**ASSESSING FACTORS FOR EFFECTIVE PARTICIPATION OF STAKEHOLDERS IN NGO’S YOUTH-LEAD PROJECT MONITORING AND EVALUATION IN DODOMA CITY COUNCIL**

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**DEPARTMENT OF ECONOMICS AND COMMUNITY ECONOMIC DEVELOPMENT**

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# CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: ***“Assessing Factors for Effective Participation of Stakeholders in Ngo’s Youth-Lead Project Monitoring and Evaluation in Dodoma City Council”.*** In partial fulfilment of the requirements for the Degree of Master of Arts in Monitoring and Evaluation of the Open University of Tanzania

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I, **Emmanuel William Yohana** 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 fulfilment of the requirements 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 work is highly dedicated to my lovely wife (Odether Elizeus Kanyabuhura), and My beautiful children, the Tipple ‘E’ (Erick Emmanuel, Evance Emmanuel and Elnathan Emmanuel) considering their valuable contribution, help, heartening, motivation and inspirations during the period of my studies and especially during research period. They really played a big role in making this study possible.

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# ABSTRACT

This study was about Assessing Factors forEffective Participation of Stakeholders in NGO’s Youth –lead Project Monitoring an Evaluation in Dodoma City Council. A descriptive design was used by the researcher where primary and secondary data were collected from 8 NGOs with sample size of 245 and processed using Statistical Package for Social Science (SPSS) version 20. It was found that despite of few youth reported of being participated in planning and implementation of the youth lead project M&E, they were rarely participated. Involvement of various stakeholders in program M&E, improves its quality and help address local needs. It was also found that, donors are involved in some stages; community was involved in very few stages; government was involved in some stages; while youths were involved in some stages of M&E system of the youth-lead projects. Lack of awareness among stakeholders, Budget constraints Intangible impacts of the youth lead project and Organization initial planning procedures had statistical significance influence to effective participation of stakeholders in youth lead project M&E. It was recommended that; there should be additional financial resources towards participatory M&E activities, staff and stakeholders capacity building in M&E skills and knowledge and involves stakeholders from the initial to final planning procedures.

**Keywords:** Monitoring; Evaluation; Participation; Projects; NGOs; Stakeholders

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# LIST OF ABBREVIATIONS

CEO Chief Executive Officer

DOYODO Dodoma Youth Development Organization

KMO Kaiser-Mayer Olkin

LGAs Local Government Authority

LGDG Local Government Council Development Grant

M&E Monitoring and Evaluation

MED Marafiki wa Elimu Dodoma

NGOs Non-government Organizations

SPSS Statistical Package for Social Science

UN United Nation

URT United Republic of Tanzania

VOOM Volunteers Opportunity Makers

WB World Bank

WWII World War II

Y4SED Youth for Social Development

YES Youth Empowerment and Support

YVDO Youth Village development Organization

# CHAPTER ONE

# INTRODUCTION

## Background of the Problem

Participatory in Monitoring and Evaluation has gained importance over convectional approaches to monitoring and evaluation over the past ten years, whereas M&E has been judgmental, PM&E seek to involve all key stakeholders in the process of developing framework for measuring results and reflection on the projects achievement and proposing solutions based on local realities (Coupal,2001).

Globally youth led projects receive millions of injections for their project implementation on community to stabilize living condition, however they typically have finite lifetime. This has been contributed by several aspects along with poor participation of stakeholders throughout the project life cycle (Temba, 2015).According to human capital, project sustainability depends on institutional management involvement in project to be empowered in terms of information, skills and resources while a study of (Toscano, 2013). Participation of local community is an important factor for project effectiveness and sustainability.

According to UNICEF (2019), there has been considerable progress in enhancing adolescent participation; it remains limited in monitoring and evaluation (M&E). Yet the benefits of adolescent participation in monitoring and evaluation (APM&E) are widely recognized such as, helping M&E efforts gain better, more authentic data on  
issues relevant to young people, for enhanced decision-making. It can thus bolster  
the credibility of evidence, and of decisions made based on that evidence also it fosters empowerment, both through the development of specific M&E skills (“evaluative thinking”) and through involvement in a meaningful process with other adolescents and with adults. Adolescents are treated with dignity and can forge intergenerational partnerships that may energize collective change based on evidence. In practice, some staff in UNICEF and beyond may have limited experience regarding the steps and resources needed to meaningfully engage with adolescents in M&E activities. Others may worry that participation might be exploitative, unsafe or unethical. It is thus a challenge to youth participation.

M&E encapsulates the systematic participatory process which tracks the project process (Kamau, 2017). This has become a crucial instrument of program management and lifeblood of successful program implementation because through it organization can easily afford the opportunity for necessary collection interventions that enhance achievement of set of goals (IFAD, 2002). However in many countries specifically developing countries, organizations fails to deliver key essential service to its target population due to problems such as miss allocation of resources, leakages or corruption, weak incentives and lack of tangible demand (Byamugisha, A. and Basheka, B. , 2015). This compounded by information asymmetries and lack of communication (Nathaniel, 2015)

While examining the best method for enhancing effectiveness and efficiency of implementing aid projects, (Crawford and Bryce, 2003) argued that the best way to achieve results for NGOs is stakeholders’ participation in Monitoring and evaluation. Engaging stakeholders is discussion concerning what, how and why of program actions is frequently empower for them and also encourage inclusion and aid meaningful participation (Donaldson, 2003). In modern years, sharing has been appreciated as an significant feature to be integrate in development projects; donors, governments and international organization are advocating participatory approaches with integrating people’s knowledge as basis for planning and change (Mebrahtu, 2002).

According to (Mtheth et al, 2016) stakeholders’ participation in M&E offers development organizations a host of opportunities for improving the performance of youth-lead and poverty alleviation programs and build management capacity to local partners. Accessible writing suggests that deficient in stakeholder’s participation in the acceptance of monitoring and evaluation system is the obstruction to suitable monitoring and evaluation. Stakeholders’ participation in the complete project is extremely serious because it is obvious that as soon as the donors pull out from the project site and technicians leave the project collapse.

The practice of NGOs in Africa proposes that, extensively used M&E system have created incentives for deception rather than enhanced accountability and have contributed little to better project implementation or wider learning; rather than reinforcing accountability, they are weaving webs of dishonesty (Busilie, 2017). Such observation raise fundamental concerns about the dominant assessment tools, and better routes to meaningful development and ethical funding relationship (Mthethwa, et al ,2016). Good M&E system ought to incorporate views of all stakeholders since their participation is critical to project suitability which usually a result of a sense of ownership of the beneficiaries. According to (Busilie, 2017) the involvement of all stakeholders in the M&E process would greatly enhance its ownership by them.

Despite of the benefits that accrue from participating stakeholders in M&E system, many NGOs still do not involve them (Loveridge, 2011). (Peter, et al, 2013) reported that there is weak interest and commitment to participatory evaluation functions by both donors and African civil societies organizations. In Tanzania, currently there is growing interest of involving primary stakeholders in all process of planning and implementation of development activities including monitoring and evaluation. Despite the government incorporating aspects of participatory M&E including Five Years Development Plan (2016-2021) to underscore the participation of beneficiaries to rationalize coordination and organization for effective implementation; it has been investigated that large and small development schemes, government non-government have been supported by donors with limited community participation in the planning and implementation of, and contribution to both capital, operation and management (Mgoba,et al,2020).

## 1.2 Statement of the problem

Hilhorst and Guijt (2006) noted that while primary stakeholders are increasingly involved in some aspect of planning, their presence within the M&E of actions is very often lacking or inadequate. Ahenkan, Bawole and Domfer (2013:206) also observe that there are no clear structures and procedures for community involvement in the monitoring of development interventions in the districts though some structures for promoting community engagement during planning processes exist.

Also UNHR, (1948) outlined and insisted on participation of stakeholders in all segment of the project decision making. However in most cases, the community and stakeholders are only viewed as beneficiary of the projects (Peter,et al,2013); because they have little knowledge and competence, capacity as well as illiterate in running the projects (WWF, 2000) however (Karl, 2000) argued that local people participation in project intervention will achieve their objective if the targeted group will be included in the social change process.

M&E of youth led project in Tanzania is critical because a lot of donor and government resources are providing to local NGOs to implement various projects that cut across different issues that affect youth. The World Bank (2004), states that stakeholders should be involved in identifying the project, the objectives and goals of the project and identification of indicators that will be used in monitoring and evaluation (Nathaniel, 2015, Buckmaster, 1999).

Despite of its benefits, most of organization in developing countries do not have effective participatory mechanisms of M&E. KSPR (2012) reported that, M&E of social programs in East Africa is weak and where it is done, the information is not made public. Dobi (2012) reported that, participatory M&E in most of NGOs is still weak and not consistency throughout the project cycle. The number of donors funded social projects that never achieved their objectives since lacks commitment to participatory M&E. The extent to implementation of participatory monitoring and evaluation system in Dodoma community projects is influenced by poor sustainability of projects which attributed by implementers and beneficiaries overlooked from the process of planning and execution (Mgoba, S. A & Kabote, S. J, 2020).

Though there is a lot of literature (Peter, G., George, T., Kirui, K. and Luvega, C , 2013; Karl, 2000; Mthethwa, R. & Jili, N, 2016; Mgoba, S. A & Kabote, S. J, 2020) and Temba, 2015) on factors influence the performance of M&E system in an organization, not much has been addressed factors for low stakeholder’s participation in M&E, additionally no known study has been put attention to youth lead projects as it was inferred with little data available which has been put together based on contribution of stakeholders on project success. Despite of having number of up-and-coming local and international NGOs operating in Dodoma, whose activities are youth empowerment oriented, there have been no any substantial results in recent past (Abalang, 2016). Therefore, there was a need to conduct credible investigation as what factors affecting effective stakeholders’ participation in NGO’s youth-lead project monitoring and evaluation.

