**THE INFLUENCE OF EFFECTIVE MONITORING AND EVALUATIONON ORGANIZATION PERFORMANCE IN NON-GOVERNMENTAL ORGANIZATIONS: A CASE OF COMPASSION INTERNATIONAL TANZANIA**

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

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**OF OPEN UNIVERSITY OF TANZANIA**

**2020**

## **CERTIFICATION**

The undersigned certifies and hereby recommends for acceptance, by the Open University of Tanzania a dissertation titled; “The effective Monitoring and Evaluation influence on organization performance in Non-Governmental Organizations in Tanzania: A case of Compassion International Tanzania”, in partial fulfillment of the requirements for the degree of Master of Arts in Monitoring and Evaluation of the Open University of Tanzania.

……………………………………….

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I, Elia E. Pallangyo, do hereby declare that this dissertation is my own original work, and that it has not been submitted and will not be submitted for the similar or other degree award in any University.

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Signature

06th March 2020

…………………………………

Date

## **DEDICATION**

I dedicate this work to my lovely parents who builds the foundation of my education.

To my beautiful wife Anna for tirelessly supporting, praying and encouraging words all the time.

To My family and relatives for their moral and material support as well as encouragements throughout the period of this study

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## **ABSTRACT**

The study thought-out at examining the influence of effective Monitoring & Evaluation on Organization performance in Non-Governmental Organization a case study of Compassion International Tanzania. The study covers four research objectives with research questions framed from specific objectives to guide the study. This study employed both qualitative and quantitative methods engaging 42 respondents across all departments of the organization under study. The Empirical information was collected through documentaries review, observation and questionnaires. Findings the study signifies that, Effective Monitoring & Evaluation takes a solid influence over Organization performance in Compassion International Tanzania. However, grounded on the results, Monitoring &Evaluation planning partakes the main support from respondents (85.7%) on its influence on project performance and organization at large. Also, appropriate distribution of M&E resources and appropriate use of M&E information has vital contribution over Organization performance. Nevertheless, study findings indicated that, if organization performance is to be enhanced, it is crucial to have a well-functioning Information Management System that will ensure on time data availability and timely and right program/project related decision making. Seeing on how serious M&E in influencing project/program performance is, this study therefore, commends that organizations and institutions should institutionalize Monitoring and Evaluation, establishes a Monitoring and Evaluation unit and /or employ committed and skilled Monitoring and Evaluation personnel.

Keywords: *Effectiveness & monitoring and evaluation system.*

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## **ABBREVIATIONS AND ACRONYMS**

FGD Focus Group Discussion

M&E Monitoring and Evaluation

NGOs Non-Governmental Organizations

UNDP United Nations Development Program

UNICEF United Nations Children’s Fund

# **CHAPTER ONE**

## **INTRODUCTION**

## **1.1.Background Information**

Effective plan making necessitates evidence on whether the NGOs are undertaking things correctly and whether they are attaining intended results. Robust Monitoring and Evaluation systems provide the means to fold and integrate this information into the strategy sequence and thus providing the base for comprehensive governance and accountability. “Numerous of the earliest adopters of RBM systems like Australia were inclined to do so because they had democratic political systems, strong empirical traditions, civil servants trained in the social sciences and efficient administrative systems and institutions” (Kusek & Rist, 2004).

Presentations conducted during Minas Gerais fifth Monitoring & Evaluation (M&E) conference in Brazil provides that a project that is not examined is not worth much, (Acevedo et al, 2010) also commends that regardless of the perfect plan, lack of regular assessments throughout the life of the project, non can be evaluated being it the project progress or the reality of the plan. Kusek & Rist (2004) states that “An effective state is indispensable to achieving sustainable socioeconomic development”. Through the arrival of globalization, there are escalating pressures to organizations every wherein the world to be more reactive to the anxieties of internal and external stakeholders by showing accountability and transparency, superior development effectiveness and conveyance of concrete results.

With the arrival of globalization, organizations throughout the world are handling both internal and external anxieties and burdens for lasting improvements in project management to boost performance and stay competitive (Kusek & Rist, 2004). These stresses invent from a diversity of Cause counting development partners, Government, private sectors, civil society and the mass media. Whether it anxieties for more accountability and transparency with exchange to foreign aid or real outcomes, organizations need to be ever more responsive to stakeholders’ demand and prove tangible outcomes (Khan, 2001).

By means of this, numerous organizations are becoming more and more wary of factors that control project performance as well as the desire to accomplish projects precisely. Kusek and Rist (2004), states that “One of the most powerful tools that influence the effective performance of organization project is Monitoring and Evaluation”. This has also supported by Shapiro (2004) in the argument that Monitoring and Evaluation aid one to judge the quality and impact of a project, compared to organization’s target and plan. Wysocki and McGary, (2003) tops it altogether that “If you don’t care about how well you are doing or about what impact you are having, why bother implement a project at all? No way you can express how sound you are undertaking the project without monitoring the performance.

The need for M&E has been prompted by the scarcity and constraints of resources, the pursuit for better quality and further responsive service conveyance by members of the public. According to Zimbabwe Government program document (2004), there are clear anxieties for politicians to be extra people-sensitive and service-oriented, wiles for supplementary operative resource distribution by financial controllers, anxieties by the private sector for better services and infrastructure towards development and progress. In addition, there have been claims by development partners for efficient and effective utilization of inadequate funds and the increasing encounters of the globalized and competitive world. In the key informant interview one of the respondents was hurried to pinpoint that M&E has turn out to be a global phenomenon. Furthermore, the respondent clarified that this has the way it is because both national and international shareholders in the development process hunt for improved accountability, transparency and outcomes by both government and non-government organizations.

Monitoring and Evaluation remains uneven in Uganda according to Hauge (2001) through numerous Government as well as donor planning and progress reporting setups. Policy design, planning and budgeting are assumed as isolated workouts at the sector and district levels. From M&E standpoint the foremost problem is that equally, information management and decision making are fascinated on the administrative process of disbursements and activities than on poverty upshots, impacts and goals pursued. Planning, costing and enticements are geared to assessing inputs, activities and instant outputs. Recurring as well as development outflows are revised disjointedly and not for their collective impact in realizing general goals. Monitoring and Evaluation endures excessively positioned to compliance with government requirements and regulations instead of end-results of project, program and policy efforts.

In Tanzania, M&E concepts and practices were acquaint with to answer to interior and exterior tensions for healthier accountability and transparency by means of a vision to educative service delivery, judicious usage of tax payers’ coinage and strains for results on the pledges made to people (URT, 2014). Henceforth propagated Public Service Management and Employment Policy (PSMEP) 1998, revised 2008 which postulated the necessity for Public Institutions to establish a strong M&E Systems to be able antedate and unravel administration difficulties and answer stakeholders’ anxieties (URT, 2014).

Kusek & Rist (2004) add that M&E is an influential public management tool which can be used to advance how governments and organizations realize results. As non-governmental organizations want financial, human resource, and accountability systems, they as want decent performance rejoinder systems. Monitoring and Evaluation has been in evolution including a drive a way after traditional implementation-based tactics (activity oriented) to a new Results-Based methods (Approaches). To state it other ways, governments and non-governmental organizations might efficaciously executed programs and policies, but the quest is, have they molded the genuine and envisioned outcomes? Has the institution accurately brought on aptitudes made to intended stakeholders? The outline of the Results-Based M&E system moves decision makers apace more in judging if and in what way goals are being realized over a while. These systems aid in answering the all-significant so what questions, reply to stakeholders’ rising anxieties for outcomes, (Kusek & Rist, 2004).

In other ways, non-profit organizations also must ensure that they perform in line with their laid-out mission and vision. Poister (2003) stated that measurement of performance is a technique of classifying, controlling and employing diverse objective measures of organization's performance and the programs on consistent basis. Moreover, Lindblad (2006) well thought-out performance measurement as exploitation of objectives, indicators and statistics to weigh NGOs’ interventions and deliverables. Ferreira & Otley (2009) preserved it as a mechanism of measuring individuals, squads and the general organization. Miller (2007) regarded performance measurement as program valuation technique which assesses efficiency and effectiveness of the program as well as its effect. Carman (2007) appealed performance measurement as a systematic appraisal of program outputs, inputs and impacts. Furthermore, there has remained always a slight consensus over the way to describe and measure performance in NGOs meanwhile these organizations have uncertain goals and ambiguous connection between program activities and outcomes.

Dieter, Lai and Sorensen (2010), have learn that throughout the previous decade, development organizations met external pressure towards becoming superfluous effective, while countless of them launched schemas for results alignment. The global ratification of the Millennium Development Goals (MDGs) in 2000 gave extra inspiration to the pursuit for results and for signifying their attainments. Whereas (M&E) is recognized as a key component towards understanding and successfully tracking and recording outcomes of development undertaking, it is similarly acknowledged that there is a universal necessity to advance M&E in development undertakings.

Monitoring & Evaluation approaches and guiding principle have acknowledged considerable international courtesy, though the glitches of putting Monitoring &Evaluation into exercise and picturing lessons after field practice have not been much studied. In view of the preceding and in view of M&E as a key element of project management which stretches control towards the core parameters which describe organization, quality, scope, completion time, resource as well as cost.

## **1.2 Statement of the Problem**

M&E process effectiveness and practices for NGOs nowadays has been a major concern as part of the global international organizations geared towards implementing and performing different projects and program. In various organizations, Monitoring and Evaluation of a project is the activity perceived as a development partner (donor) obligation to some extent than an organizational management tool. Due to this, organizations specifically NGOs, executes project M&E with the aim to subsist with anxieties and pressures exerted to them by funding agencies than a measure to underwrite project performance.

So scarce organizations have confidence in M&E reasonably since it influences the organization performance effectiveness. Therefore, the study sought to explicitly establish, the effective influence M&E goings-on influence towards organization performance. This study analyzed M&E plan, M&E resource, Information Systems and baseline surveys for possible influence on organization performance.

## **1.3 Objectives**

## **1.3.1. Study General Objective**

To examine the influence of effective Monitoring and Evaluation on organization performance in Non-Governmental Organizations: a case of Compassion International Tanzania.

## **Specific Objectives**

1. To examine how NGOs performance is influenced by Monitoring and Evaluation plans
2. To determine the influence of baseline surveys towards NGOs performance
3. To assess the influence of Information Systems in NGOs performance
4. To discover how Monitoring &Evaluation resource influence NGOs’ performance

## **1.4 Research Questions**

1. How do M&E plans affect NGOs performance?
2. To what extent does NGOs performance is influenced by baseline surveys?
3. To what extent do Information Systems influence NGOs performance?
4. How does an M&E resource influence NGOs performance?

