

**FACTORS INFLUENCING THE EFFECTIVENESS OF MONITORING
AND EVALUATION OF NON GOVERNMENTAL ORGANIZATION AT
URBAN REGION IN ZANZIBAR**

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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 proposal entitled; **“Factors influencing Effectiveness Monitoring and Evaluation of Non-governmental organisation at Urban Region in Zanzibar”** in partial fulfilment of the requirements for the award of the degree of Master of Arts in Monitoring and Evaluation at the Open University of Tanzania.

.....

Dr. Timothy Lyanga
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.....

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DECLARATION

I, **Nurullah Hamdan Omar**, 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).

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Signature

04/11/2023

.....
Date

DEDICATION

I dedicate this noble work to all NGOs in Zanzibar who voluntarily agreed to provide their information.

ACKNOWLEDGEMENT

Special thanks should go directly to the Almighty Allah who granted me health, speed and strength the whole time of my studies from primary school to this level of Master degree. Also my special gratitude should go to my supervisor and my role model who guide, mentor and supervise from the proposal stage to this level. Without him I would frankly say this dissertation would not be completed. GOD bless you Sir.

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ABSTRACT

The study investigates the factors influencing the effectiveness of the M & E system in Non-Governmental Organization sectors (NGOs) in Zanzibar. The study focused on three objectives including:(1) to assess the influence of human capacity on effectiveness of M&E in non-governmental organisation in Zanzibar urban region; (2) to examine the effect of financial capacity on the effectiveness of M&E in non-governmental organisation in Zanzibar urban region and (3) to examine the influence of stakeholder involvement on the effectiveness of M&E in non-governmental organisation in Zanzibar urban region. The study employed survey design in which a triangulation approach was used and data was collected using both the questionnaire and interview schedule. The population was 300 respondents from 100 NGOs available in the Urban region and 160 respondents who were involved in this study. The data were analysed using both quantitative and quantitative analysis and reveals that human capacity, financial capacity and stakeholder involvement play vital roles in influencing the effectiveness of M&E in NGOs in Zanzibar. The study recommends that it is worthwhile for NGOs to continue strengthening their human capital, financial resources and stakeholder engagement if their priority is to improve the effectiveness of M&E and better project performance.

Keywords: *Monitoring and Evaluation, Non-Governmental Organisation, Financial Capacity, Human Capacity.*

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LIST OF ABBREVIATIONS

AVE	Average variance method
CDF	Constituency development fund
M&E	Monitoring and Evaluation
NGOs	Non-governmental Organisations
OUT	Open University of Tanzania
RBV	Resource based view
RGoZ	Revolutionary government of Zanzibar
UN	United Nations
ZEBRA	Zanzibar Business and Property Registration Agency

CHAPTER ONE

INTRODUCTION

1.1. Overview

This chapter provides the overview and introduction of the study concerning factors influencing the effectiveness of monitoring and evaluation (M&E) in non-governmental organisations. The chapter starts with the background of the problem, statement of the problem, and objectives of the study. Further, the chapter presents the research questions, significance of the study and organisation of the study.

1.2. Background to the Study

Effectiveness Monitoring and Evaluation of Non-Governmental organisations (NGOs) are an important engine in developing countries that foster community development (Lewis et al., 2020). NGO is defined as an independent and non-profit organisation that is independent from the federal government. It is a voluntary organisation established by a group of people who voluntarily undertake activities to relieve pain, protect the environment and help the community through social service (Harangozó and Zilahy, 2015). The contribution of NGOs in the provision of social service and boost welfare development in developing countries is widely known (Hasmath et al., 2019).

Worldwide, countries have a great demand for effective M&E in public organisations and non-governmental organisations as well (Govender, 2016). M&E is a prominent principle and pathway towards improving performance in organisations. The function enhances the effective management of resources, improves accountability and ensures transparency in every activity performed in the

organisation. M&E is an appropriate system that fosters feedback to the stakeholders and citizens on their money contributed to the project and their resultant outcome on the development. It is viewed as the powerful tool in NGOs that give donors feedback on each shilling spent on the project and report any deviation and non-compliance on the regulations and procedures (Todorović, et al., 2015)

According to Vincent et al. (2018), the demand for an effective M&E system in developing countries is much higher for NGOs compared to developed nations. In developing countries, M&E is conducted as a matter of formality by the majority of organisations that lead to poor performance in project management. Wanjiru and Kimutai (2013) argue that conducting M&E in developing countries is a challenge that was triggered by several internal and external factors. For instance, internally many NGOs lack adequate numbers of human capital to facilitate effective M&E activities that lead them to rush and make the process ineffective. Externally, many NGOs are influenced by weak stakeholder involvement in terms of involvement in project and decision making processes that in one way or another affect the effectiveness of the project implementation.

Sub-Saharan African can't be excluded in these criticisms where many emerging NGOs exist and operate in diverse areas. According to Mueller-Hirth (2012), emerging NGOs in countries like South Africa are hindered by many challenges such as lack of adequate financial capacity and unethical practices that affect their performance in vital functions like the M & E process. There is a tendency in these emerging NGOs that M&E is performed purposely to bring positive results concerning donor funded projects but on the other side of the coin things are not as

seen in reports submitted to donors. Other factors that affect performance of M&E include lack of technical expertise to perform the activities and poor leadership to management and support the activity (Abrahams, 2015).

Nabulu (2015) compilation of studies conducted in East Africa concerning the factors influencing effectiveness of M&E and revealed that there are a number of factors that either influence or inhibit the effectiveness of M&E in NGOs. First, resource availability which is viewed as important factors that either influence or inhibit the effectiveness of M&E in NGOs. Second, the stakeholder involvement in project implementation. Involving stakeholders from designing of the project to execution phases' is considered as an important factor to enhance the effectiveness of M&E in NGOs. Third, the existence of strong laws and regulations. When the country enforces their NGOs to submit reports of their current M&E can influence the NGOs to adhere to those directives in order to prevent them from punishment (Mitchell, 2017).

Numerous studies were conducted in East Africa countries concerning the M & E system in NGOs. For example, Busilie (2017) pinpoints a number of challenges that indicate M&E are weak in Tanzania. Those challenges include M&E activities having limited scope in the majority of organisations, weak institutional capacity, lack proper guidelines and framework, inadequate resources, and poor involvement of community members. The projects that focus on poverty reduction were subject to a number of challenges when it came to the issue of M&E such as provision of poor quality of data collected, provision of misleading information, lack of adequate budget to finance the activities and taking a long time to accomplish the activity

(Pius, 2017). Shayo (2020) reports that staff in the majority of NGOs lack considerable training and skills on conducting M&E activities in Tanzania. This challenge affects the performance of NGOs in performing the M&E.

Another highlighted challenge that hinders the effectiveness of M&E in NGOs include the attitude of the management. Management has greater influence on ensuring the NGOs have effective M&E or not. In summary, M&E remains to be a weak link in emerging NGOs in Tanzania because most of the NGOs lack capacity building and continuous training to update and improve staff skills. The issue is much worse on the side of Zanzibar which has its own practices, guidelines, law and regulation that govern NGOs. Despite the existence of many studies concerning the subject matter, Zanzibar lacks many studies that investigate factors that influence the effectiveness of M&E in NGOs. Thus, this motivated researchers to dig and conduct this study on Zanzibar.

1.3. Statement of the Problem

M&E is paramount in effective project management. Despite the fact, M&E is a vital instrument to drive performance in NGOs; most of the NGOs in Africa do not carry out M & E effectively and willingly. This has been due to several internal and external factors that drive the in-effectiveness of M&E in NGOs. According to Suleiman (2020), NGOs in countries like Tanzania are doing M&E because it is one among the requirements from donors. Some factors such as adequate financial capacity, inadequate human capital, weak institutional support are few mentioned to fuel the situation but also lack of involvement from stakeholders in the creation of M&E. Given that M&E is not one participates in programming as part of the

organizational culture of many NGOs, and establishing indications, mode of operation, and other aspects of the M&E that are excluded from observing and assessing.

The lack of M&E personnel with experience has been made worse by their high turnover rate; these highly marketable abilities open up other work alternatives. Despite the tremendous contribution of NGOs in our countries towards social and economic development, the ineffectiveness of the M & E system used in our NGOs is mentioned as one of the weak points that need fast response and comprehensive intervention (Matyoko, 2019). Although many studies concerning the M & E system were conducted in Tanzania mainland, little is known on the side of Zanzibar which possesses its own structure, guidelines and practices on managing NGOs and projects. Therefore, in the absence of effective M&E in NGOs, it will be very hard to tell if the planned objectives and outcomes in the project lifecycle are achieved as expected, and what corrective measures need to be taken to ensure effective implementation of projects. Hence, there is a need to conduct this study that examines factors that influence M&E in non-governmental organisations in Zanzibar using the triangulation approach.

1.4. Objectives of the Study

1.4.1. General Objective

The main objective of this study is to assess the factors influencing effectiveness of monitoring and evaluation (M&E) of non-governmental organisations (NGOs) in the Urban Region in Zanzibar.

1.4.2. Specific Objectives

- i. To assess the influence of human capacity on the effectiveness of M&E in non-governmental organisations (NGOs) in the Urban Region in Zanzibar.
- ii. To examine the effect of financial capacity on the effectiveness of M&E in non-governmental organisations (NGOs) in the Urban Region in Zanzibar.
- iii. To examine the influence of stakeholder involvement on the effectiveness of M&E in non-governmental organisations (NGOs) at Urban Region in Zanzibar.

1.5. Research Questions

- i. What is the influence of human capacity on the effectiveness of M&E in non-governmental organisations (NGOs) in the Urban Region in Zanzibar?
- ii. What are the effects of financial capacity on the effectiveness of M&E in non-governmental organisations (NGOs) in the Urban Region in Zanzibar?
- iii. What is the influence of stakeholder involvement on the effectiveness of M&E in non-governmental organisations (NGOs) in the Urban Region in Zanzibar?

1.5.1 Hypotheses of the Study

H0: Human capacity influences the effectiveness of M&E in non-governmental organization (NGOs) at Urban Region in Zanzibar

H1: Human capacity does not influence the effectiveness of monitoring and evaluation in non-governmental organization (NGOs) at Urban Region in Zanzibar

H2: There is no significant relationship between financial capacities of Effectiveness of M&E in non-governmental organization (NGOs) at Urban Region in Zanzibar

H3: There is significant relationship between financial capacities of Effectiveness of M&E in non-governmental organization (NGOs) at Urban Region in Zanzibar

H4: There is no significant relationship between stakeholder involvements of the Effectiveness of M&E non- governmental organization (NGOs) at Urban Region in Zanzibar

H5: There is a significant relationship between stakeholder involvements Effectiveness of M&E in non- governmental organization (NGOs) at Urban Region in Zanzibar

1.6. Scope of the Study

Monitoring and Evaluation is one the debatable phenomena in project management in Zanzibar and Tanzania at large. A number of reports have revealed that one of the areas that perform poorly in project management is aspect of monitoring and evaluation of projects and more specifically the reports indicate NGOs as one of the loopholes for most of the unethical practitioners to use the public fund and donors fund vagrantly. Therefore, the researcher is interested in conducting a study concerning factors that influence monitoring and evaluation in NGOs in Zanzibar urban regions to assess the influence of human capacity, financial capacity and stakeholder involvement.

