WHAT ARE DETERMINANTS OF EFFECTIVE MONITORING AND EVALUATION SYSTEMS IN NON-GOVERNMENTAL ORGANIZATIONS WITHIN ARUMERU DISTRICT"

BY

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SUPERVISORS CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a research report titled " What are determinants of effective monitoring and evaluation systems in non-governmental organizations within Arumeru District" in partial fulfilment of the requirements for the award of degree of master in Monitoring and Evaluation (MA M & E).

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Date

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DECLARATION

I, Elibahati Maturo, 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 work have been used, references have been provided. It is in this regards I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Art in Monitoring and Evaluation (MA.M&E).

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Signature.

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Date.

DEDICATION

I dedicate this work to God Almighty, My Parents, Mr. and Mrs. Fuataeli Saache Maturo and to Rev Penuel Inuna, Rev Abraham Munisi, Mr. Julias Sindato, Joseph Parsambei and Amani Sekino.

ACKNOWLEDGEMENTS

ABSTRACT

Monitoring and Evaluation is a tool used to manage the implementation of projects and programs. It helps managers to keep projects and programs in line with their objectives and intended impacts, and facilitates the information provided by M&E in the decision-making process in relation to the project. All types of projects require monitoring and evaluation, regardless of their size, and this leads to their adaptation or replacements. The aim of the study was to look at the determinants influencing the effectiveness of M&E systems in NGO's within Arumeru District, Tanzania. The study intended to find out how selection of tools and techniques, the role of management, M&E training and technical expertise of staff, Stakeholders involvements and Use of database contribute to the effectiveness of the M&E system. The study targeted fifty (50) respondents who included project managers, M&E officers, accountants, directors and other staff working for organizations typically in collaboration with M&E department. The data collection instrument used was a questionnaire whereby researcher sent 50 and among them 48 was completed and collected. The findings indicated that, the selected variables influenced the performance of M&E system in NGOs in Arumeru District. The study documented that respondents had sufficient education with relevant experience in working with NGOs especially in Monitoring and Evaluation System it also established that stuff had different training which was as well relevant to the M&E, data wear also collected from different sources to facilitate project monitoring and evaluation. Managements sleeted tools and techniques in accordance to the organizations objectives, management played their roles in monitoring and

evaluations accordingly, Stakeholders were involved in first term and end term evaluations and data base was effectively used in M&E systems The study recommends that NACONGO should prepare M&E standards and qualifications for M&E officers as well as organize subsequent training manuals for M&E staff and organize training workshops and seminars. It is important to have a clear distinction and definition of the purpose and scope establishing what the system is and what is it for. Donors and NGOs should invest time and resources in identifying and collecting data and information that allows a rigorous assessment of how well an NGO is or is not performing and in the long term what impact it is achieving. The budget should be spared for information technology so as to get good databases which reflect the objectives of organizations. It also recommends that there is need to advance Monitoring and Evaluation (M&E) were possible to progress to Monitoring, Evaluation & Collaboration (ME&C).

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LIST OF ABBREVIATIONS

FYDP II   Second Five Year Development Plan.

VOPE   Voluntary Organization for Professional Evaluation

TanEA   Tanzania Evaluation Association

ADB   Africa Development Bank

APR   Annual Project Report

IFRC   International federation for Red Cross

LFA   Logical   framework Approach

M&E   Monitoring and evaluation

MDG   Millennium   Development Goals

MES   Monitoring and evaluation system

NGO   Non Government Organization

SPSS   Statistical Package for Social Sciences

Toc   Theory of Change

UN   United   Nation

UNDP   United National Development Program

WBS   Work Breakdown Structure

NACONGO   National Council of NGOs

MEL   Monitoring, Evaluation and Learning

ACID   Atomicity, Consistency, Isolation and Durability

SDGs   Strategic Development Goal

CHAPTER ONE

INTRODUCTIONS

1.1 Background to the Study.

The study of Shapiro (2011) affirmed that getting something wrong is not a crime but failing to learn from past mistakes because of not monitoring and evaluating is. Monitoring and evaluation is a tool in project management. Project management is possibly the second oldest profession (Raymond, 2009). In 1896 -1910 Karol Admiecki developed the first Ghant chart a graphical schedule for planning and controlling work. In the 1950's the DOD designed PERT or Critical Path Management or WBS. In the 1960's the approach of earned value management was developed whose objective was to monitor project progress based on time and cost. According to most literature modern project management began in the 1950s. Project management is the organization of project mechanisms to make sure that projects are completed successfully. It is therefore a scientifically application of current tools and techniques in implementation of projects activities so as to attain preferred outcome in accordance to specific project objectives within the limited time and cost. Therefore Project management is the administration of the processes of a project from initiation stage, planning, execution, and control to the closure of the project. Hence project is activities intended to be carried out using specific resources and it has a specific initial and an end point. A program on the other hand, unlike a project is an ongoing process and it could include managing of a series of several projects. Projects vary in their size, simplicity and complexity. Project Management is therefore recognized as the most successful approach to managing changes brought

about by projects. This is because it has techniques and tools that enable project activities to be monitored and delivered within the scope of the deliverables, timeframes and budget (Shapiro 2011). Monitoring and evaluation is one of the tools that helps project managers to know when plans are going according to plan and when conditions are changing. They provide the management with information to make decisions on the project. Monitoring and Evaluation (M&E) is useful for all projects, large or small, because it helps to identify the target areas of the project and those that need to be adjusted or replaced. There are different M&E systems depending on scenery of the project and objectives (Shapiro 2011). Nevertheless, Logical Framework is the popular M&E systems being used by many managers in monitoring and evaluation (Welsh et al., 2005). While Monitoring being a process of regular and systematic collection, analysing and reporting information about a project's inputs, activities, outputs, outcomes and impacts, Therefore, monitoring improves the efficiency and effectiveness of a project by providing progressive project development to management and stakeholders and achievements of its goals within the allocated funds (World Bank, 2011). Therefore, if things go wrong, it keeps track of the project work and informs the management. It is therefore an invaluable tool for good management and a useful basis for assessment. Monitoring is an internal function of a project and includes: setting up indicators, setting up information collection, recording and analysis systems, and using the information to notify day to day administration. Monitoring is important because it requires activity modification if it emerges that the desired results are not achieved (Hunter, 2009 and Shapiro, 2011). On the other hand, evaluation is a scientific-based assessment of the project's strengths and weaknesses (Hunter, 2009). Therefore, it is a comparison

between the planned and the actual. Evaluation is a means of monitoring a project's effectiveness, and impact. There are two types of assessments: evaluation when the project is on-going–Formative evaluation; and evaluation after project completion–Summative evaluations. Therefore, it is a comparison between the planned and the actual. Evaluation is a means of monitoring a project's efficiency, effectiveness and impact. There are two types of assessments: evaluation when the project is on-going–Formative evaluation; and evaluation after project completion–Summative evaluations. Evaluation involves: examining what the project intended to achieve, assessing progress towards what was to be achieved and impacting on targets, examining the effectiveness of the project strategy, examining the project's efficient use of resources, the project's opportunity costs and sustainability, and the implications for the different stakeholders (Hunter, 2009 and Shapiro, 2011). Therefore, monitoring and evaluation is carried out for the following reasons: 1) providing project managers and stakeholders (including donors) with information on the extent to which projects meet their objectives; 2) building transparency and accountability for the use of project resources ; 3) providing project staff with a clearer basis for decision making; For future project planning and development that is improved based on lessons learned from the experience of the project. Organizations are presently reviewing methods in which M&E can attain higher consistency and efficiency (World Bank, 2008), i.e. where M&E will allow them to assess the effect of a project and to receive suggestions on how future interventions can be improved (UNDP, 2009). One deficiency of the M&E system, however, is that there are no set standards for quality measurement (Chaplowe, 2008). Consequently, it is subjective and relies on the rule of thumb. While monitoring and

evaluation is primarily used to monitor the project's impact and to determine whether it meets its objectives, it is also a mandatory requirement for donor-sponsored projects where donors use them to determine how organizations (NGOs) use their resources effectively. In many cases, NGOs implementing projects in developing countries receive funding from donors and development agencies (Hunter, 2009).

In 1980 and early 1990 Tanzania went through structural adjustments program therefore due to this economic change the role of civil society in delivering services to community extended radically it therefore encouraged dramatically growth in nongovernmental sector including Nongovernmental Organizations. For that reason the Government of Tanzania sought to encourages partnership with public and private sector and in 2001 there was the policy statement which aimed at providing a clear justification that endeavour to tribute Government efforts in stipulation of social and economic services to the public Therefore the NGO policy was developed in 2000 followed by Tanzania NGO Act in 2002. This was to make legislation for NGO operate freely from any government interference hence to improve effectiveness.

According to the Tanzania NGO Act 2002 Nongovernmental Organization " also known in its acronym ' NGO ' is defined as a voluntary alignment of individuals or organizations that are autonomous, non-partisan, non-profit organized locally at grassroots, national or international level for the purpose of enhancing or promoting environmental, economic, and social, cultural development;   lobbying and advocating on issues of public interest of a group of individuals or organization. Consequently, non-governmental organizations are charitable institutions that use

donor money for both charitable and public benefit reasons. Therefore, NGOs are established to improve public development initiatives and complement the delivery of services with resources obtained from multilateral organisations (donors).

In Tanzania there is Non Governmental Coordination Division under Ministry of Community Development Gender Children and Elderly which was established in 2016 and replaced the coordination which was under Vice president Office. Under this coordination there is Registration of NGO department and NGOs Coordination and Monitoring department

According to the NGOs Act No. 24/ 2002 as amended in 2005, The Director of NGOs Coordination Division is the head and Assistant Directors who lead the Sections. The Director is also the Registrar of NGOs in Tanzania Mainland, and also is the Secretariat of the National NGOs Coordination Board, which is responsible for supervision of the NGOs Sector in Tanzania.

The National Council of NGOs (NACONGO) is a body responsible for coordinating and self-regulating non-governmental organizations operating in Tanzania. It was established by Parliament's Act and was launched officially in 2003. Although charged with this mammoth accountability, NACONGO has only met three times since its founding, since the law does not prescribe financing sources for the council, but for the NGO board, which is a joint government and representative body of NGOs.

Monitoring, evaluation and learning in development projects was very important in Tanzania, like most sub-Saharan countries. This has enabled project and program

performance management specialists to be cultivated in the form of monitoring, evaluation and learning (MEL) officers on the front line. In the development projects introduced in the nation, the initiatives have also grown performance management systems. (Wilbard Mkama January 2017) This led to the creation of a domestic professional monitoring and evaluation association, The Tanzania Evaluation Association (TanEA). (also referred to as a Voluntary Organization for Professional Evaluation or VOPE) which attracts participants from all three industries, government, private and civil society. TanEA's general aim is to enhance the country's surveillance and assessment standards and practices. Market drivers in surveillance and assessment include such pressures as: demand from taxpayers, donors, development actors, CSOs and others to understand the outcomes of development projects / programs (result-based management) and value-for-money as part of good governance and accountability. Now days Citizens, governments, companies, politicians, investors, and organizations are becoming increasingly conscious of the significance of monitoring and evaluation and putting more pressure on it. This involves monitoring and evaluating the SDGs at worldwide level. This involves surveillance and assessment of the Second Five Year Development Plan (FYDP II) within Tanzania. (TanEA strategic plan 2017-21)

The 2002 Monterrey Consensus, the 2005 Paris Declaration on Aid Effectiveness and the 2008 Accra Agenda for Action all point to high growth efficiency priorities (Mouton, 2010). Although monitoring and evaluation (M&E) is a nascent field in Africa, the global treaties promoting assistance efficiency and responsibility together with the enhanced significance of showing outcomes for NGOs working in Africa

and the requirement of host governments to regulate NGOs have resulted to the appreciation and recognition of the role of M&E in the development agenda. Furthermore, the increasing concern about aid performance has resulted donors to attach conditions to funds under expectations that the outcomes, performance and responsibility of NGOs are demonstrated Considering that there are no global standards or legal guidelines for transparency of NGOs and also what is achieved in other industries, most African NGOs willingly adopt accountability systems developed by external officials (Paton & Foot, 2012) or peer-related organizations. (Szper&Prakash,2011).

In adding to that, most African States have been in the process of developing regulatory frameworks that govern how the NGO's operates. There is great need for NGOs accountability therefore transparency in implementations of projects to society is inevitable, this is because it has been recorded some cases where quality of NGO's projects are questionable as well as misuse of powers Murtaza (2011).