## **1.5 The Significance of the Study**

The study is expected to impact non-governmental organizations by underwriting to the physique of information concerning usage and application of Monitoring and Evaluation systems. The study will also benefit upcoming researchers and scholars through its discoveries as reference to develop Monitoring and Evaluation Literature. On top of that, there will also be assistances to non-profit organizations and governments through supporting to turn up with improved Monitoring and Evaluation approaches as well as systems which will guarantee results, accountability and transparency in organization delivery. Planners can as well use the study to recommend and come up with better plans immediate not just M&E but also governance and other subdivisions. Benefactors will also get value for their money since accountability for both funds and implemented systems will be in place.

## **1.6 Organization of the Study**

The study is organized into five chapters. Chapter One consists of the background of the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, Scope and Organization of the study. Chapter Two looks at available literature done on the influence of effective monitoring and evaluation by scholars who have studied the subject in other monitoring and evaluation contexts. The chapter provides a conceptual framework which outlines the relationship between the dependent and independent variables identified in the subject of study. Chapter Three constitutes the research methodology, which is divided into research design, study area, sample size and sampling methods, research approaches, data collection methods, data processing, analysis and presentation, Reliability and validity of data collection instruments and ethical considerations in research. Chapter Four covers data analysis, presentation and interpretation. Chapter Five covers the summary and discussion of findings, conclusion, recommendations and suggestions for further research.

## **1.7 Scope of the Study**

### **1.7.1 Geographical Scope**

The research covered the influence of effective of Monitoring and Evaluation in Non-Government Organizations in Tanzania, with special emphasis of Compassion International Tanzania. The geographical coverage of the study was in four regions with Compassion office such as Arusha, Mwanza, Dodoma and Dar es Salaam.

### **1.7.2 Content Scope**

The Study was limited to finding out a clear understanding of the influence of effective Monitoring and Evaluation Systems in Non-Government Organizations in Tanzania, how effective consideration of the components of monitoring and evaluation system influence performance of monitoring and evaluation systems of non-governmental organizations specifically Compassion. The components which were considered in the study include Monitoring and Evaluation resources, M&E plan, Information System and Baseline Surveys. These components constructed research objectives and research questions which were then used to construct data collection tools and guided consideration of data collection methods.

## **CHAPTER TWO**

## **LITERATURE REVIEW**

## **2.1. Overview**

Theory and other works done by other scholars are covered under this chapter through explanation of diverse theories; concepts as well as empirical studies associated to the topic under study. Definition of terms/concepts are also covered in this chapter.

## **2.2. Key Terms Definitions**

Once conversing concrete M&E best practices there is a numerous of normally typical concepts and terms. The terms have precise undertones that are habitually used in everyday language in a plentiful looser manner. Terms and descriptions are uncovered to incongruity and discussion and can vary in their precise usage from individual development organization to another.

## **2.2.1. Effectiveness**

Fraser (1994),well-defined effectiveness as an extent of the tie among quantified goals and their achievement. OECD (2010), express effectiveness as “the extent to which the development objectives were attained, or are expected to be achieved, considering their relative importance” while Erlendsson (2002) describes effectiveness as “the degree to which objectives are met that means doing the right things”.  Alsocastoff as a collective measurement of the worth or value of an undertaking that means the extent to which an intervention has achieved or is anticipated to attain its major associated objectives inventively in a sustainable mode and with a beneficial formal development result.

Furthermore, Wojtczak (2002), describes effectiveness in the medical education standpoint; as the level to which an intervention, service, treatment, or practice, when mounted in the field in repetitive situations, hits what it predicted to do to a population. In health field, it is a quantity of output out of the stated health services which contribute in the direction of reducing the facade of a difficult or enlightening an unsatisfactory state.

Under this study, effectiveness is used to refer the extent to which something is successful in realising a predicted outcomes/achievement. The scope of the way well the outcomes of the intervention, project, policy or service apprehends the predicted. Amount to which the worth of resource dedicated to yield an itemised outcome, has been reduced the value for money is identified in the particular interventions.

**2.2.2 Monitoring**

Monitoring refers to a “Methodical and constant assessment of the progress of a portion of work overtime, which checks that things are ‘going according to plan’ and permits amendments to be made in a procedural way” (Bakewell *et al.* 2003). Monitoring is also defined by IFRCS in her 4th edition Project/program Monitoring and Evaluation guide produced in 2007;as an incessant process that involves gathering and analysing information to draw how successful a project, a program or policy is being executed in conjunction with anticipated outcomes. Monitoring matters at ensuring managers and significant stakeholders with orderly response and opportune indicators of progress or absence towards the realization of intended outcomes.

Basically, it involves information gathering and analysis on the implementation paths, plans and their results while recommending counteractive arrangements. Monitoring is anon-going chore that spread over planned to gather of information over computed indicators which propose at offering an organization together with its key stakeholders over signs of the scope of progress and attainment of tenacities/objectives and progress towards the use of assigned resources (URT, 2014).

**2.2.3 Evaluation**

**Evaluation** has been defined by Bakewell *et al*. (2003) as the “Sporadic valuation of the applicability, performance, efficiency and effect of a section of effort with respect to its predicted purposes”. An Evaluation is recurrently assumed at around significant milestone in projects progress for example at the close of the planning phase or in response to a certain critical matter. However, Evaluation is the systematic and self-governing assessment of anon-going or accomplished project, program or policy, its design, implementation and outcomes. Evaluation hits the viability and attainment of objectives’ effectiveness, efficiency, impact as well as their sustainability.

Evaluation should offer facts that are honest, truthful and beneficial, smoothing the incorporation of lessons learned towards decision-making process for both donors and beneficiaries of the intervention (IFRCS, 2007). Evaluation is a periodic systematic, tough, and trustworthy use of organised methods to assess design, implementation and outcomes of a particular intervention. The aim is to ascertain relevancy and attainment of objectives, effectiveness, alteration efficiency, impact as well as sustainability (URT, 2014). Under this study, Evaluation implies systematic and objective assessment of on-going and/or accomplished intervention or projects in reverence of their design, implementation and wherewithal of the system while standards employed in the evaluation includes objectives, effectiveness, efficiency, impact and sustainability.

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

Oyenje, (2009) defined Monitoring &Evaluation system as grouping of people, expertise, records and processes that performs in an organised manner to offer opportune indication for ascribed decision-makers. M&E encompasses numerous components, methods and goings-on, but largely can be defined as finding, investigating and application of appropriate, unified, timely and rational facts from plentiful source determined to intervention improvement. While Ha (2009) defines M&E system as an entwinement of a Log-frame taking clearly defined Objectively Verifiable Indicators and Means of Verification MOV, implements for data collection, databank for information storage and management taking an example of interactive access-based database, trials and tactic for data collection and data disintegration, reporting mechanism for contemplation and learning.

M&E is therefore the base of an evidence-based decision-making methodology towards vigorous designing and successful implementation of an interventions. M&E activities are indistinctly linked but vary in obstinacy and design therefore; M&E stabilize each other. During this study, the concept of Monitoring &Evaluation system is labelled as recognized methods governing information flow in the organization to varied management levels in order to sustenance learning and decision making. It is therefore, a crucial learning and Result-Based Management (RBM) tool which comprises of established Monitoring &Evaluation unit/department facilities, competent staffs, implementation framework which describes the scope, design, implantation, findings use, its statutory/legally mandatory enforcement and offering organizations’ projects/program Policy stakeholders the supremacy of measuring outcomes.

## **2.3. Empirical Studies’ Review**

## **2.3.1.Monitoring and Evaluation system Globally**

Monitoring and Evaluation system globally have been in being later in the prehistoric times, though nowadays the necessities for M&E systems as a program/project management tool to express performance has grown-up with claim from stakeholders for transparency and accountability over application of the M&E by NGOs and other institutions as well as the government (Gorgens *et al,* 2010). Bilateral aid agencies and Development Banks as well frequently apply M&E to measure development effectiveness and authenticate transparency (Briceno, 2010). Largest NGOs in UK are strained with intricate issues linked with merging their knowledge on large scale (Davies, 2000).

M&E tenacities of the project in Yemen, were carried out by the M&E department for the government intervention in charge for M&E in several projects using national guiding principle. The agency had vast acquaintance and was capable to initiate M&E activities of the project at a very initial stage. However, the agency could not access the project’s M&E resource directly while having limited funds. Gaining approval for activities as well as resources to them was an extensive process. The process and situation had great effect to M&E budgeting and embracing of M&E systems proposed by the project team. The organizational structure effective M&E systems adoption was delaying due to failure for government 21 agency to rank M&E for this project (Furman, 2001).

## **2.3.2.Monitoring and EvaluationSystems in Africa**

The Kenya social protection sector review in 2012 conducted a comprehensive literature review, scenery survey and exhaustive interviews with project implementers and come up with the conclusion that many programs in Kenya do not have efficient M&E systems, irrespective of it being ascribed as promoting accountability and transparency. This was ascribed to programs not allocating the essential resources during M&E systems design stage. Also, there was an inconsistency in the performance indicators’ choice between programs which led to untidy and incomplete M&E systems.

Also, this review documented that though M&E rarely influenced decision-making process, its findings were used to enlighten program and project designs and inform policy making and review. However, the review noted that the country trusts M&E international consultants more there fore subsequently commends capacity building to national and progressive dissuade program of natives since their stay in the sector is over the long term.

Effectiveness and Efficiency of Monitoring and Evaluation Systems designed for Projects Financed by the Bank Group conducted in Mauritania, Burkina Faso, Rwanda, Tanzania, Kenya and Mozambique using desk review and interviews to projects approved from 1987 to 2000; M&E Systems were not meeting their mandatory necessities as a decision making tool; rather their activities are seen as controlling by a bureaucratic management (Koffi-Tessio, 2002). The deprived acquisition of the suitable M&E systems by NGOs is also accredited to organizations over stress on physical rather than conceptual and methodological trainings.

## **2.3.3 Monitoring and Evaluation Systems in Tanzania**

To respond to internal and international development challenges, alteration of management for enhanced performance and brilliance service delivery to Tanzania citizens has boarded on several public-sector restructurings since independence in 1961. Away from initial restructuring of nationalization of major economy assets, nationalization of managerial systems and announcement of solitary political party system (TANU) from 1961 to 1966 and the Arusha declaration of 1967-1980, Tanzania viewed an intense development of state-run in main economy sector. “Government own organizations, whether recently formed or confiscated from the private sector, were made the motivating source of economic development” (Mushi, 2000).

In 1993, Tanzania boarded to Civil Service Reform Program (CSRP) as a phase setting restructuring, the arbitration that aimed to re-define the Government role in line with new-fangled representativeness to simplify the supportive role and not the doing part as the situation was in the earlier before1990s. Moreover, the reform dictated reform resulting to decreased ministries and the reduction of the government system of bringing under control the wage bill. Formerly central performed roles stayed stripped or rationalized to Local Government. PSRP I was executed from 2000 to 2007 followed by PSRP II from 2008 to 2012. The aim of PSRP II was to help Millennium Development Actors to provide revised services, intensified performance as well as accountability in public institutions in terms of timeliness, brilliance and efficiency (Lufunyo, 2013).

