

**DETERMINANTS OF EFFECTIVE MONITORING AND EVALUATION  
SYSTEM FOR THE PERFORMANCE OF NON-GOVERNMENTAL  
ORGANISATIONS IN KINONDONI DISTRICT, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: “**Determinants of Effective Monitoring and Evaluation System for the Performance of Non-Governmental Organisations in Kinondoni District, Tanzania**” in partial fulfilment of the requirements for the degree of Master of Monitoring and Evaluation of the Open University of Tanzania.

.....

Dr. Emmanuel Mallya  
(Supervisor)

.....

Date

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**DECLARATION**

I, **Masoud Peter**, 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 requirement for the degree of Master of Arts in Monitoring and Evaluation (MAME).

.....

Signature

.....

Date

**DEDICATION**

This work is dedicated to my wife for her immeasurable love; her presence has an inspiration in this work. Also, I would like to dedicate this work to my children for their unconditional love.

## **ACKNOWLEDGEMENT**

First and foremost, I give my thanks to God for enabling me to do research in a psychologically sound, proactive, prudent, and cooperative manner at all times; without God, nothing would have been possible. Before I finished my research, it was a difficult and protracted road. Against this backdrop, I am grateful to God for everything.

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Furthermore, I extend our heartfelt gratitude to all study participants; their invaluable insights, perspectives, and responses were instrumental in shaping the depth and quality of this research. Indeed, their willingness to share experiences and expertise significantly contributed to the understanding of the complex dynamics of Monitoring and Evaluation in Non-governmental organisations (NGOs) based in Kinondoni district, Dar es Salaam region, Tanzania.

## ABSTRACT

This study assessed the determinants of the effective monitoring and evaluation of the performance of NGOs in Kinondoni district of Dar es Salaam region, Tanzania. With the Theory of Change (ToC) serving as the theoretical framework, the study applied the explanatory sequential mixed-methods design to generate data from a sample of 120 respondents comprising project managers, M & E staff, finance officers, directors, Field staff and partners (representatives) using questionnaires and interviews. The resultant data were analysed using the Statistical Package for Service Solutions (SPSS) version 20. The study revealed that funds allocation for M&E activities is a critical factor, with the ready availability of adequate budgetary resources playing a central role in smoothening the implementation of M&E initiatives. The pivotal role of budgetary allocation underlined the necessity of adequate financial resources to facilitate effective M&E. Moreover, stakeholder involvement emerged as another determinant that positively influenced transparency, accountability, and partnership-building in NGOs. Stakeholder involvement catalysed transparency, accountability, and partnership-building in addition to enhancing the overall effectiveness of M&E. As such, the study calls for the diversification of funding sources in a bid to reduce over-reliance on external donors while allocating ample resources to M&E. Cultivating a transparency and accountability culture can further gain donor trust and help secure additional funding for M&E capacity-building. NGOs should also continue investing in cost-effective capacity-building programmes for M&E staff despite financial constraints.

**Keywords:** *Monitoring and Evaluation, Budgetary allocation, Stakeholders' involvement, Capacity building.*

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**LIST OF ABBREVIATIONS**

AIDS	Acquired Immune Deficiency Syndrome
AMREF	African Medical and Research Foundation
HIV	Human Immunodeficiency Viruses
LGA	Local Government Authorities
M&E	Monitoring and Evaluation
MAME	Master of Arts in Monitoring and Evaluation
NGOs	Non-Government Organisations
SLT	Social Learning Theory
SPSS	Statistical Package for Service Solutions
WASH	Water Sanitation and Hygiene



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Chapter Overview**

This chapter presents the background to the study, the research problem, research objectives and questions, significance of the study in addition to scope, limitations, and organisation of the study.

#### **1.2 Background to the Study**

Monitoring and evaluation refers to a method involving routine evaluations of the performance and success of planned activities and projects. Despite their close association, these terms refer to different activities. Monitoring is the process of continuously evaluating a project's progress to evaluate how well it is doing in terms of planned effect and long-term results. This procedure takes place either within the company or during the project execution stage. In contrast, evaluation necessitates the involvement of an outside assessor who will determine if the allotted funds were used efficiently to produce the intended outcomes (Bonareri, 2020).

Many organisations including NGOs in Sri Lanka, Canada, and Thailand have continued to treat M&E as a donor requirement instead of as a management tool for tracking the progress of interventions, identification, and solving problems during the planning as well as the implementation stages of projects (Erasmus. 2018). In this regard, donors have a fundamental right to accessing comprehensive information on the allocation and utilisation of project funds. On the other hand, monitoring and evaluation (M&E) mainly focuses on evaluating how well projects or organisations perform in addition to facilitating learning processes.

In Sub-Saharan Africa, M&E has an ultimate influence on the well-being of the people it serves by assisting in ensuring accountability, transparency, and efficient delivery of assistance and services. A wide range of elements, including organisational, contextual, and geographical aspects, impact the effectiveness of M&E systems in non-governmental organisations. These factors include technical ability, financial limitations, the calibre of data gathered, how well M&E is aligned with programme goals, and the involvement of stakeholders in M&E procedures (Osei-Kojo, et al., 2014).

The growth of NGOs and the civil society in Rwanda has been significant, particularly following the 1994 genocide against the minority Tutsis. Initially, to support the most disadvantaged populations, many NGOs concentrated their efforts on welfare and humanitarian assistance. The lack of precise and efficient monitoring and evaluation procedures in many NGOs is a noteworthy problem, nevertheless. Some organisations, which lack strong institutional frameworks, mostly depend on their founders, or top executives for their sustainability. Their performance is negatively impacted by this reliance on individuals. For example, some NGOs hire family members without considering the minimal education needed for a particular position, which undermines the professionalism of NGO administration, other NGO officials misuse project funding for their own benefit at the expense of the recipients (Otieno & Oluoch, 2019).

Formal monitoring systems as practiced in Kenya have yet to be fully incorporated in the NGOs control systems under M&E (Simister, 2015). The numerous mainstream monitoring and evaluation practices tend to be isolated and disconnected

from management and decision-making. In fact, many NGO programmes and projects depend on preset targets and actions, which inadvertently ends up being an additional burden for the application teams, with their monitoring practice limited to the fulfilment of government reporting requirements (Sidique & Claver, 2018).

Maturo's (2019) study conducted in Arumeru, Tanzania, revealed that some 33 percent of NGOs did not review their M&E system and, as a result, these systems are not relevant to programmes under implementation, and knowledge and budget constraints emerged as the reason. Meanwhile, the study found that 75 percent of NGOs face challenges in using M&E system and lack of resources and poor management emerged as major impediments, which could trigger low performance of M&E systems (Maturo., 2019). Moreover, certain NGOs operating in Kinondoni district and in different parts of Tanzania encounter difficulties, including a shortage of funds and expertise in Monitoring and Evaluation (M&E). Consequently, numerous projects experience stagnation and lack sustainability. Approaches they employ significantly influence the success of these organisations, which can lead to either positive or negative effects (Nguliki, et al., 2018).

Moreover, human capacity, data quality, M&E and stakeholders' participation influence the performance of M&E system of NGOs in Arusha city, according to Mmassy (2018). Under these circumstances NGOs should continue to enhance capacity building among staff on planning, design, execution (including monitoring and controlling) and evaluation technical skills, especially in information systems for M&E and absorb stakeholders since the formulation of M & E framework (Mmassy, 2018). Suleiman (2020) attributes low financial resources, human capacity in M&E

and management participation the performance of the M&E system to poor performances of NGOs to meet community development aspirations.

In Kinondoni district, the M&E systems are integral to the performance of non-governmental organisations (NGOs). Several factors, such as the legislative framework, resource limitations, community involvement, data quality, and the ability for adaptive learning, affect these M&E systems. The interaction of these variables shapes the efficacy of M&E systems in this situation, and these variables are critical for evaluating and enhancing the impact of NGO interventions in the area (Mtei & Muller, 2019).

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

Recently, Monitoring and Evaluation (M&E) has emerged as an essential prerequisite in project management as evidenced by numerous advertisements seeking M&E experts. Moreover, there had been invitations to express interest in M&E consultants published in local newspapers of developing countries such as Tanzania. Yet, Nguliki (2018) found that the monitoring and evaluation of social programmes in Tanzania remained generally weak, and when executable the information was non-public, hence concealed from public scrutiny. In addition, most of the NGOs operating in Tanzania lack the ability to hire skilled M&E experts and ICT staff who understand M&E systems and can develop appropriate tools; as a result, many of them end up with substandard M&E systems that fail to meet either the managerial or donor needs (Matyoko, 2019).

Many NGOs in Tanzania, especially those in Kinondoni District, frequently approach monitoring and evaluation (M&E) as a donor obligation rather than a

management tool, even though it is essential for tracking project success and learning. These companies deal with a number of problems, such as inadequate M&E systems, insufficient technical capability, resource limitations, and poor management techniques. According to earlier research, many NGOs have trouble utilising M&E systems because of poor management and budget limitations, and some do not examine their systems, making them irrelevant for implementing programmes. These findings, which eventually have an impact on the effectiveness and influence of NGOs in Kinondoni area, centre on the necessity of bridging the gap between the potential advantages of strong M&E systems and the frequent difficulties and shortcomings in their implementation. The purpose of this research was to discuss these problems and offer fixes for better M&E systems for NGOs working in this area.

#### **1.4 Study Objectives**

##### **1.4.1 General Objective**

The study assessed the determinants of effective Monitoring and Evaluation system for NGOs' performance in Kinondoni district of Dar es Salaam region, Tanzania.

##### **1.4.2 Specific Objectives**

Specifically, the study set out to:

- i. Examine the influence of budgetary allocation on M & E of NGOs in Kinondoni district.
- ii. Determine the influence of stakeholders' involvement on M & E of NGOs in Kinondoni district.
- iii. Evaluate the influence of capacity-building on M & E staff of NGOs in

Kinondoni district.

### **1.5 Research Questions**

- i. How does budgetary allocation influence monitoring and evaluation of NGOs in Kinondoni district?
- ii. How does stakeholders' involvement influence the Monitoring and evaluation of NGOs in Kinondoni district?
- iii. What is the influence of capacity-building on monitoring and evaluation staffs of NGOs in Kinondoni district?

### **1.6 Significance of Study**

In addition to providing useful information for future interventions, the study aimed to improve understanding of the significance of Monitoring and Evaluation (M&E) among staff members of non-governmental organisations, donor agencies, and project managers. It also sought to provide insights on how to improve M&E processes to better align with stakeholder expectations. Among its goals were informing policy development for the establishment of efficient monitoring and evaluation systems and demonstrating the ways in which M&E can serve as a powerful management tool, fostering greater accountability and transparency for organisations and stakeholders.

For NGOs, donor organisations, project managers, and students involved in creating and executing effective, outcome-driven M&E systems, this report is important. The research findings were intended to give the Local Government Authority (LGA) important insights into the potential and difficulties associated with M&E systems

inside NGOs that operate in the Kinondoni district. The purpose of this data was to assist the LGA in creating a more favourable climate for NGOs to improve their performance and influence in the area, as well as to guide policy choices. Researchers were able to add to the body of information already in existence by using this study to shed light on the factors influencing M&E systems in Tanzanian NGOs. It provided a starting point for deeper investigation and analysis, which might result in the creation of better tactics and industry best practices for the evaluation and enhancement of NGO performance.

### **1.7 Scope of the Study**

The study was conducted in Kinondoni district of Dar es salaam region in Tanzania. Dar es Salaam is the largest city in Tanzania, which serves as the economic and administrative hub of the country. It hosts numerous NGOs, hence making it a relevant and representative location for studying the determinants of effective monitoring and evaluation in the NGO sector. Kinondoni district, officially the Kinondoni Municipal Council, is one of five districts of the Dar es Salaam region. The district is bordered to the north by Bagamoyo district and Kibaha of Pwani region, to the east by the Indian Ocean, to the west by Ubungo district, and to the south by the Ilala district. The census of 2012 showed that the population of Kinondoni was 1,775,049: 914,247 females and 860,802 males. There are 446,504 households in Kinondoni with an average of four people per household (NBS, 2022).

### **1.8 Limitations of the Study**

The research was subject to many limitations, such as possible biases in participant replies resulting from social desirability or organisational restrictions, restricted

access to specific NGOs or stakeholders, and limits of time and resources allocated to data collecting. Several techniques were used by the researcher to lessen these restrictions. Firstly, to minimise the impact of social desirability bias, attempts were taken to build rapport and trust with participants to promote candid and open replies. As a result, the researcher included a wide variety of NGOs and stakeholders to provide a complete picture, albeit access issues may have had an effect on the sample size. Despite the limitations, research objectives were attained by careful planning and effective use of available resources to optimise data collection within the study's duration.

