

**FACTORS ASSOCIATED WITH EFFECTIVE IMPLEMENTATION OF  
MONITORING AND EVALUATION IN SELECTED NON-  
GOVERNMENTAL ORGANIZATIONS IN KINONDONI DAR ES SALAAM**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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OF THE OPEN UNIVERSITY OF TANZANIA**

**2020**

**CERTIFICATION**

The undersigned certifies that she has read and hereby recommends for acceptance by the senate of the Open University of Tanzania a dissertation titled: **“Factors associated with effective implementation of monitoring and evaluation in selected Non-Governmental organizations in Kinondoni Dar es Salaam”** In partial fulfilment of the requirements for the award of degree of Master of Arts in Monitoring and Evaluation of The Open University of Tanzania.

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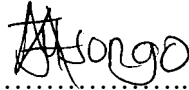
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I, **Amina J. Msongo**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard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



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Signature

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Date

**DEDICATION**

This study is dedicated to my lovely husband Idris Mashauri who had great support and inspiration in my academic accomplishment and my daughter Mishel Mashauri for the love and tolerance they showed me when I was away and busy with studies.

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## ABSTRACT

Monitoring and evaluation has gained prominence as a key tool for program success. Thus, NGOs have strived to integrate M&E system to promote program performance. The implementation of M&E by these NGOs is influenced by a number of factors. The study investigates factors associate with effective implementation of Monitoring and Evaluation in selected Non-Government Organizations in Kinondoni District in Dar es Salaam. Specifically, the study focused on staff training, capital asset, employees' competence and top management support. The study was based on pragmatic epistemology where mixed research design employed and data were collected using both questionnaire and interview guide. The sample size of the current study was 88 respondents. Data were analyzed using both descriptive and inferential statistics. Results show that employees' competence has positive significant relationship between effective implementation of Monitoring and Evaluation, followed by staff training and top management. The study also finds negative relationship between capital asset and effective implementation of Monitoring and Evaluation. The study concluded staff competence and staff training under study influence the implementation of M&E activities. The study recommends that M&E officers and project managers be given in-service training to enhance their competencies and more resources allocated to M&E.

**Keywords:** *Staff training, capital asset, employees' competence, top management support*

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**LIST OF ABBREVIATION**

ICT	Information and Communication Technology
KMO	Kaiser-Meyet-Olkin
M&E	Monitoring and Evaluation
MLR	Multiple Linear Regression Analysis
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Cooperation and Development
OUT	Open University of Tanzania
SPSS	Statistical Package for Social Science
USAID	United States Agency for International Development

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

Monitoring and evaluation is a combination of data collection and analysis (monitoring) and assessing to what extent a program or intervention has, or has not, met its objectives (evaluation). Effective implementation of Monitoring and Evaluation is associated with a number of factors. Therefore this study aim was to investigate factors associated with effective implementation of Monitoring and Evaluation in Non-Governmental Organizations (NGOs).Therefore this chapter presents background of the study, problem statement, general and specific objectives, research questions, scope of the study and rationale of the study.

#### **1.2 Background of the Study**

Understanding of Monitoring and Evaluation Systems presupposes appreciation of “monitoring” and “evaluation as its conceptual building blocks. The terms monitoring and evaluation are distinct, yet complementary (Kusek *et al*, 2004). Both are intended to measure and assess performance of programmes and projects, and to review progress.

Monitoring is a routine, ongoing, internal activity which is used to collect information on programmes, activities, outputs and outcomes to track its performance (Kusek *et al*, 2004). As a process, monitoring systematically collects data against specified indicators at each stage of the programme/project cycle. Hence



there is evidence-based reporting on programme progress at every stage, relative to respective targets and outcomes. And it can be distilled from the foregoing that monitoring is a detective tool, continuously generating information that enables programme managers to make adjustments during the implementation phase of a programme/ project. So, it follows then, that for the tool to provide accurate, valid and consistent information usable to programme managers, it must be well-designed and functioning smoothly.

Poorly designed or weak monitoring systems will automatically be poor detectors of programme performance status. Problem areas will go unnoticed and, subsequently, appropriate adjustments will not be made where they should. In a way, such a system will not be of any good use to any organization because, ideally, a good monitoring system should produce continuous streams of current, valid and timely data to programme management, aiding their day-to-day decision-making processes on programmes. Evaluation, as gleaned from the OECD (2012), is a systematic and objective assessment of an ongoing or completed project, programme or policy. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness and impact.

The process of evaluation gives explanations on why results, targets and outcomes were or were not achieved. And this way, the concept addresses issues of causality for both programme's success and its failure, by highlighting the contributing factors in each case to draw lessons for organizational learning and enable replication of positive performance. It is clear then that any good evaluation system should provide

explanations to any kind of programme results: poor results, positive results or mediocre performance of programmes. However, not all evaluation systems provide such kind of explanations owing to many inhibiting factors that may include employees' skills, training and management support. Monitoring and Evaluation is "donor driven": Most NGOs carry out monitoring and evaluation because it is a requirement from the donor. As such most M&E activities are tied to donor funding and projects and not institutionalized. Lack of demand for M&E in sub-Saharan Africa means that, much of the M&E activity has occurred through donor-driven initiatives. M&E often addresses donor concerns for accountability of project inputs and outputs, rather than local concerns that are directly related to broader development issues. The disproportionate element of donor initiative reduces local commitment to and ownership of M&E efforts.

A further challenge is ensuring that the NGO has the necessary competence to analyze and make use of the information that emerges from its monitoring and evaluation systems (Britton, 2009). The scarcity of M&E skills has been exacerbated by high turnover of M&E staff with experience, these highly marketable skills lead to other job opportunities (Gorgens & Kusek, 2010). According to the Gorgen (2017), many NGOs lack the capacity to employ both monitoring and evaluation professionals and in-house ICT staff who are well skilled to understand M&E and develop appropriate tools. This has led to the development of inferior monitoring and evaluation systems that do not meet internal and donor requirements. Due to this background the current study aim to assess factors associated with effective implementation of Monitoring and Evaluation specifically in NGOs.

### **1.3 Statement of the Problem**

Monitoring and evaluation has been a pivotal performance management for planning, decision making and economic policy management. As such many countries are putting measures to ensure that there is effective M&E. Among the efforts includes; development of policies, programs and projects, decentralization of accountability and staff training to ensure monitoring and evaluation is well implemented. Despite these efforts many organizations including NGOs failed to adopt the Monitoring and Evaluation and the information generated was not timely and accurate.

Previous scholars such as Musomba, Keronga, Mutua and Kilika (2013) argued that M&E of decentralized development in Tanzania is not systematic. Campo (2005) acknowledged that it takes time to build an effective M&E system, noting that strengthening of institutions and learning from mistakes plays a key role. Mackay, (2007) assert that Monitoring and Evaluation is not well implemented but more emphasize should be on the improvement of policies. Moreover other studies done in Tanzania on M&E focus on County development fund which has a unique and distinct structure from that of devolved county governance therefore it is difficult to generalize their findings to NGOs and this study aimed at filling the noted gap by focusing on lack staff training, commitment of top management, funding and employee skills affect the implementation of Monitoring and Evaluation.

### **1.4 Research Objectives**

#### **1.4.1 General Objective**

The general objective of the study was to investigate factors associated with effective

implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam.

#### **1.4.2 Specific Objectives of the Study**

The study was guided by the following specific objectives

- i) To examine the relationship between staff training and effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam
- ii) To determine the influence of top management support to effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam
- iii) To examine the relationship between capital asset and effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam
- iv) To determine the influence between employees' skills and effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam

#### **1.5 Research Questions of the Study**

The study was guided by the following research questions

- i) Is there any relationship between staff training and effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam?
- ii) What is the relationship between top management support and effective

implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam?

iii) What is the relationship between capital asset and effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam?

iv) What is the relationship between employees' skills and effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam?

## **1.6 Rationale of the Research**

The findings of the proposed study are expected to have both theoretical and practical significance. Theoretically, the study is expected to make a profound contribution to the general understanding of factors associated with effective implementation of Monitoring and Evaluation. This will be resourceful for other researchers and scholars, as it will form a basis for academic discussions on various aspects Monitoring and Evaluation in NGOs in Tanzania. The study will also be a source of information for other researchers who intend to conduct similar studies in Tanzania.

Moreover, the proposed study will make a valuable addition to the body of knowledge on Monitoring and Evaluation studies in developing countries particularly Tanzania. Furthermore, prospective researchers could make use of the findings to improve or apply tested theories. The proposed study has practical implications for

Monitoring and Evaluations practitioners - managers/ administrators and auditors in Non-Governmental Organizations.

Policies and decision makers can use the findings to formulate locally adapted policy interventions which stimulate effective use of Monitoring and Evaluation, in Non-Governmental Organizations. The study also will provide useful information to donors about factors influencing monitoring and evaluation in NGOs to enable them address their effectiveness for improvement and sustainability. It also provides relevant information to government officials responsible for development of policies, guidelines and implementation frameworks for Non-Governmental Organizations. This study hopes to contribute to the existing knowledge, address and provide the background information to research organizations, individual researchers and scholars who want to carry out further research in this area.

