

**EFFECTIVENES OF M&E SYSTEM IN NON-GOVERNMENTAL  
ORGANIZATION SECTORS (NGOs) TO COMMUNITY DEVELOPMENT  
PROJECTS A CASE OF NORTH “A” DISTRICT IN ZANZIBAR**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE DEGREE OF MASTER OF OFARTS IN  
MONITORING AND EVALUATION  
DEPARTIMENT OF ECONOMICS  
THE OPEN UNIVERSITY OF TANZANIA**

**2020**

**CERTIFICATION**

I the undersigned certify that I have read and hereby recommend for the acceptance by the Open University of Tanzania a dissertation titled, *Effectiveness of Monitoring and Evaluation System in Non Governmental Organization Sectors (NGOs) to community development projects in North “A” District in Zanzibar* In Partial fulfillment of the requirement for the award of degree of Master of Art in Monitoring and Evaluation of the Open University of Tanzania

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Date

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I, **Suleiman Mngana Suleiman**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Arts in Monitoring and Evaluation of The Open University of Tanzania.



.....  
Signature

.....  
Date

**DEDICATION**

This work is dedicated to my lovely wife (Naima Hesabu Ali), my handsome children (Abdul-Razaq and Mundhri) and my beloved parents as well as my brothers and sisters.

## **ACKNOWLEDGEMENT**

Special thanks to my supervisor Dr. Harrieth Mtae for the support and guidance she provided to me in writing this dissertation. My gratitude goes to my supervisor Dr. Harrieth Mtae for her guidance through this Research report. I also thank my supervisor for the patience and understanding throughout this work. I pay gratitude to Open University of Tanzania staffs for standing with me and encouraging me during the difficult times.

Also thanks to Mr. Mussa for taking time in stationary support. I cant forget the support from my parents during my education life at Open University Of Tanzania. Finally, I would like to thank all my colleagues with whom I pursued Masters programme together for supporting each other whenever we were passing a tough path.

## ABSTRACT

The study examined the effectiveness of M&E system in Non Governmental Organization sectors (NGOS) to Community development projects of north “A” district in Zanzibar. The study focused on the following specific objectives: to examine how financial resources are effective in M&E system, to assess how M&E staff affect the effectiveness of M&E system in north district of Zanzibar and to examine how the role of management affect the effectiveness of M&E system. The study will help NGOs, donor, agencies and the projects management in better understanding of the M&E systems and how to improve them to meet their expectations. The study involved sample size of 118 respondents from the 16 NGOs and the responses rate were about 76 percent, the distribution of the respondents were Ngos management teams and Monitoring and Evaluation staffs. The study used questionnaires, focus group discussions and Interviews to collect primary data. The collected data were sorted, cleaned, edited and coded for uses. The findings of the study analyzed using percentages and frequencies then presented using tables. The findings indicate that the low financial resources, human capacity in M&E and management participation the performance of the M&E system were caused poor performances of NGOs to meat community development, the NGOs should continuous to strength the capacity building to their staffs on planning, design, execution (including monitoring and controlling) and evaluation technical skills especially in information systems for M&E and take on board the stake holders since the formulation of M&E framework is designed.

*Keywords: Effectiveness of M&E system, Non-Governmental Organization, Community development projects, Zanzibar.*

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## LIST OF ABRIVIATIONS

FGD	Focus Group Discussion
FYDP	Five year Development Plan
GAMIDA	Gamba and Moga Development Association
HIMACHA	Hifadhi Mazingira Chaani
HLG	Higher Local Government
HODS	Home Office Disability Support
IRFC	International Federation of Red Cross
JDF	Jongowe Development Fund
JUMWAKI	Jumuiya ya maendeleo Wadi ya Kipange
JUVIEKA	Jumuiya ya Vijana na Elimu Kaskazini “A”
KIDA	Kidoti Development Association
LGA	Local Government Authority
LGDG	Local Government Development Grant
LLG	Lower Local Government
LLGS	Lower Local Government System
M&E	Monitoring and Evaluation
MDF	Mkokotoni Development Fund
MECA	Mkokotoni Environmental Conservation
NGOS	Non- Government Organization Sectors
OECD	Organization for Economic Cooperation Development
PEKA	Pale Environmental Conservation
RBM	Result Bases Management
SPSS	Statistical Package for Social Sciences.

UN	United Nations
UNDP	United Nation Development Fund
UNIDO	United Nation Industrial Development Organization
URT	United Republic of Tanzania

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This study is assessed the effectiveness in performance of monitoring and evaluation systems at Non-Governmental Organizations (NGOs) to the community development projects of north “A” district in Zanzibar. This chapter focuses on the back ground to the study, statement of the problem, general research objective and specific objective, research questions, significance of the study and organization of the study. The Global Monitoring and Evaluation systems had stayed in process since the ancient times (Kusek and Rist 2011), but today, regarded as a management weapon to show the performance has improved with the demands by stakeholders for accountability and transparency through the applicability in the NGOs. Also, the Development Banks, bilateral and multilateral agencies continuous strengthen M&E sections or demands in order to measure the transparency and accountability (Briceno, 2010).

Many years ago at National level few nations regarded on M&E system in Non-Governmental Organization sectors where the United Nations stayed working on national improvement arranging capacities in uses of monitoring and evaluation. Building limit in M&E was imagined to expand responsibility for advancement process for the administrations and nationals in the nations where improvement programs were being actualized. intrigue and exercises in creating M&E system changed advantage in the mid 1970s where Non Government Programs observing



and assessment, for example, regarding advancement duties or specialized help exercises were restricted in ideological and degree of Monitoring and Evaluation this because management had financed to M&E activities.

They were concerned more with allocating and achieving of physical sources of info and yields than with idea of impacts on targeted. As of late, in any case, this has been Evolving (Tosca no, 2013).

The process of Improving monitoring and evaluation developed in the post- World War 11 time was revealed as donor agencies began to understand M&E as an essential management tool and began to rised both at country level and in the UN system in the early 1950s. Since then, it has included and unevenly, UN Taskforce, 1984 Tosca (2013).

The Australian Government since to enjoy the benefits of the M&E system such as public services known for integrity, honest, professionalism, budgetary and calculating systems, accountability and show whether the information is necessary or negative results and legitimate leaders to meat community benefits (Mona 2009)

Monitoring and Evaluation (M&E) responsible a great dutes in NGOs achivements which used as the management tool to track systematically development of the project implementation, demonstrate results on the ground and assess whether the programme designneededto account evolving situation of community achivements (world bank group, 2013) . According to OECD, (2011) discussed the Monitoring system as machine which is ongoing, systematic collection of information from the

different programme in order to explain the changes toward the achievement of program goals and impacts.

In the case of the Evaluation system defines as the systematic and objective assessment of continuing, finished intervention, projects or policy, its design efficiency and impacts with the objective to show the relevance and fulfillment of goals, improving accountability, effectiveness, impacts and sustainability of the various NGOs interventions or program. In Asia the development of the Monitoring and Evaluation system initiated through the togethering process with the aimed to remove the ownership between management and M&E professional and routine of NGOs to achieve community achievements. Also the civil society Organization started by employing professionally to develop the targets, key performance indicators and information collection tools to get effectiveness (ESCAP, 2010).

M&E are important equipment of results based management because it track and descuses performance of the NGOs projects (Risk, Boil and Martin, 2011). Result based Management (RBM) included purposely gathering empirical evidence which. Intended results are being achieved to the societies. In order the organization to be achieving in implementing the RBM must have the concerning M&E systems and procedures in place that collectively constitute RBM regime (Angela Bester, 2016).

The RBM targeting on the achieving and the need of sustainable benefits rather than the inputs and activities since it looks much on the M&E Effectiveness. This helps to change in focus, approach and application of Monitoring and Evaluation systems.

The organization management instead of putting too many efforts on inputs and activities has to target on outcomes and impacts ( Result Based Monitoring and Evaluation) which emphasizes assessment of the contributions of the efforts to develop outcomes of the projects (Gebremedhin et al 2010).

The Monitoring and Evaluation must be in the changes in order every stakeholders are involved in the process so as to meet Effectiveness (Shirley, 2019) to implement the Results based Monitoring and Evaluation system must to have a strong organization leadership, ongoing commitments, time and resources it is not an easy activities. The system will be strong after several trial has to be made until it become useable to the government and Non Government policy, programs or project, but on time is imposible (Kusek,2009) the strong Monitoring and Evaluation system enable to show the organization implementation, efficiency and effectiveness of the different programs implemented. Also, in emphasis the truth and impelementation of the uses of programme resources particularly required by funders or development partners (Mulwa, 2012).

The Clear (2012) report books that the M&E structure of Benin relies on the national statistics system for measurement and information. The Benin system employees have regarde basic teaching, but there are not many of them and their skillsis not properly updated. Moreover, access to information and records remains a great challenge, particularly access to data to be collected, but also with regard to information already processed. Finally, the clear report say that the information collected though the Benin M&E system is not sufficiently taken into account.

