

**INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON
PROJECT IMPLEMENTATION: A CASE OF NON-GOVERNMENTAL
ORGANIZATIONS IN DODOMA CITY**

ZAHARA HAMIS SULEIMAN

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that I have read and hereby recommend for acceptance by The Open University of Tanzania a dissertation entitled; **Influence of Monitoring and Evaluation Practices on Project Implementation: A Case of Non-Governmental Organizations in Dodoma City**. In partial fulfillment of the requirements for the award of the degree of Masters of Arts in Monitoring And Evaluation

.....

Prof. Deus D. Ngaruko (PhD)
(Supervisor)

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Date

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

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Signature

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Date

DEDICATION

This dissertation work is first and foremost dedicated to my late beloved parents; Father Mr. Hamis Suleiman and Mother Ms. Salama Sudi for bringing me up in my life. May Almighty God rest their souls in eternal peace.

Secondly to my Husband Mr. Eddo Swai for his love and support as well as providing outstanding encouragement during my time of study. Further more I thank him for giving me enough confidence. I also thank our children Kepe, Kawthar and Arafat for their support as well. May Allah bless them all abundantly.

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ABSTRACT

In many local NGOs, monitoring and evaluation has long been seen as a donor requirement instead of a management tool. For this reason, most NGOs have been conducting project M&E just to address demands and pressures from funding agencies instead of using it as a measure to contribute to project performance. This study, therefore, focused on uncovering the influence of M&E practices on the implementation of development projects, tracing NGOs registered and operating from 2011-2021, aiming to determine the influence of monitoring and evaluation practices on project implementation in non-governmental organizations in Dodoma city, specific objectives were to establish how M&E planning, budgetary allocation, capacity building in M&E and timely baseline surveys influence project implementation. Descriptive cross sectional research design with a sample size of 151 respondents was employed. The results demonstrate that most of the NGOs consider M&E planning as a guide towards tracking progress and measuring results. The majority of the respondents 90.1% indicated that there were budgets set to carry out M&E in development projects among NGOs in Dodoma City. The results also revealed that building staff capacity in M&E and conducting baseline surveys has demonstrated an undeniable influence on the effective implementation of development projects implementation. The study concluded that M&E Planning, Budgets, Capacity building and project baselines are important in implementation of the projects. This study recommends the need for a national M&E policy to guide the implementation of development efforts by both the public and private sectors.

Keywords: *Monitoring, Evaluation, Monitoring and Evaluation Practice, Non-Governmental Organizations.*

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LIST OF ABBREVIATIONS AND ACRONYMS

DMC	Dodoma City Council
IRDP	Institute of Rural Development Planning
M&E	Monitoring & Evaluation
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
OUT	Open University of Tanzania
IBM SPSS	International Business Machines Statistical Package for Social Sciences
UDOM	University of Dodoma
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

According to United Nations Capital Development Fund (UNCDF) (2004), most states, particularly developed ones, have pursued development efforts that focus on results by adopting more practical monitoring and evaluation techniques. The majority of governments, including those in Sri Lanka, Canada, and the United States of America, among others, have specifically taken actions to enhance the outcomes-based M&E System at their national level as part of the broader efforts to institutionalise managing for development results.

According to Nyonje, Ndunge, and Mulwa (2012), the concept of monitoring and evaluation (M&E) in projects throughout time has consistently changed, resulting in paradigm shifts in project management. The practise of monitoring and evaluation throughout the 1950s was primarily controlled by a larger emphasis on the efficient use of resources, which reflects the era's tendency of focusing exclusively on the social science field (Rodgers & Williams, 2006). The primary focus of monitoring and assessment at the time was on lived experiences. “This gave voice to several stakeholders thereby shaping the evaluation process” (Schwandt & Burgon, 2006). Mulwa (2008) describes monitoring as a process of collecting and managing project data that gives feedback as pertains to the progress of a project. Mulwa (2008) adds that the method involves measuring, assessing, recording and analyzing the project information on an ongoing basis and communicating equivalent to those concerned.

According to Nyonje, Ndunge, and Mulwa (2012), project evaluation is a process that comprises the systematic gathering, analysis, and interpretation of project-related data. This data may be used to evaluate how the project is performing in relation to its goals. All stakeholders must be included in the monitoring and evaluation (M&E) process, which must be planned as an integrated participatory activity (Shirley, 1999). M&E ensures that project resources and inputs are put to the intended use and that the project addresses what it initially intended to. It also makes sure that the project renders its services to the targeted population. The dearth of M&E has caused many youth projects to collapse soon after establishment.

According to Nyonje, *et al.*, (2012), project M&E is very important to different people for various reasons. M&E is a vital tool to project managers and their stakeholders (including donors/government) because they have to understand the extent to which their projects are meeting the set objectives and attaining the required effects. M&E upholds greater transparency and accountability within the use of project resources, which is especially required by funders or development partners (Nyonje, Ndunge & Mulwa, 2012). Third, information developed through the M&E process is important for improving decision-making. M&E strengthens project implementation, improves the quality of project interventions and enhances learning.

Monitoring and Evaluation should be integral components of the management cycle including project planning and scale drawing. Passia, (2004); Gyorkos, (2003) notes that project planners should include a delineated monitoring and evaluation plan as an integral part of the overall project plan that includes monitoring and evaluation activities, persons to hold out the activities, frequency of activities, sufficient budget

for activities and specification of the employment of monitoring and evaluation findings.

Evaluation is that, the tool for proving knowledge for continued implementation. Ex-post evaluation is also used for impact assessment (Michelson, 1995). Jody and Ray (2004) identify the complementary roles of the two functions. Information from monitoring feeds into the evaluation to grasp and capture any lessons within the middle or at the tip of the implementation with relevance to what went right or wrong for learning purposes. This might result in redesigning the project.

Organizations within the face of globalization are faced with pressures (both internal and external) furthermore because of the demands for continuous quality improvement in project management to boost project performance similarly as stay competitive within the global market (Kusek & Rist, 2004). A number of these demands come from donor agencies, government, private sectors, media, civil society and other sources. Within the face of these, organizations must increasingly be responsible for the strain of the stakeholders especially within the demonstration of tangible results regardless of the decision either for increased transparency and accountability in exchange for aid or the decision for real results (Khan, 2001). Many organizations as a result of these demands and pressures, have become increasingly unaware of the factors that influence project performance likewise because of the necessity to properly manage projects.

As opined by (Kusek & Rist, 2004), Monitoring and Evaluation is a powerful tool that influences projects' performance. Monitoring and Evaluation as echoed by

(Shapiro (2004) aids in the assessment of the standards of the project, comparing its impact against set goals/targets, and also assessing project plans. It aims at improving current and future management of project outputs, outcomes and impact (UNDP, 2002). Only by monitoring the performance of a project, one can tell how well the project is doing. In the words of (Wysocki and McGary, 2003), “If you do not care about how well you're doing or about what impact you're having, why bother to implement a project at all?”

Understanding the unity between the distinct elements of Monitoring and Evaluation is a key factor for a holistic understanding of the concept. The OECD defined the concept of M&E giving their use. “Monitoring is a routine and continuous process that collects data systematically on agreed indicators to produce to the management and stakeholders of an ongoing project indicating the extent of progress as compared to the objectives” (OECD, 2002). Consequently, “Evaluation is defined to be a periodic assessment of ongoing and/or completed projects, policy or program using systematic and objective approach” (OECD, 2002). Armstrong & Baron, (2013) opined that the Monitoring and Evaluation system aims at determining the fulfillment of project objectives, measurement of the project’s efficiency, effectiveness, significance and impact, as well as incorporating the training of lessons within the decision-making process.

1.2 Research Problem Statement

M&E is a very important activity in projects because it determines project success (Meredith and Mantel, 2011). All stakeholders are regularly informed, in good time and accurately, of the actual status of a project at a given time compared to the initial

objectives, i.e. concerning deadlines and budgets. Both Monitoring and evaluation are usually seen because of the same activity since both are project management functions that are related and occur successively. Organizational growth and development are both determined by the degree to which projects succeed. It's not unacceptable to realize the set objectives without M&E. Project managers are required to undertake more rigorous monitoring and evaluation of the projects and develop frameworks and guidelines for measuring impact (Kahilu, 2010). By so doing they will achieve greater value creation for the organization through project success.

In many organizations, project monitoring and evaluation is an activity seen as a donor requirement instead of a management tool (Babbie& Mouton, 2006). For this reason, organizations especially NGOs, implement project M&E just to address demands and pressures from funding agencies instead of as a measure to contribute to project performance (Kusek & Rist, 2004). While previous studies established that only a few organizations make use of M&E due to little understanding of its influence on project performance (Khan, 2001; Ogula, 2002; Kusek& Rist, 2004; Nyonje, Ndunge, & Mulwa, 2012), little has been done to assess possible changes over the years, considering that there are many efforts to institutionalize M&E. There is inadequate information on how recently registered and operating NGOs perceive the influence of M&E.