### **1.9 Organisation of the Study**

There are five chapters in this text. This opening chapter has provided a summary of the research, which includes information on the study objectives, research questions, importance, scope, and limitations. The second chapter covers a wide range of topics related to literature review, including conceptual frameworks, empirical research, and a survey of pertinent theoretical literature. The research design, study site, sampling strategies, data sources, data collection methods, data processing and analysis approaches, and evaluations of validity, reliability, and ethical issues are all covered in detail in chapter three. The presentation and discussion of the findings from the data analysis are the focus of chapter four. Finally, chapter five summarises the study by presenting conclusions derived from the data and making suggestions in light of these revelations.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter reviews literature related to the study. Specifically, it defines key terms, reviews both theoretical and empirical literature pertaining to the study on the determinants of effective monitoring and evaluation of the performance of non-governmental organisations (NGOs) in Tanzania.

#### **2.2 Definition of Key Concepts**

##### **2.2.1 Monitoring and Evaluation**

Heale (2015) defines monitoring and evaluation (M&E) as a continuous management function to determine the achievement of expected results, spot challenges to effective implementation, and expose any unintended effects from an investment plan, programme or project and its associated activities. In similar vein, Hauge (2017) define the M & E as a systematic process of gathering, analysing, and interpreting data to assess the progress, performance, and impact of programmes, projects, or interventions.

Furthermore, Kimani (2014) describes monitoring and evaluation as a combined term for processes organisations set up such as companies, government and non-governmental organisations, as well as international institutions. This study adopted Heale's (2015) definition. After all, as a continual managerial process, monitoring and evaluation is meant to determine if planned results are achieved, spot implementation roadblocks, and determine any unintended effects that may result from an investment plan, programme, or project and its activities.

### **2.2.2 Non-governmental Organisation**

A non-governmental organisation, or simply NGO as it is popularly known by its acronym, is a non-profit, voluntary group or association of individuals or organisations that operate independent of government control. Hasmath and Hsu (2015) defined a non-governmental organisation or non-governmental organisations as an organization that generally is formed independent from government. Non-Governmental Organisation is a legally constituted organisation that operates independently from government control, typically formed by individuals or groups with common interests and goals (Lewis, 2014). As a result, this study used Lewis' (2014) definition of M&E, which describes it as a legally recognised organisation that runs without interference from the government and is usually founded by people or groups with similar interests and goals.

### **2.2.3 Stakeholders' Involvement**

Stakeholder involvement refers to the active participation, engagement, and inclusion of individuals, groups, or organisations that have a vested interest in or are affected by the activities, decisions, or outcomes of a particular project, programme, or organisation (Onyango, 2018). Fiore (2020) defines stakeholders' involvement as a process through which an organisation engages individuals likely to be impacted by its decisions or those who possess the capacity to influence the execution of those decisions. In this regard, Magassouba (2019) contend that stakeholder engagement is a process by which companies communicate with and get to know their stakeholders.

By getting to know them, organisations can better understand what they want, when they want it, how engaged they are and how institutional plans and actions can affect

their goals. This study, therefore, adopted Fiore's (2020) definition that describe stakeholder involvement as the process through which an organisation engages individuals who could be affected by its decisions or possess the capacity to influence the execution of those decisions.

#### **2.2.4 Capacity-building**

The act of enhancing an individual, organisation, or community's knowledge, skills, talents, resources, and organisational structures to improve their efficacy, sustainability, and capacity to accomplish their objectives is known as capacity-building (Matsiliza, 2018). Honadle (2018) defines capacity development as the process by which people and organisations acquire, enhance, and maintain the abilities, knowledge, instruments, apparatus, and other resources required to carry out their tasks successfully or to a higher extent. Additionally, Shiel et al. (2016) describe capacity building as enhancing an entity's performance, whereas capacity building refers to an individual, group, organisation, or system's ability to produce targeted results. Consequently, the concept of capacity building as the ability of a person, group, organisation, or system to achieve desired results was taken up by this research from Shiel, et al., (2016).

### **2.3 Theoretical Literature Review**

The theoretical literature review serves as a foundation for understanding the conceptual framework and underlying theories that guide research. Examining previous scholarship and ideas pertinent to the study helps to establish the foundation and gave a thorough summary of the state of knowledge in the area today. In this case, the researcher adopted the Weiss's (1995) Theory of Change

(ToC) to guide the study.

### **2.3.1 Theory of change**

A programme's or interventions operational mechanism may be conceptualised and documented systematically using the theory of change. This theory entails stating the criteria that must be met for the programme to be successful, describing the target beneficiaries and the nature of their benefits, and explaining why and how the programme is anticipated to be effective. The Theory of Change is a written explanation or diagram that outlines the circumstances, resources, activities, and strategies necessary to effect change and achieve desired results. Its ability to illustrate the logical links inside the framework gives it explanatory strength (Reinholz & Andrews, 2020).

The Theory of Change (ToC) is a conceptual framework underlying presumptions, causal chains, and linkages that explain how a programme or intervention is anticipated to result in desirable social or behavioural changes. The ability to explain and illustrate clearly the theory guiding the programme's actions and anticipated results makes it a potent instrument for programme design, execution, and assessment. With the use of the theory of change, one may maximise the programme's influence on intended outcomes, develop interventions that work, and manage resources effectively.

The theory facilitates the examination of influence of budgetary allocation on the monitoring and evaluation (M&E) practices of NGOs while helping to highlight the impact of financial resources on the execution and effectiveness of M&E activities.

Moreover, with recourse to this theory the study explored the influence of stakeholders' involvement in M&E practices, emphasising the role of various stakeholders such as donors, beneficiaries, and local communities in shaping M&E processes and outcomes within NGOs. Additionally, the study looked at how capacity building affects NGOs' M&E staff members, specifically how training and skill development programmes affect their capability to do M&E jobs efficiently. The theory of change was based on these factors, which explained the causal pathways by which they improve M&E system performance in the context of Kinondoni district.

### **2.3.2 Strengths and Weaknesses of Theory of Change**

Benefits of applying results-oriented Theory of Change (ToC) include its capacity to establish the intended objectives and impacts from the start. Moreover, the ToC promotes a results-driven approach to the planning and assessment of programmes, hence guaranteeing that efforts focus on bringing about significant and long-lasting change (Mbogo, 2022). Second, it engenders flexibility and adaptability. ToC acknowledges that situations and initiatives could alter and adapt throughout time. It permits adaptability and flexibility. It provides a framework for continuous learning, reflection, and adjustment based on emerging evidence and feedback.

Furthermore, the TOC encourages the active involvement of stakeholders throughout the programme cycle. It also facilitates a participatory and collaborative approach, fostering engagement, ownership, and buy-in from those affected by or involved in the programme (Kamau, 2017). On the other hand, the weaknesses of the Theory of change have some weaknesses include the time consuming and resource intensive

nature of the process of developing a comprehensive ToC. It requires considering carefully multiple factors, assumptions, and causal relationships likely to present challenges to organisations with limited time, expertise, or resources. Also, ToC is predicated on the opinions, assessments, and presumptions of stakeholders regarding the process of change.

These presumptions might be biased or result in comprehension gaps as they are prone to subjectivity and could not always accurately reflect the dynamics and intricacies of the real-world setting. We also have a limited capacity for prediction: although the Theory of Constraints (ToC) offers a reasoned structure for comprehending the anticipated course of change, it does not ensure that the intended results will materialise. It can be difficult to forecast or control every variable when there are external influences, unforeseen occurrences, or contextual complexity influencing programme results (Dana et al., 2013).

These weaknesses notwithstanding, the Theory of Change remains a valuable tool for programme planning, implementation, and evaluation. Its strengths lie in providing a structured approach to understanding, communicating, and learning from programme theories and outcomes. As a crucial instrument for programme design, execution, and assessment, the researcher chose to employ the Theory of Change in this investigation. By assisting stakeholders in comprehending the fundamental reasoning, presumptions, and anticipated results of the programme, it facilitates efficient decision-making, eventually enhancing the programme's efficacy and impact.

Besides, the Theory of Change has been employed in many other published research works. Cathy's (2013) study on comic relief, Moynihan's (2018) exploration of performance management dynamics, and Sarah, Fredy, and Terry's (2017) research all attest to challenges related to developing impact access, hence exemplify its diverse applications. Whereas Kamau's (2017) research examines variables affecting the effectiveness of monitoring and evaluation systems, Earl et al. (2015) focus on incorporating learning and reflection into development projects.

Njama (2015) investigates factors that influence a monitoring and evaluation system's efficacy within the framework of AMREF Kenya's WASH initiative. Wilson (2010) adds to the conversation with a research on development assessment, and Borgman's (2014) report on the justice fund evaluation report emphasises even more how adaptable the Theory of Change is to many sectors. Notably, the Theory of Change framework's adaptability makes it possible for it to be applied in a variety of industries and circumstances, going beyond these domains. There can be a study vacuum when it comes to examining the Theory of Change's application to certain NGOs or organisations that concentrate on industries or geographical areas.

## **2.4 Empirical Literature Review**

### **2.4.1 Influence of Budgetary Allocation on NGO M & E Performance**

Mohibullah (2018), who conducted a study on the determinants of effective monitoring and evaluation systems in non-governmental organisations in Afghanistan, through descriptive and inferential statistical analysis found a close affinity between the availability of dedicated funds and the independence of the M&E exercise. Paradoxically, financial independence in M&E does not necessarily

equate to complete autonomy of the M&E system. The results suggest a negative correlation between independence and the effectiveness of the M&E system.

As a result, setting aside money specifically for M&E initiatives is crucial. Nevertheless, for efficient monitoring and assessment, a balanced strategy including both independent and dependent components should be adopted. In fact, the results point to a negative correlation between the M&E system's efficacy and independence. The necessity to investigate and comprehend the ideal ratio of reliance to independence in the M&E system inside NGOs is highlighted by this research gap.

Mbogo (2022), who conducted a study on the influence of monitoring and evaluation practices on humanitarian projects planning, used a cross-sectional descriptive research design and established a positive correlation between budgetary allocations and the planning of humanitarian projects. It is also critical to get more dedicated funding to support M&E efforts. Similarly, donor pledges are essential for improving coordination incentives since they highlight support for the overall M&E system as opposed to discrete, disorganised operations. The research deficit, however, underscores the necessity of raising the amount of money set aside expressly to assist M&E initiatives.

Mbithi (2020) conducted a study in Kenya about the influence of monitoring and evaluation on project success among NGOs in Nairobi County. The study used a descriptive research survey design targeting 100 NGOs operating in Nairobi County as the sample. The findings of the research indicate a statistically significant positive



correlation between the budgetary allocation for monitoring and evaluation (M&E) and the success of projects. Consequently, the study concludes that the allocation of funds for M&E significantly impacts the success of projects within non-governmental organisations (NGOs).

To increase project success rates, non-governmental organisations should carefully allot sufficient funding for monitoring and evaluation (M&E) operations. Budgetary allocation for M&E and project success are positively and statistically significantly correlated, according to the study. It's crucial to remember that this study was primarily concerned with project execution; as a result, the missing piece understands the connection between NGOs as a whole and their programmes.

Njama (2015), who conducted a study on the determinants of the effectiveness of a monitoring and evaluation system for AMREF Kenya WASH programme, adopted a descriptive survey research design and demonstrated a positive correlation between the adequacy of funding and the efficacy of the M&E system. Even when the organisation sets aside a specific budget for M&E operations, the funds are not enough; they make up less than 5–10% of the project budget overall. In addition, there are difficulties with money utilisation and a lack of independence in budgeting choices pertaining to the monitoring and evaluation unit. To overcome these concerns, an organisation sets aside sample funding for M&E initiatives. The research vacuum on non-governmental organisations is attributed to the inadequate funding for monitoring and evaluation (M&E) initiatives within the AMREF Kenya WASH programme, according to the available data.

Kimani's (2014) study on the effect of budgetary control on the effectiveness of non-governmental organisations in Kenya that applied a descriptive questionnaire survey to collect data found that NGOs exercise budgetary controls across various organizational levels. Most NGOs were found to have planning, monitoring, controls, and budget participation, according to the survey. Notably, funding involvement came in last, monitoring and control came in second, and planning emerged as the biggest factor contributing to NGOs' successful performance.

The survey also found that, in terms of both financial and non-financial metrics, every non-governmental organisation in Kenya performed better than average. Metrics including revenue growth, community involvement, dollar expenditure, and acquiring new contributors were included in these measures. The research gap is the need to further investigate and comprehend the processes and practices of budgetary control inside NGOs, even if the study stresses the existence of these controls at various levels of NGOs.