The said and financial data from the UNDP Partner were not included in term of quantity and timeliness. Most of them had limited monitoring and Evaluation experts. However challenges include severe financial constraints, institutional, operational and technical ability constraints, fragmented and unjoined data, particularly at the department level. To solve these challenges the clear tada said that the existing institutional series will have to be reinforced with enough ability to support and sustain monitoring and evaluation system, and existing M&E Mechanisms must be strengthened, harmonized and effectively coordinated.

Despite the numerous achievements that have been made under NIMES, Kenya's Monitoring and Evaluation mechanism until faced challenges in the improvement effective projects because of poor human ability, money and infrastructural challenges (CLEAR 2012) According to AmkenWakenya (2009) show some of the challenges that it faced monitoring and evaluation of cso activities in its grant making and ability, improvement mandates and all over the nation survey by the Kenya NGOs coordinations Boards (2009), found that some Non government organization sectors mainly dependent on the inciators members or the management for sustainability and their survival relied on individuals and not institutional system, there by affecting their ability for instance , it was seen that some organization employed relatives regardless of minimum qualification.

Most of the countries consist Tanzania especial in Zanzibar region, Monitoring and Evaluation system in sectors of NGOs collect a rage of performance information, the quality of data is almost poor this is because the collected data falls on over worked

officials at the useful level, who are worked with providing the data for other official in district offices and the capital, but who rarely receive any feedback on how the data are actually being used. This can result to another problem in effectiveness on M&E system for proper NGOs communities' development delivery.

According to INNOVEX. (2013) data on Tanzania legal sector Reports assessment observed Monitoring and Evaluation Systems remain the weakest area of legal sector reform Program-1 (LSRP-1) and the reform process as a whole. The effect many donors will be reluctant to support programs for which, the results are unclear and quantifiable. Without a good M&E it is difficult to show progress and achievement and implement a proper performance –based budget.

It's recommended that, legal sectors must strengthen the Monitoring and Evaluation System in order to achieve performances required. This can be done only by employing professional, Experts, and experienced staffs to formulate the results based monitoring and Evaluation plan. Indicators Handbook, logical framework Matrix which, are comprehensive through the participation process. Also to develop measurable indicators, baselines and well organized data collection tools which will be used to bring together different cases and administrative data for analysis.

## **1.2 Statement of the Problem**

Monitoring and Evaluation is the leader of any Programme. However, most of the NGOs conduct monitoring and Evaluation because it is needed from the

donors. Nonexistence of demand for M&E in the north “A” district of Zanzibar means that much of the M&E activities were donor-driven initiatives FYDP11, 2015. Despite of the important of M&E systems, there are little people in Tanzania especially in Zanzibar with the necessary skills and capacity of designing and implementing M&E activities (Emmanuel, 2015).

In the developing countries Zanzibar included, NGOs are faced with several challenges in addition to inability to resourcefully respond to changing needs Mkuza 3, Zanzibar monitoring and Evaluation plan of vulnerable children show that the monitoring and evaluation of social programme in Zanzibar is very poor and where it is done the information is not made to people (M&E plan, 2015). In addition most NGOs do not have the ability to hire skilled M&E professionals and project management and planning staffs who undertake M&E systems that don't meet either the managerial or donor needs (Chesos, 2010).

Dobi (2012) and Njuguna (2016) realized that evaluation in most NGOs is very poor whereas efforts given to monitoring and evaluation is not steady throughout the project cycle. The lack of effective Monitoring and Evaluation, it would be hard to tell whether the existed outcomes are achieved as intended, what corrective measures may be taken to ensure delivery of the intended results (World Bank, 2011) Monitoring and Evaluation, although very important in improving performance, is also very complex, multidisciplinary and skill intensive process Engela and Ajam, (2010). Building a resulted based M&E system is a requirement by the growing

pressure to improving performance which is also one of the requirements by the NGO and donors to check on the effective use of the donor funds.

The M&E systems are achieving unsatisfactorily, they are facing challenges that are resulting to their insufficiency and which need the implementation. This study observed at the existence M&E systems, used by different NGOs activities. within north “A” district of Zanzibar regard to factors affecting the effectiveness of M&E systems as well as recommend on how to get a result-based M&E system that is more effective and efficient for NGOs projects.

### **1.3 Objectives**

#### **1.3.1 General Objective**

General objective of this research was to assess effectiveness of Monitoring and Evaluation system in Non Governmental Organizations at North ‘A’ District.

#### **1.3.2 Specific Research Objective**

- i) To assess how human capacity influence the performance of M&E system in NGOs at North “A” District.
- ii) How the financial resource does influenced performance of M&E system of NGOs at North A district.
- iii) To what extent does management involvements influence performance of M&E Systems of NGOs in North “A” district.

## **1.4 Research Questions**

### **1.4.1 General Research Question**

What is the effectiveness of monitoring and evaluation systems of NGOs in North “A” district of Zanzibar?

### **1.4.2 Specific Research Questions**

- i) How does financial resources affect Monitoring and Evaluation system?
- ii) How does M&E staff Perform in Monitoring and Evaluation system?
- iii) What are the M&E roles of management affecting Monitoring and Evaluation system?

## **1.5 Significance of the Study**

It is expected that, the study would be relevance to NGOs by contributing to the body of knowledge regarding use and implementation of M&E systems.

- i) The study particularly helped the NGOs and the government especially the north “A” district in Zanzibar during the designing process of M&E strategies and systems that will ensure accountability, transparency and efficiency in project delivery.
- ii) The study benefits donors, agencies and project managers in a better understanding of the M&E systems and how to improve them to meet the expectations of the stakeholders, as well as provide valuable information for future interventions.
- iii) It informed policies 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 organization and stakeholders can achieve greater accountability and transparency.

- iv) The study also benefiting scholars and researchers as a reference to meat M&E Literature.
- v) The study is therefore beneficial to agencies, project managers who are involved in the designing and implementation of result-based and effective M&E system.

### **1.6 Scope and Limitation of the Study**

The study was conducted in north “A” District of Zanzibar. It involves the NGOs who had successfully completed projects between 2014-2020 and were in the process of monitoring and Evaluation using a defined M&E system. The project managers or M&E staffs of these projects are the respondents of this study.

North “A” district is one between two districts of North region in Zanzibar with an area of 25 km<sup>2</sup> with a population of about 105,780, which is divided into different wards with their populations such as Bandamaji 1616, Bwereu 1616, Chani kubwa 3030, Masingini 4562, Chutama 1638, Fukuchani 2208, Ganba 3401, Kandwi 1741, Kibeni 2799, Kidombo 3147, Kidoti 2973, Kigoma 1983, Kigunda 1813, Kijini 3369, Kikobweni 2757, Kilimani 2590, Kilindi 1186, Kinyasini 3311, Kisongoni 1539, Kivunge 4199, Matemwe 5014, Mcheezashaur 917, Mkokotoni 2803, Mkwajuni 3509, Moga 2089, Mtowapwani 1074, Muwanda 2022, Nungwi 10392, Pale 1216, Pitanazako 4027, Potoa 2326, Pwanimchangani 3441, Tazari 3084, Tumbatugomani 4990, Tumbatujongowe 3262, Uvivini 4136, National Bureau of Statistics (2012).

### **1.7 Organization of the Study Report**

The Research Proposal was organized in three chapters;the first chapter contains back ground of the study, the statement of the problems, Objectives of the study, Research Questions and Significance of the Study scope and limitation of the study. The second chapter Presents Conceptual definitions,the theoretical literature review, empirical literature and conceptual frame work whilst chapter three describes the research methodology uses in the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter explains in detail the overview of the different literature narrates about the monitoring and evaluations systems. Consist conceptual definition, including the explanation of Non-government organization (NGOs), the monitoring concepts, Evaluation and Monitoring and Evaluation concepts from different perception, theoretical literature review, the theory of change, empirical literature review, research gap and conceptual frame work. All these have explained clearly about the monitoring and evaluation system to meet observation of its effectiveness in NGOs.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Non-Governmental Organization (NGOs)**

According to URT (2011) Non Governmental Organizations includes the word organization which means an established institutions. This demonstrated by a situation of organizational structure i.e. regular meetings and rules of procedures. Self-governing. Non-governmental Organizations have their own internal steps of governance but nonetheless operate inside the laws of society in general UNDP Annual Report, (2018).

NGOs are not –for organizationnal benefits. Profits crucial are not for personal or private gain by members or leaders. On political NGOs are organizations that do not seek political power or ideologies for any political part. Goals this needed that the organizations are not self- servicing objectives to improve the circumstances and

prospects of a particular group and issues which are detrimental to the wellbeing, situation of people as a whole. The study used NGOs for investigation M&E system based in North “A” district of Zanzibar.

### **2.2.2 Monitoring**

IFRC (2011) defines monitoring as the continuing collection and analysis of data to track progress against set plans and look compliance to establish objectives. It helps to show trends and patterns adapt strategies and inform decisions for program management. On the other hand UNDP (2002) defines monitoring as a routine function that aims primarily to give the management and main stakeholders of an continuing intervention with incially indications of developments, or lack thereof, in the attaining of results. An ongoing process might be a project, or other kind of support to an impacts. Theresearch obverve the NGOs to understand how they follow up the projects implementation.