## 1.3 Objectives

### 1.3.1 Main objective

The main aim of this study was to assess factors for effective participation of stakeholders in monitoring and evaluation of NGO’s Youth lead operating in Dodoma city council.

### 1.3.2 Specific objective

1. To assess the factors for effective participation of stakeholders in project monitoring and evaluation in insuring project success.
2. To determine the level at which donors standard operating procedures influence adoption of participatory M&E system for youth-lead project management.
3. To assess the regulative and cognitive measures to enhance effective engagement of NGO’s stakeholders in undertaking M&E of youth-lead projects in the study area.

### 1.3.3 Specific Question

1. What are the factors affecting effective stakeholders’ participation in project monitoring and evaluation in insuring project success?
2. Which level does staff knowledge and skills influence adaptation of M&E system for youth-lead project management?
3. What are the regulative and cognitive measures to enhance effective engagement of NGO’s stakeholders in undertaking M&E of youth-lead projects in the study area?

## 1.4 Significance of the study

This study was very potential for NGOs, donor agencies; project management and M&E teams who are directly involved in creating and implement effective monitoring and evaluation systems. On the other hand, has added to the body of knowledge on monitoring and evaluation for NGOs and can be used as literature by researchers as well as recognize areas in relation to M&E which need more investigation.

Also, the study was particularly crucial to the NGO, agencies and project managers to develop knowledge and skills of M&E systems in youth lead projects in relation to financial resources towards effective system for international and national NGOs. The study will keep in knowledge the essences of regulative and cognitive measures to enhance effective engagement of NGOs stakeholders in undertaking M&E of youth lead projects.

## 1.5 Delimitation and scope of the study

This study was limited on assessment of the factors for low participation of stakeholders in NGO’s project monitoring and evaluation based on youth-lead organizations in Dodoma city council.

## 1.6 Limitation of the study

This study was limited by one main factor of time. Time was limited due to the fact that the study itself was broad and time limit while best informative respondents were difficult to find especially from youth-lead respondents who prefer to honor appointments because of other competing work responsibilities they have. Booking appointments for key informants of the study was made earlier especially to organization directors, M&E officials and other projects M&E prosecutors from selected NGOs.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Definitions of Key Terms

### 2.1.1 Monitoring

It is defined as the routine collection and analysis of data to track the progress against list of procedure along with make sure observance to ascertain standard, (IFAD, 2002). According to (UNDPE, 2002) Monitoring is useful in identifying tendencies as well as model to adopt strategies as well as report decisions to management of the project. Monitoring can be termed as a function with purpose of providing continuous interventions and its early progress indicators to management and stakeholders so as to meet the intended results.

### 2.1.2 Evaluation

The (UNDPE, 2002) defined evaluation as a systematically process of determining and assessing program or scenario merit, significant, values, and results of such initiatives through analysis of information related to outcomes, activities, and characters. Evaluation is the judgement made on the initiated program through analytically and objectively examining progress of achieving intended outcome. It is not a onetime activity, rather it examines assessment of contradictory scope and strength carried-out at several milestone responses to evolving needs for evaluative knowledge and learning during the struggle to meet intended outcome. It mostly deals in criterions including relevance, effectiveness, efficiency, sustainability and project impact.

### 2.1.3 Non- Government Organizations (NGOs)

URT (2011) Tanzania National Policy on NGO’s defined NGO as a self-governing charitable group of people or organizations and not profit making or sharing which is whether organized locally or internationally to facilitate economic legitimacy, social-cultural development or advocacy on social issues with public interest or group of people or organization.

### 2.1.4 Stakeholders

According to (ADB, 2000) Stakeholders are peoples or community who may direct or indirectly, positively or negatively affect or be affected by the outcome of the project or program in which there are primary and secondary stakeholders. Primary stakeholders are the beneficiary of development, intervention or those directly affected by project. Secondary stakeholders are those who influence a development intervention or are indirect affected by the project.

### 2.1.5 Stakeholders Participation

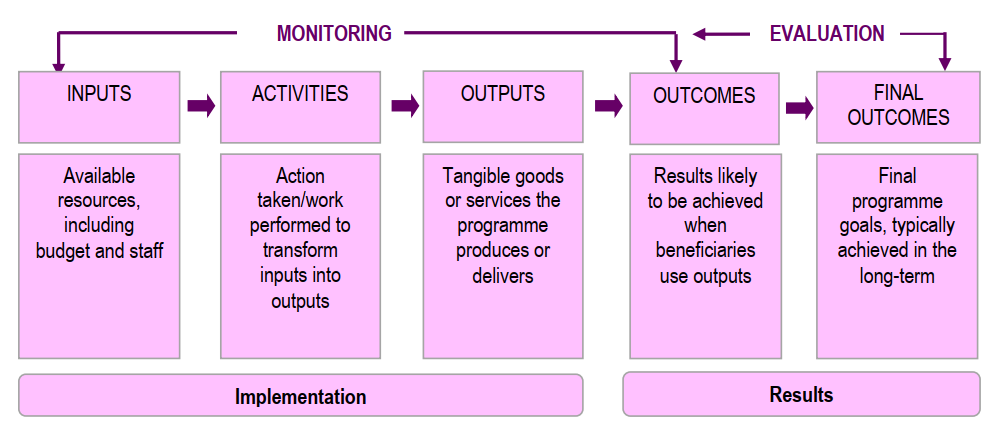
Since late of 1970s stakeholder’s participation has been with range of meaning interpretation; it termed as actors dialogue-based association which built when agenda is set jointly among the local views and knowledge of indigenous are sought and appreciated (OECD, 1994). Also, it can be termed as individual’s involvement in deciding on the planning, implementation process of the program and share benefits of development program as well as to intervening progress of a given program (Cohen and Uphoff, 1977).

## 2.2 Theoretical Literature Review

This study adopted the Theory of Change and the Theory of Logical Model.

### 2.2.1 Theory of Change

According to a well-known evaluator Rogers (2014) argued that each project comprises with beliefs, assumptions and hypothesis on how changes occurs about the how individuals work or organization, political or even ecosystems. This theory is concerning on communicative many fundamental assumptions on how change is going to happen in a program and how monitoring and evaluation will deliver the intended outcomes. The theory of change employs a logical framework on outlining how input sequences, activities with program outputs and planned objective can be attained. A fundamental chain map between inputs, activities, output, outcomes and aim portrays financial, human and other resources; actions or work performance to translate inputs into outputs; produced goods and delivered services; use of outputs by target groups; and financial, long-term outcome of intervention (Loveridge, 2011). He went further on discussion that this theory developed for an intervention which activities and its objectives can be explained and well planned ahead of time of those changes and adapts in response to up-and-coming issues and partners and other stakeholders’ making decision.



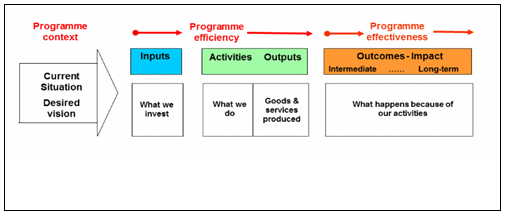
In the chain above monitoring system would continue intervening program invested resources, activity implementation in planned timeline, and deliver commodities. Evaluating performance of a program judge’s relationship between input and output as well as outcomes happening immediately at a given time.

This theory was employed in this study because it emphasizes the participation of project stakeholders and partners for its better success, a thing which is the core issue in this study.

### 2.2.2 Theory of Logical Model

The logical model process has been used by managers in describing how effective youth lead M&E is. It describes the association among project resources, activities, output, intermediary and long-term outcome associated to definite circumstances. As a program described in a logical model method, its critical performance measurement also identified, Paul, McCauley (2014).

The logic models are conceptual structure real life process representation which describes the assumption underlined upon which a given activity is planned to read to intended specific goal. According to (Paul, McCauley 2014), the logical model explains cause and effect relationship series to communicate the way towards achieving the intended outcome of the project.



This Logical Theory Model was employed because it illustrates the project components and creating one helps stakeholders clearly identified outcomes, input and activities while theory of change was illustrating the link between the outcomes and activities to explain how and why desired change were expected to come about.

## 2.3 Principles of Monitoring and Evaluation

The positive impact and success of M&E functions for the youth lead organization programs depends on application of a set of agreed fundamental principles including;

### 2.3.1 M&E is everybody’s’ job

This principle states that, M&E should be everyone’s job from the CEO to junior officer; it should be undertaken by every unit, division and department within an organization and should be carried out by every NGO departments. This principle emphasizes the importance of having a strong coordination unit or department or division within organization.

### 2.3.2 Cost effectiveness of the activity

According to this principle any part of undertaking M&E activity should make sure that its cost is as much lower than the value of the results of the activity by undertaking necessary steps to minimize costs of M&E activities.

### 2.3.3 Stakeholders Participations

In easiest way this principle states that, any M&E intervention as participants who have a stake and should be invited and become originator, sponsors, contributors, or beneficiaries during the process of development of the M&E interventions, operational and dissemination of findings. This will increase a sense of ownership and all stakeholders will work towards successfully completion of the interventions.

Application of the above principles in day to day work of youth lead organization will make M&E as value addition activity which will become basis for empowering youths due to changing of mindset of managers, organizational culture, instilling performance culture and improving service delivery.

