

**EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS ON
PROJECTS SUSTAINABILITY IN TANZANIA: A CASE OF NGO'S IN
SHINYANGA MUNICIPAL**

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

2019

CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance by the Open University of Tanzania a dissertation entitled, “Assessment of the Effectiveness of Monitoring and Evaluation Systems on NGOs Projects Sustainability in Tanzania” in partial fulfillment for the requirements of the Degree of Masters of Arts in Monitoring and Evaluation.

.....
Prof. Deus Ngaruko
(Supervisor)

.....
Date

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DECLARATION

I, Peter Andrea Matyoko, do hereby declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided.

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my beloved daughters Nancy, Nelisa and Nayline for their encouragement when doing this study. May God bless them with abundant prosperity in all aspects of their life hoping them go further than I.

ACKNOWLEDGEMENT

First and foremost, I would like to thank God the Almighty for life and strength which enabled me to cruise successfully during the entire pursuit of my Master's degree. Secondly, I extend my sincere and deep appreciation to my supervisor, Professor Deus Ngaruko for his unreserved advice and support since the proposal writing to the completion of this dissertation. Moreover, my profound gratitude goes to my parents, children and good friends for their love, patience and support throughout my study. Likewise, I wish to thank all my classmates who in one way or another made this study possible.

Furthermore, I acknowledge input from all NGOs administrations in Shinyanga municipal and the local government authority of Shinyanga Municipal for allowing me to use their data for my research. The preparation of this dissertation involved widespread effort from various individuals which cannot be underestimated for the facilitation towards accomplishment of this work. It suffices to extend a collective compliment.

ABSTRACT

This study aimed at assessing the effectiveness of Monitoring and Evaluation Systems on sustainability of Projects in Tanzania. The study was guided by the few research objectives including; To determine the effectiveness of Information management systems, utilization of monitoring and evaluation findings, availability of competent monitoring and evaluation experts and assessment of effective stakeholders engagement in project M&E activities towards influencing projects sustainability in Tanzania. The researcher used descriptive research design in the study. The researcher realized a positive correlation on having an information management systems and sustainability of NGOs projects. There was also a slight positive correlation on utilization of monitoring and evaluation findings on sustainability of NGO's projects. And lastly, it was noted that there is a positive correlation on effective stakeholder's engagement in monitoring and evaluating project activities on NGOs project sustainability. Four recommendations have been forwarded by the researcher: Firstly, there is a necessity for non-governmental organizations to develop very comprehensive, information management systems, Non-governmental Organizations in Tanzania should consider having initial studies conducted in participatory manner with project beneficiaries before implementation of project. All non-governmental organizations running development projects in Tanzania should ensure they employ at least some staff with expertise in M&E domain and lastly, the researcher recommends that, Non-governmental organizations in Tanzania should ensure that there is adequate involvement of all stakeholders in all cycles of project management.

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LIST OF ABBREVIATIONS

IMS	Information management system
M&E	Monitoring and Evaluation
NGO	Non-government Organizations
PO	Program Officer
PM	Program/Project Manager
FO	Field Officer
TOC	Theory of Change
WHO	World Health Organization
UNDP	United Nations Development Program

CHAPETER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter focuses on the background of the study, statement of the problem, study objectives, research questions and scope of the study, significance of the study, scope and organization of the study.

1.2 Background to the Study

According to NGOs Coordination of Tanzania, Tanzania had over 1594 registered NGOs by 2018. The statistics indicate that NGOs in developing countries including Tanzania are still depending on foreign aid for them to survive. In 2014, the World Bank reported that Tanzania as a country remained heavily depending on foreign aid of which about 58% of the grants mobilized from foreign donors comes through Non-Governmental organizations. For some years Non-Governmental Organization in Tanzania have been uniquely dealing with projects that carter with sensitive and delicate Community developmental issues including agriculture, education, health, community empowerment and many other interventions. Projects designed by NGO's aims at complimenting the Governmental strategies towards improving people's welfare in the country.

Given that billions of Tanzania shillings that have been consumed by NGOs over the last decade, still it seems to be hard to come up to convincing conclusions about the results of their work. Despite of having many NGO's, yet many programs and projects in the third world economies including Tanzania fail to be positively completed while lacking sustainability due to several reasons, among them being the

lack of having an effective M&E systems.

Kareithi & Lund (2012) observed that since the 1990s, the role of development organizations in international development has enlarged, along with massive attention and concern over non-governmental organizations projects sustainability from various stakeholders including governments, donors, and even citizens themselves. The criticism is due to the fact that funds are being poured yet impact is always temporary.

Absenteeism of effective monitoring and evaluation systems among NGOs could be among the factors leading to lack of sustainability on the implemented projects. Various organizations have been carrying out monitoring and evaluation activities as a routine simply because it is one of the requirements of getting funds from donors. In many organizations, Monitoring and Evaluation activities are considered as part of normal projects activities. They are not allocated as units with full autonomy and hence they are not given resources they deserve to ensure its effectiveness. Such organizations will always experience difficulties in implementation of their projects if their monitoring and evaluation systems are not taken care off and will always fail on realizing their project efforts as well as running project which would end as soon as the project ends as well.

Fowler (1997:160) contended that the challenges of the tools that non-governmental organizations use in monitoring and evaluating project activities is one of the main reason for them not being able to demonstrate their accomplishments. The study

aimed at understanding how monitoring and evaluation systems deployed by non-governmental organizations in Tanzania are very effective in such a way that they can contribute to the project long term sustainability of their development projects.

1.3 Statement of the Research Problem

Organization monitoring and evaluation system is one of the main pillars for the sustainability of projects implemented by development organizations. However, importance of the phenomenon still has been argued that many organizations in developing countries have been doing monitoring and evaluation as a way of satisfying donors. Other researchers have also argued that, most of the organizations neither have monitoring and evaluation aspects nor clear M&E systems. Absence of effective monitoring and evaluation systems could be among the factors leading to lack of sustainability among projects implemented by non-governmental organizations Tanzania and the whole world. Poor designed and managed monitoring and evaluation systems can do more harm than good.

Fowler (1997:160) contended that the challenges of the tools that non-governmental organizations use in monitoring and evaluating project activities is one of the main reason for them not being able to demonstrate their accomplishments. Some researchers suggest that, one of the greatest weaknesses of non-governmental organizations is the lack of effective information management systems within their organizations. Some organization also invests too much time and resources in data collection of which they frequently fail to interpret and present to stakeholders to deliver the meaning of the progress made in future.

Despite the necessity for effective M&E systems deployed by some of the organizations, still there are very few people in developing world including Tanzania with essential skills and capability of designing effective monitoring and evaluation systems for effective Monitoring and evaluating project activities (Emmanuel, 2015). Emmanuel (2015) argued that most non-governmental organizations perceive having well designed effective monitoring and evaluation system as an extra duty and therefore they rush to implementation of activities while also leaving monitoring duties themselves to only individual staff with very little support from organization management. Not only that but also Dobi (2012) and Njuguna (2016), experienced that monitoring and evaluation systems in most non-governmental organizations in developing countries are still weak and are not solid throughout the project cycle.

Unfortunately, in most of the organizations, monitoring and evaluation activities are not autonomy and therefore they are not devoted with resources it deserves to ensure its effectiveness. Such organizations will experience difficulties in execution of their projects if their monitoring and evaluation systems are not taken care off and will always fail on realizing their project efforts as well as running project which would end as soon as the project end hence lacking sustainability.

As emphasized by the World Bank, the organization M&E systems should always emphasize the need for independence, correctly skilled experts conducting the process as well as partners participation with proper tools (World Bank, 2011). With that entire situation we don't know much effective are the Tanzania NGO's M&E systems for ensuring developmental projects implemented are being sustainable. Therefore, it is pertinent dive in and come up with policy recommendations for

improvement and viability for better organizations performance and sustainability of their initiated projects.

1.4 Research Objectives

1.4.1 General Research Objective

The general objective of this study was to assess the effectiveness of monitoring and evaluation systems deployed by NGO on ensuring project sustainability in Tanzania.