### **1.7 Limitations and Delimitations of the Study**

The limitation of the study can be categorized in two broad concepts to include; topic coverage and methodological limitations. Topic coverage for the study was limited to the assessment factors associated with effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam. Methodologically, the study was only conducted in Dar es Salaam region and hence, research findings cannot be generalized to all NGOs in Tanzania. Other challenge was duration of research to be short, so the researcher planned to use the limited time to make sure the research was completed within a time set by the University in doing the research. In conducting this study, the researchers

encountered the following limitations that which affected the effectiveness of the study:

### **1.7.1 Confidentiality**

During the study the researcher faced the problem of missing some of important information that was not disclosed from the respondents. To encounter this researcher ensured the respondents that all information will be for academic purposes only.

### **1.7.2 Inaccessibility of Information**

During the study the research was to unable to access data because most of organization do not keep records of monitoring and evaluation reports. In dealing with them the researcher gave them time for them to compile reports.

### **1.7.3 Time Constraint**

This study was carried out for a short period to follow the deadline of the academic calendar of Open University of Tanzania Time constraint which affected both, the quality and quantity of the research study because the researcher used fewer respondents. Due to this researcher used mixed research design to ensure within a limited time information from different sources was captured.

### **1.7.4 Financial Limitation**

Lack of adequate finances was expected by the researcher, but researcher tried her level best to work within the set budget.

## **1.8 Organization of the Study**

This study was organized in six chapters. In the first chapter on introduction to the study, the background of the study and the problem the study seeks to address was examined. The purpose of the study, research objectives and research questions are then examined. This is followed by examining the significance, delimitations, limitations, basic assumptions and definition of significant terms in the study. The second chapter of this study examined the theoretical, empirical and conceptual framework. Empirical review was done to identify knowledge gaps on the relationships investigated in the study.

Conceptual framework was designed to model the relationships in the study. The third chapter of the study is research methodology. In this chapter the research design, target population, sampling procedures, data collection procedures, research instruments and data analysis techniques are examined. The fourth chapter is on data presentation, analysis and interpretation. Chapter five of the study is on discussion and chapter six is on conclusions, recommendations and suggestions for further research.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This Chapter mainly presents and comprehensively discusses three key aspects namely: theoretical literature review, empirical literature review and conceptual framework. Theoretical literature review provides scientific definitions of the major concepts describing the phenomenon being studied theories which guide the study while empirical literature describes what has been done to solve or address the illogical or contradicting relationship of the variables and effective implementation of Monitoring and Evaluation. Conceptual framework summarizes the major (independent and intervening) and (dependent) variables under study in a graphical structure so as to observe the presumed or predicted outcome.

#### **2.2 Conceptual Definitions**

##### **2.2.1 The Concept of Monitoring and Evaluation**

Monitoring is a management tool used to identify inconsistency between the plan and reality in order to take corrective measures. It ensures that activities are implemented as planned. Bhatia (2018) defines monitoring as an observation and recording of activities taking place in a project or program. It is a process of routinely gathering information on all aspects of the project. Monitoring also involves feedback about the progress of the project to the donors, implementers and beneficiaries of the project. “The resulting information is used for decision making for improving project performance” Bhatia (2018) Evaluation is the systematic collection and analysis of

data needed to make decisions. It is a way of improving project performance and pin points accountability of resources and work. It develops human resources, improves management capabilities in planning. It measures the effectiveness and reliability of programs and influences on future programs, and helps in decision making (Ramothamo, 2013).

Monitoring and evaluation is the fundamental tool of good programme management at all levels because it provides data on project progress and the effectiveness of activities. Monitoring and evaluation improves on project management and decision making and allows accountability to stakeholders. It is an aid to plan future resource needs and activities. Monitoring and evaluation provides data which is useful for policy-making and advocacy. Monitoring and evaluation gives indicators on whether the project is progressing or not and if there are any obstacles that needs corrective measures (Ramothamo, 2013).

Bartle, (2007) emphasized that monitoring and evaluation should be done at all levels of the project. International Finance Corporation, (2016) also sees monitoring and evaluation to be part of design of programs because it ensures systematic reporting; the process communicates results and shows accountability. “It measures efficiency and effectiveness, ensures effective allocation of resources, promotes continuous learning and improvement and provides information for improved decision making” (IFC, 2016). Evaluation is done with the objective of keeping track of programme activities and documenting the nature of delivery. It measures the routine of operations which also help in making corrective measure during the cause of the

programme. Evaluation also helps in the future planning of activities as far resources are concerned. It ensures that activities are still on track in that everything goes according to plan. Evaluation also helps in the project efficiency because there will be coordination among programme components. Finally evaluation will help in the accountability and decision making for future and current projects (Ramothamo, 2013).

### **2.2.2 Staff Training**

Is the process of increasing knowledge and skills for an employee to perform their duties accordingly. M&E practical training is important in capacity building of personnel because it helps with the interaction and management of the M&E systems. M&E training starts with the understanding of the M&E theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators (CPWF, 2012). Training should therefore be practical focused to ensure the understanding of Monitoring and Evaluation process (CPWF, 2017).

Human capital, with proper training and experience is vital for the production of M&E results. There is need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required in order to maintain and retain a stable M&E staff (World Bank, 2011). This is because competent employees are also a major constraint in selecting M&E systems (Koffi-Tessio, 2014). M&E being a new professional field, it faces challenges in effective delivery of results. There is therefore a great demand for skilled

professionals, capacity building of M&E systems, and harmonization of training courses as well as technical advice (Gorgens and Kusek, 2019).

### **2.2.3 Top Management Support**

Top management support plays a critical role in the project outcomes that have been investigated as a critical factor for project success by the recent studies differentiating project success from project management (Hwang et al. 2012; Young and Poon 2015). Top management is generally the individuals functioning in the capacity of CEO, President, Chairman/Chairperson, Director or other official positions at senior management level (Denis and Denis, 2018). The people working at senior level positions must possess leadership and management skills. Top management provides facilitative and supportive working environment for project implementation (Bryde, 2018). Top management support is one of the most important critical factors for successful implementation of projects (Liu et al. 2016). Projects are used as a mean to implement organizational strategies and top management support is believed to play a critical role in project success, but lack of top management support is one of common factor in projects.

## **2.3 Theoretical Literature Review**

### **2.3.1 Program Theory**

The program theory was developed by Sharpe (2011) assesses whether a program is designed in such a way that it can achieve its intended outcomes. The theory has been used to guide evaluation for many years; it shows the capability of the program to fix a problem by addressing the needs in the need assessment. It also gives tools to

determine areas of impact in evaluation (Sethi and Philippines, 2012). Program theory links activities and expected outcomes using a logical process showing how they lead to long-term goals. It also develops appropriate metrics or indicators for assessing if those outcomes and activities really occurred.

Program theory maps out activities or interventions that lead to the expected outcomes identified as preconditions for achieving long-term goals. Program theory also helps develop appropriate metrics or indicators for assessing if those outcomes really occurred. In a recent review of faculty development programs, Steinert and colleagues (2016) suggested that future evaluation research should use program theory as the foundation for the assessment of program impact as it offers an opportunity to evaluate hypotheses implicit in a concatenated series of outcomes. The need for more effective use of theory in program evaluation is increasingly pressing (Davidoff *et al.*, 2015).

Most NGO's deal with human service programs that are designed to improve the society, which are at times designed and redesigned in due course (Hosley, 2005). The concept of a program theory is similar to the one used in logical models. The program theory hence uses logical framework approach as its methodology (J-Pal, 2003). The difference is that the program theory is a detailed version of the logic model. The program theory can also be represented graphically through the logical model. The logical model is used in guiding stakeholders' engagement, the management and evaluation of outcomes (Hosley, 2009). Since the theory uses logical framework approach as its methodology in guiding stakeholders' involvement

in evaluation hence it can explain the factors associated with effective implementation of Monitoring and Evaluation.

### **2.3.2 Theory of Change**

Theory of change is part of the program theory that emerged in the 1990s as an improvement to the evaluation theory (Stein and Valters, 2012). A theory of change is a tool used for developing solutions to complex social problems. It provides a comprehensive picture of early and intermediate term changes that are needed to reach a long term set goal (Anderson, 2005). It therefore provides a model of how a project should work, which can be tested and refined through monitoring and evaluation. A theory of change is also a specific and measurable description of change that forms the basis for planning, implementation and evaluation. Most projects have a theory of change although they are usually assumed (CARE, 2013). The theory of changes helps in developing comprehensible frameworks for monitoring and evaluation. It is mainly used by NGOs and donors to articulate long term impact on projects (James, 2011).

Theory of change' is an approach to the design and evaluation of social programmes. It is being increasingly used in international development by a wide range of governmental, bilateral and multi-lateral development agencies, civil society organisations and international non-governmental organisations. ' Theory of change' as an approach is not new. Although its methodological credentials come from a long history in evaluation – programme theory-, theory of change thinking also draws on long traditions of reflective practice for social change.