### **2.2.3 Evaluation**

According to UNDP (2019) an evaluation is an assessment, conducted as systematically and impartially as possible, of process, project, programme, strategy, policy,theme, sector, operational performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, process, contextual factors and causality using appropriate criteria such as relevance, effectiveness, impact and sustainability. An evaluation should provide credible, useful, evidence-based information that enables the timely incorporation of its findings, recommendations and lessons into the decision-making processes of

organization and stakeholders. IFRC (2011) defines evaluation as an assessment, as systematic and objective as possible, of an ongoing or completed project, programmed or policy, its design, implementation and results. From the concept the study observe the projects assessment to realize whether conducted or not in conducting community development projects, the aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impacts and sustainability of projects.

#### **2.2.4 M&E System**

Again IFRC (2011) explained that, Monitoring and evaluation System serves as a reference point for the m&e system, guiding key decisions such as information needs, methodological approaches, capacity building and allocation of resources. Gorgens et al (2010). Monitoring and Evaluation is a combination of two processes which are different yet complementary (Gorgens and Kusek, 2009) theoretically, an ideal M&E System should be independent enough to be externally credible and socially legitimate, but not so independent to loss its relevance, (Briceno, 2010). it should therefore be able to influence policy making from recommendations of lessons learned as well as be sustainable overtime for it to be responsive to the needs of the stakeholders. This is crucial to the effectiveness since the studys measured through, the management, human resources and M&E budget.

### **2.3 Theoretical Literature Review**

#### **2.3.1 Theory of Change**

Theory of change is a part of the program theory that emerged in the 1990s as an

improvement to the evaluation theory (Stein and Valters, 2012). A theory of change is a tool used for developing solutions to complex social problems. It give a complete picture of early and last terms changes that are wanted to reach a long term set objectives (Anderson, 2018). It there are give a model of how a program should work, which can be looked and prepared through monitoring and evaluation. A theory of change is also a specific and measurable description of change that forms the basis for planning, implementation and evaluation. Most projects have a theory of changes although they are usually assumed CARE, (2013).

The theory of change helps in improving complete frameworks for monitoring and evaluation. It is mainly used by NGOs and donors to explain long term impact on projects (James, 2011), the theory of change help developing good frameworks for monitoring and evaluation system which helped NGOs in Zanzibar to improve their performance in order to deliver good services to the societies or community surrounding.

The study would be in line with the program theory by following the logical framework in analyzing the performance of the Monitoring and Evaluation system by looking the factors such as management, human resources and the M&E budget on how real affects the realization of the output , outcomes and impacts of the NGOs intervention in North “A” district.

## **2.4 Empirical Literature Review**

### **2.4.1 Human Resources Capacity**

To focus on factors influencing effective M&E of child rescue projects in Kenya.

The study used descriptive analysis and the population were all the members of north district NGOs. The study established that the level of training, budgetary allocation, stakeholder involvement and management influenced M&E process. The study found that selection of experts, M&E budget and good managements are important determinants in the effective M&E system. Muinde, (2015).

#### **2.4.1.1 Management Participation**

Mushori (2015) conducted a study on determinants of effective M&E of country government funded infrastructural development projects, and the methodology used in the study was quantitative with M&E officers and project managers as the target population. The researcher used self-administered questionnaires to collect the data. The study explain a wonderful picture of the management involvement influence performance of M&E system in NGOs this study give a way on north a district of zanzibar ngos on conducting there projects for beter success and sustainable development to the community. Wachamba, (2013).

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 system, despite it being accredited for promoting transparency and accountability. The study observed on the strong determination of monitoring and evaluation techniques to see how developmental NGOs in district through capacity building to the staff in order to increase the

organizational skills and apply the appropriate methods for measuring the organization performance.

#### **2.4.1.2 M&E Involvement**

AmitavRath et al (2015) conducted a study to evaluate Twaweza in Tanzania for the period between 2009 and 2014. The study used documents reviewed, survey, participatory and iterative process, observation and administered interviews to collect the information to be use in analysis. The results show that, Monitoring and Evaluation system are not well connected to the organization learning programmed some of the staff were not train on the area of M&E. the study recommend that, Twaweza should increase internal evaluation capacity and other alternative evaluation methods in order to meet the Twaweza needs. Also the strong monitoring and evaluation techniques must be adapted through capacity building to the staff in order to increase the organizations skills and apply the appropriate methods for measuring the organizational performance. the research found that the professional experts and periodically assessment are crucial to effectiveness M&E system.

#### **2.4.1.3 Adequate M&E staff**

The study conducted by Mikiko (2016) on project evaluation in development cooperation, Evaluation case study in Tanzania observed most of the evaluation results are not used strategically at the project level to make decision reports , shows that there is a little uses of evaluation reports ,most of the evaluation reports show that there is insufficient responsibility and awareness of potential uses of the evaluations results which led to dysfunctional consequents of “piling anther



evaluation report on the shelf” this indicates that the evaluation to be merely a bureaucratic routine or ritual . Furthermore, the serious setback to adequate the dissemination of the evaluation results as the feedback at the project level. The study realized the decision making after data dissemination bring the project effectiveness.

#### **2.4.2 Utilization of M&E Budget**

The study conducted by Burke (2016) under UNIDO Programme “influence Youth Employability and Entrepreneurship in Tanzania “to assess the youth ability in different program in Tanzania. The study uses a group discussion approaches to collect information. The results show that, the monitoring and evaluation system are minimam designed which, leads tracking and measuring the performance of UNIDO Project. Also the study assess other factors such as relevance, effectiveness and efficiency of the project the result indicate that, the projects are good to the national policy, programs, and strategies as regard to the effectiveness and achievements, the project achieved relative significant results and outcame. The research understand the role of management and allocated the resources (financial and human) in efficient way which, led realization of the proper project impacts.

##### **2.4.2.1 M&E Skills**

According to the study conducted by Gorgen and Kusek, (2010), showed that M&E system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible. Therefore, understanding the skills needed and the capacity of people participated in the M&E system (undertaking human capacity assessments) and addressing ability gaps (through structured capacity development

programs) is at the center of M&E system in its framework for a functional M&E system. The study understands the importance of skilled workers to the Monitoring and evaluation systems in the NGOs.

## **2.5 Tanzania Monitoring Policy Review**

The system policy was created in 2014 so as to achieve the goals given in Tanzania Development Vision 2025, for Monitoring, a plan must be prepared. The preparation of the plan will involve all demands with projects funded through the local authority, statisticians and societies development officers under the union of the management. The monitoring plan will cover the projects to be monitored, activities, responsible officers, timing, resources and expected outputs.

The implementation of the monitoring plan includes creating local government development grant (LGDG) monitoring group in local Government Authority (LGA) level, Mobilizing the resources for monitoring by CPLO as a coordinator, orient monitoring teams to the monitoring plan, monitoring exercises and reporting format, able to prepare schedule for developing of the plan across the local Government Authority (LGA) to conduct monitoring process. Also advise the monitoring group at the lower Local Government (LLG) to call a meeting for preparation of the Monitoring report including reviewing the monitoring reports from Lower local Government (LLG) and submit Monitoring reports. From this document the study realized the importance of allocation of enough financial resources to monitoring and evaluation in NGOs projects and existing enough M&E expertise in monitoring process of NGOs.

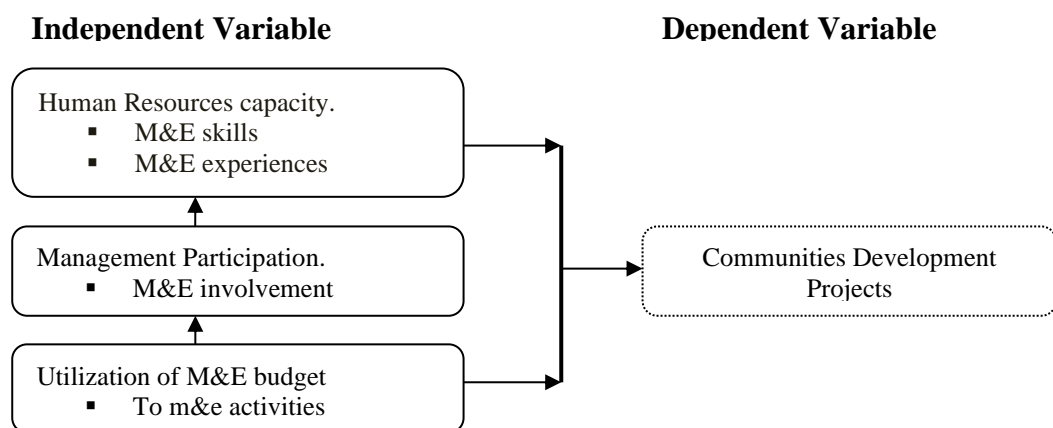
So the policy is well worked to emphasize the effectiveness of M&E system in NGOs to community development projects. This plan led to the establishment of special economic zones and export processing zones. In 2011 got adapted the integrated industrial Development strategy which aimed to build competitive industrial sector. So the action plan for implementing five year Development Plan 11, 2018, identifies four priority areas of interventions which consist fostering economic growth and industrialization, fostering human development and social transformation, improve environment for business and enterprise development and strengthening implementation effectiveness also identifies a number of flagship projects. The study found the effectiveness of M&E system in North “A” District of Zanzibar in NGOs, the requirement for M&E systems as a management tool to seek the Tanzania Monitoring policy of economic development can attain to 2025.