## **2.4 Monitoring and Evaluation Planning in Relation to NGOs Performance**

Project Monitoring and Evaluation intellectuals argues that planning for M&E needs to be accomplished at the very project planning point (Kohli & Chitkara, 2008) though a few contents that calls to be designed after the planning stage but beforehand the project or intervention design stage (Nyonje, *et al* 2012). Regardless of these variances in belief however, nearly all scholars come to an agreement that planning must comprise evidence of how the project/intervention ought to be assessed.

Of inordinate significance to the study, is how M&E plan document summaries that have influence over NGOs performance. Wit reference to the reviewed readings, normally, an M&E plan summarizes the fundamental prospects on which the NGOs goals realization depend, the predictable correlation between activities, inputs, outputs and outcomes (Logical Framework). Other guts of the M&E plan are definite theoretical measures and descriptions, laterally to baseline data required, monitoring timetable, data sources to be explored and cost approximations for Monitoring and Evaluation activities. Many plans also involve an incline of alliances and partnerships which will enable in achieving the anticipated outcomes. It involves a plan for gained information dissemination and utilization. This evidences that planning for Monitoring and Evaluation considers entirely features that require being available to ensure premature near thing of improvement or lack thereof.

It has also been exposed by Literatures that there are significant thoughts for an M&E planning. Brignall & Modell (2010) categorizes these thoughts into resource (the considerable time and money that will be required to conduct activities), Capacity (if the NGOs have internal capability to undertake the anticipated Monitoring and Evaluation activities without laying behind analysis of the collected data).

Additional deliberations made and accredited by Armstrong & Baron (2012) includes Feasibility of the project/intervention (that is, are the anticipated activities realistic and if they can be implemented), Timeliness (reality of the projected timeline in conducting the anticipated activities) Ethics (Ethical deliberations and the projected activities implementation involved encounters). It also considers if there is a plan to address those considerations. And if the protocol has been submitted for review by a committee of research ethics. It is now okay to state that M&E planning is comprehensive with these deliberations in terms of coverage for the tenacities of charitable oversight to NGOs direction at the time of project execution.

## **2.5. Baseline Surveys in Relation to the Performance of NGOs**

Literally, if M&E planning has well been completed and situational data has been gathered at the initial stage of the project, then it is clear that baseline data are available (Hogger *et al,* 2011). “Baseline survey is the study that is done at the beginning of a project to establish the status quo before a project is rolled out” (Estrella & Gaventa, 2010). During baseline survey, recognized performance indicators information is collected thereof.

The early component in Monitoring and Evaluation plan is the baseline survey with the purposes of gathering baseline data about the situation where information is cast-off in assessing the conditions through which organization project commences systematically (Frankel & Gage, 2007). The baseline survey information offers the base for following assessment of way the activity has been efficiently applied and the definitive outcomes achieved (Armstrong & Baron, 2013) the support through which project performance in an organization is influenced. Later expansion and brilliance decisions about the results achieved by the organization project are made with support from key information gathered through baseline survey during early of the project.

Concentrating on the way M&E, particularly baseline survey can influence organization project performance; several writers on M&E have provided justification of baseline surveys significances. Baseline surveys, in accordance to Action Aid (2008), are exciting to any project due to some factors such as: It is a project’s preliminary point; -among others, significant and suggested way to start a project is by conducting a baseline survey. Baseline survey results serves as a benchmark to all upcoming project activities. Through this project managers may use this information to make project administrative decisions, initiating areas of priority during planning; baseline surveys are vital while establishing project priority areas. In case a project covers several objectives, baseline survey helps establishing priority areas of the particular project. Some aspects/focus areas of the project requires more focus than others, the concept that can be really through support from baseline study findings (Action Aid, 2008).

On a point of attribution, Krzysztof et al (2011) argue that “Without a baseline, it is not possible for the organization to see the impact of certain project implemented”. Decision makers and other stakeholders are informed by baseline study of what impact the project has contributed to the targeted society. Also “M&E tools used during a baseline study are usually the same tools used during evaluation as this is important for ensuring that project management compares” Krzysztof et al (2011). Per se, carrying out a baseline survey means that all resources including time and other resources used in designing evaluation tools are lessened to the extent of eliminated altogether if possible and there is actual chance to notice alongside whether a project is performing or is not.

As a part of project progression, donor requirements necessitate baseline survey to be conducted (Abeyrama, Tilakasena, Weber, & Karl, 2008). M&E compels executing organizations to conduct a baseline survey since it is a vital for any donor to venture forthcoming project achievement. This helps the donor to associate the comprehension of outcomes in future as the project continuous. Regrettably, organizations have made donor requirement for Monitoring and Evaluation as the only reason while leaving behind the actual motives for the need of M&E (Nyonje et al 2012). Alike normal under takings of M&E, rare matters are to be pain staked beforehand conducting a baseline survey.

In their Paper “Monitoring and Evaluating Urban Development Programs, A Handbook for Program Managers and Researchers”, Bamberger et al (2008) points out that “Just as the name suggests, baseline surveys should be carried out at the very beginning of a project and for obvious reasons”. Any manager desires to guarantee that at evaluation all probable impacts of the project have been apprehended. The precise depiction of the original status of the project cannot be reflected if the baseline survey is conducted after project activities have started, this is because the project may have already had some effects though may be slight. It is therefore conducting a baseline survey before project implementation the best practice (Bamberger, 2008).

Identification of indicators is also significant deliberations that should be made before we conduct baseline survey. These are basically measurable or tangible ciphers which show that something is accomplished or achieved (UNDP, 2009). These enable questionnaire designing and evaluation questions determination. This is by dictating the data type to gather and analyze. Population under target is another consideration that should be made (Lousia, Gosling& Edwards, 2009). Funds requirement for one to conduct a baseline survey is normal as it is to any other project activity during project implementation.

Virtually most researchers of Monitoring and Evaluation, categorize funds as a prerequisite for carrying out a baseline survey. Scope and Intensity of the baseline study is dictated by funds availability. Adopting both quantitative and qualitative methods requires more funds while an organization may only go for quantitative methods due to inadequate funds (Armonia *et al,* 2006).The same logical framework matrix and tools used during baseline survey are also used to gather and analyze information in the next monitoring of project progress therefore comparing progress made in realizing anticipated project outcomes. To this end, if the project manager correctly interprets the M&E results, baseline surveys contribute towards influencing project performance.

## **2.6 Information SystemsInfluence over Organization Performance**

Information gathering related to organization project implementation through Monitoring and Evaluation ultimately primes to data accumulation though it depends with the complexity of the project. There is a need to agree the way we can make sense of this large amount of information or analyzing it if has the value it will add to project management. As stated by Shapiro (2001), “data analysis is the process of turning the detailed information into an understanding of patterns, trends and interpretations”. “The starting point for analysis in a project is to have an organized set of data – thus the concept of Information System as an M&E activity” (Technopedia, 2013).

Basically, data management system which delivers needed information to manage Organizations’ projects effectively and efficiently is termed as Information System (Beynon-Davies, 2008). This includes three key resources: technology, people, and information or decision making as per M&E information. It is therefore important to capture M&E data in a manageable catalogue/database to project staff in storing, retrieving and analyzing data. With regard to this study, influencing organization performance, M&E Information System is a key benefaction, as it supports organization of the significant information gathered concerning a project. It is important to develop Information System since it is a readily accessible source for necessary information at every Organization management through which performance is easily assessed. Successful functioning of the project is critically highlighted by the Information found in the system (Daint, Cheng & Moore, 2007).

Information System is a treasured component of M&E because it is a concern management. Development of Information System must start directly at the appraisal stage of management needs s well as entire project objectives while ensuring it been designed through top downwards. It is significant to guarantee that information of any kind is stored in the Information System is reliable therefore it will ultimately find use in project implementation information” As Olive (2002). Being holistic and integrative in approach is another feature of an Information System. In other words, It cover-ups all the practical areas of the Organization and merger information from all parts of the organization. It is therefore clear that, with these features Information System is an M&E backbone which gripsall information.

Information System acts as a planning, re-planning and communication tool in its own right and this is most significant benefit of having it in an organization. This simplifies knowledge organization, recording, recovery as well as dissemination of which may include procedures, reports, pamphlets, skills and practices (Beynon-Davies, 2008). Under this particular study thus, it is open to say that a database of this kind acts as a basis of treasured information which can be used to enlighten Organization performance.

## **2.7 M&E Resource in Relation to NGOs Performance**

For Monitoring and Evaluation System to function well in an organization one is required to invest more resource both capital and capable persons who will implement the needed M&E tasks effectively. It is therefore, undertaking human capacity assessments and structured capacity development programs at the heart of the M&E system to help understand desired skills and the capacity of people involved in the M&E system thereof address capacity gaps respectively (Gorgens & Kusek, 2010). In UNAIDS (2008) structure for efficient Monitoring &Evaluation system, it is essential to have not only committed and suitable quantity of M&E staff but also staff with right skills for the entire work.

Furthermore, formal training, coaching, on job training, internships and mentorship are the wide range of activities that is required to build the M&E human capacity of which all these requires funds making it important for the Organization to ensure they have adequate fund. It should also be noted that that building M&E capacity should focus on technical aspects and other skills like financial management, leadership, enablement, encouragement, supervision and communication.

Ensuring sufficient source of funds and capacity for human resource is perilous for sustainable M&E system which is commonly a constant subject. Moreover, it requires acknowledging the importance of more M&E technical training and development to “emergent” evaluators than just being involved in one to two workshops. Both on-the-job practice and formal trainings are of vital in equipping evaluators through different development and training opportunities such as professional associations, the public sector, the private sector, job assignment, universities as well as mentorship programs (Acevedo et al., 2010:24).

UNDP in its 2009 Planning, Monitoring and Evaluation handbook for development results, highlights the importance of human resource for effective Monitoring and Evaluation, through asserting that working personnel must have the essential technical skill in the area to guarantee Monitoring and Evaluation that is of high-quality. Ensuring effective M&E, staff concerns to undergo training and to have skills in project management and research is important therefore capacity building is crucial (Nabris, 2002). In-turn numerous training manuals, handbooks and toolkits have been developed for NGO staffs working in project, to provide them with practical tools that will enhance result-based management by strengthening awareness in M&E (Hunter, 2009). M&E staff gives many exercises and practical examples which are beneficial in providing staff with ways to become effective, efficient and become impact to the projects (Shapiro, 2011).