The presence of both traditions in the current evolution means that a wide range of development organisations, from grass-roots initiatives in developing countries to donor agencies, have found it an accessible, intuitive and useful approach to engage strategic thinking and learning for programme development as well as evaluation. The theory of change relates with the study because it provides a model of how a project should work, which can be tested and refined through monitoring and evaluation. Also provide specific and measurable description of change that forms the basis for planning, implementation and evaluation.

## **2.4 Empirical Literature Review**

### **2.4.1 Influence of Staff's training on Effective Implementation of Monitoring and Evaluation**

#### **2.4.1.1 In Service Training**

Jones *et al.* (2009) in their study titled '*Improving Impact Evaluation Coordination and Use*'. A Scoping study commissioned by the DFID Evaluation Department on behalf of NONIE revealed that evaluations need to be undertaken by individuals with the relevant skills, sound methods and adequate resources as well as transparency in order to secure their quality. This implies the need for the personnel to be highly trained through in-service training in order to secure the effectiveness of monitoring and evaluation.

Foresti (2007) in his study” *Impact of training on Monitoring and Evaluation*” further illustrate that this should not be just mere training by undertaking learning

approach which are best practice and have a positive effect on the evaluation process within the organization. Despite the fact that the Youth Enterprise Development Fund disbursement is growing at an increasing rate, only a small percentage of the budget is given to capacity building whereby the Monitoring and Evaluation of the Youth Enterprise Development Fund projects is included. The study further clarifies that there is a need of continuous training for all the staff so as to equip them with required skills and knowledge for Monitoring and Evaluation.

#### **2.4.1.2 Mentorship**

Pearce and Robinson (2009) in the study titled “Role of strategic management Elements in Determining Firm’s Resource and Competitive Advantage: A Study of Nigeria’s Manufacturing Sector” found employee training in terms of mentorship with senior staff is important for implementation of Monitoring and Evaluation as it determines how well equipped they are to do effectively. Bertrand and Brown (2006) in his study “Risk Management, a guide for Non-profit and Charitable Organizations”. Imagine Canada claimed that the best approach to implement Monitoring and Evaluation is by giving knowledge and awareness to management and employees through on job training techniques such as mentoring. This is because they are the source of information about risk, thus, they are the best person to identify and indicate which risks are related to their workflow.

#### **2.4.1.3 Coaching**

Andersen, Denrell and Bettis (2007) in his study “*Strategic responsiveness and Bowman’s risk return paradox*” found that the effectiveness of monitoring and



evaluation can only be produced by identifying an appropriate performance factor and the identifying process can only be successful if the staffs are aware and understand how the risk affect their work. Their awareness and understanding of risk management issue will help them to identify risk factor in a better way. And the best way to enhance awareness is through coaching and seminar presentations were employees will be equipped with useful information regarding monitoring and evaluation processes. Prior studies claimed that most of the failures of Monitoring and Evaluation implementation were due to project management having insufficient education and training in identifying the risks within the internal and external environment surrounding the organization's nature of business (Ojiakoet *al.*, 2012; Demidenko and McNutt, 2010).

## **2.4.2 Top Management Support Influence on Effective Implementation of Monitoring**

### **2.4.2.1 Supportive Working Environment**

Pinto and Slevin (2008) in the study titled "*Critical Success Factors in Effective Project Implementation*" assert that top management plays a critical role in the project outcomes that have been investigated as a critical factor for project success by recent studies differentiating project success from project management. The study further revealed that top management provides facilitative and supportive working environment for monitoring and evaluation. The committed and strong leadership at top management level is one of the major critical factors to effective monitoring and evaluation which can moderate the accomplishment of project success. The high level planning and or support from top management are sometime sufficient for

project success, but the top management support is almost always essential for project success.

Young and Jordan (2008) "*Top management support: mantra or necessity?*" found that effective monitoring and evaluation depends on top management because it provides necessary human, material and financial resources required for the project, to sell the project with visible championship and enthusiasm and support the project by exhibiting political power. Top management introduces new workflow patterns; provide resources to change the organizations, use formal power to enforce new structures for making the organization more adaptive to the information.

#### **2.4.2.2 Budgeting**

A study by Njenga (2013), *On Factors Influencing performance of Monitoring and Evaluation of Development Projects (A Case Study Of Machakos District)*, found that monitoring and evaluation budget, stakeholders' participation, top management support, source of funding (donor) and training in M&E had a positive relation with the probability of implementing M&E which was significant at 95% confidence level. However, M&E guidelines were found to have no effect on implementation of M&E.

Also Arena and Azzone (2009) in the study titled "Identifying Organizational Drivers of Internal Audit Effectiveness" in Milan Italy. The study used 153 Italian companies found implementation of ERM in non-listed companies has been attributed a low priority in the relevant literature. These firms are often unable to hire

employees with the necessary expertise, technical knowledge and availability for training because of lack of enough budget set for monitoring and evaluation activities within an organization.

#### **2.4.2.3 Human Resources**

Liebenberg and Hoyt (2003) did a study “The Determinants of Monitoring and Evaluation; Evidence from the Appointment of Chief Risk Officer” in Georgia. It is argued that firms with greater financial leverage and enough human resources (employees) should benefit more from reducing earnings volatility by managing their risks in an enterprise-wide fashion. Their empirical results support that view. The committed and strong leadership at top management level is one of the major critical factors to effective monitoring and evaluation which can moderate the accomplishment of project success. The high level planning and or support from top management are sometime sufficient for project success, but the top management support is almost always essential for project success.

Beasley et al., (2005) in their study “Enterprise risk management: an empirical analysis of factors associated with the extent of implementation” in USA. A qualitative study using nomothetic literature review, show that the presence of a Chief Risk Officer, board independence, managerial involvement, firm size and auditor type is associated with a greater stage of ERM implementation. The study further finds that companies with a higher proportion of non-executive directors are more likely to purchase the monitoring of directors’ and officers’ insurance compared to boards with a lower proportion of non-executives. This suggests that

companies with greater non-executive representation may favor a more comprehensive control, risk management and internal or external) audit.

#### **2.4.2.4 Leadership**

Paape and Speklé, (2012) in the study “The Adoption and Design of Enterprise Risk Management Practices: An Empirical Study” in Canada. The study use survey questionnaire to collect data. Data were analyzed quantitatively using mean, frequencies and percentages. The study found that listed firms have more developed ERM systems than those of non-listed organizations, in as much as they are hindered by the absence of a common framework for their adoption. The study further clarified that effective Monitoring and Evaluation is strongly associated with leadership commitment towards the process.

Mafrolla & Matozza, (2014) in the study “Enterprise Risk Management in Private Firms: Does Ownership Structure Matter? in Italy. Using results of a survey that involved 78 respondents, we investigate the adoption of ERM practices in Italian private corporations and question whether ERM adoption is affected by the ownership structure of the firm. The study revealed that there is no tendency for private firms to implement Monitoring and Evaluation practices, such as the use of quantitative techniques for risk identification and measurement, the enrollment of a professionally qualified risk manager or chief risk officer or the settlement of a dedicated risk management department. However the kind of leadership style a firm has may have an influence on implementation of Monitoring and Evaluation.

### **2.4.3 Capital Assets and its Influence Effective Implementation of Monitoring and Evaluation**

Berry-Stölzle and Altuntas, (2010) in their study titled “Implementation of Enterprise Risk Management: Evidence from the German Property –Liability Insurance Industries” in German. The study that mentioned Capital to asset in the sense that due to regulation issues, financial services firms have to ensure that they operate on a financially sound basis which is controlled through capital requirement conditions (The riskiness of the business defines the amount of capital holding needed to achieve the requirements. Eckles, Hoyt and Miller, (2014) in their study titled “Impact of Monitoring and Evaluation: Evidence from Insurance Industry” in USA It was found M&E adoption is due to the fact that the riskier the business, the more important is holistic risk management. That means that if the capital to asset ratio decreases, firms are more likely to adopt a holistic risk management in order to reduce external capital costs and marginal cost of risk reduction.

Liebenberg and Hoyt (2003) did a study “The Determinants of Monitoring and Evaluation; Evidence from the Appointment of Chief Risk Officer” in Georgia. It is argued that firms with greater financial leverage should benefit more from reducing earnings volatility by managing their risks in an enterprise-wide fashion. Their empirical results support that view. On the other hand, the implementation of an M&E program requires a substantial initial investment, and firms with higher levels of capital or lower levels of leverage may find it easier to start a new M& E program. To capture any possible effect of leverage on firms’ ERM adoption decision, our model includes the ratio of the total book value of liabilities to the market value of

equity as a measure of firm leverage. The study further found implementing an M&E program is a challenging task that requires substantial resources. If a company is involved in merger and acquisition (M&A) activities, it may not be able.

Beasley et al., (2005) in their study “Enterprise risk management: an empirical analysis of factors associated with the extent of implementation” in USA. A qualitative study using nomothetic literature review, show that the presence of a Chief Risk Officer, board independence, managerial involvement, firm size and auditor type is associated with a greater stage of M&E implementation. The study further finds that companies with a higher proportion of non-executive directors are more likely to purchase the monitoring of directors’ and officers’ insurance compared to boards with a lower proportion of non-executives. This suggests that companies with greater non-executive representation may favor a more comprehensive control, risk management and internal or external) audit.

