FACTORS INFLUENCING THE SUCCESS OF MONITORING AND EVALUATION SYSTEMS FOR LOCAL NGO's: A CASE OF PACT IN MWANANYAMALA WARD AT DAR ES SALAAM

FLORA MERO

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

2019

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by Open University of Tanzania a dissertation entitled; Assessment of Factors Influencing the Success of Monitoring and Evaluation Systems for Local NGO's in Mwananyamala Ward: The Case of PACT Tanzania" in partial fulfilment of the requirements for the award of Degree of Masters of Arts in Monitoring and Evaluation.

…………………………………..

Dr. Felician Mutasa (PhD)

Supervisor

………………………………..

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or The Open University of Tanzania in that behalf.

DECLARATION

I, Flora Mero, do hereby declare that this dissertation is my own original work and that it has not been presented and was not be presented to any other institution for a similar or any other academic award.

………………………………………

Signature

…………………………………..

Date

DEDICATION

I dedicate this work to my beloved uncle Ezra Mziray and aunt Happiness Macha Mziray for their encouragement and tireless efforts to shape me into who I am today. May God bless them. I also dedicate this work to my beloved mother the late Ms. Valentine Moshi.

ACKNOWLEDGEMENT

First of all, I would like to thank God the Almighty for the life and strength which enabled me to sail successfully during the entire pursuit of my master's degree. It's my sincerely appreciation to my supervisor Dr. Felician Mutasa for his advice and support since the proposal writing to the completion of my dissertation.

I also extend my gratitude to The Open University of Tanzania for giving me an opportunity to pursue this course. I thank all my classmates who in one way or another made this study possible.

ABSTRACT

This study focused on assessment of the factors influencing the success of monitoring and evaluation systems for local NGOs in Mwananyamala ward. The study contains three specific objectives which are; to examine the role of local NGOs management in influencing M&E system within Mwananyamala ward, identify best practices that could contribute in improving M&E system of local NGOs within Mwananyamala ward, and to determine opportunities for organization management to establish and institutionalize effective M&E system of local NGOs. The study employed descriptive research design to allow for description of factors influencing the success of M&E Systems for local NGOs in Mwananyamala Ward. Open and close-ended questionnaires were used to draw information. The study found that NGO under study has M&E system in place though there are few staffs still unaware of the system. The study also revealed that the organization has very skilled M&E official where the majority have Master's degree. Nevertheless, this study discovered that NGO should digitalize data collection methods, train more skilled personnel, allocate more resources for M&E activities, work more on logical framework, utilization and management of the information. The study recommends that incorporation of ICT into the NGO sector in order to ensure the improvement of the M&E systems. Establishment of NGOs Coordination Board to work with the NGOs in developing a database of M&E systems information across the sector. NGOs should guarantee that there is adequate early participatory planning for project M&E activities and involvement of all stakeholders in development and implementation of the M&E system.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

AfrEA   African Evaluation Association

AIDS   Acquired Immunodeficiency Syndrome

Art   Article

AWOL   Absent Without Leave

CBO   Community Based Organization

FBO   Faith Based Organizations

HIV   Human Immunodeficiency Virus

M&E   Monitoring and Evaluation

NGO   Non-Government Organization

OECD   Organization for Economic Co-operation and Development

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The principal aim of this study was to assess factors which influencing the success of Monitoring and Evaluation System for Local NGO's in terms of their development and institutionalization. Other factors may also be affecting M&E system for local organizations but specifically this study focused on the assess factors which influencing the success of Monitoring and Evaluation System for Local NGO's and also came up with input that helped local non-governmental organizations management in designing and implementing M&E system.

1.2 Background of the Problem

Evaluation of different social programs including international development programs started to emerge as a distinct field in the late 1960's although it started to be practiced in early 1970's and mid 1980's (Bartle, 2007). This came about due to various practitioners working in variety of disciplines in social-economic and political dimensions, using techniques obtained from a wide range of disciplines, began to interact each other (Carlazzoli, 2013). Many of the trends in evaluation practices that are working today evolve from the changes in the evaluation practices that took place in the mid 1980's (USAID, 2002).

Ndomo (2015) explained that "as requirements for funds grow and the emphasis on management practice and demonstrable results increases, NGO's have been forced to demonstrate their impact through development of comprehensive monitoring and

evaluation systems. Besides the donors, the project beneficiaries and host governments in Africa are also putting pressure on the NGOs and other members of the civil society to show the impact of their work and relevance (Chaplowe, 2008).

Despite financial and technical support local NGOs get from donors, M&E system has remained poor. This might have been influenced by such factors as lack of shared meanings of M&E, reflective practice competencies challenges, lack of adequate and skilled personnel in M&E, absence of a learning culture, monitoring and evaluation being "donor driven, inadequate attention to M&E during program/project design, lack of participation of stakeholders in the development of M&E systems, lack of contextualizing M&E systems (Ndomo, 2015). The organization management has the mandate to execute the control systems and implement any corrective measures for adaptation regarding necessary modifications as a result of amendments (Chaplowe, 2008).

Furthermore, the management has authority in setting up principles of organization behavior; oversee financial flows, purchases, fund raising and budget control; control and manage selection, engagement, training and orientation of different personnel and more importantly to guide the direction of the organization as per its set up (AVSI, 2001, p. 72). For this reason, however, in no way developing and implementing of M&E system in an organization can be excluded from management roles as this study intends to investigate (AVSI, 2001, p. 72). For monitoring and evaluation to function effectively in a project or program, it requires the implementing organization or ministry to have well developed and functioning M&E system. For international organizations and government ministries or sectors it

becomes more implementable and viable compared to local organization since the former ones have access to highly trained and expert M&E consultants (World Bank, 2010).

1.3 Statement of the Problem

For many years various efforts have been made to strengthen M&E systems of local NGOs to positively impact their long-term sustainability but very little achievements have been realized (Ndomo, 2015). This is largely attributed to weak monitoring and evaluation systems to guide the practice at the organizational level though a number of local NGOs have made attempts to institutionalize M&E practice. Liket et al (2014) noted that institutionalization of M&E by nonprofits organizations is a result of great pressure by funders who have an aim of demonstrating that programs work or otherwise.

AfrEA (2006); OECD (2003) and Phillips and Porter (2012) also recognize the nature of M&E practice in Africa as donor-driven as such, M&E components are outlined in projects/programs and government plans, but in most cases, they are neither operationalized, nor is M&E appreciated as a useful tool in development practice (Karani, 2014). This implies that many local NGOs in Tanzania are also experiencing limited capacity to develop and implement M&E system (World Bank, 2010). Not only is it for donor requirement but also for improved internal capacity of local organization in terms of effective data collection, clear definition of project tasks, project efficiency as well as information sharing and reporting systems (World Bank, 2010). In particular, a M&E system helps to determine if the project or program is on track, on time and on-target so as to ensure that the funds are used as

intended according to the budget, the project/program is implemented as planned and supported learning as well as whether the intervention made a difference according to the intended goal (World Bank, 2010). M&E system makes it possible for the program or policy design and implementation to be based on scientific evidence of what works and what does not (World Bank, 2010).

Carvil and Sohail (2007) maintain that M&E system has to be in place as an M&E system supplements and supports project and organizational performance by means of relevant information and learning. However, Khan (2003) noted that "M&E system and the process through which foundation of an effective M&E system could be laid in development sector organizations; its main focus is on management rather than technical issues affordability and capacity; hence the importance to assess factors which influencing the success of Monitoring System for Local NGO's based in Kinondoni District by taking of Mwananyamala ward as a case study was used. This provided information for the study to be able to assess factors which influencing the success of Monitoring System for Local NGO's, to identify best practices for improvement of M&E system. Also, to determine opportunities for local NGOs management to establish and institutionalize M&E system in terms of M&E system influence by their respective organization management (Carlazzoli, 2013).

1.4 Research Objectives

1.4.1 General Objective

The general objective of this study was to assess factors which influencing the success of Monitoring an Evaluation System for Local NGO's based in Kinondoni

District by taking of Mwananyamala ward as a case study.

1.4.2 Specific Objectives

i. To examine the role of local NGOs management in influencing M&E system within Mwananyamala ward.

ii. To identify best practices that could contribute in improving M&E system of local NGOs within Mwananyamala ward.

iii. To determine opportunities for organization management to establish and institutionalize effective M&E system of local NGOs.