In case M&E works are supported or conducted by unqualified and inexpert people with little experience the probability to be costly, time consuming with irrelevant and unreasonable results generated. Hence, it will absolutely affect projects achievement (Nabris, 2002). UNDP, in its 2011 Pacific CSOs assessment, considers inadequate Monitoring and Evaluation systems as one of the challenges of organizational development. Furthermore, the deficiency of opportunities and capabilities to equip staff with technical skills in the area of M&E is obviously an important factor that should be considered.

Consensus among CSOs during consultation processes was reached that their lack of Monitoring and Evaluation skills and mechanisms was a key systemic gap through the region. Additionally, while CSOs has no need to possess amazingly multifaceted Monitoring and Evaluation systems, still the need to have an elementary M&E knowledge and ability to utilize reports is real. Practical training on M&E is very crucial in staff’s capacity building since it enables management and interaction with the M&E systems.

M&E theory understanding and team awareness of the of the connection between project theory of change and result framework and related indicators is where M&E trainings starts and this is according to CPWF, (2012). It is therefore that trainings are required to be practical oriented to guarantee participants’ understanding. Theory of change is a causal logic linking research undertakings and the anticipated changes to the population targeted by a project. It is also known as the program result chain / theory /program attribution logic or program logic model (Perrin, 2012). This is a model that shows how a project should work. Theory of change therefore provides a project with a road map of how and where the project/program is going whereas M&E refines and test particular road map (CPWF, Perrin, 2012).

## **2.8. Conceptual Framework**

Presented by Figure 2.1 is a conceptual framework that displays a relationship between M&E and NGOs performance. This is a figurative illustration of ideas and their relationship.

**Dependent variable**

**Independent variables**

M&E resource

• Relevance

•Efficiency

 Information System

•Friendly user

•Completeness

Baseline Survey

•Develop indicators

• Goal standards

M&E plans

* M&E Scope
* Data collection viability
* M&E tools

**Intervening variables**

NGOs Organization performance

• Appropriateness

•Number of achieved deliverables

• Number of accomplished activities

•Number of customers satisfied

• Project Cost

* Project funding
* Project staff Skills
* Appropriate technology
* Staff commitment
* Staff motivation
* Organization cultural behaviors

## **Figure 2.1: Conceptual Framework; Effective M&E Influence in Organization Performance**

**Source**: Adopted from Clark, *et al.,* (2013).

In the study’s conceptual framework, M&E as an independent variable which consists of four paradigms herein in this study viewed as subcomponents is well thought-out to influence program performance directly proportional thereof influencing organization performance. By allegation, if there is no M&E or something gets wrong with M&E it negatively affects project performance and the inverse is correct. This infers that all M&E activities should as possible be reliable to ensure that all essential information on the progress project are in place. Establishing M&E scope, data collection and M&E tolls is vital for effective Monitoring and Evaluation. It is as well vital to establish clear performance indicators that are then tracked through user friendly Information system. All these can be viable through proper allocation of M&E resources.

## **2.9 Information Gap**

Development agencies including UNDP, The World Bank and others have been using substantial exertions to make sure they champion non-governmental organizations in developing countries including Tanzania are embracing and installing M&E systems.Reviewed literatures exposed that, to establish M&E system covers a recipe of building chunks that complement each other to ensure generation of an efficient M&E system. Numerous studies showed that some of Non-Governmental Organizations face several challenges in building its M&E system therefore fail to do so. Among the reviewed studies was done towards the contribution of effective Monitoring and Evaluation systems on Organization performance in Tanzania NGOs. Therefore, the study wanted to assess effective M&E influence in the NGOs performance in Tanzania specifically.

## **CHAPTER THREE**

## **RESEARCH METHODOLOGY**

## **3.1. Overview**

This chapter covers research approach and research design employed in the study. This chapter also presents data collection methods and tools for data collection and ethical clearance during the study.

## **3.2. Study Area**

The study area was in Compassion International Tanzania. This is because the Organization has been providing services to many children in Tanzania and it has come to a point where the organization needs to evaluate its contribution to the wellbeing of Tanzanian children who are living in vulnerable environments with the desire to develop both organization’s Monitoring & Evaluation Framework and M&E system. Target population in the study area are all Compassion International Tanzania staff where they will be sampled to make sure that correct combination is consulted for the study.

## **3.3 Research Design**

“A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose to the economy in procedure” (Kothari, 2004). Kothari (2004) keep on arguing that “Research design is the conceptual structure within which the research is conducted”. The research design is the one that decides what, when, where, how and how much as well as by what means a research is to be conducted. Survey research design was employed in this study.

## **3.3.1 Sampling Methods**

Saunders et al (2000), argues the significance of sampling techniques that they provide a variety of methods through which a researcher can minimize the quantity of needed data by bearing in mind merely data collected from a sub-group of the whole population rather than taking all feasible elements. Also defined sampling as the course of action that take into consideration the selection of an adequate segments of the population, so that the study of the selected section and an understanding of its characteristics and properties would make the generalization possible to those of the population element. The study applied Simple random sampling, Stratified sampling and purposive random sampling.

## **3.3.1.1 Simple Random Sampling**

Enon, (1995), refers to a simple random sampling as the sampling techniques that provide equal chance to every member in the population to be involved in the study. This sampling technique was applied in selecting every group after the application of both stratified sampling and purposive sampling. The use of simple random sampling after other sampling techniques gave each group a chance to get involved in the study.

## **3.3.1.2 Stratified Sampling**

According to Kothari (2004:62) under the application of stratified sampling, the population under study is divided into sub-population which are independently homogeneous than the whole population where the different sub-population are called strata and then the items are selected from each stratum to constitute the sample and this helps to get more precise estimates of every stratum. This sampling technique was useful in selecting respondents from Compassion International Tanzania staff whereby they were divided into departmental groups to make sure that every department is represented, and the researcher is getting the required information or data. After grouping the workers into groups then the simple random sampling was applied.

## **3.3.2 Sample Size**

# **Table 3.1: The Sample Size and Respondents’ Distribution**

|  |  |  |
| --- | --- | --- |
| Respondents category  | # of respondents  | Respondents in percentage |
| Partnership staff | 30 | 71.4 |
| Program support specialists  | 6 | 14.3 |
| Managers  | 6 | 14.3 |
| **Total**  | **42** | **100** |

**Source:** Research survey 2018

## **3.4 Research Approach**

Kothari (2004), proves the presence of two research approaches which are Quantitative and qualitative, and that qualitative research approach deals with opinions and attitudes assessment as well as behavior whereas Quantitative research approach is concentrate with data that can be presented in a numerical form.

In evaluating the M&E system contribution towards organizational performance both quantitative and qualitative approaches was employed. Despite the two paradigms appearing to be on opposite sides to each other, Cameron, (2009) argue that the assorted methodologies style which is unconventional by rationalists identifies the strengths and weaknesses of each of the method and pursues to reward each approach by their usage in both data collection and analysis.

## **3.5 Types of Data and Sources**

In the course of collecting data, the study involved collection of both primary and secondary data. In reference to Kothari (2004:95), “Primary data are the one those which are collected afresh and for the first time and thus, therefore tend to be original in character”. “On the other hand, secondary data are those which have already been collected by someone else and have already passed through statistical process”. In collecting the primary data from the field, the study used Questionnaire. Collection of secondary data involved documentary review.

**3.6 Data Collection Methods**

## **3.6.1 Questionnaire**

The questionnaire refers to a systematic compilation of series of questions or statements asked for facts, opinions, attitudes or preferences of respondents which the respondents fill it himself. The questionnaire as a tool for data collection enables you to know the whereabouts of respondents in addition to their responses with reference to experience, things, objects or incident matters (JHA, 2014:231). The questionnaires were used in collecting information from Partnership staff, Program support specialists and People managers. The questionnaires were distributed to them through online link and give them the room to fill the information that could meet the purpose of the study.

## **3.6.2 Participatory Observation**

According to Sharma et al (2008:231) Observation means studying the external and internal features of the subjects with respect to a theme, idea or others. It is therefore chiefly used to gather information about the behavior and personality of subjects. “Under observation method, the information is sought by way of investigator’s own direct observation without asking from the respondents. The main advantage of this method is that subjective bias is eliminated, if observation is done accurately” (Kothari, 2004). Therefore, the method as it was used to collect information in the Compassion office, through observing different M&E tools used in the office and the impact of the programs undertaken in the field (to partners), helped to eliminate bias.

## **3.7 Data Processing, Analysis and Presentation**

The study involved both Quantitative and Qualitative data collection Approaches whereby collected information was edited to ensure consistency and suitable recording. The study then used descriptive statistics involving frequency distribution to analyze the data. Presentation of data was done by using percentages and frequency tables to ensure that information gathered is clearly understood. The information was then downloaded through provided online link and recorded into the computer by the application of Statistical Package for Social Sciences (SPSS) especially in the analysis of questionnaires. Qualitative information which were collected through Likert scale questions were also recorded in the excel sheet for ranking and recommendation and conclusion. At the close of all deliberation notes have been revised to make sure that all main issues are considered. As such a complete script was produced for each discussion and interview. To simplify interpretation and discussion of the findings, data is presented using charts, tables and figures.

Data analysis comprised of data coding, editing, computerization and preparation of diagrams and tables. The researcher examined and defined answers equally in qualitative and quantitative mode. The quantitative data was questioned statistically by using SPSS, and presented in forms of tables, charts and graphs in percentage.

## **3.8 Reliability and Validity of Instruments**

### **3.9.1 Validity of Instruments**

Validity is described as the degree to which a research instrument measures what it intends to measure and performs as it is designed to perform (Cherry, 2015). In general, validity is an indication of how sound the research is. As a way of ensuring validity, the researcher discussed the questionnaires with the supervisor. A content validity, consisting of a match between test questions and content of the subject area of M&E and project performance was used. Content validity is an important research methodology term that refers to how well a test measures the behavior for which it is intended (Lune, Parke, & Stone, 1998). As such only inferences related to the variables under discussions were considered during the match between test questions and content of the subject area of M&E and project performance. When a test has content validity, the items on the test represent the entire range of possible items the test should cover. In an event where a test measured a construct difficult to define, the researcher rated each item’s relevance.

### **3.9.2 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. 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 used to gauge reliability of a test; two sets of scores are 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 14 respondents was used and then the results split into old 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 would 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:

Reliability of scores on total test r= 2x reliability for ½ test

1+reliability for ½ test

The reliability coefficient was found to be 0.6 and the questionnaire was considered reliable.

## **3.10 Ethical Clearance**

The study was conducted under the permission of the Open University of Tanzania (OUT), Compassion International, as well as all Compassion International Tanzania employees. For the study process to be a conversant agreement, all respondents were conversant on the purpose of this study thus meeting the requirements of the principle of voluntary participation. Respondents' privacy and secrecy was rigorously protected as questionnaire did not incorporate any personal identifiers. All information collected from respondents was used for research purposes and not otherwise. The study, therefore, followed the ethics principles which are justice, beneficence and respect.