1.4.2 Specific Research Objectives

Specifically, the researcher wanted to:

- i. To determine how effective use of Information management systems have influence sustainability of NGO's based project activities in Tanzania
- ii. To determine how effective utilization of monitoring and evaluation findings influence the sustainability of NGO's based project activities in Tanzania
- iii. To evaluate whether the availability of competent monitoring and evaluation experts in NGOs influence sustainability of projects in Tanzania
- iv. To assess how effective stakeholders participation in project monitoring and evaluation influence sustainability of NGO's based projects in Tanzania

1.5 Research Questions

The research deployed the following research questions:

- a. Does the effective use of information management systems in monitoring and evaluation activities influence sustainability of NGO's based project activities in Tanzania?
- b. Does the effective utilization of monitoring and evaluation findings influence the

sustainability of NGO's based project activities in Tanzania?

- c. Does the availability of experienced M&E experts influence the sustainability of NGO's based projects in Tanzania?
- d. Does the effective participation of stakeholders in project monitoring and evaluation influence sustainability of NGO's based projects in Tanzania?

1.6 Scope of the Study

Organization monitoring and evaluation system is one of the main pillars for the sustainability of projects implemented by development organizations. However, importance of the phenomenon still it has been argued that many organizations in developing countries have been doing monitoring and evaluation as a way of satisfying donors. Absence of effective monitoring and evaluation systems could be among the factors leading to lack of sustainability among projects implemented by non-governmental organizations Tanzania and the whole world. Poor designed and managed monitoring and evaluation systems can do more harm than good.

The study aimed at assessing the effectiveness of Monitoring and Evaluation Systems on influencing the sustainability of development projects implemented by Non-governmental Organizations in Tanzania. The respondents in this study were the Program officers, M&E officers and field officers who were keen knowledgeable enough to provide required information from 18 non-governmental organizations implementing various development projects in Shinyanga Municipal.

1.7 Significance of the Study

The study anticipated to have the following significance to knowledge acquisition or beneficiaries;

- i. To help NGOs understanding the importance of having an effective M&E system and having competent M&E experts when establishing various development projects.
- ii. To provide a framework for strengthening existing monitoring and evaluation systems among NGO's and provide assistance in making the finest approach that would improve the NGOs towards improving their monitoring and evaluation systems
- iii. Promoting learning, feedback, and knowledge sharing on results and lessons learned in non-governmental organization as a basis for decision making on policies, strategies, program management, projects, and programs and to improve projects implemented by non-governmental organizations sustainability in Tanzania.
- iv. To donate to the body of knowledge to the existing studies

1.8 Study Limitation

The study faced some limitations in attaining expected results; one being difficulties in getting M&E literature from Tanzania. However, the researcher obtained books and journals which made this study possible. Also, it was not easy to access data from some of the organizations on the hand, other respondents were not around being travelled to field project sites while others being on leave. Furthermore time was a big challenge since the researcher had to attend his official business at the same time accomplishes his studies therefore the researcher had to work extra time.

1.9 Organization of the Study

The research involves five chapters. Chapter one covers of the background to the

research, statement of the research problem, outline of the research objectives then research questions significance of the study and justification of the research. Chapter Two, includes conceptual definitions, theoretical and empirical review. Other aspects are research gap observed as well as the conceptual framework. Chapter three includes research methodology and strategies, sampling design and procedures, methods of data collection and the data processing and analysis. Chapter four is about research findings, while chapter five discusses about summary, conclusion and recommendation for the study.

CHAPETER TWO

LITERATURE REVIEW

2.1 Chapter overview

This chapter generally covers theoretic and empirical literature review from different scholars to identify the weaknesses and holes from previous researchers which helped to support this study by suggesting alternative ways of filling them. It also summaries the principles that justify the study, and finally, the chapter presents a graphical demonstration of the relationship between independent and dependent variables in the form of a conceptual framework.

2.2 Definition of Key Terms and Concepts

2.2.1 Non-Governmental Organization

A Non-governmental organization is described by World Bank as a non-public organization that undertakes activities to relieve pain, endorse the welfares of the poor, protect the environment, offer basic social services or take on community development (Operational Directive 14.70). On the other hand, United Nations (UN) defines an NGO as a not-for-profit, charitable citizens' group, which is arranged on a local, national or international level to discourse matters in support of the public good. NGOs execute a diversity of services and humanitarian purposes, convey citizens' concerns to governments, monitor policy and program implementation and inspire contribution of civil society stakeholders at the community level. They offer analysis which serve as early warning mechanisms and help monitor and implement international agreements. Some are organized around specific matters, such as human rights, the environment or health (Ibid).

NGOs in Tanzania were prompted by the country's need to fight against poverty, disease and ignorance, which the government couldn't manage alone. Jivani (2010), concurs that NGOs play a big role in making sure that the country achieves the goals related to the development for its people.

2.2.2 Effective Monitoring and Evaluation System

There is no best way of what a monitoring and evaluation system should look like. A well-designed monitoring and evaluation system is defined as a basis which provides the strategic evidence needed to make better decisions for handling and improving program outcomes, formulating strategy and advocacy messages and planning program better (Global Fund, 2009). There is no a compromise as to the exact number of steps required by program managers to set out an effective monitoring and evaluation system, however, a number of steps have been proposed by different authors in the monitoring and evaluation.

It is significant to be informed that although they have elaborated steps to follow through, they absolutely point out that, choosing amongst the numbers of steps to follow in setting out the effective monitoring and evaluation system must not be a risk but for the intention of decreasing doubt as to the sequence and activities necessary at each step of setting the system, it is good to have a complete and elaborated steps (Kusek & Rist, 2004). Therefore, in creating such systems, it is very important to provide enough distinction amongst key tasks involved. Therefore according to (Kusek & Rist, 2004) the ten steps for designing an effective monitoring and evaluation systems are conducting a readiness assessment, agreeing on outcomes to monitor and evaluate, selecting key indicators to monitor outcome,

baseline on data indicators, planning for improvement, monitoring for results, the role of evaluations, reporting your findings, using your findings as well as sustaining M&E system in the organization.

2.2.3 Project Sustainability

Sustainability is the situation where an organization continues its mission or program far into the future after end of the intervention. Is a situation where the target beneficiaries are able to take control of the project intervention further by supporting its outcome, processes and capitals (ILO, 2012; WCED, 1997 & Christina, 2009). Most evaluators agree that interventions should contribute to community revolution of some kind by creating a favorable atmosphere (King Jean, 2008).

2.3 Theoretical Literature Review

2.3.1 Theory of Change

The study was guided by Theory of Change (TOC) by Carol Weiss developed in 1995. TOC is stated as the theory of “how and why an initiative works” It is also “an on- going process that is based on discussion analysis and learning which produces influential perception to reinforce programme design, evaluation, strategy, implementation and impact assessment which are imparted through drawings and accompanied with narrative summary that are regularly updated.”(Vogel, 2012). According to (Brest, 2010), a Theory of Change defines long-term goals and then maps backward to identify necessary preconditions. Theory of Change explains the process of change by outlining causal linkages in an initiative, i.e., its shorter-term, intermediate, and longer-term outcomes.

The study found it most appropriate to use the Theory of Change because it is focused not just on generating knowledge about whether a program is effective, but also on explaining what methods it uses to be effective (Chris et al, 2011). Theory of Change describes why and how certain actions will lead to certain changes in a specified setting, they are most frequently expressed as If then statement: If a target group performs a certain activity; then a certain change will be made (Corlazzoli & White, 2013). This study is going to establish inputs that should be placed in the organization so as to bring about an effectiveness of M&E system towards having sustainable development projects.

2.4 Empirical Literature Review

2.4.1 Monitoring and Evaluation Systems

M&E system refers to a regular process of measure the development of ongoing activities and recognizes any restrictions for early corrective action (WHO, 2008). They measure the effectiveness and efficiency of the desired impact of the intervention. While monitoring provides an expressive picture of what is happening at a given time. It is a regular, ongoing managerial activity which, through reliable record kept, provides information to program managers on a systematic basis. On the other hand, evaluation provides at large an in-depth analysis on whether a program has achieved its desired objectives (WHO, 2008).

In most of the organizations, M&E is perceived as a donor obligation rather than their managerial aspects. But in real sense, the primary and most significant use of having and using monitoring and evaluation should therefore be for the organization to understand how it is doing versus their set goals, seeing whether it is working

proficiently and successfully, and learn how it can be done more better towards realizing its impact (Civicus 2002).

2.4.2 Information Management Systems and its Influence on Projects Sustainability

Technology plays a major part in M&E of projects in non-government organization, while some organizations are using paperless data gathering processes of project monitoring through electronic devices others still using paper based system. Although different projects need different design of M&E systems, gathering of data at all levels of the projects life cycle complements value to each stage of the project by ensuring project objectives being met. An effective M&E system will always call for the communication between the project staff, process, knowledge and stakeholders, in order to safeguard viability and proprietorship (Chaplowe, 2008).