#### **2.4.2 Influence of Stakeholders' Involvement on NGO M & E Performance**

Heravi, Coffey and Trigunaryyah (2015), who examined the level of stakeholder involvement during the project's planning process in Australia, found that stakeholders commonly furnish essential resources and possess the capacity to influence interactions and resource distribution within the network. Their impact has a major impact on an organization's sustainability, which emphasises the need of efficient management and key stakeholder interaction in any project management strategy. Notably, in the planning process, owners and project managers are the most involved with contractors the least engaged. As such, there is a need for more

research on how different stakeholder participation levels affect project outcomes.

Nicholas and Mary's (2021) study entitled "Influence of Stakeholders' Participation in Monitoring and Evaluation Process on Implementation of Projects in Kenya" using descriptive analysis identified a direct correlation between stakeholder participation and the execution of HIV/AIDS projects in Kenya. This relationship is especially clear when looking at monitoring and assessment, which provides workable answers to problems that project managers have previously encountered. The study found that HIV/AIDS initiatives that are put into action without monitoring and evaluation are vulnerable to failure, mostly because of problems with insufficient management and overspending. The areas of research that still need to be explored and understood more fully are the precise ways that stakeholder engagement affects project success.

Matyoko's (2019) study entitled "Assessment of the Effectiveness of Monitoring and Evaluation Systems on Projects Sustainability in Tanzania" used both qualitative and quantitative approaches and found that the involvement of stakeholders in the monitoring and evaluation process of projects exerts a positive impact on project sustainability. By including stakeholders in processes like requirements analysis, solution proposals, and project identification, projects may be completed on schedule, under budget, and with greater overall sustainability. The study concluded that stakeholders are essential to maintaining time and cost efficiency and supporting project sustainability because they hold implementers responsible. The lack of research necessitates a review of the difficulties and impediments to effective stakeholder participation in monitoring and assessment procedures, as well as their

effects on the sustainability of projects.

In Kenya, Karimi, Mulwa and Kyalo (2020) conducted the study in Kenya on stakeholder engagement in monitoring and evaluation as well as the performance of literacy and numeracy educational programme in public primary schools in Nairobi County, the study adapted descriptive research survey design and correlational research design.

The study found that even though the identification of stakeholders and their degree of engagement is reasonable, more work ought to be done to guarantee that the aims of literacy and numeracy education programmes are successfully met. Considering components of project intervention such as resource allocation and programme activity monitoring, this enhancement is imperative. In other words, for educational programmes to achieve their stated goals, active stakeholder participation in monitoring and evaluation is still crucial. In this case, the research gap necessitates a review of the difficulties and impediments to successful stakeholder participation in the monitoring and assessment of educational programmes.

#### **2.4.3 Influence of Capacity-building on M & E NGO Staff Performance**

A study conducted by Armstrong and Baron (2013) entitled; “Performance Management: The New Realities” that had adopted a descriptive survey research design found that lack of M & E skills or capacity was akin to not having an M&E plan for the project. Without the requisite M&E skills, there is a lack of comprehension regarding expectations, inadequate interpretation and measurement of indicators, and the risk of unskilled project staff collecting inaccurate data in the

field. As such, M&E skills are invaluable and serve as the foundation for a robust M&E plan.

These abilities create a foundation for a full comprehension of project expectations, roles, and duties while addressing staff attitudes and culture, in conjunction with capacity building. As a result, this strengthens the connection between project performance and M&E. The research gap is in understanding and researching techniques and methods for improving M&E skills and capabilities, even though the study underlines their relevance for effective project monitoring and evaluation.

Rumenya and Kisimbii (2020) used correlation analysis to investigate the impact of monitoring and evaluation systems on the project performance in non-governmental organisations. They discovered a positive and significant correlation between the performance of projects in the education sector and human capacity for monitoring and evaluation. According to the research, money was set aside for project employees' capacity-building training, and both internal and external training programmes were used to close any capacity shortfalls.

The M&E personnel also received regular training, coaching, and monitoring to improve their ability to assist project teams. Only a small percentage of the projects under review, nonetheless, were said to have an adequate number of qualified workers in charge of M&E operations. The study highlights the beneficial relationship between human monitoring and assessment abilities and project success; nevertheless, it also highlights the existence of qualified staff shortages in some projects. The few staff needs evaluations linked to M&E constitute the research gap.

Using both qualitative and quantitative research, Karanja and Yusuf's (2018) study entitled; "Role of Monitoring and Evaluation on the Performance of Non-governmental Organisation Projects in Kiambu County" found that technical competence significantly influenced project success in NGOs. This impact resulted from forecasting project performance, coordinating human resource capabilities, using expert judgement, and supporting capacity-building, monitoring and evaluation (M&E) training. The study underscored the significance of educating personnel not just in gathering descriptive data about a programme, product, or entity, but also in applying values to identify pertinent information. This includes making explicit evaluative inferences from the data and providing insights that communicate information about the calibre, worth, or importance of the topic being studied. The reference of the necessity of teaching staff members how to use values to assess something's quality, value, or significance in addition to gathering descriptive information, however, represents a study gap.

The main source of data for Wanjiru and Kimutai's (2013) research in Kenya on the factors influencing efficient monitoring and evaluation systems in non-governmental organisations in Nairobi County was the project managers or M&E personnel of each NGO. The study's highlighted how crucial training is to an M&E system's efficacy. Since M&E is still a young profession, training is essential to developing a workforce of qualified M&E professionals who can manage the M&E system. Educated staffs with research and project management expertise are necessary for the careful selection and implementation of effective M&E systems for projects. Implicitly, a professional association of M&E specialists be founded to improve and

broaden the pool of available local M&E professionals.

The effectiveness of the system depends on the general level of experience of the personnel managing M&E. The necessity for more investigation into the methods and strategies for M&E professional development within the framework of NGOs represents this study gap. This can entail looking at the best training courses and capacity-building projects for improving the abilities and expertise of M&E specialists. Nasambu's (2016) study in Uganda on factors influencing the performance of monitoring and evaluation systems in non-government organisations in Lira district found that a well-trained and experienced human resource is pivotal to achieving favourable M&E outcomes. Establishing an efficient M&E human resource capability that prioritises both quantity and quality is crucial. As a result, there is a significant need for qualified personnel, M&E system capacity-building programmes, training course alignment, and technical guidance. The need for more investigation of tactics and techniques to meet the noted objectives in M&E capacity-building constitutes this study gap. This might entail looking at the training programmes, courses, or certifications that work best for M&E professionals in terms of building the skills and abilities needed.

## **2.5 Research Gap**

The literature reviewed provides insightful information about factors influencing the effectiveness of NGOs' monitoring and evaluation systems. For instance, Muchelule's (2018) study investigated how Kenya State Corporations' project performance was affected by their monitoring procedures. Previous research by Nicholas and Mary (2021) concentrated on how stakeholders' involvement in the

monitoring and evaluation process affected the way projects were implemented in Kenya whereas Matyoko's (2019) study evaluated the impact of monitoring and evaluation systems on project sustainability in Tanzania. Based on those research, few studies have been done with an emphasis on NGOs, and none of them have been done in the Kinondoni district.

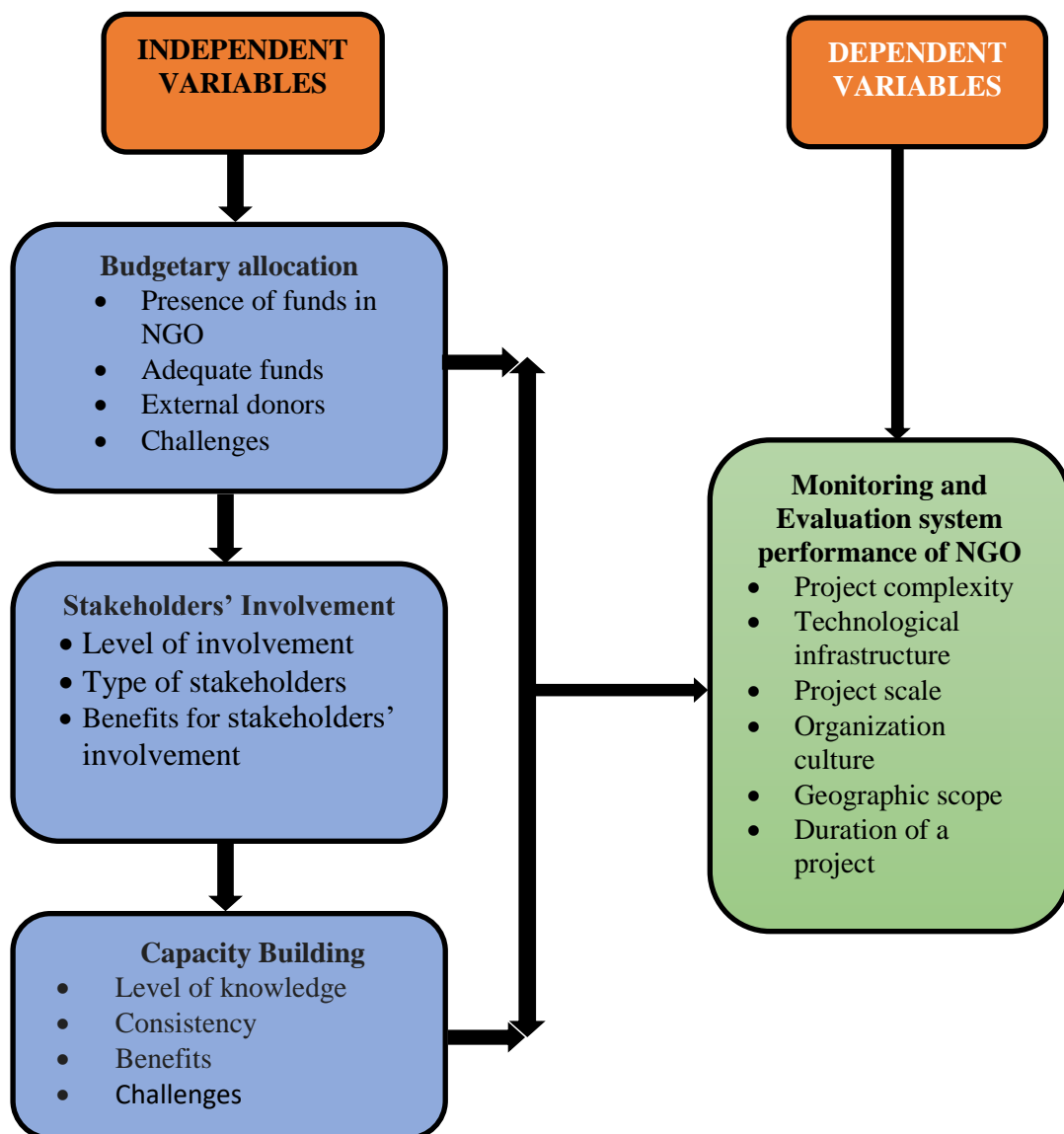
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## **2.6 Conceptual Framework**

The links between the major variables under examination are outlined in a structural map that is provided by the conceptual framework of this study. This framework functions as a theoretical road map that directs the investigation of the ways in which elements interact to impact the effectiveness of monitoring and evaluation (M&E) systems in Tanzania's NGOs. The framework captures the complex interactions among independent factors, including investment, capacity building, stakeholder participation, and budgetary allocation. The study examined these independent



variables in relation to their potential direct effects on the pure dependent variable of “Monitoring and Evaluation System Performance of NGOs.” The conceptual framework provides a path for understanding the intricate dynamics at work and for identifying the underlying processes that contribute to the efficacy of M&E systems inside Tanzania’s NGOs by organising these factors. Figure 2.1 presents the correlations between the study’s variables:



**Figure 2.1: Conceptual Framework Preview**

**Source:** Researcher’s development based on literature review

### 2.6.1 Measurement of the Variables

For this study, the variables were measured using both qualitative and quantitative methods to provide a comprehensive understanding of their relationships. The following delineation for measuring each variable:

**Budgetary Allocation:** The study used financial data from the NGOs to quantitatively measure how much money was allocated to the budget. Official budget documents or financial records served as the source of information on the precise amount of funds allotted for monitoring and evaluation activities. Data on funding allocated for training, technological infrastructure, recruiting monitoring and evaluation people, and associated costs.

**Stakeholders' Involvement:** The engagements of stakeholders were assessed using both qualitative and quantitative methods. Through stakeholder surveys and interviews, the study gathered qualitative data, which was then evaluated to determine how they feel about participating in monitoring and assessment tasks. The computation of participation rates, the quantity of stakeholder engagement events, and other measurable markers of their involvement have also been included in the quantitative data.