1.5 Research Questions

1.5.1 General Question

What are factors which influencing the success of Monitoring and Evaluation System for Local NGO's based in Kinondoni District.

1.5.2 Specific Questions

i. What are the roles of local NGOs management in influencing M&E system within Mwananyamala ward?

ii. Which practices may contribute in improving M&E system of local NGOs within Mwananyamala ward?

iii. What opportunities organization management can use to develop and institutionalize effective M&E system of local NGOs within Mwananyamala ward?

1.6 Scope of the Study

The study was conducted in Kinondoni District in Dar es Salaam Region; it was involved those local NGOs within Mwananyamala Ward which were locally operating NGOs. During the study, interviews was conducted to the Executive Director, Manager as well as Program or Project Officers and Board members in order to determine the factors influencing the success of M & E Systems for local NGOs in Kinondoni Municipal by taking the case of Mwananyamala Ward.

1.7 Significance of the Study

The study will be significant to the policy makers-especially in the Ministry of Social Development, Gender, Elderly and Children in Tanzania. Additionally, to other researchers, the study will be useful since it will add knowledge to other researchers intending to study about Success of Monitoring and Evaluation Systems for Local NGO's. To Local NGO's the present research will build an understanding of the challenges and prospects of Local NGO's in regard to financial. This will provide them with a high range choices, opportunities and knowledge of the challenges that are being faced by Local NGO'S, especially the CBO's and National NGO's.

The current study will provide a way forward on how Local NGO's should able to adapt themselves across changes in Tanzania and Monitoring and Evaluation Systems in this era of competitive economy. Furthermore, the study germinates a clear view for researchers in the future to have a background for them to extend towards new frontiers of the study for the future-best of Local NGO's growth and

operations. Critical policy issues will benefit the current and future government and policy makers in understanding the challenges and needed solution for Local NGO's to serve socio-economic issues.

1.8 Limitation of the Study

Due to the nature of the study, most of respondents such as executive directors, managers, and board members were not easily available due to their daily responsibilities. Furthermore, due to current business environment in Tanzania respondents were not comfortable to provide information on spot on how M&E systems for local NGOs succeed.

1.9 Organization of the Study

This dissertation organized in five chapters. Chapter one provided the introduction, background of the study, research objectives and research questions; while chapter two covered detailed literature review and definitions of key concepts as well as theoretical and empirical literature. Chapter three described research design, sampling techniques as well as data collection and analysis methods. Chapter four carried study findings according to research objectives and research questions, and chapter five was for conclusion drowned and bringing recommendations as a way forward for implementation to local NGOs in Tanzania.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provided the definition of key terms and concepts used in the project proposal in order to bring clear understanding to the reader. Terminologies like local NGOs, monitoring, evaluation, M&E system, organization management and concepts about developing M&E system and institutionalizing M&E system were elaborated in this part. Literature review (both theoretical and empirical) was also being part of this chapter in order to bring a clear picture of M&E system of local NGOs, M&E policy and conceptual framework of the interrelationship between organization management and M&E system development and institutionalization.

2.2 Definitions of Key Concepts

2.2.1 Local NGOs

According to Professor Peter Willets (2005), local NGOs refer to those NGOs that are grassroots organizations serving community-based demands. The term is used to cover organizations that only operate at the local level or may also include local branches of national organizations. However, he adds that some local NGOs may gain national NGOs consultative status depending on the level and scope of their operations while international NGOs also acquire the status of local NGOs when they are localized somewhere to implement some interventions of local communities at grassroots level.

Muzinda (2007) further added that local NGOs are Organizations founded and run by members of civil society within communities outside government to undertake

social services, community development, assist communities fight pressing community problems like HIV/AIDS but are not motivated by profit. Local, in this context, implies that they have their headquarters and operations in the country as opposed to the international NGOs whose policies and systems are from their headquarters based outside the country. Local NGOs included national NGOs operating on national scale or more than one district, Community Based Organizations (CBOs) operating in only one district and Faith Based Organizations (FBOs) that were founded on religion and are attached to the founding religious body.

2.2.2 Monitoring and Evaluation System

Bartle, (2007) emphasize that, monitoring and evaluation should be done at all levels of the project. International Finance Corporation, (2006) also sees monitoring and evaluation to be the part of design of programs because, it ensures systematic reporting; the process communicates results and shows accountability. "It measures efficiency and effectiveness, ensures effective allocation of resources, promotes continuous learning and improvement and provides information for improved decision making" (IFC, 2006).

Evaluation is done with the objective of keeping track of programme activities and documenting the nature of delivery. It measures the routine of operations which also help in making corrective measure during the course of the programme. Evaluation also helps in the future planning of activities as far as resources are concerned. It ensures that activities are still on track in that everything goes according to plan. Evaluation also helps in the project efficiency because there will be organization

among programme machinery. Finally, evaluation will help in the accountability and decision making for future and current projects (http://www.evaluationwiki.org).

2.3 Theoretical Literature

This study combined major two theories including ''Participatory theory'' and the ''Theory of Change''.

2.3.1 The Participatory Theory

Participation theory has been defined by different scholar in the light of Project and program development. Jennings (2000) defined participation, as the total involvement by a local population and at times, addition stakeholders in the creation, content and conduct a program or policy designed to change their lives, built on the belief that, citizens can be trusted to shape their own future. So participatory developments always make use of local communities' decision making and capacities to guide and define the nature of an intervention. Jennings added that, participatory requires recognition and much use of local capacities and avoids the imposition of priorities from the outside. It increases the odds that, the program will be on target and its results will be more sustainable.

On the other hand, Greene (1987) describes Participatory theory in connection to evaluation that, participatory involves, active collaboration between key stakeholder groups in designing, implementing, and interpreting the evaluation. Stakeholder groups include all those who have a vested interest in the program and its evaluation, such as funders, program directors, line staff, families, and community members. Mathbor (2008), quoted Brager et al (1987) put forward that, participation is a means

to educate citizens and to increase their competence. It is a vehicle for influencing decisions that affect the lives of citizens and an avenue for transferring political power. However, it can also be a method to co- opt dissent, a mechanism for ensuring the receptivity, sensitivity, and even accountability of social services to the consumers.

Participation has been changing overtime due to the change of the society needs, Duraiappah et al (2005) asserted that, in the late 1960's there was some exploration of different models of participation and their relationship to community development. In the late 1970's, participatory methods and techniques became central tools for community development. Participatory approaches to development are promoted on the basis that, they support effective project implementation and enhance the well-being of the poor. Duraiappah added that, by the 1990's to present, participation had become a mainstream, expected component of development. Reid (2000), notes that, Community participation is one of the key ingredients of an empowered community as is the heart that pumps the community's life blood into the community business. So, it is more wisely for project management to in cooperate local community in project implementation so as to realize sustainability.

There are principles which should be adhered by the project management as it thinks of participation at any level of community. Duraiappah (2005) presented six principles with regard to effective participation as follows Inclusion: It refers to the involvement of all people or representative of all groups who will be affected either direct or indirect by the project's outputs and outcomes. Equal partnership: Here is when every person has skills, ability and initiative and has equal right to participate

in the process regardless of their status. Transparency: All participants of the project must help to create the environment conducive to open communication and building dialogue. Sharing Power: All authority and power must be balanced equally between major stakeholders so as to avoid the domination of one party. Sharing responsibility: All Stakeholders must have equal responsibility for decisions that are made within the Project.

Empowerment: Participants with special skills should be encouraged to take responsibility also to motivate others so as to promote mutual learning and empowerment. Co-operation: It involves sharing everybody's strength for the purpose of reducing people's weaknesses. So, these Principles for effective participation can be applied to all aspects of the development processor projects aiming at creating the environment for sustainability. In the light of Duraiappah (2005) ideas, Project will be more effective and sustainable only if the whole community and other important stakeholders are involved in all phases of the project. In addition to that, Parks (2005) added that, through meetings and workshops, beneficiaries, project managers and members of staff have the space to give and share their views on project progress and performance. Views shared can rather be used for better decision making so as to realize its sustainability.

2.3.2 The Theory of Change

This was another theory that guided the study. Different scholars have described the theory in various perspectives. According to INSP (2005) described the theory of change as ''articulation of the underlying beliefs and assumptions that guide a service delivery strategy and are believed to be critical for producing change and

improvement. Theories of change represent beliefs about what is needed by the target population and what strategies will enable them to meet those needs. They establish a context for considering the connection between a system's mission, strategies and actual outcomes, while creating links between who is being served, the strategies or activities that are being implemented, and the desired outcomes.''