## 2.4 Stakeholders Participation in M&E and performance of NGOs programs

According to (WB, 2016) emerging emphasis in participation approaches toward development recognizing participatory M&E on enhancing information quality. Garbutt (2013) argued that there is of no employment system of a complex M&E once parties cannot understand data which deploys information you need. Stakeholders’ participation in M&E allows stake holders in different level to slot in monitoring and evaluation a given project or policy by sharing their thoughts control over content, process activities and M&E findings, identify and take remedial actions wherever needed (Sirker, World Bank and Ezemenari, 2010)

### 2.4.1 Importance of Stakeholders involvement in M&E

Simister (2009) argued participation of stakeholders in M&E influence best and quality data collection and analysis as well as ensures program service beneficiaries have right to be part of the program in all angles of activities which may influence level of engagement over their lives. Therefore, it leads to amplify chance of program meeting its planned goals based on the level of beneficiaries, stakeholders and client’s engagement, things which are vital to success (UNDP, 2009). Actions are needed to promote stakeholders’ level of satisfactions with their role in M&E activities from the local level to international stakeholder’s level; because its failure may cause project activities rejection. Were (2014) observed that miss understanding, anger and outright sabotage in development program can emerge if it defines resources use while excluding local individuals in making decision. Implying that stakeholder’s engagement in process of M&E generate appropriate and enough data which are the catalyst to the project service delivery. UNFPA (2001) argues that, stakeholders’ involvement in different program level including central decision-making level as well as local implementation level which involves communities in program designing, implementing, and M&E level, enhances program quality and helps in focusing in local needs.

Involving of various group marginalized in the society including women and youths has been documented as vital for project success. This has been proved by a study of Srinivas (2015) which argued that, marginalized group involvement in all level of decision making in micro of macro level will influence success of a program in a broader way as well as community section benefits. According to DFID (2010), youths are fundamental in effective development because once involved may improves development structure including facilitate cohesion among community and families, health risk reduction and livelihood improvement opportunities. However, studies still show that, involving these marginalized groups in critical decision making and M&E is still limited in both local and international NGOs.

## 2.5 Empirical studies

The study of (Busilie, 2017) on aspect of effective monitoring and evaluation system among non-government organizations operating in municipality of Kinondoni by employing method of non-probability sampling in collecting information from municipal director of M&, M&E officials and managers from the sample of 30 non-government organization. The author employed statistical package for social science research (SPSS) in analyzing and describing the findings. The results were stipulated in tables and charts. The study found that, monitoring and evaluation implementation system among local NGOs faced with limitations because of lacking resources. It was found that M&E staffs among local NGOs are incompetent a thing resulting to poor M&E tool selection, while management role about 80% of most of local NGOs had good responsibilities on their M&E system. However international organizations’ financial source, management and staff officials were associated with effective M&E system nevertheless had low number of local specialists. The study proves the recent pressure among NGOs in promoting participatory M&E which is more interested in accountability and transparency.

Furthermore, the study argues that, NGOs are going supplementary than relevance, sustainability, effectiveness, efficient and impact intervention. Regardless of this pressure still M&E system among NGOs are not organized full-bodied participatory M&E to meet internal and external stakeholders’ desires.

The study concluded that local NGOs M&E system were ineffective with reference to international NGOs systems. It was recommended that; managers must employ participatory M&E system by directing resources specifically financial resources for all M&E processes as well as capacity building among staff officials so that they can handle effectively participatory M&E.

The study of (Temba, 2015) on stakeholders’ degree of participation in program enhances program sustainability in Kenya. Cross-sectional survey design was employed to qualitatively analyze information collected from 70 sample space; where statistical package for social science software were used. It was found that, effective stakeholder’s participation in donor funded program sustainability must be introduced from the initial to final stage of planning and implementation. It was argued that, stakeholders’ participation main objective is mobilization of resources accountability, collaborative with partnership as well as material input.

According Mnaranara (2010) on assessment of benefits of involving community in proceeding school’s construction in Tanzania at Mlali and Mzumbe ward in Morogoro; collaborative participation in project monitoring and evaluation has significant role in project effective accomplishment. According the study, material provision participation was significant lead in community tenure and result in effective and sustainability monitoring and evaluation. The author highlights benefit of specialist’s skills and knowledge exploitation as a result of community people capacity building in conducting M&E might improve its effectiveness however it might be in minor activities.

The author made recommendation on importance of community mobilization to make local people join decision making process so that the project could be relevant to their needs.

According to Hodgkin (1994) on water supply project in rural area based on USAID WASH project worldwide, where a case study design with mix of qualitative and quantitative approach were employed; argued that, in adopting new approaches, sustainability requires flexibility and continuous analysis of the project where it must complies with participants commitment over a long term, and underlines on giving local institution capacity to realize sustainable standard procedures of the program success. The study also indicated that aspects that must be highlighted when needs to maintain monitoring and evaluation to promote project sustainability is to recognize and reach beneficiaries of the project, build capacity among themselves so as to fully involve them with other stakeholders in project design and implementation.

The study of Mthethwa R. M. et al (2016) investigated the problems in realizing M&E at Mfolozi Municipality. The author engaged secondary data documentations including municipality’s IDP and annual reports. Descriptive analysis used to explain the problems and found that, shortage of financial resources and insufficiently skills contribute to the ineffectiveness of M&E.

Wegayehu H. T (2014) conducted a study on practice of monitoring and evaluation problems of native NGOs implementing education projects in Addis Ababa. Simple random sampling technique for collection of quantitative data to substantiate qualitative data, six local NGO directories. Data were analyzed using SPSS and interrelated in descriptive statistics such as mean, SD and percentages. It was found that problems such as limited finance, insufficient baseline data, and shortage of expertise in M&E of a project effectively was significant. It was concluded that local NGOs were not effective in M&E through anticipated outcome of their projects articulated clearly mainly due to ineffectiveness planning for M&E.

Other similar study was conducted by Jose L. and S Kasule (2016) investigated on factor affecting application of results-based monitoring and evaluation by nurture Africa; the researcher employed a mixes research method to collect data from 40 informants. Survey, key informative interviews and document reviewed M&E tools. It was found that, significant number of the respondents disagreed that nurture Africa management provides capacity building for staff in M&E. However, it was found that, management was significantly providing capacity building for staff in M&E and sufficient funds for M&E activities.

## 2.6 Research Gap

The empirical literature review above has contributed to the understanding of the situation of participatory M&E among NGOs and local government authorities in Tanzania and elsewhere in the world by explaining the factors that affect effectiveness of M&E system in NGO (Busilie, 2017) stakeholders’ participation in project influences its sustainability; (Temba, 2015)Importance of community participation in an ongoing construction of school Marinara (2010) problems facing NGOs to implement M&E system Mthethwa RM, et al (2016) Kasule and Joseylee S (2016) and Wegayhu Huluka T (2014).

The little information reviewed above has never been put together to provide holistic picture of the situation about factors for low participation of stakeholders in NGOs M&E, specifically youth lead organization. This study was therefore conducted to address the knowledge gap in low participation of stakeholders in NGO’s project monitoring and evaluation based on youth-lead organizations.

## 2.7 Conceptual Framework

This conceptual framework explaining the relationship between independent and dependent variable. Where variables such as Lack of Awareness, Budget Constrain, Standard Procedures, Intangible Impact, and Initial planning process were independent variables which are the role of stakeholder’s participation in youth led organization projects M&E; while dependent variable was sustainability of youth lead program.

Lack of Awareness

Budget Constraints

Standard Procedures

Intangible Impact

Initial planning process

Effective Stakeholders Participation

### 2.7.1 Variables and measurement procedures

The dependent variable for this study is effective stakeholders’ participation in youth lead project M&E system, and was measures by independent variables such as lack of awareness, standard operating procedures, intangible impacts of the project and initial planning procedures. This variable was structured in questionnaire with binary categorical response, which intended to know whether respondents agrees on the presence of low stakeholders’ participation in M&E system or otherwise.

According to this study, lack of awareness, standard operating procedures, intangible impacts of the project and initial planning procedures are the catalysts to effective participation of stakeholders in M&E system. Independent variables were measures using five ordinal responses where 1=Very Strong, 2=Strong, 3=Moderate, 4=Weak, and 5= Very weak.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Chapter overview

This chapter presents how the study was conducted. The chapter consists of research philosophy, the design of the research (research design), population of the study (study population), sampling procedures, data collection methods, data analysis process and ethical consideration of the study.

## 3.2 Research philosophy

The philosophy in research is development of research assumptions based on how information about a research problem was collected, processed and employed in analysis. Describing a worldwide view informant by Use the "Insert Citation" button to add citations to this document.

A prediction of the philosophy on the social reality nature, understanding, ethical systems and values is termed as research paradigm (Patton, 2002). According to Western Tradition of Science, there are two major philosophy includes; positivist and Interpretive. Positivist is scientific process of substantiation which uses quantitative paradigm of the research whereas interpretive or anti-positivist is the research philosophy which uses interpretation and intervention of the phenomenon in reality by using qualitative paradigm.

This study engaged pragmatism philosophy which involved both qualitative and quantitative paradigm because this method provides perfect and legitimate presentation of findings based on research objective.

## 3.3 Research design

According to (Enas, Ismail, & Tahani, 2021) research design is the stipulation array of conducting data collection, analyzing in good way which its purpose is to compare relevance to research objectives with procedures and economy. It is from this base that this study adopts descriptive research design, which involves a cross-sectional review, used questionnaires for data collection from youth-lead organization in Dodoma. This approach was deductive as it begins with hypothesized predictions, collect data and test whether the data offers information as evidence in support of the prediction. According to (Mugeda O. M. and Mugeda A. G, 1999) descriptive research studies are those which concerned with describing the characteristics of a particular individual or group and ascertain whether variables are associated.

## 3.4 Population of the study

Population is the group of interest to the research group to which she or he would like the results of study to be general. Also, (Thomas, 2021) defined that population refers to the total of the items about which information is desired targeted population. (Mugeda O. M. and Mugeda A. G, 1999) defines population as a complete set of subjects that can be studied including, people, objects, animals, plants, organizations from which sample may be obtained.