Many NGOs face difficulties in conducting evaluations as well as using best practices and lessons learned from evaluation reports to alter their operational practices. In order to put in use of the evaluation result, there should be very organized education plan and adequate resources both financial and human resources. These resources have been a challenge to many NGOs. Moreover, most NGOs capable of carrying out precise and meaningful evaluations still face difficulties in integrating the lessons learned from the evaluations into their operational procedures. Evaluation poses difficulties to most organisations; addressing these challenges needs

the NGO to undergo a "painful" process shift that involves theoretical, methodological and practical changes. Evaluation information's also reveals some NGOs operational weakness, this information together with its importance in making some corrections for improvement of future operation and practices, on the other hand it reduce the organizations capability to draw and maintain donors. However despite these challenges, evaluation is compulsory for NGOs to encourage development and reduce poverty (Murtaza, 2011)

Technology is a significant player in tracking and evaluating NGO projects, where organizations work with NGOs to use paperless information collection (monitoring) procedures through smart phones, where mobile information monitoring and project evaluation have been implemented. The primary objective of the scheme is to enable NGOs to monitor and keep track of their operations and target effectively. This system is meant to assist the NGOs be able to engage with the Aid agencies (Chesos, 2010)

In Tanzania, in relation to being unable to react resourcefully to changing requirements, NGOs face several difficulties. Moreover, most NGOs do not have the capacity to employ qualified M&E experts and ICT employees who comprehend M&E systems and are prepared to create suitable instruments; therefore they end up with substandard M&E systems that do not fulfil either the requirements of managers or donors (Chesos, 2010). KoffiTessio's research (2002) also demonstrates that M&E systems as a decision-making instrument do not meet their mandatory demands ; instead, their operations are regarded by a bureaucratic leadership as monitoring.

M&E is also seen as a donor rather than a necessity for leadership (Shapiro, 2011). The poor acquisition by NGOs of the relevant M&E system is also ascribed to organisations by emphasizing physical facilities rather than methodological and conceptual preparation (KoffiTessio, 2002). In a study, Jaszczolt, Potkanski and Stanislaw (2010) in their suggestions, NGOs need to be trained in M&E through handbooks to improve quality, establish a domestic professional association of evaluators to help create technical abilities among M&E experts, and create a commonly available depositor for evaluation reports to learn from past experiences. This study will analyse determinants of effective monitoring and evaluation systems in non-governmental organizations within Arumeru District council.

1.2 Statement of the problem

Recently, monitoring and evaluation has become a needed project requirement (UNDP,2009). According to the study of (Victor Kiwujja, 2015), many advertisements for M&E experts and request for expression of interest for M&E consultants in the local dailies evidence the great need of M&E. In Tanzania, in relation to being unable to react resourcefully to altering requirements, NGOs face various difficulties. Also, most NGOs do not have the capacity to employ qualified M&E experts and ICT employees who comprehend M&E systems and are prepared to create suitable instruments, thus ending up with substandard M&E systems that do not fulfil the requirements of managers or donors. (Chesos, 2010). Koffi-Tessio's research (2002) also demonstrates that M&E systems do not meet their mandatory demands as a decision-making instrument; instead, they are regarded by a bureaucratic leadership as regulating their operations. M&E is also seen as a donor

rather than a necessity for (Shapiro, 2011). The poor acquisition by NGOs of the relevant M&E technologies is also ascribed to organisations by emphasizing physical facilities rather than methodological and conceptual preparation (Koffi-Tessio, 2002). In the study of Koffi-Tessio although technology was analysed but database specifically was not analysed as an important component which influence the effectiveness of M&E system. In its suggestions, Jaszczolt et al. (2010) stressed that NGOs need to be trained in M&E through handbooks in order to improve performance, improve the domestic professional association of evaluators to assist in the development of technical abilities among M&E professionals, and create a commonly available depositor for assessment reports to learn from past experiences. They are also needed to assess each year's progress and achievement. (Adjam and Engela, 2010). Building a resulting M&E system is a necessity due to the increasing pressure to improve output, which is also one of the NGO's and donor's demands to monitor the efficient use of donor resources, impacts and benefits brought by the projects. Therefore, guidelines are needed to establish minimum parameters for tracking and evaluating projects that can be used to monitor progress and efficiency (Jha et al, 2010). However the study did not examine determinants of effective Monitoring and Evaluation System within organizations, research also demonstrates that in many developing countries the basis for assessment is being constructed (Kusek and Rist, 2004). As a result of the increasing worldwide motion to prove accountability and concrete outcomes, many developing countries are anticipated to embrace results-based M&E systems in the future owing to the focus on growth effect of international donors.

The above demonstrates that there is no satisfactory performance of M&E systems. They face difficulties that contribute to their inadequacy and call for action. The studies which has been conducted has provided no clear recommendations on how to improve Monitoring and Evaluation systems furthermore the study has been conducted in very few District covering very limited number of NGOs. This study examined the current M&E systems used by various NGOs working in various industries within the Arumeru District, in regard to factors affecting the effectiveness of M&E systems as well as recommend on how to adopt a result-based M&E system that is more effective and efficient for NGO projects.

1.3 Research Objectives

1.3.1 General Objective

The research's overall goal was to find out the determinants that influence the effectiveness of M&E systems in NGO's within Arumeru District Tanzania.

1.3.2 Specific Objectives

The researcher was leaded by the following specific objectives:

    i.   To find out whether the role of management affects the effectiveness of the M&E system.

    ii.   To evaluate contribution of the selection of tools and techniques in the effectiveness of M&E systems.

    iii.   To examine whether M&E training and technical expertise of the staff aid in the effectiveness of the M&E system.

    iv.   To find out whether involvement of stakeholders influences the effectiveness of the M&E systems

v.　　　To examine whether the uses of data base system influences the effectiveness of M&E system

1.4 Research Questions

The Researcher was guided by the following questions:

i.　　　How does the role of management affect the effectiveness of the M&E system?

ii.　　　How does the selection of tools and techniques influences the effectiveness of M&E systems?

iii.　　　How does M&E training and technical expertise of the staff's aid in the effectiveness of the M&E system?

iv.　　　How does involvement of stakeholders influence the effectiveness of the M&E systems

v.　　　How does the uses of data base system influences the effectiveness of M&E system

1.5 Significance of the Study

The study will be usefully for NGOs staff, stake holders, project officers and donors to understand M&E system its components and its formation in order to improve them to meet NGOs, stakeholders and community expectations. It also provides necessary information's for improving future project intervention. It will also enlighten police makers towards setting up of monitoring and evaluation systems, and show how M&E can be used as a powerful management tool to improve the way organizations and stakeholders can achieve greater accountability and transparency. The study is therefore beneficial to NGOs, donor agencies, project managers and

project management students who are involved in the designing and implementation of result-based and effective M&E systems. The study will be used in other field where M&E system is used it will be used by government bodies M&E students and researchers as reference materials. The study also recognized areas correlated to M&E field that will require supplementary study, hence a basis of extra research.

1.6 Scope of the Study

The study was conducted within Arumeru District. It involved staff working for both international and local NGOs who had effectively project interventions accomplished between 2000 and 2019, and had or were in monitoring and evaluating by means of a either defined or undefined M&E system. The Project managers, Executive directors, Accountants or M&E staffs of these projects were the respondents of this study.

1.7 Assumptions of the Study

The assumption of the study was that the identified NGOs collaborate and share information on their Monitoring & Evaluation systems by participating in base line survey by answering the interview and questionnaires properly and precisely. And finally, the sample size selected was a good demonstration of NGOs within Arumeru District.

1.8 Limitations of the Study

The researcher faced many problems during the study but the major ones were insufficient fund and limited time, the time was to be shared by the family, community, employment and research work this also limited the sample size of the study. Most respondents were also reluctant to respond to questionnaires as quick as

possible and researcher was to make frequent follow-up this consumed more time

and   cost.

Researcher used weekends to meet some of the respondents, especially those who wo

rk half day on Saturday. Often collected questionnaires from respondents ' residential

 areas. Wherever possible, the researcher also requested leave.

1.9 Organization of the Study

Chapter one of the study illustrate the background and statement of the problem it

also illustrate the objectives and research questions which was used to guide the

study. This chapter also stated the assumptions and limitations of the study

Chapter two of the study was more of theoretical issues related to the study and

literature review to consider views of other significant to study variables, the research

gaps from all materials reviewed was also stated. The conceptual framework is also

depicted in this chapter; this is diagrammatical expressions which demonstrate

association between study variables. The study gaps are finally discussed.

In chapter four the study methodology was outlined. This chapter illustrates the

design and sampling techniques that was implemented; the population targeted the

instruments and procedures for data collections but also the methods for data

analysis. Finally it described the ethical considerations. Chapter four mainly analyse

the data that was collected from the field. SPSS and Excel were used for data

analysis using mean, frequencies and percentages. Tables and charts were used to

present analysed data. Lastly the chapter interpret the findings by enlighten the

tables.

Chapter five of this study described the findings of the study taking considerations of the study objectives. The findings were linked to the existing knowledge from other studies and it also recommends of the study

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter covers theoretical and empirical literature review from different scholars to identify other researcher's weakness and gaps which was necessary behind this study by proposing some solutions. The chapter also presented conceptual frame work which depicted the relationship between independent and dependent variables of the study.

2.2. Definition of Key Concepts

Here the main concept of the study which presented the précised meaning to the reader was presented and thoroughly discussed. This is because different concept has different meaning depending on users and organizations concerned.

2.2.1   Non-Governmental Organization

Non-Governmental Organizations (NGOs) contain various categories of objects whose functions do not acquire financial gain and do not belong to the government sector. 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.

2.2.2 Monitoring and Evaluation

Monitoring and evaluation is a tool used to improve performance and achieve results. More precisely, the overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results. Performance is defined as progress towards and achievement of results. Monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an on-going intervention with early indications of progress, or lack thereof, in the achievement of results. An on-going intervention might be a project, program or other kind of support to an outcome Evaluation is a selective exercise that attempts to systematically and objectively assess progress towards and the achievement of an outcome. Evaluation is not a one-time event, but an exercise involving assessments of differing scope and depth carried out at several points in time in response to evolving needs for evaluative knowledge and learning during the effort to achieve an outcome. All evaluations even project evaluations that assess relevance, performance and other criteria need to be linked to outcomes as opposed to only implementation or immediate outputs. UNDP 2002

2.2.3 Monitoring and Evaluation System

M&E system refers to all indicators, tools and process that is used to measure whether a program is or has been executed in accordance to the plan (Monitoring) and is generating the desired result (Evaluation). An M&E system is often described in a document called an M&E plan and M&E framework being one part of that plan. (Tools4Dev,n.d)

2.3 Theoretical framework

Theoretical framework is the 'blueprint' or guide for a research (Grant & Osanloo, 2014). It considers an existing theory in a area of investigation which relate and/or reflects the hypothesis of a study. It is often 'borrowed' by the researcher to build his/her own field or research inquiry. It serves as the foundation upon which a research is constructed. Sinclair (2007) as well as Fulton and Krainovich-Miller. Theoretical framework direct the researcher so that s/he would not diverge from the boundaries of the accepted theories to make his/her final contribution scholarly and academically. According to Brondizio, Leemans, and Solecki (2014) the theoretical framework is the specific theory or theories about aspects of human endeavour that can be useful to the study of events. This study was formed on theory based evaluations as it helped researcher to concentrate on M&E and M&E systems.

2.3.1 Evaluation Theory

The researcher used the Evaluation Theory to guide this study. Evaluation theory is an intention to provide evaluators with the basis for building numerous decisions that are part of designing and conducting an evaluation theory provide evaluators with certain perspectives and guidance on matters such as: the role of the evaluator and the relationship to the subject/s of the evaluation individuals and community, selecting evaluation questions and matching with suitable methods Miller (2010). It appraises project effectiveness in achieving its intended goals and in shaping the significance and sustainability of an on-going project. Evaluation theory compares the project impact with what was set to be achieved in the project plan McCoy,

(2005). Evaluations are mainly of two types depending on when they take place these are formative and summative evaluations Shapiro (2004) The main reason for evaluation theory to be applied in this study is because Monitoring & Evaluation System deals with monitoring of project implementation process as well as an evaluation to measure if the impact is being achieved as per project objectives or not during project implementations by NGOs within Arumeru District.

2.3.2 Program Theory

Program Theory is the hypothesis that the program's plan, proceedings, and execution will lead to the realization of the outcomes as intended for particular clients. Program Theory lays out a sound explanation of why activities provided will lead to intended outcome. Program Theory is therefore the backbone of the success of a program Lipsey, 2000; It is generally reported that the function of a program theory is to find out the theoretical sensibility of the program; Rogers et al, 2000; It consists of statements that illustrate a particular program, explain why, how, and under what circumstances the program effects happen, foresee the outcomes of the program, and specify the requirements necessary to bring about the desired program effects (Sedani & Sechrest, 1999). The main phase to program growth is the conceptual framework. Once it has been established, the program theory can be used to develop outcome and intermediate goals. This series of planning stages increases the possibility of program to success Prosavac and Carey (1997), Therefore, a program theory should be considered during implementation of any project in NGOs within Arumeru District this is because no NGO can operate without considering it Program theory precede the commencement of the program (Bickman, 1987:

Prosovac & Carey, 1997, Rogers et al, 2000).This means that program theory should be developed prior to the start of any program.

2.3.3 Results Theory.

According to study of Joley (2003) organizations exist to attain certain outcome; for that reason project implementers should not confuse activities for accomplishments; processes for results; and list-to-do items for deliverables. Performance should be measured based on result and not process oriented Cheung (1997). This means that the end justifies the means, given the achieved result, how and who gets the work done is not important. If the knowledge we are generating through Monitoring and Evaluation is not yet contributing to real time decision making about design and implementation we may need to take deeper look at or M&E system this is the reason as to why result theory has been applied in the study to evaluate how M&E systems are determined by the study variables in NGO within Arumeru District

2.3.4 Theory of Change

Theory of change is a powerful way to promote "accountability and transparency. It's a means to enlighten why we fund what we are funding." In case of evaluation, it can help grant makers and grantees to recognize if their work is achieving the intended changes. Theory of change is one instrument being used by both grant makers and grantees realize change, manage the change progress, and assess their interventions it reveals what should be evaluated, when, and how (GrantCraft 2006). In 1970s and 180s the concept and techniques which associated with theory of change began to emerge from the work of evaluators. And the term "theory of change" came into use in the early 1990s, largely in the context of foundation-supported "comprehensive.