In describing (INSP, 2018) ideas, the ''The theory of change'' always consists of two major broad components, they includes, the Conceptualizing and operationalizing the three basic frames of the theory which are population to mean, who the project are serving, Strategies to mean the strategies a project will employ to accomplish the desired outcomes and lastly the Outcomes to mean what the project aim to accomplish. The Second component of the theory is Building an understanding of the relationship among the three basic elements. Corlazzoli and White (2013) describe the ''Theory of Change'' as the actions, the desired change, and the underlying assumptions or strategy is essential for Monitoring and Evaluating programs and projects. The theory of change will help programme staff and evaluators to understand what the project is trying to achieve, how, and why. By knowing this critical information, will enable the project staff and evaluators to monitor and measure the desired results and compare them against the original theory of change.

When using the Theory of Change in Monitoring and Evaluation stage during the project implementation will provides feedback on whether a project, programme is on ''track'' so as to accomplish the desired change in the community and if the project is evolving as anticipated in the project design. Corlazzoli and White (2013)

also adds that, applying the theory of change in running the project or programme will provide an opportunity to ensure that project staffs, partners, and other key stakeholders all share a common understanding on how change is expected to occur and their contribution in that change.

2.4 Empirical Literature

2.4.1 Role of Local NGOs Management in Influencing M&E System

It is only when a monitoring system and an evaluation system work together a realistic monitoring and evaluation system can be realized. This is because an M&E system is formed by a set of indicators, targets, processes and activities, and each component is linked to the other in order to enhance the common purpose of the project (SAMDI, 2006). In order to fully understand the phenomena, it is useful to look at two aspects; one is management responsibilities at each level in the organization; and two is to scrutinize on the related M&E functions of respective organizations (Khan, 2003). This is what inspires this study to focus on the role of organization management in M&E system of their organization is not well developed and implemented in most local NGOs in Africa; as noted earlier on by the African Evaluation Association (AfrEA), 2006 and the Organization for Economic Co-operation and Development (OECD) 2003.

Phillips and Porter (2012) also recognized the nature of M&E practice in Africa as donor-driven. As such, M&E components are outlined in projects/programs and government plans. Nevertheless, in most cases M&E are neither operationalized, nor appreciated as useful tools in development practice (Karani et al., 2014). Karani et al. (2014) observes further that M&E is yet to be formalized in both public and

private sectors. For the case of development sector organizations, Khan (2003) notes that M&E system and the process through which foundation of an effective M&E system could be laid in development sector organizations; its main focus is on management rather than technical issues such as M&E tools or Proposal instruments.

2.4.2 Practices that Could Contribute in Improving M&E System

However, it highlights the need and usefulness of setting M&E standards and automation through Monitoring Information Systems (MIS) for strengthening the M&E system at an advanced stage of system development subject to affordability and capacity; hence, the importance to examine the role of organization management in M&E system development and institutionalization beyond financial capacity, personnel and other technical variables. Khattri (2012) wrote also that in sub-Saharan Africa, many governments and civil society partners are still struggling to collect adequate monitoring data whereas in Latin America some countries (e.g. Mexico and Chile) have the capacity to conduct impact evaluations as a matter of routine. Within regions as well, some countries are well advanced in developing an institutionalized M&E culture (e.g. South Africa) while others are still defining fundamental M&E systems (e.g. Zambia). Some countries' laws have enabled vibrant civil society monitoring for accountability and results (e.g. India), while in others the non-governmental sector is nascent (e.g. China).

This being the case, it was therefore important to find out more on the factors which influencing the success of Monitoring and Evaluation System for Local NGO's based in Kinondoni District by taking of Mwananyamala ward as a case study. If

not, the management as one influencing factor, it would be important to find out on other factors, find out also on opportunities and challenges regarding planning and implementation of M&E system in organization. The distribution of work in organizations is such that the top management has the responsibility for overall planning and setting direction while the middle management has the major responsibility for program development, preparation of Plan of operation, its implementation, monitoring, evaluation and reporting as well as management of information.

In some organizations, planning is delegated exclusively to M&E section that may take the lead in initiating all related activities and processes and preparing plans. In other cases, planning is not an exclusive function of M&E section, but conducted by senior management with staff participation UNDA (2012). This is done to avoid M&E overtaking the task of planning altogether which may undermine the participatory planning process and encourage power concentration in a particular department in the organization UNDA (2012).

Thus, a more balanced approach is required to ensure involvement of M&E section in planning both at program/project level and at organizational level without compromising on democratic norms of the organizations (Khan, 2003). In order to understand and discuss M&E systems, it is crucial to have an overview on the meaning of the two key terminologies which are; monitoring and evaluation. In many cases the two terms will be used interchangeably though they are two distinct activities, related but not identical UNDA (2012). At micro level; many

organizations underestimate the importance of regular monitoring and evaluation in their development operation (Khan, 2003).

Much attention and effort of work is normally vested on project development and implementation in areas where funding is available through national or international sources UNDA (2012). The process is more activity oriented which could mistakenly be taken as an indicator of achievement by a cursory onlooker UNDA (2012). In most such cases, regular progress reporting is also conducted for donors' purposes that gives an account of activities undertaken and immediate outputs, but there misses out on qualitative information as to whether the objectives of the programs are being achieved or fall short at the end of the project UNDA (2012).

The current state of the M&E system has evolved over time, as the central designers have recognized that the development and implementation of M&E is long term and iterative Tadesse et al (2013). This puts emphasis on the process of implementation as an important mechanism in itself in developing an evaluation culture or results culture in an organization and across the entire system (World Bank, 2010). However, for a functional M&E system to be standard and appropriate there should be consideration of those characteristics that feature that system in terms of its design for implementation.

2.4.3 Opportunities for Organization Management to Establish and Institutionalize Effective M&E System

A good M & E System should entail a well-designed M & E system that describe in detail the methodology or processes for collecting and using data, including purpose

and uses of the data collected, type of data to be collected (both qualitative and quantitative), their design and frequency of data collection. The description of M&E system should also specify: indicators to be tracked, meaning of key words to be used in the system, targets to be achieved (mid-term and final), what tools will be used to collect data, the personnel who will gather, record and analyze the data (for example, beneficiaries and other stakeholders) as well as the types of reports that will be prepared, including for whom, why and how often (Khan, 2003). This is also because M&E information is not an end in itself; it needs to be linked to particular management and decision-making roles, particularly in the course of the program at different levels Tadesse et al (2013).

It goes even further in clarifying the distinction between the "M" and the "E" and what and how each contributes to results-based management (RBM), and what each requires regarding capacity building for effectiveness of the entire M&E system of an organization or project Tadesse et al (2013). It is the management again which decides on the gathering of performance information and the capacity to use M&E information within organizations or outside with stakeholders, the management finally has knowledge and decision on the realistic demand of the M&E system of the organization (World Bank, 2010).

According to World Bank (2010) in the recent past, monitoring and evaluation has expanded globally and diversified in many contexts with many uses, such as decision making, organizational learning, knowledge base, program improvement, policy development, impact and outcome assessment, improved service delivery, accountability, performance audit, empowerment, and even transformation.

Ambitious government systems with multiple stakeholders' needs tend to achieve most of these desired uses. A good M&E system should go beyond institutional boundaries to cover national, sectoral, program, and project levels to ensure results orientation in government. The NGO Connect (2012) provides that a functioning monitoring and evaluation (M&E) system is the one that is well developed and institutionalized in an organization critical to carrying out a project effectively and efficiently and boosting accountability to beneficiaries, donors and other stakeholders.

In particular, the M&E system helps you to effectively determine if your project is on-track, on-time and on-target, ensures that funds were used as intended; the project/program was implemented as planned as well as facilitate learning on whether the program/intervention made a difference as anticipated in the design. It adds also that a well-designed M&E system should describe in detail the methodology or processes for collecting and using data, including purpose and uses of the data collected, type of data to be collected (both qualitative and quantitative), and frequency of data collection Tadesse et al (2013).