The Revolutionary Government of Zanzibar is understand of the responsibilities and important contribution of the NGOs to the community and considers them as important partners in the development activities. It is there fore for the interest of the government and the nation that the government and the NGOs should cooperate and work together in bringing development to the country. All NGOs, local and international had to prepare, according to the law, annual financial as well implementation reports, reports on contributions collected and reports on tax pay. The study observes the strength of monitoring and evaluation systems in North “A” District to see that the government plans if can be achieved.

## 2.6 Conceptual Framework

According to Godfrey, (2018), the conceptual Framework has potential usefulness as a tool to support research and therefore, to assist a study to make meaning of subsequent findings. A conceptual framework is a hypothesized model identifying the model under study and the relationships between the independent and the dependent variables.

According to WACHAMBA, (2013), Conceptual framework is a diagram that illustrates the relationships among relevant factors that may influence the successful achievement of goals and objective it helps determine which factors influenced and how each of these factors might relate to and affect the outcome. A variable is a concept, which can take on qualities of quantitative values. This study looks at the effectiveness of M&E systems in NGOs. The NGOs Management, skilled human resources and M&E budget. This study strived to show how each as well as combinations of the independent variables contribute to the effectiveness of an M&E system.



**Figure 2.1: Show independent variables and dependent variable**

Source: researcher 2020

## **2.7 Research Gap**

From the literature review and review studies that have been done it show that a lot of effort have been discuss challenges facing NGOs to implement communities' development and not in Monitoring and evaluation systems. More over few studies in Zanzibar conducted in M&E systems and realizes that many NGOs have scarcity of financial resource, human resource and management so this study observe effectiveness of M&E system in Non government Organization to communities Development in North "A" district of Zanzibar.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presents the research methodology employed in analyzing the effectiveness of the M&E system in NGOs at North “A” district. Section focuses on Research design, targeted study population, sampling techniques and procedure, simple random sampling techniques, sample size, data collection and questionnaire and data processing and analysis.

#### **3.2 Research Design**

The study used descriptive research design, which allows the details analysis and the general understanding of a particular phenomenon. According to Orodho (2009) a research design is a scheme, outline or plan that is used to generate answers to a research problem. The study uses descriptive design because it described the influences of the M&E human resources, budget, management and skilled used to meet NGOs Performances.

#### **3.3 Targeted Study Population**

According to Godfrey, (2018) a population is an identifiable total group or aggregation of elements (people) who are interest to a researcher and pertinent to the specified information problem. This includes defining the population from which the sample is drawn. The targeted population in north “A” District of Zanzibar, because there are so many NGOs to be used as a source of reliable and validity

information. There are more than 35 NGOs in the north district that comprises of 400 beneficiaries but the study covers only 118 (14 percentage of a population) respondents only which include NGOs employees and other stakeholders within the North district. A representative sample is selected from the target population through a defined scientific methodology of sampling. This study is conducted in North “A” district of Zanzibar as the map shows.



**Figure 3.1: Map of area of the study**

Source: google (2020)

### **3.4 Sampling Techniques and Procedure**

The study was conducted using sampling techniques to sample NGOs members of both management teams and other members from NGOs to be interviewed. The techniques are therefore applicable for purposive sampling which will involve identifying and selecting individuals or groups of individuals that is knowledgeable about or experienced with a phenomenon of interest (Flick, 2009; Imas and Rist, 2009). The study conducted in 16 NGOs in north "A" district of Zanzibar sampling technique was adapted to select NGOs.

#### **3.4.1 Simple Random Sampling Technique**

The study used simple random sampling to identify the NGOs to be in the study. Also the technique is used to get the reasonable number of respondent NGOs members. Pieces of paper were used to give the write numbers from the targeted population and then all the papers were mixed together and placed on the table and then picking pieces of paper randomly. This was done in order to create equal chances for all members from the class to choose and participate. The simple random sampling was used in all NGOs for example Random selection of 8 members from 49, in JUVIEKA, 5 members from 45 in LABAYKA, 6 members from 52 in Jongowe Development funds (JDF) and extra.

### **3.5 Sample Size**

The sample size was 118 NGOs members from all registered population in 2014-2020 NGOs conducted projects at North "A" district (refer to table 3.1). The sample



size for M&E staff and management in all NGOs was 14% was determined using bellow published formular

$$\text{Sample size} = \frac{z^2 \cdot p(1-p)}{e^2} \cdot \frac{1 + (z^2 \cdot p(1-p))}{e^2 N}$$

The researcher used population size of one hundred and eighteen (118) respondents group of subjects that are selected from the general population and considered a representative of equal to fourteen percent (14%) of respondents drawn from a total NGOs of sixteen (16), this from all members of eight hundred and twenty five (825) people registered from each NGOs of the North “A” district .

### **3.6 Data collection Methods**

#### **3.6.1 Questionnaires**

The study was used the structured type of questionnaires ;to collect quantitative data. The questionnaire is planned and design to gather precise information and initiates a formal inquiry, supplements data checks previously accumulated data, and helps validate any prior hypothesis.

#### **3.6.2 Interviews**

The study was conducted face to face interviews with NGOs members to get information related to management, budget allocation and M&E experts to effective M&E system in non-government organization in the community development projects. This is done to get information from all selected people.

### **3.6.3 Focus Group Discussion (FGD)**

A focus group discussion involves gathering people from similar background or experiences together to discuss a specific topic of interest. It is a form of qualitative research where questions are asked about their perceptions, attitudes, beliefs, options or ideas (Stewart 2016). In focus group discussion participants are free to talk with other group members unlike other research methods it encourages discussions with other participants. It generally involves group interviewing in which a small group of people is led by a moderator (interview) in a loosely structured discussion of various topics of interest (Stewart, 2016).

The group composition and the group discussion should be carefully planned to create a non-intimidating environment, so that participants feel free to talk openly and give honest opinions. But also respond to other members and questions posed by the leader, focus groups offer a depth, nuance, and variety to the discussion that would not be available through surveys. The researcher uses this method because it was a good way to get in-depth information about a community's thoughts and opinions on a topic, this method will help to yield a lot of information in a relatively short time.

### **3.7 Validity and Reliability**

These are the criteria of evaluating the research tools. Validity of the questionnaire was done through consultations with the supervisor and a field test (Radhakrishna, 2015). This was to establish 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 collected from 16 NGOs. The NGOs used for

pretesting were not part of the main study (Radhakrish2015). The data collected was analyzed using correlation and regression analysis.

### **3.8 Data Processing and Analysis**

According to Balkishan (2018) data analysis is the process of developing answers to questions through the examination and interpretation of data. Once the structured quantitative questionnaire or other measuring instruments had been administered, the mass of the raw data collected were systematically organized in a manner that facilitates analysis, Data collected were edited, coded and reviewed by the researcher so as to ensure accuracy and completeness. Data analysis done through the statistical Package for social Sciences (SPSS). The statistical measures used in the data analysis. The study used primary data collected from the field as attributed to literature review, the qualitative and quantitative data analysis approaches were used in the study this is the process of collecting ,modeling and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making (Sharma 2018), after data cleaning, data were analyzed by using SPSS version 20 where descriptive analysis was done and data were presented by using tables.

### **3.9 Ethical Considerations of the Study**

The researcher first obtained data collection authorization from open university of Tanzania and presented it to district office (DC) where NGOs were obtained. A copy of permission letter from the University was given to NGOs Authority. Respondents presented with consent forms. The consent form described the type of study being

done.its purpose, rights of all participants with special emphasis on participantsconfidentiality and the right to withdraw from the study as deemed necessary. The researcher also assured the particioantsconfidentiality of their information by asking them not to include their names or any form of identification on the questionnaires.the researcher also organized for preliminary visits to the project field officers to verbally explain the purpose and importance of the studyand predict some challenges that would come with data collection.

### **3.10 Expected Results of the Study**

The study expected the factors influence such as management involvement,human capacity and financial resources have either positive or negative effects on the performance of the Monitoring and Evaluation system in Non government organization in North district.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRESENTATION

#### 4.1 Chapter Overview

This chapter presents and discusses the findings obtained from the study. Respondents answered the following research objectives namely; to assess how human capacity influence the performance of M&E system in NGOs at North “A” District of Zanzibar, how the financial resource does influenced performance of M&E system of NGOs at North A district of Zanzibar, to what extent does management involvements influence performance of M&E Systems of NGOs in North “A” district of Zanzibar the data were collected through the questinnair and analysed through the SPSS software and data are presented through frequency tables, graphs and percentages were analysed through the analysis.