One of the reasons that lead to the extraordinary development of non-government organizations according to Chesos (2010) is the increasing request for data, analysis, and deed. Most of the NGOs have been collecting information to make decisions, a role that is not much valuable where such evidence might not eagerly exist. Moreover, many non-government organizations have begun to pursue means to improve their influence, efficiency, and general competence after having realized the need for good information about their actions on the ground, which is vibrant to safeguard responsibility, to study from experience, and to develop and publicize best preparation of the intervention. And therefore, according to (Mackay, 2007) all this data can only be understood through incorporating M&E systems that are more

effective in their work.

Another observation made from other scholars is that in any organization, information for its inputs and outputs are exact vigorous in order for the organization to make active use of scarce resources in terms of all resources (Edwards, 1994). Moreover, most researchers are now advocating for digital monitoring and evaluation systems simply because, information are mostly now days presented properly in an automated arrangement within the non-governmental organization. There can also be a room to circulate among staff and partners all video material taking situations on the ground on agree time. Fowler (1997) pointed out that one of the weaknesses of NGOs limitation of capability to learn, publicize and constantly progress the quality of what they do which is seen to be a thoughtful concern. The problem is that most of non-governmental organization lacks effective information systems that could provide them with an access to information about what they are responsibility and consequently enable them to measure what they are or are not attaining.

2.4.3 Utilization of Monitoring and Evaluation Findings and its Influence on Project Sustainability

The purpose of having an effective M&E system is to deliver trustworthy options based on the best data that can be collected to support organization decision. Mackay, (2007) once described that that after having an effective monitoring and evaluation system in place leads the organization to have settings that reassure dissemination of outcomes once they are available. The major encounter faced by evaluation experts in most of non-governmental organization is to confirm that the

evaluation reports produced are used intensively, efficiently and used on timely basis.

Organizations need to be active in implementing a detailed plan for dissemination of reports and encourage reception of the findings and implementation plans of its recommendations. It is well understood that compiling monitoring or evaluation reports and making it available to stakeholders while assuming that its utilization will take care of itself is wrong. It should also be known that, what matters in monitoring and evaluation is not so much the data that are collected or the facts that are available, but how the data are used to inform choices in the different stages of planning and stakeholders delivery. Such a problem has, in turn led to poor quality monitoring and evaluation data in terms of missing, inaccurate, or outdated information leading to misleading information and difficult on projects impacts sustainability.

Mostly, monitoring and evaluation system among organizations produces a large volume of data on compliance with rules and directive, but it is often of poor quality or not fully used and does not yield a sufficiently clear basis for enhancing sustainability. On the other hand, monitoring information and evaluation findings can donate to comprehensive governance in a number of ways including evidence-based results making which in turn leads to accountability and sustainability of project interventions. And therefore according to Mackay (2007), most of non-governmental organizations in the world have comprehended much of the importance of utilizing monitoring and evaluation findings to date.

2.4.4 Monitoring and Evaluation Experts and Their Influence on Projects Sustainability

Human Resources, with appropriate skills and knowledge are very important for the bringing up notable monitoring and evaluation outcomes hence ensuring project sustainability. That means always there is a need to have an effective monitoring and evaluation experts in the organization. Monitoring and evaluation being a new professional field, it faces a lot of challenges in effective delivering of results. Gorgens and Kusek (2009) emphasized that there is a great demand for each organization to have a very skilled professionals with much capacity on M&E systems with full harmonized trainings as well as technical advice.

The UNDP (2009) emphasizes that having a monitoring and evaluation expert is very significant for an effective monitoring and evaluation project output and outcomes. It also emphasizes that staff working in different project levels should possess at least essential practical expertise in the area of monitoring and evaluation in order to ensure high quality monitoring and evaluation. In turn numerous training manuals, handbooks and toolkits have been developed for NGO staffs working in project, in order to provide them with practical tools that will enhance result-based management by strengthening awareness in monitoring and evaluations and can easily be accessed by project staff (Hunter, 2009).

They are also very useful as they provide many practical examples and exercises, which are useful since they provide practical ways of how they can become efficient, effective and have impact on the projects implementation towards sustainability (Shapiro, 2011). Attaining various up to date monitoring and evaluation practical

training is as well very important in capacity building of personnel because it helps with the interaction new designed approaches of the monitoring and evaluation systems. It also helps them to be exposed and understand of the monitoring and evaluation theories and helping the team comprehends the relationships between project theories of change and planned outcome frameworks as well as associated indicators (CPWF, 2012).

2.4.5 Participation of Stakeholder's in Monitoring and Evaluation and Its Influence on Project Sustainability

Participation refers to the engagement of stakeholders in the development process in order to guarantee that the intended benefits of projects and programs reach the communities in focus. Although there is no universally agreed definition of Participatory Monitoring and Evaluation, the World Bank (2010a) indicates that it is “a process through which stakeholders at various levels engage in monitoring or evaluating a particular project or programs or policy, share control over the content, the process and the results of the monitoring and evaluation activity and engage in taking or identifying corrective actions”.

Participatory in monitoring and evaluation has been seen to allow stakeholders in various levels to be engaged fully in monitoring and evaluation for particular program, controlling the procedure and the results of monitoring and evaluation doings (Sirker & Ezemenari, 2010). On the other hand, Hilhorst and Guijt (2006:3) argued that while involvement of primary stakeholders in project planning has been increasing, their presence in monitoring and evaluation is insufficient. Ahenkan, Bawole and Domfer (2013:206) also observe that there are no clear structures and

procedures for stakeholder's involvement in the monitoring of development interventions implemented by many non-governmental organizations.

Simister, (2009) also argued that involving stakeholder in monitoring and evaluation makes better data and analysis while ensuring stakeholders the right to be involved in essential aspects that have an impact over their lives. Involvement of stakeholders in project monitoring and evaluation increases the chances of a project or program to succeed (UNDP, 2009). It should also be known that there are variations of participation in the development arena including active and passive participation. In between these two are also coercion, manipulation, consultation and information giving.

2.5 The Research Gap

Many literatures on monitoring and evaluation system are focusing on elements of the monitoring and evaluation system towards attaining project performance. However, little has been done to stipulate how effectiveness of the systems could influence sustainability of projects implemented by both Government and Non-government. This research was undertaken with the aim of assessing the effectiveness of monitoring and evaluation systems deployed by non-governmental organizations in Tanzanian and see how they influence projects sustainability. The knowledge gap prompting the need for this study was derived from two bodies of literatures reviewed.

Wanjiru (2013), in her research project seeking to establish factors for having effective monitoring and evaluation systems in non-governmental organizations suggested that the selection of methods and techniques to be used in an monitoring

and evaluation system, role played by organization management, effective monitoring and evaluation training would be among the elements of the success or failure of the monitoring and evaluation systems among the non-governmental organizations. However, the study doesn't show how the failure of having an effective system would have any influence on the project sustainability.

Grace (2017), on her study in health sector either wanted to identify the aspects that influence operative monitoring and evaluation system in non-governmental organizations revealed that capacity M&E officers, training, availability of funds for M&E activities could influence effectiveness of M&E system. In conclusion, from the literature reviewed on previous studies, it indicates that a lot of energy has been placed to have monitoring and evaluation systems among non-government organizations, however, little has been done to cover how those systems are so effective on influence they are having on the sustainability of projects particularly those implemented by Non-governmental organizations. Can effectiveness of information management systems, effective utilization of monitoring and evaluation findings, availability of M&E experts, and stakeholder's involvement in influence sustainability of the implemented projects?

Another gap observed by the researcher is that, most of the studies on this phenomenon have been conducted out of Tanzania and they also don't much take consideration on non-governmental organizations which made the researcher has decided to site the context of Tanzania through the selected Non-Governmental Organizations. This study wanted to fill all these gaps focusing on NGOs in Tanzania within Tanzania. The named organizations have been selected by

researcher as case studies and they have been claimed to use M&E systems on managing their projects.