**Capacity-building:** By counting the number of training sessions held, the number of hours of training given, and the participation rates of the monitoring and evaluation personnel, capacity-building was objectively quantified. Attendance logs and training records were also good sources of this information.

**Monitoring and Evaluation System Performance of NGOs:** Using predetermined indicators, the monitoring and evaluation system's performance was objectively assessed. These included the timeliness and frequency of data collection, the application of assessment recommendations, the use of monitoring data for decision-making, and the timely reporting of findings. These indicators can also be the subject of surveys, interviews, and the examination of monitoring and assessment reports to gather data.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methodologies of the study. Specifically, it details the approaches to data collection and analysis. Moreover, the chapter covers the study design, study area, study population, sample selection and procedures, methods and data collection tools, the data analysis and presentation, validation and reliability testing, and ethical considerations.

#### **3.2 Research Philosophy**

The study employed the positivist research philosophy because of its alignment with the study's objectives and the nature of investigation. The primary aim was to assess the determinants affecting the performance of M&E systems in NGOs operating in Tanzania through empirical observation and objective measurement. Adopting the positivist approach allowed the study to establish causal relationships among variables such as budgetary allocation, stakeholders' involvement, and capacity-building, and their impact on the M&E system performance. The emphasis on structured data collection, quantitative analysis, and generalizability resonates with the positivist philosophy, enabling the study to produce reliable and replicable findings.

#### **3.3 Research Approaches**

The study employed a mixed methods approach with recourse to qualitative and quantitative approaches in data collection and analysis. This mixed methods approach provides a robust methodological framework by combining quantitative

techniques, such as surveys and statistical analysis, with qualitative methods like interviews and content analysis. Quantitative data allowed for the measurement of variables like budgetary allocation, stakeholders' involvement, and capacity building, enabling the establishment of correlations and patterns. On the other hand, the qualitative data provided a profound comprehension of contextual intricacies, motivations, and perceptions of stakeholders, which quantitative data when singly applied alone could have overlooked. On the whole, the integration of these methods offered comprehensive insights into the complex dynamics of M&E system performance among NGOs under review, hence enriching the study findings and yielding a more holistic picture of the research problem.

### **3.4 Research Design**

The study applied an explanatory sequential mixed-methods design. This design entailed collecting and analysing quantitative data first before progressing to the qualitative data primarily to further illuminate the quantitative results (Watson et al., 2017) particularly in answering the “how” and “why” questions. In this case, the study started by collecting quantitative data through surveys to assess the influence of budgetary allocation, stakeholders' involvement, and capacity building on the performance of Monitoring and Evaluation (M&E) systems in NGOs operating in Tanzania.

Subsequently, the study gathers qualitative data using interviews to delve deeper into the reasons into the quantitative findings and provide a more comprehensive understanding of the relationships among variables. This design also facilitated a comprehensive exploration of the research questions by combining the strengths of

both quantitative and qualitative methods to generate a more holistic view of the determinants of M&E system performance.

### **3.5 Area of the Study**

The study was conducted in Kinondoni district of Dar es salaam region, Tanzania. Dar es Salaam is the largest city in Tanzania that serves as the commercial administrative hub of the country. Kinondoni is one of its vibrant five districts, the other being Ilala, Kigamboni, Temeke and Ubungo. The district was purposively selected because it hosts numerous NGOs, hence making it a relevant and representative locality for the study on the determinants of effective monitoring and evaluation in the NGO sector.

### **3.6 Population of the Study**

Kazdin (2021) describes the term “population” as the entire group of individuals, objects, or events that share a common characteristic and area of interest to the researcher. It represents the larger group that a researcher wants to generalise the study findings. The researcher sought to cover all NGOs based in Kinondoni district, which amount 257 NGOs (<https://www.nacongo.or.tz/>). However, due to the limitation of time and finance the researcher used Boyd et al.’s (1998) formula to sample the population:

$$C = \frac{n}{N} \times 100$$

Where C stands for a figure greater or equal to 5% of the total population, N is the total number of NGOs and n is sample size.

$$n = (5 / 100) * 257$$

$$n = 0.05 * 257$$

$$n = 12.85$$

Rounding up to the nearest whole number, we would need a sample size of about 13 NGOs from the population of 257 NGOs. Therefore, the study used 13 NGOs operating within Kinondoni district. From those NGO, the study included respondents such as the project managers, M & E staff, finance officers, directors, Field staff and partners (representatives).

### **3.6.1 Inclusion Criteria**

The inclusion criteria included individuals who are currently employed by NGOs operating in Kinondoni district and are directly involved in monitoring and evaluation activities, such as project managers, monitoring and evaluation staff, finance officers, directors, field staff, and partner representatives.

### **3.6.2 Exclusion Criteria**

On the other hand, the study excluded individuals who were not directly involved in monitoring and evaluation activities in NGOs operating in Kinondoni district, such as administrative staff or support personnel with no direct M&E responsibilities.

## **3.7 Sample Size and Sampling Procedures**

### **3.7.1 Sample Size**

The sample size was determined using a rule of thumb for sample calculation, suggesting that a suitable maximum sample size is generally about 10% of the population, provided it does not exceed 1,000. In the case of a large population, the minimum sample size is set at 100 whereas for a small population, it ranges from 20

to 50 (Burmeister & Aitken, 2012). Hence, the sample size of study was 120 respondents, comprising 10 project managers, 20 M & E staff, 20 finance officers, 10 directors, 50 field staff, and 10 partners (representatives). This sample size facilitated the effective capture insights into various key roles in NGOs and ensure a comprehensive understanding of the factors influencing the M & E system performance.

### **3.7.2 Sampling Procedures**

The study employed systematic random and purposive/judgmental sampling to obtain the sample for this study.

#### **3.7.2.1 Systematic Random Sampling**

Simple random sampling allows an individual to be selected randomly and entirely by chance; each individual has the same probability of being chosen. Systematic random sampling helped to select project managers, M & E staff, field staff and finance officers. This study, employed systematic random sampling by, first, listing all NGOs operating in Kinondoni district. Then, the researcher determined the desired sample size by factoring resource constraints and time limitations. Using systematic random sampling allowed the researcher to number all the NGOs from which all the NGOs with even numbers became part of the sample. This systematic random selection ensured that every NGO had an equal chance of being drafted into the sample while retaining a degree of randomness.

#### **3.7.2.2 Purposive Sampling**

Purposive sampling allowed the researcher to pick an appropriate from whom to



generate requisite information. In this regard, the researcher purposively selected directors and partners (representatives) for the study. These respondents provided the information which was not easy to obtain from the rank and file NGO employees.

### **3.8 Types and Source of Data**

This study had recourse to both primary and secondary data for analysis. Primary data was gathered through a questionnaire survey and interviews. Participants were project managers, M & E staff, finance officers, directors, Field staff, and partners (representatives) from the sampled 13 NGOs in Kinondoni district. Also, the researcher used literature reviews to get secondary data.

### **3.9 Data Collection Methods**

#### **3.9.1 Questionnaire**

A questionnaire entails creating a set of organized questions designed to gather necessary data pertinent to the study (Wan et al., 2014). Specifically, the study employed structured questionnaire largely with closed-ended questions. The closed-ended items in the questionnaires were administered with project managers, M & E staff, field staff, and finance officers within the study area. These questionnaires gathered specific information from the participants using structured questions with predetermined response options for quantification purposes. This structured questionnaire survey aimed to collect quantitative data for easy analysis and making comparisons, offering insights into the various aspects of budgetary allocation, stakeholder involvement, and capacity-building efforts influencing the M & E system performance of NGOs.

### **3.9.2 Interview**

On the other hand, interviews involved a purposively selected of key informants from a subset of NGOs in Kinondoni district. Those key informants included directors and partners, who serve as representatives of the NGOs, to gather in-depth insights into the research questions. These key informants were information-rich cases purposively selected because of their strategic positioning within the NGOs. These interviews were guided by a prepared interview guide consisting solely of open-ended questions. This approach facilitated a comprehensive exploration of the determinants affecting Monitoring and Evaluation system performance within NGOs, allowing participants to provide detailed and contextualised responses. This qualitative dimension of the study followed the quantitative part of the study.

### **3.9.3 Document Review**

In this investigation, a diverse range of secondary sources was leveraged, encompassing pre-existing reports, documents, and records pertaining to the M & E practices of NGOs. These documents, include annual reports from specific organisations and comprehensive literature on the subject, were meticulously examined to glean valuable insights into budget allocations, stakeholder involvement and capacity-building initiatives within the NGO sector.

## **3.10 Data Analysis Methods**

### **3.10.1 Analysis of Quantitative Data**

The data collected from questionnaires were subjected to filtering and screening for errors prior to their analysis. In this regard, the researcher employed some descriptive statistics, correlation, and regression, incorporating measures such as the

mean, percentages, ratios, standard deviation, and variance using the Statistical Package for Service Solutions (SPSS) version 20. Typically, the following steps were essential: first, importation of dataset into SPSS; second, cleaning and preparing the data by handling missing values and outliers; third, performing descriptive statistics to summarise the data and gain initial insights, finally, documenting the analysis process and results to ensure transparency and replicability.

Correlation coefficient gauges the extent of the association between respective variables, with measurements ranging from +1 through 0 to -1, with a positive correlation occurring when one variable increases alongside the other whereas a negative correlation happens when one decreases as the other parameter. This study used the Pearson's bivariate correlation as a decision criterion to measure the degree of association among the variables, as illustrated in Table 4.6.

**Table 3.1: Decision Criteria for Correlation**

Range for correlation	Possible Interpretation
-1.0	Perfectly negative relationship
-1.0 to -0.5	Stronger negative relationship
-0.5 to -0.1	Weaker negative relationship
-0.1 to 0.1	Little to no relationship
0.1 to 0.5	Weaker positive relationship
0.5 to 1.0	Stronger positive relationship
1.0	Perfectly positive relationship

**Source:** Field Data (2024).

Interpreting the correlation matrix results, such as those presented in Table 4.6 required comprehending the criteria for interpretation. As Table 4.6 illustrates, the criteria for understanding the correlation results entailed evaluating the correlation

coefficients using a scale varying from +1, through 0, to -1.

### **3.10.2 Analysis of Qualitative Data**

The interviews provided qualitative data, and the diverse responses from the participants were organised into common categories. Initial data collected underwent quality checks, with recordings made during interviews to ensure data quality. The qualitative data was then subjected to content analysis. Qualitative data helped to explore the “how” and “why” questions behind phenomena, hence offering depth and nuance to complement the quantitative findings. Moreover, it facilitated the identification of patterns, themes, and divergent viewpoints, thus enabling the gaining of a holistic perspective on complex issues and helping the development of nuanced and contextually-relevant recommendations or interventions.

## **3.11 Validity and Reliability**

### **3.11.1 Validity**

Heale and Twycross (2015) define validity as the degree to which a test measures what it is supposed to measure. This research benefited from a pre-testing pilot study that entailed administering the questionnaires to a few respondents to ensure that they were carefully crafted and phrased in addition to testing and the questionnaires’ appropriateness and generalisation to the topic as validated by the respondents. Moreover, the researcher used experts from M & E and variables from previous studies to ensure the validity of the research tools. In this regard, relevance assesses whether the tool addresses the research objectives and whether the resultant data answer the research questions meaningfully and effectively to ensure the research instrument’s quality and accuracy for data collection for research purposes.

### 3.11.2 Reliability

This study addressed reliability concerns through the incorporation of various data collection methods, including a review of secondary data and use of tools such as questionnaires and interviews, with an appropriate sample size and diverse techniques, namely random and purposive sampling. To validate reliability, the researcher employed a test-retest method during the pilot survey.

**Table 3.2: Range of Cronbach's Coefficient**

Reliability	Range
Unreliable	$\alpha \leq 0.30$
Barely reliable	$0.30 < \alpha \leq 0.40$
Slight reliable	$0.40 < \alpha \leq 0.50$
Reliable (most common range)	$0.50 < \alpha \leq 0.70$
Very reliable	$0.70 < \alpha \leq 0.90$
String reliable	$\alpha > 0.90$

**Source:** Wu, Yu & Weng (2013).

### 3.12 Ethical Considerations

The study was conducted in accordance with the research protocol as stipulated by the Open University of Tanzania (OUT). To begin with, the researcher obtained a research permit from OUT to allow in data collection. Besides obtaining informed content from the participants after briefing them about the nature of the study, the researcher did not include the names of the respondents. Additionally, researcher protected the privacy and confidentiality of the respondents by ensuring that their identities and personal information remained undisclosed and not identifiable with the information they had provided during the research. Furthermore, the researcher engaged in honest and transparent practices, accurately representing their findings, and crediting the original authors through proper citation and acknowledgment.