The population of this study was eight (8) nonprofit NGOs which implements youth lead projects within Dodoma City Council. Inclusion criteria was that it must be a youth lead NGO which currently implementing a youth lead project around Dodoma City Council. They included the following:

1. Youth Empowerment and Support (YES)
2. Marafiki wa Elimu Dodoma – MED
3. Youth Village development Organization (YVDO)
4. Youth For Social Development (Y4SED), Dodoma
5. Volunteers Opportunity Makers (VOOM)
6. Dodoma Youth Development Organization (DOYODO)
7. Endless Success Foundation
8. Mutual Generation of Tanzania

The study collected data from project managers, M&E officials, projects coordinators as well as project beneficiaries from the above-mentioned Youth-lead NGOs from Dodoma City Council.

## 3.5 Sample and Sampling Technique

### 3.5.1 Sample

According to Creswell J & Creswell, (2018) sample defined as the collection item or characteristics of the population from which judgement is made upon it to represent overall population of the study from which it selected. Sample is the number of items, objectives, scenario, phenomena, events selected from universal population with similar characteristics to act as representative of population.

### 3.5.2 Sampling technique

The procedure of selecting sample of population is known as sampling, which refined as implementation of different strategies and techniques in selection of individual item or subsection of the entire population to make statistical references on characteristics of population in establishment of the study. Basically, there two sampling techniques which are probability sampling that defined as procedures of selecting sample size from population randomly whereby the set of criteria are implemented to govern random selections and non-probability sampling technique which is the random selection of representative of the population whereby individual does not have equal opportunities. This study used mixed sampling technique through using probability and nonprobability.

### 3.5.3 Sampling Design

According to (Creswell J. W., 2019) Sample design submit to the practice or the process the examiner implements in deciding on items for the sample. The sampling techniques adopted in this study included probability and non-probability sampling techniques in selecting the representatives of the study population. There was purposive sampling which was used to select key informant of the research. The technique provided a sample which was more representative, accurate, easy to administer, and led to results that was more reliable also the method provided valuable and rich information specifically in early stage, hence it was less cost and convenient. While probability sampling was employed to other youth-lead project beneficiaries which provided equal chance of them being representatives by using lottery random methods.

### 3.5.4 Sample Size

According to (Creswell, 2019) Sample described as a gathering of a little parts of the inhabitants on the basis of which conclusion is made. The sample was small enough to make data collection convenient and large enough to be a true representative of the population from which it was selected. The sample filled the requirements of efficiency, reliability and flexibility (Thomas, 2021). The sample that was used in this study involved youth lead organization officers from Dodoma City council and youth beneficiaries of the youth lead projects implemented by youth lead organizations.

Sample size refers to a number of observations in a sample. Under this study, 245 respondents were expected to be used which was selected from different areas within Dodoma City Council whereas the information collected were used to make conclusion on the research problem since Dodoma City Council has a population size of 410,956 according to the population Census of 2012. The following equation of Fisher *et al* (1991) was used to determine the sample size of the respondents.

n=Z2pq/d2where: n = the desired sample size

Z = the standard normal deviation, which is 1.96 set at 95% confidence level

p = Population proportional of Dodoma Town [(410,956/2,083,588)100] is 19.7%

q = 1.0 – p = 0.803

d = Degree of accuracy set at 5% (0.05).

n = (1.96)2 x 0.2 x 0.803

(0.05)2

n= 245

### 3.5.5 Sampling Frame

The sample frame is the specific source of respondents that is used to draw the sample from. The sample frame of this study included NGOs staffs (Executive directors, M&E Officers, Program Officers) and Community members especially youth (Project beneficiaries) of which projects are implemented under the community development department) as categorized in the below Table.

**Table 3.1 Categories of Respondents**

|  |  |  |
| --- | --- | --- |
| **Category** | **Method** | **Respondents Distribution** |
| Executive Director or M&E officer | Interview | 8 (1 from each NGO) |
| Program Officers/Coordinators/staff | Questionnaires | 48 (3 from each NGO) |
| Youth beneficiaries | Questionnaires | 165 (At least 20 from each) |
| Youth beneficiaries | Focused Group Discussion | 24 (3 from each NGO) |
| **Total** |  | **245** |

## 3.5 Area of the research

This study covered Dodoma City council in terms of area. It is found between latitude 6057I and 3082I and longitudinally between 36026I and 35026I. Dodoma as a region has 41,311 Kilometer Square with 7 districts 29 division and 209 wards with 2,083,588 population; however, the study was conducted in Dodoma City Council which has 2,576 Kilometer Square 4 division and 41 wards; according to the 2012 census its population was 410,956 with 199,487 males and 211,469 females.

## 3.6 Data Collection Methods

There were two major sources of data in this study, including primary and secondary source. According to (Morrison, Manion, & Cohen, 2017), primary data includes information gathered freshly from the first as a first hand, therefore they are original in character; whereas secondary data are those gathered from other research, books, journals and documentations, they termed as processed information. Answering of research questions depends on these two sources; therefore, this study will gather data using the following instruments

### 3.7.1 Interview

According to (Kothari, 2004) interview is referred to as technique of collecting data where every respondent asked question verbally or oral communication with the researcher. In this study interviews with aid of interview guides. In-depth interview method was employed because it is fairly flexible, adaptable and it was applied to potential people and it helped that vital information was obtained in detail and well explained. This study also employed interview because the researcher wanted to gather professional and technical information from NGOs’ officials such as Executive director or M&E officer and youth beneficiaries from each of the 8 organizations.

### 3.7.2 Questionnaire

According to Saunders et al., (2003) is the technique of collecting information where each respondent is asked questions to answer on provides set in pre strong-minded order. The researcher employed self-administered question with both open-ended and close ended question. This method was used since it is the most flexible tool in studying respondent’s perception and opinions as it possesses peculiar advantage over other tools in obtaining both qualitative and quantitative information. Questionnaire tools were used to administer questions to programs beneficiaries and other managers and officers from the study sample.

### 3.7.3 Focused Group Discussion

This study also employed focused group discussion to collect stakeholder’s opinions and ideas on the factors for the participation of stakeholders in NGO’s monitoring and evaluation activities in the selected area of study; where three groups with 8 representatives from each NGO were involved. It is a form of qualitative research where questions are asked about their perception’s attitudes, beliefs, opinion or ideas (Enas, Ismail, & Tahani, 2021).

## 3.8 Data processing and analysis

The data of this study was analyzed with the use of Statistical Package for Social Science (SPSS) version 20. Database platform was sorted, coded, analyzed and interpreted using descriptive statistical techniques. Set of data were described by using percentage and coefficient of variation are presented by using tables. Correlation analysis was also carried out to test relationship between variables together with multiple regression analysis to determine the effect of each of the independent variables and the dependent variable.

## 3.8.1 The regression equation

As quantitative data were analyzed in Bivariate and multivariate level of regression analysis to control the possible comforting effects and to asses’ separate effects of each variable at less than P-Value of 0.05 significant level of statistical association; Bivariate analysis looks at two paired data sets studying whether relationship exists between them while multivariate analysis uses a group of variables (data sets) in the same model and analyzes which if any are correlated with dependent variable.

Qualitative data were collected from interview and transcribed from Swahili to English, responses arranged in general categories and aspects that was identified in the interview guide then was coded. Common theme to be identified was made, transcript cleaned and saved in plain text file and conclusion was made then and triangulated with data from questionnaire.

## 3.9 Reliability and Validity

### 3.9.1 Reliability

To test the internal consistent of the measuring instrument (Likert scale), a Cronbach’s alpha test was applied. Cronbach’s Alpha is a tool for assessing reliability scale which is used for participation of stakeholders on youth-lead organizations’ M&E system. Cronbach’s alpha reliability coefficient normally ranged between 0 and 1. The coefficients were closer to 1.0, which implied the greater is the internal consistency of the items variables in the scale as argued by (George and Mallery, 2003).

This study assumed that Cronbach’s Alfas was below 45% indicating poor internal consistence of the variables, while between 45% and 75% indicated good while above 75% was excellent internal consistence. Generally, the internal consistency for the data was 0.592 for data collection instrument and Cronbach’s Alpha based on standardized item was 0.628 which were good and most reliable to internal items consistency and Cronbach's Alpha as seen in Table 3.1 below. However, the ANOVA with Friedman test (Table 3.2) indicates that there is statistical significance internal consistence between people, within people and between items because its great mean was 1.749 with its P-Value of 0.000 which is very small than 0.05 significance level. Therefore, the model was statistically good for further steps of analysis and interpretation.

Table 3.2: Reliability Statistics

|  |  |  |
| --- | --- | --- |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .592 | .628 | 6 |

**Source;** Field data (2021)

Table 3.3: ANOVA Table

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | | Sum of Squares | Df | Mean Square | F | Sig |
| Between People | | 340.666 | 223 | 1.528 |  |  |
| Within People | Between Items | 129.513 | 5 | 25.903 | 41.597 | .000 |
| Residual | 694.321 | 1115 | .623 |  |  |
| Total | 823.833 | 1120 | .736 |  |  |
| Total | | 1164.499 | 1343 | .867 |  |  |
| Grand Mean = 1.7493 | | | | | | |

**Source;** Field data (2021)

### 3.10.2 Validity

Validity is the most critical criterion and indicates the degree to which an instrument measures what is supposed to measure (Kothari, 2004). The construct validity was tested by using Kaiser-Meyer-Olkin (KMO). The sampling adequacy of the data was 0.590 which indicated good measure of data and appropriate for analysis and it is greater than 0.5 (50%) and its P-Value was 0.000 smaller than 0.05 significant level, hence the instrument was statistically significance. See Table 3.3 below.