The M&E system looks at the organization's strategic and operational goals as well as its own objectives being pursued and attained on regular basis (SAMDI, 2006). It is crucial also that those elements of an M&E design are discussed (and agreed upon) so as to be able to understand these elements and role of organization management and their levels for being applicable in respective organizations. Khan (2003) identifies those elements as elements of an M&E system design; they are a set of a well conceptualized and structured design that includes, objective(s), targets,

competent authority/authorities, levels, functions, methodology and values. Khan (2013) describes the four different scenarios through which M&E system in organizations exist and function quite differently Kusek (2004), of the World Bank report, further added about Tanzania being named to have less competent M&E system by lacking comprehensive result-based M&E system.

2.5 Research Gap Identifies

The literature review presents gaps and arguments that need to be authenticated through investigation (Kothari, 2004). The literature review revealed that establishing of an M&E system involves a combination of building blocks that do not operate in isolation but complement each other to generate a functional monitoring and evaluation system. A number of studies indicated that NGOs, being at its infancy stage, is facing a number of challenges in developing its M&E system. None of the studies reviewed was done on the factors that influencing the factors influencing the success of M & E Systems for local NGOs in Kinondoni Municipal by taking the case of Mwananyamala Ward. The study was therefore addressed the knowledge gap. This study was unique to Mwananyamala ward thus making it an important step to closing this gap.

2.6 Conceptual Framework

This part described the interrelationship between the organization management body and a functioning M&E system. Other factors influencing a functioning M&E system are also influenced by the management body of the organization. Conceptually, M&E system of organizations design and implementation are influenced by many factors. Among such factors, to name a few they include

financial capacity of organizations to develop the system, personnel in M&E, technical capacity in M&E system design, donors and will of the organization management to design and implement the system.

The conceptual framework describes a functioning M&E system of an organization being influenced directly by the organization management that also has influence on other factors which affect the M&E system that include financial capacity, organization stakeholders, donors, M&E personnel and available technical capacity. According to the conceptual framework above as developed by the author, it is the management which develops the strategic plans on their organizations and constitutions by using internal staff or outsource the task to those more specialized. The same organization management body has the mandate to hire M&E personnel and fund-raise for M&E development in the respective organization.
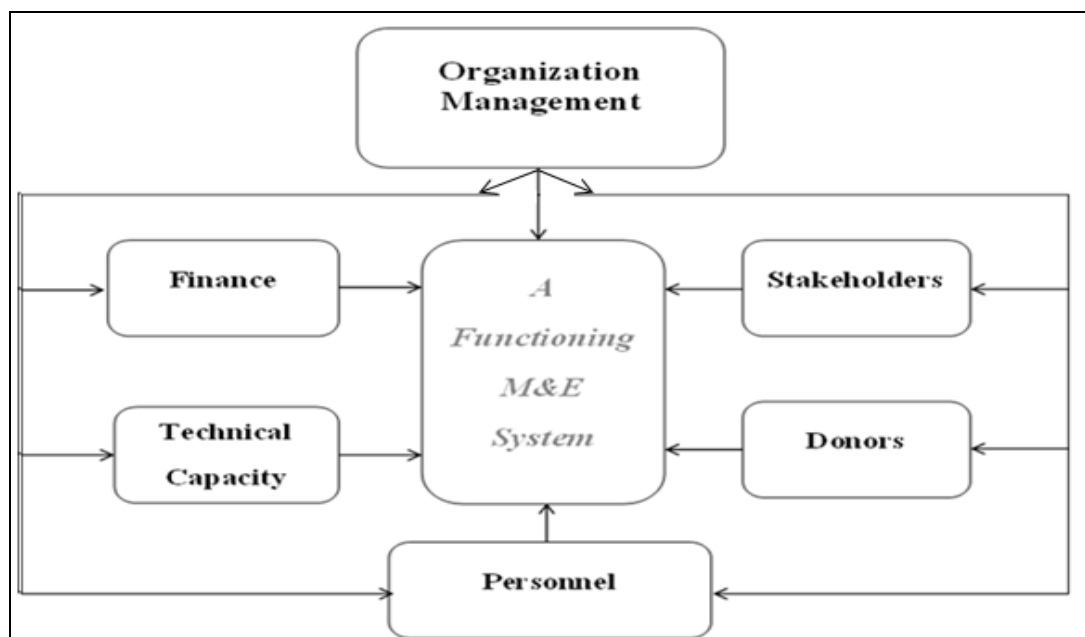
Figure 2.1: Conceptual Framework

Source: Researcher (2018)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter described the research design and methodology for studying the factors influencing the success of M & E Systems for local NGOs in Kinondoni Municipal by taking the case of Mwananyamala Ward. The chapter also described the population to be involved and procedure of sampling, instruments used, data collection and analysis, and how interviews and questionnaires were conducted and lastly was the summary of this chapter.

3.2 Research Design

Research design is the plan showing the approach and strategy of investigation aimed at obtaining relevant data, which fulfills the research objectives and answers the research questions (Cohen, 2007). In addition, it implies the structure of the research. It is the glue that holds all of the elements in a research project together. Indeed, it is a conceptual structure within which research is conducted (Kombo& Tromp, 2006). It constitutes the blue print for the collection, measurement and analysis of data (Kothari, 2009). This study employed descriptive research. Descriptive research was used to obtain information concerning the current status of a phenomenon and to describe what exists with respect to conditions in a situation (Nath, 2007; Shamoo and Resnik, 2003).

In other words, descriptive research design primarily describes what is going on or what exists (Luz, 2006; World Bank, 2009). Descriptive research design used in this

study since it allows for description of factors influencing the success of M&E Systems for local NGOs in Mwananyamala ward and also helped to establish strengths and gaps which is the fundamental to the realization of research objectives. The study was also an accurate description of a situation or of an association between variables and accuracy becomes a major consideration and a research design which minimizes bias and maximizes the reliability of the evidence to be collected.

Review of organization documents like semi-annual and annual reports, monitoring tools and evaluation reports supported by questionnaire administration in order to obtain information relevant for the study. Furthermore, the study was also causal research which was meant to provide information on the causal-and-effect relationship between functioning M&E system of factors influencing the success of M&E Systems for local NGOs in Kinondoni Municipal. Open and close-ended questionnaires were used to draw information that focus on research objectives and questions on the roles of management to functioning M&E system, on practices that was also improve the success of M & E Systems for local NGOs in Kinondoni Municipal. Questions and answers between researcher and respondents in a group discussion were helped to bring joint understanding of M&E system to ensure that their response to the questionnaire are accurately reflecting what was aimed by the study.

3.3 Sample Size

A sample size of several respondents was chosen from those NGOs to provide useful information to the study and to ensure equal representation of key organization staff

as implementers and those of management level such as directors, managers and board members. On the other hand, stakeholders (customers) were interviewed as beneficiaries of interventions of those NGOs. The research work was conducted as soon as possible for data collection. Data analysis and report writing was done as soon as possible.

3.4 Sampling Design and Procedure

Purposive sampling technique was used due to nature of the project which needed organization staff, project officers and some members of the management board. It was also difficult for the researcher to view and take information from the whole population of all local NGOs in Kinondoni Municipal due to the different limitations such as financial capacity and time. The sample however, represented the relevant information that generalized to such population of local NGOs in Kinondoni Municipal.

Convenience sampling was used for selected participants of the study. The researcher used this kind of sampling based on geographical proximity and apart from that, Shaughnessy (2000) argued that this approach was the best in saving time and money. Also, simple random sampling used to assess customer and stakeholder satisfaction by interviewing individuals who visited respective service outlets of their organizations.

3.5 Data Collection Method, Instruments and Variables

3.5.1 Data Collection Techniques

Different techniques applied to collect data, since there is no single technique which

is valid and variable; hence several techniques employed to enable crosschecking of validity of the examined phenomenon.

3.5.1.1 Interviews

An interview is described as a conversation with a purpose. Cohen et al (2000) define interview as a two-person conversation initiated by the interviewer for the specific purpose of obtaining relevant research information. Despite being time consuming and expensive, structured and semi structured interview guides used to collect data for the study. The guided conversations where broad questions were asked, which did not constrain conversation. The interview involved part of management team, workers of the local NGOs as well as board members of the organization. The interviews aimed at getting first information and enable researcher to triangulate variables' information in the study.