1.7. Significance of the Study

In this study, the researcher expects the following significance:

Firstly, the study contribution will go to the donors and policy makers, and key stakeholders who finance the projects in NGOs in Zanzibar. This study will give them information on which factors that influence the effectiveness of M&E of NGOs in Zanzibar. For instance, through this study the Revolutionary government of Zanzibar (RGoZ) can use this report to achieve its development vision agenda (2020-2025) through involving NGOs effectively. Secondly, the study will also help the NGOs to understand the main factors that influence an effectiveness of M&E and take appropriate action to improve their performance, designing processes of the M&E and increasing accountability and transparency of the process.

Thirdly, this study will be used to enrich the literature concerning factors influencing M&E in NGOs in Zanzibar. As one of the few studies conducted in Zanzibar, this study can be used by academicians, researchers and research institutions as one piece of information in project management. In order to improve performance accountability and offer useful feedback for better planning, budgeting, and policymaking to achieve effectiveness in development, the Monitoring and Evaluation System was institutionalized and is now an essential component of development policies. Political sensitivities could once more have an impact on the choice to create a national evaluation policy that will direct evaluations.

1.8. Organization of the Study

This research report is made of five main chapters. The first chapter is about the introduction of the study. The chapter starts with the background of the problem and the statement of the problem. Furthermore, main objectives and specific objectives will be addressed followed by research questions. The chapter ends with

significance, organisation of the study and limitation of the study. The second chapter is literature review. The chapter starts with conceptual definitions, theories that guide the study, the conceptual framework and empirical studies. The study ends up with organisation of the study. Chapter three is research design and methodology. The chapter starts with research design, area of the study, population of the study, sampling techniques and sample size determination.

The chapter also addresses source of data, data collection instrument, data analysis and operationalization of variables. The fourth chapter is about presentation of the findings and discussion. Both qualitative and quantitative analysis was presented based on the data collection and discussion made. Finally, the chapter presents the summary and recommendations. This chapter will provide a brief summary, recommendations and suggestions for future studies.

1.9. Limitations of the Study

The study is expected to encounter two limitations which are availability of enough time in data collection and financial constraint. In terms of availability of enough time for data collection the limitation will be expected due to the researcher being very close to the working place as she could be given tasks by the employer. To solve this limitation, the researcher will take emergency leave which will effectively be utilised as well as using the public holidays for data collection and writing the dissertation. A financial constraint is expected to be encountered in this study, because of inadequate sponsorship. To solve this constraint, the researcher will use her own salary in meeting the cost of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Overview

This second chapter focuses on literature review. The section starts with definition of key terms used in this study, theories underpinning this study, and empirical literature review based on view of different studies that was conducted previously. Bases, the chapter provides the conceptual framework and development of hypotheses in line with the specific objectives of this study.

2.2. Definitions of the Key Term and Concepts

2.2.1. Non-Governmental Organization

Non-Governmental Organisations (NGOs) have been defined by different scholars in different contexts. According to World bank, non-governmental organisation is defined as the non-public organisation established by community to undertake different activities that focus on relieving pain to community and endorse welfare and help to poor people, improve life standard of community, protect environment and offer some basic social service to those who can't afford(Lewis et al., 2020). An NGO is defined as a non-profit and charitable organisation established to support the public in social, education, health, environmental, and humanitarian activities. NGOs work in diversified fields depending on the nature and objectives of the organisation (Hasmath et al., 2019).

2.2.2 Monitoring and Evaluation (M&E)

Monitoring and evaluation is a multidimensional concept defined by various scholars based on the context and applicability. Starting with monitoring it is defined as the

systematic process of tracking performance in order to take corrective action if needed to rectify the situation while evaluation is the process which involves the scrutinising and assessment if the project is achieving the progress in comparison to what was planned or expected before execution of the project (Neumann et al., 2018). Normally, monitoring starts and evaluation follows, therefore, evaluation depends on the effectiveness of the monitoring process.

Radujković and Sjekavica (2017) defined monitoring as the continuing process that provides feedback to the stakeholders on the progress of the project. Monitoring is the process performed during the project implementation in order to ensure the targeted objectives are attained. Monitoring is an instrument that ensures allocated resources are used properly and effectively in the organisation. Furthermore, IFRC (2007) defines monitoring as routine and day-to-day activities of collecting and analysing the information in order to compare the progress of the project against the expected results stated. The importance of monitoring is to provide feedback to the beneficiaries of the projects including government, community and donors who funded the project. The final report of monitoring helps the policy maker to improve the performance of the project and NGOs in general.

Radujković and Sjekavica (2017) define evaluation as an assessment of the project that ascertains if the on-going or finished project has achieved the objective or contribution expected. The evaluation is a vital phase in the project cycle that gives the manager and decision makers an indication of whether they are on track or not and what action should be taken. The evaluation is important to issue an endorsement and lessons to the project managers, managers and donors on what

should be done in future if a similar project would be implemented.

Monitoring and evaluation (M&E) are instruments utilized to evaluate the connections between intentions and actions, as well as between actions and results and impacts. However, feedback is the most crucial yet frequently overlooked aspect of observation and appraisal

2.2.3 Human Capacity

Human capacity is defined as the knowledge, skills, and expertise of individuals or teams responsible for carrying out M&E activities. It encompasses the competencies required to design, implement, and manage monitoring and evaluation systems effectively. Human capacity in M&E involves having individuals or teams with the necessary technical knowledge and expertise in monitoring and evaluation methodologies, data collection and analysis techniques, and evaluation frameworks. This expertise enables them to design and implement M&E systems that are rigorous, accurate, and aligned with project or program goals. Building and strengthening human capacity in M&E is crucial for ensuring the quality and reliability of monitoring and evaluation processes. It allows organisations to generate accurate and actionable information, make evidence-based decisions, and enhance the effectiveness and impact of their programs and interventions.

M&E without knowledgeable personnel who carry out their assigned responsibilities in an efficient manner, M&E cannot function. Consequently, being aware of the competencies required and the capabilities of the effectiveness M&E personnel in nongovernmental organization (NGOs) at Urban Region in Zanzibar.

2.2.4 Financial Capacity

Financial capacity refers to an organisation's ability to allocate and utilise financial resources effectively to support M&E activities. It involves having the necessary funding, budgeting mechanisms, and financial management systems in place to ensure the successful implementation of M&E processes. It involves allocating adequate resources to support M&E activities. This includes budgeting for personnel, training, data collection tools, technology infrastructure, data analysis software, and other resources necessary for conducting monitoring and evaluation effectively. It also involves considering the costs associated with external evaluations or engaging independent evaluators, if applicable. By developing and maintaining strong financial capacity in M&E, organisations can ensure the availability of adequate resources to support the implementation of monitoring and evaluation activities. This enables them to collect reliable data, conduct rigorous analyses, and generate valuable insights for decision-making, ultimately improving the effectiveness and impact of their programs and interventions.

2.2.5 Stakeholder Involvement

Stakeholder involvement in Monitoring and Evaluation (M&E) refers to actively engaging and including relevant stakeholders throughout the M&E process. It recognizes that stakeholders have a vested interest in the outcomes of M&E activities and their participation can contribute to more accurate, meaningful, and useful evaluations. Stakeholder involvement in M&E promotes inclusivity, transparency, and accountability. It recognizes the importance of incorporating diverse perspectives and ensures that evaluations are responsive to the needs,

expectations, and priorities of the stakeholders involved. By actively involving stakeholders throughout the M&E process, organisations can enhance the relevance, quality, and utilisation of evaluation findings and promote greater ownership and sustainability of the evaluated interventions.

2.3. Theoretical Review

This section provides the theories that underpinning this study in line with the specific objectives and research questions described in chapter one. This study is guided by two theories including resource based view and stakeholder theory.

2.3.1. Resource Based View

Resource based view (RBV) is an old theory used in strategic management introduced by Barney in the 1980s. The theme of the theory focuses on the resources that firms can use to ensure competitive advantages in the market and improve their performance. The theory was adopted in project management and is considered as one of the prominent theories in the current era that considered utilisation of resources in achieving performance in the project. The theory considers their kind of resource that any organisation needs to take into account if they want to achieve maximum performance. Those resources including, human capital resources, physical capital resources, and organisational capital resources (Barney, 1995). RBV takes into account all resources that were valuable, non-substitutable, rare and costly to imitate as stipulated in figure 2.1.

The effectiveness of M&E in NGOs depends much on the resources applied to accomplish the work. According to Masawe and Isanzu (2020), M&E is a critical

function that needs adequate resources in order to accomplish the work in an effective manner. For example, the function needs an organisation to allocate an adequate budget that will suffice the work and also human capital who are experienced and professional is must. In project management resources are indispensable to facilitate execution of the function more effectively and sufficiently.

Perkins et al. (2019) argue that RBV theory gives the managers clue on what kind of resources are required internally from the organisation to enable them to perform the work more effectively. Besides, the theory provides direction to outsource human capital outside of the organisation if in-house capability is limited in order to make the organisation outperform in the monitoring and evaluation process. In a nutshell, any function in an organisation in order to be performance in required standards requires investment of diverse bundles of resources such as financial resources, human resources, time resources and technology. This theory is in line with specific objective number one and two of this study. Figure 2.1 shows the components of RBV theory.

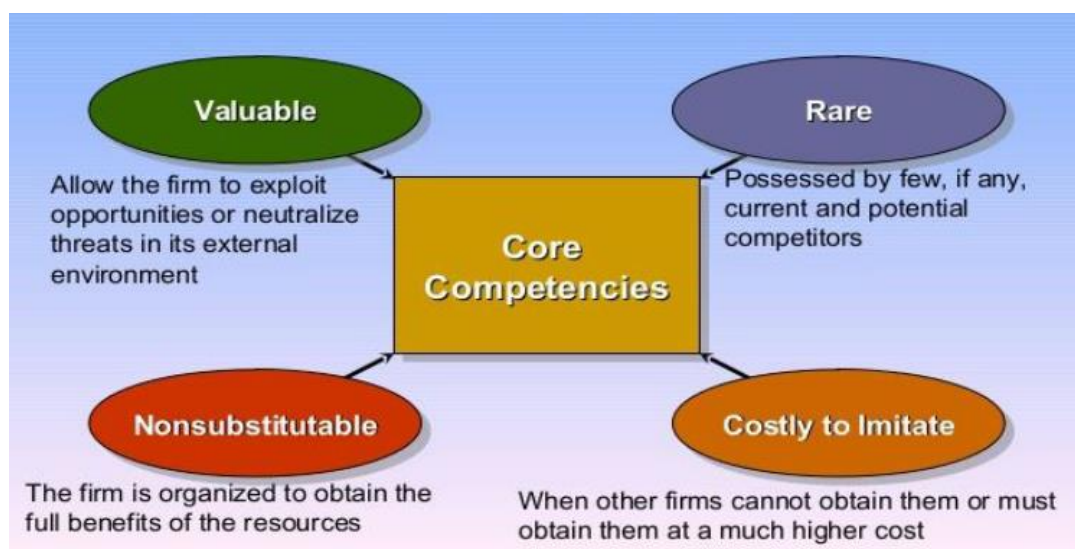


Figure 2.1: Components of Resource Based View Theory

2.3.2. Stakeholder Theory

Stakeholder theory is a theory introduced by R. Edward Freeman in 1980s. The theory focuses on organisation management and business ethics that take into account that the firm is surrounded by the stakeholders including employees of the firm, customers, government, community members and donors who funded the projects (Uribe et al., 2018). The stakeholder theory was an important theory adopted in project management in which the key stakeholders are important during any project implementation. Stakeholder theory is viewed as a powerful tool for understanding the position of an organisation identifying all important stakeholders who have an interest in the on-going project in one way or another (Oppong et al., 2017).