Table 3.4: KMO and Bartlett's Test

|  |  |  |
| --- | --- | --- |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .590 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 186.588 |
| Df | 15 |
| Sig. | .000 |

**Source;** Field data (2021)

The total Variance was used to determine how independents variable together explained the response variable. It measures the percentage dependent variable can be explained by the independent’s variables in the model. The higher cumulative of total variance means model was explained by variables and data used was validly in explain what investigated as presented in Table 3.4

Table 3.5: Total Variance Explained

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| Effective stakeholders’ participation | 2.128 | 35.463 | 35.463 | 2.128 | 35.463 | 35.463 |
| Lack of Awareness | 1.145 | 19.090 | 54.553 | 1.145 | 19.090 | 54.553 |
| Budget Constraints | .867 | 14.455 | 69.008 |  |  |  |
| Standard Procedures | .780 | 13.001 | 82.009 |  |  |  |
| Intangible Impacts | .717 | 11.950 | 93.959 |  |  |  |
| Planning Procedures | .362 | 6.041 | 100.000 |  |  |  |
| **Source;** Field data (2021) | | | | | | |

## 3.10 Ethical consideration

It is the procedure of deciding on the discipline of research standards including philosophical, theological, law, psychological and sociological decision to act in analyzing research phenomenon. The researcher observed a respondent’s freedom by asking respondents permission to collect data from them and clarify that the information provided is for academic study purpose only and not otherwise, therefore their participation was ensured safe and willingly.

Anonymity of respondents: respondents of this study remained unidentified by names throughout the study process as well as to researcher and his team aiming to provide privacy of the respondents.

Confidentiality; the researcher observed the confidentiality rule to the respondents by obligating to protect data from authorized sources, disclosure of all collected information, loss or theft. The researcher ensured trustworthiness relationship between himself with his data collection assistance and the informants.

## 3.11 Chapter Summary

## 

The study was conducted in Dodoma City Council by using 233 samples, and adopted descriptive research design, probability and non-probability sampling designs, questionnaires data collection method tool was employed, data were tested by the use of validity and reliability for data testing by using SPSS Version 20, lastly ethical consideration was adopted during the study.

# CHAPTER FOUR

# PRESENTATION OF FINDINGS AND DISCUSION

## 4.1 Chapter Overview

This chapter presents the results and findings of data on Assessing Factors forEffective Participation of Stakeholders in NGO’s Youth –lead Project Monitoring an Evaluation in Dodoma City Council; answering three research objectives namely; to assess the factors for effective participation of stakeholders’ participation in project monitoring and evaluation in insuring project success; to determine the level at which donors standard operating procedures influence adoption of participatory M&E system for youth-lead project management; and to assess the regulative and cognitive measures to enhance effective engagement of NGO’s stakeholders in undertaking M&E of youth-lead projects in the study area. The sample size of the study was 245, however a total of 233 questionnaires were answered and returned, coded and analyzed. Furthermore 7 NGO leaders were interviewed with three FGD, of which their findings were used in discussion to rationalize overall findings.

**4.2 Demographic Characteristics of Respondents**

This study collected information from respondents with respect to age, gender, education level, trainings attended on M&E, Influence of Staff Knowledge and Skills on adaptation of M&E, Competency of Staff to carry out participatory M&E, and their experience in M&E. It was found to be important to capture data on demographic information of respondents for the implication of this study.

**4.2.1 Gender of the respondents**

It was important to know gender of respondent in this study. The findings revealed

that 60.1% of respondent were men and 39.9% of respondent were women as indicated in the Table 4.1 below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.1 Gender of the respondents | | | | | |
| Gender category | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 140 | 60.1 | 60.1 | 60.1 |
| Female | 93 | 39.9 | 39.9 | 100.0 |
| Total | 233 | 100.0 | 100.0 |  |

**Source;** Field data (2021)

The findings revealed that, majority of respondents were Male. This implies that the study was somehow gender balance however, few Female were found involved in youth lead projects and had lower participation in M&E system among all informants from the sampled NGOs. Therefore, this implies that female still need to be mobilized to be engaged in youth lead projects/organization so that we can achieve gender balance in all levels.

### 4.1.2 Age of the respondents

According to the table below, respondent with different age range were sampled in the study. The majority of participants in the study are composition made of 45.5% age of 18-28 years, and age of 29-39 is 40.3% while age of 40-49 was only 14.2% as seen in Table 4.2 below. The majority of the respondents both NGOs staff and youth beneficiaries were youths with age range of 18 to 39. The differences in age group in the field research were helpful to the research since people from different age group gave validly information that helped in the analysis of data.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.2 Age of the respondents | | | | | |
| Age category | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 18-28 | 106 | 45.5 | 45.5 | 45.5 |
| 29-39 | 94 | 40.3 | 40.3 | 85.8 |
| 40-49 | 33 | 14.2 | 14.2 | 100.0 |
| Total | 233 | 100.0 | 100.0 |  |

**Source;** Field data (2021)

### 4.1.3 Education level of the respondents

The study results detected that biggest number of respondents especially youth beneficiaries amounting to 62.2% of all 188 youths’ beneficiaries reported to have other level of education such as ordinary level of secondary education, primary level which was termed as basic education level. Out of all respondents, 22.3% had diploma, 22.7% undergraduate, 3.9% postgraduate and 51.1% others. However, most of NGO staffs amounting to 68.9% hold undergraduate level of education followed by 17.8 % who hold postgraduate level of education while only 8.9% hold diploma while others about 4.4% hold other basic education levels as stipulated in Table 4.3 below. This indicates that, informants had appropriate knowledge to provide valid information about participatory M&E.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.3: Education of the respondents | | | | | |
| Level of education | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Diploma | 52 | 22.3 | 22.3 | 22.3 |
| Undergraduate | 53 | 22.7 | 22.7 | 45.1 |
| Postgraduate | 9 | 3.9 | 3.9 | 48.9 |
| Other | 119 | 51.1 | 51.1 | 100.0 |
| Total | 233 | 100.0 | 100.0 |  |

**Source;** Field data (2021)

### 4.1.4 Experience in M&E

It was found that majority of NGOs staff amounting to 48.9% have 1-3 years of experience on M&E, followed by 28.9% holding 3-6 years of experience, however staffs who have less than a year of experience were 8.9% similar to more than 10 years experienced staff, and only 4.4% had 6-9 years’ experience. See Table 4.4 below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.4 Experience in M&E | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Less than a year | 4 | 8.9 | 8.9 | 8.9 |
| 1-3 years | 22 | 48.9 | 48.9 | 57.8 |
| 3-6 years | 13 | 28.9 | 28.9 | 86.7 |
| 6-9 years | 2 | 4.4 | 4.4 | 91.1 |
| more than 10 years | 4 | 8.9 | 8.9 | 100.0 |
| Total | 45 | 100.0 | 100.0 |  |

**Source;** Field data (2021)

### 4.1.5 Training on M&E

The researcher was interested to know if the NGO’s staff respondents have attended any training course on M&E. The findings revealed that 14(31.1%) respondents have attended training on M&E, while 31(68.9%) have never attended any training on M&E. This implies that majority of the staffs who are undertaking the M&E responsibilities are not trained on M&E and hence may led to poor implementation of M&E system in their organizations including participation of stakeholders in the M&E process of youth lead organizations. See Table 4.5 below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.5: Staff Trained on project M&E | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Yes | 14 | 31.1 | 31.1 | 31.1 |
| No | 31 | 68.9 | 68.9 | 100.0 |
| Total | 45 | 100.0 | 100.0 |  |

**Source;** Field data (2021)

On the other hand, the researcher wanted to know the duration of the M&E training the NGOs staffs have attended. The data shows that 10(22.2%) of the respondents have attended 3-month training while 2(4.4%) have attended 6 months training on M&E. This implies that even the trained staff have no more experience to carry out M&E functions due to lack of skills and knowledge on M&E. See the below Table 4.6.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.6: Staff Training duration | | | | | |
|  | | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Valid | 3 months | 10 | 22.2 | 83.3 | 83.3 |
| 6 months | 2 | 4.4 | 16.7 | 100.0 |
| Total | 12 | 26.7 | 100.0 |  |
| Missing | System | 33 | 73.3 |  |  |
| Total | | 45 | 100.0 |  |  |

**Source;** Field data (2021)

### 4.1.6 Influence of Staff Knowledge and Skills on adaptation of M&E

Also, the researcher wanted to know from staff on how staff knowledge and skills on M&E influence the adaptation of the M&E system for the youth–lead project management. The results show that 36 (80.0%) of the respondents agreed that staff skills and knowledge influence the adaptation of M&E system for the youth lead project management while 9(20.0%) said no the staff skills and knowledge does not influence the adaptation of the M&E system for the youth lead project. This implies that knowledge and skills on M&E is very influential towards adaptation of the M&E system in youth lead projects management. See Table 4.7 below.