## **CHAPTER FOUR**

## **DATA ANALYSIS, INTERPRETATIONAND PRESENTATION**

## **4.1 Overview**

This chapter offers thorough presentation, analysis and discussion of the field obtained findings. Data analysis contemplates research questions presented in chapter one. The study focus was on Examining the effective M&E influence towards organization performance; the case of Compassion International Tanzania. Analysis and presentation of the results depended on research specific objectives which were used to lead the study. Findings Presentation started with respondents’ demographic characteristics.

## **4.2 Respondents Demographic Characteristics**

In this section, the interest was to discovery respondents’ characteristics in terms of Age, sex and education in order to ascertain influence of demographic variables in Monitoring and Evaluation and the required information on organization performance as M&E is concerned was strong-minded basing on such variables. It included; presentation and discussion seniority in their designation, their academic qualification, number of years they worked in their current position. These variables are vigorous to offer convenient information, therefore enabling to discern the pool of respondents in terms of their comparative authority within management, henceforth, the organization decision-makers were also required to fill the questionnaire.

## **4.2.1 Respondents’ Distribution by Gender**

The researcher was attentive to investigate the way program staff’s gender can influence to M&E related process in organization performance. This was conducted by asking respondents through questionnaire to point out in which gender each respondent belongs to, and the findings are presented in Table 4.1.

Table 4.1 shows that out of 42 (100%) respondents 27 (64.3%) were Male while 15 (35.7%) were Female respondents. Findings imply that there were extra male respondents than female respondents who were involved in the study. This was probably because men are more exposed to the Organizational programmatic activities than female in the study area. The findings also indicate females are less involved in Monitoring and Evaluation of organization activities which may also imply dominance of male’s views and opinions in Monitoring and Evaluation process.

# **Table 4.1:Respondents’ Distribution by Sex**

|  |  |  |
| --- | --- | --- |
| Sex of respondents | Frequency | Percent |
| Female | 15 | 35.7 |
| Male | 27 | 64.3 |
| Total | 42 | 100.0 |

**Source:** Research Finding, 2019

## **4.2.2 Respondents’ Distribution by Level of Education**

In this section the interest was to discovery the level of education of respondents in relations to knowledge and skills in determining organization performance through M&E process. This was conducted through asking respondents through questionnaire to note down the level of education which has been attained by each of the respondents and the findings are accessible in Table 4.2.

**Table 4.2: Respondents’ Distribution by their Level of Education**

|  |  |  |
| --- | --- | --- |
| **Level** | **Frequency** | **Percent** |
| Degree | 28 | 66.7 |
| Postgraduate and above | 14 | 33.3 |
| **Total** | **42** | **100.0** |

**Source**: Research Finding, 2019

Table 4.2 signposts that most of the respondents had Degree level (66.7%); this was followed by 33.3% who had Postgraduate and above education level. From the findings it was then interpreted that the respondents had high educational levels thus they were able to read and understand the questions presented to them.

## **4.2.3 Distribution Of Respondents By Years Worked And Involving In Organization’s Development Programs**

Under this circumstance the idea was to find out the respondents experienced in working on organization’s development program to define the M&E in relation to organization performance. Respondents were invited to provide and provide the answers, and findings were presented on table

# **Table 4.3: Respondents’ Distribution by Years Worked and Involving in Organization Project**

|  |  |  |
| --- | --- | --- |
| Worked in project | Frequency | Percent |
| 0-2years | 12 | 28.6 |
| 3-5 years | 10 | 23.8 |
| 6 years and above | 20 | 47.6 |
| Total | 42 | 100.0 |

**Source**: Research Finding, 2019

The study established that 47% who were the majority had been involved in performing different organization projects for long time followed with 28% who were still junior and 23% were in small number but have some experience in working with organization projects. This implies that the organization had good ideas in developing new generations that could continue to run different programs within the organization. This 47% show that majority of the respondents were connected with the organization performance as far as M&E is concerned.

## **4.3. Monitoring and Evaluation Plans Influence Over NGOs Performance**

## **4.3.1.M&E Plan Understanding**

The question intended to seek out information regarding respondents’ understanding of the M&E plans, almost 76.19% of respondents understands M&E plan, while 16.67% of them have average understanding and 7.14% do not understand M&E plan at all. Findings as presented in the table 4.4sets it clear that most respondents had a clearly definite objectives while designing an M&E plan, whereas every information dissemination was based on reliable source of the experienced expert with is well and good established organization structure.

# **Table 4.4: Understanding of M&E Plan**

|  |  |  |
| --- | --- | --- |
| **Understanding M&E plan** | **Frequency** | **Percent** |
| I Don’t know | 3 | 7.14 |
| Average understanding | 7 | 16.67 |
| Well understands  | 32 | 76.19 |
| Total  | 42 | 100 |

**Source**: Research Field Data, 2019

## **4.3.2 Choice of Indicators in Designing M&E plan**

Respondents were requested to rate the extent to which the choice of indicators in setting up M&E plan has influence over organization performance using a Likert scale. Their responses were presented in the Figure 4.1.

#  **Figure 4.1:Indicator Choices during Designing M&E Plan**

**Source:** Research Data, 2019

Findings from Figure 4.1 show 69.0% of all respondents strongly approved that the indicators choice while preparing Monitoring and Evaluation plan has influence on organization performance. These data imply that while designing M&E plan one should take in Specific, Measurable, Achievable, Reliable and Time bound (SMART) indicators since it offers vital info on the performance of organization (Adam *et al*., 2004). The standard intonation for M&E is always in developing SMART indicators. Thereby setting the clear indicators can lead the organization to attain their intended goal through continuous assessment hence can influence organization performance.

**4.3.3 Influence of M&E Plans in Organization Performance**

Data collection wanted to assess M&E plan influence on effective organization performance.

# **Table 4.6: Influence of M&E Plans in Organization Performance**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| M&E plans influence NGOs | 0-2 years | 3-5 Years | 6 years and above | Frequency | Percent |
| Strongly agree | 7 | 6 | 13 | 26 | 61.9 |
| Agree | 3 | 2 | 4 | 10 | 23.8 |
| Disagree | 2 | 2 | 3 | 6 | 14.3 |
| Total | 12 | 10 | 20 | 42 | 100.0 |

**Source**: Researcher Data 2019

Table 4.6 present findings that most of respondents (61.9%) strongly agreed on the influence of M&E plan towards organization performance followed by 23.8% who agreed and 14.3% who completely disagree that M&E plans can’t influence the performance of organization. By having the high percentages of respondents who have strongly agreed that M&E plans can influence the organization performance; it implies that the organization program was implanted under the Monitoring and Evaluation plan. Regardless of Monitoring and Evaluation function being new in the Organization under study, 65% of the respondents who stayed in the organization for a long time (over 6 years) strongly agreed that M&E plan has influence over organization performance.

In projects, the M&E plan tends to be formulated just after finalizing of project plan. Chapolwe (2008) argues that designing an M&E plan must commence through project design phase or instantly after the project design phase. Initial planning informs project design and gives enough time to organize resource and peoples before project execution. Planning for M&E it is necessary that it involves users of the entire M&E system. To ensure ownership, feasibility and understanding of the M&E system, project staff and key stakeholders’ involvement is vital.

The organization had a considerable number of contemplations that were used to come up with programs M&E plans including the amount money, time required to implement activities, staff capacity including internal capacity to implement the planned M&E activities such as analysis of the collected data, feasibility study that is if planned activities were realistic and could be implemented. The organization also considered activities timeline to ensure that timeline is genuine in conducting the projected activities and Ethics to ensure that there is ethical considerations as well as challenges that may be involved during implementing of the proposed activities.

## **4.4 Baseline Surveys in Influence of NGOs Performance**

In this part, the study aimed at exploring the effect of baseline survey in an organization. It is therefore that questions were twisted to realize information required under the following subheadings: -

## **4.4.1 Conducting Baseline Survey**

The program implementers and program decision makers were requested to state if they have ever involved in conducting baseline surveys for the organization projects. Their responses were presented in Table 4.7. 88% of all respondents as in table 4.7, agreed that they have been involved in Baseline Surveys. These results signposts that an organization have information which are very vital to be used to measure any kind of changes towards implementing project planned activities.

# **Table 4.7: Involvement in Baseline Survey**

|  |  |  |
| --- | --- | --- |
| **Responses** | **Frequency** | **Percentage** |
| Yes | 37 | 88.0 |
| No | 5 | 12.0 |
| Total  | 42 | 100 |

**Source**: Research Data, 2019

## **4.4.2 The Schedule of Baseline Survey**

In this part, the researcher aimed at exploring the right timing of conducting baseline for organization project. The findings were presented in Table 4.8.

# **Table 4.8: Timing of Baseline Surveys**

|  |  |  |
| --- | --- | --- |
| **Baseline schedule**  | **Frequency** | **Percentage**  |
| Prior to project implementation  | 33 | 78.6 |
| Whilein project implementation  | 9 | 21.4 |
| After implementing the project  | 0 | 0 |
| **Total**  | **42** | **100** |

**Source**: Research Findings, 2019

Majority of respondents (78.6%) of this study explored that Baseline surveys are conducted before project implementation and these are upright newscast to delight. This is because with these findings the organization understands the importance of baseline information in project implementation and assessment. These signposts that baseline information are effectively used due to the considerable percent of response that proves baseline surveys being undertaken before implementation of the project. Baseline data should be there before the project implementation start to ensure essential information in assessing the service delivery quality key aspects and measuring the intervention including project ultimate impacts.

It is connected to Rogito (2010) who argues, “For best practice a baseline needs to be planned and done a year earlier to get full information on the project to undertake”. This indicates that a baseline conducted by the organization is one of the aspects of the project that are critical to implementing a project which is effective especially on performance and outcomes attained accountability that must be compared to the before project situation. Information which explains what have been purchased and what have been done are normally used to explain the quantity and quality of activities.

## **4.4.2 The Utilization of Baseline Information in Organization Projects**

The researcher with reference to the study was interested to discover how baseline information utilized to enhance organization program performance. The table 4.9 presents the following

# **Table 4.9: The Utilization of Baseline Information in Organization Projects**

|  |  |  |
| --- | --- | --- |
| **Utilization of baseline information** | **Frequency** | **Percentage** |
| Strongly Agree  | 34 | 81 |
| Agree | 6 | 15 |
| Disagree | 2 | 4 |
| Strongly disagree | 0 | 0 |
| Total | 42 | 100 |

**Source**: Research Findings, 2019

By the use of Likert scale, respondents were inquired to respond on the utilization of baseline information in decisions related to organization programs. 81% of them strongly agreed that their organization rely on baseline information as the initial information that determined to establish different project. This implies that in every project that organization establish resulted from the baseline information. By basing on the effectively utilization of baseline information, Compassion International Tanzania establishes project centers that enables the organization to attain their goals in high extent and able to measure the outcomes.