#### 4.2 Respondent Rates

The research was targeting to collect information from 118 respondents in the NGOs in north ‘ A’ district of Zanziba. Outof 118 questnareadministered,90questionares were filled and returned for analysis, which represent 76 percent respondent rate.the information is enoughAccordingMugenda (2018) a 50%, response rate is adquate, and a response rate greater than 70% is very good. Hance the response rate were satisfactory.Thisresponse rate can be attributed to the data collection procedures, where the researcher pre-notified the portancial and applied the drop and pick method to allow the respondents ample time to fill the questionares.Based on the findings in table 4.1

**Table 4. 1: Response rate**

<b>Questionares administered</b>	<b>Questionnair filled &amp; retured</b>	<b>Percentge</b>
<b>118</b>	90	76%

Source.Field data ( 2020)

### **4.3 Demographic Information**

The study sought to find out demographic information of the respondents which included gender, level of education,year worked in m&e project and age.

#### **4.3.1 The Gender of the Respondents**

The gender distribution was esterblishedin-order to check the gender priorities in the different position within the NGOs from the findings indicated that there is a margn difference between males and females based table 4.2 where by majority of the respondents were males 67% while females respondents were only 33%. The results indicated that most of the NGOs did not experienced gender imbalance in carring out the monitoring and evaluation activities table 4.2 shows that the population of male and female in m&e staff is higher there fore there is small parities among the genders.

**Table 4. 2: Gender distribution of the respondents in the different NGOs**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Male	60	67%
Female	30	33%
Total	90	100.0

Source: Field data (2020)

### 4.3.2 Age of respondents

Majority (44.4%) of the respondents indicated that their age ranged between 26 to 30 years, followed by 21.1% who indicated that their age range was between 31 to 35 years. The findings also revealed that 17% of the respondents were aged between 36- to 40 years, 16.6% were less than 25 years and no one above 40 years. From the findings, it can be inferred that the respondents were old enough to provide reliable insights relevant to the study. Based on the findings in table 4.3

**Table 4. 3: Age Distribution of the respondents**

Age	Frequency	Percentage
20- 25	15	16.6
26-30	40	44.4
31-35	19	21.1
36-40S	16	17.7
Above	00	00.0
<b>Total</b>	90	100.0

Source:Field Data (2020)

## 4.4 Effectiveness of M&E Systems

### 4.4.1 Human Resources Capacity

#### 4.4.1.1 M&E skills

The respondents were required to rate the effectiveness of their M&E system. Based on the findings in Table 4.4, 31.1% of the respondents indicated that the M&E System was effective, 37.7% indicated that the system was ineffective, 31.1% indicated that it was in effective. It is also no one had indicated that the M&E system was very effective.

The effectiveness of some of the M&E systems could be attributed to the NGOs not allocating it adequate resources and inconsistency in selection of indicators leading to its incomprehensiveness. According to the international benchmark, the NGOs are supposed to allocate between 10% to 12% of the total project cost to monitoring and evaluation (wachamba, 2013). An effective M&E system require the interaction between the employee, producers, data, chechnology and key stakeholders (Chaplowe 2019)

**Table 4.4: The Respondent M&E Skills**

<b>Situation of M&amp;E System</b>	<b>Frequency</b>	<b>Percentage</b>
Very effective	16	17.7
Effective	21	23.3
In- effective	25	27.7
Very- ineffective	28	31.1
<b>Total</b>	90	100.0

Source: Field data (2020)

#### **4.4.1.2 M&E Experience**

Based on the findings in table 4.5, majority (44.4%) of the respondents had worked in M&E projects for between 1-2 years followed by 25.5% who had less than one year experience in M&E projects.while 18% of the respondent had worked in M&E projects for period between 3 to 4 years, smll portion ( 10%) had experience of more than 5 to 6 yers in M&E projects. The findings therefore implies that the respondents were not experienced enough to provide valuable responses concerning effectiveness of Monitoring and Evluationsystem in NGOs in community development projects in North “ A” of Unguja.William S (2011)



**Table 4.5: Show respondents work experience**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
Below one	23	25.5
1-2	40	44.4
3-4	18	20.0
5-6	9	10.0
More then 6	0	0.0
<b>Total</b>	<b>90</b>	<b>100.0</b>

Source: Field Data (2020)

#### 4.4.1.3 Adequate M&E Staff

The study analysed the respondent's level of education based on table 4.6 show the professional level in the NGOs in order to observe their professional knowledge and skills in their respective area of specialization. The results from the findings indicated that the 36.6 percents of respondents have university first degree (undergraduate), followed by 14.4 percent of respondents have had the master degree. Furthermore, 34.4 percent of the respondents completed diploma course and 14.4 percents have owned the certificates while least other comprised of the others. The findings showed that the respondents have capacity, skills and professional knowledge on conduct monitoring and evaluation activities to be successfully in the NGOs, Solis et al (2011)

**Table 4.6: Education level of the M&E staffs**

<b>High level of education so far attained</b>	<b>Frequency</b>	<b>Percentage</b>
Post graduate	13	14.4
Undergraduate	33	36.6
Diploma	31	34.4
Others	13	14.4
<b>Total</b>	<b>90</b>	<b>100.0</b>

Source: Field data Data (2020)

#### 4.4.2 M&E Involvement

Based on the findings in table 4.7 indicate that 80% of the respondents faced difficulties in using M&E system while 20% indicated that they had no difficulties using the M&E system. The respondent who cited difficulties in using the M&E system were further asked to give their opinion on the possible factors contributing to difficulty M&E. Kusek J (2004)

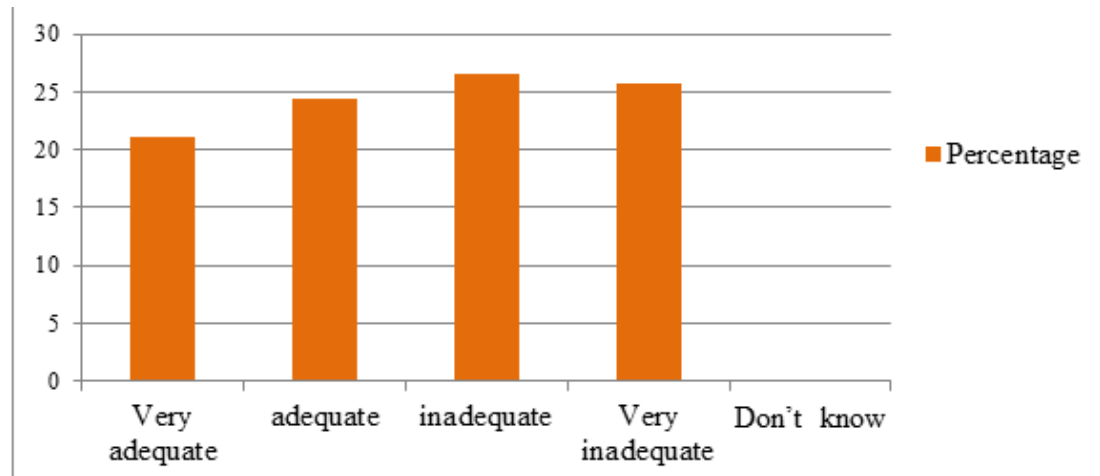
**Table 4.7: Show M&E involvement**

<b>Factors contributing to difficulty</b>	<b>Frequency</b>	<b>Percentage</b>
Selected tools and techniques	00	00%
The role of management in the operations of the M&E	30	33.3%
The adequacy of M&E training	27	30%
Technical expertise of the staff	33	36.6%
<b>Total</b>	<b>90</b>	<b>100%</b>

Source: Field Data (2020)

##### 4.4.2.1 Management Participation

The study also sought to examine how the role of managements affected the effectiveness M&E systems. From the findings in figure 4.8, about 21.1% of the respondents of NGOs sampled rated the role of management is very adequate. While 24.4% rated it is adequate. A significant proportion 26.6% of the respondents rated the role of managements as being in adequate while 27.7% indicated that it was very in-adequate. Few of the respondents were not able to rate the role of management towards effectiveness of the M&E systems because they did not know. Dotor G (2011)



**Figure 4.1: Management participation**

Source: Field data (2020)

#### 4.4.3 Utilization of M&E Budget

The last objective of the study caught to find out the effect of financial to M&E system on NGOs financial sustainability in north “A” district. The participants of the study were given various financial management systems statements about the firm and were requested to show their agreement levels with each of the statements table 4.8 indicates that the respondents were in agreement that there existed proper financial policies that guided how their organizations managed their funds (mean = 4.329 ).

Operations of their organizations were done according to budgetary adorations (mean = 4.286) ,their organizations periodically review their budget dry and other financial plans to see if they agree with their M&E system mission ( mean = 4.243);their organizations maintained an updated assists list ( mean = 4.043) their organizations projects were evaluated every year by a qualified external evaluator on M&E system ( mean = 4.014) financial reporting in their organizations was

effective in M&E system ( mean = 3.943) and that their organizations had a competent board that provided oversight for all their financial dealings on M&E system ( mean = 3.943).