Theory of changes is used in developing comprehensive frameworks for M&E. According to (James, 2011) theory of change is mostly used by NGOs and donors to articulate long term impact on projects in this regards it is very significant for NGOs within Arumeru District to apply the same in Monitoring and Evaluations Systems

2.4 Empirical Literature Review

The study of Juliet Nasambu on factors influencing the performance of Monitoring and Evaluation systems in non-government organizations in Lira District, Northern Uganda The research design used was a cross-sectional. The study targeted seventy nine (79) respondents who included managers, M&E officers and other organization staffs who work closely with the M&E department. The data collection instrument used was a questionnaire with 79 of them sent by the researcher to 72 respondents. Juliet Nasambu (2016) the findings were that, M&E structure, data quality, human resource capacity and use of the M&E methods influenced the performance of M&E system in NGOs in Lira District as M&E officers, staffs who had M&E experience and training, utilized M&E information adequately and carried out regular data collection from various sources. More so the performance of monitoring and evaluation systems was satisfactory given the fact that information was accessible to organizational staff; feedback after measurement of project activities was received and the information needs of staff were met. Therefore, the study recommends that non-governmental organizations should ensure routine data audit, conduct preliminary assessment of impacts by conducting case studies and combine the use of logical framework with outcome mapping. Nasambu (2016)

The study of *Nalianya Japheth Micah* and *Dr. Stephen Wanyonyi Luketero* on Monitoring and Evaluation Systems and Performance of Non-Governmental Based Maternal Health Projects in Bungoma South Sub-County, Kenya, The Specific objectives concerned were to: establish how monitoring and evaluation plans, human Resource capacity, nature of monitoring and evaluation information systems adopted, and stakeholder participation in monitoring and evaluation influence performance of nongovernmental maternal health projects. A descriptive survey design and correlation design was employed. With a target population of 101 respondents, a census was conducted on all respondents involved in implementation of maternal health projects from the three non-governmental organizations (AA, STC, and CREADIS). Data was collected through questionnaires and analyzed using descriptive statistics. The study recommends alignment of staff job descriptions with their M&E plans, increase the number of M&E training, conduct Routine Data Quality Assessment to detect areas of difficulties to staff, invest in Information and Communication Technology, and manage 12 stakeholders' involvement in Monitoring and Evaluation in order to achieve quality data. *Micah* and Dr *Luketero(2017)*

According to Wachamba Elizabeth Wanjiru's research on Determinants Of Effective Monitoring And Evaluation Systems In Non-Governmental Organizations Within Nairobi County, Kenya The results stated that there are problems in applying the M&E systems that were ascribed primarily to the instruments and methods used. This is due to their applicability's complexity. The research concludes that NGOs should be flexible in order to modify their M&E systems, including instruments and

methods; management should have the expertise to operate the project and M&E system; capability building strategy to emphasize M&E training across the NGO industry and a professional M&E specialist association needs to be established. The research proposes the Gazettement of Public Benefit Act 2013, the integration of contemporary technology into project operations and M&E system ; the creation of a harmonized M&E training curriculum ; M&E training to be adapted to the efficient implementation of instruments and methods ; and leadership that is innovative and interrelated with all elements of the M&E system. The research also proposes that project executives and M&E employees responsible for M&E systems provide employees with the necessary technical knowledge and provide them with training so that can manage M&E systems efficiently Elizabeth Wanjiru (2013).

The opinions and conclusions of Jaszczolt et al., (2010) on experience in implementing a local Government Administration Component of the World Bank funded Development Program (WDP), was that: education should be provided to NGOs in a number of ways so as to improve their efficiency and effectiveness in their interventions He added that there is a need for ,a national specialized alliance of evaluators to be established to assist in developing technical skills among the M&E specialists, as well as develop a custody for evaluators to archive their report which will be freely accessible to all organizations hence a learning instruments for previous experiences.

The Kenya social protection sector review (2012), that focused on main programs in the social protection sector in Kenya, conducted through literature review, landscape

survey and in-depth interviews with project implementers, states that not many programs in Kenya have a functional M&E systems, despite it being accredited for promoting transparency and accountability. From the programs reviewed 96% had developed some type of indicator framework for M&E, 91% conducted monitoring activities, 61% had a planned or ongoing impact evaluation and 39% had no M&E reports for public consumption. This was attributed to programs not allocating the required resources at the design stage of the M&E system. There was also an inconsistency in the choice of performance indicators among the Kenyan programs which led to incoherent and incomprehensive M&E systems. Out of 88.1% of the Kenya safety net programs only 16.7% could provide a review team with a logical framework. The review also established that although M&E rarely influenced the decision making process, its information was being used to inform project and program   designs   as well as inform policies. The review also notes that the country relies much on M&E international consultants and therefore recommends capacity building of national and progressive wean program of civil servants (locals) because they will stay in the sector   over   the   long   term.

The Public Benefit Organization Act, 2013 first schedule, part II section 13 on Monitoring, Evaluation and reporting, calls for the organizations to work together through   result-based management in order to meet the needs of their beneficiaries, develop transparent reporting policies and develop and use tools for monitoring and evaluation for

development   and   impact

of their work. They are also required to evaluate progress and success they have

achieved annually.

2.5 Factors Affecting the Effectiveness of M&E System

2.5.1 The Role of Management.

Management is the process of reaching organizational goals by working with and

through people and other organizational resources. Project management is the skills

tools and management processes required to undertake a project successfully Method

123 (2017) for successfully M&E system, the management should play its role to

make it happen (World Bank, 2011). Responsibility for decision making and strategic

planning of the project rely on the hand of the project management. This includes

formation and management of M&E system of organization by setting and tracking

indicators, producing quarterly technical reports and annual reports (IFRC, 2011).

The project manager ensures that the project staffs fulfil their responsibilities

effectively (Guijt, 2002). The project staff are the one who implement the project by

collecting data monitoring, and present them either weekly or quarterly (IFRC,

2011). For an M&E to function as a managing tool, the project management and

M&E staff need to identify and act on the project improvements. Also for the M&E

to be more effective it should be coordinated by a unit within the project

management in order to facilitate management's quick use of the M&E information

(Guijt, 2002). The decision for project evaluations also rely on management as they

plan when and how project evaluation should be done (Welsh, 2005). If the project

management fails to pay attention to the operations of the M&E, it diminishes its

importance to the rest of the project staff. The M&E process hence provides useful information for decision-making to all levels of project management (Gaitano, 2011).

Otieno (2010) in his article Good Governance in NGOs that was published in the NGOs Coordination Board Newsletter – The Co-coordinator, Issue No. 6, defines governance as the process of making decisions. He states that there are eight major characteristics to good governance, which are: participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows rule of law. He also adds that for an NGO to guarantee good and effective governance it should control its resources in a way that is: open, transparent, accountable, effective and efficient, as well as equitable and responsive to the stakeholders' needs. Hence monitoring and evaluation system adds the fourth pillar to governance, which provides the feedback component that, gives decision makers (project management) an additional public sector management tool (Kusek and Rist, 2004).

M&E is also a management function set by donor agencies as preconditions for allocation of funds to NGOs (Hunter, 2009). M&E system as well is part of management tool which provide feedback on performance fundamental for governance and decision making of projects and NGOs (Gorgens et al., 2010). The M&E system therefore provides information both to the internal (management) and external (donors) users.

The project management uses the M&E information to make decisions, in planning, in impact assessment and for accountability (CARE 2012). An effective M&E should therefore be able to provide managers with the needed information for day-to-day

decisions;   key   stakeholders   with

guidance information on the project strategy; project early warnings signs;

empowerment   to

beneficiaries; capacity building as well as assess progress and build accountability

(Welsh   et

al., 2005). Monitoring and evaluation is therefore a learning process that centres on

efficiency, effectiveness and impact of the project. However for M&E to deliver,

proper planning has to be in place, by which progress and achievements are

measured against (Shapiro, 2011).

2.5.2 Selection of Tools and Techniques

Any intervention require distinctive M&E depending on the operational context,

implementing agency capacity and donor requirements. It is therefore important, to

pre identify methods procedures, and tools to be used before preparing an M&E

plan   to   meet   the   project's   M&E   needs

(Chaplowe, 2008). There are many tools and techniques used to support project

managers   in

planning and controlling project actions which include: project selection and risk

management tools and techniques; project initiation tools and techniques; project

management planning tools and techniques; project management executing tools and

techniques; and project management monitoring and controlling tools and

techniques.

2.5.3 M&E Training and Technical Expertise

The monitoring and evaluation (M&E) career has developed as a field of practice rather than a habitual scholarly discipline, human resources, with proper training and experience is therefore vital for the establishment of M&E results. There is requirement for an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource administration is vital in order to sustain and keep a stable M&E staff (World Bank, 2011). According to Koffi-Tessio, 2002 competent employees are major restriction in deciding M&E systems. M&E is a new professional field, and for that reason it faces challenges in successful release of results. Skilled professionals and capacity building on M&E systems is therefore of enormous demand, hence the need for harmonization of training courses as well as technical advice (Gorgens and Kusek, 2009). The UNDP (2009) handbook on planning, monitoring and evaluation for development results, emphasizes that human resource is vital for an effective monitoring and evaluation, by stating that staff working should possess the required technical expertise in the area in order to ensure high-quality monitoring and evaluation.

2.5.4 Stakeholders Involvement and Monitoring & Evaluation.

Involving stakeholders in planning about what, how, and why, of program intervention   is empowering them and moreover, promotes inclusions and facilities meaningful participation by diverse stakeholder groups, Donaldson, (2003).

Participation of stakeholders implies empowering development beneficiaries in terms of identifying resources and needs, planning on resource utilization and real execution of development projects, Chambers, (1997); Chitere, (1994) Example of best practices shows that a key factor facilitating the updating of evaluations is involvement of stakeholders. This participation must be introduced into the early phases of the assessment process, including supporting high-profile champions and attracting policy-makers interested in studying or using tools to demonstrate efficiency, Jones (2008) ; Proudlock (2009) also discovered that the entire effect assessment process and, in particular, the assessment and interpretation of outcomes can be significantly improved by the involvement of intentional beneficiaries, who are after all the primary stakeholders in their own development and the best judges of their own situation. However, participation of stakeholders requires to be managed carefully, too much participation of stakeholders could lead to undue influence on the assessment, and too little could lead to the process being dominated by evaluators, Patton (2008).

2.5.5 Database:

Database is an organized set of records usually in rows and tables. A database need not be computerized by this definition. (CompanyTLink, 2007). The most common type of the database is a relational database. All data is not stored in the same table in such a database, but in various related tables. Kusek and Görgens 2009

As fresh data is added, data is updated, extended and deleted. Databases process workloads to create and update themselves, query the data contained in them and run applications against them. Computer databases typically contain aggregations of data records or files, such as sales transactions, product and inventory catalogues, and customer profiles. Typically, a database manager provides users with the ability to control read/write access, specify report generation and analyse usage. Some databases offer ACID (atomicity, consistency, isolation and durability) compliance to guarantee that data is consistent and that transactions are complete. A database manager typically allows users to regulate access to read / write, specify report generation, and evaluate usage. Some databases provide compliance with ACID (atomicity, consistency, isolation, and durability) to ensure continuous information and full transactions. All databases should contain appropriate program information, whether an individual program or a domestic large-scale programme. If it is a large-scale domestic program, more than one database may need to be connected and distinct information may be needed at, for instance, a district education department compared to the headquarters of the national education ministry. More than just indicator values should be captured by the database. This will allow managers to use the database as a management information system to store regular indicator values, not just as a warehouse. To use the database as a management tool, data on the 12 components of a functional M&E system must be captured. Kusek and Görgens 2009

2.6 Research Gap

From the literature review and review studies conducted, it shows that a great deal of effort has been made to address the difficulties faced by NGOs in implementing the

monitoring and evaluation system Koffi-Tessio (20020) and Joseylee S. Kasule (2016). Despite these literature reviews, most of the surveys were performed in Kenya, Burkina Faso, Mauritania, Rwanda, and Mozambique, Tanzania also performed little survey and assessment research (Godfrey N. Mmassy (2018) (Nathaniel Kayaga (2015), Loveridge, D. L.). (2011) The studies focused on the role and growth of M&E capability in developing countries ' public sector but subjective to determinants such as financial resource, human resource, management position on how it manipulate M&E system effectiveness in NGOs. This study will address the gaps in the determinants of effectiveness of M&E system within domestic and global NGOs, particularly in Arumeru District in Arusha Region.