According to Ross (2005) in the study titled “Implementing enterprise management in Chinese Construction firms based in Singapore”. The study employed descriptive cross sectional design, which reveal that if the company has greater ability to generate profit in the future and is an indicator of the success of the company’s operations. High profitability will spur the company on to grow and develop and vice versa. The increase in profitability has a positive effect on the company’s financial performance in achieving the goal to maximize the firm value that will be responded to positively by the investor, so that the demand for stock increases and can raise the stock price, in this case most of the company opted to implement risk management.

## **2.4.4 Employees' Skills and Effective Implementation of Monitoring and Evaluation**

### **2.4.4.1 Human Resources**

Gladys, Katia, Lycia and Helena (2010) in the study “Challenges in Monitoring and Evaluation: An Opportunity to Institutionalize M&E Systems” assert that building an adequate supply of human resource capacity is critical for the sustainability of the M&E system and generally is an ongoing issue. It needs to be recognized that “growing” evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops. Both formal training and on-the-job experience are important in developing evaluators. Two key competencies for evaluators are cognitive capacity and communication skills. So for effective implementation of Monitoring and Evaluation skills are quite vital.

Gorgens and Kusek, (2010) in the study titled “Making Monitoring and Evaluation Systems Work: A Capacity Development Toolkit” found the M&E system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible. Therefore, understanding the skills needed and the capacity of people involved in the M&E system (undertaking human capacity assessments) and addressing capacity gaps (through structured capacity development programs) is at the heart of the M&E system. UNAIDS (2008) notes that, not only is it necessary to have dedicated and adequate number of M&E staff, it is essential for the same staff to have the right skills for the work. Moreover, M&E human capacity building requires a wide range of activities, including formal training, in-service training,

mentorship, coaching and internships. Lastly, M&E capacity building should focus not only on the technical aspects of M&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication.

#### **2.4.4.2 Financial Resources**

In assessment of CSOs in the Pacific, UNDP (2011) discusses some of the “Challenges of organizational development as having inadequate monitoring and evaluation systems”. The assessment found lack of financial capabilities and opportunities to train staff in technical skills in this area is clearly a factor to be considered. During the consultation processes, there was consensus among CSOs that their lack of monitoring and evaluation mechanisms and skills was a major systemic gap across the region. Furthermore, while there is no need for CSOs to possess extraordinarily complex monitoring and evaluation systems, there is certainly a need for them to possess a rudimentary knowledge of, and ability to utilize reporting, monitoring and evaluating systems.

Berry-Stölzle and Altuntas, (2010) in their study titled “Implementation of Enterprise Risk Management: Evidence from the German Property –Liability Insurance Industries” in German. A study employed 92 ERM literature included in the analysis, 56 were empirical paper (the remaining were conceptual papers comprising predominantly quantitative studies followed by qualitative and a few mixed methods research design. The study that mentioned Capital to asset in the sense that due to regulation issues, financial services firms have to ensure that they operate on a financially sound basis which is controlled through capital requirement conditions



(The riskiness of the business defines the amount of capital holding needed to achieve the requirements.

#### **2.4.4.3 Physical Resources**

Stanicee (2011) in his study titled “Factors that Determine the Functioning of Monitoring and Evaluation” In Kenya using risk managers from 40 organizations, selected in an intentional manner based on snowball sampling, were subjected to a standardized interview. The sample group was composed of small, medium, and large organizations: trading, service providers, or belonging to the public sector – education, administration, as well as production companies. Data were analyzed descriptively. The results show that the primary barrier to the proper functioning of risk management system in organizations among others is limited physical resources of small firms compared to larger firms, which indicates that large firms have enough resources for ERM.

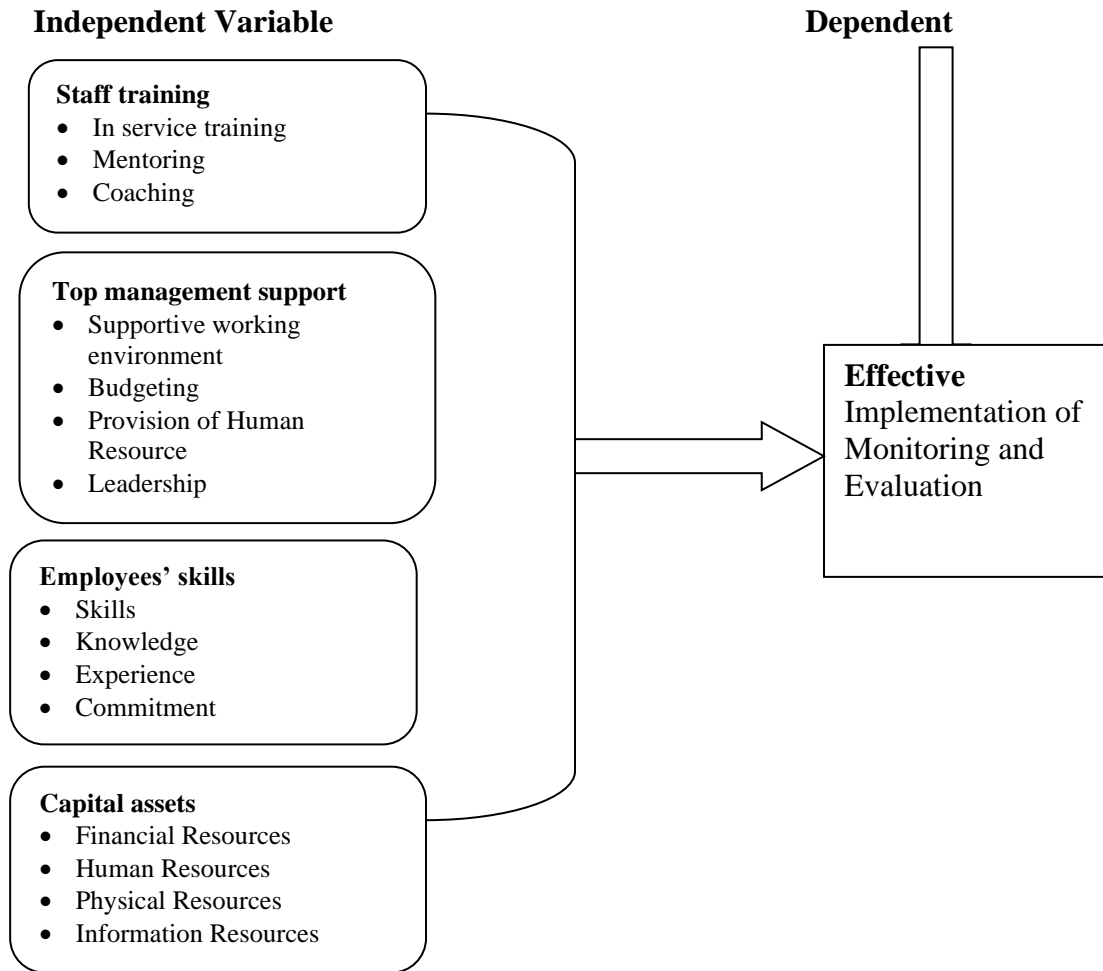
Gordon, et al., (2009) in their study titled “Enterprise Monitoring and Evaluation and firm performance: A contingency perspective” in 112 US industries. The study was quantitative using linear regression to analyze the findings. The study found firm complexity as determinant of Enterprise Monitoring and Evaluation. This means that a firm with higher number of business segments is considered more complex. The reason is that diversified firms normally face multifaceted risks which force them to implement monitoring and evaluation.

## **2.5 Research Gap**

The literature review presents gaps and arguments that need to be authenticated through investigation (Cresswell, 2014). The literature review revealed that establishing of an M&E system involves a combination of building blocks that do not operate in isolation but complement each other to generate a functional monitoring and evaluation system. A number of studies indicated that Tanzania, being at its infancy stage, is facing a number of challenges in developing its M&E system. None of the studies reviewed was done on the factors that influenced the effective implementation of monitoring and evaluation systems in NGOs. The study will therefore address the knowledge gap. This study is unique to Tanzania thus making it an important step to closing this gap.

## **2.6 Conceptual Framework**

Mugenda (2008) conceptual framework is a brief explanation of relationship under study accompanied by a visual presentation of the major variables of the study. A conceptual framework shows the relationship between the variables. In this study, the dependent variable is the Effective Monitoring and Evaluation implementation while the independent variables are staff training, top management support, employees' skills and capital assets. The expected relationship is that staff training, top management support, employees' skills and capital assets to influence effective implementation of monitoring and evaluation.