In addition, all the responses yielded standard deviation values of less than 1 indicating that there was little variation in the responses given. Roger P (2009)

**Table 4.8: Utilization of M&E budget**

	<b>Mean</b>	<b>St. Dev</b>
My NGO periodically M&E system budget and other financial plan to see if they agree its mission	4.243	0.6004
My NGO has put up structures for financial reporting that allow for accountability of M&E system	4.214	0.5355
Financial reporting in my NGO is effective and efficient in M&E system	3.943	0.7965
Operations of my NGO are done according to budgetary allocation in M&E system	4.286	0.6625
My NGO maintains updated assets list in M&E system	4.043	0.6625
My organization had financial policies to check on the spending of financial resources in M&E system	4.329	0.6532
My NGO has a competent Board that provides oversight for all its financial dealing in M&E system	3.943	0.8662
My NGO projects are evaluated every year by qualified external evaluator in M&E system	4.014	0.9401

Source: field data ( 2020)

#### **4.5 Tools and Techniques Used in M&E System**

The common tools and techniques used by the sampled NGOs in their M&E systems are interviews, questionnaires and site visits. This shows that the NGOs use the same tools and techniques for their M&E systems. This could be attributed to the project needs, information needed by the stakeholders and the cost involved as well as the evaluators' preferred choice of tools and techniques.

Based on the table 4.9 Twenty two point two percents(22.22%) of the respondents indicated that the adquecy of M&E Staff, 22.22% indicated thattechnical expertise of the staff were usedand 18.88% of the respondents were thatSellecedet tools and technique and while 36.66% The role of management to the operations of the M&E operation.Deaton A (2010)

**Table 4.9: Show tools and technique used in M&E system**

<b>Ares of difficult in using M&amp;E system</b>	<b>Frequency</b>	<b>Percentage</b>
Sellecedet tools and technique	17	18.88
The role of management to the operations of the M&E	33	36.66
The adquecy of M&E Staff	20	22.22
The technical expertisae of the staff	20	22.22
<b>Total</b>	90	100.0

Source:FieldData (2020)

#### **4.6 Training on M&E Systems**

The findings based on the table 4.10 indicated that most of the respondents had no training in M&E system. The Analysis show that 77.7% of the respondents have never attended any training on M&E system. This implies that many of the respondents had no knowledge on M&E system.

**Table 4.10: The situation of training on M&E system**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	20	22.22
No	70	77.77
<b>Total</b>	90	100.0

Source: Field data (2020)

#### 4.7 Relevance of training in M&E systems

The respondents were further asked to indicate the relevance of the training in M&E system. The training in regard to the effectiveness of the M&E system, were termed as relevance with a mean of 1.020 and a standard deviation of 0.821. contribution of the training to the general effectiveness of the M&E system was also found to be relevant supported by respondents with a mean of 1.554 and standard deviation of 0.821. the capacity building of personnel and increase in staff technical expertise were also found to be relevant with a means of 2.028 and 1.050 respectively.

The training in M&E systems was as well found to be relevant in the following areas : introduction of local M&E experts (mean- 1.715 and standard deviation 0.765) understanding the position of the M&E system (mean -1.624 and standard deviation 0.820) and in the increase the quality of the M&E human resource (mean-1.770 and standard deviation 1.061). M&E human resource management, both in quality and quantity, is required in order to have an effective M&E staff (world bank 2011)

**Table 4.11: Relevance of training in M&E systems**

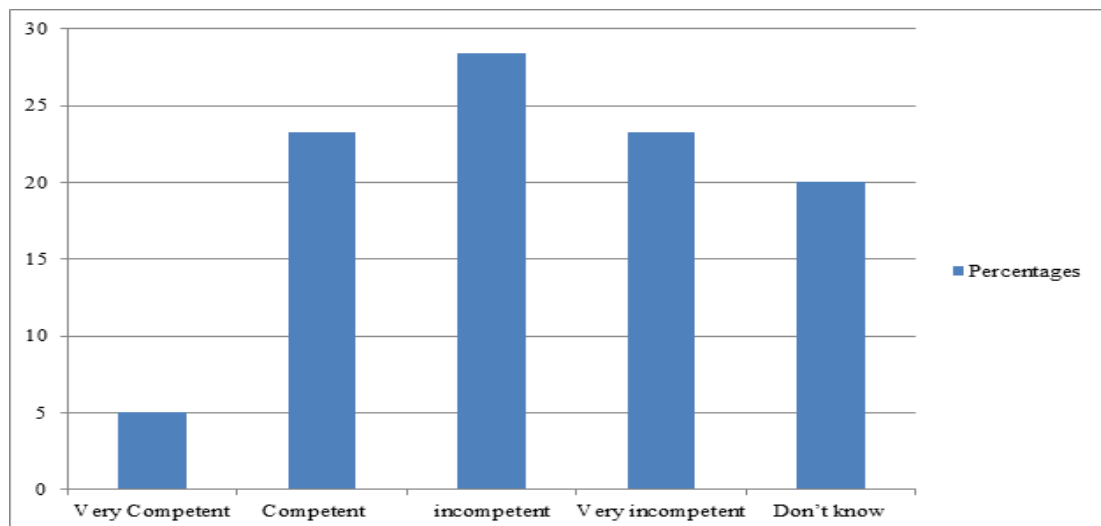
<b>Statement</b>	<b>Means</b>	<b>Standard Deviation</b>
The contents of the training to the effectiveness of the M&E system	1.020	0.821
Contribution to the general effectiveness of the M&E system	1.554	0.835
Capacity building of personnel	2.028	0.802
Increase staff technical expertise	1.050	0.783
Introduction of local M&E experts	1.715	0.765
Understanding of the operations of the M&E system	1.624	0.820
Increased the quality of the M&E human resource	1.770	1.061

Source: Field Data (2020)

#### 4.8 The Competence of the Staff Handling the M&E System

The study sought to find out the competence of other staff handling M&E system.

Based on the findings in figure 4.2, 23.3% of the respondents indicated that the staff were competent, Followed. by 28.8% who indicated that they were incompetent, however 23.2% indicated to be very incompetent. further the remain proportion of the respondents 20% indicated that they did not know about the level of competent. while about 5% of the other staff handling M&E system were very competent.



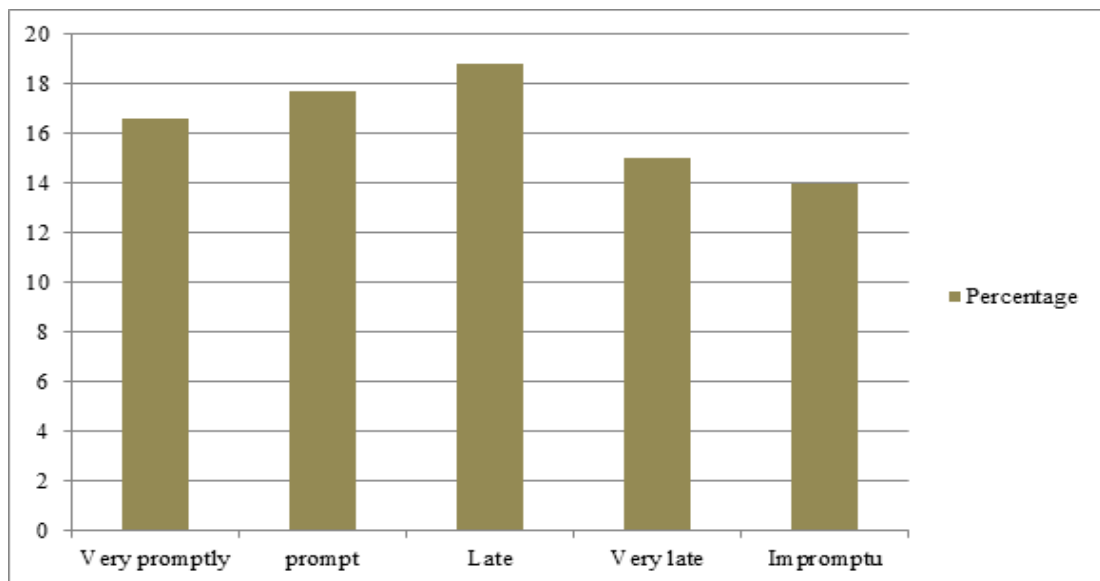
**Figure 4.2: The competence of the staff handling the M&E system**

Source: Field data (2020)

#### 4.9 Management Implementation of M&E System

In regard to acting on the project, the findings in figure 4.3 indicated that the management acted promptly and very promptly to project demands and improvements as supported by 17.7% and 16.6% of the respondents respectively. The findings also indicated that 18.8% and 15% of the respondents were of the opinion that the managements acted late and very late respectively, while 14% of the

respondents reported not to know whether management acted promptly or not. According to (IFRC, 2011) the management is responsible of making decision and starategic planning of the project as well as managers the M&E system. The World bank, (2011) the success of the M&E system depends on the support it gets from the management.



**Figure 4. 3: The Management Implementation of M&E System**

Source: Field data (2020)

#### 4.10 The Use of Information from M&E Systems

The findings in table 4.12 revealed that the information from the M&E systems is used in planning and project impact assessment by a mean of 1.77 and 1.01 respectively making decision with a mean of 1.24 and standard deviation 0.76%, formulating policies (mean 1.62 and standard deviation 1.09%) and Project improvement (mean 1.883 and standard deviation -0.781), sharing with other NGOs in the sector ( mean 1.02 and standard deviation -1.800. the findings show that the information from the M&E system is moderate consumed.