2.7 Conceptual Framework

A conceptual framework, as a sort of manuscript, refers ideas, empirical research, and appropriate theories to advance and systematize understanding of associated ideas or problems. Some ideas are gaining popularity among professionals, but study may be restricted and sporadic around a notion. Watson (2007) It is a diagram that shows the interaction between appropriate factors that can affect the achievement of goals and objectives and is summarized in a diagram showing the variables and their hypothesized connection (Orodho, 2005). This study looks at the determinants factors which are Management role, stakeholders participation, M&E training, data base system, technical expertise, and selection of tools and techniques for M&E, on how influencing effectiveness of M&E systems in NGO's. The study will strived to show how combinations of the independent variables contribute to the effectiveness of an M&E system. M&E system cannot work without qualified individuals who efficiently perform the M&E duties for which they are accountable for Kusek at, al.

(2009) M&E employees may have beneficial or negative impacts on the monitoring and evaluation scheme if they have appropriate M&E abilities they can support organization's solid M&E system. Expert employees can lead to a good choice of various instruments and a nice database system which in turn strength M&E system. An effective system of M&E needs individuals capable of supporting it. (The 2011 IFRC). Jody ZallKusek finalized the Monitoring and Evaluation Systems Workbook ; A Toolkit for Capacity Development that *"No skilled people, no M&E system.* Kusek*at*, *al* (2009). Management have responsible for making sure there is sufficient and appropriate personnel with the right level of resources and other support needed to implement good quality M&E system (IFRC 2002) The management plays a big role in arranging for M&E trainings, stakeholders participation, good data base system, technical expertise, and selection of tools and techniques for M&E, . Being the key decision makers in a project, they contribute significantly in deciding what should be given a priority in the budget. It calls for their commitment to the implementation of Monitoring and evaluation systems (IFAD 2002, Abala at.al 2016). Most managers show little or no interest at all in the implementation of active Monitoring and evaluation systems World Bank,(2000). M&E system are not crucial when management is not using information from monitoring and evaluation. Effective M&E systems can help identify promising programs or practices. They can also identify unintended, but perhaps useful, project, program and policy results. M&E systems can help managers identify program weaknesses and take action to correct them. M&E can be used to diminish fear within organizations and governments and to foster an open atmosphere in which people learn from mistakes, make improvements, and develop skills along the way. Kusek, *atal* (2009) this study

will strive to show how combinations of the independent variables contribute to the effectiveness or ineffectiveness of M&E system. (Dependent variable) This research therefore adopted the conceptual framework illustrated in figure 2.1 bellow;

2.8 CONCEPTUAL FRAME WORK

Independent Variables   **Dependent Variables**
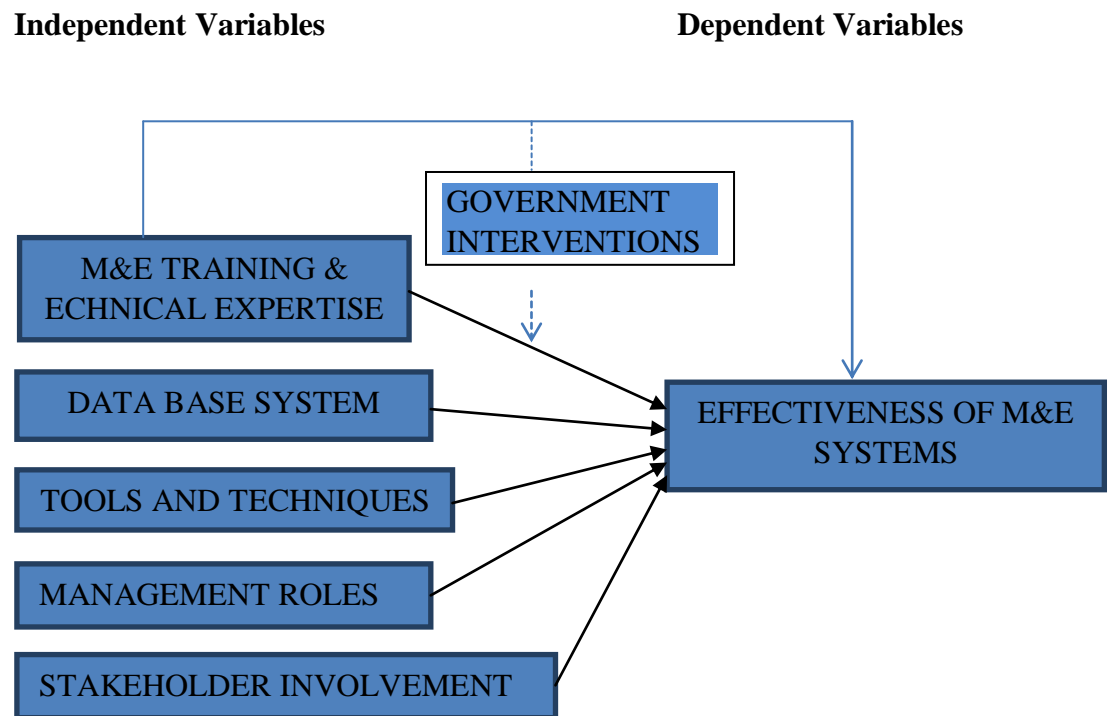
Figure 1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines how the research was conducted. It focuses on the research design, target population, sampling strategy, data collection tools and techniques and data analysis that was used in this study.

3.1 Research Design

The researcher used descriptive research design to demonstrate how selection of tools and techniques; data base system; stakeholders' involvement; role of the management; M&E training and technical expertise of the staff contribute to the effectiveness of an M&E system. Descriptive research design was used to describe an event or phenomena as it exists at present and is appropriate when the study is concerned in specific predictions, narrative of facts and characteristics concerning individuals or situations (Kothari, 2003). The researcher also used qualitative and quantitative research methods.

3.4 The Target Population

Population refers to the entire group of people; event or organizations that a researcher wants to study. The population of this research was 250 staff working for NGOs operating within Arumeru District. The target population was 50 staff working for NGOs that are registered and operational in Arumeru District in different sectors, which have completed a project

between 2000 and 2019 and are in the process of monitoring and evaluating them

using   both

defined and undefined M&E system. The population size is therefore finite.

3.5 Sampling Strategy

This is the process of selecting a sufficient number of elements from a population

(Raval, 2009). It also refers to the techniques and procedures to be applied in

selecting a sample According to Kothari (2014), a sample of about 10 percent of a

population can often give a reliable data. Since, the respondents were of high

homogeneity, there researcher selected 20% of 250 of the target population through

stratified   sampling,

which was equivalent to 50 sample size of the respondents. This was done to ensure

proportionality in the sampling. However, a good sample should be that which

reflects an actual profile of population from which it is drawn. The whole process of

sample selection must be aimed at minimizing bias in the sample (Veal, 1997). The

Non-probability sampling technique was used in selecting the NGOs from the

sample. In-non probability sampling the purposive or judgmental sampling was used

to select the NGOs in Arumeru District. The study employed the judgment sampling

because it enables the researcher to select NGOs which provided the details about the

study purpose. According to Corbetta (2003), a non-probability approach reflects

that, the chance of each individual to be chosen in the sample is unknown but the

features of the population are used as the main measure for selection. A purposive

approach is well-suited to small-scale and in-depth studies (Ritchie *et al*., 2003). The

respondents were project managers, field officers, directors, financial officers or an

M&E staff in the project. This is because they are responsible of many aspects of the project, including the M&E system, therefore are in a better position to provide the information required by this study..

3.6 Data Collection Tools and Techniques

3.6.1 Primary data collections

A questionnaire was used to collect information on the M&E systems used by the NGOs. Primary data was collected through the administration of written questionnaires to the Project manager, Director, Finance officer or M&E staff from each NGO. They were given oral instructions and then handed the questionnaire to fill in. The questionnaires were later picked from them. The questionnaire focused on the determinants of effective M&E systems in NGO's, which included the selection of tools and techniques, stakeholders participation, database system; the role of management, M&E training and the technical expertise of staff. The questionnaire contained both closed and open-ended questions, which allowed the collection of qualitative and quantitative data. The questionnaires were designed in a simple manner for the respondents to be able to understand the questions.

3.6.2 In-depth interview

A semi structured interview guide was prepared to gather relevant information from the program managers responsible for different projects implemented or being implemented by Non-Governmental Organizations in Arumeru Districts. The interview guide was prepared to gather information on Management role, stakeholders participation, M&E training, data base system, technical expertise, and

selection of tools and techniques for M&E and how it affect the performance of Monitoring and Evaluation (M&E) System. The questions were structured with a view of directing the conversation towards the topic and objective of the study.

Category of respondents	Data collection instruments
M&E Staff	Semi structured Questionnaire
Program Delivery team	Semi structured Questionnaire
Senior Management Team	Interview Guide
Partners representatives	Interview Guide

3.6.3 Secondary Data and Information

Secondary information was obtained through a review of existing literature from published books and journals as well as policy documents and existing reports about the topic under study. The secondary information thus provided an insight into the study and enabled the thorough examinations of the various views and works of other people that are related to this research. Secondary information was obtained through a review of existing literature by the use of the internet, published books and articles in journals as well as documents and other existing reports about the topic under study.

3.6.4 Validity and Reliability

These are the criterion of evaluating the research tools. Validity of the questionnaire was done through consultations with the supervisor and a field test (Radhakrishna,

2007). This established any built-in errors in the measurement of the questionnaire. The researcher also did a pilot test in order to check on the reliability of the questionnaire, where data was collected from 2 NGOs. The NGOs used for pretesting was not part of the main study (Radhakrishna, 2007). The data collected was analyzed using SPSS (Statistical Package for Social Science) computer software.

3.6.5 Reliability of instruments.

Reliability is the degree to which an assessment tool produces stable and consistent results (Cherry, 2015). It contributes to standardization of research instruments. Standardization is important so that the results of a study can be generalized to the larger population. To ensure reliability, the researcher pre-tested the questionnaires on NGO operating in Arumeru District which was not be part of case study. This process offered hope of improving some questions and the style of questionnaire administration. In addition, an alternative way of estimating reliability of a questionnaire, the split-half method was applied to measure internal consistency of the instrument (Trochim, 2006). This is method that was used to gauge reliability of a test; two sets of scores was obtained from the same test, one set from the odd items and one from even items, and the scores of the two sets are correlated (Trochim, 2006; Zimba, 1998). In this study, a sample of 10 respondents from 2NGO's was used and then the results was split into odd and even numbers. The outcome was interpreted in accordance with Eisinga *et al*, 2013; if the questionnaire is reliable the results in the two halves will be correlated. Where the reliability coefficient is 0.0 the test is totally unreliable and 1.0 means perfectly reliable test. The reliability

coefficient was calculated using the Spearman-Brown prophesy formula as indicated here below:

$$\text{Reliability of scores on total test} \quad r = \frac{2 \times \text{reliability f or } \frac{1}{2} \text{ test}}{1 \times \text{reliability f or } \frac{1}{2} \text{ test}} \quad \text{or } r = \frac{2y}{1+y}$$

3.7 Data Analysis and Presentation

The data collected was classified into sub-samples then edited and cleaned to reduce ambiguity. The cleaned data was coded into SPSS for subsequent data analysis through descriptive and inferential statistics. Qualitative statistical techniques were used to describe and summarize data. The result was then interpreted in the form frequencies and percentages. Descriptive statistics was represented using means, standard deviation and percentages.

3.8 Ethical Issues

Ethics are norms or standards of behaviour that guide the moral choices about our behaviour and our relationship with others. All parties in research observed ethical behaviour. Research ethics was put into consideration when developing and administering data collection tools and techniques, to avoid any form of harm, suffering or violation. This was done through obtaining consent before the research; ensuring confidentiality of data obtained and learning more about the organization's culture and project before the research and where necessary absolute sensitivity and caution

was   excised.   In   order   to   safeguard   the   rights   of   the

participants, the researcher also explained to the participant the benefits of the study.

3.9 Operational Definition of Variables

This section dealt with the operational definition of study variables, along with other components of the conceptual framework. The independent variables are the selection of tools and techniques, stakeholder's participation, database system; the role of management, M&E training and the technical expertise of staff, the dependent variable is effectiveness of a monitoring and evaluation system for Non government Organizations at Arumeru District.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

The study examined determinants of effective monitoring and evaluation systems in non-government organizations in Arumeru District, Found at Arusha Region northern of Tanzania. This chapter highlights the presentations, analysis and interpretation of findings of the study. The presentations are done in accordance to the objectives of the study that is to find out the determinants influencing the effectiveness of M&E systems in NGO's within Arumeru District Tanzania. Respondents interviewed were project managers, M&E officers, accountants, Executive directors and other staff who work closely with the M&E department. Findings have been presented in form of tables and figures; narratives have been provided for each of the tables.

4.2 Response rate

Table 4. 1: Response rate

Questionnaires administered	Questionnaires filled & returned	Percentage
50	48	96

Source survey data 2019

The intention of research was to collect information from 50 respondents in the NGO's operating in Arumeru District. For that reason 50 questionnaires were administered and out of them 48 were filled and returned, which represents a 96%

response rate. These adhere to Mugenda and Mugenda (2003) whereby according to him 50% response rate is adequate, and a response rate greater than 70% is very good. For this reason the response rate was satisfactory. This response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants and applied the drop and pick method to allow the respondents ample time to fill the questionnaires.

4.3 Demographic information

The study sought to find out the demographic information of the respondents which included gender, age, level of education, and years worked in M&E projects.