## **CHAPTER FOUR**

### **RESULTS, FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

The successful operation of Non-Governmental Organisations (NGOs) in Tanzania, particularly in Kinondoni district, relies significantly on the effectiveness of their M&E systems. In this regard, the study sought to assess the key determinants influencing M&E practices and their impact on the overall performance of NGOs. By investigating factors such as budgetary allocation, stakeholder involvement, and capacity-building, this study aimed to shed light on the critical elements that drive or impede M&E success. The subsequent sections present the results and findings in addition to discussing each of the study's specific objectives, providing insights into the current state of M&E practices and their implications for NGOs operating in this region.

#### **4.2 Socio-demographic Characteristics of Respondents**

This section provides general information on the respondents' socio-demographic characteristics, including their gender, age, level of education and years of experience of the respondents. These characteristics offer insights into the profile of the participants in the study.

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

This section provides an overview of the gender distribution among the study's respondents, offering insights into how individuals of different genders may perceive M&E practices. Table 4.1 shows the distribution of respondents by gender:

**Table 4.1: Distribution of Respondents by Gender (n=100)**

<b>Sex</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	55	55.0	55.0	55.0
Female	45	45.0	45.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023)

Table 4.1 presents the distribution of respondents by gender in the study, with 100 respondents. Among the respondents, 55 percent were male whereas 45 percent were female. This gender distribution is relatively balanced, hence enabling a diverse range of perspectives for consideration during the assessment of the M&E systems in NGOs in Kinondoni district of Dar es Salaam. The almost equal representation of both genders ensures that the findings and subsequent discussions on the influence of factors on M&E practices would be enriched with a well-rounded understanding of how gender may impact the perception and experience of M&E activities among NGO personnel.

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

This section delineates the age distribution of the study respondents and offers insights into how different age groups perceive and engage with M&E practices in the context of Kinondoni district. Table 4.2 details the age distribution of the respondents:

**Table 4.2: Distribution of Respondents by Age (n=100)**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid Percentage</b>	<b>Cumulative Percentage</b>
21 - 40 yrs	44	44.0	44.0	44.0
41 - 60 yrs	37	37.0	37.0	81.0
61 + yrs	19	19.0	19.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

The age distribution in Table 4.2 of the 100 study respondents reveals that the respondents are spread out across different age groups. The largest proportion, 44 percent, falls within the 21-40 age-bracket, followed by 37 percent in the 41-60 age category, and 19 percent aged 61 years or older. This distribution reflects a diverse range of age groups, which is instrumental in comprehending how generational perspectives can influence the perception of and engagement with M&E systems in the context of Kinondoni district. The substantial representation of both younger and older individuals ensures a well-rounded understanding of how age-related factors may shape the respondents' viewpoints on M&E practices within NGOs, contributing to the study's comprehensive assessment of the subject.

#### 4.2.3 Education Qualification of Respondents

This section delves into the educational qualifications of the respondents, offering insights into how different levels of education may influence their understanding of and engagement with M&E practices. Table 4.3 presents the distribution of respondents by education level:

**Table 4.3: Distribution of Respondents by Education Qualification (n=100)**

<b>Education Qualification</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid Percentage</b>	<b>Cumulative Percentage</b>
Diploma	31	31.0	31.0	31.0
Degree	52	52.0	52.0	83.0
Masters	17	17.0	17.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

Table 4.3 presents the educational qualifications of the 100 respondents in the study. The data reveals a diverse distribution of educational backgrounds among the participants. A significant portion (52%) possessed a degree, followed by 31 percent



with a diploma, and 17 percent had a master’s degree. This variation in educational qualifications highlights the diversity in the respondents’ knowledge and expertise related to Monitoring and Evaluation (M&E) systems in NGOs operating in Kinondoni district. The prevalence of degree holders signifies a substantial group with more extensive academic training whereas the presence of diploma and master’s degree holders adds depth and complexity to the study’s exploration of how varying levels of education can impact on understanding and engaging with M&E practices.

#### 4.2.4 Work Experience of Respondents

The distribution of work experience among the study respondents sheds light on how varying levels of professional experience may influence their perspectives of and involvement with M&E practices. Table 4.4 details the distribution of respondents by working experience:

**Table 4.4: Distribution of Respondents by Work Experience (n=100)**

Work experience	Frequency	Percent	Valid Percent	Cumulative Percent
0-5	33	33.0	33.0	33.0
6-10	45	45.0	45.0	78.0
11-15	19	19.0	19.0	97.0
16-20	3	3.0	3.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

Table 4.4 offers an insight into the distribution of work experience among the 100 study respondents. The data also reveals a varied distribution of professional experience. Notably, 45 percent of the respondents have accumulated 6-10 years of work experience, followed by 33 percent with 0-5 years, 19 percent with 11-15

years, and a smaller percentage of three percent with 16-20 years of experience. This diverse range of work experience levels plays a pivotal role in grasping how practical familiarity with M&E systems within NGOs is influenced by the duration of their professional engagement. The significant presence of individuals with 6-10 years of experience hints at a group that could have developed a substantial understanding of M&E practices whereas the other categories offer different perspectives based on varying levels of experience. This multiplicity also ensures a comprehensive exploration of how work experience shapes the respondents' perception of and engagement with M&E within the particularised context of Kinondoni district in Dar es Salaam region.

### **4.3 Influence of Budgetary Allocation on NGO Performance M & E**

The influence of budgetary allocation on monitoring and evaluation practices is a critical factor in determining the performance of NGOs. This specific objective aimed to assess how financial resources dedicated to M&E activities impact the effectiveness and overall performance of NGOs in Kinondoni district.

#### **4.3.1 Allocation of funds for M & E activities**

The allocation of funds for M&E activities is a fundamental aspect of an NGO's financial strategy, which also plays a pivotal role in ensuring the effectiveness of M&E systems. This section examines how NGOs allocate financial resources to support their M&E endeavours in addition to shedding light on the budgetary considerations and priorities that underpin the assessment and improvement of their respective programmes and initiative. Table 4.5 presents responses on funds allocation for M&E:

**Table 4.5: Funds Allocation for M & E Activities (n=100)**

Responses	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Agree	53	53.0	53.0	53.0
Extremely Agree	23	23.0	23.0	76.0
Disagree	19	19.0	19.0	95.0
Extremely Disagree	5	5.0	5.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023)

Table 4.5 presents the distribution of responses on the allocation of funds for M&E activities in NGOs. A majority of respondents (53%) “agreed” with the allocation of funds for M&E activities. Additionally, another 23 percent “extremely agreed” with this allocation, hence a cumulative total of 76 percent who either agreed or extremely agreed with the statement, which emphasises its importance. On the other hand, 19 percent “disagreed” with the allocation of funds and a smaller proportion of five percent “extremely disagreed” with the statement, hence a combined concurrence percentage of 24. This distribution generally signals a positive outlook on the allocation of funds for M&E activities as manifested by the degree of agreement. Implicitly, many respondents recognised the significance of budget allocation in enhancing M&E systems within NGOs, which aligns with the pivotal role such allocation plays in ensuring the effectiveness of these systems. Reinforcing this view, Director 1 said during an interview:

*Our NGO has been allocating funds for monitoring and evaluation and the process has been done by the selection of some staff to attend M & E capacity building programmes which have always been conducted by external organisation after every few months.*

Also, representative 7 further explicated:

*Many NGOs have been allocating 5% of the annual funds for overall monitoring and evaluation activities and that includes capacity building activities but those funds are not adequate to equip all staff to attend the programmes.*

Director 1 suggests a deliberate financial allocation within their NGO for M&E activities, implying a systematic approach to the selection of specific staff members for participation in external M&E capacity-building programmes conducted every few months. This strategy suggests a commitment to enhancing the skills and expertise of a targeted group within the NGO, aligning with best practices for effective M&E. On the other hand, Representative 7 highlight a broader industry challenge, exposing how many NGOs, including theirs, allocate about five percent of the annual funds for overall M&E activities, including capacity-building.

The representative raised concern about the inadequacy of these funds to facilitate the inclusion of all staff in such programmes. The insights gleaned from the director and NGO representative resonates with the Tanzania Monitoring and Evaluation Strategic Framework (MESF) 2020–2025, which advocates for allocating at least 10 percent of the operational budget to M&E activities. This national guideline emphasises the financial commitment required for a robust M&E, mirroring the challenges the NGO representative articulated regarding the adequacy of funds to involve all staff in these essential programmes.

#### 4.3.2 Adequacy of Allocated Funds for Effective M & E System

This section delves into the critical question of whether the funds allocated for M&E in NGOs are sufficient enough to establish and maintain an effective M&E system.

**Table 4.6: Adequacy of Allocated Funds for Effective M & E (n=76)**

Responses	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Agree	23	30.26	30.26	30.26
Disagree	48	63.16	63.16	93.42
Extremely Disagree	5	6.58	6.58	100.0
<b>Total</b>	<b>76</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Data (2023).

Table 4.6 presents the results on adequacy of funds allocated for effective M & E, provides insight into the respondents' views on the adequacy of allocated funds for effective M&E in NGOs. Notably, 30.26 percent of the respondents “agreed” that the allocated funds were sufficient for establishing and maintaining an effective M&E system. However, a significant portion (63.16%) “disagreed” with the adequacy of these funds, hence indicating concerns about the resources allocated to M&E activities. An additional 6.58 percent “extremely disagreed” with the statement as they deemed the funds allotted to be insufficient. These findings are in stark contrast to perceptions regarding the adequacy of M&E funding, with a substantial majority expressing reservations about the current budget allocations. The prevalence of disagreement with the proposition on the adequacy of funding highlights a critical concern within the NGO sector, signalling a significant proportion of respondents that believe that there is room for improvement in funding allocation for effective M&E systems. During interviews, most of the Directors varyingly admitted that they allocated funds for M & E activities but with qualification as the following statement illustrates:

*Although the funds have been allocated for M & E activities but the size of those NGOs are not big enough to have adequate funds to accomplish all the activities, especially those related to M & E activities.*

Furthermore, Representative 1 said: “Most of NGOs are not that old and others are undergrounds, so it is not easy for those NGOs to comply all terms and conditions required.” Despite the allocation of funds for M&E activities, many smaller-sized NGOs face financial constraints that undermined their ability to execute fully and effectively all the required M&E activities. Indeed, due to their limited resources,

these NGOs encountered challenges in meeting the financial demands associated with comprehensive M&E endeavours. Additionally, Representative 1 highlights that several NGOs, especially newer and smaller ones, may struggle to comply with the various terms and conditions necessary for successful M&E practices.

The responses from NGO directors and representative are supported by the Tanzania Council for Social Development (2012) which identified finding financial means for implementing activities, including M&E, as a common problem among local non-governmental organisations. The largest amount of NGO support comes from foreign governments and donor funding agencies, especially from Western countries. The funding is usually short-term and directed at specific projects, which makes it hard to implement activities in a sustainably.

#### 4.3.3 Budgetary Allocation for M & E and Donor Attraction

This section explores the intriguing connection between the budgetary allocation for M&E activities and the ability of NGOs to attract donors. Table 4.7 presents data on budgetary allocation for M &E and donor attraction:

**Table 4.7: Budgetary Allocation for M & E and Donor Attraction (n=100)**

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	62	62.0	62.0	62.0
Extremely Agree	27	27.0	27.0	89.0
Disagree	11	11.0	11.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

As Table 4.7 illustrates, a substantial percentage of respondents (62%) “agreed” with the notion that adequate budget allocation for M&E positively impacted on donor attraction with an additional 27 percent “extremely agreed” with this perspective. In

other words, an overwhelming majority (89%) underlined the importance of a robust M&E funding in fostering donor engagement. On the other hand, 11 percent “disagreed” with the connection between M & E budget allocation and donor attraction. Generally, these findings signal a prevailing consensus among a majority of the respondents on the positive impact of M&E budget allocation in drawing the interest of donors. Implicitly, NGOs that invest significantly in M&E activities are inclined to be much more successful in attracting donors who value transparency, accountability, and evidence-based practices in their philanthropic efforts. During interview, one of the representatives said:

*Allocation of funds for M & E makes the NGOs to undertake those activities smoothly and by actively conducting M & E it attracts more donors because all donors are donating only when they get reassurance that their donations are going to be expended for intended tasks.*

Apparently, there was a collective emphasis on the crucial role of fund allocation for M&E activities in ensuring the smooth execution of these vital processes within NGOs. After all, fund allocation does not only facilitate the effective implementation of M&E but also enhances the credibility and transparency of these non-governmental organisations. By actively conducting M&E, NGOs can assure donors that their funds would be used for their intended purposes, hence cultivating trust and accountability. This reassurance, in turn, serves as a powerful incentive for donors, which also spurred their continued support.