This study, therefore, sought to determine how M&E practices such as M&E planning, M&E budget allocation, M&E capacity building and baseline surveys affect projects implemented by NGOs registered and operating from 2011-2021.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the research was to determine the influence of monitoring and evaluation practices on project implementation in non-governmental organizations in Dodoma city, Tanzania.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

- i) To determine how M&E planning influence the implementation of the projects
- ii) To determine how budget allocation for M&E influences the implementation of projects
- iii) To identify how baseline surveys influence the implementation of projects
- iv) To assess the effect of capacity building in M&E on the implementation of projects

1.4 Research Questions

Based on the above specific objectives of the study, the following are the research questions:

- i. What influence does M&E planning have in the implementation of projects?
- ii. Does budget allocation for M&E influence the implementation of projects?
- iii. To what extent do baseline surveys influence the implementation of projects?
- iv. In what ways does capacity building in M&E affect the implementation of projects?

1.5 Significance of the Study

This research is important to institutions like local NGOs, international organizations and more especially institutions with questionable project performance and those intending to start practicing M&E to enhance project performance. The study also aims at providing empirical literature to project management students as a step for further research that will add to the body of knowledge of M&E. With this study, it is hoped organizations shall begin to monitor and evaluate projects with the sole aim of improving project performance and not necessarily as an obligation to the funder. Furthermore, The finding of this study will add knowledge to the body of existing or nonexistent knowledge to the Project Managers and M&E personnel on the influence of monitoring and evaluation practices on project implementation.

1.6 Organization of the Study

This study consists of Five chapters. Chapter one is the introduction where the background of the study, problem statement, research objectives, research questions and significance of the study are discussed. Chapter two is composed of the literature review of the study in which the introduction, the definition of key terms, the theoretical review, the empirical review and the conceptual framework were covered. Chapter three gives research methodology whereby research methods, research design, study area, sampling techniques, and data analysis have been elaborated, Chapter Four discusses Data analysis and Chapter Five shows the summary of findings and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Definition of Key Terms

2.1.1 Monitoring

Monitoring is an ongoing function that uses systematic data collection on designated indicators to give management and the primary stakeholders of an ongoing development intervention clues about the degree of progress and achievement of goals as well as advancement in the use of allocated funds. (OECD, 2021). In other words, monitoring is more of a program activity, whose role is to determine whether project activities are implemented as planned (Kabonga, 2019).

2.1.2 Evaluation

Evaluation is the systematic and objective examination of a project, programme, or policy, including its conception, execution, and outcomes, that is either continuing or has already been finished. The purpose is to evaluate the objectives' applicability and fulfilment, as well as their efficacy, impact, and sustainability in terms of development. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (OECD, 2021). Additionally, evaluative judgments to define the worth of development interventions have to be made based on six criteria namely relevance, coherence, efficiency, effectiveness, impact, and sustainability (OECD, 2021).

2.1.3 Monitoring and Evaluation Practices

Monitoring and evaluation are the processes that allow policy makers and

programme managers to assess how an intervention evolves over time (monitoring), how effectively a programme was implemented and whether there are gaps between the planned and achieved results (evaluation) and whether the changes in well-being.

2.1.3.1 Monitoring and Evaluation Planning

Planning for M&E is an important aspect, and it governs crucial actions to achieve the project outcomes throughout the project period. The program or project should have a monitoring and evaluation plan (Delponte et al., 2017). The plan should be prepared as a fundamental part of the project plan and design. The integration is for the clear identification of program or project objectives for which performance can be measured. Additionally, it specifies the degree of stakeholder and public involvement, funding needed and all aspects necessary for the accomplishment of project objectives (Abrahams, 2015; Delponte et al., 2017).

2.1.3.2 Baseline Survey

A baseline survey is a study that involves analyzing the prevailing situation to discover where to start a project (Shihemi, 2016). In this regard, implementers should consider carrying out a baseline survey before kicking off the project. This important practice acts as a reference tool against which the success and change brought up by the project will be measured. The results of a baseline survey help in deciding plans and areas where more emphasis or consideration can be directed. while making future decisions (Del Pico, 2013; Zaheer & Waheed, 2015).

2.1.3.3 Budget Allocation for M&E

Budget allocation is the provision of financial resources, mostly in form of money or other values such as effort and time to finance the monitoring and evaluation of an

intervention or project (Mbogo & Mirara, 2022). Since every M&E activity requires resources in form of either cash, effort or time, adequate budgetary allocation is inevitable and imperative for effective monitoring and evaluation. The timely release of M&E funds as and when it is required will save any delays in M&E and ultimately promote the smooth running of the project (Caffrey & Munro, 2017).

Mureithi (2015) outlines that allocating the M&E budget gives it the importance it deserves in project management. Before the project begins, the necessary financial resources should be budgeted for and set aside to carry out M&E (UNDP, 2009). What can be accomplished in terms of implementing, strengthening, and maintaining the monitoring and evaluation system will depend on the financial resources available (UNAIDS, 2009). A slower rate of growth will occur from applying fewer resources to an activity, whereas using too many resources will lead to redundancy and lower productivity. Resources should therefore only be adequate (Lee et al., 2007). A lack of sufficient resources frequently leads to subpar M&E. As a result, these resources must be considered in the project's overall cost at the time of planning rather than as an added expense (UNDP, 2012).

2.1.3.4 Capacity Building in M&E

Human capital is a necessary element for monitoring and evaluation. There is supposed to be a person who is directly in charge of the monitoring and evaluation as an important aspect in the implementation of a program or project and undertaking basic activities in M&E such as collecting data, processing, analysis, reporting and communication of M&E (UNAIDS, 2009).

According to UNAIDS (2009), the human capacity for M&E reflects the ability of individuals involved to successfully perform their prescribed M&E functions. The generation of M&E results depends heavily on human capital with the appropriate education and expertise. This is due to the fact that choosing M&E systems is greatly hampered by the lack of competent staff (Koffi-Tessio, 2012, Njeru & Luketero, 2018). There is a need to ensure both the quality and quantity of M&E human resources for effective project implementation (World Bank, 2011).

2.1.4 Project Implementation

Once a development project has been approved by the relevant legislature and funds have been made available, managers and all involved stakeholders can proceed with the implementation of the project. Implementation means putting the plan including planned tasks into action. It involves working according to the work breakdown structure as per responsibilities assigned to members of the project team. It also follows the schedule or timeframe and efficient use of resources (IFAD, 2017)

2.1.5 Non-Governmental Organizations

The National Policy on Non-Governmental Organisations defines a non-government organisation as any voluntary association of people or entities that is independent and not-for-profit sharing; established locally at the grassroots level, nationally, or internationally to promote the legitimate growth of the economy, society, and/or culture; or to lobby for or advocate on behalf of a group of people or entities on issues of public interest (URT, 2011).

Non-government organizations are characterized by the following: Organization, which means it must be an established or permanent institution demonstrated by a

degree of organizational structure which can be either regular meetings or rules of procedures. It must also be self-governing. Any NGO must have its internal procedures of governance but operate within the laws of society as a whole. Generally, they are not-for-profit sharing organizations. This means that the profit and/ or benefits accrued are not for personal or private gain by members or leaders. By being objective, these organisations are implying that they are not self-serving and instead work to better the circumstances and prospects of a certain group or address issues and worries that are harmful to the well-being, circumstances, or prospects of individuals or the greater society (URT 2011).

2.2 Theoretical Literature Review

There are various monitoring and assessment theories, each of which identifies its paradigm and notion on According to M&E. According to Kothari (2004), a theory is a group of well-reasoned hypotheses that aim to explain a phenomenon by defining the variables of the laws that link the variables to one another. The theory of change and realistic assessment theory served as the foundation for this study because projects are change agents.

2.2.1 Theory of Change

The term ‘Theory of Change’ first emerged in the 1990s. its main purpose at that time was to address several challenges that evaluators faced when trying to assess the impact of complex social development programs and projects. Poorly stated presumptions, a lack of understanding of how the change processes worked, and a lack of focus on the order in which changes should be made in order to achieve long-term objectives were some of these (O’Flynn, 2012).

Since that time, the theory of change thinking has developed steadily and is extensively utilised in numerous sectors. A continuous process of discussion-based analysis and learning that produces powerful insights to support programme design, strategy, implementation, evaluation, and impact assessment, communicated through diagrams and narratives that are updated on a regular basis is what is meant by the term "theory of change." (Vogel, 2012). It determines whether a project is successful and describes how and what techniques it uses to be successful (Cox, 2009).

The graphic and narrative description are frequently used to offer a Theory of Change, which may also be thought of as a product. It is possible to set theories of change at the organisational, programme, or even project levels. They can be developed and used in many ways for different purposes. However, they are perhaps most useful for complex organizations and programs or projects involving multiple partners, as they enable a shared understanding of how change happens and an organization or program's role in bringing about change (Vogel, 2012). The consideration and concentration of how the desired changes emerge are what make this theory a relevant guide for this study. This includes understanding the role of different aspects and practices such as planning for monitoring and evaluation, allocating budget for monitoring and evaluation tasks, conducting baseline surveys and building staff capacity of M&E of the project towards achieving the desired results.