3.5.1.2 Questionnaire

Questionnaires was used to obtain primary data for this study. Kothari (2004) writes that semi-structured or unstructured questionnaires are used when the study aims to invite free responses that will generate information required for the study. Semi-structured questionnaires were distributed to target participants which require all respondents to provide valid answer for each question freely without any fear or worries. The questionnaires were collected in the end of the task ready for data coding, processing and analysis ready for report documentation and dissemination.

3.5.1.3 Documentary Review

Secondary data are those which have already been collected by someone else and which have already been passed through the statistical process (Kothari, 2004).

Booth (2003) adds that secondary sources of data are research reports, whether books or articles, based on primary data or sources. In this study secondary data were obtained through library search of relevant documents of the sample NGOs like several reports and presentations to stakeholder meetings.

3.6 Data Analysis

The concept data analysis refers to examining what has been collected in a survey or experiment, and making deductions and inferences (Orodho, 2003). It involves uncovering underlying structures, extracting important variables, detecting any anomalies and testing any underlying assumptions. The analyses of data for this study involved qualitative than quantitative approaches. The reason for using both approaches was that they complement each other. Responses like "YES" or "NO" are more qualitative while judging on the strengths of each response had to be quantified for example twenty (20) responses have said "YES" about a certain question and two (2) have said "NO" for example.

Main steps involved in data analysis are organizing and preparing the data, reading through the data, coding the data, generating categories and finally interpretation of data. This step helped the researcher to compile all the information displaying a similar scheme, then data were assessed and organized accordingly to examine whether the data was logically arranged to answer the research problem. Then quantitative data from questionnaire filled by respondents analyzed to test relationship between variables through Statistical Package Social Sciences (SPSS) version 21 computers programme to find the pattern of relationships between variables. However, collected qualitative data were organized based on the themes

extracted from research questions and analyzed using content method of analysis.

Content Qualitative data analysis is the non-numerical representation and manipulation of observation for the purpose of describing and explaining the phenomenon that those observations reflect the intended task (Babbie, 2010). This enabled the study to analyze research findings which were more qualitative by enumerating the frequency (quantitative nature analysis) of their responses which were finally used to draw dashboards that helped to easily describe and interpret research results according to research objectives and research questions. Sharma (2005) adds that this method helps managers to make suggestions into drawing conclusions as well as supporting decisions.

3.7 Validity and Reliability

Validation and reliability are important keys to effective research. If a piece of research is invalid, then it is worthless.

3.7.1 Validity

Cohen et al (2000) defines validity as the ability of the research instruments to measure what they claim to measure and the degree to which the results can be generalized to the wider population, cases or situation. The validation of the instruments in this study was done by ensuring that readability levels are appropriate; avoiding any ambiguity of instructions, terms and questions. Validation also was done by seeking expert's opinion of the supervisor who pass through the items of instruments and make recommendations for improving the clarity of concept and wording. Moreover, the use of different data collection methods helped

in checking weaknesses of one data collection method by strength of others. It should be noted, however, in qualitative research, data gathering instruments are never "finished products" at the time of planning the research. The instruments, therefore, continued to be refined in view of the objective and circumstances unfolded in the field. Moreover, the few questionnaires were drafted and piloted in several umbrella NGOs. Through questionnaire piloting conducting, it helped the researcher to fine-tune the questions and omit ambiguities and repetition of questions.

3.7.2 Reliability

On the other hand, reliability refers to the quality of consistency or reliability of a study or measurement. The procedures and activities to follow in a study was designed and discussed among colleagues and suggestions were given for modification purposes before being sent to supervisor for more opinions and approval.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents findings of the study. It is divided in four sections; social demographic characteristics of respondents which include their age, marital status and level of education. The role of local NGOs management in influencing M&E system within, best practices that could contribute in improving M&E system of local NGOs and opportunities for organization management to establish and institutionalize effective M&E system of local NGOs.

4.2 Respondent's Profile

4.2.1 Age of the Respondents

Respondents in this study were required to state their ages from the given options which included: 20-29 years, 30-39 years, 40 and above. Findings in table 4.1 reveal respondents who were involved in the study.

Table 4.1: Age of the Respondents

Variables	Frequency	Percent
20-29 Years	9	12.2
30-39 Years	44	59.5
40 Years and Above	21	28.4
Total	**74**	**100**

Source: Field Data (2019)

4.2.2 Gender of the Respondents

Respondents were required to state their gender, given the options which included male and female. Table 4.2 reveals that, there was 55.4% of male and 44.6% of female respondents involved in this study.

Table 4.2: Gender Distribution

Variables	Frequency	Percent
Male	41	55.4
Female	33	44.6
Total	**74**	**100**

Source: Field Data (2019)

4.2.3 Education Status

Respondents were asked to state their level of education based on four categories which are certificate, diploma, degree and Masters. 55.4% had first degree, 18.9% had diploma, 14.9% had masters while other 10.8% had certificate as illustrated in the Table 4.3.

Table 4.3: Respondents Level of Education

Variables	Frequency	Percent
Certificate	8	10.8
Diploma	14	18.9
Degree	41	55.4
Masters	11	14.9
Total	**74**	**100**

Source: Field Data, 2019

4.3 Role of Local NGOs Management in Influencing M&E System

The first objective of this study was to examine the role of local NGOs management in influencing M&E system within Mwananyamala ward. This objective was achieved by asking the respondents to respond to several questions describing the role of Management in influencing M&E system as specified here bellow.

4.3.1 Management Contribution to M&E System Development

The respondents were asked to whether the management contributes to M&E systems development based on yes or no, where 87.8% said yes, while 12.2% said no. Those who responded yes were also asked to state how where several responses

were identified including; enhancing regular In-service training for M&E staff, through changing operational plan, employing M&E staffs, by integrating the M&E system in routine operations of the organization, by making an organization as dynamic trying to adapt the M&E system to reflect the real situation on the ground, liking country office with global team for technical support, and there are transparent M&E structure.

Table 4.4: Management Contribution to System Development

Variables	Frequency	Percent
Yes	65	87.8
No	9	12.2
Total	**74**	**100**

Source: Field Data (2019)

4.3.2 Management Contribution to M&E System Implementation

Respondents were asked whether the management contribute to M&E system implementation based on YES or NO. 73.9% of the respondents said YES while 26.1% said NO. This indicates that, most of the respondents believes that the management of their organization contribute to M&E system implementation. Here below is the frequency distribution table to illustrate.

Table 4.5: Management Contribution to M&E Implementation

Variables	Frequency	Percent
Yes	67	90.5
No	7	9.5
Total	**74**	**100**

Source: Field Data (2019)

During the in-depth interview, one of the respondents when responding on the same question replied;

"The management is not active in so far as M&E system is concerned; thus, there are staff members who do not know even the role of M&E officer and how the system works………."

(40 Male PACT official key informant November 2018).

While another respondent had an opposing view;

> *"....it is not considering M&E as separate thing, rather it is integrated in the routine operations of the organization, there are clear structures which are transparent, the organization is dynamic trying to adapt and shape the M&E system as to reflect the real situation on the ground......"*
> (37 Female PACT official key informant November 2018).

4.3.3 Extent to Which the Management is Main Actor in M&E System Development and Implementation

The respondents were asked to state to what extent they think the management of the organization is the main factor in influencing development and implementation of M&E system. Their response was based on 1 (strongly agree), 2 (Agree), 3 (Undecided), 4 (Disagree), and 5 (Strongly Disagree). The answer is illustrated in the Table 4.6.

Table 4.6: Extent of Management to be Main Actor for M&E System Development

Variables	Frequency	Percent
Strongly Agree	24	32.4
Agree	29	39.2
Undecided	13	17.6
Disagree	3	4.1
Strongly Disagree	5	6.8
Total	**74**	**100**

Source: Field Data (2019)

4.3.4 Roles of Management for Successful M&E System

This question thought respondents to identify what the management does to enhance successful M&E system in the organization based on resource allocation, strategic planning, M&E policy formulation, regular training provision and oversee the

project M&E process. 27.0% argued for resource allocation, 23.0% M&E policy

formulation, and 20.3% strategic planning, 16.2% M&E Oversee the project M&E,

while 13.5% stated the regular training provision.

Table 4.7: Role Management to Successful M&E System

Variables	Frequency	Percent
Resource Allocation	20	27.0
Strategic Planning	15	20.3
M&E Policy Formulation	17	23.0
Regular Training Provision	10	13.5
Oversee the project M&E Process	12	16.2
Total	**74**	**100**

Source: Field Data (2019)

4.3.5 Management Attitude on M&E

Respondents were asked if the top management has a positive attitude towards the

monitoring and evaluation based of yes, no and I don't know. 70.3% said yes, 17.6%

said no while 12.2% said they don't know. Such responses imply that majority of the

respondents believe that the top management has positive attitude towards M&E as

illustrated in the frequency Table 4.8.

