple of initiatives which are implemented in collaboration between non state actors and the government, which are later on handed over to the district councils.

The government will have to enhance the effectiveness of the district councils M&E systems since they are useful management tools for facilitating the up keeping of program results achieved through combined the efforts of state and non state actors.

5.4   Recommendations for Future Studies

The researcher is aware that this study was not exhaustive enough to bring in perspective all elements related to M&E systems effectiveness and how it can influence program sustainability, therefore, this study findings should only provoke more enquiries by other researchers, and here below are some of the areas suggested by the researcher.

(i)   More enquiries are needed to assess the standard used to assess incoming NGO programs in terms of their relevance and ability to be adopted into the local livelihood for sustainability purpose.

(ii)   Also more enquiries are needed on whether the district councils' staffs posses the necessary M&E knowledge and skills for them to effectively carry out the exercise of assessing programs brought into the districts by non state actors for quality control purpose and sustainability.

(iii)   Furthermore, this study does not offer in-depth analysis of program sustainability basing on the nature of programs. Therefore, it is recommended for other researchers to go some steps further and assess program sustainability in relation to the nature of programs such as facility improvement programs, System strengthening programs or community empowerment programs.

5.4   Limitation of the Study

There are limited publications on district councils M&E systems in Tanzania and how they function particularly in accommodating multiple initiatives implemented by the government and other nongovernmental organizations. Furthermore, there are limited publications that describe intensively on the problem of program results not being

sustainable in Tanzania. These two factors limited the researcher in terms of defining a more focused direction of the study. Also limited time and resources had an effect in terms of selection of the area of study, whereby it had to be conducted at Sengeremamjimdogo; but there could have been a chance for employing a larger sample size if it was conducted at Sengerema main district council.

Furthermore, the community assessment of persisting program activities that were introduced by programs which have already exited was based on programs which involved just one type of change argents. But the researcher is aware that there are other programs which work with committees which are part of the village structure such as Village Health Workers, School Committees and others, which the researcher did not involve in this study due to limited time and resources.

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APPENDICES

Appendix I: Questionnaire for the Councils

Dear respondent, information provided in response to the questions included in this questionnaire will be treated with maximum confidentiality and will be used for learning purpose only. For that matter you are kindly encouraged to respond with maximum openness and highest level of sincerity. Thank you in advance for your corporation.

Full Name………………………..… Title ………………………………….…………

District …………………………… Contacts (mob. & email)……………….…….

Kindly circle the letter of the response you have chosen. You can circle more than one response where necessary.

1. Do the district council asses projects brought into the district by different NGOs?

    YES   NO

2. If yes – who is responsible with assessing projects which comes into the district?

    (a) District Planning officer

    (b) DCDOs office

    (c) Department in relation to the nature of the project

     (d) Designated staffs

3.   How do you make follow up of projects being implemented by different NGOs in the district?

    (a) Through periodical reports from NGOs

    (b) Through visits to project cites organized by the district

    (c) Through visits to project cites organized by the implementing NGO

    (d) Through a, b and c

4.   How does the implementing NGO exit after end of funding period?

    (a) They just exit

    (b) They just inform the council officials

    (c) They hand over project activities to the district councils

    (d) They hand over project activities and facilities (e.g cars, motorbikes, computers) to the district council.

5.   How does the council ensure sustainability of activities left by exited NGOs?

    (a) By offering continuous technical support to beneficiaries

    (b) By including the activities in the CCP and budgeting for them

    (c) It is challenging, because we can't secure fund to sustain those activities

    (d) Everything is left to beneficiaries, they consult us when there is a need.

6.   How is the district official's interest in sustaining projects which ended its funding period and were handed over to the District council?

    (a) Interested but most of projects are difficult to localize

(b) Interested in sustaining them but beneficiaries lose interest once the funding organization has exited

(c) Interested in sustaining them, but no financial support from the government to facilitate follow up

(d) Interested in supporting them but it is difficult to add them to the councils ongoing operations.

Thanks for your time and valuable information

Appendix II: Questionnaire for the NGO Official

Please explain how do you engage the district council officials from project inception and during implementation.

Question for the community volunteers representative

How do you describe the status of projects which the implementing NGO exited after funding period came to an end?