2.2.2 Realistic Evaluation Theory

The realistic assessment theory, put forth by Pawson in 1997, provides a framework for describing the outcomes of interventions through projects, how they are formed,

and determining the importance of the circumstances that surround the interventions (Pawson and Tilley, 2004). The realistic assessment looks at who benefits, under what conditions, in what ways, and how (Pawson and Tilley, 2004).

The realist evaluation theory was created by Pawson and Tilley in 1997 and has subsequently undergone numerous modifications. The theory makes the underlying premise that projects and programmes function under specific circumstances and are significantly influenced by how various stakeholders react to them. Therefore, it is important for development practitioners and policymakers to comprehend how and why various projects and programmes are successful in various environments. It provides a framework for understanding the outcomes of project interventions, outlining their production, and highlighting the importance of the circumstances surrounding the interventions (Pawson and Tilley, 2004). This means they will be better able to make decisions about which projects and programs to run, and how to adapt them to different circumstances (Stern 2015).

A realist evaluation is therefore not just designed to assess whether a development intervention worked or not rather it is designed to address questions such as the following. What works (or doesn't work)? For whom (and to what extent)? In which circumstances does it work? How and why does it work? This helps the implementer to identify valuable lessons (Cohen, Manion, and Morison, 2008). This theory was used to guide this study in the context that it helps to uncover the circumstances in which M&E practices such as M&E planning, baseline survey, budgetary allocation and capacity building affect the effective implementation of development projects.

2.3 Empirical Literature Review

This study reviews various empirical studies which focused on how M&E budgetary allocation, M&E planning, M&E Training and Baseline surveys influence project implementation in NGOs.

2.3.1 Monitoring and Evaluation Planning and Project Implementation

Most scholars of project monitoring and evaluation argue that planning for M&E should be done just at the very point of project planning (Kohli & Chitkara, 2008) while a few contend that it should be created after the planning phase but before the design phase of a project or intervention (Nyonje et al 2012). Despite this difference in opinion, however, almost all scholars agree that the plan should include information on how a project should be assessed (Cleland & Ireland, 2007). Most plans also include a list of the partnerships and collaborations that will help achieve the desired results; and a plan for the dissemination and utilization of the information gained (Olive, 2002; Wysocki & McGary, 2003; Mackay 2007; Alcock 2009; Nuguti, 2009).

2.3.2 M&E Budget Allocation and Project Implementation

Financial resources that will be needed to carry out M&E should be planned for and set aside before the project starts being implemented (UNDP, 2009). The availability of finances will determine what can be achieved as far as the implementation, strengthening and sustainability of the monitoring and evaluation system is concerned (UNAIDS, 2008). The project budget must always clearly identify and put aside money for M&E. In monitoring, this should as well be separated from the other project funds so that M&E is recognized for its important role in project management

(McCoy, 2005; Gyorkos, (2003). The budget should account for about 5 to 10 percent of the actual budget (AIDS Alliance, 2006; Kelly and Magongo, 2004; IFRC, 2001).

2.3.3 Baseline Surveys and Project Implementation

Ideally, if M&E planning has been done well and information about a situation has been collected at the beginning of the intervention, then one has baseline data (Hogger et al, 2011). A baseline survey, simply put, is a study that is done at the beginning of a project to establish the status quo before a project is rolled out (Estrella & Gaventa, 2010). In a baseline survey, values for the identified performance indicators are collected as well. The results of a baseline study can show how some aspects of a project need more focus than others (Action Aid, 2008) on a point of attribution, (Krzysztof et al 2011) argue that without a baseline, it is not possible to know the impact of a project. A baseline study serves the purpose of informing decision-makers about what impact the project has had on the target community. These writers also add that M&E tools used during a baseline study are normally the same tools used during evaluation as this is important for ensuring that project management compares “apples to apples” (Krzysztof et al 2011).

2.3.4 Monitoring and Evaluation Training and Project Implementation

Regardless of how experienced individual members are, once a team to implement a project has been identified, training and capacity building for M&E reporting are important. This, it has been observed, enhances understanding of the project deliverables, and reporting requirements and builds the team together (Wysocki & McGary, 2003). Generally, everybody involved in project implementation is also

involved in the implementation of M&E, including partners, and should receive training (Acharya et al, 2006).

Regarding M&E training, M&E resource and capacity assessment carried out earlier during project planning helps identify initial capacity gaps in M&E as well as the resources needed to conduct M&E training. Thereafter, training needs assessments can be informal based on knowledge of staff experiences and performance or can be a more formalized process (Pfohl & Jacob, 2009).

2.4 Research Gap

The literature from the theories and empirical studies has provided adequate background information to the current study as well as factors or concepts that influence M&E implementation in development projects. Fewer studies have been conducted to determine the influence of monitoring and evaluation practices on project implementation in non-governmental organizations in Dodoma city, Tanzania. Therefore this study looked at providing an understanding of what influence M&E training has on project Implementation, as well as establishing the influence that M&E planning, baseline survey, M&E budgetary allocation have on the implementation of development projects.

2.5 Conceptual Framework

A Conceptual framework is a hypothesized model identifying the model under study and the relationships between the dependent variable and the independent variables (Mugenda & Mugenda, 2006). Therefore, this study focuses on assessing how M&E practices as independent variables which include the following: M&E planning

measured by the staff and stakeholder's involvement, frequency of planning and its scope affect the implementation of the project. Additionally, training was indicated by the level of staff training in M&E and its relevance in the implementation. The budgetary allocation is indicated by the adequacy of the amount allocated for M&E and lastly on how baseline surveys as independent variables affect or influence the project implementation as the dependent variable.

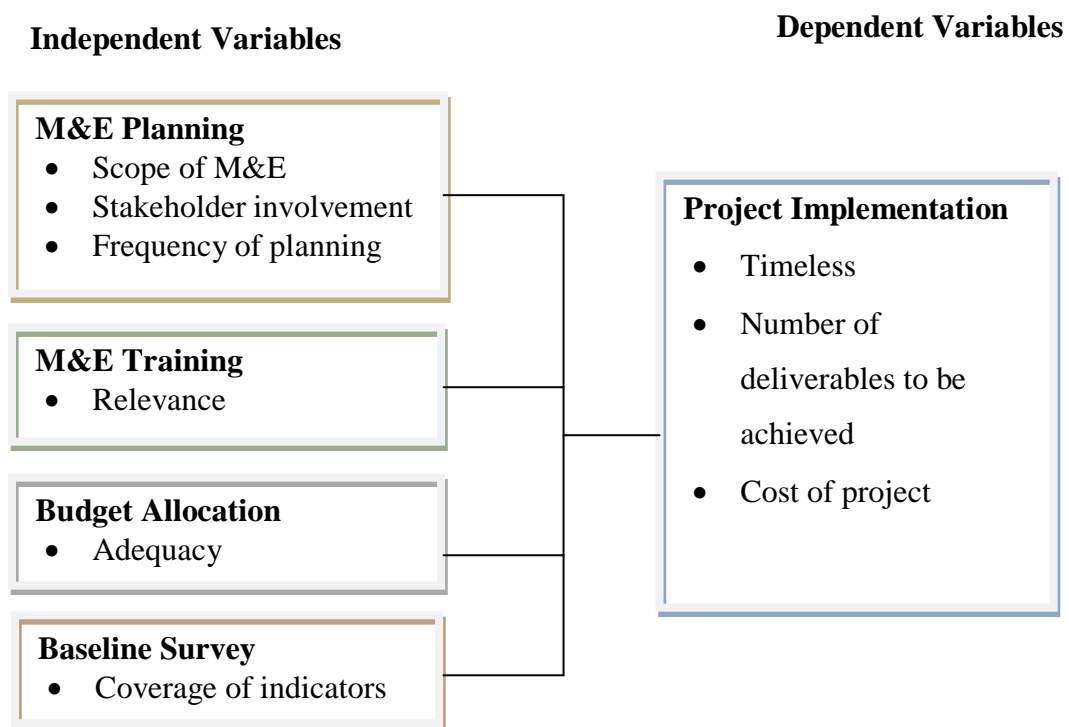


Figure 2.1: Researcher Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This study adopted a descriptive cross sectional research design. This allows the researchers data collection, analysis, presentation and interpretation for the sole purpose of clarity (Orodho, 2002). Cooper & Schindler (2008) added that it aids the researcher to have extensive analysis and to understand a particular concept. The adequacy of a research design to fulfill the research objectives determines its applicability. Data was typically collected through a questionnaire survey (Mugenda & Mugenda, 1999).