## **4.4.3 Perception of Respondents on Baseline Survey in Influencing Organization Performance**

In this part, the study interest was to explore respondents’ perceptions about baseline survey in influencing organization performance to get to know the scope n which their perceptions were aware on baseline survey and its implications in influence the organization performance. Study findings are summarized in Table 4.9.

# **Table 4.10: Perception of Responds on Baseline Survey in Influencing Organization Performance**

|  |  |  |
| --- | --- | --- |
| **Level of perception**  | **Frequency**  | **Percentage**  |
| Positive perceptions  | 35 | 83.3 |
| Negative perceptions | 7 | 16.7 |
| Total  | 42 | 100 |

**Source**: Research Data, 2019

With reference to these findings, 83% of all respondents perceived positive while only 16.7% perceived negative. This implies that the Compassion International Tanzania created the strong root to their program implementers based on baseline survey. Majority of the respondents (program implementers) perceived positively because most of them were consulted to be involved in different ways during baseline survey. As exposed by secondary data analyzed, baselines have been used to showcase the status quo of the community under which the project will be and their situations that needs to be solved by the project. With reference to this study’s respondents, all had participated in conducting the baseline survey. Regarding their roles in the baseline survey they participated, some had chance to participate in research tools design, in collecting data, designing database and capturing of the data. To put it together, they also concurred that participating in baseline surveys has assisted their understanding of the project expectations.

## **4.5 Information Systems and Organization Performance**

In this part, the researcher wanted to discover influences of Monitoring and Evaluation information utilization over performance of an organization. This Information System involved data gathered from several beneficiaries, data entry, cleaning, analysis and reporting. The responses are presented under Table 4.10.

# **Table 4.11: The utilization of M&E Information**

|  |  |  |
| --- | --- | --- |
| **Responses**  | **Frequency**  | **Percentage**  |
| Yes | 30 | 71.4 |
| No | 12 | 28.6 |
| Total | 42 | 100 |

**Source**: Research Findings, 2019

Majority of respondents (71.4%) acknowledged to utilizing Monitoring and Evaluation findings. This designates that organization have been strongly utilizing preceding M&E information to advance implementation of the project as well as learning from activities tracking which is believed it will result into organization performance.

## **4.5.1 Regularity of Collection, Clarification, Analysis and Report on Progress of Project Events**

Under this part, the researcher required to sightsee how frequently do respondents collect, analyze, interpret and reports on the status of project activities within the organization.


# **Figure 4.2: Regularity of Collection, Clarification, Analysis and Report of Project**

**Source**: Research Findings, 2019

From Fig.4.2, 14.3% show that they collect information daily, 9.5% weekly, 31% monthly while 45.2% quarterly and report on implementing organization program activities. from Fig. 4.2, it is marked that the study discovered that program activities related information are collected quarterly, analyzed and reported something that is not so simple in making counteractive arrangements for those activities that requires instant response thus letting projects activities implemented in a susceptible slice since a regular collection of data guarantees appropriate and precise data capturing therefore confirming provided information in a better way. However, there are other information which are collected, analyzed and report on monthly basis which can support decision making and corrective measures.

Recurrent collection of data ensures more data points that enables supervisors to track data trends and recognize intervention subtleties. It is therefore the more frequent dimensions are taken; fewer are the conjecture work regarding what happened between specific dimensions intervals nevertheless quarterly would be a careful as a breakthrough. The greater the time interval in between measurements, the bigger the likelihoods that M&E system actions and deviations happens, and the may be misused (Gebremedhin *et al.* 2010). “For the information to be useful they need to be gathered at an ideal instant with a convinced frequency” (Guijt, 1999).

## **4.5.2 Organization Methods of Data Collection**

During data collection, respondents were inquired to state the ideal methods through raw data are gathered in diverse interferences which an Organization undertakes. Multiple responses are presents in Fig. 4.3 as follows;


# **Figure 4.3: Organization of Data Collection Methods**

**Source**: Research Findings, 2019

The figure 4.3 indicates that 12% FGD, 36% Questionnaires, 19% interviews and 33% Document review. This depicts that questionnaires are the ideal method of data collection in organization compare to other methods.

M&E project data collection methods include dialogue with target persons, one-time surveys, public interviews, appointments in the field, panel surveys, records review, direct observation, interviews to key informant, focus group discussion, participatory observation, questionnaire, field experiments and census. However, to monitor outcomes key indicators needs to be developed to enable supervisors measure the extent to which envisioned/assured outcomes are accomplished (Kusek & Rist, 2004).

## **4.5.3 Tools for Data Gathering**

The researcher required to know the ideal tools used in gathering data. Presented under figure 4.4 are the results.


# **Figure 4.4: Tools for Data Gathering**

**Source**: Research Findings, 2019

Figure 4.4 indicates that the organization have different ways in which data are collected. However, the selection of means of data gathering just depends in any which is preferred at that time. Tools for gathering data should best outfit collection of massive categories of information both qualitative and quantitative. Tools used, as per the study findings and in order of importance, include: (i) questionnaires (ii) reports of the intervention (iii) Evaluation forms (iv) electronic systems.

## **4.5.4 Data Analyzing Systems**

Respondents were inquired to explain the way they analyses the collect data. Table 4.12 presents their responses.

# **Table 4.12: Organization Data Analyzing System**

|  |  |  |
| --- | --- | --- |
| **System of data analysis**  | **Frequency**  | **Percentage**  |
| Manual  | 34 | 81 |
| Software | 3 | 7.1 |
| Both manual and software | 5 | 11.9 |
| Total  | 42 | 100 |

**Source**: Research Findings, 2019

Majority of respondents (81%) as shown in Table 4.12 uses software for data analysis. It is therefore likely to obtain accurate information and timely since analyzing information manually consumes time and needed careful operation to ensure no errors if not to minimize. The use of software in data analysis helps on time data use for to make decision. This indicates that as a result of competence software use in analyzing data helps the organization receive valid information that can provide a valid decision about the project/program. Some organization suspend a lot of time and resources in collecting information they cannot interpret or present in a way which will carry the denotation of the program/project progress made. If possible, this is very important to be avoided to rescue resources. This requires putting in place appropriate monitoring tools and to accordingly use them. This indicates that the organization must ensure that the personnel who deal with data have a vast knowledge of different packages for analyzing data.

## **4.5.5 The Utilization of Monitoring and Evaluation Information**

Under this theme, the researcher wanted to discover how organization utilizes the Monitoring and Evaluation information to improve its performance therefore respondents were requested to select the way M&E information are being used. Their responses are presented in Table 4.13.

# **Table 4.13: The M&E InformationUtilization**

|  |  |  |
| --- | --- | --- |
| **M&E information use** | **Frequency**  | **Percentage**  |
| Decision making  | 30 | 71.4 |
| Donors/sponsors’ use | 5 | 11.9 |
| Stakeholders’ use | 7 | 16.7 |
| Total  | 42 | 100 |

**Source**: Research Data, 2019

71.4% of respondents (Table 4.13) highlighted that the M&E information mainly have been used in different decisions making within an organization. The main important of information collected by organization plays great roles on making decision about program implementations. This implies that the organization tends to utilize the information in making different project decisions that could results to improve and to ensure that program is on track, also if there are some changes that needs modification can be modified. The organization performance depends on information from what they implement so by well utilization of project information and take actions that are appropriate can result to a good attained organization goals hence leads organization performance.

## **4.5.6 Information Storage**

Under this section, researcher wanted to discover the means in which M&E information are stored. Numerous choices were provided, and respondents obligated to indicate the approaches used by organization at large in multiple answers as collected. Table 4.14 presents their responses.

# **Table 4.14: Information Storage**

|  |  |  |
| --- | --- | --- |
| **Means of information storage**  | **Frequency**  | **Percentage**  |
| Electronically (Data base)  | 30 | 71.4 |
| In form papers | 12 | 28.6 |
| Total  | 42 | 100 |

**Source**: Research Data, 2019

From Table 4.14, discoveries reveal that majority of respondents (71.4%) responded that the organization ends using Electronic (Data base) as the means to store their information. Even though the organization uses the data base to store their data but still they use other methods which are not appropriate. To store information in web can enables anyone who is responsible to find it at any time and in any place even out the office. According to UNICEF (2009), is not enough to collect data rather having confidence on collected data’s quality, reliability and accessibility over time that is to say developing clear procedures for measurement of data, data storage, data recording, data security and descriptions of their changes. To make sure of accessibility to future users, it should suitably be recorded and stored.

## **4.6 M&E Resource in Influence NGOs Performance**

In this theme the researcher intended to explore how M&E resource can influence the organization performance. This theme guided with different sub themes as follows;

## **4.6.1 M&E Human Capacity Influence in Organization Performance**

The researcher wanted to weigh human capacity influence on the Monitoring and Evaluation in influencing organization performance. Respondents were enquired to specify the kind of training related to Monitoring and Evaluation they have had. Results were presented in Table 4.15.

# **Table 4.15: M&E Trainings Attended by Respondents**

|  |  |  |
| --- | --- | --- |
| **Responses**  | **Frequency** | **Percentage** |
| Formal training  | 15 | 35.7 |
| On job training  | 20 | 47.6 |
| Not Attended  | 7 | 16.7 |
| Total | 42 | 100 |

**Source**: Research Data, 2019

Majority of respondents (Table 4.16), are trained in Monitoring and Evaluation being it formally or through on job training. This shows that majorities have technical know-how on M&E hence can influence the organization performance. However, in a Likert scale, respondents were enquired to signpost if training on M&E to both volunteers and staff who are not designated to M&E is crucial to provision of quality information hence influence organization performance or not and their responses are presented in Table 4.16.

# **Table 4.16: Influence of M&E Training to Non-M&E Staff on Organization Performance**

|  |  |  |
| --- | --- | --- |
| **Responses**  | **Frequency** | **Percentage** |
| Strongly agree | 28 | 66.7 |
| Agree | 10 | 23.8 |
| Disagree | 4 | 9.5 |
| Strongly disagree | 0 | 0 |
| Total  | 42 | 100 |

**Source:** Research Findings, 2019

Majority of respondents (66.7%) strongly agreed while 23.8% agreed that M&E trainings related projects/program impacts them with the necessary knowledge to offer quality information an organization. It shows the significance of confirming that the project implementers understand the project and collect the information that could be used to make decisions that can support attaining project goals. By having competent and skilled workers could increase the capacity of organization to implement their project in a better way that could enhance attainment of goals and hence organization performance. Chaplowe (2008) highly supports this, that “The effectiveness of M&E work often relies on assistance from staff and volunteers who are not M&E experts, thus, capacity building is a critical aspect of implementing good M&E work”.