In regard to the authorities responsible for the performance of the project and M&E activities, the respondents point out that the project manager have poor awareness on the entire project monitoring and evaluation process while the project staffs do the monitoring and evaluation in poor knowledge. IFRC (2011)

**Table 4.12: The use of information from M&E systems**

Use	Mean	Standard Deviation
Making decision	1.34	0.761
Formulating policies	1.62	1.098
Planning	.77	1.142
Project impact assessment	1.01	0.954
Sharing with other NGOs in the sectors	1.02	1.800
Project improvement	1.83	0.871

Source: Field data (2020)

## **4.11 Discussion of the Study**

### **4.11.1 The influence of Financial Resources**

Most of the NGOs found themselves with an ever increasing agenda of programmes and activities requiring consistent and in adequate funding but have contend with the fact that they have limited opportunities for generating additional income. More over some member said that the financial process of NGOs are always faced with resources scarcity that is they are not always able to generate more income while they always want to scale up their programme and activities which require more funds, more over poor financial management practices, ADB (2014)

### **4.11.2 The influence of Management**

Ineffective organizational policies and procedure, high rate of senior staff changing jobs and continued over-reliance on diminishing donor funding. Others said the

NGOs do not come up with different new strategies to stay ahead of the game in long run, also some time the donors have shifted to new interests of projects. UNDP (2016).

#### 4.11.3 Multiple Regression Equation

Regression analysis was utilized to investigate the relationship between the variables. These included an error term, where by the dependent variable was expressed with a combination of independent variables. The unknown parameters in the model were established, using observed values of the dependent and independent variables. The following model represents the regression equation representing the relationship between effective M&E system as a linear function of the independent variables (selection of tools and techniques, role of management, M&E training and technical expertise of the staff), with representing the error term. The regression model was therefore used to describe how the mean of the dependent variable changes with the changing conditions (ADB, 2014)

$$Y = b_0 + b_1 x_1 + b_2 x_2 + \dots + b_{k-1} x_{k-1} + b_k x_k + E \quad \text{When } b_3 = 0 \dots \dots \text{Equation}$$

Equation 1: Regression Equation

Where: Y = Effective Monitoring and Evaluation System

$B_0$  = selection of tools and techniques

$B_1$  = Role of Management

$B_2$  = M&E budget

$B_k$  = Technical Expertise of the staff

E = Representing the error term

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Chapter Overview**

The previous chapter presented interpretation of findings and analysis discussion, the current chapter presents summary, conclusion of the study and provide in relation to the results obtained and develop recommendations and areas for future study. The study was to examine the effectiveness of the M&E system in Non government organization sectors (NGOs) to community Development projects in North "A" district. The objectives used as a guide to collect informations.

#### **5.2 Summary of the Findings**

The summary below presents the research findings in brief according to the research objectives. The objectives of the study were To assess how human capacity influence the performance of M&E system in NGOs at North "A" District; how the financial resource does influenced performance of M&E system of NGOs at North A district; and to what extent does management involvements influence performance of M&E Systems of NGOs in North "A" district.

##### **5.2.1 To Assess How Human Capacity Influence the Performance of M&E System in NGOs at North "A" District**

Based on the findings, majority (40%) of the respondents had worked in M&E projects for between 1-2 years followed by 23% who had less than one year experience in M&E projects. while 18% of the respondent had worked in M&E projects for period between 3 to 4 years, small portion ( 9%) had experience of

more than 5 to 6 years in M&E projects. The findings therefore implies that the respondents were not experienced enough to provide valuable responses concerning effectiveness of Monitoring and Evaluation system in NGOs in community development projects in North “ A” district.

### **5.2.2 How the Financial Resource Does Influenced Performance of M&E System of NGOs at North A district**

The budget items include budget for staffing, including full time staff, capacity building /training and other related expenses, example translation, data entry for baseline surveys. And budget for facilitating cost, office equipment and supplies, any travel and accommodation, computer hardware and software, publishing and distributing M&E activities in north “A” District are very low.

### **5.2.3 To What Extent Does Management Involvements Influence Performance of M&E Systems of NGOs in North “A” District**

The management acted promptly and very promptly to project demands and improvements as supported by 17.7% and 16.6% of the respondents respectively. The findings also indicated that 18.8% and 15% of the respondents were of the opinion that the managements acted late and very late respectively. Few (14%) of the respondents indicated that the management would act was impromptu, 14% did not know. According (IFRC, 2011) the management is responsible of making decision and strategic planning of the project as well as managers the M&E system. The world bank, (2011) the success of the M&E system depends on the support it gets from the management.

### 5.3 Conclusion

First objective was to assess how human capacity influenced the performance of M&E system in NGOs in north “A” District. The study found that the human capacity has the influence on the performance of M&E systems due to well trained staff who are working with along period of time who can managed by the guidance of theory of change. A human capacity with skills in research and project management is fundamental in the selection and execution of effective M&E systems for projects. (Nabris, 2018) A professional association of M&E experts therefore needs to be started in order to develop and improve the quality and quantity of our local M&E experts. It is the general expertise of the staff handling the M&E that determine its success.

On the other hand the financial resources influenced the performance of M&E system example of budget items include budget for staffing, including full time staff, external consultants, capacity building /training and other related expenses, example translation, data entry for baseline surveys. And budget for facilitating cost, office equipment and supplies, any travel and accommodation, computer hardware and software, printing, publishing and distributing M&E documents. IFRC,(2011)

Other determinants which are considered important for an effective M&E system include; stakeholder participation in project monitoring and evaluation in formation, and the project plan. The effectiveness of these determinants is manifested through easy assessment of projects. Accountability in projects, capacity of staff to undertake project monitoring evaluation work among other.

Second objective required to determine to what extent does management involvement influence performance of M&E systems of NGOs in North “A” district. The information flows from different stakeholders such as development partners and communities of which the generated data obtained from monitoring and evaluation activities were used for different location for different purpose. Enrich of valid and reliable information gives NGOs management to have a wide range of decision making. Therefore, the management in NGOs influences performance of monitoring and evaluation systems. The role played by the management majority dictates the effectiveness of the m&e system. (World bank, 2011) the management is like the central nerve to an effective M&E system. It coordinates the process of the M&E system ensuring its success and manages the M&E human resource. Although, at times the M&E activities are seen as a control of a bureaucratic management (Shapiro, 2011). The management should have the know how to rule the project and M&E system. It should also work with the other stakeholders, especially the employees to ensure that they have the required experience and training to handle the M&E system. The NGOs unrelax should also ensure that the management puts into practice the Public Benefits.

#### **5.4 Recommendations**

From the finding of this research and the conclusion made, the research made the following recommendations for policy action by NGO’s given that their monitoring and evaluation systems have a bearing on the kind of information they provide. There was need to have more people with technical skills especially in information systems for M&E. The project/program managers and the M&E staff in charge of the M&E

systems should certify that they employ staff with the essential technical expertise and offer them the needed training to operate the M&E system successfully as well as holder the position.

There is need for human resources to build more capacities on their staff on the overall project live cycle in planning, design and execution (including monitoring and evaluation control) in order to ensure that they have complete understanding on how to carry out projects. This will enable staff to be in a better position to recognize what is needed in terms of the entire project life cycles hence there will be an improvement in organization projects. The management of the NGOs must not prioritize the political ideologies during their projects implementation in order to reduce the opposition from the ruling local and central government this will help the effectiveness of the M&E system to meet the community development of surrounding societies. The changes in carrying out M&E system of Projects should consider accepting modern information and communications technology in carrying out monitoring and evaluations to capture real time data.

#### **5.4.1 The Respondents Recommendations**

The respondents recommended that the local government must prioritize the developmental policy of the area in order the NGOs Monitoring and Evaluation System to be improved, including head of shehia required to utilize the political perspectives to ward the NGOs Implementation with the natives to be educated on the importance of the NGOs projects in its monitoring and evaluation system to ward the communities development.

#### **5.4.2 Recommendations to the Study Area**

Study also recommend that NGOs providers should influence Monitoring and Evaluation System to attend communities development by encouraging donors to finance training activities in order to increase their level of awareness ( knowledge) about Implementation of the monitoring and Evaluation in planning and execute projects in case of inadequate numbers of tools for-example provided should be increased to meet the need of the communities of the projects in north "A" district Also M&E technician should be specialist of particular faculties in order to improve current and future management of outputs, outcomes and impacts, and examining concern the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives.

#### **5.5 Area for Further Study**

Due to limited resources and time, the sample used for the study was small, geographical coverage was limited (the study covered only North "A" district out of 11 districts of Zanzibar), and data collected were not adequately triangulated. As a result, observations and recommendations forwarded here in might not necessarily apply in other districts covered by the assignment . the study is there fore, recommended to conduct similar study, but with wider scope in term of sample size, geographical coverage and data triangulation methods to generalize about the study and hence, inform future programming within and out side the



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## APPENDICES

### APPENDIX 1: Budget for the Research Proposal

List of activities	Approximated Expenses
Proposal Writing(internet, stationeries & transport)	200,000
Data collection	400,000
Data analysis	250,000
Report writing	400,000
Final dissertation	200,000
Other expenses	150,000
Total=	1,600,000

### APPENDEX 11: Questionnaire

#### Section 1: Introduction

This questionnaire is meant to collect information on Effectiveness of Monitoring and Evaluation System in Non Governmental Organizations to community's development. A case of North "A" District of Zanzibar.