3.2 Study Area

This study was conducted in Dodoma City, Dodoma region in the central zone of Tanzania. The selection of the study area emanated from the fact the region has a large number of recently registered and operating non-governmental organizations that are engaged in the implementation of development projects. Additionally, the majority have well-established monitoring and evaluation units and individuals.

3.3 Target Population

A population can be defined as the complete set of subjects that can be studied: people, objects, animals, plants, organizations, etc. from which a sample may be obtained (Shao, 1999). The population for this study consisted of staff who were involved in conducting M&E practices during the implementation of development projects by NGOs registered from 2011 – 2021 in Dodoma City Council.

Table 3.1: Categorization of the Study Population

Staff Categories	Total
Program Managers	15
Project Managers	35
M&E Managers	40
M&E Officers	50
Field/Project Officers	100
Total	240

Source: Research data, (2023).

3.4 Sample Size and Sampling Procedure

3.4.1 Sample Size

According to Kothari (2008) when selecting the sample, the sample size should be kept manageable and representative of the population. A representative sample is considered statistically adequate and allows a thorough understanding of the target population features and also enables the generalization of the results as it lowers the extent of sampling errors (Mugenda and Mugenda, 2003). The sample size considered for this study was 151 staff engaged in M&E related practices from 30 NGOs registered from 2011 – 2021 in Dodoma City Council.. Taro Yamane's formula was used to get minimum sample size of 151 from 240 staff involved in the M&E practices within their organization.

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{240}{1 + 240(0.05^2)}$$

$$n = 151$$

Where n = minimum sample saize

N=population

e=margin of error =0.05 from a researcher Confidence Level of 95%

3.4.2 Sampling Procedure

Kothari (1990) defines sampling as the selection of a part of an aggregate or totality based on which a judgment of inference about the aggregate or totality is made.. The sampling procedure involved in this study was stratification and simple random sampling of 151 staff from 240 staff involved in the M&E practices in thirty (30) NGOs based on the implementation of development projects and most importantly the registration and operation within the targeted range (2011 -2021). As of 2020 alone, a total of 692 were registered in Tanzania Mainland (URT, 2021). Based on this, the researcher considered the list of NGOs from different directories and sorted them based on the year of registration and operation status in the study area. Additionally, the uses of this population were based on NGOs' and their staff's mandate to monitor and evaluate projects undertaken under government, self-sponsored or donor funds.

3.5 Data Collection Methods

This study used both primary and secondary data. Primary data was collected using a questionnaire while secondary data was collected from published reports and other documents. The questionnaire for this study consisted of questions on how M&E planning, training, baseline survey, and budgetary allocation affect the implementation of the project. the reason for using the questionnaire was to enable respondents to provide answers to research questions while remaining anonymous. A semi structured questionnaire with both close-ended and open-ended questions was

used.

3.6 Data Analysis Methods

This is the process of collecting, modeling and transforming data to highlight useful information, suggest conclusions and support decision-making. Data on all research questions considered for this study were analysed using descriptive statistics including frequencies, percentages, arithmetic means and standard deviations. This was facilitated by IBM SPSS (Version 26).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Chapter Overview

This chapter presents a detailed description of the findings obtained from the field data as well as secondary data of this study that aimed to assess the influence of M&E practices in project implementation. The section includes the demographic characteristics of the respondents and presentations of findings for each specific objective considered for this study.

4.2 Demographic Information of the Respondents

This section discusses the demographic nature of the respondents in the study. These include the distribution of respondents by their sex, age, education level, years of experience and involvement in M&E activities as presented in Table 4.1.

Table 4. 1 Demographic characteristic of respondents

Sex	Frequency	Percent
Male	83	55.0
Female	68	45.0
Total	151	100
Education level	Frequency	Percent
Master's degree	23	15.2
Bachelor's degree	64	42.4
Diploma	47	31.1
Certificate	17	11.3
Total	151	100
Year of experience	Frequency	Percent
Less than 2 years	48	31.8
2 to 5 years	84	55.6
6 to 10 years	17	11.3
More than 10 years	2	1.3
Total	151	100
Role	Frequency	Percent
Program Managers/Officers	19	12.6
Monitoring & Evaluation Officers	24	15.9
Field Officers	76	50.3
Others	32	21.2
Total	151	100
Involvement in M&E activities in the last 6 months	Frequency	Percent
Involved	147	97.4
Not involved	4	2.6
Total	151	100

4.2.1 Sex

The results in Table 4.1 shows that 55% of the respondents were males while 45% were females. This implies that M&E practices in project implementation in the study area were practiced by both masculine and feminine gender. However, slightly over half of the respondents were of the masculine gender compared to the feminine gender which accounted for only 45% of the study respondents.

4.2.2 Educational Level

Findings from Table 4.1 also summarize that a large number of the study population were bachelor's degree holders (42.4%), followed by those with diplomas (31.1%). Additionally, respondents with master's degrees accounted for 15.2% of all respondents. The smallest number was those with certificates who accounted for only 11.3% of all respondents. This denotes that all respondents considered for this study had the understanding and ability to answer the questions of this research study.

4.2.3 Years of Experience

Based on experience, the findings in Table 4.1 reveal that over half of the respondents (55.6%) ranged between 2-5 years of experience, 31.8% went for between less than 2 years, 11.3% were of 6-10 years of experience while the remaining 2 who represented 1.3% had 10 and above years of experience. This infers that most of the respondents have been practicing in M&E-related practice for more than 2 years.

4.2.4 Role in the Project or Organization

Table 4.1 furtherly stipulates that half of the respondents were field officers involved

in M&E-related activities and practices. Monitoring and evaluation officers accounted for 21.2% of the respondents. Additionally, project or program managers and officers represented 15.3% of the study respondents. Other staff involved in different M&E activities covered a totality of 21.2% of the study population. This hints that all respondents were in some or all ways linked directly to the practices of M&E under this investigation.

4.2.5 Involvement in M&E Related Activities

From the responses as stipulated in Table 4.1, 97.4% of the respondents argued that they have been involved in conducting monitoring and evaluation practice in projects while the remaining 2.6% have been not involved in conducting monitoring and evaluation practice over development projects. This implies that the majority of respondents considered for this study had real-time answers on how M&E practices influence project implementation.

4.3 Influence of M&E Planning on Project Implementation

The first objective of this study was to determine how M&E planning influence the implementation of the projects. Using a five-point Likert scale where 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree), respondents were asked to indicate the level of agreement with statements related to the influence of M&E planning on project implementation as shown in Table 4.2.

Results in Table 4.2, reveal that the majority of respondents agreed that there is an up-to-date M&E plan in place for each project in the organization, with a mean of 4.59 and 0.49 standard deviation. This implies that the majority of organizations now

have and use M&E plans in the implementation of development projects. Additionally, the majority of respondents agreed that M&E planning guides the implementation toward a better project performance with a mean of 3.83 and a 1.42 standard deviation. This also implies that many organizations consider M&E planning during the implementation of development projects. On the statement, whether the M&E planning process is heavily dependent on donor requirements and budgets, most respondents agreed as proved by a mean of 3.40 and 1.55 standard deviation.

Table 4.2: Respondents' Perception of the Influence of M&E Planning on Project Implementation

Statements	SD %	D %	N %	A %	SA %	Mean	Std. Dev
There is an up-to-date M&E plan in place for each project in the organization	0.0	0.0	0.0	41.1	58.9	4.59	0.49
The M&E plan indicates responsible staff and their responsibilities during project implementation	0.7	8.0	20.0	38.7	32.7	3.95	0.95
During M&E planning, all necessary stakeholders are involved	12.6	17.9	13.2	24.5	31.8	3.45	1.42
M&E Planning guides the implementation toward a better project performance	4.0	6.7	23.3	34.7	31.3	3.83	1.07
The M&E planning process is heavily dependent on donor requirements and budgets	15.9	21.2	9.3	14.6	39.1	3.40	1.55

Source: Reseach data, (2023).

4.4 Budget Allocation and Project Implementation

The researcher was also interested to establish if budget allocation for monitoring and evaluation has an influence on project implementation to various development projects. The study findings are as shown in subsequent headings.

4.4.1 Perceived Adequacy of the Budget Allocated M&E

The study aimed to identify staff perception of the extent to which the budget allocated for M&E is adequate in the implementation of development t projects in Dodoma City as summarized in Table 4.3.

Table 4.3: Perceived Adequacy of M&E Budget

Budget adequacy	Frequency	Percent
Highly adequate	21	13.9
Moderately adequate	67	44.4
Slightly adequate	63	41.7
Total	151	100.0

Source: Reseach data, (2023).

Results in Table 4.3 detail that only 13.9% of respondents perceived the M&E budget as highly adequate and 44.4% of them perceived it as adequate to a moderate extent. Additionally, 41.7 identified the budget allocate for M&E as slightly adequate in conducting planned M&E activities. This implies that, despite the increased allocation of M&E budget allocation, it is rarely adequate. These results are in line with the findings, Chaplowe, (2008) opined that a key aim of planning for M&E is to approximate the costs of hiring staff and making available resources required for M&E work. Monitoring and evaluation professionals must assess the monitoring and evaluation budget needs when designing the project to allocate funds to the implementation of key monitoring and evaluation tasks.