#### **4.3.4 Challenges to Allocating Adequate Budgets for M & E among NGOs**

This section addresses the formidable challenges that NGOs contend with when striving to allocate a sufficient budget for their M&E endeavours. Table 4.8 presents data on challenges NGOs face in allocating ample budgets for M & E activities:

**Table 4.8: Challenges to Allocating Adequate Budget for M & E (n=100)**

<b>Challenges</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid Percentage</b>	<b>Cumulative Percentage</b>
Poor planning	9	9.0	9.0	9.0
Lack of readiness	68	68.0	68.0	77.0
Ineffective approaches	23	23.0	23.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

Table 4.8 sheds light on the challenges that local NGOs under review face when attempting to allocate an adequate budget for their M&E initiatives. A significant proportion (68%) identified “lack of readiness” as a primary challenge to allocating sufficient funds for M&E activities. This outcome suggests that many NGOs may face readiness-related obstacles that could encompass various aspects such as organisational preparedness, resource availability or expertise. An additional 23 percent identified “ineffective approaches” as a challenge to budget allocation, indicating that certain methods or strategies employed in M&E funding may not yield the desired results. A smaller proportion (9%) cited “poor planning” as an impediment. These findings underscore the multifaceted nature of the challenges NGOs grappled with in Kinondoni district in dealing with budgetary allocation for M&E.

As such, addressing these challenges is critical to ensuring that NGOs can allocate sufficient funds for establishing and maintaining effective M&E systems, which in turn can enhance programme impact and transparency. In this regard, Director 4, said during an interview: “Major challenge that face NGOs in allocating enough funds for M & E is not having external donors, because almost all NGOs depends on the funds from donors for running costs.” The primary obstacle that emerged in the



study was the heavy reliance of most NGOs on external donors for their operational funding. Since running costs are largely sustained by donor contributions, these non-governmental organisations often found it increasingly daunting challenging to allocate substantial financial resources specifically for M&E. As a result, the funds available funds often covered day-to-day operations, leaving limited resources for M&E initiatives.

#### 4.3.5 Regression Analysis on Influence of Budgetary Allocation on NGO Management and Evaluation Performance

This section presents the results of a regression analysis conducted to examine the influence of budgetary allocation for M&E on the performance of NGOs in Kinondoni district, Tanzania. The aim was to explore the statistical relationship between the financial resources allocated for M&E activities and the overall performance outcomes of NGOs operating in the region.

**Table 4.9: Regression Analysis on Influence of Budgetary Allocation for M & E**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	-.624	.231		-2.705	.009
Allocation of funds for M & E activities.	1.480	.217	.692	6.810	.000
1 Adequacy of funds allocated for M & E activities.	.251	.077	.254	3.256	.002
Availability of sufficient budgetary for M & E and Donors attraction?	-.090	.247	-.035	-.364	.717

a. Dependent Variable: Performance of NGO.

The regression analysis in Table 4.9 explores the influence of budgetary allocation for M&E on the performance of NGOs in Kinondoni district. The model reveals that the allocation of funds for M&E activities has a significant and positive bearing on NGO performance, as indicated by the standardized coefficient (Beta) of 0.692, with

a t-value of 6.810 and a p-value of 0.000. This suggests that an increase in the allocation of funds for M&E activities is associated with a corresponding improvement in NGO performance.

Furthermore, the adequacy of funds allocated for M&E activities also demonstrates a positive impact, with a Beta of 0.254, a t-value of 3.256, and a p-value of 0.002. On the other hand, the availability of sufficient budgetary resources for M&E and donor attraction signal a non-significant negative influence on NGO performance, with a Beta of -0.035 and a p-value of 0.717. Therefore, these findings underscore the critical role of financial resources allocated to M&E activities in enhancing NGO performance, emphasising the importance of adequate and well-utilised budgets for effective monitoring and evaluation processes.

#### **4.4 Influence of Stakeholders' Involvement on M & E for NGO Performance**

The second specific objective of this study delves into the influence of stakeholder involvement in M&E on the performance of NGOs. Under this objective, the study explored the extent to which the engagement of various stakeholders, including community members, beneficiaries, and partner organizations, impacts the effectiveness of M&E systems within the unique context of Kinondoni district. The study findings highlight how understanding the role of stakeholder involvement in M&E practice is instrumental in enhancing transparency, accountability, and the overall performance of NGOs operating in the region.

##### **4.4.1 Extent of Stakeholder Involvement in M & E Activities**

This section focuses on the extent to which stakeholders actively participate in M&E activities in NGOs, particularly their degree of engagement groups in the context of

Kinondoni district. Table 4.10 presents the results:

**Table 4.10: Extent of Stakeholder Involvement in M & E Activities (n=100)**

Level of involvement	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Low extent	43	43.0	43.0	43.0
Very low extent	13	13.0	13.0	56.0
Large extent	33	33.0	33.0	89.0
Very large extent	11	11.0	11.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

Table 4.10 reveals a diverse distribution of responses regarding the level of stakeholder engagement. A substantial proportion (43%) indicated a “low extent” of stakeholder involvement in M&E activities, suggesting room for improvement in this aspect. Additionally, 13 percent report a “very low extent” of involvement. However, there is a positive side, with 33 percent indicating a “large extent” of stakeholder involvement, and an additional 11 percent reporting a “Very large extent” of engagement. These findings highlight the varied nature of stakeholder involvement within NGOs IS&E activities, with some organisations witnessing limited engagement whereas others benefit from more substantial participation. The responses underline the significance of enhancing stakeholder involvement in a bid to bolster the transparency, accountability, and effectiveness of M&E processes, and, ultimately, contribute to the overall performance of NGOs in the region.

#### **4.4.2 Stakeholder Group Active Engagement in M&E Planning and Implementation**

This sub-section examines the key stakeholder groups that play an active role in the planning and implementation of M&E activities in NGOs in addition to providing

insights into the diverse range of stakeholders contributing to the M&E process.

Table 4.11 presents results on stakeholders' active engagement in M&E:

**Table 4.11: Stakeholders' Active Engagement in M&E Planning and Implementation (n=100)**

<b>Groups</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
NGO's Staff	78	78.0	78.0	78.0
Beneficiaries (community)	7	7.0	7.0	85.0
Donors/Funders	5	5.0	5.0	90.0
Government local authorities	3	3.0	3.0	93.0
External Consultants/evaluators	7	7.0	7.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

Table 4.11 highlights the diversity of contributors to the M&E process. The predominant stakeholder group actively involved in M&E planning and implementation emerged to be the “NGO's Staff,” who accounted for 78 percent of respondents, hence affirming their central role in the process. “Beneficiaries (community)” also participate, albeit to a lesser extent, with seven percent of respondents acknowledging their involvement. Furthermore, “Donors/Funders” (5%) and “Government local authorities” (3%) play a role reflecting the collaborative nature of M&E initiatives. Additionally, “External Consultants/evaluators” contribute significantly, with seven of respondents noting their active engagement.

These findings underscore the diverse spectrum of stakeholders contributing to M&E activities within NGOs, emphasising the importance of their collective efforts in ensuring a well-rounded and comprehensive evaluation of programme performance and impact. During an interview, Director 3 said: “The common groups that have been involving in monitoring and evaluation activities are NGO's M & E team and external consultants and auditors.” In other words, the common stakeholder groups

actively engaged in M&E activities in NGOs under review in this context were NGO in-house M&E teams coupled with external consultants and auditors.

#### 4.4.3 Benefits of Stakeholder Involvement in M&E Activities

This sub-section explores the numerous advantages and positive outcomes associated with stakeholder involvement in M&E activities to shedlight on how engaging various stakeholders contribute to the effectiveness, transparency, and overall performance of NGOs. Table 4.12 presents results on benefits of stakeholder involvement in M&E activities:

**Table 4.12: Benefits of Stakeholder Involvement in M&E Activities (n=100)**

<b>Benefits</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Better data quality and validity	3	3.0	3.0	3.0
Strengthening partnership	2	2.0	2.0	5.0
Transparency	57	57.0	57.0	62.0
Sustainability and continuity	38	38.0	38.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

Table 4.12 reveals the positive outcomes resulting from active stakeholder engagement. Most of the respondents (57%) underscored the importance of “Transparency” as a significant benefit, highlighting the role of stakeholder involvement in enhancing openness and accountability in M&E processes. Furthermore, “Sustainability and continuity” (38%) is recognised as a substantial advantage, emphasizing the long-term benefits of stakeholder participation in ensuring the continuation and effectiveness of M&E activities. A smaller proportion acknowledges “Better data quality and validity” (3%) and “Strengthening partnership” (2%) as benefits, indicating their role in improving the quality and

depth of data and fostering stronger collaborative relationships. These findings underline the diverse array of advantages associated with stakeholder involvement in M&E, ranging from improved data integrity to the promotion of transparent practices and long-lasting programme impact. During an interview, Representative 10, a female respondent, said:

*There are several benefits for stakeholders to involve in M & E implementation, but the major perceived benefits that I know for sure is that for stakeholders' involvement it brings transparency and attraction for external donors [funders].*

In similar vein, Director 1 said during an interview:

*There are benefits for stakeholders to involve in M & E implementation are such as transparency and accountability, strengthen the partnership with other donors, helps in decision making and, finally, it helps much in resources allocation.*

Both participants highlight the multiple benefits associated with stakeholder involvement in M&E activities in NGOs under review. These benefits primarily revolve around transparency and accountability, as stakeholders' active participation ensures that programme activities are conducted openly and with a high degree of integrity. Also, their involvement strengthens partnerships, not only with donors but also among different stakeholders, hence enhancing collaboration and collective efforts. Moreover, stakeholders' engagement facilitates informed decision-making processes, allowing organisations to make data-driven choices for NGO programme improvement. Ultimately, it plays a pivotal role in the allocation of resources, ensuring that financial and human resources are directed to areas that will have the most significant impact.

#### 4.4.4 Regression Analysis on Influence of Stakeholders' Involvement in NGO Performance M & E

This regression analysis investigates the influence of stakeholders' involvement in M&E on the performance of NGOs to examine statistically the relationship between the degree of stakeholder engagement in M&E activities and the overall performance outcomes of NGOs operating in the region.

**Table 4.13: Regression Analysis on Influence of Stakeholders' Involvement in NGO Performance M & E**

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
(Constant)	.539	.148			3.651	.000
1 To what extent does stakeholders involve in M & E activities in your NGO?	.670	.062	.738		10.825	.000

a. Dependent Variable: Performance of NGO.

The regression analysis in Table 4.13 indicates a substantial and positive relationship between the extent of stakeholder involvement in M&E activities and the performance of NGOs. The standardised coefficient (Beta) of 0.738, coupled with a t-value of 10.825 and a p-value of 0.000, signals that increased engagement of stakeholders in M&E activities is strongly associated with enhanced NGO performance. This finding underscores the crucial role of stakeholder involvement in fostering transparent, accountable, and collaborative decision-making, which collectively contribute to enhanced overall organisational performance.

#### 4.5 Influence of Capacity-building for NGO Performance M & E Staff

The third and final specific objective of the study delves into the influence of capacity-building for the staff responsible for M&E activities and its impact on the

performance of NGOs. This objective aims to explore how investments in training, skill development, and capacity building affect the effectiveness and outcomes of M&E systems in the context of Kinondoni district non-governmental organisations. Understanding the relationship between capacity-building and M&E staff performance is vital in ensuring the continuous improvement of M&E practices and, consequently, enhancing the overall performance of local NGOs under review.

#### 4.5.1 Current Capacity of M&E Staff

This sub-section assesses the current level of capacity and knowledge of M&E staff in Kinondoni district, with a focus on the competencies that underpin effective M&E practices in NGOs. Table 4.14 presents the responses on current capacity/knowledge of M &E staff:

**Table 4.14: Current Capacity/Knowledge of M&E Staff (n=100)**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Good	45	45.0	45.0	45.0
Bad	35	35.0	35.0	80.0
Very Bad	20	20.0	20.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

As Table 4.14 demonstrates, there was a diverse range of perceptions regarding M&E staff capacity. A significant portion (45%) treated the current capacity as “good,” thus reflecting confidence in the skills and competencies of M&E staff. However, 35 percent perceive the capacity as “bad,” hinting at the areas in need of further improvement. Another 20 percent described the capacity as “very bad,” emphasizing the challenges faced in terms of skill and knowledge. These findings highlight the mixed nature of current M&E staff capacity, with some NGOs having



robust knowledge and skills, and others requiring further support and development.