4.3.1 Respondents Gender

Table 4. 2 Gender of respondents

	Frequency	Percent
Female	25	52.1
Male	23	47.9
Total	48	100.0

Source: Survey Data, 2019

The gender distribution of the respondents was sought in order to establish if there was any gender parities in the positions. The findings indicated that the majority of the respondents were female (25%) while males' respondents were only 23%. This implies that there

were more females than female involved in monitoring and evaluation activities amongst the sampled NGO's.

4.3.2 Respondents Age Distribution

Table 4.3: Age of respondents

	Frequency	Percent
Below 25 years	2	4.2
25-35 Years	14	29.2
36-45 Years	22	45.8
46-50 Years	10	20.8
Total	48	100.0

Source: Survey Data, 2019

Majority (45.8%) of the respondents indicated that their age ranged between 36 to 45 years, followed by 29.2% who indicated that their age range was between 25 to 35 years. It also revealed that 20.8% of the respondents were aged between 46 to 50 years; 4.2% were below 25 years of age. From the findings, it can be inferred that the respondents were old enough to provide consistent insights significant to the study.

4.3.3 Level of Education

Table 4. 4: Work Experience of respondents

	Frequency	Percent
Masters/Phd	10	20.8
Bachelor Degree	20	41.7
Diploma/Advance Diploma	13	27.1
Certificate	5	10.4
Total	48	100.0

Source: Survey Data, 2019

The study sorts the respondents' level of education in order to ascertain if they were well equipped with the necessary knowledge and skills in their respective areas of specialization. From the study findings majority (41.7%) indicated that they had university first degree (undergraduates), followed by 27.1% of the respondents who had Diploma/Advance qualification and 20.8% who had post graduate degree and 10.4% had certificate qualification. The findings therefore indicate that the respondents have the capacity, skills and management expertise to conduct M&E activities successfully in their organizations.

4.3.4 Respondents Work Experience

Table 4. 5: Work experience of respondents

	Frequency	Percent
Less than 1 Year	6	12.5
1-5 Years	26	54.2
6-10 Years	9	18.8
More than 10 Years	7	14.6
Total	48	100.0

Source: Survey Data, 2019

Based on the findings, majority (54.2%) of the respondents had worked in M&E projects   for between 1-5 years followed by 18.8% who had 6-10 years' experience in M&E projects. While 14.6% of the respondents had worked in M&E projects for a period of more than 10 years, a small proportion (12%) had an experience of less than1 year experience. The findings therefore implies that the respondents were experienced enough to provide valuable responses concerning determinants of effective monitoring and evaluation systems in NGOs within Arumeru District.

4.4 General information on determinants of effectiveness of M&E system

Table 4. 6: Effectiveness of M&E System

	Frequency	Percent
Excellent	11	22.9
Good	27	56.3
Bad	10	20.8
Total	48	100.0

Source: Survey Data, 2019

The respondents were required to rate the effectiveness of their M&E system. Based on the findings, 22.9% of the respondents indicated that the M&E system was excellent; 56.3% indicated it was good 20.8% indicated that the system was bad. Some of the M&E systems ' ineffectiveness could be ascribed to the non-governmental organizations not allocating appropriate funds, and inconsistency in the choice of indicator leading to their incomprehensiveness. According to the global benchmark, the NGOs should allocate between 10% and 12% of the complete project costs for Monitoring and Evaluation (SGS NGO Benchmark 2019 standard). An effective M&E system needs staff, processes, information, technology and important stakeholders to interact (Chaplowe, 2008).

4.4.2. Reviewing Monitoring and evaluation System

Table 4. 7: Reviewing Effectiveness of M&E System

	Frequency	Percent
Yes	32	66.7
No	16	33.3
Total	48	100.0

Source: Survey Data, 2019

The respondents were required to ascertain on whether monitoring and evaluation system of organizations are reviewed. The find indicated that majority of NGOs that is 66.7% review their M&E system and only 33.3% do not review their M&E system. Simister (2015) points out that modifications may need to be made because M&E systems or procedures are not functioning correctly, or because the project or program itself has changed, resulting in a change in the M&E strategy. Further UNDP(2009) points out that M&E operations are carried out throughout the program and project cycles and should be frequently checked and updated (for instance, at the moment of annual reviews, at least annually). This guarantees that despite the evolving conditions, the project always responds to the issues recognized in the community.

Table 4. 8: Challenges of using Monitoring & Evaluation System

	Frequency	Percent
Yes	36	75.0
No	12	25.0
Total	48	100.0

Source: Survey Data, 2019

The findings indicate that 75% of the respondents faced difficulties in using M&E system while 25% indicated that they had no difficulties using the M&E system. Furthermore, the participants who quoted problems in using the M&E scheme were asked to comment on the possible variables contributing to the difficulty.4.4.4 Weight of challenge affecting monitoring and evaluation system

Researcher ought to find out challenge affecting monitoring and evaluation system in NGOs and factors affecting monitoring and evaluation system were outlined for respondents to rate them these factors were, Selection of tools and techniques, Role of managements, M&E training & Technical expertise, Use of database system, Involvement of stakeholders the rate was as follow;

Table 4. 9: Factors contributing to difficulties in using M&E system

	Frequency	Percent
Selection of tools and techniques	10	20.8
Role of management	16	33.3

M&E training and technical expertise	10	20.8
Use of database system	8	16.7
Involvement of stakeholders	4	8.3
Total	48	100.0

Source survey data 2019

The study sought to establish Factors contributing to difficulties in using M&E System, from the study 20.8% of the respondents indicated that the selection of tools and techniques contributed to difficult whereas 33.3 % indicated that the role of management in the operations of the M&E was also a challenge. M&E training and technical expertise of the staff contributed to difficulty in use of the M&E systems as revealed by 20.8 %, Use of database system 16.7% and Involvement of stakeholders ranked 8.3% of the respondents respectively.

4.5 Managements Roles

The study sought to establish the management role towards the effectiveness of the M&E system the result is presented in the table below;

Table 4. 10: How would you rate the management role towards the effectiveness of M&E System

	Frequency	Percent
Very Effective	26	54.2
Effective	16	33.3
Ineffective	6	12.5

Total	48	100.0

Source: Survey data 2019

From the findings, 80% of respondents confirmed that management role towards the effectiveness of the M&E system was very effective, 49.3% was effective, while 18.5% of respondents established that it was ineffective. This implies that management roles towards the effectiveness of M&E system were helpful and very important.

4.5.1 Use of M&E information by NGO Managements

According to Nancy Lemay 2010, there is a tendency for managements to forget the importance of good, solid monitoring and evaluations, which is essential for providing managers the information they need to take action and produce results. This study sought to establish if monitoring and evaluation information is used with organizations management.

Table 4. 11: Organizations management use of M&E information

	Frequency	Percent
Yes	35	73
No	13	27
Total	48	100.0

Source Survey data 2019

From the study findings revealed that 73% of respondents agree that monitoring and evaluation information is used with organizations management while 27% of

respondents said it is not used. This implies that most NGO management use M&E information.

Respondents were also required to rate usefully of M&E information to the organization managements based on six statements Lekert Scale the findings is represented by the table below.

Table 4. 12: Likert Scale on Usefully of M&E Information

Statements	Very High	High	Moderate	Low	
For learning process	12	29	6	2	Frequency
	25%	60.4%	12.5%	4.2%	Percent
For planning process	21	9	17	1	Frequency
	43.8%	18.8%	35.4%	2.1%	Percent
For managing impacts	17	27	3	1	Frequency
	35.4%	56.3%	6.3%	2.1%	Percent
For transparency and accountability	15	24	8	1	Frequency
	31.3%	50%	16.7	2.1%	Percent

			%		
For decision making	23	16	8	1	Frequency
	47.9%	33.3%	16.7%	2.1%	Percent
Project improvements	26	21	0	1	Frequency
	54.2%	43.8%	0%	2.1%	Percent

Source survey data 2019

From the table above the study revealed that usefully of M&E information to the organization management based on six statements is as follows

For learning process, 25% confirmed that usefully is very high 60.4% high, 12.5 moderate and 4.2% Low, For planning process 43.8% confirmed that usefully is very high 18.8% high, 35.4% Moderate and 2.1% low, For managing impacts, 35.4% usefully is very high 56.3% high, 6.3% moderate and 2.1% low, For transparency and accountability, 31.3% usefully is very high 50% high, 16.7 moderate and 2.1% low, For decision making 47.9 Very high, 33.3% high, 16.7% Moderate and 2.1% Low and for Project improvements, 54.2% very high, 43.8% high, and 2.1% low. This implies that M&E information is highly usefully to the organization management for learning, planning, managing impact, transparency and accountability and for project improvement.

Organization management is accountable of making decisions and strategic planning of the project and also manages the M&E system (IFRC, 2011). The success of the

M&E system depends on the support it gets from the management (World Bank, 2011). On the other side management relies on the information provided by the M&E system for its decision-making (Gaitano,2011).

4.6. Selection of Tools and techniques used in M&E system

Respondents were inquired to name three tools and techniques used in the M&E system, and; Logical framework, M&E plan, Evaluation surveys, Project Activity Register Book, Progressive report, Data collection/Report forms, and Strategic planning frameworks were some of tools and techniques mentioned by the sampled NGOs. This is indication that the NGOs use different tools and techniques for their M&E systems, and this depends on the projects M&E needs, information needed, the stakeholders and the cost involved as well as the evaluator's preferred choice of tools and techniques (World Bank, 2002 and Nabris, 2002).

However respondents were asked to rate the applicability of those tools and techniques in M&E activities and the finding is presented by the table below

Table4.13. Applicability for tools and techniques

Table 4. 13: How would you rate the applicability of M&E tools and techniques?

	Frequency	Percent
Very Easy	6	12.5
Easy	34	70.8
Difficult	8	16.7

Total		48	100.0

Source survey data 2019

From research findings 12.5% of respondents confirmed that applicability of their tools and techniques were very easy, 70.8% affirmed that they were easy, and 16.7% confirmed that the applicability of their tools and techniques being difficult. Those whose applicability was easy based their arguments on simple features, simple technology and possessed knowledge on tools and techniques; on the other hand those who confirmed difficult based their opinion on lack of knowledge on them. However many respondents find it easy to apply M&E system tools and techniques.

Table 4. 14: Relevance of proper use of tools and techniques on performance of M&E system

		Frequency	Percent	Mean	Standard Deviation
Contribution to general performance of the M&E system	Strongly agree	34	70.8		
	Agree	7	14.6	3.79	.470
	Strongly disagree	0	0		
	Disagree	1	2.1		
Induction of local	Strongly agree	18	37.5		
	Agree	29	60.4	3.35	.526
	Strongly disagree	0	0		

M&E Experts	Disagree	1	2.1		
Increase the quality of M&E human resources	Strongly agree	28	58.3		
	Agree	19	39.6	3.56	.542
	Strongly disagree	0	0		
	Disagree	1	2.1		
The contents of the training in regard to the performance of M&E System	Strongly agree	17	35.4		
	Agree	30	62.5	3.33	.519
	Strongly disagree	0	0		
	Disagree	1	2.1		
Increase staff technical expertise	Strongly agree	15	31.3		
	Agree	29	60.4	3.23	. 592
	Strongly disagree	0	0		
	Disagree	4	8.3		
Capacity building of personnel	Strongly agree	18	37.5		
	Agree	26	54.2	3.29	.617
	Strongly disagree	0	0		
	Disagree	4	8.3		
Understanding operational of the	Strongly agree	22	45.8		
	Agree	25	52.1	3.44	.542

M&E system	Strongly disagree	0	0		
	Disagree	1	2.1		
	Strongly agree	26	54.2		
	Agree	21	43.8	3.52	.545
Accessibility to information	Strongly disagree	0	0		
	Disagree	1	2.1		

Source Survey data 2019

The table above demonstrate the research findings whereby when asked whether proper use of tools and techniques Contribution to general performance of the M&E system 70.8% strongly agreed, 14.6% agreed and 2.1% disagreed this is an indication that more respondents accept the statement. On the statement proper use of tools and techniques result into Induction of local M&E Experts 37.5% strongly agreed 60.4% agreed while 2.1% disagreed They were also asked about the statement, proper use of tools and techniques result into Increase the quality of M&E human resources 58% strongly agreed, 39.6% agreed and 2.1% disagreed. This implies that the majority of respondents accepted the statement.

Respondents were also asked if proper use of tools and techniques affect the contents of the training in regard to the performance of M&E System and on this statement again 35.4% strongly agreed 62.5% agreed and 2.1% disagreed majority of respondents that is those who strongly agree and agree is an indication that they

accepted the statement. When asked if it increase staff technical expertise 31.3% strongly agreed 60.4% agreed and 8.3% disagreed indicating that the statement was accepted

About the statement proper use of tools and techniques result into capacity building of personnel 37.5% strongly agreed, 54.2% agreed and 8.3% disagreed and this was confirmation that the statement was accepted. On the statement that it increase understanding on operational of the M&E system. 45.8% strongly agreed, 52.1% agreed and 2.1% disagreed this also revealed that the statement was accepted.

When respondents were asked whether proper use of tools and techniques improve accessibility to information, 98% of respondents who strongly agreed and those who agreed were higher than 2.1% who disagree with the statement this implies that the statement was accepted.