Moreover, findings imply that organization performance should be determined by the knowledge of their project implementers and other staffs. Also, staff members should take on trainings and acquire necessary project management knowledge and skills (Nebris, 2002). Trainings help to acquire required knowledge and skills to appropriately build and manage the Monitoring and Evaluation in an Organization. However, appropriately and effectively use of an Organization’s M&E System can lead to organization performance.

## **4.6.2 Financial Resources for Effective M&E towards the Influence of Organization Performance**

The researcher wanted to explore how the allocated budget for M&E influences over organization performance. In a Likert scale, respondents were asked to state if they agree with the need for M&E financial resources. The findings are presented on Table 4.17.

# **Table 4.17: Financial Resource for Monitoring and Evaluation**

|  |  |  |
| --- | --- | --- |
| **Responses** | **Frequently** | **Percentage** |
| Strongly agree | 30 | 71.4 |
| Disagree | 5 | 11.90 |
| Don’t know | 7 | 16.7 |
| Total | 42 | 100 |

**Source**: Research Findings, 2019

71.4% of all respondents approved that, for an organization to run their project and attained expected result, the M&E function must have enough budget to run different M&E activities that could enable to provide validity information about the project progression. This implies that for the organization to implement their different project and attain the planned objectives they need to invest more resource in M&E. After allocation of the whole project budget the organization must also plan the M&E budget which is separate from the main project budget. This point relates to IFRC 2011 Report that, “industry standards is that between 3 and 10 per cent of a project/program’s budget be allocated to M&E”. These results are also matched with the Chaplowe 2008 study that the M&E activities’ budget must be sufficient. (Jack et al, 2006), witnesses that sufficient funds are vitalin execution and running of M&E for better organization performance.

## **4.6.3 Effects of Deficient Budget over M&E System**

In this part, respondents were asked to state the way insufficient budget affects M&E and organization performance on which 28.6% showed that accountability of staff would not be there, or staff would not be responsible with unattended activities. 38.1% said it would not be easy to make decision on the M&E findings because insufficient activities would have been carried out. Also 33.3% of the respondents indicated that the intended targets in an organization will not be reached therefore weakening of the M&E system and leads to poor organization performance. Thus, to have a strong M&E that can leads to produce a good result to organization sufficient budget must be allocated as Table 4.18 shows the impact of insufficient budget. This allied by Chaplowe (2008) with claim that “M&E budget should not be so small as to compromise the accuracy and credibility of results, but neither should it divert project resource to the extent that programming is impaired”.

# **Table 4.18: Effects of Insufficient Budget on M&E System**

|  |  |  |
| --- | --- | --- |
| **Effect of insufficient budget on M&E System** | **Frequency** | **Percent** |
| Lack of accountability | 12 | 28.6 |
| Inability to reach organizational targets | 14 | 33.3 |
| Failure in making decision | 16 | 38.1 |
| **Total** | 42 | 100 |

**Source:** Research Findings, 2019

Resources for M&E are very important to enhance organization performance. The M&E in projects contained a lot of activities that require enough budget that can allow implementation. M&E specialists should weigh Monitoring and Evaluation budget needs at the initial stage of project design to ensure that funds are specifically allocated to M&E and accessible in implementing key M&E tasks.

## **4.7 Factors Influencing Organization Performance**

In their view, respondents were requested to mention other factors than M&E they thought influence organization performance. Table 4.19 presents their responses.

# **Table 4.19: Factors Influencing the Organization Performance**

|  |  |  |
| --- | --- | --- |
| **Responses**  | **Frequency**  | **Percentage**  |
| Staff commitment and passion  | 10 | 23.8 |
| Staff motivation  | 18 | 42.9 |
| Well defined organization Mission and Vision  | 8 | 19.0 |
| Organization cultural behaviors  | 6 | 14.3 |
| Total | 42 | 100 |

**Source**: Research Findings, 2019

42.9% of the respondents (Table 4.19) responded that Staff motivation is one of the factors that influence organization performance, Staff commitment and passion was next by 23.8% of the respondents, well defined organization Mission and Vision 19.0% while 14.3% of the respondents indicated that Compassion’s organization cultural behaviors also influence organization performance. The research findings proves that majority among respondents agreed that well defined organization mission and vision, staff motivation and staff commitment are the most prudent factors that influence organization performance.

However, staff motivation was backed up with staff capacity building, good working environment, performance metric reports and effective performance management system while staff commitment was backed up by teamwork while most of respondents who mentioned the factor also explained organization cultural behaviors being the contribution of staff commitment. This implies that for the organization to attain their goal must, while strengthening M&E activities, should focus on investing to have well defined Mission and Vision and motivating staff through capacity building, building good working environment, improving performance management system and her cultural behavior.

## **CHAPTER FIVE**

## **SUMMARIZATION, CONCLUSIONS AND RECOMMENDATIONS**

## **5.1 Overview**

Research findings’ summary, conclusion, recommendations and areas for further study are all presented in this chapter. Proper summary of findings and approaches to be employed to influence the M&E in organization performance has significantly been presented in this chapter.

## **5.2 Program Performance and M&E Planning**

From the findings, it is clear that M&E plans directed the organization programs Monitoring &Evaluation. Further, Nuguti (2009), signified that “an important content of an M&E plan is the identification of data needed to track project performance during implementation, performance indicators”. With respect to respondents’ responses that they are aware of projects M&E plans including key performance indicators (KPI). Their responses were in line with the content of M&E plan stated by Alcockin 2009.Allocation of M&E roles data and collection and tasks is done during M&E planning. During the study, findings shown that an organization developed a schedule for data collection and specified every participant’s tasks and roles.

From the findings of the reviewed studies, it was found that an M&E plan summarizes the assumptions underlying project goals achievement and the projected relationships between outcomes, outputs and activities (the Log-frame) as defined by (Olive, 2002; Wysocki & McGary, 2003; Mackay 2007; Alcock 2009; Nuguti 2009). However, the study established that organization had identified indicators for performance and outcomes for their beneficiaries, assumptions underlying project goals achievement and the projected relationships between outcomes, outputs and activities. M&E plan’s significant considerations are such as resources, M&E internal capacity and the time for proposed activities. This gives the room to know if the activities will be realistic and the capacity of an Organization in terms of resources like time and money and the staff capacity in executing M&E.

## **5.3 Baseline Survey and Project Performance**

As respondents stated, the objective of doing baseline survey at the initial phase of project implementation is to gather information that will be used as a benchmark of the project in the entire target group. In the Action Aid’s 2008 report; “A baseline survey is the first field activity for M&E that should be conducted to establish the status of the situation before project implementation”. With the absence of baseline, determining the change that a project would contribute at its completion. The basis for assessment of efficient establishment and operationalization of projects for the case of Compassion International Tanzania is provided by the baseline surveys and the ultimate outcomes attained predominantly in Child and Youth development centers where programs were to be implemented. This study has shown that program staffs had a chance to participate baseline surveys and make valuable contributions in ensuring availability of baseline information to Compassion International Tanzania.

According to (Armonia, et al. 2006), baseline studies can also be undertaken and collect baseline data at the time of needs assessment. Basically, this is the time where particular organization identifies and acquires accurate and reliable information related to community problems through data collection, analysis and interpretation which in turn forms a basis for initiating and start implementing any project or an intervention in the particular community. With reference to baseline survey reports generated from several studies by Compassion International Tanzania for each project, baselines serve as benchmarks for all future interventions in the Child and youth development centers, where Partnership managers can consider it as valuable information in making program/project decisions. Cohen, Manion & Morison, (2008) stated that “baseline surveys set reference-starting points for projects as they get implemented”.

With support from the study, Compassion International Tanzania Program Support Team confirmed that baseline surveys are central to establishing program priority areas specially once there are several areas for organization growth. The outcome of baseline survey shows those operational areas (in relation to organization growth strategy) that needs critical focus and support than others.

## **5.4 Relationship between Information Systems and Organizational Performance**

With reference to the study, most of the information produced by the baseline surveys is similarly stored in Information Systems (database) compared to the gathered during project implementation. Information Systems are essentially useful in storing information in a systematized and functioning manner which is impossible with manual storage of information (Engler, et al., 2011). From this particular study, Compassion International Tanzania has Information Systems for its Child and Youth Development Centers. Information Evidence produced and analyzed with the aid of Information Systems has been used as the basis indecision making in relation to Child and Youth programming in Tanzania as it has been informing any improvement required in programming. The aspect has been also reflected in the reviewed empirical literatures, stating that “Projects generate a lot of data which when not stored in an organized manner, it would be impossible to make any sense out of it” (Naidoo, 2013).

Information System ensures easy access of the program/project information therefore easy in making decision for the organization. In relation to initial commendations, to manage databases and Information Systems it requires a knowledgeable and experienced consultant. The Compassion International database has been so useful in generating reports related to all program deliverables.

## **5.5 M&E Resource Influence in NGOs’ Performance**

Findings reveal that the M&E Specialist and other staffs in this organization have the essential trainings related to programming either formal or through on job training regardless of having experience in executing their programmatic works in line with the use of with Organization Monitoring Information system. In line with that, UNDP (2011) claims that, although organizations do not need to develop complex and intricate Monitoring and Evaluation system, it is crucial to have necessary and basic knowledge and capability to Monitoring and Evaluation system in delivering reports and other important information for development programs. However, in developing evaluators, it is very important to keep in mind that both formal and on job training are significant Acevedo et al. (2010).

According to Murunga (2011); “Players in the field of project management like project and program managers, M&E officers, project staff and external evaluators will require specialized training not just in project management and M&E but specifically, in areas like participatory Monitoring and Evaluation and results-based Monitoring and Evaluation”. UNAIDS (2008) writes that it is important and necessary to have both sufficient number of M&E staff in an organization and provide them with the right and necessary skills that allows them to work as M&E. In case Monitoring and Evaluation is conducted by untrained and inexpert staff with no experience it will be time consuming while yielding impractical and irrelevant findings with a lot of cost attached to it (Nabris, 2000).

Also, according to the study, the organizational lots independent budget for Monitoring and Evaluation activities through which the study respondents appealed to be sufficient in implementing all related activities. in the study, respondents were asked to rank the factors which influences the effectiveness of Monitoring and Evaluation systems where by the allocation budget emerged as the highest and leading factor. The organization needs to invest more in M&E resource to influence organization performance.

## **5.6. Conclusion of the Study**

With reference to this study, there is a direct influence of M&E in an Organization performance. With this, a monitoring task is like overseeing the implementation of the project/program whereas evaluation tasks are like arbitrating project performances with respect to its goals. It is therefore through clear that only through M&E tasks that project performance can be systematically reviewed and make appropriate corrections to ensure improved performance. It is very important that all the four aspects of Monitoring and Evaluation as stipulated under this study should fully be implemented and considered.