According to de Oliveira and Rabechini Jr (2019), involvement of internal and external stakeholders is crucial for the success of any project that targets those particular stakeholders. M&E function is a comprehensive activity which needs the opinion of both parties involved in the project such as employees of the organisation, community members, funders and government. When stakeholders are involved in a project it makes them feel as being part of the project and they can contribute positively in order to ensure targeted objectives are achieved.

Kerzner (2017) asserted that the success of any project is dependent on the extent of stakeholder involvement in a particular project. Top management of the organisation needs to work closely with all stakeholders in order to increase morale to those stakeholders and influence the performance. In this study, one of the study objectives is to evaluate the influence of stakeholder involvement on the effectiveness of M&E,

therefore, the stakeholder involvement is tested to see if it has any influence (positive or negative) to M&E.

2.3.3 Strength and Weakness of Resource Based View (RBV)

The following are the strength of RBV. First, it focuses and emphasize on achieving the competitive advantage. Using the internal resources and capabilities, this theory gives the organization leverage to improves its strength and archive the sustainable competitive advantage through utilizing the internal resources that cannot imitate by other organization. Second, applicability of the RBV. Most of the theory of strategic management are narrow in its applications. But through the holistic perspective of the RBV, it gives wider applications in other area including the project management. On the other hand, the weakness of this theory are as follow: First, Lack of external focus. The RBV has paid little attention on the external environment of the organization that might influence or affect the organization performance. Second, the RBV is criticized for emphasizing on obtaining the resources and capabilities but it fails to provide the guidance for small NGO's on how they can obtain the resources. NGOs may struggle to identify appropriate paths for resource development and may find it difficult to balance the need for short-term performance with long-term resource accumulation.

2.3.4 Performance of Monitoring and Evaluation Systems to NGOs

The structural arrangements of an M&E system are important from a number of perspectives; one is the need to ensure objectivity, credibility and rigor of the M&E information that the system produces Mackay, (2006:19). Khan (2003:11), concurs that the conceptual design of an M&E system is supposed to address issues with

regard to the objectives of the system, competent authority, credibility of information, its management, dissemination and recycling into the planning process with special emphasis on community participation. M&E systems should be built in such a way that there is a demand for results information at every level that data are collected and analyzed. Furthermore, clear roles, responsibilities, formal organizational and political lines of authority must be established (Kusek & Rist, 2004: 114).

There is often a need for some structural support for M&E, such as a separate evaluation unit which at the very least needs one person who is the internal champion identified to make sure the system is implemented and developed. Moreover, the systems must be consistent with the values at the heart of the organization and work in support of the strategy. There are twelve components of a functional monitoring and evaluation namely: structure and organizational alignment for M and E systems; Human capacity for M and E systems; M and E partnerships; M and E plans; Costed M and E work plans; Advocacy, communication and culture for M&E systems; Routine monitoring; periodic surveys; Databases useful to M&E systems; Supportive supervision and data auditing; Evaluation and research; and using information to improve results (UNAIDS, 2008).

Taut (2007:53) study, “self- evaluation capacity building in a large international development organization”, indicate low organizational readiness for learning from evaluation. Moreover, interviewees similarly described a lack of open, transparent and critical intra organizational dialogue and a lack of formal structures and processes to encourage reflection and learning as an organizational habit. At the

same time, there was rather high awareness of the potential for evaluation to be used as a tool for learning and demand voiced for such evaluations.

2.3.5 The Importance of Monitoring and Evaluation to the NGOs in Zanzibar

Zanzibar as one of the developing country receiving large amount of donors funds to facilitate diverse projects need M&E to facilitate the effectiveness, efficiency, and impact of their programs and projects. Several importance will be obtained from the M&E to the NGO's in Zanzibar including:

First, accountability and transparency. Through M&E process will make the NGOs in Zanzibar become accountable and answerable to their stakeholders and beneficiaries. There is a tendency of misuse of the resources and funds provided for projects in NGO's but through the M&E it provides transparency and enable the government, donors and public to understand the fund injected and goals achieved.

Second, learning and improvement. The M&E report the strength and weakness points in the implementation of the project and give information for further intervention to the NGOs. Through M&E, the process enables the NGO to understand what they need to work on it and what went well.

Third, decision making process. Through M&E, the NGO's and key stakeholders including donors and government get an aid of the decision making process. The M&E involves the data collection process which is vital instrument in nowadays for decision making process. This evidence-based decision-making approach enables NGOs, donors and government to allocate resources efficiently and maximize their impact.

Four, program planning and design. M&E processes are crucial from the initial phases of program planning and design to ensure effectiveness. NGOs operating in Zanzibar can employ M&E techniques to assess needs, establish specific goals and measures, and create reliable monitoring systems. Engaging stakeholders in this procedure enables NGOs to guarantee that their interventions address local requirements and align with community priorities.

Five, reporting and communication: M&E facilitates the reporting and communication of results and progress to various stakeholders. NGOs can use M&E data to prepare reports, case studies, success stories, and other communication materials that demonstrate their achievements and impact. This helps raise awareness, mobilize support, and advocate for positive change at the local, national, and international levels.

Furthermore, compliance and compliance Monitoring: NGOs in Zanzibar often receive funding from donors or work in partnership with government agencies. M&E is essential for meeting the reporting requirements of donors and demonstrating compliance with contractual agreements. It also allows NGOs to track the progress of their activities and ensure that they are in line with relevant policies, regulations, and legal frameworks.

2.4. Empirical Literature Review

This section comprises the review of literature from abroad studies conducted across the world and local studies conducted in Tanzania and Zanzibar as well.

2.4.1. Studies in Africa

Mwangi et al. (2015) examine the factors affecting the effectiveness of monitoring and evaluation of constituency development fund (CDF) projects in Kenya using a case of Laikipia West Constituency. The study sought to assess the impact of technical capacity, stakeholders' participation, political influence, and budgetary allocation on the effectiveness of monitoring and evaluation on (CDF) projects in Kenya. The study used a descriptive research design in which a questionnaire was used as a main data collection tool. Based on the descriptive and inferential analysis, there is clear indication that technical capacity, stakeholders' participation, political influence, and budgetary allocation have a positive impact on the effectiveness of M&E of CDF projects in Kenya.

Njuguna (2016) conducted a study on the factors Influencing The Performance Of Monitoring And Evaluation Systems In Non-governmental Organisations Funded Educational Projects In Murang'a County, Kenya. The study focuses on assessing the influence of budgetary allocation, strength of the M&E team, stakeholder participation, and level of training on the performance of Monitoring and Evaluation systems. The study adopted a descriptive survey design in which the questionnaire was used as a data collection instrument. Using descriptive analysis, the results show that all four factors of budgetary allocation, strength of the monitoring team, stakeholder involvement, training and influence of M & E systems in non-governmental organisations funded educational projects in Kenya.

Kaburu (2012) conducted a study on factors influencing Performance of Monitoring and Evaluation Systems in Non-Governmental Organization in Nairobi County,

Kenya. These study objectives were to determine the influence of the number of staff, governance structures and level of funding on the Performance of M&E system in Non-Governmental Organisations in Nairobi Count, Kenya. The study involves 30 NGOs operating in Nairobi, Kenya. The method of data collection used was questionnaire. Using descriptive statistics, the study shows that both factors of number of staff, governance structures and level of funding have influence on the Performance of the M & E system in NGOs in Nairobi Count, Kenya.

Mbithi (2020) conducted a study on the Influence of monitoring and evaluation on project success among Non-Governmental Organisations (NGOs) in Nairobi County, Kenya. The study sought to establish the influence of M&E approach, budget allocation and M&E team on the performance of M&E. The study employs a survey design in which 100 NGOs were involved from Nairobi country, Kenya. Furthermore, the study adopted a mixed sampling approach where a questionnaire was used to collect primary data. Findings of the study show that budget allocation and M&E approach have statistical influence on the performance of M&E while the M & E team had no statistical significance with M&E in NGOs, Kenya.

Nasambu (2016) conducted a study on Factors influencing the performance of monitoring and evaluation systems in non-government in Uganda. The study was guided by four objectives including determining the influence of M & E structure, human resource capacity, data quality, M&E methods on the performance of M&E systems of NGOs in Uganda. The study used a cross-sectional research design in which 79 respondents were included using a questionnaire as a data collection instrument. The study analysis revealed that M&E structure, data quality, human

resource capacity and use of the M&E methods has a positive influence on the performance of M&E systems in NGOs in Lira District, Uganda.

2.4.2. Local Studies

Pius (2017) conducted a study on the factors influencing effective Monitoring and Evaluation systems in health-related NGOs in Arusha. In this study, the researcher involves three main factors as independent variables including human capacity, funds disbursement procedure and budget allocation with respect to one dependent variable which is the effective M&E system in health related NGOs. The study included about 70 respondents from the M & E Unit from three NGOs in Arusha. The study used case study design in which descriptive analysis was employed. Based on the findings, the results indicate that all three factors of human capacity, funds disbursement procedure and budget allocation were important factors towards achieving effectiveness of M&E in NGOs in Arusha Tanzania.

Mmassy (2018) examined the factors influencing performance of Monitoring and Evaluation Systems of Non-Governmental Organisations in Tanzania. In this study, the researcher used three factors to assess their influence on performance of the M & E system of NGOs in Tanzania. The study uses how human capacity, how data quality and how information influences the performance of the M & E system of NGOs. Five theories were adopted in this study including evaluation theory, theory of change, results theory, social science theory, and program theory. About 109 respondents were involved from NGOs in Arusha city, Tanzania. The study employed a questionnaire and observation to collect primary data. Using descriptive analysis, the results revealed that human capacity, data quality, M&E and

stakeholders' participation are crucial factors that influence the performance of the M & E system of NGOs in Arusha city, Tanzania.

Matyoko (2019) conducted a study on assessing the effectiveness of Monitoring and Evaluation Systems on sustainability of Projects in Tanzania. This study was guided by four factors including determining the influence of information management systems, availability of competent monitoring and evaluation experts, utilisation of monitoring and evaluation findings and assessment of effective stakeholder's engagement in project M&E activities towards influencing project sustainability in Tanzania. The study adopted a descriptive research design and found that all four factors have significant influence in project M&E activities towards influencing project sustainability in Tanzania. Therefore, the study concluded that there is positive influence of information management systems, availability of competent monitoring and evaluation experts, utilisation of monitoring and evaluation findings and assessment of effective stakeholder's engagement in project M&E activities towards influencing project sustainability in Tanzania.

Suleiman (2020) conducted a study on the effectiveness of monitoring and evaluation systems in Non-Governmental Organisation Sectors (NGOs) for Community Development Projects in North "A" District in Zanzibar. In this study, the researcher adopted three factors as per the objectives to determine its influence on the M&E including financial resources, M&E staff, and role of management. The study involves 16 NGOs where 118 respondents were involved in the study and data was collected through questionnaire instruments, focus group and interview

methods. Based on the descriptive analysis, the results indicate that financial resources, human capacity in M&E and management participation are the main factors that influence the performance of M&E in NGO towards meeting community development in Zanzibar.