**Figure 2.1: Relationships between independent and dependent variable**

Source: Researcher (2020)

## 2.7 Variables and their Measurements

**Table 2.1: Variables and their Measurements**

Type of Variable	Description of Variables	Variable Measurement	Scale Measurements	Expected Relationship between Variable
<b>Independent variables</b>				
<b>Top Management Support</b>	Is a process of devoting time to the program in proportion to its cost and potential, reviewing plans, and following up on.	• Provision of enough facilities to support implementation of Monitoring and Evaluation	Ordinal- Likert scale	Top management support is hypothesized to affects effective implementation of Monitoring and Evaluation
		• Offer several trainings to employees	Ordinal- Likert scale	it is hypothesized that the quality of training offered affects effective monitoring and evaluation
		• Setting budgets for Monitoring and Evaluation	Ordinal- Likert scale	It is hypothesed that having enough budget influence effective implementation of Monitoring and evaluation
		• Policies sets	Ordinal- Likert scale	it is hypothesized that the policies setaffects effective monitoring and evaluation
<b>Skills</b>	It is a process of increasing knowledge and skills for someone to performs a particular job accordingly	• Skills on Monitoring and Evaluation	Ordinal-Likert scale	It is hypothesid that skillsaffects effective monitoring and evaluation
		• Knowledge on Monitoring and Evaluation	Ordinal- Likert scale	It is hypothesized that knowledge affects effective implementation of Monitoring and Evaluation
		• Experience in Monitoring and Evaluation	Ordinal- Likert scale	It is hypothesized that experience in Monitoring and evaluation affects its implementation
		• Commitment	Ordinal- Likert scale	It is hypothesized that commitment affects implementation of Monitoring and Evaluation
<b>Capital Assets</b>	Are all assets that a corporation has available to use in monitoring and evaluation	• Financial resources	Ordinal- Likert scale	It is hypothesized that adequate financial resources enhance effective implementation of Monitoring and Evaluation
		• Human Resources	Ordinal- Likert	It is suggested that enough human resources

Type of Variable	Description of Variables	Variable Measurement	Scale Measurements	Expected Relationship between Variable
			scale	policies ensure successful Monitoring and Evaluation
		<ul style="list-style-type: none"> <li>• Information Resources</li> </ul>	Ordinal- Likert scale	It is hypothesized that an organization with information resources are at high chance of implementing Monitoring and Evaluation
		<ul style="list-style-type: none"> <li>• Physical resources</li> </ul>	Ordinal- Likert scale	It is hypothesized that having enough physical resources such as plant/furniture, machines facilitate effective implementation of Monitoring and Evaluation
<b>Dependent variable</b>				
<b>Effective Monitoring and Evaluation</b>	Accomplishment of Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Reducing the number of or avoiding risk incidents or near misses</li> <li>• Increased risk sensitivity and awareness in the firm's culture</li> <li>• Reduction in cost of capital and improvement in shareholder value</li> </ul>	Ordinal- Likert scale	It is hypothesized that staff training, top management support, skills and capital assets enhance effective implementation of Monitoring and Evaluation

**Source:** Empirical Literature Review

## 2.8 Chapter Summary

This chapter examined and discussed literature for the purpose of identifying the knowledge and research gaps.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Chapter Overview**

This chapter presents the methodology adopted in study to include a description of the area of the study, research design and techniques, target population and data types and sources, data collection methods, data analyses strategy and decision criteria, validity and reliability of the study, research ethical considerations and also presents expected results and chapter summary.

#### **3.2 Research Philosophy**

Philosophically, the framework for any research includes beliefs about the nature of reality (ontology), the theory of knowledge informing the research (epistemology). It also informs how knowledge may be gained (methodology) and, thus, account for the differences in the variety of research methodologies employed in social science research (Antwi & Hamza, 2015). Research philosophy is described as the prototype with the capability of supporting research using either or the combination of positivist paradigm and phenomenological paradigm (Blaxter, Hughes & Tight, 2001 as cited in Ngera, 2018). Three main research paradigms exist. These are positivism, interpretivism, and pragmatic paradigms. The research paradigm of this study is founded on the pragmatic paradigm.

The positivist paradigm is linked to quantitative data whereas interpretivism paradigm is associated with qualitative data (Creswell, 2014). Positivist thinkers assume that scientific methods and structure are used to generate knowledge with the

assistance of quantification to enhance accuracy in the account of parameters and the relationship amongst them (Antwi & Hamza, 2015). The positivist position is premised on the ground that scientific knowledge consists of truths and its ontology deliberates reality as independent of social construction (Hughes & Sharrock, 2016). If research consists of unchanging reality, then the researcher can adopt an 'objectivist' perspective: a realist ontology which is a belief in an objective, real world and detached epistemological stance based on a belief that perception statements are true or false, right or wrong. On the other hand, interpretivism in the research holds that reality consists of people's subjective understandings of the external world and reality is socially constructed by human beings (Creswell, et al. 2014).

Also, interpretivists believe that there is no single correct path to knowledge generation (Vagle, 2018). Interpretive researchers do not predefine dependent and independent variables but focuses on the full complexity of human sense basing on the situation while aiming at getting those variables as the outcomes of the findings (Creswell, 2014). Antwi and Hamza (2015) noted that interpretive researchers, ontologically, opt for subjective sources of data using such approaches such as interviews, observation and focus group discussion. Another locus about worldviews emanates from the pragmatists (Creswell, 2014). A pragmatic approach opts to use the best mechanism to seek answers to the research (Creswell & Plano Clark, 2017).

Pragmatism assumes the research problem as being most important to be solved and hence valuing both the objective and subjective environment so as to reveal the

answers more precisely (Feilzer, 2010). The philosophical foundation for this study is, however, based on the pragmatic paradigm. Pragmatic paradigm has been opted because of the adoption of mixed method research in which a combination of both positivism and interpretivism is of no choice. Positivism research paradigm holds that knowledge is based on facts obtained from objective reality and stated numerically with explanatory predictive power and not on subjective manner of an individual's opinions (Creswell & Plano Clark, 2011).

On the one hand, the researcher use positivism paradigm to build a highly structured methodology to allow generalization and quantifiable observations and evaluate the outcome with the aid of statistical techniques (Creswell, 2014). On the another hand, due to the need to explore some insights to support quantitative aspects, this study had to use interpretivism and hence called for the hybrid termed as pragmatic paradigm. Therefore, it is along with the above justifications for using pragmatism that this study has to mix positivism and interpretivism approaches to come up with both wide and in-depth generalizations on the factors influencing effective implementation of Monitoring and Evaluation in NGOs.

### **3.3 Research Approach**

The study used both quantitative and qualitative study, at which this study will adopt both qualitative and quantitative research approach to explore the conceptions of Monitoring and Evaluation by the managers and staff in the selected NGOs. The study used qualitative research approach to obtain data based on the views of the respondents about the Monitoring and Evaluation. The quantitative research



approach employed during the collection of quantitative data. The main focus in the study was to determine of factors influencing Monitoring and Evaluation in NGOs.

### **3.4 Research Design**

Creswell (2009) defines research design as an outline of how data is collected and analyzed in pursuit of obtaining specific answers to research questions. Also, the research design refers to the overall strategy chosen to integrate different components of a study in a coherent and logical way thereby ensuring a researcher effectively addresses the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (Kothari, 2005). The researcher intends to employ descriptive research design. Descriptive study is apprehensive with finding out who, where, what, and how much a phenomenon, which is a concern of the study (Hair et al, 2006).

According to Kothari (2004), a descriptive design involves development, organizing, compilation and analysis of data so as to offer information being sought. Descriptive design was prioritized in this study because of the aim of the current study to investigate factors associated with effective implementation of Monitoring and Evaluation, since the design helped in describing the distribution of phenomenon in a population and in establishing facts since the data were holistic, contextual, depth and rich in details, where a single social unit was investigated as the representative of other remaining society in Tanzania therefore NGOs in Dar es Salaam. Also many researchers such as Koech, *et al.* (2016), have used this research design in their studies and obtain good results.

### **3.5 Research Areas**

The study was conducted in Kinondoni Dar es Salaam. According to Wilson (2002), it is more appropriate to select a study area based on information that influences the researcher's choices. This kind of method is preferred to the random technique. The NGOs were selected because they represent NGOs in Dar es Salaam which are active and experience challenges in implementing Monitoring and Evaluation.

### **3.6 Population and Sampling**

#### **3.6.1 Population**

Target population refers to the entire group of individuals or objects in which researchers are interested in generating conclusions. Orodho (2008) emphasizes that a population that is targeted for study is important as it helps the researcher to make decisions on sampling, resources to use and collect data for study. Target population of the study was employees who deal with monitoring and evaluation in the selected 13 NGOs in Kinondoni Dar es Salaam. The reason behind is due to the fact that they are well informed on what is being done, also they gave enough picture of what management support management provide to them, also at the end they were asked on their competencies.

#### **3.6.2 Unit of Analysis and Unit of Inquiry**

A unit of analysis is the key factor a researcher sets out to investigate from which evaluated knowledge is created upon study accomplishment (Kyessi, 2002). The study, therefore, considers the NGOs as a unit of analysis. The reasons behind the selection of NGOs are the fact that they receive donor funds and one of the

requirements of the donors is to ensure they implement Monitoring and evaluation. The unit of inquiry was employees of the selected NGOs.