2.6 Conceptual Framework

The research sought to found the level of which having an effective monitoring and evaluation systems can have an influence for non-governmental organizations project sustainability. In the conceptual framework the sustainability of NGOs projects depends on the availability of an effective M&E Systems in the area including having an effective information management system, availability of monitoring and Evaluation experts, effective utilization of monitoring and evaluation findings and effectiveness of stakeholder's participation in monitoring and evaluation as illustrated in the figure below:

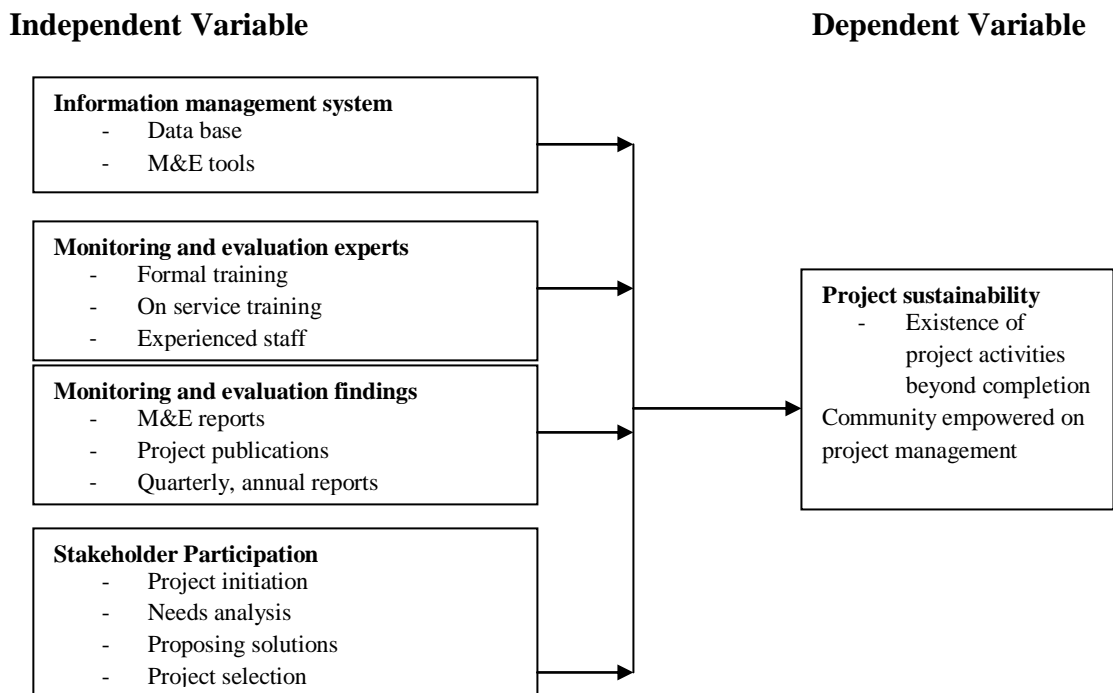


Figure 2.1: Conceptual Framework for Effective M&E System to Project Sustainability

Source: researcher, 2019

2.7 Chapter Summary

This chapter has defined various key terms and concepts, both theoretical and literature review has also be discussed on how various monitoring and evaluation systems like using information management systems, availability of monitoring and Evaluation experts, effective utilization of monitoring and evaluation finding, effectiveness of stakeholder's participation in monitoring and evaluation and their influence on NGOs project sustainability. On the other hand the research gap is being discussed in this chapter as well as the conceptual framework for independent and dependent variable relationships. The next chapter discusses the research methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

Chapter three informs how the study was conducted. It described how the research was design, the targeted population of the study, sample and sampling procedure, data collection tools and process as well as data analysis procedure.

3.2 Research Design

This study used a descriptive research design. According to Polit and Hungler (1999) the purpose of descriptive research is to witness, define and articulate aspects of a phenomenon as it is naturally occur. The researcher believed that the descriptive design would have been appropriate for this study because it aimed at finding out answers to a key assessment how the effectiveness of monitoring and evaluation system have contributed to sustainability of projects implemented by no governmental organizations in Tanzania. According to Kothari (2004), research design is a plan of strategy for investigation considered so as to get responses to research questions. Through Logistic regression the researcher used the data to determine the relationship of phenomenon.

3.3 Study Area

The study was carried out in Shinyanga Municipal with Shinyanga region, the selected area of study based on the fact that the district is one of the municipals having Non-governmental organizations implementing development projects in Tanzania.. The population of the study was 18 Non-governmental including TVMC, Rafiki CDO, TAI, AGAPE, ICS Tanzania, OPE, WEADO, YWCA, PAWCO,

CHIDEP, YAWE, YADEC, SHIDEP, SAVE THE CHILDREN, Tanzania Red cross Society (TRCS), MECED and YWL. The study comprised of organization program/project managers, M&E officers and field officers from the named organizations.

3.4 Population and Sampling Size

According to Best (2007), “A population is defined as any group of individuals who have one or more characteristics in common that are of interest to the researcher”. For the purpose of this study, the information was collected from different representatives of different organizations so as to come up with relevant and required information. For this study the target population constituted Program officers, M&E department staff and field officers in 18 NGO’s implementing several developmental projects in Shinyanga Municipal as seen in Table 3.1.

A sample size refers to a subset of the population that represents a whole population (Kadam et al, 2010). The concept of sample arises from the inability of the researchers to test all the individuals in a given population. Slovene’s formula was proposed by Magigi (2015) to calculate appropriate sample of the study which is optimal. Thus, the Solvene's formula was applied and helped to get the sample as seen below.

$$n \approx \frac{N}{(1 + N (\epsilon)^2)}$$

Where n = Sample size

N = Population

e = Level of precision (5 – 10%)

Then N=262, e=10% n=?

Thus from formula $n \approx \frac{262}{(1 + 262 (10\%)^2)}$ n=72

3.5 Sampling Technique

Sampling refers to the process through which the sample is obtained from a population. Sampling techniques are classified into probability and non-probability (Alvi, 2016).

3.5.1 Probability Sampling

Probability sampling is the sampling procedure of which every member of the population has a non-zero probability of being included in the sample. The probabilities can be allocated to each element of the population objectively (Ibid).

3.5.2 Non Probability Sampling

Non probability sampling is the sampling techniques that do not provide all individuals in the population equal chance of participation, no random selection is made rather the selection is made on the basis of the subjective judgment of the researcher (Ibid). The study employed purposive or judgmental sampling technique to select the respondents. Purposive sampling is a non-probability procedure that contains the conscious selection by the researcher of certain people to include in a study. Respondents are selected because they have certain characteristics that are of interest to the researcher.

The respondents for the target population were Organization program/ project managers, M&E staff or field officers who could offer rich information required in a study. To ensure gender balance both female staff was assured of being included in this study once found in team. Purposive sampling was therefore appropriate in this

study since it entailed on identifying and choosing group of individuals or individuals that were knowledgeable with the phenomena of interest.

3.6 Data Sources

The study employed both primary and secondary data during data collection using qualitative and quantitative methods.

3.6.1 Primary Data

Primary data source are those data which are collected directly from the field for the first time and therefore happen to be original in character (Kothari, 2009). They are normally assumed as the data collected from the information source and which has not undertaken any analysis before. In this case the information's collected from respondents were were termed as our original data.

3.6.2 Secondary Data

The study also was able to obtain secondary data. Secondary data can be defined as the data that have already been gathered by other researchers and also have been conceded through statistical procedures (Kothari, 2009). In this study the researcher obtained secondary data through other research reports, organization reports, and other published and unpublished materials including electronic sources in order to have a wider view on the research problem.

3.7 Data Collection Tools and Techniques

Data gathering is an essential process conducted in any sort of research activity. The study used questionnaire which contained both open and closed end questions to

gather information on qualitative and quantitative data. Open ended questions was very essential to the study as they give a room to respondents to give their opinions on the subject matters while the designed close ended questionnaire wanted respondents to provide their own reactions by choosing suitable answers provided in the list. Before data collection process started, the questionnaire was tested. The final version of the questionnaire was then given to the respondents. On the other hand the investigator used face to face interview to get information needed from village leaders.