2.5. Conceptual Framework

Conceptual framework is defined as the framework that provides analytical relationships between dependent and independent variables (Varpio et al., 2020). The conceptual framework normally links between the exogenous and endogenous variables and indicates the direction of relationship between the variables (Lindsey and Barratt, 2018). Conceptual framework provides the logical flow of concepts that provide the holistic picture and visual display of dependent variable (DV) and independent variables (IV).

It is used as a theoretical framework linking the theories, and objectives of the study. In this study, the study examines factors influencing M&E in NGOs towards poverty reduction, therefore in one side there are three factors known as independent variables (IV) including financial capacity, human capacity and stakeholder involvement. These variables influence the M&E of NGOs if they were adopted in organisations positively or negatively. If proper financial capital, human capital and stakeholder involvement are used, the performance in M&E in NGO will be high and vice versa is true.

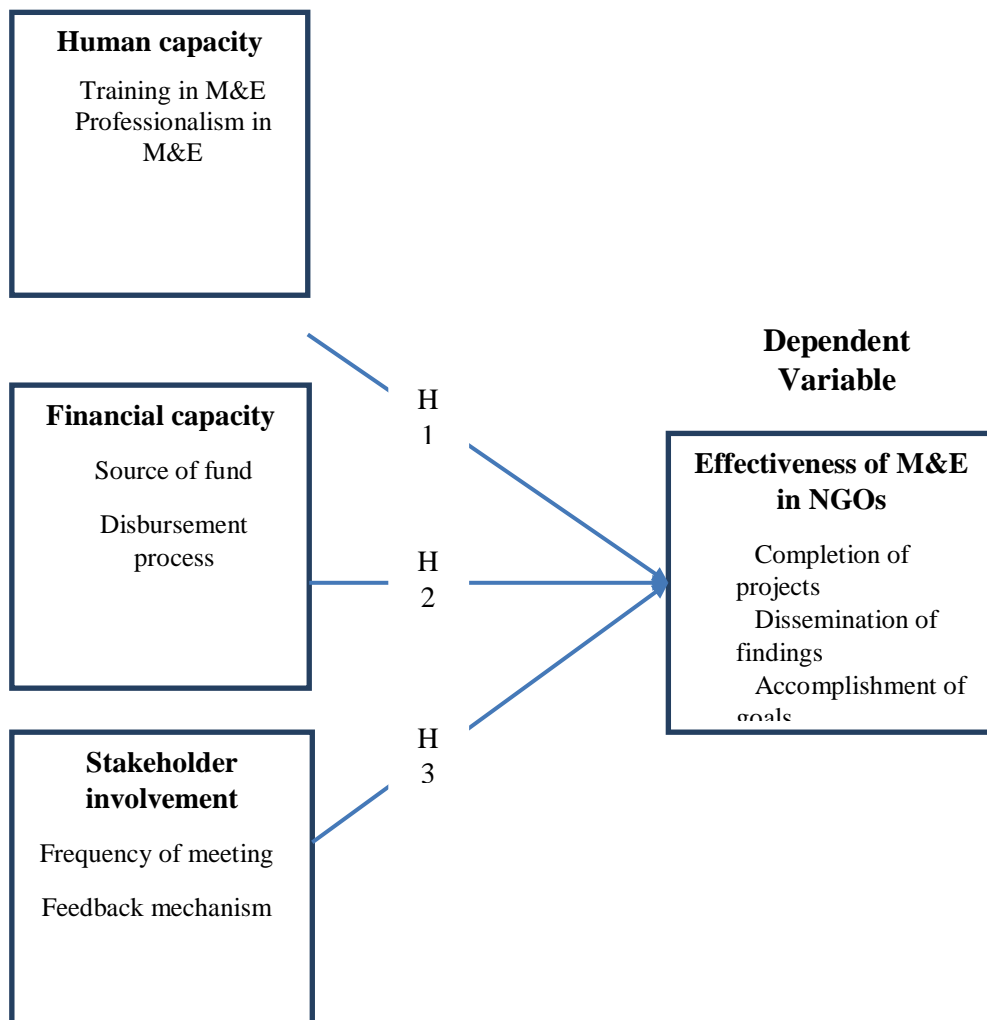


Figure 2.2: Conceptual Framework

Source: Synthesised from past literature, (2023)

2.5.1. Influence of Human Capital on Effectiveness of M&E

Human capital refers to the ability the staff organisation possesses in terms of skills, and experience in monitoring and evaluation activities (Lenihan et al., 2019). The human capital is considered as the one of the resources that organisations need to equip with in order to be successful in its operations and activities (Fedyk and Hodson, 2019). According to Cobblah and Jiagge (2017), appropriate M&E staffs who are skilled and competent to execute the work effectively are vital for the successful implementation of the project in any organisation and vice versa is true.

Michael (2019) pinpoint access to adequate human capital in NGOs who have professional background in M&E field is very rare and one among the main challenges that affect the effectiveness of M&E process in developing countries. Therefore, there is a great demand for NGOs to train their staff and become professional in M&E if their priority is to achieve the target goals and objectives. Both training is crucial in organisation to equip the monitors and evaluators with knowledge, capacity and skill to improve their performance in monitoring and evaluation.

There is a bad tendency in the majority of organisations in developing countries where M&E work is taken for granted and it seems that any person can perform the work. This practice needs to end because M&E is one the professionals that need qualified people who undergo training in recognized institutions (Kaberia and Mburugu, 2019). In a nutshell, some can summarise that without competent and qualified monitors and evaluators, you don't expect effective performance in your monitoring and evaluation activities. Based on the above arguments, the researcher proposed that:

H1: There is a positive relationship between human capital and the effectiveness of M&E of NGOs in Zanzibar.

2.5.2 Influence of Financial Capital on Effectiveness of M&E

Financial capital is viewed as the ability of the organisation to finance its monitoring and evaluation activities. The finance capital is also determined based on the cash management, the effectiveness of disbursement procedures, accessibility of the fund and overall financial control (Lalendle et al., 2021). Many studies have examined the

influence of financial resources on the effectiveness of M&E activities in NGOs. Ebi, et al., (2018) argue that without adequate budget to finance the project activities including M&E, there is guarantee that the project will be implemented successfully and the sustainability of the project will be questionable.

Financial capital is a serious problem that affects the effectiveness of M&E in many countries. The implementation of any project is dependent on the cost requirement and budget of each single element of the entire project. In that case when the finance is not adequate neither can't be accessed on time can automatically affect the completion of the entire project (Chachu, 2019). According to Maldu (2019), any project completion requires an organisation to have an early plan on the finance they intend to use in each of the milestones in the entire project. There are also behaviours where accounting sections in NGOs spend the money into other activities and pay little attention to monitoring and evaluation activities. This cost most of the NGOs to achieve maximum efficacy and effectiveness and even project completion. Based on the above arguments, the researcher proposes the following hypothesis:

H2: There is a positive relationship between financial capability and M&E of NGOs in Zanzibar.

2.5.3 Influence of Stakeholder Involvement on Effectiveness of M&E

Stakeholder involvement refers to engaging the key beneficiaries of the projects in implementing the projects through giving them information, feedback and including them in making the decision and suggestions of the project (Arras and Braun, 2018). McGrath and Whitty (2017) define stakeholder as the important individual who has an interest in the project. According to de Oliveira and Rabechini Jr (2019),

stakeholder involvement is an important aspect in the M & E process as these are the ones who have information concerning the project. Stakeholders should be involved from the early stage of project designing to the execution phases and post project implementation.

Engaging stakeholders in projects gives the NGOs powers and authority to make decisions that will not affect any beneficiary targeted (Aragonés-Beltrán, et al., 2017). The most common stakeholders in community projects and poverty reduction projects include community members in which projects are implemented, the government whom they were involved in governing the NGOs and community at large, the donors who normally finance the projects in most of the NGOs, and NGOs members themselves who were the host of the project. All these stakeholders were important for the successful and effectiveness of the monitoring and evaluation because M&E are the activities which need gathering information before writing the report(Amoatey and Hayibor, 2017).

Before embarking on any project, the project management of the NGO takes initiatives to identify all important stakeholders in the project and discuss with them their expectations, interest and contributions towards that project. That will empower them and feel as part of the project which is going to start. In that sense, when the organisation monitors it will be easy and effective as fewer resources will be used to monitor the performance of the project. Similarly, the evaluation process will be very fast and response rate for opinions will be high (Civera et al., 2019). Based on the above explanation, therefore, we propose the following hypothesis:

H3: There is a positive relationship between stakeholder involvement and M&E of

NGOs in Zanzibar.

2.6. The Research Gap

After review of different literatures (abroad and local) concerning factors influencing the monitoring and evaluation of non-governmental organisations literatures, this stud has identified a gap that need to be addressed: First, Many studies revealed that Zanzibar is having several difficulties as it develops its M&E because it is still in its early stages. The factors influencing the effectiveness of monitoring and evaluation in non-governmental organizations were not the subject of any of the reviewed studies. Thus, the research will deal with the knowledge gap. Because this study is exclusive to Zanzibar, it represents a significant advancement in bridging the gap.

Despite a number of studies was conducted and some have address the factors such as human capital, financial capacity and stakeholder involvement as the objectives towards effectiveness of M&E in NGOs, however, to the knowledge of researcher very few was conducted in Zanzibar environment. Somehow, Zanzibar is a different area compared to Tanzania mainland as it has its own administrative structure including legal, regulations and practices that govern NGOs.

This study will address that gap by adding reference using the context of Zanzibar. Second, all studies that were reviewed in this study as shown in the previous section were conducted using descriptive design. This study will bridge that gap by coming with more strong methodological design and analysis. The research used a triangulation approach in which a mixed design of qualitative and quantitative analysis to verify the influence of human capital, financial capital and stakeholder

involvement on the effectiveness of M&E of NGOs. Similarly, this study evaluates the holistic view of the relationship of the variables by focusing on the causal-effect nature. Therefore, this study fulfils the research gaps, but more specifically in community projects in the urban region of Zanzibar.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Overview

This covers the design and methodology of the research. The chapter starts with research design, area of the study, target population, sampling techniques, sample size determination, data type and data collection techniques. Besides, the chapter covers measure and operationalization of variables, data analysis, data reliability, data validity and finally research ethics.

3.2. Research Design

According to Tobi and Kampen (2018), research design is a blueprint, plan or structure that guides the researcher in obtaining answers concerning the research questions. Geoffrey (2019) defined research design as a comprehensive plan that researchers go through in order to collect data in alignment with the research objective, questions and hypothesis. Selecting of the research design was influenced by several factors: first, the nature of the research determines the research design used in the research, second; the type of data information required in the study could also influence the type of research design; third, the cost and time is another important aspect taken into consideration when the researcher select the research design.

After taking into consideration all three factors, this study employed the survey research design. Survey research design was considered an appropriate design when the researcher collected information in order to validate the hypothesis proposed; also survey is the most appropriate design when the research determined the causal

relationship between variables. The survey method was conducted only once (cross sectional) in order to determine the factors that influence M&E in NGOs.

3.3. Study Area and Target Population

3.3.1 Study Area

This study was conducted in the Zanzibar urban region. Zanzibar is a preferred and selected area for this study, because it is one of the areas having its own administrative structure, legal, regulatory framework and practices governing NGOs operations. Besides, Zanzibar is implementing a number of projects in communities where NGOs are receiving large amounts of money from donors and the government. Nevertheless, Zanzibar was selected because very few studies that are publishable have been conducted relating to factors influencing M&E in NGOs.