### **3.6.3 Sampling and Sampling Technique**

#### **3.6.3.1 Sampling Design**

Sampling is a process used in statistical analysis in which a predetermined number of observations are taken from a larger population. There are two types of sampling design and these include probability sampling and non-probability sampling designs (Hair *et al* 2006). In probability sampling, every individual has an equal chance to be involved in a sample while in non-probability sampling the individual has no equal chance of being involved in a sample. In this study probability sampling was employed. Probability sampling was used in the sense all NGOs located in Kinondoni to be given an equal chance in selection; here it means that respondents from the selected NGOs were randomly selected.

#### **3.6.3.2 Sampling Design Technique**

Random sampling techniques were employed to pick the NGOs, also respondents with these NGOs were picked randomly, and hence all employees had an equal chance of being selected. This technique reduces biasness of data collection.

### **3.7 Data Collection Methods**

According to White and Nteli (2004) research instruments include: questionnaires, interview schedules, observations and focus group discussions. To carry out this study, a structured questionnaire and interview guide were used in collecting the

required data. This study include both open and closed ended questions and incorporated a list of statements upon which respondents were asked to freely jot down in respective spaces provided his/her degree of agreement or disagreement using the five point Likert scale to measure attitude. Open ended questions and blanks used to capture some data especially on the governance, employee training communication and organization resources.

The questionnaires used in order to generate a relatively uniform pattern of responses that support and make ease the process of data coding, entry, processing and analysis by the use of statistical software. The questionnaires were pre tested to accord accuracy and correction where necessary. Also interview guide were used to collect some sensitive information from management of the selected NGOs in Kinondoni District. Questionnaires were administered to employees who are responsible for monitoring and Evaluation in the selected NGOs, whereas interview was done to the top management staff.

### **3.8 Data Analysis**

The current study employed both descriptive and inferential statistics techniques. Descriptive statistics presented as frequencies and percentages and inferential statistics was employed to test hypothesis where multiple linearity regression analysis and Pearson correlations was used to justify the relationship between each specific and dependent variable. Data from the field used analysed through the use Statistical Package for Social Science (SPSS). SPSS employed because it is a computer software package used for conducting statistical analyses, manipulating

data, generating statistical proof, and providing room for making decisions. Inferential statistics was used for assessing the effects of staff training, top management support, capital asset and employees' competence on effective Monitoring and Evaluation. Qualitative data were analysed using content analysis. Statistically analyses conducted are as explained hereunder;

### 3.8.1 Multiple Linear Regression Analysis (MLR)

This is a statistical technique that utilizes several explanatory variables to predict the outcome of a dependent variable (Corder and Foreman, 2009). The goal of Multiple Linear Regressions (MLR) is to model the relationship between independent and dependent variables. In this study, the MLR was employed to analyze primary data collected through questionnaires from (independent/explanatory variables) on training, capital asset, employees' skills and top management support as dimensions of the dependent variable (Effective Monitoring and Evaluation).

Symbol	Definition
	Effective Monitoring and Evaluation
	y intercepts (value of dependent variable in absence of all independent variables)
1	The fraction change of the Monitoring and Evaluation Implementation for any unit change of the training
2	The fraction change of the Effective Monitoring and Evaluation Implementation for any unit change of the top management support
3	The fraction change of the Effective Monitoring and Evaluation for any unit change of capital asset
	Error term (takes account of variables that are not included in a model but has influence to dependent variable and also take account into model misspecification).

## 3.9 Validity and Reliability

### 3.9.1 Validity of the Study

According to Borg and Gall (2009), validity is the degree to which a test measures

what it supposed to measure. In this research a pre-testing pilot study was conducted by administering the questionnaires to a few respondents in order to ensure that they are carefully developed, tested and the questionnaires' appropriateness and generalization to the topic is too validated by respondents. Moreover, the researcher measured the validity of the study using Kaiser-Meyet-Olkin (KMO) and Bartlett's Test of sphericity using the SPSS.

### **3.9.2 Reliability of the Study**

Reliability is a measure of the degree to which a research instrument yields consistent results on data after repeated trials (Mugenda, 1999). Kombo and Tomp (2006) define reliability as a measure of how constant the results from a test are. A reliable instrument is one that produces consistent results when used more than once to collect data from the same population. To ensure reliability of instruments, they were double checked by the researcher and supervisor and additionally, the Cronbach's alpha formula used as shown below; Cronbach's alpha formula ( $\alpha = \frac{1}{k} \left( 1 - \frac{\sum \sigma^2}{\sigma^2} \right)$ ); where  $\sigma^2$  = variance of one test item. Other variables are identical to the KR-20 formula. The acceptable value is 0.7 which supports that the results of the study are reliable and vice versa is true for the value which is below 0.7

### **3.10 Ethical Consideration**

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities. In the course of conducting this research, the researcher observed ethics guiding research conduct and thus the principle of voluntary participation required that people are not coerced into participating in

research especially employees who may seem to be busy. Most importantly, the researcher observed and guaranteed participants of confidentiality that is; they will be assured that identified information will not be made available to anyone who is not directly involved in the study. The researcher abide to strict ethical principles and guaranteed participants of anonymity throughout the study process, Also all references were cited accordingly and moreover, the researcher respected respondents' freedom as to when to complete the administered questionnaires.

### **3.11 Chapter Summary**

This chapter has discussed the design and methodology of the study employed such as research approach, design, study area, population and sampling, data collection methods, analysis, validity, reliability and ethical issues.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Overview**

This Chapter presents results and findings as regards to factors associated with effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam. This study examined the relationship between staff training, top management support, staff competence and capital assets and effective implementation of Monitoring and Evaluation Tables and figures were used to present major findings of the study.

#### **4.2 Demographic Characteristics**

In this study, in order to have a better understanding on the demographic characteristics and specifications of the respondents, frequency and percentage analysis have been used. The samples of the questionnaires were taken from employees of the selected NGOs who consisted of 88 sample size.

##### **4.2.1 Gender of Respondents**

The study involved a sample of 88 (100%) respondents who filled the questionnaires. 54 (61.4%) of total respondents were male and 34(38.6 %) were female. The results in the Table 4.1 reveal that there was big difference between male and female respondents. Therefore, NGOs needs to be seriously to taken into consideration both gender in order to promote equal opportunity, and hence will enable the organizations to equate the number (Table 4.1).



**Table 4.1: Gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	54	61.4
Female	34	38.6
Total	88	100.0

**Source:** Field Data (2020)

#### **4.2.2 Age of Respondents**

Age was considered as an important variable in examining factors associated with effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam. The study findings shows that 17 (19.3%) respondents were from the age group between 18 and 25 years. 48 (54.5%) respondents were from the age between 26 to 35 years. 21 (23.9%) were from the age group between 36 and 45 and 2 (2.3%) were from the age group between 46-55 years. The statistics signify that all age groups were considered during employments process of the selected Non-Governmental organizations. However, a large number of employees who were more than half were from the age group between 26 to 35 years. This implies that the age group between 26 and 35 years are the one who is at the product level and available in the labor market. Therefore, many organizations prefer this age group, though it is hard to retain such kind of employees because they are ambitious and opportunistic. Figure 4.1 illustrates.

#### **4.2.3 Respondents Education Level**

Again, education level was considered as an important attribute to consider when assessing factors associated with effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations in Dar es Salaam. This was

because, education was assumed to have a crucial role in enabling respondents to understand different questions on the factors associated with effective implementation of Monitoring and Evaluation in selected Non-Governmental Organizations. The study found that 68(77.3%) hold bachelor degrees, 11 (12.5%) were a diploma holder, and 9(10.2%) were holders of Masters and above. Therefore, the statistics indicate that all categories of education were considered by the selected organization during recruitment processes. However, many respondents were those who had secondary education. Table, 4.2 illustrates.

**Table 4.2: Respondents education level**

<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>
Diploma level	11	12.5
Bachelor level	68	77.3
Masters and above	9	10.2
Total	88	100.0

**Source:** Field Data (2020)

#### 4.2.4 Respondents' Experience

**Table 4.3: Respondents length of service**

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>
1-2 years	31	35.2
3-4 years	31	35.2
5 and above	28	29.6
Total	88	100.0

**Source:** Field Data (2020)

Respondents were asked to state their work experience with their current organizations. The study statistics indicate that 31 (35.2%) worked with their current organizations for the period of one to two years 31 (35.2%) worked between three and five years with their current organizations. 26(29.5%) worked with their

employer for five years and above. Therefore, the statistics shows that most of the respondents were new to their employers Table 4.3 illustrates the above findings.

### **4.3 Relationship between Staff training and Effective Implementation of M&E**

Training is the process of increasing knowledge and skills for someone to perform a certain work accordingly. In the current study researcher interested to know if there is any relationship between staff training in the selected NGOs and effective implementation of Monitoring and Evaluation. Several questions were posed before checking the relationships and here are the results; 72(81.8%) and 77(87.5%) admitted that trainings are frequently implemented and it helped to empower them to perform well respectively. Moreover 69(78.4%) and 60(68.2%) declared mentorship and coaching are provided respectively. Not only that 60(68.2%) agreed that M&E trainings are offered for employees and 52(59.1%) admits that their NGOs are having training facilities.