Table 4.8: Management Attitude on M&E

Variables	Frequency	Percent
Yes	52	70.3
No	13	17.6
I don't know	9	12.2
Total	**74**	**100**

Source: Field Data (2019)

4.3.6 Periodic Data Audit

Here respondents were asked to state whether there is periodic data audit in an

organization based on the response of yes, no and I don't know. 68.9% of the

respondents said yes, 17.6% said I don't know while 13.5% said no. This implied

that most of the respondents understand of the presence of periodic data audit in the organization as indicated in the Table 4.9.

Table 4.9: Periodic Data Audit

Variables	Frequency	Percent
Yes	51	68.9
No	10	13.5
I don't know	13	17.6
Total	**74**	**100**

Source: Field Data (2019)

4.4 Best Practices That Could Contribute in Improving M&E System of Local NGO's

The second objective of this study, was to identify the best practices that could contribute in improving M&E system of local NGOs within Mwananyamala ward. This objective was achieved by asking the respondents several questions.

4.4.1 M&E Staff Level of Education

Respondents were asked to state the level of education of M&E personnel in the organization based on Degree and Masters. 54.1% responded masters while the rest 45.9% responded Masters. This indicates that most of the M&E officials in the organization have Master's degree as indicated in the Table 4.10.

Table 4.10: M&E Staff Level of Education

Variables	Frequency	Percent
Degree	34	45.9
Masters	40	54.1
Total	**74**	**100**

Source: Field Data (2019)

4.4.2 Presence of M&E System in an Organization

Here respondents were asked to state whether there is an M&E system in an organization based on yes or no. 93.2% said yes while 6.8% said no. These responses indicate that there is M&E system in place in the organization as illustrated in Table 4.11.

Table 4.11: Presence of M&E System in an Organization

Variables	Frequency	Percent
Yes	69	93.2
No	5	6.8
Total	**74**	**100**

Source: Field Data 2019

4.4.3 Who Developed Organization M&E System

Here respondents were required to state on who was responsible to develop the organizational M&E system based on Consultant, External & internal and I don't know. 60.9% pointed the external and internal, 21.7% pointed consultant while 17.4% said they don't know. Thus, as per these responses external and internal experts were used to develop the organization M&E system as indicated in the table 4.12.

Table 4.12: Who Developed M&E System

Variables	Frequency	Percent
Consultant	17	23.0
External & Internal	41	55.4
I don't know	16	21.6
Total	**74**	**100**

Source: Field Data (2019)

4.4.4 Factors Hindering M&E Implementation

Respondents were asked on the factors hindering M&E implementation based on capital investment, management, I don't know and none. 56.8% stated Capital

investment, 29.7% stated organization management, and 8.1% stated none while 5.4% said they don't know.

Table 4.13: Factors Hindering M&E Implementation

Variables	Frequency	Percent
Capital Investment	42	56.8
Organization Management	22	29.7
I don't know	4	5.4
None	6	8.1
Total	**74**	**100**

Source: Field Data (2019)

4.4.5 Regular M&E Training

Respondents were asked on how many times the regular M&E training is attended since they joined the organization based on once, twice, thrice, fourth, fifth and none. 45.9% of the respondents said once, 14.9% said twice, 13.5% said none, 10.8% said fifth, 8.1% said three while 6.8% said fourth. In this sense, most of the organization staffs attended only once on the M&E training.

Table 4.14: Number of M&E Training

Variables	Frequency	Percent
Once	34	45.9
Twice	11	14.9
Three	6	8.1
Fourth	5	6.8
Fifth	8	10.8
None	10	13.5
Total	**74**	**100**

Source: Field Data (2019)

4.5 Opportunities for Organization Management to Establish and Institutionalize Effective M&E System of Local NGOs

The last objective of this study was to determine opportunities for organization management to establish and institutionalize effective M&E system of local NGOs.

The objective was further achieved by asking respondents a number of questions.

4.5.1 Presence of M&E Budget in an Organization

Respondents were asked on the presence of M&E budget in the organization-basedyes, no and I don't know. 78.4% answered yes, 12.2% answered no while other 9.5% answered they don't know. This indicates that there in place the M&E budget in the organization as illustrated in Table 4.15.

Table 4.15: Presence of M&E Budget to the Organization

Variables	Frequency	Percent
Yes	58	78.4
No	9	12.2
I don't know	7	9.5
Total	**74**	**100**

Source: Field Data (2019)

4.5.2 Level of Satisfaction of the involvement of Organization Stakeholders

Respondents were asked on their level of satisfaction of the involvement of the organization stakeholders based on a Likert scale; Highly Satisfied, satisfied, undecided, unsatisfied and highly satisfied. 52.7% were highly satisfied, 17.6% were satisfied, 12.2% were undecided, and 10.8% were unsatisfied while 6.8% were highly unsatisfied. This means most of the respondents were highly satisfied with their involvement.

Table 4.16: Stakeholder Involvement Satisfaction Level

Variables	Frequency	Percent
Highly Satisfied	39	52.7
Satisfied	13	17.6
Undecided	9	12.2
Unsatisfied	8	10.8
Highly Unsatisfied	5	6.8
Total	**74**	**100**

Source: Field Data (2019)

4.5.3 Management Practice to Use in Improving M&E System

The respondents were asked to suggest on what practice can the management use to improve the M&E system in the organization. 41.9% said data use in decision making, 18.9% suggested M&E training, 16.2% said the involvement of M&E team in planning, and 13.5% suggested enough budget while 9.5% said they don't know as indicated in Table 4.17.

Table 4.17: Management Practice to Use in Improving M&E System

Variables	Frequency	Percent
Data use in decision making	31	41.9
Involve M&E team in planning	12	16.2
Training	14	18.9
Enough budget	10	13.5
I don't know	7	9.5
Total	**74**	**100**

Source: Field Data (2019)

4.5.4 Considered Opportunities to Improve M&E System

Respondents were asked to state what they consider as opportunities the organization can use to improve M&E system based on support M&E system preparation, data availability, stakeholder involvement, presence of adequate financial resources, presence of adequate M&E experts and I don't know. 37.8% said support M&E system preparation, 16.2% said presence of adequate M&E experts, 14.9% said data availability, 14.9% said stakeholder involvement, 13.5% said presence of adequate financial resources, 2.7% said they don't know.

Table 4.18: Considered O Opportunities to Improve M&E System

Variables	Frequency	Percent
Support M&E system preparation	28	37.8
Data availability	11	14.9
Stakeholder involvement	11	14.9
Presence of adequate financial resources	10	13.5
Presence of adequate M&E experts	12	16.2
I don't know	2	2.7
Total	**74**	**100**

Source: Field Data (2019)

During in-depth interview on the question on whether respondent see opportunities for M&E system of the organization to improve, one of the PACT Tanzania official articulated;

> *"Yes, of course, especially to align with the new changes on the use of ICT development, this include to ensure the use of IT improves the data collection and report process……."*
(50 Male PACT official key informant November 2018).

Another respondent added

> *"the utilization and management of the information is key to improve the M&E system, meaning that the result based management is complete when there is feedback, and the feedback is only realized when there was baseline information and end line, with the assessment/evaluation, the findings need to be given back (complete cycle of project life cycle) ..."*

> (45 Male PACT official key informant November 2018).

Another respondent supported the above finding;

> *"Just allocation of more resources for improving human capacity, regular self-evaluation, information management and sharing, digitalize data collection methods, these are areas of improvement..."*

> (40 Male PACT official key informant November 2018).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This contains summary of research findings, conclusions and recommendations and suggestions for further research. The study intended to make an assessment of the factors influencing the success of monitoring and evaluation systems for local NGOs in Mwananyamala ward. The researcher believes that recommendations put across will be potential and applicable by different NGOs and stakeholders in making successful M&E system in their organizations.

5.2 Summary of the Finding

The study intended to make an assessment of the factors influencing the success of monitoring and evaluation systems for local NGOs in Mwananyamala ward. More specifically, the study aimed at addressing the following objectives; to examine the role of local NGOs management in influencing M&E system within Mwananyamala ward, to identify best practices that could contribute in improving M&E system of local NGOs within Mwananyamala ward and to determine opportunities for organization management to establish and institutionalize effective M&E system of local NGOs.