Addressing these disparities is crucial in ensuring the effectiveness and impactful M&E practices in NGOs operating in the region. During an interview, Director 2 said: “The current level of Monitoring and Evaluation knowledge/capacity is satisfactory.” Furthermore, during interviews almost all the representatives reported that they were somewhat contented with the current state of the capacity and knowledge of staff on M &E. One of them said: *“The current level of Monitoring and Evaluation knowledge/ capacity is satisfactory to some extent.”* Comments from Director 2 and most representatives collectively indicate a generally positive outlook on the current level of Monitoring and Evaluation (M&E) knowledge and capacity within their organisations. Director 2 expressed satisfactions with the existing level of M&E expertise, indicating that the organisation's M&E staffs possesses the necessary skills and competencies to conduct M&E activities effectively.

Similarly, most of the representatives concurred that the current knowledge and capacity were satisfactory only to some extent, signifying a moderate level of confidence in their non-governmental organisations' M&E capabilities.

#### **4.5.2 Previous Training and Capacity-Building Initiatives for M&E Staff**

This section explores the history of training and capacity building initiatives that have been extended to M&E staff within NGOs, highlighting the efforts to enhance their skills, knowledge, and competencies in the specific context of Kinondoni District. Table 4.15 shows the responses of respondents;

**Table 4.15: Distribution of Respondents by Previous Training and Capacity Building Initiatives for M&E Staff (n=100)**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Yes	53	53.0	53.0	53.0
No	47	47.0	47.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

Table 4.15 reveals that 53 percent of the respondents confirmed that their organisations had taken previously training and capacity-building initiatives to M&E staff. These initiatives demonstrate a commitment to enhancing the skills, knowledge, and competencies of M&E personnel. Conversely, 47 percent of the respondents reported the absence of such initiatives, which signals a potential gap in skill development efforts in some NGOs.

These findings also underscore the varying approaches to capacity-building among NGOs and highlight the need for comprehensive training programmes aimed to ensure that M&E personnel were well-equipped to execute their roles effectively, thus contributing to the overall performance and impact of these non-governmental organisations. In this regard, Director 7 said during an interview:

*Staffs in our NGO are always attending capacity-building programmes and those personnel also include M & E staff, the culture in our NGO is for staff to attend capacity-building programmes at least twice a year.*

Furthermore, Director 4 said during an interview: “Our NGO is not that old; it just started operating last year [2020], so all the members of staff have never attended capacity-building programmes at all.” Directors 7 and 4 highlight the contrast in staff capacity-building practices within NGOs. Director 7’s organisation has established a proactive culture of continuous staff development, whereby employees, including

M&E staff, regularly attend capacity-building programmes at least twice a year. This commitment to staff development also a strong focus on skill enhancement and professional growth. In contrast, Director 4’s NGO, being relatively new and having began operations in 2020, contended with limited opportunities for staff to attend capacity-building programmes. The lack of experience and resources in nascent NGOs hindered their ability to provide staff with such training opportunities.

#### 4.5.3 Impact of Capacity-building on M&E Staff Competencies

This sub-section focuses on the perceived influence of capacity-building activities on the competencies of M&E staff, examining the extent to which training and skill development initiatives have enhanced their ability to carry out effectively M&E activities. Table 4.16 presents responses on the impact of staff’s M&E competencies:

**Table 4. 16: Impact of Staff Capacity-building on M&E Competencies (n=100)**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Low extent	13	13.0	13.0	13.0
Very low extent	5	5.0	5.0	18.0
Large extent	59	59.0	59.0	77.0
Very large extent	23	23.0	23.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

Table 4.16 indicate a spectrum of opinions on the influence of capacity-building initiatives. Notably, 59 percent of the respondents reported that capacity-building had had a “large extent” impact on enhancing the competencies of M&E staff, underscoring the significant value of training and skill development efforts in bolstering their abilities. Furthermore, 23 percent indicated a “very large extent” of impact, highlighting the substantial role of these initiatives in M&E staff capacity improvement.

However, a smaller proportion (13%) perceived a “low extent” of impact whereas an even more negligible number (5%) cited a “very low extent.” These diverse responses imply that even though capacity-building has generally been effective in enhancing the skills and competencies of M&E staff, there may still be room for further improvement in optimising the outcomes of these initiatives to benefit a broader range of non-governmental organisations. Addressing the concerns of those who perceive lower impact can help tailor future capacity-building efforts for greater effectiveness and optimal results. During an interview, Director 5, said:

*Capacity-building for monitoring and evaluation staff has a positive impact to their skills and competence because it helps them to cope with the technological updates.*

During interview, one of the representatives said:

*Capacity-building for monitoring and evaluation staff has a positive bearing on their skills and competence to a very large extent because it helps to foster the development of NGO and help those staff to be equipped with the updated requirement every time.*

In this regard, Director 5 and most of the representatives concurred that capacity-building initiatives for M&E staff have a significantly positive impact on their skills and competencies. Director 5 underscores the importance of capacity-building in enabling M&E staff to adapt to technological updates, reflecting the critical role of training in keeping pace with advancements in the field. The NGO representatives also overwhelmingly supported this view, stressing that capacity-building has a significant positive bearing on their competencies and knowledge. They stressed that these programmes not only enhance the capabilities of M&E staff but also contribute to the overall development of NGOs by ensuring that staff are exposed to the latest requirements and best practices.

#### 4.5.4 Challenges to Implementing Capacity-building Initiatives for M&E Staff

This sub-section addresses the hurdles and obstacles NGOs encounter when striving to implement capacity-building initiatives for M&E staff, offering insights into the difficulties and barriers those NGOs in Kinondoni district have faced in their efforts aimed to enhance competencies and knowledge of their M&E personnel. Table 4.17 details responses on challenges to capacity building initiatives for M & E:

**Table 4. 17: Challenges to Capacity-building Initiatives for M&E Staff (n=100)**

Challenges	Frequency	Percent	Valid Percent	Cumulative Percent
Limited Resources	57	57.0	57.0	57.0
High rate of staff Turnover	23	23.0	23.0	80.0
Resistance to change	8	8.0	8.0	88.0
Lack of specialized expertise	12	12.0	12.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field Data (2023).

Table 4.17 highlights a range of barriers. “Limited Resources” emerged to be the most prominent challenge, with 57 percent of the respondents acknowledging resource constraints as a significant obstacle to effective capacity-building efforts. “High rate of staff Turnover” emerged to be another challenge, as noted by 23 percent of the respondents, who indicated the difficulties in sustaining consistent skill development in the face of staff changes. “Resistance to change” also reportedly impeded capacity-building as reported by eight percent, hence signifying the difficulties discouraging NGO M&E personnel from adopting new practices. Additionally, “Lack of specialized expertise” was cited as a challenge by 12 percent of the respondents, which underscores the importance of having access to experts for successful capacity-building. These findings stress the complex landscape of challenges NGOs encounter when striving to enhance the competencies of their M&E staff.

Addressing these challenges, therefore, is instrumental in optimising the impact of capacity-building initiatives and, by extension, improving the overall performance of NGOs in the region. During interviews, almost all directors were unanimous on this aspect. The following evidential statement exemplifies their common perspective: “The major challenges face many NGOs in implementing capacity building to M & E staffs are inadequate funds.” Furthermore, during an interview, Representative 8 said:

*The perceived challenges that face many NGOs in undertaking capacity-building for M & E staff [in their respective organisations] are lack of transparency on the part of the NGOs, which sometimes leads to donors to fail to donate funds for M & E capacity-building activities.*

Collectively, these statements highlight a recurring challenge that many NGOs in Kinondoni and Tanzania generally grapple with when executing capacity-building initiatives for their M&E staff—inadequate funding for such initiatives. This financial constraint often limits their capacity to provide staff with necessary training and development opportunities. In contrast, Representative 8 highlighted an additional challenge: lack of transparency on the part of NGOs, sometimes hampered the acquisition of funds for M&E capacity-building activities. The absence of clear communication and transparency can also erode donor trust, potentially compounding funding challenges.

#### **4.5.5 Regression Analysis on Influence of Capacity-building of M & E Staff on Performance of NGOs**

In this sub-section, the regression analysis explored the influence of capacity-building for M&E staff on the performance of NGOs carried out to examine

statistically the relationship between the level of capacity-building initiatives for M&E staff and the overall performance outcomes of NGOs operating in the region.

**Table 4.18: Regression Analysis on Influence of Capacity-building for M & E Staff on NGO Performance**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	.308	.216		1.429	.156
Training or capacity building initiatives.	.350	.253	.176	1.383	.170
Current level of capacity/knowledge of the monitoring and evaluation staffs.	.495	.103	.615	4.819	.000

a. Dependent Variable: Performance of NGO.

The regression analysis, as presented in Table 4.18, delves into the impact of capacity-building for M&E staff on the performance of NGOs reveal that the current level of capacity and knowledge of M&E staff significantly influences the non-governmental organisation's performance, as indicated by the standardized coefficient (Beta) of 0.615, a t-value of 4.819, and a p-value of 0.000. This outcome suggests that higher levels of competency and knowledge among M&E staff contribute positively to the overall performance of NGOs.

However, the analysis also shows that training or capacity-building initiatives alone exhibit a non-significant impact on NGO performance, with a Beta of 0.176 and a p-value of 0.170. Impliedly, the ongoing capacity and knowledge levels of M&E staff are more critical indicators of organizational performance. Therefore, investing in continuous learning and development programmes for M&E staff is crucial in efforts aimed to enhance NGO effectiveness.

#### 4.6 Correlation Analysis

Correlation analysis was conducted to examine the relationships between the performance of NGOs in Kinondoni district and key factors, which are budgetary allocation, stakeholders' involvement, and capacity-building for M&E staff. The analysis aimed to uncover the degree and direction of associations among these variables to provide a comprehensive understanding of their interplay in influencing NGO performance.

**Table 4.19: Correlation Analysis**

		Performance of your NGO.	Budgetary allocation	Stakeholders' involvement ?	Capacity building
Performance of your NGO.	Pearson Correlation	1			
Budgetary allocation	Pearson Correlation	.545**	1		
Stakeholders' involvement	Pearson Correlation	.738**	.899**	1	
Capacity building	Pearson Correlation	.767**	.861**	.937**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix in Table 4.19 explores the relationships between the performances of NGOs under review. The analysis reveals significant correlations among these variables. Firstly, there is a positive and moderately strong correlation between budgetary allocation and NGO performance, with a Pearson correlation coefficient of 0.545 (significant at the 0.01 level). Impliedly, as the financial resources allocated for M&E activities increase, there is a corresponding improvement in NGO performance. Secondly, stakeholders' involvement demonstrates a highly positive and strong correlation with NGO performance, as indicated by a Pearson correlation coefficient of 0.738 (significant at the 0.01 level). In other words, increased engagement of stakeholders in M&E activities is closely associated with enhanced organisational performance. Furthermore, there is a strong



positive correlation between capacity-building for M&E staff and NGO performance, with a Pearson correlation coefficient of 0.767 (significant at the 0.01 level). This result underscores the importance of investing in continuous learning and development of M&E staff to impact positively the overall NGO effectiveness.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a summary of the key study findings, draws conclusions, and makes recommendations based on the findings from the investigation into the determinants of effective Monitoring and Evaluation (M&E) systems in NGOs operating in Kinondoni district, Tanzania. The chapter opens with a summary of key insights derived from the study before offering practical recommendations aimed to enhance the performance and impact of NGOs in the region through the strengthening of their M&E practices.

#### **5.2 Summary of Key Findings**

This study assessed the determinants of the effective monitoring and evaluation of the performance of NGOs in Kinondoni district of Dar es Salaam region, Tanzania. Informed by the Theory of Change, the study applied the explanatory sequential mixed-methods design to generate both quantitative and qualitative data from a sample of 120 respondents comprising project managers, M & E staff, finance officers, directors, Field staff and partners (representatives) using questionnaires and interviews. Specifically, the study examined the influence of budgetary allocation on M & E of NGOs, determined the influence of stakeholders' involvement on M & E of NGOs, and evaluated the influence of capacity-building on M & E staff of NGOs in Kinondoni district. The following are the principal findings of the study in accordance with the research objectives:

### **5.2.1 Influence of Budgetary Allocation for M & E on Performance of NGOs**

The study on the influence of budgetary allocation for M&E on the performance of NGOs in Kinondoni district underscores the pivotal role of financial resources in shaping the effectiveness of M&E practices. Evidence from the study illustrates that the allocation of funds for M&E activities significantly impacts the ability of NGOs to execute these activities smoothly. Indeed, adequate budgetary allocation does not only enhance the quality and validity of M&E data but also serves as a strong bait for external donors. Nevertheless, the primary challenge remained the over-dependence on external donors for operational funding, which often limits the availability of resources for M&E in many local NGOs operating in Kinondoni district. To address this issue, diversifying funding sources and ensuring financial stability are essential steps towards allocating more resources for M&E activities, and, ultimately, improve programme performance and promotion of transparency and accountability in NGOs.