These findings imply staff trainings are provided to employees by using different methods such as coaching, mentorship and most NGOs had training facilities. These findings also supported by the interview findings as one respondent said

*“Training is frequently offered to employees’ which enable them to increase knowledge and skills for them to perform their job well, also various policies regarding employee’s management are accessible. Also, respondents said the issue of career development is mostly initiated by the employees not the employer”*

Wanjiru (2013), observes that the contents of the training contribute to effective M&E system. The findings concur to Njuguna (2016), hints that majority of had attended training frequently. Dobi (2012), stresses that the number of trained staff on

M&E determines implementation of effective M&E system.

**Table 4.4: Training attributes**

<b>Training issues</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>
Trainings are frequently implemented	72(81.8%)	11(12.5%)	5(5.7%)
Trainings empower employees	77(87.5%)	8(9.1%)	11(12.5%)
Mentorship helps me to acquire skills	69(78.4%)	16(18.2%)	3(3.4%)
Staff coaching is done in NGOs	60(68.2%)	17(19.3%)	11(12.5%)
Training facilities are available	52(59.1%)	18(20.5%)	18(20.5%)
Monitoring and Evaluation are frequently offered	60(68.2%)	16(18.2%)	16(18.2%)

**Source:** Field Data (2020)

Moreover regarding the relationship between staff training and effective implementation of Monitoring and Evaluation the study using correlations found that the correlation coefficient in table 4.5 gives a significant positive correlation value( $r=0.245$ ,  $p$  value 0.0031) which indicates a significant positive relationship between staff training and effective implementation of monitoring and evaluation in selected NGOs. The findings supported by Nasambu (2016) on the factors influencing the performance of monitoring and evaluation systems in non-government organizations in Lira District, Northern Uganda established that both respondents had received required training on M&E.

According to Jones (2011) monitoring and evaluations should be conducted by staff with relevant skills, enough resources and transparency in order to be quality. Also a research by Hardlife *et al.* (2013) on utilization of monitoring and evaluation systems by development agencies case of UNDP Zimbabwe highlights that monitoring and evaluation demands plentiful of skilled and knowledgeable personnel and suitable expertise to set up and manage the systems, and therefore training of

staff is inevitable, since organizations are required to monitor and make follow up on progress at each level (at input, output, outcome and impact) of the monitoring and evaluation system. Furthermore, execution of M&E mandate cannot be accomplished with insufficient skilled human capacity.

**Table 4.5: Correlations output on the relationship between training and effective implementation of M&E**

		IME	TRN
Spearman's rho	IME	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	88
	TRN	Correlation Coefficient	.245*
		Sig. (2-tailed)	.0031
		N	88
*. Correlation is significant at the 0.05 level (2-tailed).			

#### **4.4 Influence of top Management Support to Effective Implementation of Monitoring and Evaluation**

The study aimed to assess the influence of top management support on the effective implementation of Monitoring and Evaluation. Firstly, regarding the kind of support provided 52(59.1%) agreed that employer provide enough facilities which support effective implementation of Monitoring and Evaluation, likewise 56(63.6%) declared to be training on Monitoring and Evaluation functions. Not only that 71(80.7%) admitted that their employers set enough budget for M&E and they have policies which stipulate clearly how M&E functions to be done.

This is also supported by the findings from head of unit when responding to the question does the organization set budget for Monitoring and Evaluation, he said;

*“We set budget every year on all Monitoring and Evaluation functions,*

*however sometimes the amount released is lower than the amount set because our NGOs has faced with challenge of delayed donor funds and sometimes we received low fund from them, so to cover other operation costs we are forced to balance and transfer funds for other activities which were not initially planned for.”*

**Table 4.6: Management support issues**

Management support	Agree	Neutral	Disagree
My employer provides enough facilities for M&E	52(59.1%)	18(20.5%)	18(20.5%)
My employer offer M&E trainings	56(63.6%)	16(18.2%)	16(18.2%)
My employer set enough budget for M& E	71(80.7%)	7(8.0%)	10(11.3%)
Our NGO has policies which support M&E	601(69.3%)	19(21.6%)	8(9.1%)

**Source:** Field Data (2020)

The findings imply that for effective M&E system, staff members should undertake trainings as well as acquiring skills and knowledge in project management Nebris (2002). Juma (2015), acknowledges that training imparts required skills and knowledge to sufficiently set up and manage the monitoring and evaluation purpose effectively and to correctly use the system.

**Table 4.7: Correlations output on the relationship between management support and implementation of M&E**

		IME	MGS
Spearman's rho	IME	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	88
	MGS	Correlation Coefficient	.029
		Sig. (2-tailed)	.785
		N	88

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source:** Field Data (2020)

Moreover, regarding the relationship between management support and effective implementation of Monitoring and Evaluation the study using correlations and found

that the correlation coefficient in table 4.7 gives a weak positive correlation value ( $r=0.029$ ,  $p$  value  $0.785$ ) which indicates a weak positive relationship between management support and effective implementation of monitoring and evaluation in selected NGOs.

#### **4.5 Relationship between Capital Asset and Effective Implementation of Monitoring and Evaluation**

Capital asset was examined to test if there is relationship with effective implementation of Monitoring and Evaluation. The results depict 67(76.1%) NGOs possess enough finance to support Monitoring and Evaluation functions and have enough human resources for this function. Moreover 70(79.4%) agreed that their organizations are full equipped with Information and Communication technology infrastructure to support M&E. Furthermore 55(62.5%) agreed their organizations have enough physical resources for M&E.

The findings concurred with Khatiala (2013) on the influence of monitoring & evaluation tools and techniques on project delivery capability of HIV/AIDS interventions in Nairobi and Nyanza regions showed that monitoring and evaluation tools enhance project completion and success. The study recognized the importance of M&E protocols by highlighting the need to heighten the training of M&E officers as well as creating awareness on Monitoring and Evaluation processes and procedures, enforcing of the existing structures, documentation of lessons learned and the tailoring of Monitoring and Evaluation solutions to the local setting.

**Table 4.8: Capital assets attributes**

Capital Asset	Agree	Neutral	Disagree
My employer posses enough finance to support M&E	67(76.1%)	19(21.6%)	2(2.3%)
The organization has enough Human Resources for M&E	67(76.1%)	19(21.6%)	2(2.3%)
Organization is fully equipped with ICT infrastructure	70(79.4%)	28(31.8%)	0(0.0%)
Organization has enough physical resources for M&E	55(62.5%)	26(29.5%)	7(8.0%)

**Source:** Field Data (2020)

Moreover regarding the relationship between capital asset and effective implementation of Monitoring and Evaluation the study using correlations and found that the correlation coefficient in table 4.10 gives a negative correlation value( $r=-0.072$ , p value 0.507) which indicates a negative relationship between capital asset and effective implementation of monitoring and evaluation in selected NGOs. These findings could imply that having capital asset is not a guarantee for an organization to effectively implement Monitoring and Evaluation but rather management commitment and competence of its employees will make M&E effective. This implies that conducting M&E activities needs the organization to put in ample resources.

The findings are contrary to Keng'ara (2014) in Kenya revealed that capital assets enhance effective implementation of monitoring and evaluation. The study revealed in Kenya disbursement of funds from donor is usually done through direct payments and special accounts even though there are other methods like reimbursement and reimbursement guarantee (Ibid).On same note the study focused more on assessing disbursement procedures and their effect on implementing public projects and did not manage to look into other private projects.



The findings concur with Njama (2015) at which most of the respondents in her study mentioned that there was a separate budget allocation and but organizations did not ensure timely provision of funds. Moreover organization can have a well skilled and knowledgeable people but without budget nothing can be done, therefore budget is everything in the organization as well as to make M&E system effective and efficient. The finding of the current study is contrary to Chaplowe (2008) who argues that there should be sufficient budget for M&E activities. (Jack et al, 2006), observes that enough funds are necessary for execution and running of M&E. The findings imply that NGOs delay releasing of funds for M&E activities. Mapunda (2015), reveals that there was a delay of funds which affect the implementation of monitoring and evaluation activities.

Also the findings contradict with the study by Nyakundi (2014) on factors influencing implementation of monitoring and evaluation processes on donor funded projects at gruppo per le relazioni transculturalgrt project in Nairobi county showed that budgetary allocation influences the implementation of M&E activities. The study further showed that there were limited funds allocated for M&E which hampered the project performance as supported by 69.4% of the respondents who stated that the funds were inadequate. The study further showed that monitoring and evaluation budget should certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. The study also showed that donors put emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding to very large extent.

**Table 4.9: Correlations output on the relationship between capital asset and Effective implementation of M&E**

		IME	CAP	
Spearman's rho	IME	Correlation Coefficient	1.000	-.072
		Sig. (2-tailed)	.	.507
		N	88	88
	CAP	Correlation Coefficient	-.072	1.000
		Sig. (2-tailed)	.507	.
		N	88	88

\*. Correlation is significant at the 0.05 level (2-tailed).