# Table 4.7: Influence of Staff Knowledge and Skills on adaptation of M&E

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Yes | 36 | 80.0 | 80.0 | 80.0 |
| No | 9 | 20.0 | 20.0 | 100.0 |
| Total | 45 | 100.0 | 100.0 |  |

**Source;** Field data (2021)

### 2.1.7 Competency of Staff to carry out participatory M&E

Furthermore, this study also wanted to know how competencies are the staff in youth lead organization to carry out participatory M&E in their project implementation. This was very important to know whether they are competent enough to participate or engage different stakeholders in the M&E activities of their organization. The results show that 12(26.7%) of the respondents said that the staffs are very competent, 20 (44.4%) are competent; 10(22.2%) are incompetent; and 2(4.4%) mentioned that staffs are very incompetent. This shows that regardless of the less training they had on M&E issues, majority of the staff falls under the category of very competent and competent to exercise their roles as M&E staffs as stipulated in Table 4.8 below

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.8: Competency of Staff to carry out participatory M&E | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Very competent | 12 | 26.7 | 27.3 | 27.3 |
| Competent | 20 | 44.4 | 45.5 | 72.7 |
| Incompetent | 10 | 22.2 | 22.7 | 95.5 |
| Very incompetent | 2 | 4.4 | 4.5 | 100.0 |
| Total | 44 | 97.8 | 100.0 |  |
| Missing | System | 1 | 2.2 |  |  |
| Total | | 45 | 100.0 |  |  |

**Source;** Field data (2021)

### 4.1.8. Usefulness of Youth Lead Project to Youth

The study wanted to know from youth whether youth-lead projects useful in their areas or not. The results show that 176(93.6%) of the respondents from youth beneficiaries’ group clearly articulated that YES different youth projects are very useful in their areas and very crucial in their development process. Youth projects are of very beneficial to the youth as they provided with them with different services including education (awareness) on different social issues, it helps them to know their civil and health rights, but also, they are empowered economically through engaging them into entrepreneurship programs implemented by youth lead projects in their area. On the other hand, 12 (6.4%) of youth respondents responded that such projects are not useful to them as they are not involving them in the planning and implementation of such projects. The table 4.9 below shows the data.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.9 Are youth lead projects useful in your area? | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Yes | 176 | 93.6 | 93.6 | 93.6 |
| No | 12 | 6.4 | 6.4 | 100.0 |
| Total | 188 | 100.0 | 100.0 |  |

**Source;** Field data (2021)

### 4.1.9 Participation of youth in the planning or implementation of projects

The study went further to collect information about the participation youth of respondents in the planning or implementation of projects. The question asked that “*Have you ever being participated in planning or implementation of any youth lead project”*. This question wanted to know participation situation of youth in the youth lead projects as the key project beneficiaries. The results from both questionnaires and focused group discussions shows that 71(37.8%) of youth respondents said YES, they have been participated; while 117(62.2%) said NO that they have never being participated. This implies that many youths lead projects do not participate youth in the planning or implementation of the youth lead project of which may cause to failure of such projects or lack of project sustainability after the closure of such projects. See the Table 4.10 below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.10: Have you ever being participated in planning or implementation of any youth lead project | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Yes | 71 | 37.8 | 37.8 | 37.8 |
| No | 117 | 62.2 | 62.2 | 100.0 |
| Total | 188 | 100.0 | 100.0 |  |

**Source;** Field data (2021)

But also, the researcher wanted to know for those who have been participated, what was the form of participation whether through gathering in a meeting and told what is happening, receiving reports, or taking decisions and implementing the project. The researcher wanted the respondent to rate the level of participation in each of participation platforms in terms of Never Involved, rarely involved, often involved, and always involved. The results show that youth participation through gathering in meeting and being told what is happening, only 8 (4.3%) respondents were always involved, 4(2.1%) often involved, 46(24.5%) rarely involved and 9(4.8%) never involved. This shows that majority of youth are not involved in gathering meetings and told what is happening by considering the number of those who reported never and rarely involve.

# Table 4.11: Stakeholders’ involvement in M&E of Projects

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Never involved | 9 | 4.8 | 13.4 | 13.4 |
| Rarely involved | 46 | 24.5 | 68.7 | 82.1 |
| Often involved | 4 | 2.1 | 6.0 | 88.1 |
| Always involved | 8 | 4.3 | 11.9 | 100.0 |
| Total | 67 | 35.6 | 100.0 |  |
| Missing | System | 121 | 64.4 |  |  |
| Total | | 188 | 100.0 |  |  |

**Source;** Field data (2021)

On the other hand, other youth reported to be involved through receiving prepared project reports. Results shows that 27(14.4%) were never involved in receiving reports, 29(15.4%) were rarely involved, 10(5.3%) respondents were often involved and 3(1.6%) respondents were always involved. This implies that majority of the youth are also not involved through receiving reports of the projects of which makes low participation of the stakeholders in the M&E process of the youth led organization. See Table 4.12 below.

# Table 4.12: Stakeholders’ involvement in M&E of Projects

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Never involved | 27 | 14.4 | 39.1 | 39.1 |
| Rarely involved | 29 | 15.4 | 42.0 | 81.2 |
| Often involved | 10 | 5.3 | 14.5 | 95.7 |
| Always involved | 3 | 1.6 | 4.3 | 100.0 |
| Total | 69 | 36.7 | 100.0 |  |
| Missing | System | 119 | 63.3 |  |  |
| Total | | 188 | 100.0 |  |  |

**Source;** Field data (2021)

Furthermore, the researcher wanted to know from those who reported to be involved and take decision and carry out project planning how frequent are they involved. The results show that 27(14.4%) were never involved, 17(9.0%) were rarely involved, 18 (9.6%) were often involved and only 7(3.7%) were always involved. This also shows that yet majority of the youth reported who were involved in this study were not involved in taking decision and implementation plan of the youth led projects in Dodoma City council.

# Table 4.13: Stakeholders’ involvement in M&E of Projects

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Never involved | 27 | 14.4 | 39.1 | 39.1 |
| Rarely involved | 17 | 9.0 | 24.6 | 63.8 |
| Often involved | 18 | 9.6 | 26.1 | 89.9 |
| Always involved | 7 | 3.7 | 10.1 | 100.0 |
| Total | 69 | 36.7 | 100.0 |  |
| Missing | System | 119 | 63.3 |  |  |
| Total | | 188 | 100.0 |  |  |

**Source;** Field data (2021)

### 4.1.10 Area of youth’s participation

According to the study results, 38% of youth’s beneficiaries reported to involve in planning and or implementation of youth-lead project. The likert scale of four value {1.00, Never involved, 2.00, rarely involved; 3.00 often involved; and 4.00 always involved} were used and criteria are presented in Table 4.10. The results indicate that, youth beneficiaries were rarely involved in meetings and being told what happening because its mean (2.1642) lies on the range of 1.75-2.5 which had value of 2.00 meaning rarely involved.

According to the study results, 38% of youth’s beneficiaries reported to involve in planning and or implementation of youth-lead project. The likert scale of four value {1.00, Never involved, 2.00, rarely involved; 3.00 often involved; and 4.00 always involved} were used and criteria are presented in Table 4.14. The results indicate that, youth beneficiaries were rarely involved in meetings and being told what happening because its mean (2.1642) lies on the range of 1.75-2.5 which had value of 2.00 meaning rarely involved.

# Table 4.14: Area of youths participated

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | N | Minimum | Maximum | Mean | Std. Deviation |
| Gather in meeting and being told what is happening | 67 | 1.00 | 4.00 | 2.1642 | .80898 |
| Receive reports | 69 | 1.00 | 4.00 | 1.8406 | .83355 |
| Take decision and carry out project planning | 69 | 1.00 | 4.00 | 2.0725 | 1.03354 |
| Valid N (listwise) | 63 |  |  |  |  |

**Source;** Field data (2021)

The study also wanted to know if at all youth are not involved in all of the three areas of involvement; gathering and told what is happening, receiving reports, or take decision and plan for implementation; who else is involved? The results shows that the project implementing partners are the ones involved in the planning and implementation of the youth lead project in by 32.4%, followed by donors (19.1%), government (8.5%), and community by 1.6%. This implies that stakeholders and not well involved in the project M&E system as such activities are dominated by the implementing partners and donors and the government and by few percentages to the community. This was mentioned through interview and focused group discussion that it is caused by a number of factors including budget constrain and lack of awareness to the community on the importance for them to be involved. See the below table 4.15

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 4.15: If no; who is Involved? | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Community | 3 | 1.6 | 2.6 | 2.6 |
| Implementing partners | 61 | 32.4 | 52.6 | 55.2 |
| Donor | 36 | 19.1 | 31.0 | 86.2 |
| Government | 16 | 8.5 | 13.8 | 100.0 |
| Total | 116 | 61.7 | 100.0 |  |
| Missing | System | 72 | 38.3 |  |  |
| Total | | 188 | 100.0 |  |  |

**Source;**  Field data (2021)

The researcher also wanted to know NGOs Staff thought on how they involve stakeholders in their M&E system of their youth lead projects as shown in the table 4.16 below. It was investigated that majority of staff majoring to 55.6% reported moderate involvement of stakeholders on their M&E system, while 26.7% said there is high involvement while only 17.8% said low stakeholders’ involvement. Due to the likert scale criteria, the mean value was 2.889 (see Table 4.16 below) which lies on the interval of 1.67-2.33 with the value of 2.00 which generalizing that, NGOs Staff reported the moderate stakeholders’ participation in M&E system in their youth-lead projects.

Table 4.16: Rate of stakeholders’ participation in M&E system in your organization’s youth lead project

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Low | 8 | 17.8 | 17.8 | 17.8 |
| Moderate | 25 | 55.6 | 55.6 | 73.3 |
| High | 12 | 26.7 | 26.7 | 100.0 |
| Total | 45 | 100.0 | 100.0 |  |

**Source;** Field data (2021)

## 4.2 Factors for effective participation of stakeholders’ in project monitoring and evaluation in insuring project success

Table 4.17 shows the results of the analysis budget constraints yield the higher mean value of M=2.222 with its SD=1.209 followed by initial planning procedures which scored Mean Value M=2.044 and SD=0.988. In additional the awareness scored Mean Value of M= 1.813 with SD=0.927; and standard procedures scored Mean Value of M=1.757 with SD=0.832 and the last items was Intangible impact with Mean Value of M=1.732 with SD=0.781. it means that, the higher the mean value, the more the factor has impression on low stakeholders’ participation in youth lead project M&E. The following subsections present each factor’s responses based on their categories.