4.4.2 Influence of M&E Budget Allocation in Project Implementation

Regarding the influence of M&E budget allocation on the project implementation, respondents were asked to indicate the level of agreement with related statements using a five-point Likert scale where 1= Strongly Disagree, 2=Disagree, 3=Neutral,

4=Agree, 5=Strongly Agree) shown in Table 4.4.

Table 4.4: Influence of M&E Budget on Project Implementation

Statement	SD %	D %	N %	A %	SA %	Mean	Std. Dev
The budget allocated usually provides a clear and adequate provision for M&E activities	2.0	5.3	11.9	54.3	26.5	3.98	0.88
The budget for M&E is usually channeled to the right tasks	1.3	4.6	21.9	46.4	25.8	3.91	0.88
A realistic estimation for the M&E budget is usually undertaken during planning for projects	0.0	0.0	9.9	37.7	52.3	4.42	0.67
This department has two separate budget lines for its M&E (Monitoring and Evaluation)	8.6	37.7	9.9	27.2	16.6	3.05	1.29
The major budgeting challenges faced by is sourcing and securing financial resources for M&E of outcomes	0.0	0.0	23.8	37.1	39.1	4.15	0.78

Source: Research data, (2023).

With mean scores of 3.98, 3.91, 4.42 and 4.15 as illustrated in Table 4.4, the majority of respondents expressed strong agreement with statements that the budget allocated usually provides a clear and adequate provision for M&E activities, Budget for M&E is usually channeled to the right tasks, A realistic estimation for M&E budget is usually undertaken during planning for projects, the major budgeting challenges faced by is sourcing and securing financial resources for M&E of outcomes. However, respondents remained undecided on whether allocated budgeted are challenged not only for monitoring but for evaluation. Similar to the findings, Kusek & Rist, (2012) notes that resources that are not adequate often bring about low-quality M&E. Therefore, such resources must be factored in the total cost of the project at the time of planning, and not as additional cost.

4.5 Influence of Baseline Surveys on Project Implementation

The study also focused on discovering whether baseline surveys as a monitoring and evaluation tool influence project implementation of development projects. The study findings are as shown in subsequent headings.

4.5.1 Staff Roles in Baseline Surveys

The researcher was interested in establishing the role played by respondents in the baseline survey for the staff who had participated in any as shown in Table 4.5.

Table 4.5: Role in the Baseline Survey

Roles	Frequency	Percent
Designing research tools	19	12.58
Data collection	25	16.56
Project and M&E planning	56	37.09
Data capturing	37	24.50
Database design	14	9.27
Total	151	100.00

Source: Reseach data, (2023).

The majority of the respondents 37.09% indicated that they participated in the Project and M&E planning whereas 24.5% of them indicated data capturing, 16.56% indicated data collection, 12.58% indicated designing research tools while the remaining 9.27% indicated that their role was Database design. This indicates that the majority of respondents have participated and were knowledgeable with baseline surveys conducted in development projects implemented by NGOs in the study area.

4.5.2 Baseline Survey and the Project Implementation

Additionally, the researcher was interested to explain how baseline surveys affect project implementation. Using a five-point Likert scale where 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree) respondents were therefore

required to indicate the level of agreement with statements related to the baseline survey and development project implementation as shown in Table 4.6.

Table 4.6: Influence of Baseline Surveys On Project Implementation

Statement	SD %	D %	N %	A %	SA %	Mean	Std. Dev
A baseline survey is important in measuring the impact of a project	3.3	11.3	9.3	24.5	51.7	4.10	1.16
A baseline study serves the purpose of informing decision makers what impact the project made	0.0	0.0	1.3	33.1	65.6	4.64	0.51
A baseline survey is conducted only when required by the donor.	0.0	0.0	7.9	24.5	67.5	4.60	0.63
Baseline surveys provide a framework during project implementation	0.0	0.0	1.3	28.5	70.2	4.69	0.49

Source: Research data, (2023).

From the findings in Table 4.6, the majority of respondents strongly agreed with the statements that a baseline survey is important in measuring the impact of development projects, that it serves the purpose of informing decision-makers about what impact the project made, is conducted only when it is a donor requirement. Baseline surveys provide a framework during project implementation with mean scores of 4.10, 4.64, 4.60 and 4.69 respectively. This implies that even though baseline surveys play an important role both before and during the implementation of the project, particularly in tracking the progress and measuring the results against the initial results, they are rarely done and they are only conducted when they become a donor required and with specified budgets available.

4.6 M&E Training and Project Implementation

The study intended to disclose the extent to which capacity building in monitoring and evaluation influences project implementations of development projects. The

study findings are as shown in subsequent headings.

4.6.1 M&E Training Methods

First, respondents were asked to indicate how they gained knowledge and skills in M&E. Results on sources on M&E skills are shown in Table 4.7.

Table 4.7: M&E Training Method

Training method	Frequency	Percent
Workplace training	56	37.1
Short courses in M&E	67	44.4
Formal/professional education	28	18.5
Total	151	100

Source: Reseach data, (2023).

The study revealed that the majority of the respondents 44.4% indicated that they gained their skills and knowledge in M&E through attending short courses in M&E, 37.1% from workplace training, while only 18.5% indicated that they gained M&E knowledge from formal/professional education. This implies that the majority of the monitoring and evaluation teams in NGOs in Dodoma City have been trained through attending short courses in M&E.

In line with these findings, World Bank (2011) opines that there is a need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required to maintain and retain a stable M&E staff. This is because competent employees are also a major constraint in selecting M&E systems (Koffi-Tessio, 2012). M&E being a new professional field, faces challenges in the effective delivery of results. There is therefore a great demand for skilled professionals and harmonization of training courses as well as technical advice.

4.6.2 Influence of M&E Skills in Project Implementation

Using a five-point Likert scale where 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, respondents were therefore required to indicate the level of agreement with statements related to M&E skills and development project implementation as shown in Table 4.8.

Table 4.8: Influence of M&E capacity on project implementation

Statements	SD %	D %	N %	A %	SA %	Mean	Std. Dev
Human capital, with proper training and experience, is vital for the production of M&E results performance	2.0	0.7	7.3	59.6	30.5	4.16	0.75
The technical capacity of the organization is a huge determinant of how the evaluation's lessons are produced	0.0	2.6	9.9	55.6	31.8	4.17	0.71
Staff commitment contributes to the more successful projects	0.0	2.0	6.0	41.1	51.0	4.41	0.70
Building an adequate supply of human resources capacity is critical for the sustainability of the M&E system	0.0	0.0	1.3	38.4	60.3	4.59	0.52
The monitoring and evaluation system cannot function without skilled people	0.0	0.0	6.7	30.0	63.3	4.57	0.62

Source: Research data, (2023).

As shown in the findings from Table 4.8, the majority of respondents agreed with the statements that Human capital, with proper training and experience, is vital for the production of M&E results performance, The technical capacity of the organization can be a huge determinant of how the evaluation's lessons are produced, Staff commitment contributes to the more successful projects, building an adequate supply of human resources capacity is critical for the sustainability of the M&E system, The monitoring and evaluation system cannot function without skilled people with

4.16,4.17,4.41, 4.59 and 4.57 mean scores respectively.

This implies that the majority of NGOs now understand the importance of M&E and have been putting efforts to build their capacity to improve not only the implementation but also in achieving the desired results. Similarly, Gladys, Katia, Lycia & Helena, (2010) opine that creating enough supply of human resource capacity is crucial to achieving sustainability of the M&E system and should be done progressively. This call for recognizing the growing need for technically oriented M&E training and development and this can be achieved through workshops, however, both formal training coupled with on-the-job experience is needed.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Summary of Findings

This study sought to determine the influence of monitoring and evaluation practices on project implementation, a case of non-governmental organizations in Dodoma City Council. Specifically, to determine the influence of M&E planning in the implementation of projects, to examine how budget allocation for M&E influences the implementation of the projects, to assess the effects of M&E training on the implementation of projects and how baseline survey influences the implementation of projects.

Based on M&E planning, this study established that M&E planning has a positive influence on implementation. Further expressing that effective M&E planning is a starting point for an effective project implementation therefore it has to be given much consideration. However, this study further reveals that it is affected by budget allocation which is highly dependent on funding agencies but also there is inadequate stakeholders' participation which may be a threat to project success during and after its implementation.

Regarding budget allocation for M&E, it was found that almost half of the respondents (44.4%) perceived their M&E budget as slightly adequate, 41.7% of them perceived the budget as moderately adequate while only 13.9% perceived their budget as highly adequate. However, it was found that budget allocation does not consider the difference between monitoring and evaluation needs. It was further

revealed that the major challenge faced by the M&E department is looking for and getting monetary resources for M&E.