4.7 Technical Expertise

4.7.1 Staff competency in handling M&E system

Table 4. 15: Competency of staff handling M&E system in an Organization-Likert Scale

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Competent	16	33.3	33.3	33.3
Competent	24	50	50	83.3
Incompetent	8	16.7	16.7	100.0

Total	48	100.0	100.0	

The researcher sought to establish the competency of staff handling M&E system and the result was as follows; 33.3% of respondents conferred with the statement that staffs handling M&E system are very competent, 50% are Competent and 16.7% are incompetent. This implies that most NGOs operating in Arumeru District has competent staff handling M&E system.

4.7.2 Reasons as to why they are competent or incompetent

Table 4. 16: Elaborations on Staff Competence or Incompetency

	Frequency	Percent
Good M&E reports	22	45.8
Efficiency in Monitoring and Evaluation	7	14.6
Guidance to project managers towards attaining project objectives	3	6.3
Total	32	66.7
Missing System	16	33.3
Total	48	100.0

Source survey data 2019

The respondents were required to elaborate on the reason of staff competent or incompetent based on their answer on the question above and the study established that 45.8% were competent based on quarterly semiannual and annual M&E reports produced 14.6% based their arguments efficiency in monitoring and evaluations,

while 6.3% said M&E competency was revealed from good guidance provided to project managers towards attainments of project objectives. 33.3% of respondents did not react to the question.

4.7.3 Composition of M&E Experts in Organization

Figure 2 : Composition of M&E Expert in Organization
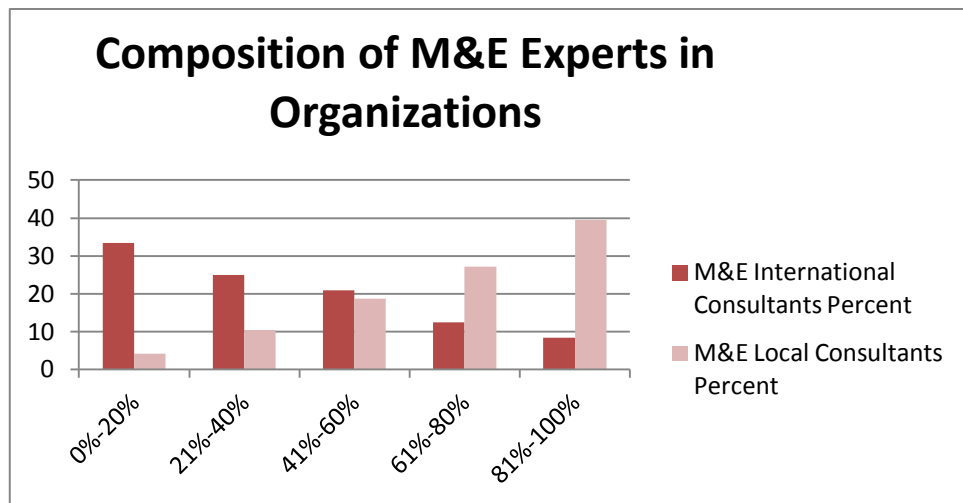
Source Survey data 2019

The study sought to realize the *Composition of M&E Experts in Organization* within Arumeru District. From the study findings 0%-20% of organizations has 33% of International Consultants and 4% of local consultants, 21%-40% revealed 25% International Consultation and 10% local consultation, 41%-60% revealed 10% International Consultation and 19% local consultation, 61%-80% revealed 13% International Consultation and 27% local consultation, While 81%-100% revealed 8% International Consultation and 40% local consultation, This implies that many organizations make the most of local consultants than international consultations.

4.7. M&E Training

To gauge the level of M&E training in the NGOs within Arumeru District, questions were asked to the staff about the kind of M&E training they had received in the past years. The results are shown in Table; 4.17

Table 4. 17: What kind of M&E training do you posses

	Frequency	Percent
Formal Training	5	10.4
On job training	17	35.4
Formal and On job training	26	54.2
Total	48	100.0

Source: Field survey, 2019

With reference to Table 4.17; above 5 out of 48 respondents representing 10.4% indicated that they had attended formal M&E training 17 representing 35.4% of the respondents indicated that they had attended on job M&E related training, and 26 respondents representing 54.2% had attended formal and on job trainings prepared by their organizations. With reference to the 48 staff members who indicated that they had undergone training in M&E, 5 of them representing 10.4% stated that they had trained once, 3 respondents representing 6.3% stated that they had trained twice and 20 respondents representing 41.7% affirmed that they had trained more than two while 20 respondents that is 41.7 stated that they had not attend any training. Stetson (2011) points out that even staff with extensive experience in M&E should be trained

on the specific objectives, tools, and protocols for each M&E activity to ensure that there is consistency and quality This is an indication that many staff working in Monitoring and Evaluations has knowledge on M&E systems of their organizations but there is still more room for improvement.

The respondents who had attended training were further asked to rate the effectiveness of the training to equip the staff to perform M&E system responsibilities effectively

4.7.1 How effective was the training

Table 4. 18: How effective the training to equip the staff to perform M&E responsibilities effectively

	Frequency	Percent
Very Effective	5	10.4
Effective	28	58.3
Less Effective	14	29.2
Not Effective	1	2.1
Total	48	100.0

Source: Survey Data, 2019

After the study 10.4% indicated that the training was very effective; 58.3 % indicated that the training was effective; while 29.2% and 2.1% of the respondents indicated that that training was less effective and not effective respectively. This implies 69 of the trainings conducted was effective to equip the staff to perform M&E Responsibilities effectively

4.7.2 Statement on Monitoring and Evaluation trainings

The study sought to determine the extent to which respondents agree or disagree with the following statements concerning M&E training in relation to the M&E systems. The responses were rated on a six point Likert scale where: 5 − Strongly agree, 4 − Agree, 3 - Neutral, 2 − Disagree, 1 − Strongly disagree. Table 4.19: shows the frequency and percentages.

Table 4. 19: Statements on Human Capacity for M&E-Likert scale

Statements	Strongly Agee	Agree	Strongly disagree	Disagree	Neutral	
M&E abilities and expertise play an important role in guiding the creation of an efficient M&E system	37	8	1	2	0	Frequency
	77.1%	16.7%	2.1%	4.2%	0%	Percent
The number of training courses given to M&E staff determines the performance of M&E system	23	7	1	2	15	Frequency
	47.9%	14.6%	2.1%	4.2%	31.3%	Percent
Training given is significant to my work	15	27	1	2	3	Frequency
	31.3%	56.3%	2.1%	4.2%	6.3%	Percent

Level of training influences the capacity to execute M&E effectively	7	38	2	1	0	Frequency
	14.6	79.2	4.2	2.1	0%	Percent
It is important to have well-trained officials for M&E to perform well.	10	29	2	1	6	Frequency
	20.8%	60.4%	4.2%	2.1%	12.5%	Percent
The human capacity for M&E influences the effective M&E system in the organisation	40	2	2	1	3	Frequency
	83.3%	4.2%	4.2%	2.1%	6.3%	Percent

Source: Field Data (2019)

The findings demonstrate that 93.8% agree that M&E skills and knowledge play a major role in providing guidance in development of effective M&E system while 2.1% strongly disagree, 4.2% disagree and no one was neutral. On the statement "the number of trainings provided to M&E personnel determines the performance M&E system" 30 respondents representing 62.5% agree, 2 respondents representing 6.3% disagree while 15 respondents equivalent to 31.3% were neutral

The study also revealed that 87.6% of respondents concur that Training given is relevant to their work, 2.1% strongly disagree, 25 disagree and 3% were neutral, the study also revealed that, 93.8% of respondents agree that Level of training influence the ability to perform M&E effectively on the other hand 4.2% strongly disagree, 2.1 disagree and no one was neutral.

On the statement "For M&E to perform well it is important to have a well-trained officials" 20.8% strongly agree, 60.4% agree, 2% strongly disagree 1% disagree and 3% was neutral also 83.3% strongly agree that Human capacity for M&E influence effective M&E system in the organization, while 4.2% agree, and 4.2%, 2.1%, 6.3% Strongly disagree, disagree and were neutral respectively. The creation of a sustainable M&E system (Acevedo, Rivera, Lima, & Hwang, 2010) therefore points out that an adequate supply of competent human resources is crucial. The study shows that M&E training influences the effective M&E system in non-governmental organizations within the district of Arumeru.

4.8 Stakeholders Involvement

In this objective researcher ought to establish whether stakeholders involvement determine effective monitoring and evaluation system of nongovernmental organizations in Arumeru District. Involving stakeholders in M&E produce enhanced M&E data and analysis, and also ensures service users have the right to be involved in all areas of work that have an influence over their lives (Simister, 2009) The researcher sought to establish whether stakeholders are involved in M&E system of organizations the findings of the study are presented in the table below;

Table 4. 20: To what extent do you involve stakeholders in

M&E

	Frequency	Percent
Small Extent	11	22.9

Moderate Extent	16	33.3
Large Extent	21	43.75
Total	48	100.0

Source field data 2019

From the study findings 43% established that stakeholders are involved at large extent and 33.3% moderate extent while only 22.9% confirmed it to be small extent, therefore the findings definitely confirmed that stakeholders were involved in M&E activities of NGOs within Arumeru District and this influences to a large extent the effectiveness of M & E systems toward achieving positive results. However for NGOs whose involvement of stakeholders is in small extent they based their argument on believe that it might compromise the quality of M&E data because many stakeholders especially community participation can be constrained by lack of literacy skills, insufficient time, and the intensity of analytical work to be undertaken during the evaluation (UNFPA, 2001).

The respondents were further asked to establish the point at which stakeholders were involved. The research findings are presented on the table below;

Table 4. 21: At what point do you involve stakeholders

	Frequency	Percent
First term M&E	22	46
Midterm M&E	2	4
End term M&E	18	38

	Frequency	Percent
At all stages of M&E	6	13
Total	**48**	**100**

Source: Survey data 2019

The study findings established that 46% of respondents involve stakeholders in M&E at first term M&E while 4% confirm to involve them midterm M&E, 38% end term M&E and 13% confirmed to involve stakeholders at all stages on M&E this implies that many NGOs in Arumeru District involve stakeholders at the beginning and at the end of project mostly during project evaluations.

4.8.1 Influence of stakeholder's participation on the performance of M&E system of NGOs.

The study sought to find out Influence of stakeholder's participation on the performance of M&E system of NGOs. The responses were rated on a nine-point Likert scale where're 5 - Strongly agree; 4 - Agree; 3 - Neutral 2 - Disagree, 1 - Strongly Disagree. The percentage mean and standard deviations breed from SPSS are indicated in the distribution below.

Table 4. 22: Stakeholders participation in influence on performance of M&E system of NGOs

		Frequency	Percent	Mean	Standard Deviation
Stakeholders participation greatly impacts on	Strongly agree	25	52.1		
	Agree	6	12.5		

performance of M&E Systems	Neutral	10	20.8	3.90	1.403
	Strongly disagree	6	12.5		
	Disagree	1	2.1		
Stakeholders are adequately involved in data collection	Strongly agree	11	22.9		
	Agree	23	47.9		
	Neutral	13	27.1	3.92	.767
	Strongly disagree	0	0		
	Disagree	1	2.1		
Stakeholders participate adequately in M&E report presentations.	Strongly agree	4	8.3		
	Agree	29	60.4		
	Neutral	14	29.2	3.75	.636
	Strongly disagree	0	0		
	Disagree	1	2.1		
The local community is adequately informed on the need for M&E	Strongly agree	7	14.6		
	Agree	32	66.7		
	Neutral	5	10.4	3.87	.761
	Strongly	0	0		

	disagree				
	Disagree	4	8.3		
Monitoring and Evaluation information is accessible to all staff of the organization	Strongly agree	20	41.7	4.21	.798
	Agree	19	39.6		
	Neutral	8	16.7		
	Strongly disagree	0	0		
	Disagree	1	2.1		
Stakeholders views are usually considered in the M&E process	Strongly agree	14	29.2	4.08	.739
	Agree	25	52.1		
	Neutral	8	16.7		
	Strongly disagree	0	0		
	Disagree	1	2.2		
Stakeholders are adequately involved in the M&E design phase	Strongly agree	12	25	3.98	.838
	Agree	27	56.3		
	Neutral	5	10.4		
	Strongly disagree	0	0		
	Disagree	4	8.3		

Stakeholders decisions are considered during M&E process	Strongly agree	11	22.9	4.08	.647
	Agree	31	64.6		
	Neutral	5	10.4		
	Strongly disagree	0	0		
	Disagree	1	2.1		
Stakeholders are involved in identification and tracking of indicators	Strongly agree	34	70.8	4.50	.851
	Agree	5	10.4		
	Neutral	8	16.7		
	Strongly disagree	0	0		
	Disagree	1	2.1		

Source: survey data 2019

From the findings, 52.1% of respondents strongly agreed with the statements that stakeholder's participation greatly impacts on performance of M&E Systems, 12.5% agreed, 20.8% were neutral while12.5% and 2.1% strongly disagree and disagree respectively for that reason majority of respondents that is 64.6% (those who strongly agree and those who agree) accepted the statement.

On the statement stakeholders are adequately involved in data collection, 22.9% of respondents strongly agree, 47.9% agree 27.1% were neutral while 2.1% disagree. This is an indication that majority of respondents accept the statement.

Respondents were also asked whether stakeholders participate adequately in M&E report presentations whereby 8.3% strongly agree, 60.4% agree, 29.2% neutral while 2.1% disagree implying that the majority accepted the statement.