This study employed descriptive research design to allow for description of factors influencing the success of M & E Systems for local NGOs in Mwananyamala Ward. There was a Review of organization documents like semi-annual and annual reports, monitoring tools and evaluation reports supported by questionnaire administration in order to obtain information relevant for the study. Open and close-ended

questionnaires were used to draw information that focus on research objectives and questions on the roles of management to functioning M&E system, on practices that was also improve the success of M & E Systems for local NGOs in Kinondoni Municipal. Questions and answers between researcher and respondents in a group discussion helped to bring joint understanding of M&E system to ensure that their response to the questionnaire are accurately reflecting what was aimed by the study.

Data was analyzed using descriptive statistics and Statistical Package of Social Sciences (SPSS). Data obtained was coded according to different variable and descriptive statistics such as frequencies, and percentiles were used to interpret. Tables, figures and charts were used for analysis and interpretation of data. The study had 74 respondents and the gender distribution of the respondents indicated that there was 55.4% males and 44.6% females involved in this study. In terms of age profile of the respondents, the findings also reveal that 59.5% of the respondents had 30-39 years of age, 28.4% had 40 years above, and 12.2% 20-29 years of age. Moreover, the finding reveals that 55.4% of the respondents had first Degree, 18.9% had diploma, 14.9% had masters, while the rest 10.8% had certificate. Nevertheless, the research objectives were used to guide the collection of required data from the respondents.

5.2.1 Role of Local NGOs Management in Influencing M&E System

The finding revealed that 87.8% of the respondents said that management contribute to M&E system development while 90.5% said that management contributes to M&E system implementation by enhancing regular In-service training for M&E staff, through changing operational plan, employing M&E staffs, by integrating the

M&E system in routine operations of the organization, by making an organization as dynamic trying to adapt the M&E system to reflect the real situation on the ground, liking country office with global team for technical support, and there are transparent M&E structure. Few however, Moreover, the study revealed that 39.2% agreed that the management is the main factor influencing development and implementation of M&E system. 27.0% of the respondents indicated resource allocation to be the role of the management for successful M&E system. 70.3% stated that the management has positive attitude towards M&E system while 68.9% of the respondents stated that there is periodic data audit in an organization.

Hence from these finding it is suggesting that the management part of the organization plays significant part in the development and implementation of M&E system in the organization. This is supported by the qualitative section of this study where respondents said that the management is responsible for enhancing regular In-service training for M&E staff, through changing operational plan, employing M&E staffs, by integrating the M&E system in routine operations of the organization. This study concurs with the study conducted by Wachamba (2013) in which, majority (45%) of the respondents of the NGOs sampled rated the role of management as very adequate.

5.2.2 Best Practices that Could Contribute in Improving M&E System of Local NGOs

The study revealed the majority 54.1% of the respondents identified that the M&E staffs have master degree while 93.2% indicated that there is an M&E system in the organization. Moreover, the majority 55.4% pointed that M&E system was

developed by the collaboration between the internal and external experts. Furthermore, 56.8% said that capital investment is the most factor hindering M&E implementation while 45.9% of the respondents said they have ONCE regularly attended the M&E training.

5.2.3 Opportunities for Organization Management to Establish and Institutionalize Effective M&E System of Local NGOs

The study reveals that, the majority 78.4% said that the organization has M&E budget in place while 52.7% of the respondents were highly satisfied by the involvement of stakeholders in M&E practice. 41.9% of the respondents that the management should use M&E data in decision making. Lastly, 37.8% considered support M&E system preparation as opportunities to improve M&E system.

5.3 Conclusion

The findings of this study concur with World Bank (2011); The role played by the management majorly dictates the effectiveness of the M&E system. The management is like the central nerve to an effective M&E system. Thus During the study, different roles of local NGOs management in influencing M&E system were identified including; initiatives of inclusion of ICT to facilitate data collection, analysis and dissemination, making decisions when to take the evaluations, been transparent, selecting appropriate tools for M&E system, prepare field monitoring visits and employment of M&E staff. In service M&E training, and resource allocation were identified as indicated that M&E being a new profession, training is paramount in building an M&E human resource, which is able to manage the M&E system effectively (World Bank, 2011).

This study discovers that, the NGO under study has M&E system in place though there are few staffs still unaware of the system. The study also revealed that the organization has very skilled M&E official where the majority have Master's degree. Nevertheless, this study discovered that NGO should digitalize data collection methods, train more skilled personnel, allocate more resources for M&E activities, work more on logical framework, utilization and management of the information.

5.4 Recommendations

Incorporation of ICT into the NGO sector in order to ensure the improvement of the M&E systems. This is because ICT will provide efficient management of the M&E systems and engage more stakeholders. The experts and the management should identify ways to integrate ICT into the project activities as well as ensure a good interaction between the employees, procedures, data and key stakeholders. This study further recommends that the M&E staff and the management must to be innovative as well as interrelate with all aspects of the M&E system.

Moreover, this study recommends for the establishment of the NGOs Coordination Board or council to work with the NGOs in developing a database of M&E systems information across the sector, where they can learn from previous experiences of other NGOs. The same could enable clear access to M&E information from different NGOs at any time by anyone. NGO should develop the common curricula for the M&E staff and conduct training workshops regularly. This will contribute to the induction of local M&E experts, as well as improve the quality and quantity of the experts than using external M&E experts.

Nevertheless, NGOs should guarantee that there is adequate early participatory planning for project M&E activities (including the human and financial resources) and involvement of all stakeholders in development and implementation of the M&E system. The project managers and the M&E staff in charge of the M&E systems should ensure that they employee staff with the required technical expertise and offer them the necessary training to operate the M&E system effectively.

5.5 Recommendation for Further Research

The empirical study has indicated a number of relevant issues that the research project did not investigate, but which might be important for further research on Assessment of Factors Influencing the Success of Monitoring and Evaluation Systems for Local NGO's in Mwananyamala Ward. One can specify such determinants to be management determinants, economic determinants, Financial resources, technological determinants and the like. In addition, this study was conducted in Mwananyamala ward specifically PACT Tanzania; other studies can should involve other areas and other NGOs in order to obtain more holistic and wide information of the same.

REFERENCES

AfREA. (2006). *Guidelines for Evaluation in Africa edition 2006.* African Evaluation Association (AfrEA).

Bartle, R. (2007). Research in Philosophy and Technology. *Monitoring, Planning and Implementation*, 10(3), 39-54.

Brager, G., Specht, H., Torczyner, J. (1987). Community Organizing (2nd ed.). *Administration in Social Work.* 12(3), 149-153.

Carlazzoli, V. (2013). Practical Approaches to Theories of Change in Conflict, Security and Justice Programmes. *Part III: Theories of Change in Monitoring and Evaluation.*

Carvil, S., Sohail, M. (2007). Increasing Strategic Accountability: A Framework for International NGOs. *Development in Practice.* 17(2), 231-248.

Chaplowe, S. (2008). Monitoring and Evaluation Planning. *American Red Cross/CRS M&E Module Series.*

Cohen, L., Manion, L., Morrison, K. (2007). British Journal of Education Studies. Research Methods in Education (6th edition).

Corlazzoli, V., White, J. (2013). Practical Approaches to Theories of Change in Conflict, Security, and Justice Programmes. Part II: Using Theories of Change in Monitoring and Evaluation.

Greene, J. (1987). Stakeholder Participation in Evaluation Design: Is it Worth the Effort?. *Evaluation and Program Planning,* 379-394.

IFC, (2006). *Protecting People and Profitability.* International Finance Corporatioin. International Network on Strategic Philanthropy (INSP). (2018). *Innonet Organization.*

Jennings, R. (2000). *Participatory Development as New Paradigm: The Transition of Development Professionalism.* Washington, DC.

Karani (2014). How Medical Students Learn From Residents in the Workplace. *Journal of the Association of American Medical Colleges.*

Khan, B. (2003). The State of Monitoring and Evaluation. *A Frmaework for E-learning.*

Khan, M. A., Western, J., Hissain, P. (2003). *Sustainability of Social Sector Projects: The Asian Experience.* Washingtong DC. The World Bank.