The study established that respondents have participated in the baseline survey as indicated by the majority of the respondents 37.09% indicated that they participate in project and M&E planning. In addition, most of the respondents acknowledged that the baseline survey provides a framework for effective project implementation. However, most of them noticed that baseline surveys are undertaken when they are required by the donor. Based on M&E capacity, it was revealed that almost half of the respondents (44.4%) gained their M&E skills and knowledge through short courses, 37.1% of them through workplace training and only 18.5% attended formal/professional education programs in M&E. Furtherly, the respondents strongly agreed that monitoring and Evaluation system cannot function without skilled people and staff commitment contribute to the more successful projects and that creating enough supply of human resource capacity is crucial to achieving sustainability of the M&E system.

5.2 Conclusions

The study concludes that ME planning has an undeniable influence on the effective implementation of the project. Adding to that, it should be provided with an adequate budget and conducted with the active participation of all necessary stakeholders. Based on budget allocation, the study concludes that the money allocated for M&E for various development projects in Dodoma city is not adequate therefore a need to ensure the allocation of resources that will help to effectively cover all M&E tasks, key stakeholder informational needs and expectations, and M&E requirements. This

allocation will improve the overall project implementation. Additionally, it was observed that the major challenge faced by this department is sourcing and securing financial resources for monitoring and evaluation and that a realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.

It was also concluded that baseline survey helps in understanding project expectation and that baseline surveys enhance the development project in the city to a large extent. Also, the study concludes baseline study informs decision makers on the project's impact, baseline surveys make sure that every possible impact of a project is captured at evaluation, and that without a baseline, you cannot measure the project impact. In addition, the study concludes that the timing of the baseline survey is the benchmark against which all future activities are checked about management decisions. They further indicated that baseline studies are important in establishing priority areas for a project for example where a project has several objectives.

The study revealed that training in monitoring and evaluation in the city of Dodoma has a significant influence on the implementation of the project of the NGOs. However, there is an unquestionable need for further formal training for staff involved in M&E. The study also concludes that the M&E skills of the staff conducting M&E of development projects in the city of Dodoma are good and that capacity building enhances the project implementation for most of the development projects in Dodoma City to a large extent.

5.3 Recommendations

Based on the findings of the study that has come from the respondents in the field

and the literature review, the study recommends that the relevant NGOs, government agencies and authorities and other donors, the contractors and all the bodies handling these projects must have a specific well-defined source of financing the M&E exercise. Also, enough financial resources should be allocated and the budget allocation process should be effective to have the funds availed at the right time and be in the right hands to have the M&E processes a success.

This study also recommends the need to formulate a national monitoring and evaluation policy to guide these practices for both public and private organizations taking part in different development projects. This will facilitate the understanding of the prerequisites for the effective delivery of projects in terms of tracking progress and measuring project results. The study recommends that monitoring and evaluation personnels should be well-trained to achieve the target of M&E. There should also be periodic refresher courses for the staff to keep them updated in their field. In the course of the study, it was established that training has a significant influence on project performance. This will enhance the efficiency and productivity of the M&E team. The study recommends that NGOs should consider institutionalizing M&E, creating an M&E Unit and hiring an officer responsible for the Unit. This will enhance project performance.

5.4 Suggestions for Further Research

Considering the importance of M&E for all types of projects, the researcher suggests the need to study the M&E tools, techniques or practices in use on other types of projects for example, manufacturing, Software Systems among others. This would give useful comparisons and insight into the different M&E systems and techniques

in use in different industries. The researcher also suggests an in-depth investigation of factors influencing the capacity to conduct efficient and effective M&E of development projects for both private and public sectors.

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APPENDICES

1. QUESTIONNAIRE

PART A: Respondent's Details

Put a tick (✓) in the given brackets where appropriate

1. Gender of the respondent a) Male () b) Female ()
2. What is your highest level of education? a) Master's degree () b) Bachelor's degree () c) Diploma () d) Certificate () e) Other. Specify.

3. What is your current position in the organization? a) Program Manager/Officer () b) Monitoring & Evaluation Officer () c) Field Officer () d) Other, specify _____
4. For how many years have you worked in the organization? a) Less than 2 years () b) 2 to 5 years () c) 6 to 10 years () d) More than 10 years ()
5. Have you been involved in M&E-related activities of any development project in the last 6 months? a) Yes () b) No ()

PART B. M&E Planning

6. Have you ever been involved in any M&E planning process?
 - a. Yes () b. No ()
 - b.
7. If yes, the table below indicates various statements on M&E planning. Indicate your level of agreement on the following statements by putting a tick (✓) in the appropriate box. The rating scale indicates the level of agreement as follows:
Strongly Agree 2. Agree 3. Somehow agree 4. Disagree 5. Strongly Disagree

Qn	Statement	1	2	3	4	5
a	There is an up-to-date M&E plan in place for each project in the organization					
b	The M&E plan indicates responsible staff and their responsibilities during project implementation					
c	During M&E planning, all necessary stakeholders					
d	M&E Planning guides the implementation toward a better project performance					
e	The M&E planning process is heavily dependent on donor requirements and budgets					

Part C. Budget Allocation for M&E

8. Do all projects implemented in your organization have the specified budget for M&E?

a. Yes () b) No ()

9. In your opinion, how would rate the adequacy of the budget allocated for M&E?

a. Highly adequate () b) Moderately adequate () c) Slightly adequate ()

9. How does M&E budget allocation affect project implementation?

The table below indicates various statements on M&E Budget Allocation. Indicate your level of agreement on the following statements by putting a tick (√) in the appropriate box. The rating scale indicates the level of agreement as follows:

Strongly Agree 2. Agree 3. Somehow agree 4. Disagree 5. Strongly Disagree

Qn	Statement	1	2	3	4	5
a.	The budget of projects undertaken usually provides a clear and adequate provision for monitoring and evaluation activities					
b.	Money for M&E is usually channeled to the right purpose Implementation					
c.	A realistic estimation for monitoring and evaluation budget is usually undertaken when planning for projects					
d.	This department has two separate budget lines for its Monitoring and Evaluation					
d.	The major challenge faced by this team is sourcing and securing financial resources for monitoring and evaluation of outcomes					

PART D: Capacity Building

10. Have you ever been trained in Monitoring and Evaluation?

a) Yes () b) No ()

11. If yes, how were you trained?

Workplace training () Formal/professional education () Short course ()

18. The table below indicates various statements on capacity building and project Implementation. Indicate your level of agreement with the following statements by putting a tick (√) in the appropriate box. The rating scale indicates the level of agreement as follows:

1. Strongly Agree 2. Agree 3. Somehow agree 4. Disagree 5. Strongly Disagree.

Qn	Statement	1	2	3	4	5
a	Human capital, with proper training and experience, is vital for the production of M&E results performance					
b	The technical capacity of the organization is a huge determinants of how the evaluation's lessons are produced					
c	Staff commitment contributes to a more successful Projects					
d	Building an adequate supply of human resources capacity is critical for the sustainability of the M&E system					
e	The monitoring and Evaluation system cannot function without skilled people					

12. Have you attended any M&E training sessions/ workshops in the past 1 year?

a) Yes () b) No ()

If yes, specify the type of training received or workshop attended.

13. What type of training do you think you and/ or your staff need for M&E?

PART E: Baseline Surveys

14. Have you ever participated in the baseline survey?

a) Yes () b) No ()

15. If yes, what was your role?

a) Designing research tools () b) Data collection () c) Project / M&E planning ()

d) Data capturing () e) Database design () e) others (specify) -

16. Did the baseline survey help in understanding project expectations?

a) Yes () b) No ()

17. To What extent do the effective baseline surveys enhance the project implementation?

a) Very large extent () b) Large extent () c) Little extent ()

d) Very little extent () e) Not at all

18. The table below indicates various statements on baseline surveys and project implementation. Indicate your level of agreement with the following statements by putting a tick (√) in the appropriate box. The rating scale indicates the level of agreement as follows:

Strongly Agree 2. Agree 3. Somehow agree 4. Disagree 5. Strongly Disagree.

Qn	Statement	1	2	3	4	5
a	without a baseline, it is not possible to know the impact of a project					
b	A baseline study serves the purpose of informing decision makers what impact the project made					
c	baseline surveys should be carried out at the very beginning of a project					
d	Baseline surveys influence project implementation					

RESEARCH CLEARANCE LETTER



Ref. No OUT/PG202000930

10th November, 2022

Regional Administrative Secretary,
 Dodoma Region,
 P.O Box 914,
DODOMA.

Dear Regional Administrative Secretary,

RE: RESEARCH CLEARANCE FOR MS ZAHARA HAMIS SULEIMAN, REG NO: PG202000930

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

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Zahara Hamis Suleiman, Reg. No: PG202000930** pursuing **Master of Arts in Monitoring and Evaluation (MAME)**. We here by grant this clearance to conduct a research titled

“Influence of Monitoring and Evaluation Practices on Project Implementation: A Case of Non-Governmental Organizations in Dodoma Region”. She will collect her data at Non Governmental Organizations in Dodoma Region from 11th November to 11th December 2022.