Asked if the local community is adequately informed on the need for M&E 14.6% strongly agree 66.7% agree 10.4% while 8.3% disagree. This also indicates that the majority accepted this in the selected organizations in Arumeru District.

On the statement, monitoring and evaluation information is accessible to all staff of the organization 41.7% of respondents strongly greed with the statement while 39.6% agreed, 16.7% neither agree nor disagree and 2.1% disagree with the statement majority, therefore, accepted the statement.

Respondents were also asked if Stakeholder's views are usually considered in the M&E process, in this statement 29.2% of respondents strongly agree 52.1% agreed, 16.7% were neutral while 2.2% disagree; the results indicate that the majority accepted this statement

On the statement, stakeholders are adequately involved in the M&E design phase 25% strongly agree, 56.3% agree, 10.4% neither agree nor disagree while 8.3% disagree, this implies that most of the respondent accepted the statement.

Respondents were also asked whether stakeholder's decisions are considered during M&E process, where by 22.9% of respondents strongly agreed, 64.6% agreed, 10.45 neither agree nor disagree with the statement while 2.1% disagree this is an implication that respondent accepted the statement.

About the statement that Stakeholders are involved in identification and tracking of indicators 70.8% strongly agreed, 10.4% agreed, 16.7% were neutral while 2.1% disagree with the statement. This again implies that majority of respondents were okay with the statement.

4.9 Data base system

The researcher sought to investigate hoe database system influence the effectiveness of M&E systems on NGOs in Arumeru District.

The respondents were asked whether they collect data for project activities of their organizations and finding is presented in the table below;

Table 4. 23: Data collection on project activities for

organizations

	Frequency	Percent
Yes	48	100.0

Source survey data 2019

From the findings all 48 respondents which represent 100% confirmed that they collect data for project activities. This implies that data for project implementations is so crucial for all sampled NGOs. They were also asked if they have any data base and the findings are presented on the Table no 4.24 below

Table 4. 24: Does Organizations have any database?

	Frequency	Percent
Yes	40	83.3
No	8	16.7
Total	48	100.0

Source: Survey data 2019

The study revealed that 83.3% of organizations has database while 16.7% has no database. When asked whether it help to improve effectiveness of M&E system the study findings was as follows;

Table 4. 25: Database help to improve effectiveness of M&E system

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	42	87.5	87.5	87.5
No	6	12.5	12.5	100.0
Total	48	100.0	100.0	

Source: Survey data 2019

From the study findings 87% of respondents verify that database help to improve effectiveness of M&E System while 12.5% said that it does not help. This implies that database is very important for effectiveness of M&E system.

The study looked at how respondents could rate effectiveness of M&E system and the result is revealed by the table below;

Table 4. 26: How do you rate database toward effectiveness of M&E system in your organizations?

	Frequency	Percent
Very Effective	20	41.7
Effective	24	50.0
Ineffective	4	8.3
Total	48	100.0

Source: Survey data 2019

From the study 41.7% confirmed that their database was Very effective, While 50% confirmed it to be effective and 8.3% Ineffective. This implies that 91.7% of sampled NGOs has effective database.

To analyze how database will influence the effectiveness of M&E system of NGOs It was measured by using six point Likert scale whose result is shown on table….below On statement that Database makes data immediately available when it is needed and in the format required; 56% Strongly agree, 29.2 Agreed 12.5% were neither agree nor disagree and 2.1% disagree This implies that the majority (those who either strongly agreed or agreed) accepted this statement.

Table 4. 27: Likert scale on how database will influence the effectiveness of M&E system

		Frequency	Percent	Mean	Standard Deviation
Database makes data immediately available when it is needed and in the format required;	Strongly agree	27	56.5	4.40	.792
	Agree	14	29.2		
	Neutral	6	12.5		
	Strongly disagree	0	0		
	Disagree	1	2.1		
Data are available in a format that facilitates analysis in a variety of ways without having to perform manual calculations;	Strongly agree	25	52.1	4.33	.883
	Agree	17	35.4		
	Neutral	4	8.3		
	Strongly disagree	1	2.1		
	Disagree	1	2.1		
Database is more efficient and accurate than a paper or manual filing and retrieval system	Strongly agree	34	70.8	4.58	.821
	Agree	11	22.9		
	Neutral	1	2.1		
	Strongly disagree	1	2.1		
	Disagree	1	2.1		

Database enable cross-referencing between different data sets and comparison of data sets with each other;	Strongly agree	20	41.7		
	Agree	25	52.1		
	Neutral	1	2.1	4.29	.798
	Strongly disagree	1	2.1		
	Disagree	1	2.1		
Database enable processing of large quantities of data routinely, quickly, and accurately;	Strongly agree	22	45.8		
	Agree	23	47.9		
	Neutral	1	2.1	4.33	.808
	Strongly disagree	1	2.1		
	Disagree	1	2.1		
Database reduce the amount of time spent managing data by reducing data analysis processes	Strongly agree				
	Agree	26	54.2		
	Neutral	23	41.7		
	Strongly disagree	0	0	4.44	.796
	disagree	1	2.1		
	Disagree	1	2.1		

Source: Survey data 2019

On the statement that Data are available in a format that facilitates analysis in a variety of ways without having to perform manual calculations; 52.1% Strongly agree with the statement, 35.4% Agreed while 8.3 were not in any side either agree or disagree, and 2.1% disagree With the majority being respondents who either strongly agreed or agreed, the statement was accepted in the organizations included in the study

Under statement that Database is more efficient and accurate than a paper or manual filing and retrieval system 70.8% of respondents Strongly agreed, 22.9% Agreed 2.1 were neutral 2.1% strongly disagreed and 2.1% disagreed. According to the findings majority who either strongly agreed or agreed accepted the statement.

From the point of view that Database enable cross-referencing between different data sets and comparison of data sets with each other, 41.7% strongly agreed, 52.1% Agreed, 2.1% were neutral, 2.1% strongly disagreed while 2.1% Disagreed. Implying that the majority also accepted the statement in nongovernmental organizations during the study.

On the statement Database enable processing of large quantities of data routinely, quickly, and accurately; 45.8% of respondents strongly agreed 47.9% agreed 2.1% were neutral, 2.1% strongly disagreed while 2.1% disagreed This implies that the majority of respondents accepted the statement.

Respondents were also asked if Database reduces the amount of time spent managing data by reducing data analysis processes whereby 54.2% of respondents strongly agreed, 41.7% agreed, 2.1% strongly disagreed, and 2.1% disagreed. The majority therefore, accepted the statement.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings analysed in chapter four according to the study objectives it examined the factors that determine the effectiveness of monitoring and evaluation systems in Non-Government organizations. The study set out to determine how the selection of tools and techniques influences the effectiveness of M&E systems, examine how the role of management affect the effectiveness of the M&E system, to assess how does M&E training and technical expertise of the staffs aid in the effectiveness of the M&E system, to evaluate how does the uses of data base system influences the effectiveness of M&E system and to establish how does involvement of stakeholders influence the effectiveness of the M&E systems This chapter, therefore, presents and discusses the summary of findings, conclusion, and recommendations and gives suggestions for further research.

5.2 Management roles

In regards to management roles on effective M & E systems, the researcher found out that management role towards effective M&M system was very effective as supported by 80% of respondents this is because The reason being management help them ensure that staff, partners and consultants are carrying out their M&E jobs effectively; M&E staff during start-up, to know how to create and initiate an operational plan for a comprehensive M&E system and procedures; and, during implementation, to know how to support partners and consultants in fulfilling their

M&E responsibilities; and Consultants when designing the M&E components to ensure that it is comprehensive enough and has sufficient resources, capacities and inbuilt flexibility and also when reviewing and updating the M&E system.

Management also uses M&E information as revealed by 73% percent of respondents. According to findings M&E information is essential for providing managers the information they need to take action and produce results. The findings also revealed that M&E information is used for learning and planning process, managing impacts, transparency and accountability, decision making and project improvements. The study establishes that the management's level of obligation determined the great extent to which the effectiveness of M & E systems would be.

5.3. Selection of Tools and Techniques

In regards to this objective, NGOs in Arumeru District used different tools and techniques in their M&E systems. According to research findings, Logical framework, M&E plan, Evaluation surveys, Project Activity Register Book, Progressive report, Data collection/Report forms, and Strategic planning frameworks were some of tools and techniques used by NGOs. This is indication that the NGOs use different tools and techniques for their M&E systems, and this depends on the projects M&E needs, information needed, the stakeholders and the cost involved as well as the evaluator's preferred choice of tools and techniques (World Bank, 2002 and Nabris, 2002). The study revealed that applicability and Relevance of proper use of tools and techniques amplify effectiveness of M&E system.

5.4. M&E Training and technical Expertise

The researcher established that 83.3% of staff working for M&E departments are competent the reason being precise M&E report produced these were quarterly, semiannual and annual reports of different projects, another reason was efficiency in Monitoring and evaluations, while others mentioned clear guidance provided to project managers towards attaining project objectives. The study revealed that there is high demand of international consultancy however the composition of local M&E consultancy is higher than international consultancy in many organizations and lack of fund was mentioned as a constrain.

The study revealed that staff had formal, on job and both formal and on job training. This is an indication that many staff working in Monitoring and Evaluations has knowledge on M&E systems of their organizations. This finding reflects the views expressed by Stetson (2011) which points out that even staff with extensive experience in M&E should be trained on the specific objectives, tools, and protocols for each M&E activity to ensure that there is consistency and quality, the study further more indicated that the training was very effective by 68.7%. Hence effective M&E system (Acevedo, Rivera, Lima, & Hwang, 2010) points out that adequate supply of competent human resource capacity is critical.

5.5. Stakeholders influence on Effective M&E system

The study has revealed that stakeholders mostly participated in M&E through stakeholder review meetings to be provided with information on the progress of work regarding projects and programs this was established by 43.75% of respondents, who

affirmed that stakeholder's involvement to participate in M &E was at large extent, and 33.3% who affirmed it to be moderate.

The findings are relevant to Hilhorst and Guijt (2006:43), who pointed out that access to complete project information, provides people with a sound basis to voice their concerns and needs, which can be incorporated into project activities. Additionally public dissemination helps to place control in the hands of communities and mitigates risks of manipulation by other actors and that once the project begun it is important to ensure that the communities keep on informed, receive feedback on progress at different stages.

The Institute of Development Studies (1998) noted that providing stakeholders the chance to participate in M&E becomes an opportunity for development organizations to focus better on their ultimate goal of improving poor people's lives and broadening involvement in identifying change of which a clearer picture can be gained of what is really happening on the ground. This can also be an empowering process since the skills of the people in charge are developed and show also that their views count (IDS, 1998:1). Nyaguthii and Oyugi (2013:9) stated that involving the local residents in monitoring of projects would increase the level of satisfaction for the beneficiaries. The study established that stakeholders involvement in M&E system improve its effectiveness

5.6 Influence of database system on effective M&E system
The study revealed that as the goals and structure of every organization is different their databases are also different. Database was different depending on organization activities and objectives for which the NGO is working and existing.

The study established that 100% of sampled NGOs in Arumeru District collect data for project implementation activities, among them 83.3% has some sort of data base either complex or simple one and that these database improve effectiveness of M&E systems

Researcher also established that data generated by NGOs is not only used by the program team but also by other staff that need particular data from other programs example those involved in preparation of proposals and annual reports will need access to the entire database. For that reason most database are flexible to cater to the needs of NGOs.

According to research findings also NGOs database system are user friendly to the extent that both basic and query formats can be changed without disturbing the database in anyway. User also are able to create new formats and make changes to existing formats either by making changes to the original structure or by importing existing data into the new formats.

The study findings revealed that stakeholders and program directors immediate access to the latest data of each activity implemented in every project. The availability of right data at the right time increases the efficiency of the program directors to take quick and effective decisions it also facilitates monitoring and self-correction and improves controllability and operational efficiency of the organization.

5.7. Conclusion

Based on research findings of this study, the researcher can therefore conclude that the composition of gender of employee working for sampled NGOs in Arumeru District was good because the number of female in all departments is nearly equal to man. Experience in work was also favourable for employee to perform their duties, also different trainings was provided to staff to equip them to perform their duties, however most of staff with diploma to masters degree their education qualifications were not relevant to their positions especially those working in project co ordinations and M&E respectively.

The study also revealed that some of NGOs that is 33.3% do not review their M&E system and as a result these systems are not relevant to programs being implemented, and knowledge and budget constrain was mentioned as the reason. 75% percent of NGOs are facing challenge in using M&E system and lack of resources and bad management was mentioned as the major reason. This could result into low performance of M&E systems.

Selection of tools and technique seem to be donor conditions and for that reasons they are adopted from donors, it also depends on information needed and available finances (World Bank, 2002). This can result into so many limitations of the M&E tools and techniques. Logical framework for instance has been cited as one of the popular tools used by the sampled NGOs; however there are many arguments over its value as a planning, monitoring and evaluation tool (Bakewell and Garbutt, 2005).

Stakeholders are involved mainly at first term and end term M&E and not all term of project implementations not only that but also their involvement was only limited to

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lower level activities with less involvement in key areas that may determine the project's success or failure. This seem have genuine implications and a breach of the overarching hypothesis that guides this study, the Evaluation-Based Hypothesis, which surveys the effectiveness of the project in accomplishing its destinations and in deciding the pertinence and sustainability of the progressing project by comparing the affect of the project with that set out within the project ace arrange.