Referring to these studies’ findings, one can conclude that a blue print of the project M&E is Monitoring & Evaluation that leads to the influence of project performance. It is very difficult to conduct an expressive Monitoring and Evaluation activities in the absence of M&E plan. This is because there will be no ordered way of doing that, no branded key performance indicators through which data will be collected as well as a schedule to gather information, absence of assigned responsibilities and approved data analysis methods. The M&E plan shows clearly the kind of data required, necessary resource required, and the monitor projects performance.

It is advised that during M&E planning, an identified data collection schedule is put in place which will include who should do what at what frequency as well as in which format. It is important that essential training should be offered to the identified staff thereby conducting baseline survey and develop a right fitting M&E Information System. M&E plan details numerous activities which are important in ensuring program/project performance. In regard to this study, it is can be concluded that Monitoring and Evaluation has influence on project and program performance. Therefore, there should be Monitoring and Evaluation plan that directs what must be done and how and at what time it should be done to ensure performance of the project assessment.

Absence of a Monitoring and Evaluation plan is similar as asking unskilled officers to gather project data. It is likely that lack of understanding of the sense of what they are doing, unskilled officers may not gather appropriate information from appropriate source thereby comprising the accuracy. Consequently, providing M&E training to data collectors is as important as M&E planning. Making decision while relying on the information which were incorrectly gathered will not reflect the real findings of the project performance. This will provide an understanding of the project expectations, roles, staff attitudes, responsibilities and staff culture. It is therefore that through this manner, the connection between Monitoring and Evaluation and project performance are ensured.

To abolish thoughtful compromises which may be due to unskillfulness of the M&E staffs, with reference to this study it can be taken into consideration that M&E trainings are vital. Baselines survey stands as a start of assessments. It is therefore clear that, the absence of baseline survey will make it difficult estimating the progress of the intervention due to lack of reference point at the start of the project. You can’t tell the difference that a project may have contributed after implementation without baseline study. Also, there are some information which are collect during baseline study which are useful for re-planning and setting other strategies to continue supporting the achievement of project anticipated results. Baseline studies related to project helps in enhancing project performance by acting as a benchmark and helping project officers shift their concentration to the most important parts of the project achievement.

Moreover, project/programs produce plenty of data related to the project which if not well managed would not provide any support to the organization nor to the project achievement. This means that the absence of M&E Information Systems that would be used to manage information, it is very difficult to conduct and informative evaluation that would inform the status of program implementation. For this sake, monitoring and evaluation Information System critically under writes the influence inproject performance by providing a forum for creating a meaningful interpretation of the findings of the project being implemented.

To sum up, all four significant features of M&E such as Monitoring and Evaluation planning, Information System, baseline surveys and M&E resources requires to be fully considered in order to ensure that M&E is working as an effective project management tool thereby influencing organization performance. With reference to what preceded from the discussion of findings, all the activities are conducted to help identify project status as well as generating signals for its status quo. This helps in making an informed decision while making sure we’re improving project performance. Statistically, the study showed that the organization performance depends on Monitoring and Evaluation planning and resourcing as they all have substantial influence on organization performance.

## **5.8 Recommendations of the Study**

Based on study findings, commendations have been verbalized which if clearly put into action would help improving the way M&E influences organization performance. In reference to this study’s findings, M&E plan received high scores in influencing program performance therefore influencing an organization as a whole. it is therefore recommended that a sound M&E plan is a requirement and should fully be implemented for and organization to enhance performance.

Suitable and user-friendly Information System should be in place to make sure that even data clerks can enter information in the system whenever appropriate. The Information System should be updated whenever data are collected to make information storage and retrieving easy thereby timely analysis and on time decision making.

Due to its significance in the performance of an Organization with reference to this study, the study therefore recommends organizations to institutionalize M&E by ensuring that in the organization there is M&E unit/department with skilled and experienced M&E personnel. This may not be enough but also setting a sufficient budget for Monitoring and Evaluation tasks.

## **5.9 Recommendations for Further Research**

The study invites other development practitioners to continue exploring on M&E in relation to organization performance without forgetting to study about: -

1. The influence of organizations’ cultural behavior towards organization’s performance in NGOs.
2. The influence of staff motivation in effective Monitoring and Evaluation in NGOs.

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## **APPENDIX**

**THE INFLUENCE OF EFFECTIVE MONITORING AND EVALUATION IN ORGANIZATION PERFORMANCE IN NON-GOVERNMENT ORGANIZATIONS**

Dear fellow Compassion International Tanzania staff,

I am conducting an **academic** study on**the effectiveness influence of Monitoring and Evaluation on organization performance**.The information you will provide shall be treated with highest confidentiality and it is purely for academic purposes. Kindly, respond to all questions as objectively and as honestly as possible.

 Elia E. Pallangyo

**A. RESPONDENTS GENERAL INFORMATION**

1. Gender
2. Female
3. Male
4. Age group
5. 21-30 years
6. 31-40 years
7. 41-50 years
8. Above 50 years
9. What is your job category among the following?
10. People’s Manager
11. Project officer
12. Finance officer
13. Partnership facilitator
14. Specialist
15. Monitoring & Evaluation personnel
16. Business support
17. Human Resource
18. What is your highest level of academic qualification?
19. Certificate
20. Diploma
21. Undergraduate degree
22. Post graduate degree and above
23. How many years have you been working with this organization?
	1. 0-2 years
	2. 3-5 Years
	3. 6 years and above
24. For how long have you been working in development programs?
	1. Less than 1 year
	2. 1-2 years
	3. 3-5 Years
	4. 6 years and above

**B. Monitoring and Evaluation**

(Please select the one that is relevant in respect to your organization)

1. Monitoring and Evaluation significantly contributes to the performance of this organization.
2. Strongly disagree
3. Disagree
4. Not sure
5. Agree
6. Strongly agree
7. Your organization have the M&E unit
8. Strongly disagree
9. Disagree
10. Not sure
11. Agree
12. Strongly agree
13. M&E department/unit in your organization aims at improving program effectiveness.
14. Strongly disagree
15. Disagree
16. Not sure
17. Agree
18. Strongly agree
19. The purpose of the M&E department/unit contributed to the organization performance.
20. Strongly disagree
21. Disagree
22. Not sure
23. Agree
24. Strongly agree
25. The purpose of the M&E department/unit in your organization is well stated to program staff.
	* 1. Strongly disagree
		2. Disagree
		3. Not sure
		4. Agree
		5. Strongly agree
26. Program staff awareness in the purpose of M&E in your organization contributes to the organization performance.
	* 1. Strongly disagree
		2. Disagree
		3. Not sure
		4. Agree
		5. Strongly agree
27. Program staff are well trained on effective M&E planning in organization programs.
28. Strongly disagree
29. Disagree
30. Not sure
31. Agree
32. Strongly agree
33. I am aware of the M&E plan
34. Strongly disagree
35. Disagree
36. Not sure
37. Agree
38. Strongly agree
39. Choose the column that briefly describes necessary elements of the M&E plan.

|  |  |
| --- | --- |
| COLUMN A | COLULMN |
| * 1. Brief project description
	2. Purpose(s) of M&E plan
	3. Evaluation framework
	4. Indicator system
	5. Information System (data sources)
	6. Dissemination and utilization plan
 | 1. Brief project description
2. Purpose(s) of M&E plan
3. Evaluation framework
4. Information System (data sources)
5. Mid-term assessment & survey
6. Dissemination and utilization plan
 |

1. M&E plan is vital in influencing organization performance
2. Strongly disagree
3. Disagree
4. Not sure
5. Agree
6. Strongly agree
7. Rate the influence of M&E plan on your organization performance.
	* 1. 20%
		2. 40%
		3. 60%
		4. 80%
		5. 100%
8. I was given an opportunity to participate in conducting baseline survey in my organization.
	* 1. Strongly disagree
		2. Disagree
		3. Not sure
		4. Agree
		5. Strongly agree
9. What was your involvement in baseline survey? (select all that applies)
10. Designing research tools
11. Data collection
12. Participated as respondent
13. Data analysis
14. Database design
15. Report writing
16. Baseline survey influences your organization performance.
	* 1. Strongly disagree
		2. Disagree
		3. Not sure
		4. Agree
		5. Strongly agree
17. Rate how the baseline survey has been influencing your organization performance.
	* 1. 20%
		2. 40%
		3. 60%
		4. 80%
		5. 100%
18. Baseline surveys in my organization are conducted at the following level of program implementation (select all that applies)
	* 1. Before program implementation
		2. In the middle of program implementation
		3. After program implementation
19. My organization have an essential tools or equipment for information/ data management.
	* 1. Strongly disagree
		2. Disagree
		3. Not sure
		4. Agree
		5. Strongly agree
20. My organization M&E materials available supports information/data sharing.
	* 1. Strongly disagree
		2. Disagree
		3. Not sure
		4. Agree
		5. Strongly agree
21. In my organization, overall Monitoring and Evaluation system meets the information needs of program staff.
	* 1. Strongly disagree
		2. Disagree
		3. Not sure
		4. Agree
		5. Strongly agree
22. Which means is mainly used to do data analysis at your organization? (select all that applies)
	* 1. Manual analysis
		2. Analysis by using data analysis software
		3. Both manual and software
23. What kind of training as M&E is concerned have you attended? (select all that applies)
	* 1. On job training
		2. Formal training
		3. Not attended any training related to M&E
24. What may be the impact of insufficient Monitoring & Evaluation budget?
	* 1. Failure to reach organization goals
		2. Lack of accountability
		3. Difficult in making decision
25. Rate how the Information System influenced organization performance.
	* 1. Strongly disagree
		2. Disagree
		3. Not sure
		4. Agree
		5. Strongly agree

**C. M&E resources**

In this part your requested to provide your opinion on the influence of Monitoring and Evaluation resources towards performance of M&E systems in NGOs. Respond by using the following scale through ticking the right answer.

1. **SD**- Strongly Disagree, 2. **D**- Disagree, 3. **NS**-Not sure, 4. **A-** Agree, 5. **SA-** Strongly Agree

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| M&E RESOURCES | **1** | 2 | 3 | 4 | 5 |
| My organization has skilled and trained staff who collect information in the performance of programs |  |  |  |  |  |
| MY organization invests program staff on necessary training on Monitoring & Evaluation |  |  |  |  |  |
| Program staff and Monitoring specialist are knowledgeable on project management |  |  |  |  |  |
| My Organization has knowledgeable staff with sufficient skills to analyze programmatic information. |  |  |  |  |  |
| The M&E specialist in my organization is knowledgeable in daily management of M&E system. |  |  |  |  |  |
| My organization is ready to devote money to improve M&E management  |  |  |  |  |  |
| Organization’s Monitoring and Evaluation budget is enough |  |  |  |  |  |
| In my organization, resources are committed to carry out M&E tasks |  |  |  |  |  |

1. In your own understanding, briefly state any other factor influencing organization performance in your Organization.