3.3.2 Target Population

According to Subramaniam, et al., (2021), a population is defined as the group of individuals with similar characteristics in which the researcher draws a sample to be included in the study. The target population of this study was the NGOs available in Zanzibar urban region which have been involved in project management that serve the community over the past 3 years. The urban region of Zanzibar is one of the regions having about 100 NGOs working in diverse fields. It is estimated that each NGO in urban region consists of 30 employees maximum, this makes a total of 300 target population.

3.4. Sampling Procedure and Sample Size Determination

3.4.1 Sampling Technique

Sampling technique is defined as the process of selecting the sample from the

population for making statistical decisions (Etikan and Bala, 2017). There are two common types of sampling technique (1) probability sampling technique and (2) Non probability sampling technique. Due to the nature of this research, this study employed a mixed method. On one hand, because this study was intended to assess the causal relationship between variables, probability sampling technique was deemed necessary. On the other hand, the study employed the non-probability sampling in selecting the respondents who were involved in the interview process. The mixed methods are widely recognized as the most appropriate methods used when the researcher expects to use the triangulation methods in data collection (Taherdoost, 2016).

3.4.1.1 Stratified Sampling Method

Stratified sampling method refers to probability sampling technique in which the target population is extracted from a small portion known as strata in which they possess heterogeneous characteristics (Sharma, 2017). Taylor et al. (2006) pointed out that stratified sampling is necessary when the population is geographically diversified in the region. In this study, the population was taken from the urban region which consists of two districts (west district and urban district). As the region has two districts, the population was proportionally divided into two strata. The first stratum consists of NGOs in the west district and the second stratum consists of NGOs in the urban district. Therefore, the population was divided equally before the research employed the simple random procedure to select the optimal sample.

3.4.1.2 Simple Random Sampling

Simple random technique refers to the type of probability sampling technique in

which selection of sampling is performed in which everyone gets an equal opportunity to be included in the sample (Meng, 2013). In this study, the researcher applied the method in which a sampling frame was drawn from the registrar office of NGOs in Zanzibar. In executing a simple random process, the researcher used the random number tables and selected the representative from each stratum (West, 2016).

3.4.2 Sample Size Determination

A sample size is defined as the subset or portion that represents the target population (Taherdoost, 2016). Determination of sample size is crucial for researchers to minimise cost, time and improve accuracy of the data collected. Normally, the sample size should be not extremely large and not too small but it should be optimal. An optimal sample size suffices the characteristics of reliability, efficiency, flexibility and representativeness. Adam (2020) proposed the formula adopted from Yamane, (1967) for determination of optimal sample size when the population of the study is limited. There, the formula can be identified as: -

$$n \approx \frac{N}{(1+N(\varepsilon)^2)}$$

Where Small 'n' represent the sample size

Capital 'N' represents the population

'e' represent the level of precision (95% = 0.05)

Based on the formula: -

$$n \approx \frac{300}{(1+300(0.05)^2)}$$

Sample size (n) = 171 respondents.

3.5 Data Sources

3.5.1 Primary Data

Primary source information is data collected firsthand by researchers from the field which ought to be original and has not undergone any research analysis (Schulz and Schulz, 2020). There are various advantages for using primary data in project management studies such as providing flexibility for the researcher in data analysis compared to secondary data. Also primary data remained to be direct opinions collected by researchers there guarantee the quality and validity compared to the secondary information which are normally outdated and lack validity. There are various methods for collecting primary data, however in this study, the researcher used an open, closed ended questionnaire and interview schedule to collect information from the researcher (Sileyew, 2019).

3.5. Data Collection Tools and Techniques

3.5.1. Questionnaire

This is one of the common data collection instruments used to collect primary data. Questionnaires are a set of questions that are designed in a systematic manner to enable the researcher to collect opinions from the respondents concerning specific issues (Sileyew, 2019). Questions are prepared in the form open ended or closed ended. The questionnaire provides enough time for researchers to collect information in a convenient manner. Questionnaire is the most appropriate research tool when the researcher wants to collect information to validate hypotheses or testing the causal relationship between variables (Ragab and Arisha, 2018). In this study, the questionnaire was developed and designed in Likert scale format of 1 -5 (1 stand for

strongly disagree, 2 stand for disagree, 3 stand for neutral, 4 stand for agree and 5 stand for strongly agree).

3.5.2. Interview

Interview is defined as the face to face conversation with the respondents in order to complement other methods of data collection. The semi-structured interviews were used to collect the information particularly to specific respondents in order to obtain the view concerning the factors affecting the M&E of NGOs in Zanzibar. The interview used the interview guide in order to obtain the additional information from the respondents with whom the questionnaire instrument was difficult to obtain the information. The interview was conducted for 10 to 20 minutes to the specific respondents involved after requesting the consent from the respondents. The interview was conducted to head of the NGOs in order to examine the factors influencing the effectiveness of monitoring and evaluation.

3.5.3. Pilot Study

Pilot study is defined as the preliminary study conducted to give researchers necessary information for improvement of the research instrument (In, 2017). There are numerous advantages that accrued when using pilot study including identifying the weakness of the instrument in terms of language ambiguity, quality and appropriateness of the questions asked. Pilot study was necessary to be conducted before the researcher distributed the final questionnaires for collecting information. In this study, an approach of Lowe (2019) was adopted in which 5% to 10% of samples can be used for pilot study. For adequacy purposes, the researcher considers the 10% of the sample size which is $171 = 17$ respondents. This sample was used to

test the instrument before the final version of the questionnaire was distributed to all respondents.

3.6. Data Analysis Procedures

Data analysis is defined as the process of cleaning and transforming raw data into meaningful information (Sileyew, 2019). In this study, the researcher used two types of data analysis including quantitative analysis (descriptive and inferential) and qualitative analysis. Starting with descriptive analysis, Vaske (2019) defines it as the process of transforming and analysing data in frequency, and percentages, and understanding the data by computing the mean value, standard deviation, etc. On the other hand, inferential statistics is an advanced data analysis. In this study the research used factor analysis, correlation analysis, and regression analysis. Factor analysis refers to multivariate analysis that provides information for the underlying characteristics of each element in the factor.

Factor analysis is very important to enable the researcher to understand the behaviour of each element and construct it in the study before validating the hypothesis using advanced methods such as correlation and regression methods. Correlation analysis is the method which examines the strength of relationship between variables. In this study, the binary correlation analysis was used in which Pearson correlation coefficient (+1 to -1) was employed to conclude the strength of variables. Where coefficients +1 indicate perfect positive correlation and -1 indicate perfect negative correlation (Loewen and Godfroid, 2019). Finally, the researcher used the multiple regression method to test the hypothesis and provide a final model estimate between financial capacity, human capacity, stakeholder involvement and

effectiveness of monitoring and evaluation in NGOs. The multiple regression analysis is a powerful and advanced multivariate technique used to validate the hypothesis and test the relationship between dependent and independent variables (Keith, 2014). Equation (1) below indicates the regression model. In this study, the researcher used Statistical Package for Social Sciences (SPSS) version 25 for conducting study analysis (Field, 2013).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_i \quad \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_i \dots\dots\dots(1)$$

Where:

Y = Effectiveness of Monitoring and evaluation (M&E)

X1 = Human capital

X2 = Financial capital

X3 = Stakeholder involvement

β_0 = Regression constant.

$\beta_1 - \beta_3$ = Regression coefficient in the model

e = Error term

3.7. Operationalization of Variables and Measurement Procedures

Operationalization is defined as the process of linking concepts and variables (Zangirolami-Raimundo et al., 2018). A variable refers to a phenomenon in which the researcher uses to measure (Anderson et al., 2020). In this study, there are independent variables (human capacity, financial capacity and stakeholder involvement) that were measured and one dependent variable (effectiveness of M&E). The measurement of scale was Likert scale of 1-5 in which all data are in ordinal for main information and general information was in nominal form.

Table 3.1: Operationalization of Variables

Constructs/ variable	Indicators used	Measurement of scale	Method of analysis
Financial capability	<ul style="list-style-type: none"> ● Source of fund ● Disbursement process 	Likert scale of 1-5. 1-Strongly disagree 2-disagree 3-neutral 4-agree 5-strongly agree	<ul style="list-style-type: none"> ● Descriptive analysis ● Inferential analysis
Human capability	<ul style="list-style-type: none"> ● Training in M&E ● Professionalism in M&E 	Likert scale of 1-5. 1-Strongly disagree 2-disagree 3-neutral 4-agree 5-strongly agree	<ul style="list-style-type: none"> ● Descriptive analysis ● Inferential analysis
Stakeholder involvement	<ul style="list-style-type: none"> ● Frequency of meeting ● Feedback mechanism 	Likert scale of 1-5. 1-Strongly disagree 2-disagree 3-neutral 4-agree 5-strongly agree	<ul style="list-style-type: none"> ● Descriptive analysis ● Inferential analysis
Effectiveness of M&E	<ul style="list-style-type: none"> ● Completion of projects. ● Dissemination of findings. ● Accomplishment of goals. 	Likert scale of 1-5. 1-Strongly disagree 2-disagree 3-neutral 4-agree 5-strongly agree	<ul style="list-style-type: none"> ● Descriptive analysis ● Inferential analysis

Source: Field Data 2023

3.8. Validity and Reliability of Data

3.8.1. Validity

Validity refers to the extent in which an instrument used in the study measures what it intends to measure (Cohen et al., 2017). Livingston et al. (2018) defined validity as the degree to which the instruments used reflect what it exists in the literature. To ensure validity of the instruments and items used in this study, the researcher considered the following: First, for the content validity, the researcher conducted pilot study before real study in order to understand the weakness of the measures and

item. This process was conducted simultaneously with sending the instrument to a supervisor who is an expert in the field of project management (Srinivasan and Lohith, 2017). Second, to complement this qualitative means of assessing content validity, the researcher assesses the convergent validity of each single construct by using a quantitative method. The researcher used an average variance method (AVE) which is conceded as the best and appropriate mathematical technique to evaluate validity. Furthermore, the researcher determined the discriminant validity in this study by calculating the square root of AVE as proposed by Hair et al. (2006).

3.8.2. Reliability

Reliability refers to the degree in which the instrument that is used can produce steady results if similar procedures are adhered (Vaske et al., 2017). This indicates that if someone else uses the same measures, there is a high possibility of getting similar results under *ceteris Paribus*. To assess the reliability of the items, the researcher used three common approaches. First, the researcher used Cronbach's Alpha which assesses the consistency of the items that were used. A normal range of 0.5 to 0.6 of Cronbach's Alpha is considered acceptable, while a range from 0.7 to 0.8 is considered good and any range of Cronbach's Alpha from 0.8 to 0.9 is considered very well. Second, the researcher evaluates the composite reliability of each construct.

According to Hair, et al., (2006), a composite reliability of 0.6 is considered acceptable while composite reliability of 0.7 and above is considered good. Thirdly, the researcher determined the reliability of the items and their construct through rotation in the exploratory factor analysis. Using the varimax, if the items were

loaded in their respective factors was considered as all items are goods and can be used for further analysis. Nevertheless, the factor loading value of 0.5 was considered as the minimum requirement for each item (Hair et al., 2006).