3.8 Data analysis Procedures

In data analysis where the researchers was interested on assessing how the effectiveness of Information management systems in monitoring and evaluation systems, availability of monitoring and evaluation experts, effective utilization of monitoring and evaluation findings and stakeholder's participation in monitoring and evaluation influence NGOs project sustainability in Tanzania. Collected quantitative data was coded, tabulated, cleaned, processed and analyzed using statistical package software for the Social Sciences (SPSS) while the qualitative information from open ended questions was transformed to get the familiarization of themes which was then coded in the SPSS. All dependent and independent variable are categorical so the study used logistic regression analysis while the data was presented in frequency tables, percentages, means, averages, correlation and logistic regression analysis

- $\ln \left(\frac{\pi}{1+\pi} \right) = \alpha + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + \epsilon$,

Qualitative data was analyzed based on content analysis were:

X_1 =Effectiveness of Information management systems

X_2 =Effectiveness of monitoring and Evaluation experts

X_3 =Effectiveness of utilization of monitoring and evaluation findings

X_4 = Effectiveness of stakeholder's participation in monitoring and evaluation

Π =probability

3.9 Validity and Reliability of Data

3.9.1 Validity

Validity refers to the degree to which an instrument measures what it intends to measure, Kimberlin (2008). To ensure validity the researcher pretested the questionnaire to determine whether the questions were clearly set and well understood, answerable and acceptable. According to (Nachimias et al, 2007); pilot study was very important to reveal uncertain instructions and ambiguous questions; through this the researcher was able to improve the efficiency of the questionnaire.

3.9.2 Reliability

Reliability refers to the degree to which the data collection methods or analysis procedures result into steady findings (Easterby-Smith et al, 2008). This implies that the measuring procedures produce similar results on the other instances. The reliability of this study was subsequently tested using a α (coefficient of alpha) which is a statistical reliability estimates that is used to measure reliability or internal consistency of the likely scale questions. (Andrew et al, 2011). An alpha above 0.7 is considered as "acceptable" and indicating that the measured results are certainly representative of the hypothesis being measured (Ibid).

3.9.3 Research Ethical Consideration

Ethics refers to the moral beliefs or philosophy and sometimes ways of life, social norms for conduct that differentiates between acceptable and unacceptable behavior (Shah, 2011 and Akaranga et al, 2013). In this study the research ethics were promised to be kept into consideration when developing and administering data collection tools to avoid any harm, destruction and misery. This was done by obtaining informed consent from respondents before the research to ensure confidentiality of data obtained and gained more knowledge about the organization's culture and project before research. In order to protect the rights of the respondents, the purpose and benefits of the study was explained. Furthermore, the researcher seek approval for data collection from relevant NGOs and communities implementing the projects upon receiving an approval letter from Open University of Tanzania.

3.10 Chapter Summary

This chapter discussed the methodological aspects of the research. The chapter is organized in the following way: the research design, population and sampling design, data collection methods, research procedures and data analysis methods. The following chapter concentrates on the research findings.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Chapter Overview

The study assessed the effectiveness of monitoring and evaluation systems used by non-governmental organization on influencing projects sustainability in Tanzania. This was done by measuring the assessment of the effectiveness of using information management systems and its influence in the sustainability of projects, Assessment of the availability of monitoring and Evaluation experts and its influence on sustainability of NGOs projects, Assessment of effective utilization of monitoring and evaluation findings and its influence on NGOs project sustainability and assessment of effectiveness of stakeholder's participation in monitoring and evaluation and its influence on NGOs project sustainability.

4.2 Response Rate

The study aimed at reaching seventh two respondents made up of Program officers, M&E officers and field officers from eighteen non-governmental organizations implementing various developmental projects in Shinyanga Municipal. A total of sixty one interviews were successful. Those who were unsuccessful were attributed to various factors including others travelling to other field sites far away for attending project activities while others being on leave. This makes an 85% questionnaire return rate.

4.3 Demographic Information of the Respondents

The respondents in this study are described in different categories that involved gender, professional and educational level.

4.3.1 Gender of Respondents

During data collection process, the researcher was interested to know number of men and women who have been working in daily monitoring of project activities in the sampled organizations. The respondents were asked to state their gender in the questionnaire and the findings are as summarized in Table 4.1.

Table 4.1: Gender of Respondents

Gender	Frequency	Percent
Male	48	78.7
Female	13	21.3
Total	61	100

Source: researcher, 2019

Majority of the respondents (79%) were men while the 21% were female. In the questionnaire, male was represented by 1 while female was represented by 2. The gender data is closely centered to the mean of 1.21. The mean gender was male. The small standard deviation helps us determine where the values of the distribution are in relation to the mean.

4.3.2 Respondents profession

The respondents were also requested to state their profession and the findings are as summarized in Tables 4.2.

Table 4.2: Respondents' profession

Position	Frequency	Percent
Program Manager	14	23
M&E Officer	14	23
Field Officer	33	54.1
Total	61	100

Source: researcher, 2019

In the questionnaire, program officers were represented by 1, monitoring and evaluation officers were represented by 2 while field officers were represented by 3. 23% of the respondents were program officers, 23% were Monitoring and Evaluation Officers while 54% were field officers working with the 14 NGOs implementing various community based projects in Shinyanga Municipal.

4.3.3 Respondents Level Of Education

The research was also interested on knowing the level of education in the questionnaire and the findings are as summarized in Table 4.3.

Table 4.3: Respondent's level of education

Highest level of education	Frequency	Percent
Certificate	5	8.2
Diploma	15	24.6
Degree	34	55.7
Masters	7	11.5
Total	61	100

Source: researcher, 2019

56% of the respondents possess bachelor degree, 25% have attained various diploma while 16% of the respondents are master degree holder while 8% have only certificates. In the questionnaire, certificate level of education were represented by 1, Diploma level was represented by 2, bachelor degree was represented by 3 while 4 represented a Master degree. The mean education level was therefore a certificate. The small standard deviation shows the datasets had tightly grouped, precise data.

4.3.4 Respondents Experience in Monitoring and Evaluation

The research was also interested to know level of experience of NGO project implementers on monitoring and evaluation domain. Therefore respondents were

asked to state their level of experience in monitoring and evaluation. The results are as summarized in Table 4.4.

Table 4.4: Respondents Experience in Monitoring and Evaluation

Monitoring and Evaluation Experience	Frequency	Percent
Less than 5 years	27	44.3
5 to 10 years	17	27.9
More than 10 years	7	11.5
With no experience	10	16.4
Total	61	100

Source: researcher, 2019

44% of the respondents had less than 5 years of work experience, 28% had 5 to 10 years of work experience and 12% had experience of more than 10 years while 16% reported to have no experience in Monitoring and Evaluation domain.

4.4 Correlation and Regression Analysis of the Results

Through correlation and logistic regression analysis, several results were obtained as presented in table 4.5 below. The results were further applied in the formula for each variable tested and are indicated in their descriptions.

Table 4.5: Correlation and regression analysis

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	-1.121	.297	14.204	1	.000	.326
Variables not in the Equation							
					Score	Df	Sig.
Step 0	Variables	Information management systems			2.317	1	.128
		monitoring and evaluation experts			1.034	1	.309
		utilization of monitoring and evaluation findings			61.000	1	.000
		Stakeholder's participation in monitoring and evaluation activities			3.270	1	.071
	Overall Statistics				61.000	4	.000

Source: researcher, 2019

4.5 Information Management Systems and its Influence on Projects Sustainability

The study was interested to know if the organizations have in of use information management systems on monitoring and evaluating their project activities as well as the frequency that they use the information obtained. The findings are summarized in Table 4.6.

Table 4.6: Use of Information Management Systems among NGOs

Use of M&E systems	Frequency	Percent
Yes	46	75.4
No	15	24.6
Total	61	100

Source: researcher, 2019

Table 4.6 revealed that 46 (75%) of the respondents used both online and offline monitoring and evaluation systems in their monitoring and evaluation activities while 15 (25%) of the respondents claimed to have used neither online nor offline monitoring systems in their daily project activities monitoring and evaluation. In determining quantitatively the grade in which the variables are connected, the correlation between them is shown in Table 4.7.

Table 4.7: Correlation between Information management systems and project sustainability

Correlations			NGOs project sustainability	Information management systems
Spearman's rho	NGOs project sustainability	Correlation Coefficient	1.000	.195
		Sig. (2-tailed)	.	.132

Source: researcher, 2019

There was a positive correlation between having an Information management systems and sustainability of NGOs projects due to 0.195 correlation coefficient obtained between them while on the other hand the logistic regression was used in determining the relationship between effective use of Information management systems and sustainability of NGOs projects.