**Table 4.17. Factors for low participation of stakeholders’ participation**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** | **Mean** | **Std. Deviation** |
| Awareness | Very strong | 98 | 42 | 43 | 43 | 1.813 | 0.927 |
| Strong | 96 | 41 | 42 | 84 |
| Moderate | 24 | 10 | 10 | 95 |
| Weak | 5 | 2 | 2 | 97 |
| Very weak | 7 | 3 | 3 | 100 |
| Budget Constraints | Very strong | 72 | 31 | 31 | 31 | 2.222 | 1.209 |
| strong | 89 | 38 | 39 | 70 |
| Moderate | 33 | 14 | 14 | 85 |
| Weak | 15 | 6 | 7 | 91 |
| Very weak | 20 | 9 | 9 | 100 |
| Standard Procedures | Very strong | 99 | 43 | 44 | 44 | 1.757 | 0.832 |
| strong | 93 | 40 | 41 | 85 |
| Moderate | 27 | 12 | 12 | 97 |
| Weak | 4 | 2 | 2 | 99 |
| Very weak | 3 | 1 | 1 | 100 |
| Intangible Impact | Very strong | 91 | 39 | 41 | 41 | 1.732 | 0.781 |
| strong | 114 | 49 | 51 | 92 |
| Moderate | 10 | 4 | 5 | 96 |
| Weak | 6 | 3 | 3 | 99 |
| Very weak | 3 | 1 | 1 | 100 |
| Planning Procedures | Very strong | 71 | 31 | 31 | 31 | 2.044 | 0.988 |
| strong | 102 | 44 | 45 | 77 |
| Moderate | 31 | 13 | 14 | 90 |
| Weak | 16 | 7 | 7 | 97 |
| Very weak | 6 | 3 | 3 | 100 |

### Lack of Awareness

According to the result, lack of awareness was very strongly and strongly (84% of the respondents) reported to be the cause of effective stakeholders’ participation in youth lead project at Dodoma Municipality; while few about 10.4, 2.2 and 3 percent argued that it has moderate, weak and very weak influence over effective participation of stakeholders in youth lead projects. This implies that, lack of awareness among stakeholders has significance influence to the effective participation of stakeholders in youth lead project M&. It was investigated that both community and youth beneficiaries do not participate fully when there is no incentives and refreshments, thing which we fail to comply with due to lack of fund. Also, government doesn’t provide reports feedbacks which intend for them to adopt the phase out projects. According to Mnaranara (2010) participation by material giving was an important leading to community ownership hence sustainability of the intervention.

### Budget Constrains

It was revealed that, there is significant impact of budget constraints on participation of stakeholders in youth lead project M&E. Total of 70.3% of the respondents reported that budget constraints have very strong and strong impact on stakeholders’ participation in youth lead project M&E, while the rest suggested that it has moderate, weak and very weak influence. One of the NGO Staff interviewees reported;

*Budget constrain is a major concern in participation of stakeholders in project monitoring and evaluation of youth lead projects because every planned activity under any project needs a budget including all M&E related activities that are planned to involve different stakeholders.*

It has been found that donors do not fund data collection from stakeholders, a thing which leads to NGOs fails to comply with planning cycle because of lack of financial resources. While planning cycle needs to conduct informative research organizations relies on programming, for instance Five Years Development Planning, country strategy things which pull them on making decision based on secondary data than primary data. They are doing all this because they just need to comply with donors’ requirements and qualify for fund. This was similar to the study of Mthethwa R. M. et al (2016) shortage of financial resources and insufficiently skills contribute to the ineffectiveness of M&E. Also, Wegayehu H. T (2014) found that problems such as limited finance, insufficient baseline data, and shortage of expertise in M&E of a project effectively was significantly leads to low stakeholders’ participation in project M&E.

### Standard Procedures

It was revealed that, respondents mounting to 85% of all respondents argued that standard procedures of the youth lead project have strong impact on stakeholders’ participation in project M&E. while the rest reported otherwise. It was also reported by interviewee that;

*Project-specific instructions regarding the procedures including naming conventions, supporting tools, equipment, standards and metrics to be applied by the project team to achieve quality objectives at each phase of the project implementation may be one of the factors that may cause low participation of the stakeholders in the project monitoring and evaluation.*

Another one from FGD added

*Standards and Procedures for project performance, including such general project practices as the code of conduct and standard project terminology, meetings, change control procedures (including the use of Change Requests and Decision Requests), and risk management.*

This indicates that, donors’ standard procedures require NGOs to comply with project monitoring and evaluation cycle; however they do not facilitate it in terms of finance. Organizations evaluate their project so as to comply with donors’ standard procedures; once donors don’t influence it, they abandon it.

### Intangible impacts of the project

The study result communicates those intangible impacts of a youth lead project has a very strong impact on participatory M&E of the project; this is because almost all respondents amounting to 91% have argued that intangible impacts of the youth lead projects very strongly and strongly influence effective stakeholders’ participation in M&E. It was also noted that;

*Sometimes stakeholders are not participating in the Monitoring and Evaluation of the project due to the fact that they do not see clearly the real impact of the project being implemented in their areas thus why they are not much interested to participate in monitoring and evaluating such projects.*

It was found that stakeholders are directly involved in areas of their interest and comment positive on the project’s outcomes and impacts, but since organization didn’t follow initial planning procedures like searching for existing community problem and find a best solution; leads to their low participation. They mostly target a problem which is not their priority just because they want to qualify for donors’ fund.

### Planning Procedures

Initial planning procedures of the youth lead project were argued by 76.5% of the respondents that it has impacts on effective stakeholders’ participation in project M&E, while the rest reported otherwise. It was also noted from the interviewee that;

*Initial planning procedures of the project include planning how the project will be executed, monitored, and controlled, and closed. This stage of project development outlines the objectives and scope of the project and serves as an official point of reference for the project team and stakeholders.*

Another interviewee commented that;

*If stakeholders are not participated at this stage it is likely that the project will not get full support and participation of different stakeholder hence if this stage not taken care of may cause low participation of the project stakeholders.*

Overlooking initial planning procedures such as board meetings and stakeholder’s evaluation meetings which mostly influenced by organization founder willingness and not otherwise affect effective participation of stakeholders in youth-lead project M&E, therefore stakeholders like community and government tends to ignore implementations and processing of programs which they were not invited or directly involved during planning process. According to a study of (Sirker, World Bank and Ezemenari, 2010) participatory M&E allows stakeholders at various levels to engage in monitoring or evaluating a particular project or program or policy; share control over the content, the process and the results of the M&E activity; engage in taking or identifying corrective actions.

## 4.3. Regulative and cognitive measures to enhance effective engagement of NGO’s stakeholders in undertaking M&E

### 4.3.1 Improve funding and resources on M&E;

It has been found that most of NGOs overlook effective stakeholder’s participation due to insufficient budgets to follows M&E procedures throughout the planning cycle because donors do not fund M&E procedures, although they emphasis it. One of the interviewees reported that;

*Donors do not fund data collection from stakeholders; we fail to comply with planning cycle because we don’t have resources. While planning cycle needs to conduct informative research organizations relies on programming, for instance Five Years Development Planning, country strategy things which pull us on making decision based on secondary data than primary data. We are doing all this because we need to comply with donors’ requirements and qualify for fund.*

There should be additional financial resources towards participatory M&E activities such as pre-assessment survey budget, baseline survey budget, outcome survey budget, impact analysis budget and dissemination budget.

*Because donors have more influential power on whether the organization adopts participatory M&E or not, they should firstly find the initial planning procedures to the final reporting procedures and make it as major requirement for organization to secure fund.*

### 4.3.2 Enhance M&E capacity building

Staff and stakeholder’s capacity building in M&E skills and knowledge; NGOs should also focus in staff capacity building on M&E system thing which will help them in developing implementable and efficient M&E policy and comply with donors and internal obligations.

*There is need to develop training curricula for M&E staff and conduct workshops for all NGOs staff whether mutually or separately depending on the commitment and budget among themselves. This will improve M&E local staff in terms of their quality and quantity of local experts by focusing on tools, methods, approach and concepts.*

### 4.3.3 Stakeholders’ participation guidelines;

Involve stakeholders from the initial to final planning procedures; NGOs should involve stakeholders such as youth beneficiaries, community and government at early initial stage so as to act in accordance with their needs and relevance to the community problem. Also involve them in overview and reporting meetings so as to whether improve the existing program or plan for the coming program.

*Once NGOs would have complete planning procedures from initial to final stage, and complies with its cycle while making it as organization culture will improve stakeholders’ participation throughout the planning cycle.*

It was further argued that;

*Participation of stakeholders at pre-planning stage of the youth lead project helps the NGOs to deal with the existing problem of the community, because it can build transparency and accountability.*

This was also argued by the study of (Busilie, 2017) that NGOs should provide capacity building for M&E staff for purpose of handle M&E system effectively. The study of Mnaranara (2010) also emphasize on importance and usefulness of expertise knowledge if only the community people were also capacitated in taking over the intervention even if in minor activities.

# CHAPTER FIVE

# CONCLUSION AND RECOMMENDATION

## 5.1 Conclusion

Despite of few youth reported of being participated in planning and implementation of the youth lead project M&E, they were rarely participated. Involvement of various stakeholders including program stakeholders, central level decision makers, and local level implementers as well as communities, in program design, implementation, M&E, improves its quality and help address local needs. It was found that, donors are involved in some stages; community was involved in very few stages; government was involved in some stages; while youths were involved in some stages of M&E system of the youth-lead projects.

It was been investigated that, lack of awareness among stakeholders had statistical significance influence to the ineffective participation of stakeholders in youth lead project M&E both Bivariate and multivariate level. It was investigated that both community and youth beneficiaries do not participate fully when there is no incentives and refreshments, thing which we fail to comply with due to lack of fund.