3.9. Research Ethical Consideration

Ethics refers to moral beliefs that guide the peoples in performing their activities in good manner (Iphofen and Tolich, 2018). In conducting this study, the researcher took into account the research ethics which is an important aspect in today's environment in which unethical practices and cooking of information is observed everywhere. The following measures were taken by the researchers: First, the researcher approached the Open University of Tanzania (OUT) to request a letter of approval for data collection.

On top of that the researcher submitted that letter to the Second vice president office of the Revolutionary Government of Zanzibar to request an official permit and to submit to the registrar officer for another letter that will be used by the researcher as an attachment whenever she approaches the NGOs. Second, the researcher ensures the confidentiality of the information of each respondent. The researcher asks the consent of each respondent before approaching him/her for data collection. All respondents were treated anonymously during the analysis of the data in order to ensure their confidentiality.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction

This section presents the findings and provide discussion based on three research objectives namely; to assess the influence of human capacity on effectiveness of M&E in non-governmental organisation in Zanzibar; to examine the effect of financial capacity on the effectiveness of M&E in non-governmental organisation in Zanzibar; to examine the influence of stakeholder involvement on the effectiveness of M&E in non-governmental organisation in Zanzibar.

4.2. Preliminary Analysis

This section describes the initial steps that were executed by the researcher before conducting the descriptive and inferential analysis using the SPSS version 26. The preliminary analysis indicates that designing, coding and cleaning of the data. Eelier, the researcher performs the process by determining the percentage of accuracy of the questionnaire by assessing the number of questions that were missed (not answered) in each questionnaire and making a decision if the questionnaire fit or should not be included in the analysis. After that the researcher designs the code for easy analysis of the results in the software. In that case, each answer was given a specific code to ease the process.

4.2.1. Respondents Rate Analysis

The response rate indicates that out of 171 questionnaires that were distributed to the respondents in NGOs located in the Zanzibar urban region, 160 returned the questionnaire which is equivalent to 96% and 11 questionnaires were not returned

back to the researcher equivalent to 4%. Based on that response analysis, this study is congruent to the past literature that response rate above 50% is excellent for the research. For example, Babbie (2004) indicates that for social science studies, response rate above 30% is good and response rate above 50% is excellent. Similarly, Fosnacht, et al., (2017) indicated that response rate below 60% is good and above is excellent. Based on this affirmation, the response rate was excellent.

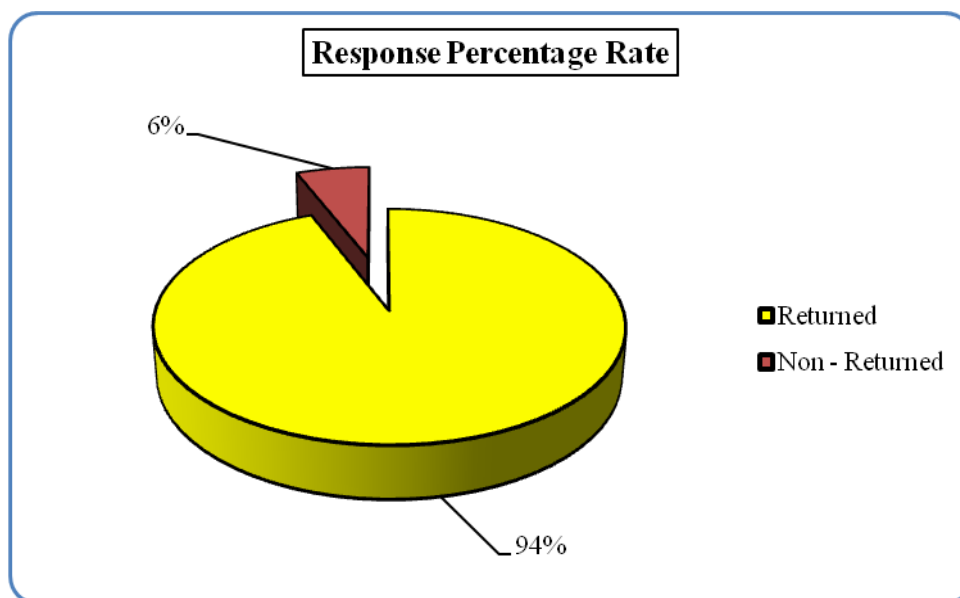


Figure 4.1: Response Analysis

4.2.2 Reliability Test

The reliability of data was examined to understand the internal consistency of the items used in the main constructs. Cronbach's alpha was conducted using the SPSS software in which the threshold value of 0.5 was used and composite reliability for determining the reliability of composite variables. The minimum threshold value of 0.7 was considered in this study. The summary of the Cronbach's alpha is as follow; human capital (Alpha value = 0.883, composite reliability = 0.911), financial capability (Alpha value = 0.875, composite reliability = 0.908), stakeholder

involvement (Alpha value = 0.902, composite reliability =0.924) and effectiveness of M&E (Alpha value = 0.846, composite reliability = 0.894).In line with Taber (2018), the summarised reliability results are adequate and items meets the minimum requirements of quantitative analysis. Table 4.1 summarises Cronbach’s alpha value and composite reliability.

Table 4.1: Reliability Test

Variables	Items	Alpha value	Composite reliability	Recommendation
Human capital	7	0.883	0.9111	Accepted
Financial capacity	5	0.875	0.9089	Accepted
Stakeholder involvement	7	0.902	0.9249	Accepted
Effectiveness of M&E	5	0.846	0.8941	Accepted

Source: Field Data, 2023

4.2.3 Validity Test

The validity test was executed to understand the degree of consistency of the data in comparison to existing rules and theories. As explained in chapter three, a different approach was employed to examine the validity of the including the qualitative and mathematical approach. For example, the researcher employed the pilot study and expert analysis in examining the content validity of the instruments before use for data analysis to ensure consistency with defined rules and theories. Besides, the researcher used the Average expected variance (AVE) for determining the convergent validity of the data. The minimum threshold value of 0.5 was considered in this study. The summary of the AVE is as follows; human capital (AVE = 0.594), financial capability (AVE = 0.668), stakeholder involvement (AVE= 0.638) and effectiveness of M&E (AVE = 0.6311). The results in this study indicate that the

data possess both content and convergent validity as recommended by Ab Hamid et al. (2017) and Hair et al. (2006). Table 4.2 summarises the validity results.

Table 4.2: Validity Test

Variables	Items	Average variance extracted (AVE)	Recommendation
Human capital	7	0.5945	Accepted
Financial capacity	5	0.6681	Accepted
Stakeholder involvement	7	0.638	Accepted
Effectiveness of M&E	5	0.6311	Accepted

Source: Field Data, 2023

4.3. General Information

The section presents the general information of the study including the gender of respondents, education level, nature of NGOs involved, and experience of the respondents.

4.3.1. Gender

The gender parity ratio was determined in this study to grasp the general information. The results found that 53 percent were male respondents which is equivalent to 85 respondents, and 46.9 percent were female respondents which is equivalent to 75 respondents. The results imply that the gap of gender parity is tolerable (7.1%) in NGOs located in Zanzibar between male and female involved in this study. Table 4.3 presents the gender of the study.

Table 4.3: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	85	53.1	53.1	53.1
	Female	75	46.9	46.9	100.0
	Total	160	100.0	100.0	

Source: Field Data, (2023).

4.4. Correlation Coefficient between Dependent Variable and Independent

Variables

The researcher determines the correlation coefficient to understand the direction and strength of relationship between independent variables (human capacity, financial capacity and stakeholder involvement) against dependent variables (effectiveness of M&E). The bivariate was run using the default 2-tailed when the p-value is less than 0.01 and 0.05. The SPSS out indicate that the correlation coefficient for human capacity ($r = 0.551^{**}$ at $p < 0.01$), financial capacity ($r = 0.452^{**}$ at $p < 0.01$) and stakeholder involvement ($r = 0.429^{**}$ at $p < 0.01$). Furthermore, the results also present the inter-correlation between variables which indicate a moderate positive relationship between the variables at $p < 0.01$. In summary, the results reveal that the correlation coefficients stipulated in Table 4.4 are adequate to establish the relationship between the three independent variables and dependent variables as it indicates a moderate positive correlation between the variables. Table 4.4 stipulates the correlation coefficient (r) results.

Table 4.4: Correlation MATRIX

Correlations					
		Human capacity	Financial capacity	Stakeholder involvement	Effectiveness of M&E
Human capacity	Pearson Correlation	1	0.465 ^{**}	0.481 ^{**}	0.551 ^{**}
	Sig. (2-tailed)		.000	.000	.000
	N	160	160	160	160
Financial capacity	Pearson Correlation	0.465 ^{**}	1	0.312 ^{**}	0.452 ^{**}
	Sig. (2-tailed)	.000		.000	.000
	N	160	160	160	160
Stakeholder involvement	Pearson Correlation	0.481 ^{**}	0.312 ^{**}	1	0.429 ^{**}
	Sig. (2-tailed)	.000	.000		.000
	N	160	160	160	160
Effectiveness of M&E	Pearson Correlation	0.551 ^{**}	0.452 ^{**}	0.429 ^{**}	1
	Sig. (2-tailed)	.000	.000	.000	
	N	160	160	160	160

Note: ^{**}Correlation is significant at the 0.01 level (2-tailed).

4.5. Regression Analysis

In this study, a multiple regression analysis was employed as one of the quantitative techniques to establish and validate that human capacity, financial capacity and stakeholder's involvement are appropriate factors that influence the effectiveness of M&E in NGOs in Zanzibar. According to Alexopoulos (2010) a multiple regression technique is considered the best technique for validating the casual relationship between dependent and independent variables. This study determined the factors influencing the effectiveness of M&E in NGOs in Zanzibar.

4.5.1. Model Summary

In model summary, the metrics measure the weight and influence of involved predictable variables in the model as shown in Table 4.5. The model summary in this study presents the value of correlation coefficient represented as $R = 0.616$ which indicate that three predictor variables of human capacity, financial capacity and stakeholder involvement have strong effects on the effectiveness of M&E in NGOs. The summary also presents the $R\text{-Square} = 0.379$, $\text{Adjusted } R \text{ square} = 0.367$ and $\text{Std. Error of the Estimate} = 0.60$. The $R\text{-square}$ determines the goodness of fit of the measures used in the model. The results indicate that the goodness measure of fit is 37.9%. The standard error assesses the deviation of the measure from the regression line.

Table 4.5: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.616 ^a	0.379	0.367	0.60867

a. Predictors: (Constant), stakeholder involvement, Financial capacity, Human capacity

Source: Research Data, (2023).

4.5.2. Analysis of Variance (ANOVA)

The ANOVA table determines the variability of the predictors variables used in the model. The results are summarised as follows: $F\text{-statistics } (3, 156) = 31.745$, $p < 0.001$. It is indicated that the threshold value of F-statistics is 1, when the F-statistics is greater than 1 it indicates the model is good and the variables presented are good predictors in line with the dependent variable. In addition, the ANOVA test presents the mean squares = 11.761 and sum squares = 35.282. Table 4.6 presents the Analysis of Variance (ANOVA).