4.5.1 Parameter Estimates of Logistic Regression between Effectiveness of Information Management Systems and Sustainability of NGOs Projects

Through logistic regression analysis with reference of table 4.5 above, the, the result showed that for every increase of NGO effectiveness information management system, we expect a 0.758 increase in sustainability of projects holding other variables constant as seen in the calculation below:

Effective information management systems in monitoring and evaluation activities
 0 = not effective of information management systems in monitoring and evaluation activities and 1=Effective information management systems

$$\pi (\text{Effectiveness of information management systems}) = \frac{e^{-1.121+2.317}}{1+e^{-1.121+2.317}}$$

$$\pi (\text{Effectiveness of information management systems})=0.758$$

4.6 Utilization of Monitoring and Evaluation Findings and its Influence on NGO's Project Sustainability

Another area of interest for this research was to understand from the interviewees whether their monitoring and evaluation system enables them to effectively utilize their monitoring and evaluation findings and the frequency that they use the findings. The findings are summarized in Table 4.8 and 4.9.

Table 4.8: Utilization of M&E findings

Utilization of M&E findings	Frequency	Percent
Yes	46	75.4
No	15	24.6
Total	61	100

Source: researcher, 2019

75% of the organizations claimed to have been benefited from using monitoring and evaluation systems on utilizing monitoring and evaluation findings while 25% did not get any use of the monitoring and evaluation to utilize findings.

Table 4.9: Frequency use of M&E findings

Use of M&E findings	Frequency	Percent
Implementation of Projects	4	6.6
Donor Reporting	8	13.1
Continual Improvement	30	49.2
Sharing with local community	4	6.6
Not in use	15	24.6
Total	61	100.0

Source: researcher, 2019

Correlation analysis was used to determine the degree of relationship between utilization of M&E findings and sustainability of NGOs project as indicated in table 4.10

Table 4.10: Correlation between Effective Utilization Of M&E Findings And Sustainability of NGO projects

Correlations			
		Sustainability of NGOs project	Utilization M&E findings
Spearman's rho	Sustainability of NGOs project	Correlation Coefficient	1.000
		Sig. (2-tailed)	.738**
			.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: researcher, 2019

The study found that there was a slight positive correlation between utilization of monitoring and evaluation findings on sustainability of NGO's projects due to 0.738 correlation coefficient obtained between them.

4.6.1 Parameter Estimates of Logistic Regression between Utilization of Monitoring and Evaluation Findings and Sustainability of NGO Projects

Through logistic regression analysis with reference of table 4.6.4 above, the results indicated that for every increase in utilization of monitoring and evaluation findings in the organization, 1 increase in project sustainability is expected holding other variables constant but not statistically significant from p value result which is 0.000 means we do not reject the null hypothesis.

Effective utilization of monitoring and evaluation findings

0 =Not effective utilization of monitoring and evaluation findings

1= Effective utilization of monitoring and evaluation findings

$$\pi(\text{Effective utilization of monitoring and evaluation findings}) = \frac{e^{-1.121+61}}{1+e^{-1.121+61}}$$

$$\pi(\text{Effective utilization of monitoring and evaluation findings})=1$$

4.7 Availability of Monitoring and Evaluation Experts on Projects Sustainability

The researcher was interested to know how the availability of competent M&E experts among non-governmental organizations influences projects sustainability in Shinyanga Municipal. In the study, professionals of interviewee were asked as well as the period having worked in area of monitoring and evaluating projects as noted in Table 4.5.

The correlation between availability of monitoring and evaluation experts and sustainability of non-governmental organizations projects is presented in Table 4.11.

Table 4.11: Correlation between Effectiveness of Monitoring and Evaluation Experts and Sustainability of NGO Projects

Correlations			
		Sustainability of NGOs project	Effectiveness of monitoring and evaluation experts
Spearman's rho Sustainability of NGOs project	Correlation Coefficient	1.000	-.130
	Sig. (2-tailed)	.	.317

Source: researcher, 2019

The study found that there was a negative correlation between availability of experienced monitoring and evaluation experts with project sustainability due to - 0.130 correlation coefficient between them. In order to determine the measure of the degree of the relationship between experienced having monitoring and evaluation experts with project sustainability, a regression of the two variables was used.

4.7.1 Parameter Estimates Of Regression Between Experienced Monitoring And Evaluation Experts and Sustainability of NGO Projects

Through logistic regression analysis with reference of table 4.5 above, results revealed that for every increase of monitoring and evaluation experts, 0.478 decrease of project sustainability was observed holding all other variables constant as obtained through the analysis below.

Availability of monitoring and Evaluation

0 = Not effective monitoring and Evaluation experts

1=Not effective monitoring and Evaluation experts

$$\pi(\text{Effectiveness of monitoring and Evaluation experts}) = \frac{e^{-1.121+1.034}}{1+e^{-1.121+1.034}}$$

$$\pi(\text{Effectiveness of monitoring and Evaluation experts}) = 0.478$$

4.8 Stakeholder's Participation in Monitoring and Evaluation Activities and its Influence on NGO's Project Sustainability

The interviewees were asked whether their monitoring and evaluation system enables them to involve stakeholders during monitoring and evaluation of project activities. The results are summarized in Table 4.12

Table 4.12: Stakeholders Involvement in monitoring and evaluation activities

Stakeholders involvement	Frequency	Percent
Yes	47	77
No	14	23
Total	61	100

Source: researcher, 2019

77% of the respondents argued to monitoring and evaluation systems that involve stakeholders to participate in monitoring and evaluating their project interventions while 23% of the respondents argued that their organization monitoring and evaluation doesn't have that room of participating stakeholders in monitoring and evaluation as indicated in Table 4.13.

Table 4.13: Stakeholders Most Involved Phase in M&E

Stakeholders most involved phase in M&E	Frequency	Percent
In both Monitoring and Evaluation phase	20	32.8
Only in monitoring phase	22	36.1
Only in Evaluation phase	5	8.2
N/A	14	23.0
Total	61	100.0

Source: researcher, 2019

36% of the stakeholders are involved in monitoring phase, 8% are involved in evaluation phase while 33% are believed to be involved in both monitoring and evaluation while 23% of the organizations doesn't involve stakeholders in any phase of monitoring and evaluation. Stakeholder's involvement in monitoring and evaluation was seen as a major catalyst in influencing mostly community empowerment, project acceptability, creating a sense of ownership, accountability leading to projects sustainability as indicated in Table 4.14.

Table 4.14: Correlation between Stakeholder's Participation in Monitoring and Evaluation and Sustainability of NGO projects

Correlations				
			Sustainability of NGOs project	Stakeholder's participation in monitoring and evaluation
Spearman's rho	Sustainability of the NGOs project	Correlation Coefficient	1.000	.232
		Sig. (2-tailed)	.	.073

Source: researcher, 2019

The study found that there was a positive correlation between effective stakeholder's participation in monitoring and evaluation with NGOs project sustainability due to 0.232 correlation coefficient obtained between them.

4.8.1 Parameter Estimates of Regression between Stakeholder's Participation in Monitoring and Evaluation and Sustainability of NGOs Projects

In measuring the degree of the relationship between two variables through logistic regression with reference to table 4.6.4 above the results revealed that for every increase of involvement of stakeholders in monitoring and evaluation activities, 0.8955 increase of project sustainability was observed holding all other variables constant as obtained through the calculation below.

Effective Stakeholder's participation in monitoring and evaluation

0 = No Stakeholder's participation in monitoring and evaluation

1=Stakeholder's participation in monitoring and evaluation

$$\pi(\text{Stakeholder's participation in monitoring and evaluation}) = \frac{e^{-1.121+3.27}}{1+e^{-1.121+3.27}}$$

$$\pi(\text{Stakeholder's participation in monitoring and evaluation}) = 0.8955$$

4.9 Chapter Summary

Chapter four of this study has detailed the collection, editing and analysis of data. The results were analyzed thematically under the four major variables of indicators, Information systems, monitoring and evaluation experts, utilization of monitoring and evaluation findings and stakeholder's participation. The data in this study was collected by using questionnaires and analyzed through SPSS software through correlation and regression analysis. Qualitative data was also analyzed based on its content analysis.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Chapter overview

Chapter five of this paper details the summary of the research, discussions, conclusions and offers recommendations that have been brought forth by this study. In addition the study suggests areas of further research.

5.2 Summary of the Findings

The study aimed at assessing the effectiveness of monitoring and evaluation systems deployed by non-governmental organization on enhancing sustainability of their implemented projects in Tanzania. This was enhanced by measuring the effectiveness of information management systems, checking the effectiveness of the availability of monitoring and evaluation experts, NGOs utilization of monitoring and evaluation findings as well as assessment of stakeholder's engagement in monitoring and evaluation activities and check how they both influence non-governmental organizations project sustainability.