Budget constraints had statistically significant influence to ineffective stakeholders’ participation in youth lead project M&E in Bivariate level while statistical significant in multivariate level. It has been found that donors do not fund data collection from stakeholders, a thing which leads to NGOs fails to comply with planning cycle because of lack of financial resources. While planning cycle needs to conduct informative research organizations relies on programming, for instance Five Years Development Planning, country strategy things which pull us on making decision based on secondary data than primary data.

It was found that, donors standard procedures requires NGOSs to comply with project monitoring and evaluation cycle, however they do not facilitate it in terms of finance.

Intangible impacts of the youth lead project had statistical significant influence to ineffective participation of stakeholders in M&E in individual level. It was found that stakeholders are directly participated in areas of their interest and comment positive on the project’s outcomes and impacts, but since organization didn’t follow initial planning procedures like searching for existing community problem and find a best solution; leads to their ineffective participation. They mostly target a problem which is not their priority just because they want to qualify for donors’ fund.

Organization initial planning procedures had statistical significance influence to the ineffective stakeholders’ participation in individual level while in multivariate level was insignificant. Overlooking initial planning procedures such as board meetings and stakeholder’s evaluation meetings which mostly influenced by organization founder willingness and not otherwise leads to ineffective participation of stakeholders in youth-lead project M&E, therefore stakeholders like community and government tends to ignore implementations and processing of programs which they were not invited or directly involved during planning process.

It has been argued that, most of NGOs are heavily dependent on donors to fund their programs, a thing which highly affects when donors withdraw their funding as the case of global fund, the activities of the NGO would freeze. Furthermore, majority of NGOs had not given separate budget for M&E system due to recognition they deserve, it is only done at whims of project managers and resulted to some procedures being not done at all. A thing leads to ineffective and inadequate adaptation of participatory M&E syst. NGOs also faced with the problem of lack of professionalism on part of qualified practitioners and few academic qualified evaluations is highly hinders NGOs M&E system. Those who carry out evaluation do not have any characteristics of expert evaluation for a long time in the NGOs; there have been no M&E programs and projects except financial audition.

It was investigated the beneficiaries of the youth lead projects were mostly only source of M&E data, without any meaningful input. Their consistence involvement in the design and adoption of M&E meant that the project did not fully demonstrate downward accountability to the beneficiaries.

## 5.2 Recommendation

### 5.2.1 Improve funding and resources on M&E

There should be additional financial resources towards participatory M&E activities such as pre-assessment survey budget, baseline survey budget, outcome survey budget, impact analysis budget and dissemination budget. Due to donors’ influential power on whether the organization adopts participatory M&E or not, they should firstly fund the initial planning procedures to the final reporting procedures and make it as major requirement for organization to secure fund.

### 5.2.2 Enhance M&E capacity building;

Staff and stakeholder’s capacity building in M&E skills and knowledge; NGOs should also focus in staff capacity building on M&E system thing which will help them in developing implementable and efficient M&E policy and comply with donors and internal obligations. There is need to develop training curricula for M&E staff and conduct workshops for all NGOs staff whether mutually or separately depending on the commitment and budget among themselves. This will improve M&E local staff in terms of their quality and quantity of local experts by focusing on tools, methods, approach and concepts.

### 5.2.3 Stakeholders’ participation guidelines

Involve stakeholders from the initial to final planning procedures; NGOs should involve stakeholders such as youth beneficiaries, community and government at early initial stage so as to act in accordance with their needs and relevance to the community problem. Also involve them in overview and reporting meetings so as to whether improve the existing program or plan for the coming program. Once NGOs have complete planning procedures from initial to final stage, and complies with its cycle while making it as organization culture will improve stakeholders’ participation throughout the planning cycle.

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APPENDICES

Appendix I: Likert scale Criteria

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  | **Interval** | |
|  | **Ordinal** | **Interval length** | **Lower Limit** | **Upper Limit** |
| **Three level Likert scale** | 1 | 0.67 | 1 | 1.67 |
| 2 | 0.67 | 1.67 | 2.33 |
| 3 | 0.67 | 2.33 | 3.00 |
|  |  |  |  |  |
| **Four level likert scale** | 1 | 0.75 | 1.00 | 1.75 |
| 2 | 0.75 | 1.75 | 2.50 |
| 3 | 0.75 | 2.50 | 3.25 |
| 4 | 0.75 | 3.25 | 4.00 |
|  |  |  |  |  |
| **Five level likert scale** | 1 | 0.80 | 1 | 1.80 |
| 2 | 0.80 | 1.80 | 2.60 |
| 3 | 0.80 | 2.60 | 3.40 |
| 4 | 0.80 | 3.40 | 4.20 |
| 5 | 0.80 | 4.20 | 5.00 |

**Source;** Field data (2021)

Appendix 2: Research Questions



**THE OPEN UNIVERSITY OF TANZANIA**

**FACULTY OF ARTS AND SOCIAL SCIENCES**

**CENTRE FOR ECONOMICS AND COMMUNITY ECONOMIC DEVELOPMENT (CECED)**

**(MA. MONITORING AND EVALUATION)**

1. **NGO’S Officials Questionnaires**

**Demographic data**

1. Gender
2. Male b. Female
3. Age group
4. 18-28 b. 29-39 c. 40-49 d. 50 and above
5. Educational level
6. Diploma
7. Undergraduate
8. Postgraduate
9. Others
10. Name of NGO

4a. Category of NGO

1. Local b. International
2. Your experience on M&E system in NGO
3. Less than a year
4. 1-3 year
5. 3-6 years
6. 6-9 years
7. More than 10 years

**Objectives**

1. How would you rate stakeholders’ participation in M&E system in your organization’s youth lead project
2. Low b. Moderate c. high

Please explain;

1. Rate the following stakeholders, participation in designing and adoption of M&E in your organization

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | For all stages | Some stages | Few stages | Never involved |
| Donors |  |  |  |  |
| Community |  |  |  |  |
| Youth beneficiaries |  |  |  |  |
| We do not involve any stakeholders |  |  |  |  |

1. Do you involve stakeholders in disseminating M&E findings?
2. Yes b. No
3. How do you disseminate M&E findings of youth lead projects in your organization (you can select more than one depending on your practice)
4. No dissemination
5. On the notice board
6. Report to donors
7. Reports to community meetings
8. Reports to beneficiaries
9. News letters
10. Report to government
11. Rate the following factors according to weight on ineffective participation of stakeholders’ participation in project monitoring and evaluation in insuring project success
12. Very Strong 2. Strong 3 Moderate 4. Weak 5. Very weak

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Factors/rates | 1 | 2 | 3 | 4 | 5 |
| Lack of awareness |  |  |  |  |  |
| Budget constraints |  |  |  |  |  |
| Standard procedures |  |  |  |  |  |
| Intangible impact |  |  |  |  |  |
| Initial planning process/procedures |  |  |  |  |  |

1. Does staff knowledge and skills influence adaptation of M&E system for youth-lead project management?
2. Yes b. No

11a. Have you attended any training on project M&E

1. Yes b. No

11b. If yes; institution of training area of training

Duration a. 3 Months b. 6 Months c. 9 Months d. 1 year and above

11c. How competency of staff handling participatory M&E system in your organization

1. Very competent b. competent c. incompetent d. very incompetent
2. What recommendations would you give to improve stakeholders participation in youth lead NGOs;
3. **Beneficiaries Questionnaires**

**Demographic data**

1. Gender
2. Male b. Female
3. Age group
4. 18-28 b. 29-39 c. 40-49 d. 50 and above
5. Educational level
6. Diploma
7. Undergraduate
8. Postgraduate
9. Others

**Objectives;**

1. Are youth-lead projects useful in your area?
2. Yes b. No
3. Have you ever being participated in planning or implementation of any youth lead project
4. Yes b. No

5a. If yes; what planning/implementation was it about?

1= never involved; 2=rarely involved; 3=often involved; and 4=always involved

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Participation level | 1 | 2 | 3 | 4 |
| Gather in meeting and being told what is happening |  |  |  |  |
| Receive reports |  |  |  |  |
| Take decision and carry out project planning |  |  |  |  |

5b. If no; who is involved?

1. Community b. implementing partner c. donor d. government e. they don’t involve f. I don’t know
2. Have you ever participated in decision making process that has impacted service you received from youth lead projects?
3. Yes b. No

If yes; what decision about;

1. Rate the for ineffective factors according to weight on ineffective participation of stakeholders’ participation in project monitoring and evaluation in insuring project success
2. Strong 2. Very strong 3 Moderate 4. Weak 5. Very weak

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Factors/rates | 1 | 2 | 3 | 4 | 5 |
| Lack of awareness concerning M&E |  |  |  |  |  |
| Budget constraints among NGOs |  |  |  |  |  |
| Standard procedures from Donors |  |  |  |  |  |
| Intangible impact to the community |  |  |  |  |  |
| Initial planning process/procedures of the NGOs |  |  |  |  |  |

1. **Interview guide**
2. Can you explain stakeholders’ participation in M&E system in your organization’s youth lead project?
3. How do you disseminate M&E findings of youth lead projects in your organization
4. Does staff knowledge and skills influence adaptation of M&E system for youth-lead project management?
5. What are the factors influencing ineffective participation of stakeholders in project M&E?
6. How donors of your projects influence adaptation of participatory M&E?
7. What would you recommend to be done so as to improve stakeholders participation in youth lead projects M&E.
8. **FGD guide to beneficiaries**
9. How youth-lead projects useful in your area?
10. How have you participated in planning or implementation of any youth lead project?
11. How are you aware on monitoring and evaluation of youth-lead projects?
12. What do you think of the budget among NGOs in implementing participatory M&E system?
13. Do standard operating procedures influence donors not to involve stakeholders in M&E?
14. Have NGOs involved stakeholder in initial stage of their projects?
15. What would you recommend to be done so as to improve stakeholders participation in youth lead projects M&E?