Not only that but too the analyst built up that information base could be a major apparatus which improve the operation of M&E system because it encourages simple get to all the critical information of the organization to the individuals within the administration, donors and stakeholders. It can dispense with the contrary qualities and irregularities found in different formats/procedures utilized in different project and/or at diverse times and brings compatibility and standardization of formats/procedures. Be that as it may they are snared on numerous issues amid its operation because of short of individuals with IT understanding information in most organizations

At long last for M&E to function successfully NGOs ought to make beyond any doubt that they utilize staff with experts in M&E who are able to oversee the M&E framework successfully. Otherwise building an M&E human asset by training, mentoring and coaching is fundamental. Preparing courses ought to be facilitated over the NGO division in arrange to empower the era of local M&E experts as well as to extend the quality of the M&E staff. A capacity building policy ought to be in place so as to emphasis on M&E training across the NGO sector

5.8. Recommendations.

The National Council of NGOs (NACONGO) as responsible of coordinating and self-regulation of NGOs operating in Tanzania should prepare M&E standards and qualifications for M&E officers. They ought to moreover organize corresponding learning module for the M&E staff and conduct different M&E workshops. This will contribute to induction of local M&E specialists, as improve the quality and quantity of the experts

It is also recommended that the government of Tanzania ought to allocate sufficient budget for the council in order enhance its operations, the council is advised to work hand in hand with NGO Board which is a joint Government and NGO representative body. I is also recommended that all NGOs and staff working for different social programs should apply for membership in The Tanzania Evaluation Association (TanEA) which is a national professional association of monitoring and evaluation to enhance their M&E knowledge through different forums organized by TanEA.

When designing an M&E system, it is important to have a clear distinction and definition of the purpose and scope establishing what the system is and what it is for. A definition of the purpose and scope of the intended M&E system helps to define the number of indicators to track, information need, budget level, information type (quantitative, qualitative or both), frequency and tools needed.

The study findings established that NGOs do not have documented M&E plan, guidelines and operations. The documentation of M&E policies and guidelines is fundamental to ensure that knowledge is stored and that there is a common approach within the organization. It is therefore recommended for NGOs to have written

documentation of M&E guidelines, processes and procedures. This entails updating the current M&E framework and aligning it with the new strategic and M&E plans. The M&E plan should document all M&E procedures and processes to guide M&E practices and that all documentation be routinely reviewed to ensure that they are up-to date.

According to research findings also there is need to move from monitoring and evaluation (M&E) to monitoring & collaboration (M&C). This is because the nature of the donor-NGO conversation around impact needs to change. We need to move beyond an old-fashioned, top-down approach whereby an NGO 'implements' programs and a donor 'controls' the impact. Collaboration and trust should be at the centre of a new 'pact' between donor and NGO. A pact among actors that work together towards common objectives and are not afraid to have a frank dialogue on what works and what doesn't. This dialogue is supported by jointly agreed success metrics.

Monitoring and Evaluations/Collaborations should be nourished by robust and relevant data. Data should help not only to measure impact but also to achieve impact. Donors and NGOs should invest time and resources in identifying and collecting data and information that allows a rigorous assessment of how well an NGO is or is not performing and in the long term what impact is it achieving. This means for instance moving beyond a focus on 'activities, unsuitable to compare the performance of different projects or organizations.

Technology is now available at low cost for NGOs and donors to collect, store, analyze and share data in ways that were unthinkable just a few years ago therefore budget should be spared for information technology so as to obtain a good database which reflect the objectives of an organizations where possible an IT expert should be employed.

5.9. Recommendations for Further Research

The empirical study was conducted in Arumeru District, Tanzania and included only 50 personnel from only 5 Nongovernmental Organizations, it is hence suggested that other studies that will be conducted in future ought to include more NGOs in other Areas in order to get more encompassing data on these determinants. The study moreover built up a number of germane issues that the research project did not explore, but which may well be noteworthy for supplementary inquire about the determinants impacting the effectiveness of M&E system in non-governmental organizations.

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APPENDICES

APPENDIX I: Budget for the Research Proposal

List of activities	Approximated Expenses
Proposal Writing(internet, stationeries & transport)	300,000
Data collection	600,000
Data analysis	250,000
Report writing	400,000
Communications	150,000
TOTAL BUDGET	**1,700,000**

APPENDIX II; Questionnaires for Effective M&E system

Dear respondent

I am **Maturo Elibahati** a Student of Open University Of Tanzania pursuing Masters Degree in Monitoring & Evaluation I am currently conducting a study on: **"Determinants of effective monitoring and Evaluation systems in non-governmental organizations within Arumeru District"** I merciful ask you to reply the questions within the survey and your commitment is exceedingly esteemed in making the study fruitful. Ensure is given that your individual information will be secret and at no occurrence it'll be utilized for any other reason separated from scholastic. Clarification for any issue amid information collection will be given by the analyst.

Organization

Name…………………………………………………………………….

PART. I: DEMOGRAPHIC INFORMATION

No	Questions	Options	Code
101.	Gender of the respondent		
		(a) Female ( )	1
		(b) Male ( )	2
102.	Age of the respondent		
		(a) Below 25 Years ( )	1
		(b) 25-35 years ( )	2

(c) 36-45 years ( ) 3

(d) 46-50 years ( ) 4

(e) Above 50 years ( ) 5

103. Specify the level of your education? (Indicate the highest)

(a) Masters/Phd ( ) 1

(b) Bachelor Degree ( ) 2

(c) Diploma/Advance diploma ( ) 3

(d) Certificate ( ) 4

(e) A 'level/O'level ( ) 5

104. How long have you been working with the organization?

(a) Less than 1 year ( ) 1

(b) 1-5 years ( ) 2

(c) 6-10 years ( ) 3

(d) More than 10 years ( ) 4

PART II GENERAL INFORMATION ON DETERMINANTS OF EFFECTIVENESS OF MONITORING AND EVALUATIONS SYSTEM

201. How would you rate the effectiveness of your organizations ' monitoring and evaluation system?

(a) Excellent ( ) 1

(b) Good ( ) 2

(c) Bad ( ) 3

(d) I don't know ( ) 4

202. Find out more according to the first question answer

……………………………………………………………………………………………………

……………………………………………………………………………………………………

203. Has your organization's monitoring and evaluation system been reviewed?

(a) Yes ( ) 1

(b) No ( ) 2

204. Have you faced any challenges when you used your organizations ' monitoring and evaluation system?

(a) Yes ( ) 1

(b) No ( ) 2

205. If yes, rate these factors according to the weight of the challenge in your NGOs.

Factors affecting monitoring and evaluation system	Tick where appropriateness		
	1	2	3
Selection of tools and techniques			
Role of managements			
M&E training & Technical expertise			
Use of database system			
Involvement of stakeholders			

Interpretation 1 means (HIGH) 2 means (MEDIUM), 3 means (LOW)

300. PART III M&E TRAINING & TECHNICAL EXPERTISE

301.   What is the competency of your organization's employee handling M&E system?

(a) Very competent	( )	1
(b) Competent	( )	2
(c) Incompetent	( )	3
(d) Very incompetent	( )	4

302   Why are you saying that?

………………………………………………………………………………………

………………………………………………………………………………………

303   What measure has been taken if it is incompetent or vey incompetent?………………………………………………………………………

………………………………………………………………………………………

304   What would you say is your organization's composition of M&E experts?

	Tick where appropriate				
	0%-20%	20%-40%	40%-60%	60%-80%	80%-100%
M&E International Consultants					
M&E Local Consultants					

400. MANAGEMENT ROLES

401. How would you rate the role of management towards the M&E system's effectiveness?

(a) Very effectiveness	( )	1
(b) Effectiveness	( )	2
(c) Ineffectiveness	( )	3
(d) Very ineffectiveness	( )	4

402. Have information on monitoring and evaluation been used with management of organizations?

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

403. How would you rate usefully of monitoring and evaluations information to the organization administration?

Function of monitoring and evaluation information	Tick according to the priority of uses					
	1	2	3	4	5	6
For learning process						
For planning process						
For managing impacts						
For transparency and accountability						
For decision making						
Project improvements						

500. MONITORING AND EVALUATION (M&E) TRAINING

501. What kind of M&E training do you possess?

a) Formal training   ( )   1

b) On the job training   ( )   2

c) Formal and on the job training   ( )   3

d) Never trained   ( )   4

502. In the last two years, how many M&E trainings have you attended?

a). None   ( )   1

b). Trained Once   ( )   2

c). Trained twice   ( )   3

a) Trained more than two   ( )   4

503. How effective was training in equipping staff to effectively fulfil M&E system responsibilities?

a) Very effective   ( )   1

b) Effective   ( )   2

c) Moderate   ( )   3

d) Less effective   ( )   4

e) Not effective   ( )   5

504. You are requested to tick the appropriate response in the section below, concerning M&E training. The value will be as **5: SA= Strongly agree, 4: A=Agree, 3: U=Neutral, 2: D=Disagree 1: SD=Strongly disagree**

Area of Proficiency	1	2	3	4	5
M&E skills and knowledge play an important role in guiding the development of an effective M&E system					
The number of training courses given to M&E staff determines the M&E performance system					
Training given is appropriate to my work					
Training levels influence the ability to effectively carry out M&E					
It is important to have a well-trained official for M&E to perform well					
Human capacity for M&E affects the organization's effective M&E system					

600. Database System

This section seeks your opinion on how Database system will influence the effectiveness of M&E system of NGOs

601. Do you collect data on your organizations ' project activities?

(a) Yes   ( )   1

(b) No   ( )   2

602. Do you have any database in your organization?

(a) Yes   ( )   1

(b) No   ( )   2

603. Does this (database) help improve the monitoring and evaluation system's effectiveness

(a) Yes   ( )   1

(b) No   ( )   2

604. If yes, how do you rate the database for monitoring and evaluation system effectiveness in your NGOs?

(a) Very effectiveness   ( )   1

b) Effectiveness   ( )   2

(c) Ineffectiveness   ( )   3

(d) Very ineffectiveness ( )   4

605.Which measure has been taken if its ineffectiveness or very ineffectiveness?………………………………………………………..……
…………………………………………………………………………

607. Use the following scale to answer most of the items in the subsequent units by ticking the appropriate option.

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

DATA BASE	SD	D	N	A	SA
Database makes data available immediately when necessary and in the required format	1	2	3	4	5
Data are available in a format that facilitates analysis in	1	2	3	4	5

a variety of ways without manual calculations being

required

The database is more efficient and accurate than a

system for paper or manual filing and recovery   1   2   3 4 5

Database allows cross-referencing and comparison of

data sets between different data sets ;   1   2   3 4 5

Database allows routine, rapid and accurate processing

of large amounts of data   1   2   3 4 5

Database reduces the amount of time spent on data

management by reducing processes for data analysis;   1   2   3 4 5

700. TOOLS AND TECHNIQUES

701. Name three (3) instruments and techniques used in this M&E system

    a.………………………………………………………………………..

    b.…………………...

    c......................…………………………………………………………

702. How would you rate these tools and techniques ' applicability?

               (a.) Very Easy   ( )   1

               (b.) Easy   ( )   2

               (c.) Difficult   ( )   3

               (d.) Very difficult   ( )   4

               (e.) Don't know   ( )   5

703. a) Why are you saying that?

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

……………………………………………………………………………………….

704. How would you rate the relevance of using properly M&E performance tools

and techniques?

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

Responses	Tick appropriate			
	1	2	3	4
Contribution to overall M&E performance				
Induction of experts in local M&E				
Improve the quality of human resources for M&E				
The training content of the M&E system performance				
Increase the technical expertise of staff				
Capacity building of staff				
Operational understanding of the M&E system				
Accessibility to information				

800. STAKE HOLDERS INVOLVEMENT

801. To what extent are stakeholders involved in monitoring and evaluation?

a. Small   Extent   ( )   1

b. Moderate extent   ( )   2

c. Large Extent ( ) 3

802. At what point are stakeholders involved

a. First term M&E ( ) 1

b. Midterm M&E ( ) 2

c. End term M&E ( ) 3

d. At all stages of M&E ( ) 4

803. This section seeks your opinion on how stakeholder participation influences the performance of the NGO M&E system. You are asked to respond to most of the items in the following units using the following scale by checking the appropriate option.

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

No.	STAKEHOLDERS INVOLVEMENT	SD	D	N	A	SA
a	Participation of stakeholders significantly impacts on the performance of M&E systems	1	2	3	4	5
b	Stakeholders are sufficiently involved in the collection of data	1	2	3	4	5
c	Stakeholders shall participate appropriately in the presentation of the M&E report.	1	2	3	4	5
d	The local community is adequately informed of the need for M&E	1	2	3	4	5

e	Information on monitoring and evaluation is available to all staff of the organization.	1	2	3	4	5
f	Stakeholders' views are generally considered in the M&E process.	1	2	3	4	5
g	Stakeholders are sufficiently involved in the M&E design phase	1	2	3	4	5
i	Decisions of stakeholders are considered during the M&E process	1	2	3	4	5
j	Stakeholders are involved in the identification and monitoring of indicators	1	2	3	4	5