The respondents for this study were organization program officers, M&E officers or field officers from 18 non-governmental organizations implementing various development projects in Shinyanga Municipal. The program officers interviewed were 14(23%), monitoring and evaluation officers were 14(23%) while field officers were 33(54%). 48 (79%) of the interviewee were male while 13(21 %) were female. A maximum of 20(33%) of the respondents declared to own certificates and diploma while 41(67%) possess bachelor degree and master degree. 43(64%) of the respondents had monitoring and evaluation experience of between 0 and 5 years,

19(28%) had work experience of 6 to 10 years while 5(7%) have more than 10 years of working experience in monitoring and evaluation.

The study revealed that there is a positive correlation between having an effective information management systems and sustainability of projects implemented by non-governmental organizations in Tanzania. This was evidenced by 0.195 correlation coefficient obtained between them. In the regression analysis, the result proved that for every unit increase in the effectiveness use of information management system, we expected a 0.758 increase in sustaining projects implemented by non-governmental organizations in Tanzania while other variables being hold constant.

On the other hand, the study revealed a presence of negative correlation between availability of experienced monitoring and evaluation experts with project sustainability. The study found -0.130 correlation coefficient obtained between them. Through regression analysis, results showed that for every unit increase of an experienced monitoring and evaluation experts in the organization, we expect a 0.478 decrease in sustainability of NGOs projects holding all other variables constant. It was also discovered in this study that there is a slight positive correlation on utilization of monitoring and evaluation findings and sustainability of projects implemented by NGOs. This was evidenced by 0.738 correlation coefficient obtained between them. In the regression analysis, the results showed that for every unit increase in utilization of monitoring and evaluation findings, an increase in project sustainability is expected while other variables being holding constant but not statistically significant from p value result which is 0.000 means we do not reject the null hypothesis.

Furthermore, the study established a positive correlation on the effectiveness of stakeholder's participation in monitoring and evaluation activities and organizations project sustainability in the communities. It was evidenced by 0.232 correlation coefficient obtained between them. Through regression analysis, results exposed that for every unit addition of effective stakeholder's participation 0.8955 increase on sustainability of projects is expected holding all other variables constant.

5.3 Discussion on findings

The study made the following discussion on variable findings.

5.3.1 Information Management and its Influence on NGOs Projects Sustainability

Most of the sampled NGOs in Shinyanga Municipal had information systems. However, there is a necessity for non-governmental organizations to develop very comprehensive and effective information management systems within their organizations. Program officers working in several non-governmental organizations in Shinyanga have been receiving essential training in monitoring and evaluation either being formally or other forms of training.

5.3.2 Utilization of Monitoring and Evaluation Findings and its Influence on NGO's Project Sustainability

Most of the sampled organization claimed to have effectively utilized monitoring and evaluation findings for their further project activities improvement. The study evidenced that utilization of monitoring and evaluation findings obtained through effective information management systems among NGOs have positive influence on

sustainability of projects. Regression analysis revealed that for every increase in utilization of monitoring and evaluation findings in project implementation and decision making could increase project sustainability of projects holding other variables constant. On the other hand, study have evidenced that most of the projects are being implemented without considering baseline study reports. It was also found that most of the organizations don't consider baseline studies as important when implementing their project activities. This is very dangerous on making projects sustainable as they will end up running projects without benchmarks.

5.3.3 Monitoring and Evaluation Experts on NGOs Projects Sustainability

Although the study had shown little contribution of having monitoring and evaluation experts towards project sustainability but the domain have evidenced that having M&E experts working in different NGOs also could have additional value towards having expected output and outcome and thus realizing achievable impacts. Moreover, it was realized that most of the field staff are not much trained on how to measure expected project outputs and outcomes. That could hinder or delay projects achievements in one way or another as they are seen to be the direct project implementers leading to having short term project activities continuity after phasing out.

On the other hand it wasn't easy to find either of the interviewee staff who had attained M&E formal education rather most of them had been trained on general project management aspects and other on service training. This was also seen as a challenge from the researcher perspectives as had no any additional value to

sustainability of NGOs projects other variables constant being hold constant.

5.3.4 Stakeholder's Participation in Monitoring and Evaluation Activities and its Influence on NGOs Project Sustainability

Most of the sampled organizations revealed that there has been a high level of stakeholders' participations in monitoring and evaluating their project activities. This was also revealed by the regression which exposed that for every unit increase of effective stakeholder's participation there was an increase in sustainability of projects holding all other variables constant. Most of the village leaders and government officials interviewed also argued that they have been involved in most of the project phases by NGOs implementing developmental projects in the villages and wards.

5.4 Conclusion

The study made the following conclusions.

5.4.1 Information Management systems and its Influence on NGOs Projects Sustainability

From the study, it can be concluded that NGOs had developed information management systems which are capable of identify any limitations, biases, and threats to the sustainability of projects or even programs. NGOs information management systems will only be important if they are capable of generating both internal and external assessments reports, data collection and analysis tools including systems that accommodate friendly procedures, people, skills, and equipment.

5.4.2 Utilization of Monitoring and Evaluation Findings and its Influence on NGOs Project Sustainability

The study concludes that monitoring and evaluation findings are very essential for project sustainability's in NGOs. This means that M&E reports, project annual reports and baselines studies should be developed used frequently during the whole process of project implementation and evaluating the interventions, planning for future projects as well as reporting to policy makers. Hence monitoring and evaluation findings are key to successful projects sustainability's.

5.4.3 NGOs Monitoring and Evaluation Experts on NGOs Projects Sustainability

The study concludes that, Although the study had shown little contribution of having monitoring and evaluation experts towards project sustainability but the domain have evidenced that having M&E experts working in different NGOs also could have additional value towards having expected output and outcome and thus realizing achievable impacts. It is also concludes that NGOs should make sure they provide additional M&E trainings mostly to their field teams as the study have revealed that it is a likely team that can bring sustainable projects implementation in the projects they are running.

5.4.4 Stakeholder's Participation in Monitoring and Evaluation Activities and its Influence on NGOs Project Sustainability

The study concludes that, when stakeholders are involved in projects monitoring and evaluation process it results to a positive influence on project sustainability.

Participation in needs analysis, proposing solutions and project identification leads to projects being completed within time, within budget and having projects that are sustainable. It does this by creating a sense of ownership and increasing project acceptability which have an impact on the long term projects interventions stay in the impacted areas. It concludes that stakeholders are able to hold implementers accountable thereby contributing to efficiency in terms of time, cost and assuring project sustainability

5.5 Recommendations of the Study

Based on the outcomes of this study and the conclusion made, the study is hereby making the following endorsements:

5.5.1 Information Management systems and its Influence on NGOs Projects

Sustainability

Even though, most of the sampled NGOs in Shinyanga Municipal had information systems, still there is a necessity for non-governmental organizations to develop very comprehensive, effective and soft catted information management systems such as online data bases within their organizations.

5.5.2 Utilization of Monitoring and Evaluation Findings and its Influence on NGO's Project Sustainability

Secondly, the researcher also recommends that Non-governmental organizations in Tanzania should consider having initial studies conducted in participatory manner with project beneficiaries and use baseline study reports and other reports including monitoring and evaluation reports as bench marks during project implementation,

monitoring and project evaluation process as well.

5.5.3 Monitoring and Evaluation Experts on NGOs Projects Sustainability

The third recommendation is that, all non-governmental organizations running development projects in Tanzania should ensure they employ at least some staff with expertise in M&E domain or offer other project staff team with necessary fresh in service training on monitoring and evaluation spheres including result based monitoring and evaluation systems as well as developing M&E units in their organizations with full support on necessary resources needed for smooth tracking of project indicators before reaching targeted objectives for projects sustainability's.

5.5.4 Stakeholder's Participation in Monitoring and Evaluation Activities and its Influence on NGOs Project Sustainability

Non-governmental organizations should ensure that there is adequate involvement of all stakeholders in cycles of project management especially during monitoring and evaluation phases as it is has been clear found that stakeholders participation influences sustainability of most of the developmental interventions. Participation should not just be in isolated episodes but throughout the project cycle. This is because each stakeholder has a role they play in the different phases. Donors and other implementing agencies ought to make their procedures flexible in order to accommodate input from other project stakeholders.