Table 4.6: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.282	3	11.761	31.745	0.000 ^b
	Residual	57.795	156	.370		
	Total	93.078	159			
a. Dependent Variable: Effect						
b. Predictors: (Constant), stakeholder involvement, financial capacity, human capacity						

Source: Field Data, 2023

4.5.3. Model Estimate

The model estimate presents the final results in validating the relationship between variables. The unstandardized coefficients (β) = 0.818, SE = 0.382, t-statistics = 2.140 and p-value < 0.032 ($p = 0.05$). The unstandardized Coefficients (β) of Human capacity = 0.403, SE = 0.088, t-statistics = 4.563 and p-value < 0.001 ($p = 0.000$). The unstandardized Coefficients (β) of financial capacity = .260, SE = 0.082, t-statistics = 3.187 and p-value < 0.01 ($p = 0.002$). The unstandardized Coefficients (β) of stakeholder involvement = .135, SE = 0.052, t-statistics = 2.586 and p-value < 0.05 ($p = 0.011$). The t-statistics and p-value, the cut-off value of 1.96 is considered in this study and p-value of 0.001 and p-value of 0.05 is considered. Based on that,

human capacity is the strongest factor followed by financial capacity and stakeholder involvement in influencing the effectiveness of M&E in NGOs. Table 4.7 summarises the model estimates of this study.

Table 4.7: Regression Coefficients

Model		Coefficients				
		Unstandardized Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.818	0.382		2.140	0.034
	Human capacity	0.403	0.088	0.355	4.563	0.000
	Financial capacity	0.260	0.082	0.229	3.187	0.002
	Stakeholder involvement	0.135	0.052	0.187	2.586	0.011

a. Dependent Variable: Effectiveness of M&E

Source: Field Data, (2023)

4.5.4. Summary of Hypothesis

The final approach that validated the hypothesis used in this study was regression techniques using the p-value ($p < 0.05$) and t-statistics (t -value > 1.96). When the p-value is less than 0.05, the hypothesis is accepted and above 0.05 it is rejected. Besides when the t-value is less than 1.96, the hypothesis is rejected and vice versa is true (Vaske, 2019). Table 4.20 shows the summary of hypothesis testing.

Table 4.8: Hypothesis Testing Summary

S/N	Hypothesis	T-statistic and p-value	Remark
H1	There is positive relationship between human capacity and M&E of NGOs in Zanzibar	t-value = 4.563, p = 0.000	Accepted
H2	There is positive relationship between financial capacity and M&E of NGOs in Zanzibar	t-value = 3.187, p = 0.002	Accepted
H3	There is positive relationship between stakeholder involvement and M&E of NGOs in Zanzibar	t-value = 2.586, p = 0.011	Accepted

4.6. Qualitative Analysis

Due to the triangulation approach that was employed in this research, this part presents the qualitative analysis that was collected in line with the research

objectives. As explained earlier, the interview was conducted to complement the quantitative results that were presented in the previous section to determine the influence of human capacity, financial capacity and stakeholder involvement in the effectiveness of M&E of NGOs in Zanzibar.

4.6.1. The Influence of Human Capacity on Effectiveness of M&E of NGOs in Zanzibar

In general, the interview was conducted to assess the influence of human capacity on the effectiveness of M&E of NGOs in Zanzibar. The researcher involved the head of NGOs to understand if human capacity has any influence on the effectiveness of M&E of NGOs. The summary of response from the interview reveals that human capacity is an important factor influencing the effectiveness of M&E. The summary of the interview from respondents are as follow:

Currently NGOs are employing professional staff in some of the areas due to the condition of donors and government regulation specifically in sections such as accounts, projects and evaluation. This professional and skilled staffs has improved the effectiveness of M&E in most of the NGOs in Zanzibar. In that case, yes human capacity in terms of professional staff is paramount for the effectiveness of our M&E system in NGOs [Head of NGO A].

Definitely human capacity is inevitable in improving the effectiveness of M&E our projects. Despite the fact that our NGOs has large number of members but the staff with technical expertise in M&E are minimal and thus we need to improve in this part if we want to ensure effectiveness of our M&E system [Head of NGO B].

Yes, human capacity is more important than anything in M&E of projects in our NGOs. For example, in my NGO to be frankly it can pass the entire year without professional training due to the financial challenges that affects the effectiveness of M&E because staff need to be updated after every few months as the projects are changing and donor demands are increasing [Head of NGO C]

4.6.2. The influence of Financial Capacity on effectiveness of M&E in NGOs in Zanzibar

In this part the researcher was eager to examine the influence of financial capacity on the effectiveness of M&E of NGOs in Zanzibar. The researcher involved the head of NGOs to understand the role of financial capacity on the effectiveness of M&E of NGOs. The summary of response from interviewee reveals that financial capital is paramount in influencing the effectiveness of M&E. The following answer are recorded from interviewees:

Finance is everything in our NGOs. It is an antecedent of an effective M&E system in any NGOs and I believe that when the NGOs possess adequate funds, the project implementation and effectiveness of M&E will be superb [Head of NGO D].

The adequacy of funds is questionable in our local NGOs but the importance of funds on the effectiveness of M&E is inevitable nowadays. I also question the disbursement process of funds in our NGOs because it also improves the effectiveness of M&E of our NGOs in Zanzibar [Head of NGO E].

The fund availability determines the quality of M&E because these days the quality evaluators and experts require high remuneration and consultation fees. So it is true that the effectiveness of M&E depends on the financial capability of the NGOs [Head of NGO F].

4.6.3. The influence of Stakeholder Involvement on effectiveness of M&E in NGOs in Zanzibar

In this part the researcher examines the influence of stakeholder involvement on the effectiveness of M&E of NGOs in Zanzibar. The researcher involved the head of NGOs to understand the role of stakeholder on the effectiveness of M&E of NGOs. The summary of response from interviewee reveals that stakeholder is vital in influencing the effectiveness of M&E. The following answers are recorded from interviewees:

The stakeholder involvement is vital for any project M&E in any organisation. And most of the time, the stakeholder involvement is part and parcel of the funder requirements. In that sense, the M&E is vital for the effectiveness of M&E [Head of beneficiary organisation A].

In answering your question, Yes, stakeholder involvement is important in ensuring the effectiveness of the M & E system in our NGOs. Stakeholders include the government and beneficiaries of the project implemented by NGOs and that means they are important to improve the effectiveness of M&E [Head of beneficiary organisation B].

We involve stakeholders in our M&E system. First to ensure transparency in our system and guarantee our project donor, stakeholder should be involved in every step of our M&E process. In that way, the stakeholder involvement is vital for the effectiveness of M&E in our NGOs in Zanzibar [Head of beneficiary organisation B].

4.7. Discussion of the Findings

The discussion is made in congruence with the objectives of this study including evaluating the influence of human capacity, financial capacity and stakeholder involvement on the effectiveness of M&E in non-governmental organisation in Zanzibar.

4.7.1. Impact of Human Capacity on effectiveness of M&E in NGOs

Many prior studies have been conducted in the literature concerning the impact of human capacity on the effectiveness of M&E in NGOs. Similar results can be divulged from past literature concerning that. For example, Asinza et al. (2016) reveals that the human capacity is an antecedent of an effective M&E system in the organisation. He further argues that the human capacity including the staff training and professionalism is important for determining the progress of the projects implemented in the organisation. In a nutshell, the human capital is the investment that enhances the organisation to improve the M&E process. Kithinji (2019) adds

that human capacity is about the competence of the staff who are working in NGOs and their contribution in ensuring effectiveness of M&E. In simple language, this is to say that the M & E system in any NGOs requires the management to recruit staff who are equipped in terms of training and competence.

According to LUPONDO (2021), the NGOs recruit an adequate number of employees who are well trained and experienced in project management. In that case, the organisation will be in an advantageous position to improve its M&E system and boost the performance. The M&E system requires the staff who are not only skilled but also experienced in project management. Human capacity is the heart of an effective M&E system in the organisation. Furthermore, the M&E ideally requires the professional staff who obtained formal training, receiving frequent mentorship, internship and coaching. Abiddin et al. (2022) argued that an effective M&E system requires evaluators to have formal training and experience in the field he/she is working in order enhance effective implementation of the projects. Competence describes the knowledge that the evaluation needs to possess in order to improve effective implementation of M&E.

4.7.2. Impact of Financial Capacity on Effectiveness of M&E in NGOs

The results are in line with several past studies that reveal the influence of financial capacity on the effectiveness of M&E in NGOs. Gathege and Yusuf (2019) pointed out that most donors have set a 10 to 20 percent of budget allocated in the M & E system in order to improve the performance of the projects. In similar manner, a financial capability gives the NGOs ability to recruit the most qualified evaluators for the job due to the stiff competition in the market. Abdulkaddir (2021) divulged

that financial resources are an important facet for improving the effectiveness of the M & E system. The financial resources give the organisation a chance to set the budget for the effective M&E system of the projects. The financial resource is scarce and thus affects the budget used in M&E that ultimately affects the organisation performance.

According to Njama (2015), the financial resource includes the disbursement process of releasing the money in the NGOs. When the process is bureaucratic in nature it increases the risk of releasing the fund and affects the implementation of the projects including the M&E system. Maendo et al. (2018) argue that financial resources give the organisation competitive advantage in training the evaluators in the sector of M&E and in turn improve its effectiveness and performance of overall projects. In summary, the financial resource gives the organisation strength to improve the effectiveness of M&E through frequent training and workshops.

4.7.3. Impact of Stakeholder Involvement on Effectiveness of M&E in NGOs

The results in this study are consistent with several past studies that were conducted in determining the influence of stakeholder involvement on the effectiveness of M&E. For example, Micah and Luketero (2017) those stakeholders including the community who are the first beneficiaries of the majority of projects offered by NGOs provide an important contribution in improving the effectiveness of M&E because they are involved from the beginning of the project's implementation. In that case, they have adequate information concerning the project's strengths and weaknesses. Karanja and Yusuf (2018) provides evidence that stakeholders, specifically the beneficiary, are the sole participant in project execution and they

have plenty of information that can enhance the organisation to improve its M&E process.

According to Njuguna (2016), stakeholder's involvement includes giving the donor of the project a chance in M&E who is one of the important players in the project management. When the NGOs involve their stakeholder such as donors a chance to participate in the M & E process it enhances the donors to provide their suggestion and opinion in order to improve the process and organisation performance. Kiplangat (2021) claims that stakeholder engagement is paramount in any project evaluation in order to understand if your project brings some changes that you expect or not. The stakeholder engagement gives the NGOs a right to make corrective actions on their M&E system in order to add value and improve the performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECCOMENDATIONS

5.1. Overview

This chapter presents the summary of the major findings, conclusion and major recommendations in line with the analysis and findings as presented in the previous chapter. The aim of this study was to assess the factors that influence the effectiveness of M&E of NGOs in the Urban Region in Zanzibar.

5.2. Summary of Findings

The study was guided by three specific objectives including (1) To assess the influence of human capacity on effectiveness of M&E in non-governmental organisation in Zanzibar urban region, (2) To examine the effect of financial capacity on the effectiveness of M&E in non-governmental organisation in Zanzibar urban region, (3) To examine the influence of stakeholder involvement on the effectiveness of M&E in non-governmental organisation in Zanzibar urban region.

5.2.1. The Influence of human Capacity on effectiveness of M&E in NGOs in Zanzibar Urban Region

The first objective of the study was to assess the influence of human capacity on the effectiveness of M&E in NGOs in Zanzibar urban region. In line with this objective, the previous chapter indicates that the descriptive and multivariate statistics show a positive causal relationship between the human capacity and effectiveness of M&E. The p-value for the human capacity is $0.000 < 0.01$ (t-value = 4.563 and greater than 1.96, $\beta = 0.403$). Based on both qualitative and quantitative results, the findings imply that human capacity is the strongest factor among the three factors considered

in this study that influence the effectiveness of M&E in NGOs in Zanzibar.