### **5.2.2 Influence of Stakeholders' Involvement in NGO Performance M & E**

The examination of the influence of stakeholders' involvement in M&E on the performance of NGOs in Kinondoni district highlights the multifaceted benefits that arise from engaging various stakeholders in the M&E process. As the results from the study illustrate, active stakeholder participation fosters transparency and accountability in addition to boosting the credibility of NGOs. Evidently, such an operational environment in NGOs strengthened partnerships, both with donors and within the NGO sector, promoted collaboration and collective efforts. Stakeholder involvement further aided the making of informed decisions, and provided a broader

range of perspectives for programme improvement. The activities were also more pertinent to the community the non-governmental organisations benefited because of the engagement of stakeholders, who offered priceless insights into the needs of the community. Together, these results highlight how important stakeholder involvement is in determining the efficacy and significance of NGOs' M&E initiatives.

### **5.2.3 Influence of Capacity-building of M & E staff on Performance of NGOs**

The exploration of the influence of capacity-building for M&E staff on the performance of NGOs in Kinondoni district emphasises the essential role of skill development in enhancing the effectiveness of M&E practices. In this regard, the study found that capacity-building significantly enhances the skills and competencies of M&E staff in NGOs, enabling them to adapt to technological changes and meet sector requirements. It also contributes to the development of NGOs and equipping staff with updated knowledge. However, the challenge of implementing such initiatives is primarily due to inadequate funds, highlighting the need for financial stability and diversified funding sources. The findings emphasize the transformative potential of capacity building in fostering skilled and competent M&E staff, strengthening NGOs' overall performance and impact.

### **5.3 Conclusion**

Overall, the study findings evidently show that several factors play a pivotal role in shaping the performance of the non-governmental organisations operating in Kinondoni district of Dar es Salaam, Tanzania. Notably, budgetary allocation emerges as a crucial factor, with the availability of adequate funds being vital in

smoothing the implementation of M&E activities. Stakeholder involvement also emerged as a catalyst for fostering transparency, accountability, and partnership building, hence contributing significantly to the overall effectiveness of M&E in the NGOs.

Moreover, capacity-building initiatives for M&E staff—based on the study findings—are instrumental in ensuring the adaptability of these professionals to technological updates and the evolving requirements of the sector. Conversely, the study identified challenges to effective M & E performance in NGOs to include financial constraints. Nevertheless, there is a general acknowledgment of the positive impact of capacity-building on staff skills. These findings collectively underline the importance of a well-resourced, collaborative, and continually learning approach to M&E within NGOs, ultimately leading to more impactful programmes and strengthened donor relations

#### **5.4 Recommendations**

In light of the findings and conclusion, the study advances several recommendations aimed to enhance the performance of NGOs through effective M & E. These recommendations address various aspects related to budgetary allocation, stakeholder involvement, and capacity-building for M&E personnel to contribute much more effectively and impactfully to organisational practices.

##### **5.3.1 Recommendation for Action**

Firstly, NGOs in Kinondoni district should diversify their funding sources to reduce over-dependence on external donors for operational costs and allocate more

resources to M&E activities. This recommendation targets NGO management and board members. Secondly, to enhance donor confidence and draw in additional funds for staff capacity-building initiatives in M&E, NGOs should cultivate a culture of accountability and openness. The leadership and administration of NGOs are the target of this suggestion. Thirdly, the HR and capacity-building departments of NGOs should continue investing in capacity-building programmes for M&E staff and explore cost-effective training methods to overcome financial constraints. Fourthly, NGOs should actively involve stakeholders in the M&E process and engage them in programme planning and decision-making to promote transparency and collaboration. By implementing these recommendations, NGOs can strengthen their M&E practices and enhance the overall performance and impact.

### **5.3.2 Recommendation for Further Studies**

Further research is essential to enhance the understanding of Monitoring and Evaluation (M&E) in NGOs, for example, exploring challenges and opportunities in resource mobilisation and financial sustainability, exploring innovative funding models like impact investing or social entrepreneurship, and examining the effectiveness of online or technology-driven capacity-building programmes for M&E staff. Additionally, understanding the intricacies of stakeholder involvement in M&E, including their roles and impact on programme outcomes, is crucial. These studies can further contribute to the development of best practices in M&E within the NGOs sector.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRES FOR PROJECT MANAGERS, M & E STAFF, FINANCE OFFICERS AND FIELD STAFF

#### Dear respondent

I am a student enrolled at Open University – Tanzania, pursuing a Master of Arts in Monitoring and Evaluation. This questionnaire is designed to gather your responses to inquiries related to “**Determinants of Effective Monitoring and Evaluation System for the Performance of NGOs in Tanzania: A Case of Kinondoni District.**” It forms a partial fulfilment requirement for the Master of Arts in Monitoring and Evaluation program. Please be assured that the information you provide will be treated confidentially, and your name is not requested anywhere in the questionnaire. I kindly seek your cooperation in completing this questionnaire.

#### Instructions

Please put a tick (√) in the bracket.

#### PART I: DEMOGRAPHIC CHARACTERISTICS

1. Sex
  - Male (    )
  - Female (    )
  
2. Age
  - 0-20 yrs (    )
  - 21 -40 yrs (    )
  - 41-60yrs (    )
  - 61 + yrs (    )
  
3. Education level
  - Primary Education (    )
  - Secondary Education (    )
  - Bachelor Degree (    )
  - Master’s Degree (    )

Ph. D. Degree ( )

4. Work experience?

0-5 years ( )

6-10 years ( )

11-15 years ( )

16-20 years ( )

21-25 years ( )

**PART II: INFLUENCE OF BUDGETARY ALLOCATION FOR MONITORING AND EVALUATION ON PERFORMANCE OF NGOS**

*Please put a tick (✓) in the correct answer.*

Statement	Agree	Extremely Agree	Disagree	Extremely Disagree
Have your NGO allocated funds for M & E activities?				
Does the funds allocated for M & E activities in your NGO are adequate to establish effective M & E?				
Does availability of sufficient budgetary for M & E contribute to attract more donors?				

What are the challenges facing your NGO allocating enough budget for Monitoring and evaluation?

Poor planning ( )

Lack of readiness ( )

Ineffective approaches ( )

**PART III: INFLUENCE OF STAKEHOLDERS' INVOLVEMENT IN MONITORING AND EVALUATION ON PERFORMANCE OF NGOS**

To what extent does stakeholders involve in M & E activities in your NGO?

Low extent ( )

Very low extent ( )

Large extent ( )

Very large extent ( )

Which specific stakeholder group(s) are actively engaged in the planning and implementation of M&E activities within your NGO?

NGO's Staff ( )

Beneficiaries (community) ( )

Donors/Funders ( )

Government local authorities ( )

External Consultants/evaluators ( )

What are the benefits of involving stakeholders in the planning and implementation of M&E activities within your NGO?

Better data quality and validity ( )

Strengthening partnership ( )

Transparency ( )

Sustainability and continuity ( )

**PART IV: INFLUENCE OF CAPACITY BUILDING OF MONITORING AND EVALUATION STAFF ON PERFORMANCE OF NGOS**

How would you rate the current level of capacity/knowledge of the monitoring and evaluation staff in your NGO?

Good ( )

Very Good ( )

Bad ( )

Very bad ( )

Have the monitoring and evaluation staff in your NGO received any training or capacity building initiatives in the past?

Yes ( )

No ( )

To what extent do you believe that capacity building activities improves the skills and competencies of the monitoring and evaluation staff in your NGO?

Low extent ( )

Very low extent ( )

Large extent ( )

Very large extent ( )

What challenges have been encountered in implementing capacity building initiatives for monitoring and evaluation of your staff?

Limited Resources ( )

Time constraint ( )

High rate of staff Turnover ( )

Resistance to change ( )

Lack of specialized expertise ( )

**THANK YOU**



**APPENDIX II: INTERVIEW GUIDE FOR DIRECTORS AND PARTNERS  
(REPRESENTATIVES)**

I am a student enrolled at Open University – Tanzania, pursuing a Master of Arts in Monitoring and Evaluation. This questionnaire is designed to gather your responses regarding **“Determinants of Effective Monitoring and Evaluation System for the Performance of NGOs in Tanzania: A Case of Kinondoni District.”** It constitutes a partial fulfilment requirement for the Master of Arts in Monitoring and Evaluation (MAME) programme. Your provided information will be treated confidentially, and your name will not be requested during the interview. Therefore, I am seeking your cooperation in responding to the following questions.

1. Have your NGO allocated funds for M & E activities?  
.....
2. Is the budget allocated for Monitoring and Evaluation (M&E) activities within your NGO sufficient to establish an effective M&E system?.....
3. Does availability of sufficient budgetary for M & E contribute to attract more donors?  
.....
4. What are the challenges facing your NGO allocating enough budget for Monitoring and evaluation?
  - i. ....
  - ii. ....
  - iii. ....
  - iv. ....
5. To what extent does stakeholders involve in M & E activities in your NGO?  
.....
6. Which specific stakeholder group(s) are actively engaged in the planning and implementation of M&E activities within your NGO?
  - i. ....
  - ii. ....
  - iii. ....

- iv. ....
- 7. What are the benefits of involving stakeholders in the planning and implementation of M&E activities within your NGO?
  - i. ....
  - ii. ....
  - iii. ....
  - iv. ....
- 8. What challenges do you encounter when involving stakeholders in the planning and execution of Monitoring and Evaluation (M&E) activities within your NGO?
  - i. ....
  - ii. ....
  - iii. ....
  - iv. ....
- 9. How would you rate the current level of capacity/knowledge of the monitoring and evaluation staff in your NGO?  
.....
- 10. Have the monitoring and evaluation staff in your NGO received any training or capacity building initiatives in the past?  
.....
- 11. To what extent do you believe that capacity building activities improves the skills and competencies of the monitoring and evaluation staff in your NGO?  
.....
- 12. What challenges have been encountered in implementing capacity building initiatives for monitoring and evaluation staff?
  - i. ....
  - ii. ....
  - iii. ....
  - iv. ....

**THANK YOU**

# THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/PG202100034

2<sup>nd</sup> October, 2023

District Coordinator of NGO's,

Kinondoni District,  
P.O. Box 31902,

**DAR ES SALAAM.**

Dear Coordinator,

**RE: RESEARCH CLEARANCE FOR MR. MASOUD PETER, REG NO: PG202100034**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Masoud Peter, Reg. No: PG202100034**), pursuing **Master of Arts in Monitoring and Evaluation (MAME)**. We here by grant this clearance to conduct a research titled "**Determinants Affecting Monitoring and Evaluation System on Performance of NGOs in Tanzania: A Case**

of Kinondoni District". He will collect his data at your office from 4<sup>th</sup> October, 2023 to 31<sup>st</sup> October, 2023

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

**THE OPEN UNIVERSITY OF TANZANIA**



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**

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**14883 Dar es salaam**  
 04/10/2023.

Ofisi ya Mkuu wa Wilaya Kinondoni,  
 Mtaa wa Mfinaki,  
 S.L.P 1983,  
 14881 – Dar es salaam.

Wilaya ya Kinondoni.  
 Anwani Simu: 2170169/2170183.

**Yah: KIBALI CHA KUFANYA UTAFITI**

Tafadhali rejeeni somo tajwa hapo juu.

2. Nawatambulisha kwako Mr. Masoud Peter kutoka Chuo Kikuu Huria cha Tanzania kwa ajili ya kufanya utafiti kuhusu "Determinants affecting monitoring and evaluation system on performance of NGOs in Tanzania: A case of Kinondoni District".
3. Kwa barua hii naomba umruhusu na kumpatia ushirikiano ili aweze kukamilisha utafiti wake utakaoanza tarehe 04 Oktoba mpaka tarehe 31 Oktoba 2023. Kazi hii isimamiwe na Watakwimu wa Halmashauri na kutoa taarifa ya utekelezaji.

Lilian Badi

Kny: **MKURUGENZI MTENDAJI**  
**Ofisi Ya Kinondoni Ya Mashirika Yasiyo Kiserikari**

MAKURUGENZI YA MASHIRIKA YASIYO KISERIKARI  
 S.L.P 31902  
 KINONDONI

**Nakala:** Masoud Peter  
**Chuo Kikuu Huria cha Tanzania.**