5.6 Suggestions for Further Research

The researcher recommends to other researchers to investigate how the effectiveness of NGOs monitoring and evaluation systems influences other project indicators apart

from sustainability including project performance. In addition, the researcher recommends a proportional study of level of community participation between NGO funded and government funded projects. The study also recommends an investigation into other factors influencing project stakeholders other than monitoring and evaluation systems.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE 1

(FOR PROGRAM MANAGERS, M&E PERSONNEL OR FIELD OFFICERS)

Dear respondent,

Please be informed that this task is aimed at collecting data for a student called **Peter Matyoko** who is writing his dissertation in partial fulfillment of the requirements for the degree of a Masters of Monitoring and Evaluation at Open University of Tanzania. Thus, the purpose of this questionnaire is to collect data on same for the study entitled *“Assessment of the Effectiveness of M&E Systems for NGOs Projects Sustainability in Tanzania; A case of NGO’s in Shinyanga Municipal.”*

Be assured that, any information provided will be used only for the purpose of this study and be confidentially treated. I believe that you will provide the right and correct answer as per your knowledge.

Thank you

SECTION 1: PERSONAL INFORMATION

1. Please indicate your Gender
 - a) Male
 - b) Female ()
2. What is your level of education (please indicate the highest)
 - a) Certificate
 - b) Diploma

- c) Degree ()
 - d) Masters
 - e) Other (mention)
3. What is your current position in the organization?
- a) Program Manager/Officer
 - b) Monitoring & Evaluation Officer ()
 - c) Field Officer
4. For how many years have you worked for the organization?
- a) Less than 5 years
 - b) 5 to 10 years ()
 - c) More than 10 years

**SECTION 2: INFORMATION MANAGEMENT SYSTEM ON NGOs
PROJECTS SUSTAINABILITY**

5. Does the Organization have a Monitoring & Evaluation System in place?
- a) Yes ()
 - b) No
6. If Yes, Is the Organization Monitoring and Evaluation System computerized?
- a) Yes ()
 - b) No
7. Does the Organization have an effective data collection tools and techniques for monitoring and evaluating your project activities?
- a) Yes ()
 - b) No
8. Please tick next to the appropriate column in the table below

Statement	Strongly Agree	Agree	Not sure	Strongly Agree	Agree
Effective use of monitoring and evaluation system influence project quality/output for sustainability					
Effective monitoring and evaluation improve Project Information Accessibility by all stakeholders					
Effective monitoring and evaluation Systems improve project timelines and sustainability					

9. Please tick next to the appropriate column in the table below;

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree
Organization M&E system improves Project Activities					
Organization M&E systems meet the information needs of Organization Staff					
Organization M&E system is accessible to all the staff of the organization					
Organization M&E systems gives feedback to all staff and stakeholders after measurement of project activities					

SECTION 3: AVAILABILITY OF MONITORING AND EVALUATION EXPERTS ON NGOs PROJECTS SUSTAINABILITY

10. Do you have monitoring and evaluation personnel?

a) Yes ()

b) No

11. If yes for how many years have him/she worked in a monitoring and evaluation capacity?

a) Less than 5 years

b) 5 to 10 years ()

c) More than 10 years

d) N/A

12. If yes, what monitoring and evaluation training does he/she possess?

a) Formal training

b) In-service training

c) Formal and in-service trainings ()

d) Other (specify) _____

13. Who is frequently doing monitoring and evaluation of your project activities

a) M&E Expert

b) Non M&E Experts

c) Hired M&E Experts ()

d) Donor experts

e) N/A

SECTION 4: EFFECTIVE UTILIZATION OF MONITORING AND EVALUATION FINDINGS ON NGOs PROJECT SUSTAINABILITY

14. Does your M&E system enable you to utilize M&E findings of your projects?

a) Yes ()

b) No

15. If yes, what do you do with the findings?

a) Implementation of Projects

b) Donor Reporting ()

c) Continual Improvement

d) Sharing with local community

16. How often do you utilize monitoring & evaluation findings from your M&E systems?

- a) Always
- b) Frequently
- c) Occasionally

17. Does your organization conduct baseline surveys for the projects?

- a) Yes ()
- b) No

18. If No, which data do you rely on before starting a project?

19. If yes, when do you conduct baseline surveys?

- a) Before project implementation
- b) During project implementation ()
- c) After project implementation
- d) Before and after project implementation

20. Please tick next to the appropriate column in the table below.

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree
Utilizing monitoring and evaluation improves the quality of project information					
Monitoring and evaluation findings affects executive decision making					
Monitoring and evaluation findings affects quality of project information					

SECTION 5: STAKEHOLDER'S PARTICIPATION IN MONITORING AND EVALUATION ON NGOs PROJECT SUSTAINABILITY

21. Do you involve local partners in monitoring and evaluating your project activities?

a) Yes ()

b) No

22. If Yes, at which M& E phase does your organization involve local communities most

a) In both Monitoring and Evaluation phase

b) Only in monitoring phase ()

c) Only in Evaluation phase

d) N/A

23. Does your Organization allocate budget for your partners to support projects supervisions?

a) Yes ()

b) No

24. Please tick next to the appropriate column in the table below.

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Agree
Involvement of stakeholders in M&E Increases projects acceptability by community					
Involvement of stakeholders in M&E creates a sense of ownership of the project by community					
Involvement of stakeholders in M&E contributes to community empowerment					
Involvement of stakeholders in M&E reduces conflicts among stakeholders					

Involvement of stakeholders in M&E leads to project timely completion					
Involvement of stakeholders in M&E leads to less costs involvement					
Involvement of stakeholders in M&E leads to projects sustainability in the community					

25. Please tick next to the appropriate column in the table below.

Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Agree
Effective participation of stakeholders in projects M&E is hindered by rigidity of organization policies					
Effective participation of stakeholders in projects M&E is hindered complexity of projects M&E systems used by Organizations					
Effective participation of stakeholders in M&E is hindered by low level of project knowledge among partners					
Effective participation of stakeholders in projects M&E is hindered by Lack of enough budget					

APPENDIX II: INTERVIEW GUIDE

(FOR NGO BASED PROJECT PARTNERS-GOVERNMENT OFFICIALS)

STAKEHOLDERS PARTICIPATION IN PROJECT M&E

Dear respondent,

Please be informed that this task is aimed at collecting data for a student called **Peter Matyoko** who is writing his dissertation in partial fulfillment of the requirements for the degree of a Masters of Monitoring and Evaluation at Open University of Tanzania. Thus, the purpose of this questionnaire is to collect data on same for the study entitled *“Assessment of the Effectiveness of M&E Systems for NGOs Projects Sustainability in Tanzania; A case of NGO’s in Shinyanga Municipal.”*

Be assured that, any information provided will be used only for the purpose of this study and be confidentially treated. I believe that you will provide the right and correct answer as per your knowledge. **Thanks....**

1. For how long have you worked in Shinyanga Municipal?
2. How many projects implemented by NGO’s in Shinyanga Municipal phased out since your existence?
3. How many of the projects which phased out still exist to date in the implemented areas?
4. Have you ever or your community been involved in projects implemented by NGO’s in your area?
5. Which phase of the project cycle do most of the NGO’s in your area involve the Government/ local community in its implementation
6. Are you satisfied with the level of participation in implementing projects in your area by various Organizations?.....

7. Do you think your participation in the NGO's project planning and supervision has an influence in the following proficiency? Tick [√] where applicable 1= Strongly agree, 2= Agree, 3= Neutral, 4= Disagree, 5= Strongly Disagree

S/n	Area of Proficiency	1	2	3	4	5
i.	Increased projects acceptability by community					
ii.	Created a sense of ownership of the project by community					
iii.	Enables community to hold project leadership accountable					
iv.	Contributed to community empowerment					
v.	Reduced conflicts among stakeholders					
vi.	Lead to project timely completion					
vii.	Lead to less costs involvement					
viii.	Lead to projects sustainability in the community					

8. Do you think your participation in planning and supervision of projects implemented by NGO's in your area could be difficult due to the following

challenges? Tick [√] where applicable 1= strongly agree, 2= Agree, 3= Neutral,
4= Disagree, 5= Strongly Disagree

S/n	Barriers	1	2	3	4	5
i.	Rigid of Organization policies					
ii.	Complication of M&E systems used by Organizations					
iii.	Low level of Involvement by NGO's					
iv.	Lack or resources. i.e. No allocated budget					

THANK YOU FOR YOUR CO-OPERATION