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

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Magreth S. Bushesha

Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**

LETTER OF ACCEPTANCE

JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA

Mkoa wa Dodoma
Anuwani: REGCOM
SIMU: 2324343/2324384
Barua pepe ras@dodoma.go.tz
Nukushi : 255 026 2320046
Unapojibu tafadhali taja:
Kumb.Na.DB.467/526/01/114



Ofisi ya Mkuu wa Mkoa,
Jengo la Mkapa,
2 Barabara ya Hospitali
S.L.P 914,
41103 Dodoma.

16/11/2022.

Mkurugenzi wa Jiji,
Jiji la Dodoma.

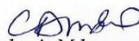
Mkurugenzi Mtendaji,
Kondoa Mji.

Wakurugenzi Watendaji: Mpwapwa, Kongwa,
Chamwino, Kondoa, Bahi na Chemba

Yah: KIBALI CHA KUFANYA UTAFITI

Tafadhali rejeeni somo tajwa hapo juu.

2. Nawatambulisha kwako Ms. Zahara Hamis Suleiman kutoka Chuo Kikuu Huria cha Tanzania kwa ajili ya kufanya utafiti kuhusu "Influence of Monitoring and Evaluation Practices on Project Implementation: A Case of Non-Governmental Organizations in Dodoma Region".
3. Kwa barua hii naomba umruhusu na kumpatia ushirikiano ili aweze kukamilisha utafiti wake utakao anza tarehe 11 Novemba mpaka tarehe 11 Disemba, 2022. Kazi hii isimamiwe na Watakwimu wa Halmashauri na kutoa taarifa ya utekelezaji.


Charles A. Mduma
Kny: KATIBU TAWALA WA MKOA
DODOMA

Nakala: Zahara Hamis Suleiman
Chuo Kikuu Huria cha Tanzania.

MONITORING AND EVALUATION PLANNING INFLUENCE THE IMPLEMENTATION OF THE PROJECT

Zahra Hamis Suleiman

Email:zahrahamis34@gmail.com

Abstract

This article presents monitoring and evaluation planning influence the implementation of the projects. Monitoring and evaluation in projects throughout time has consistently changed, resulting in paradigm shifts in project management. Monitoring as a process of collecting and managing project data that gives feedback as pertains to the progress of a project while project evaluation is a process that comprises the systematic gathering, analysis, and interpretation of project-related data. M&E is a vital tool to project managers and their stakeholders (including donors/government) because they have to understand the extent to which their projects are meeting the set objectives and attaining the required effects (Abeyrama, Tilakasena,2008). This statement applies to all stakeholders must be included in the monitoring and evaluation (M&E) process, which must be planned as an integrated participatory activity. Nevertheless, studies have shown that established that only a few organizations make use of M&E due to little understanding of its influence on project performance (Khan, 2001; Ogula, 2002; Kusek& Rist, 2004; Nyonje, Ndunge, & Mulwa, 2012), little has been done to assess possible changes over the years, considering that there are many efforts to institutionalize M&E. There is inadequate information on how recently registered and operating NGOs perceive the influence of M&E. This is a concern for all stakeholders including government and donors, but the monitoring and evaluation allow policy makers and programme managers to assess how an intervention evolves over time (monitoring), how effectively a programme was implemented and whether there are gaps between the planned and achieved results (evaluation) and whether the changes in well-being.

Keywords: Planning, Influence, Implementation.

INTRODUCTION

Monitoring and Evaluation is a key factor for a holistic understanding of the concept. The OECD defined the concept of M&E giving their use. “Monitoring is a routine and continuous process that collects data systematically on agreed indicators to produce to the management and stakeholders of an ongoing project indicating the extent of progress as compared to the objectives” (OECD, 2002). Consequently, “Evaluation is defined to be a periodic assessment of ongoing and/or completed projects, policy or program using systematic and objective approach” (OECD, 2002). Monitoring and Evaluation is a powerful tool that influences projects' performance. Monitoring and Evaluation as echoed (Shapiro, 2004) aids in the assessment of the standards of the project, comparing its impact against set goals/targets, and also assessing project plans.

According to Nyonje *et al* (2012), project M&E is very important to different people for various reasons. M&E is a vital tool to project managers and their stakeholders (including donors/government) because they have to understand the extent to which their projects are meeting the set objectives and attaining the required effects. M&E upholds greater transparency and accountability within the use of project resources, which is especially required by funders or development partners (Nyonje, Ndunge & Mulwa, 2012). Third, information developed through the M&E process is important for improving decision-making. M&E strengthens project implementation, improves the quality of project interventions and enhances learning.

Monitoring: This involves the systematic collection of data and information to track the implementation of activities, outputs, and intermediate outcomes of a project or

program. Monitoring provides real-time information about whether activities are being carried out as planned (Rodgers & Williams, 2006).

Evaluation: Evaluation focuses on assessing the effectiveness, efficiency, relevance, and sustainability of projects and programs. It involves analyzing the outcomes and impacts achieved compared to the original goals and intended results (Nyonje, Ndunge, and Mulwa ,2012).

METHODOLOGY

The study used both primary and secondary sources of data collection tools, (Kothari,2012). The primary data included both quantitative and qualitative research approaches as the aim of the study was also to obtain an in-depth understanding of all stakeholders on how M&E planning, training, baseline survey, and budgetary allocation affect the implementation of the project. This was thought to be an appropriate approach as it is close to the relevant data, (Kothari, 2012). In this study, semi structured questionnaire with both close-ended and open-ended questions was used. The Secondary data were gathered from published and unpublished documentary sources; newspapers, articles, journal other relevant documents related to the field of the study.

RESEARCH INSTRUMENTS

The researcher decided to use different data collection instruments in order to cross check the authenticity of data gathered and hence maximize the validity and reliability of data (Babbie: Mouton,2006). semi structured questionnaires also the documentary reviews the researcher will search data from documents, produced by

individual scholars or governments in the course of their everyday practices which appear useful for research purposes (Creswell,2009). This will enrich this study with data that may be demanding in terms of time and finance. This technique will be employed to obtain information and perspectives from various documents, were regarded as the most appropriate research strategy to capture monitoring and evaluation influence implementation (Creswell,2009).

GLOBAL OVERVIEW OF MONITORING AND EVALUATION

Monitoring and evaluation is a major concern worldwide. According to United Nations Capital Development Fund (UNCDF,2004). Many countries throughout the world in recent years have adopted monitoring and evaluation aiming to promote planning and implementation as an integrated participatory activity particularly developed ones, have pursued development efforts that focus on results by adopting more practical monitoring and evaluation techniques. The majority of governments, including those in Sri Lanka, Canada, and the United States of America, among others, have specifically taken actions to enhance the outcomes-based M&E System at their national level as part of the broader efforts to institutionalise managing for development results. (World Bank, 2011).

Monitoring and Evaluation (M&E) is a fundamental process used worldwide to assess the progress, performance, and impact of programs, projects, policies, and interventions. It provides critical insights into whether initiatives are achieving their intended outcomes and allows for evidence-based decision-making and continuous improvement. Here's a global overview of monitoring and evaluation (Binnendijk,1989).

International Organizations and Initiatives: Numerous international organizations, such as the NGOs, United Nations, World Bank, and various donor agencies, promote and support M&E practices globally. They provide guidelines, frameworks, and financial support to enhance M&E capacity in developing countries (Beringer : Jonas,2013).

IMPORTANCE OF MONITORING & EVALUATION

- **Accountability:** M&E ensures that organizations, governments, and development agencies are accountable for the resources they use and the results they achieve. It helps stakeholders answer questions like "What did we achieve?" and "Did we spend resources effectively?" (Blackburn, 2002).
- **Learning and Improvement:** M&E provides valuable lessons learned from successes and failures. These lessons guide improvements in program design, implementation, and management for better outcomes in the future, (IFAD,2017).
- **Evidence-Based Decision-Making:** M&E generates data and evidence that inform decision-making. This is particularly important in allocating resources, setting priorities, and adjusting strategies to achieve desired outcomes, (Rogers: William,2006).
- **Transparency:** Transparent M&E processes and reporting build trust among stakeholders by providing credible and objective information about progress and outcomes (Rogers: William,2006).
- **Resource Allocation:** M&E data helps allocate resources more efficiently by directing investments towards activities that yield the best results (Rogers:

William,2006).