5.2.2. The effect of financial Capacity on the effectiveness of M&E in NGOs in Zanzibar Urban Region

The first objective of the study was to examine the influence of financial capacity on the effectiveness of M&E in NGOs in Zanzibar urban region. In line with this objective, the previous chapter indicates that the descriptive, qualitative and multivariate statistics shows a positive causal relationship between the financial capacity and effectiveness of M&E. The p-value for the financial capacity is $0.002 < 0.01$ (t-value = 3.187 and greater than 1.96, $\beta = 0.260$). Based on both qualitative and quantitative results, the findings imply that financial capacity is ranked number two factor having a strong influence on the effectiveness of M&E of NGOs in the urban region of Zanzibar.

5.2.3. The influence of Stakeholder Involvement on the effectiveness of M&E in NGOs in Zanzibar Urban Region

The first objective of the study was to examine the influence of stakeholder involvement on the effectiveness of M&E in NGOs in Zanzibar urban region. In line with this objective, the previous chapter indicates that the descriptive, qualitative and multivariate statistics shows a positive causal relationship between the stakeholder involvement and effectiveness of M&E. The p-value for the financial capacity is $0.011 < 0.05$ (t-value = 2.586 and greater than 1.96, $\beta = 0.135$). Based on both qualitative and quantitative results, the findings imply that stakeholder involvement is ranked as the third factor having strong influence on the effectiveness of M&E of NGOs in the urban region of Zanzibar.

5.3. Conclusion

This conclusion is provided in line with the findings presented in previous literature. The first objectives of this study assess the influence of human capacity on effectiveness of M&E in NGOs in Zanzibar urban region. The study applied descriptive statistics, quantitative approach including factor analysis, correlation analysis and regression analysis. Furthermore, the research uses the qualitative approach to complement the results from the inferential statistics. Based on both statistical approaches, the findings imply that human capacity measured in terms of skills, professionalism, and experience of the staff working in NGOs are fundamental for the effectiveness of M&E. This is congruence with several past literatures that were conducted in similar streams such as Msongo (2020), Kiplangat (2021) and Msongo (2020).

The second objective of this study was to examine the effect of financial capacity on the effectiveness of M&E in NGOs in Zanzibar urban region. Similarly, the study applied descriptive statistics, quantitative approach including factor analysis, correlation analysis and regression analysis. Also, the researcher uses the qualitative approach to complement the results from the inferential statistics. The findings indicate that financial resources measured in terms of fund adequacy, Source of fund and Disbursement process as important determinants in influencing the effectiveness of M&E of NGOs in Zanzibar. In the bottom line, the researcher can argue that financial resources antecedents for the effectiveness of M&E of NGOs in Zanzibar. These findings are consistent with several prior research including Karani et al. (2014), Bundi (2020) and Wolde (2019).

The third objective of this study was to examine the influence of stakeholder involvement on the effectiveness of M&E in NGOs in Zanzibar urban region. In this objective, the researcher also applied descriptive statistics, quantitative approach including factor analysis, correlation analysis and regression analysis. Besides, the researcher uses the qualitative approach to complement the results from the inferential statistics. The findings indicate that stakeholder involvement is measured in terms of frequency of meeting, feedback mechanism and engagement with stakeholder in ensuring the effectiveness of M&E in NGOs. The results finally mean that stakeholder involvement is part and parcel with the effectiveness of M&E of NGOs in Zanzibar. In regards to the influence of stakeholder's involvement, the findings of this study is in line with several contemporary research such as Mohamud (2023), Karanja and Yusuf (2018) and Mkutano and Sang (2018).

5.4. Recommendations

This research is providing recommendations based on the findings and discussion provided in the previous section. The recommendations provided focus on NGOs, policy makers and donors who provide funds to the NGOs in developing countries:

The influence of human capacity on effectiveness of M&E in NGOs in Zanzibar urban region: The influence of human capacity on effectiveness of M&E in order for the projects offered to different NGOs in Zanzibar, there is a need for the NGOs, government and other policy makers to critically think about the importance of human capacity as an antecedent towards enhancing the effectiveness of M&E. The human capacity play important role in every stage of project cycle but M&E stage requires more strong staff that equipped with the knowledge, experience and are

professional in project management. The researcher recommends that NGOs to consider staff who are competent and are professionals in M&E in order to improve performance and ensure the projects brings sustainable development.

The effect of financial capacity on the effectiveness of M&E in NGOs in Zanzibar urban region: The effect of financial capacity on the effectiveness of M&E it is paramount to notice the importance of financial resources as one among the basic resources required to **facilitate** the effectiveness of M&E in NGOs. In this context, the researcher recommends to the policy maker and donors to set aside some funds specifically for the M&E process. Financial resource is one among the bundle of resource required to enhance the effectiveness of M&E and bring development change in economic and financial resource in NGOs in Zanzibar.

The influence of stakeholder involvement on the effectiveness of M&E in NGOs in Zanzibar urban region: The influence of stakeholder that increase the effectiveness in M&E in NGOs is importance of stakeholder involvement is widely noticed. The researcher recommends that the NGOs to take into consideration the role of all groups of stakeholders including the community who are the first beneficiaries of the project. The majority of respondent's opinions indicate that stakeholder on the eye of NGOs is government agencies and donor but community are neglected. Therefore, the researcher recommends that community and beneficiaries should be involved in order to improve the effectiveness of M&E of NGOs in Zanzibar.

5.5. Areas for Further Studies

This study, similar to other studies, has faced a number of challenges that limit the researcher in the number of issues which provide avenues for future studies as

follows: First, this study is limited to a small geographical region of Zanzibar which is the Urban region of Zanzibar. In the future the researcher recommends expanding the study into other regions of Zanzibar in order to generalise the findings. Second, this study was limited to only three factors that influence the effectiveness of M&E of NGOs in Zanzibar including human capacity, financial capacity and stakeholder involvement. Other studies might consider other factors such as technological factors and pandemics such as COVID-19 as the potential factors in affecting the effectiveness of M&E of NGOs in Zanzibar. Third, this study considered the cross sectional design in data collection processes which have several limitations. The researcher recommended in future study to consider a more strong approach such as longitudinal approach in assessing the factors influencing the effectiveness of M&E in NGOs.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear sir/madam;

My name is NURULLAH HAMDAN OMAR, a master student at Open University of Tanzania (OUT) pursuing a Masters in M & E. Currently, I am doing academic research which focus on Factors Influencing Monitoring and Evaluation of NGOs at Urban Region in Zanzibar. I humbly request your inputs and free opinions on the above topic. All inputs and that you will provide will be kept confidential and used for this academic purpose only.

Thank you for your time and Allah bless you.

Section 1. General Information

A1. Gender of the respondent.		A2. Age of the respondent (in years)	
1)Female	<input type="checkbox"/>	1)20 -30 years	<input type="checkbox"/>
2)Male	<input type="checkbox"/>	2)31- 40 years	<input type="checkbox"/>
A3. Education level		3)41 years and +	<input type="checkbox"/>
1) Primary and secondary education	<input type="checkbox"/>	A4. Nature of NGO	
2) Certificate and diploma	<input type="checkbox"/>	1) Education	<input type="checkbox"/>
3) University degree	<input type="checkbox"/>	2) Environmental	<input type="checkbox"/>
4) Master and above		3) Social welfare	

Section 2: Human capacity

Rate the following questions by tick \surd the most appropriate answer in the square bracket

Code	Items	Strong disagree	Disagree	Agree	Strongly agree	Strong disagree
HUC1	Our NGO got skilled personnel to perform the M&E task.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HUC2	Our NGO got adequate number of staff that determine the duration and frequency of M&E	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HUC3	The education level of our staff improves the quality of M&E	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HUC4	Our NGO possesses technical expertise that influences the implementation of M&E.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HUC5	The staff receive frequently training on M&E in our NGO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HUC6	The level of training affects the effectiveness of M&E in our NGO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Code	Items	Strongly disagree	Disagree	neutral	agree	Strongly agree
FIC1	The fund availability in our NGO always determines duration and frequency of M&E	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FIC2	The fund adequacy in our NGO enhances the quality of M&E.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FIC3	The fund accessibility in our NGO improves the utilisation of M&E information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FIC4	The fund availability in our NGO influence implementation of M&E	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FIC5	Fund disbursement process determines the effectiveness of M&E.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 2: Financial Capacity

Rate the following questions by tick \surd the most appropriate answer in the square bracket

Section B: Stakeholder involvement

Rate the following questions by tick \surd the most appropriate answer in the square bracket

Code	items	Strong disagree	Disagree	Neutral	agree	Strong agree
SHI 1	In our NGO stakeholder participation has greatly impacted the M & M & M & M & M&E process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SHI 2	In our NGOA stakeholders are actively involved in data collection for M&E	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SHI 3	In our NGO stakeholders participate effectively in M&E report presentations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SHI 4	In our NGO the local community are informed in advance for the need M&E	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SHI 5	In our NGO the M&E information is accessible to all staff of the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SHI 6	In our NGO the stakeholders decisions are considered during M & E process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SHI 7	In our NGO the stakeholders are adequately involved in the M & E	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	design phase.					
Code	Items	Strong disagree	Disagree	Neutral	agree	Strong agree
EME1	The M&E in our NGO enhance project completion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EME2	The M&E in our NGO improve the dissemination of project findings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EME3	The M&E in our NGO accomplish the targeted goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EME4	The M&E in our NGO provides timely feedback to stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EME5	The M&E in our NGO boost the performance of projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section E: Effectiveness of M&E

Rate the following questions by tick \surd the most appropriate answer in the square bracket

Thank you for your response

APPENDIX 2: INTERVIEW SCHEDULE

- 1) What is your name (option)?
- 2) What is the name of your NGO?
- 3) Do you think human capacity influences the effectiveness of M&E in your NGO? If yes, How?
- 4) Do you think financial capacity influences the effectiveness of M&E in your NGO? If yes, How?
- 5) Do you think stakeholder involvement influences the effectiveness of M&E in your NGO? If yes, How?

Thank you for your response

APPENDIX 3: Research Clearance Letters

MOSHI CO-OPERATIVE UNIVERSITY (MoCU) CHUO KIKUU CHA USHIRIKA MOSHI

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Date: 3rd October, 2023

**THE DIRECTOR OF POSTGRADUATE STUDIES,
OPEN UNIVERSITY OF TANZANIA (OUT)
P.O.BOX
DAR ES SALAAM**

Dear Sir/Madam,

RE: EDITING AND PROOFREADING CHECKLIST

This letter is to verify that Nurullah Hamdan Omar has successfully completed the editing and proof reading process of the Dissertation titled “Factors Influencing the Effectiveness of Monitoring and Evaluation Of Non Governmental Organization (NGOs) at Urban Region in Zanzibar”. The editing process has been conducted under the supervision of the English Language and Academic writing experts from Moshi Co-operative University (MoCU) in the Communication Skills Unit.

With Co-operative Greetings,

Odax Manumbu Lawrence



Vision: To become a Centre of Excellence in Co-operative Education and Practice

Centre of Excellence in Co-operative and Business Management Training of the East Africa Community (EAC)