#### **4.6 Influence between Employees Competence and Effective Implementation of M&E**

The study found employees of the selected NGOs have enough skills on Monitoring and Evaluations as 56(63.6%) acknowledged to possess the skills, likewise 66(75.0%) agreed to have enough knowledge on M&E, 51(58.9%) and 60(68.2%) had enough experience and high commitment towards their work on evaluation. The findings imply that for effective M&E system, staff members should undertake trainings as well as acquiring skills and knowledge in project management Nebris (2002). Juma (2015), acknowledges that training imparts required skills and knowledge to sufficiently set up and manage the monitoring and evaluation purpose effectively and to correctly use the system.

**Table 4.10: Employees competence attributes**

<b>Employees skills</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>
I have enough skills on M&E	56(63.6%)	26(29.5%)	6(6.8%)
I have enough knowledge on M&E	66(75.0%)	18(20.5%)	4(4.5%)
I have enough experience on M& E	51(58.9%)	26(29.4%)	11(12.5%)
My commitment to work is very high	60(68.2%)	19(21.6%)	9(10.2%)

**Source:** Field Data (2020)

Moreover regarding the relationship between employee competence and effective implementation of Monitoring and Evaluation the study using correlations and found that the correlation coefficient in table 4.12 gives a positive significant correlation value ( $r=0.469^{**}$ ,  $p < 0.000$ ) which indicates a significant positive relationship between employee competence and effective implementation of monitoring and evaluation in selected NGOs. This is supported by Mulandi (2013) on factors influencing performance of monitoring and evaluation systems of non-governmental organizations in governance in Nairobi County found out that technical expertise has significant influence on the implementation of M&E activities.

**Table 4.11: Correlation output between Employee competence and effective implementation of M&E**

		IME	COM	
Spearman's rho	IME	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.	
		N	88	
	COM	Correlation Coefficient	.469 <sup>**</sup>	1.000
		Sig. (2-tailed)	.000	.
		N	88	88
** . Correlation is significant at the 0.01 level (2-tailed).				

**Source:** Field Data (2020)

The study further observed that the programme officers working in these NGOs had received the necessary training in monitoring and evaluation either formally or through in-service training besides having several years of experience working with monitoring and evaluation systems. This augments the argument by Acevedo et al. (2010) that both formal training and on the job experience are important in developing evaluators.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Overview**

This chapter comprises of summary of the findings from the research, conclusion as proposed by the researcher, recommendations and areas for further study.

#### **5.2 Summary**

The study investigates factors associate with effective implementation of Monitoring and Evaluation in selected Non-Government Organizations in Kinondoni District in Dar es Salaam. Specifically, the study focused on staff training, capital asset, employees' competence and top management support. The study was based on pragmatic epistemology where mixed research design employed and data were collected using both questionnaire and interview guide. The sample size of the current study was 88 respondents.

Data were analyzed using both descriptive and inferential statistics. Results show that employees' competence has positive significant relationship between effective implementation of Monitoring and Evaluation, followed by staff training and top management. The study also finds negative relationship between capital asset and effective implementation of Monitoring and Evaluation. The study concluded staff competence and staff training under study influence the implementation of M&E activities. The study recommends that M&E officers and project managers be given in-service training to enhance their competencies and more resources allocated to M&E.

### **5.3 Conclusion**

#### **5.3.1 Relationship between Staff Training and Effective Implementation of Monitoring and Evaluation**

Relationship between staff training and effective implementation of monitoring and evaluation, the study concludes that there is a significant positive relationship between staff training and effective implementation of monitoring and evaluation in selected NGOs.

#### **5.3.2 Relationship between Management Support and Effective Implementation of Monitoring and Evaluation**

Relationship between management support and effective implementation of Monitoring and Evaluation the study concludes a weak positive relationship between management support and effective implementation of monitoring and evaluation in selected NGOs.

#### **5.3.3 Relationship between Employee Competence and Effective Implementation of Monitoring and Evaluation**

Regarding the relationship between employee competence and effective implementation of Monitoring and Evaluation the study using correlations and found that the correlation coefficient gives a positive significant correlation value ( $r=0.469^{**}$ ,  $p < 0.000$ ) which indicates a significant positive relationship between employee competence and effective implementation of monitoring and evaluation in selected NGOs. Lastly: The study found capital asset has negative relationship with effective implementation of Monitoring and Evaluation. Conclude based on specific

objectives (kichwa cha habari kitokane na specific objective).

#### **5.4 Recommendations**

M&E being a new field, training is very crucial in building M&E employees' competence which will enable to manage M&E system effectively. Therefore, more M&E formal and refresher trainings should be arranged in the organizations so as to build capacity of M&E personnel.

NGOs management should put emphasize to the M&E department to plan systematically the activities prior to the M&E work plan and submit the budget request as early as possible to reduce the lengthy of review and approval processes from Finance Department. Also, there is a delayed release of funds for facilitating M&E activities by organizations. Therefore, the management team should devise an effective approach as well as increasing awareness on M&E activities for the programme success.

#### **5.5 Area for Further Studies**

Similar studies should be carried out in other areas of the sector and also in other sectors like education and environment where there are various number of dynamic NGOs. Furthermore, there is a need for future researchers to carry out a study on the influence of other factors in determining effective monitoring and evaluation system.

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## APPENDICES

### APPENDIX I: SURVEY QUESTIONNAIRE FOR NGOs

**Dear respondent,**

I am a student of Open University Tanzania pursuing a Masters Degree. I am in my second year of study and as part of the program's requirements; I have to conduct a research study. The study is on **'FACTORS ASSOCIATED WITH EFFECTIVE IMPLEMENTATION OF MONITORING AND EVALUATION IN SELECTED NON-GOVERNMENTAL ORGANIZATIONS IN KINONDONI DAR ES SALAAM**. This questionnaire has been designed for the sole purpose of collecting data on above mentioned topic. Therefore, I am requesting you to respond to the best of your knowledge. The data you provide will be treated as highly confidential, solely used for academic purposes and not otherwise. You are kindly asked to fill out this questionnaire by putting a "tick" against the applicable cell or provide your answer to the space provided. Your participation is highly appreciated.

#### SECTION A: SURVEY IDENTIFICATION

1.1	Questionnaire number	
1.2	Date of interview	
1.3	Time of interview	
1.4	Title of interviewee	
1.5	Name of NGOs	
1.6	Key activity/activities of the NGOs	

**Please indicate one of the correct answers with tick (√).**

#### 1. Age

1 18-25 years

2 26-35 years

3 36-45 years

4 46-55 years

5 56 and above

## **2. Gender**

1 Male

2 Female

## **3. Level of education**

1 Secondary level

2 Certificate level

3 Diploma level

4 Bachelor level

5 Above bachelor

## **4. Length of service**

1 1-2 years

2 3-4 years

3 5 and above

## **Section B: Staff training effective implementation of Monitoring and Evaluation**

STRONGLY AGREE= SA

AGREE = A

NEUTRAL = N

DISAGREE = D

STRONGLY DISAGREE = SD

Type of variable	Description of Variables	1=S A	2= A	3= N	4= D	5=S D
<b>Staff Training</b>	• Training is frequently carried out in the organization for the purpose of implementing Monitoring and Evaluation					
	• Training has empowered me to perform my role in Monitoring and Evaluation to the best of my ability					
	• Through mentorship I have acquired skills that have helped improve my performances					
	• I feel privileged to be coached in monitoring and evaluation					
<b>Top management support</b>	• My employer provide of enough facilities to support implementation of Monitoring and Evaluation					
	• My employer offer several trainings on Monitoring and Evaluation to employees					
	• My employer set enough budgets for Monitoring and Evaluation					
	• Our organization has policies which stipulates clearly all issues of Monitoring and Evaluation					
<b>Employees skills</b>	• I have enough skills regarding Monitoring and Evaluatio					
	• I have enough Knowledge on Monitoring and Evaluation					
	• I have an experience in Monitoring and Evaluation					
	• I am committed on my work of Monitoring and Evaluation					
<b>Capital Assets</b>	• My employer posses enough finance to support Monitoring and Evaluation function					
	• The organization has enough human resources for Monitoring and Evaluation					
	• The organization is fully equipped with information resources					
	• The organization has enough physical resources which force the employer to implement Monitoring and Evaluation					
<b>Effective Monitoring and Evaluation</b>	• There is tracking reports					
	• The risks of project failure is low					
	• Reduction in cost of capital and improvement in shareholder value					

**APPENDIX II: INTERVIEW FOR THE TOP MANAGEMENT**

1. Does the organization implement Monitoring and Evaluation?
2. Do you have special unit/ department dealing with Monitoring and Evaluation?
3. Do you set budget for Monitoring and Evaluation? If yes, do you think the budget set is enough for monitoring and evaluation?
4. Does the organization have clear policies regarding monitoring and evaluation?
5. Do you have enough staff for the function of monitoring and evaluation? Are the employees competent enough for the functions?
6. What challenges does the organization face when implementing Monitoring and Evaluation?
7. What is your plan towards improvement of Monitoring and Evaluation Function?