Kombo, D. K., Tromp, D. L. (2006). *Proposal and Thesis Writing: An Introduction.* Nairobi. Paulines Publications Africa.

Kothari, C. R. (2004). *Research Methodology.* Delhi. New Age International (P) Limited Publisher.

Kothari, C. R. (2009). *Research Methodology: Methods and Techniques.* Delhi. New Age International.

Mathbor, G. M. (2008). Effective Community Participation in Coastal Development. *Journal of Community Practice.* 17(4):525-527.

Muzinda, M. (2007). *Monitoring and Evaluation Practices and Challenges of Gaborone Based Local NGOs Implementing HIV/AIDS Projects in Botswana.* Botswana. University of Botswana.

Ndomo, A. (2015). *Structural Transformation and the Challenge of Financing Africa's Post-2015 Development Agenda.* United Nations Millenium Campaign.

Orodho, A. J. (2003). *Essentials of Educational and Social Science Research Methods.* Nairobi. Mazola Publishers.

Shamoo, A. E., Resnik, D. B. (2003). *Responsible Conduct of Research.* New York. Oxford University Press.

Shaughnessy, N. J. (2000). Journal of Macromarketing. *Treating the Nation as a Brand: Some Negleted Issues.* 56-64.

UNDA, (2012). *Water Quality in Central Asia.* United Nations Development Account.

USAID, (2002). *Developing a Participatory Monitoring and Evaluation Plan.* Washington, DC. USAID.

Willets, P. (2005). Non-Government Organization in World Politics: The Construction of Global Governance. *The Hague Journal of Diplomacy.* 79-87.

World Bank, (2010). *Handbook on Monitoring and Evaluation for Results.* World Bank

APPENDIX

Questionnaire

Master of Monitoring and Evaluation

This questionnaire is designed to investigate "the factors influencing the success of Monitoring and evaluation system for Local NGO's". Responses given in this questionnaire are solely meant for the research purposes and not otherwise. I am exclusively grateful to all respondents for the sacrifices of their valuable time and knowledge they contribute in completing this questionnaire.

Note: Do not write your name or name of your organization.

PART 1: PERSONAL PARTICULARS
Gender;

1. Male☐
2. Female☐

Age:

1. 20-29☐
2. 30-39 ☐
3. 40 and above ☐

PART 2: ABOUT THE NGO ITSELF

1.   For how long has your NGO existed? (Years)

    1. Less than 1 years ☐
    2. 1-5 years   ☐
    3. 6-10 years   ☐
    4. More than 10 years   ☐

2.   NGO registration and legalstatus

    1. Registered national wise ☐
    2. Registered at district level ☐

3. Registered below district level ☐

4. Not registered ☐

3. How many are the employed staff in your NGO?

1. Less Than 5 ☐

2. 6-10 ☐

3. 11-15 ☐

4. More Than 15 ☐

5. None ☐

4. How many volunteers are in your organization?

1. Less Than 5 ☐

2. 6-10 ☐

3. 11-15 ☐

4. More Than 15 ☐

5. None ☐

5. How many temporary staff are in your organization?

1. Less Than 5 ☐

2. 6-10 ☐

3. 11-15 ☐

4. More Than 15 ☐

5. None ☐

6. How many staff deal with M&E in your organization?

1. Less Than 5 ☐

2. 6-10 ☐

3. 11-15 ☐

4. More Than 15 ☐

5. None ☐

7. How many volunteers deal with M&E in your organization?

6. Less Than 5 ☐

7. 6-10 ☐

8. 11-15 ☐

9. More Than 15 ☐

10. None ☐

8.   How many temporary staff deal with M&E in your organization?

1. Less Than 5 ☐

2. 6-10   ☐

3. 11-15   ☐

4. More Than 15 ☐

5. None   ☐

9. What is their highest level of education?

1. O-level   ☐

2. A-level   ☐

3. Certificate   ☐

4. Diploma   ☐

5. Advanced diploma ☐

6. Degree   ☐

7. Masters   ☐

8. PhD   ☐

10.   Who forms management of your NGO?

Tick appropriate box (es)

1.   Board of Directors ☐

2.   Executive director ☐

3.   Managers   ☐

4.   Coordinators ☐

5.   Project / programme officers ☐

11.   What projects your NGO has implemented?

Tick appropriate intervention (s).

1.   HIV/AIDS ☐

2.   Environment ☐

3.   Governance ☐

4.   Gender   ☐

5.   Education ☐

6.   Health   ☐

7.   Human rights ☐

8.   Other (mention)

…………………………………………………………………………………

……..………………………………………………………………………

……………………..

PART 3: ABOUT M&E OF THE ORGANIZATION

12. Does your NGO have an M&E system / framework?

 1. YES ☐

 2. NO

a). If YES, is it functioning?

 1. YES ☐

 2. NO

b). If NO, do you have any plans do have it functioning?

 1. YES ☐

 2. NO

13. Do you have M&E officer?

 1. YES ☐

 2. NO

14. Who developed your M&E system?

 1. Internal / self ☐

 2. External (consultant) ☐

 3. External & Internal ☐

15. Are you satisfied with your M&E system?

 1. YES ☐

 2. NO

If YES

how……………………………………………………………………….

 If NO what should be done (and

how)……………………………………………………........................

....

…………………………………………………………………………………

………..

16. What factors do you consider hindering you from establishing and implementing M&E system in your organization?
    1. Technical expertise ☐
    2. Lack of personnel ☐
    3. Capital investment ☐
    4. Organization management☐
    5. I don't know ☐

17. To what extent do you think the management of your organization is the main factor in influencing development and implementation of M&E system in your organization?
    1. Strongly agree ☐
    2. Agree ☐
    3. Undecided ☐
    4. Disagree ☐
    5. Strongly disagree ☐

18. Do they have any M&E courses / trainings?
    1. YES ☐
    2. NO

19. Does your organization have M&E focal person / officer?
    1. YES ☐
    2. NO

20. How many years of experience are for M&E focal person (s)
    1. Less than 1 ☐
    2. Less Than 5 ☐
    3. 6-10 ☐
    4. 11-15 ☐
    5. More Than 15 ☐

21. How many regular M&E trainings received?
    1. Once ☐
    2. Twice ☐
    3. Thrice ☐

4. Fourth ☐

5. Fifth ☐

6. More than firth ☐

7. None ☐

22. Does the Management contribute to M&E systems development?

1.   If YES

how…………………………………………………………………………

2.   If NO what should be done (and how)

………………………………………………………………….........................

…...………………..………………………………………………………………

………………………………………………………………………………………

…………..…………

3.   Do you see opportunities for M&E system of your organization to improve?

Name them:

……………………………………………………………………………………..

……………………………………………………………………………………..

………………………

23. Does the Management contribute to M&E system implementation?

1.   If YES ☐

How…………………………………………………………………………

2.   If NO

Why………………………………………………………….........................

………………………………………………………………………………………

…………..……………………………………………………………………………

…………………

24. Does your organization have a budget for M&E?

1.   YES ☐

2.   NO ☐

25. What challenges do you face with regard to M&E in your organization?

List them:

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

26. What do you do to alleviate such challenges you face with regard to M&E?

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………..

27. Do you see any roles the management of your organization take in

developing and implementing M&E system in your organization? List them.

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

………………………

28. What do you consider as opportunities your organization can use to improve

M&E system?

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

………………………

29. What practices do you suggest your organization management can use to

improve M&E system of your organization?

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

………………………

30. What comments do you have about M&E system of local NGOs in

Tanzania?

…………………………………………………………………………………………

…………………………………………………………………………………………

………………

Customer / stakeholder questions;

31. For how long have you been receiving services from this organization?

    1. Less Than 5 ☐

    2. 6-10 ☐

    3. 11-15 ☐

32. What is the level of your satisfaction about your records and other information in service delivery with your organization?

    1. Highly satisfied ☐

    2. Satisfied ☐

    3. Undecided ☐

    4. Unsatisfied ☐

    5. Highly unsatisfied ☐

33. What are the indicators of your satisfaction / non-satisfaction?

……………………………………………………………………………………

……………………………………………………………………………………

………………..

34. Are you satisfied with involvement to review organization implementation and ways forward?

    1. Highly satisfied ☐

    2. Satisfied ☐

    3. Undecided ☐

    4. Unsatisfied ☐

    5. Highly unsatisfied ☐

Thank you for your cooperation