The information will collected through this questionnaire will be treated with confidentiality and used for academic purpose only. Kindly take a moment to answer all the questions as accurately as possible.

#### Section 2: Background information

NGOs name.....

Area of operation.....

Project using M&E system.....

Respondent position.....

Please tick (√)

1. Gender:

a. Male ( )

b. Female ( )

2. Age bracket:

a. Below 20 years ( )

b. 20-30 years ( )

c. 31- 40 years ( )

d. 41-50 years ( )

e. Above 50 years ( )

3. Highest level of education

a. Diploma holder ( )

b. Undergraduate ( )

c. Post graduate ( )

d. Other ( )

4. Number of years worked in M&E projects.

a. Less than one year ( )

b. 1-2 years ( )

c. 3-4 years ( )

d. 5-6 years

e. More than 6years

### **Section 3: Determinants of Effectiveness Monitoring and Evaluation System**

1. How would you rate the effectiveness of the M&E system?

- a. Very effective ( )
- b. Effective ( )
- c. Ineffective ( )
- d. Very ineffective ( )

2a. Why do you say so?

.....

.....

2b. Do you have any difficulties in using the M&E system?

Yes ( ) No ( )

2 c. if yes, what do you think is contributing to the difficulty?

	Tick where appropriate
Selected Tools and techniques	
The role of management to the operations of the M&E	
The adequacy of M&E	
Technical expertise of the staff	

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

- a. ....
- b.....
- c.....

5 How would you rate the applicability of these tools and techniques?

- a. Very Easy ( )
- b. Easy ( )
- c. Difficult ( )
- d. Very difficult ( )
- e. Don't know ( )

5a. What do you say so?

.....

5.b What other tools and techniques would you recommend for this M&E system?

a .....

b.....

6a How you had any training on M&E system?

a. Yes ( ) b.No ( )

6b How would you rate the training on the M&E system?

7. Kindly express your opinion regarding the following statements on financial management systems in your organization. Use scale of 1-5 where 1- Strongly disagree, 2-disagree, 3-Nuetral, 4—agree and 5-Strongly agree.

	1	2	3	4	5
	Strong dis agree	Dis-agree	Neutral	Agree	Strongly agree
My NGO periodically M&E system budget and other financial plan to see if they agree its mission					
My NGO has put up structures for financial reporting that allow for accountability of M&E system					
Financial reporting in my NGO is effective and efficient in M&E system					
Operations of my NGO are done according to budgetary allocation in M&E system					
My NGO maintains updated assets list in M&E system					
My organization had financial policies to check on the spending of financial resources in M&E system					

8.a What is the competence of the other staff handling the M&E system?

a. Very competent ( )

b. Competent ( )

- c. Incompetent ( )
- d. Very incompetent ( )
- e. doesn't know ( )

8b. Why do you say so?

.....

9. What would you say is the composition of M&E experts in this project?

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

10 how would you rate the role of management towards the effectiveness of the M&E system?

- a. Very adequate ( )
- b. Adequate ( )
- c. Inadequate ( )
- d. Very inadequate ( )
- e. Don't know ( )

11. What would you say about the role of management in regard to acting on the project Demands and improvements:

- a. Very prompt ( )
- b. Prompt ( )
- c. Late ( )
- d. Very late ( )
- e. Impromptu ( )

f. Don't know ( )

12. How would you rate the uses of information from the M&E system in the following areas, using the scale of 1-4, where 1 is highly used and 4 is least used

	1	2	3	4
Making decisions				
Formulating policies				
planning				
Project impact assessment				
Sharing with other NGOs in the sector				
Project improvement				

13. Which authority is responsible for the performance of the following project activities?

	Tick where appropriate		
	Project manager	Project staff	M&E staff
Monitoring			
Evaluation			
M&E system			

14 Rank the following determinants in order of priority using the scale of 1 to 4 where 1 is the highest priority and 4 is the lowest priority.

	Rank in order of priority
Selection of tools and techniques	
The role of management	
Training on M&E system	
Technical Expertise of the staff	

15. What recommendations would you give to help improve the M&E systems used in projects NGOs sector?

End

Thanks you for your responses



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12/05/2020

PRINCIPAL SECRETARY,  
SECOND VICE PRESIDENT,  
P.O BOX 239,  
ZANZIBAR.

## RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an act of Parliament no. 17 of 1992. The act became operational on the 1st March 1993 by public notes No. 55 in the official Gazette. Act number 7 of 1992 has now been replaced by the Open University of Tanzania charter which is in line the university act of 2005. The charter became operational on 1st January 2007. One of the mission objectives of the university is to generate and apply knowledge through research. For this reason staff and students undertake research activities from time to time.

To facilitate the research function, the vice chancellor of the Open University of Tanzania was empowered to issue a research clearance to both staff and students of the university on behalf of the government of Tanzania and the Tanzania Commission of Science and Technology.

The purpose of this letter is to introduce to you **SULEIMAN MNGANA SULEIMAN** who is a Master student at the Open University of Tanzania with registration number **PG2017996014**.

By this letter, **SULEIMAN MNGANA SULEIMAN** has been granted clearance to conduct research in the country. The title of his research is "EFFECTIVENESS OF M&E SYSTEM IN NGOS TO THE COMMUNITY DEVELOPMENT PROJECTS CASE OF NORTH "A".

The research will be conducted in **Unguja Island**. The period which this permission has been granted is from **13/06/2020 to 12/07/2020**.

In case you need any further information, please contact: The Deputy Vice Chancellor (Academic); The Open University of Tanzania; P.O. Box 23409; Dar es Salaam.

Tel: 022-2-2668820 we thank you in advance for your cooperation and facilitation of this research activity.

Yours sincerely,

DRC: Dr. **SALMA OMARHAYADI**

For: VICE CHANCELLOR



REVOLUTIONARY GOVERNMENT OF ZANZIBAR

SECRETARY  
ZANZIBAR RESEARCH COMMITTEE  
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**RESEARCH/FILMING PERMIT**  
(This Permit is only Applicable in Zanzibar for a duration specified)

**SECTION**

<b>Name:</b>	Suleiman Mngana Suleiman
<b>Sex</b>	Male
<b>Date and Place of Birth</b>	11/05/1990
<b>Nationality:</b>	Tanzanian
<b>Passport Number:</b>	-
<b>Date and Place of Issue</b>	-
<b>Date of arrival in Zanzibar</b>	-
<b>Expected date of departure</b>	-
<b>Duration of study</b>	One Month (1)
<b>Research Titles</b>	Effectiveness of M&E System in NGO's Organization to Community Development Projects: Case of North (A) District
<b>Full address of Sponsor</b>	ZHELB
<b>Name of the authorizing officer:</b>	Abdalla M. Denge
<b>Signature and seal:</b>	 
<b>Institution:</b>	Office of Chief Government Statistician
<b>Address:</b>	P. O Box 2321 Zanzibar.
<b>Date:</b>	24/06/2020

(For rules and conditions see overleaf)

- I. You are required to submit Progress Report.
- II. Not to engage in Political activities.
- III. Adherence to research topic(s).
- IV. No permit in restricted areas.
- V. After completion, three copies of research should be submitted to authorizing Institution.



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MKUU WA WILAYA,  
WILAYA YA KASKAZINI A,  
UNGUJA.

20/06/2020


**KUH: RUHUSA YA KUFANYA UTAFITI**

Kwa heshima, naomba uhusike na mada ya hapo juu.  
Serikali ya Mapinduzi ya Zanzibar imemruhusu Ndg. Suleiman Mgana Suleiman mtafiti mwanafunzi kutoka chuo Kikuu Huria cha Tanzania ambao anasomea shahada ya Uzamili kufanya utafiti katika mada inayohusiana na "An Effectiveness of M&E System in Non-Government Organization to Community Development Project: A Case of North "A" District" Utafiti huo utafanyika katika Wilaya yako maeneo ya Mkokotoni, Pale, Tumbatu, Gamba, Nungwi, Kidoti, Mkwajuni na Pwani Mchangani kuanzia tarehe 20/06/2020 mpaka 20/07/2020. Tunaomba asaidiwe ili aweze kukamilisha utafiti huo.

Kwa nakala ya barua hii mara baada ya kumaliza utafiti, mtafiti unatakiwa kuwasilisha nakala (copy) 3 za ripoti ya utafiti huo Ofisi ya Makamu wa Pili wa Rais- Zanzibar.

Naambatanisha na kivuli cha kibali cha kufanyia utafiti.

Ahsante

  
SHAABAN S. MOHAMED,  
KATIBU MKUU,  
OFISI YA MAKAMU WA PILI WA RAIS,  
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