GLOBAL TRENDS AND CHALLENGES

- **Use of Technology:** Technology plays an increasing role in M&E, with the use of digital tools, mobile data collection, and remote sensing enabling more timely and accurate data collection and analysis (World Bank, 2011).
- **Complexity of Interventions:** Many modern development interventions are complex, involving multiple sectors, partners, and activities. Effective M&E requires capturing these complexities to measure overall impact accurately (World Bank, 2011).
- **Sustainable Development Goals (SDGs):** The United Nations' SDGs provide a global framework for development efforts. M&E is essential for tracking progress towards these goals and ensuring that no one is left behind (World Bank, 2011).
- **Capacity Building:** Many countries and organizations are working to strengthen M&E capacity among governments, NGOs, and local institutions to ensure reliable data collection and analysis (World Bank, 2011).
- **Data Quality and Privacy:** Ensuring data accuracy and protecting privacy are ongoing challenges. Balancing the need for data with individuals' rights to privacy is a critical consideration (World Bank, 2011).
- **Cross-Cutting Themes:** M&E is increasingly addressing cross-cutting themes such as gender equality, environmental sustainability, and social inclusion to ensure holistic development.

THE SITUATION OF MONITORING AND EVALUATION IN THE WORLD

General overview of the situation of monitoring and evaluation around the world, recognizing that conditions have evolved:

- **Diverse Approaches:** Different countries have varying levels of M&E maturity. Developed countries often have well-established M&E systems integrated into their policies and programs. Developing countries may have more limited capacities and might rely on external support for building their M&E frameworks (UNAIDS, 2009).
- **Emphasis on Results-Based Management:** Many countries and organizations have been shifting towards results-based management (RBM), where M&E is integrated into the entire project or program cycle. This approach focuses on setting clear objectives, measuring results, and using the data for decision-making (UNAIDS, 2009).
- **International Development Agenda:** Initiatives like the United Nations' Sustainable Development Goals (SDGs) emphasize the importance of M&E in tracking progress towards global development targets (UNAIDS, 2009). This has led to increased attention and investment in M&E systems worldwide.
- **Use of Technology:** Technological advancements, including digital data collection tools, Geographic Information Systems (GIS), and big data analytics, have revolutionized M&E practices. These technologies enable more real-time and accurate data collection and analysis (UNAIDS, 2009).
- **Capacity Building:** Capacity building is a significant challenge, particularly in developing countries. Building a skilled M&E workforce and

institutionalizing M&E practices require investments in training, education, and knowledge sharing. (UNAIDS, 2009).

- **Data Quality and Availability:** Data quality remains a concern in many regions. Ensuring accurate and reliable data collection, especially at the local level, is crucial for effective M&E. Additionally, accessing timely and relevant data can be challenging in some areas.
- **Inclusivity and Equity:** Efforts are being made to ensure that M&E practices are inclusive and equitable, considering the needs and perspectives of marginalized communities. Gender-sensitive M&E and the inclusion of vulnerable populations are gaining importance (World Bank, 2011).
- **Private Sector and Nonprofits:** M&E is not limited to government initiatives; the private sector and nonprofit organizations are also using M&E to assess the impact of their projects and programs (UNAIDS, 2009).
- **Challenges:** Challenges in M&E include data privacy concerns, addressing biases in data collection, balancing short-term outcomes with long-term impacts, and aligning M&E frameworks with local contexts and cultures.
- **Global Initiatives and Partnerships:** International organizations like the World Bank, United Nations Development Programme (UNDP), and various NGOs work to improve M&E practices globally. They provide guidance, resources, and support to countries and organizations aiming to enhance their M&E capacity (UNAIDS, 2009).

THE SITUATION OF MONITORING AND EVALUATION IN THE UNITED REPUBLIC OF TANZANIA

General overview of the situation of monitoring and evaluation (M&E) in Tanzania.

Monitoring and evaluation (M&E) is a crucial component of development programs and projects in Tanzania, as it is in many other countries (Koffi-Tessio, 2012, Njeru & Luketero, 2018). M&E involves systematic processes to track, assess, and report on the progress and impact of various initiatives, policies, and projects to ensure that they are achieving their intended outcomes and goals (World Bank, 2011). In Tanzania, M&E plays a significant role in various sectors, including but not limited to:

- **Healthcare:** M&E is essential for tracking the progress of health programs, such as those related to disease prevention, maternal and child health, and HIV/AIDS. It helps the government and organizations understand the effectiveness of interventions and make informed decisions to improve health services (Koffi-Tessio, 2012).
- **Education:** M&E is used to monitor the quality of education, assess learning outcomes, and ensure that educational policies and programs are meeting their objectives. This includes tracking school enrollment, dropout rates, and literacy levels (URT, 2011).
- **Agriculture and Rural Development:** M&E is critical for evaluating the impact of agricultural projects and programs aimed at improving food security, increasing crop yields, and supporting rural livelihoods (Luketero, 2018).
- **Infrastructure and Economic Development:** M&E is employed to assess the impact of infrastructure projects, such as road construction and energy initiatives, on economic growth and development.
- **Poverty Reduction and Social Welfare:** M&E helps in tracking poverty reduction initiatives, social safety net programs, and initiatives aimed at

improving the well-being of vulnerable populations (Luketero, 2018).

- **Environmental Conservation:** M&E is used to assess the effectiveness of environmental conservation efforts, such as wildlife protection, forestry management, and climate change adaptation.

The Tanzanian government, along with international organizations and NGOs, employs various tools and methodologies for effective monitoring and evaluation, such as data collection, performance indicators, impact assessments, and regular reporting. These efforts aim to ensure that resources are utilized efficiently, programs are well-targeted, and development goals are achieved (Njeru , 2018). Tanzania has a National Monitoring and Evaluation Policy that provides a framework for M&E activities across different sectors. The government collaborates with various partners, including international donors, development agencies, and research institutions, to strengthen M&E practices and capacity building within the country (Luketero, 2018).

MONITORING AND EVALUATION PLANNING

Planning for M&E is an important aspect, and it governs crucial actions to achieve the project outcomes throughout the project period. The program or project should have a monitoring and evaluation plan (Delponte et al., 2017). The plan should be prepared as a fundamental part of the project plan and design. The integration is for the clear identification of program or project objectives for which performance can be measured. Additionally, it specifies the degree of stakeholder and public involvement, funding needed and all aspects necessary for the accomplishment of project objectives (Abrahams, 2015; Delponte et al., 2017).

PROJECT IMPLEMENTATION

Once a development project has been approved by the relevant legislature and funds have been made available, managers and all involved stakeholders can proceed with the implementation of the project. Implementation means putting the plan including planned tasks into action. It involves working according to the work breakdown structure as per responsibilities assigned to members of the project team. It also follows the schedule or timeframe and efficient use of resources (IFAD, 2017).

INFLUENCE OF MONITORING & EVALUATION PLANNING ON PROJECT IMPLEMENTATION

The objective of this study was to determine how M&E planning influence the implementation of the projects. Using a five-point Likert scale where 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree), respondents were asked to indicate the level of agreement with statements related to the influence of M&E planning on project implementation as shown in Table 4.2.

Table 1. 1 Respondents' Perception of the Influence of M&E Planning on Project Implementation

Statements	SD %	D %	N %	A %	SA %	Mean	Std. Dev
There is an up-to-date M&E plan in place for each project in the organization	0.0	0.0	0.0	41.1	58.9	4.59	0.49
The M&E plan indicates responsible staff and their responsibilities during project implementation	0.7	8.0	20.0	38.7	32.7	3.95	0.95
During M&E planning, all necessary stakeholders are involved	12.6	17.9	13.2	24.5	31.8	3.45	1.42
M&E Planning guides the implementation toward a better project performance	4.0	6.7	23.3	34.7	31.3	3.83	1.07
The M&E planning process is heavily dependent on donor requirements and budgets	15.9	21.2	9.3	14.6	39.1	3.40	1.55

Field Data 2023

Results in Table 1.1, reveal that the majority of respondents agreed that there is an up-to-date M&E plan in place for each project in the organization, with a mean of 4.59 and 0.49 standard deviation. This implies that the majority of organizations now have and use M&E plans in the implementation of development projects. Additionally, the majority of respondents agreed that M&E planning guides the implementation toward a better project performance with a mean of 3.83 and a 1.42 standard deviation. This also implies that many organizations consider M&E planning during the implementation of development projects. On the statement, whether the M&E planning process is heavily dependent on donor requirements and budgets, most respondents agreed as proved by a mean of 3.40 and 1.55 standard deviation.

CHALLENGES

Monitoring and Evaluation (M&E) face challenges in the process of implementation of programs, policies, and projects of the organizations and governments. Some of the key challenges include:

- **Data Quality and Reliability:** Obtaining accurate, reliable, and consistent data can be difficult. Errors in data collection, measurement biases, and incomplete information can undermine the credibility of M&E findings (Action Aid,2008, June).
- **Limited Resources:** M&E requires financial, human, and technological resources. Many organizations, especially in developing countries, may struggle to allocate sufficient resources for effective M&E practices. (UNAIDS,2009).

- **Complexity of Interventions:** Many development initiatives are multifaceted, involving various components, partners, and contextual factors. Evaluating the impact of complex interventions can be challenging due to the difficulty of isolating the effects of individual components (UNAIDS,2009).
- **Lack of Baseline Data:** Establishing a baseline for comparison is crucial in evaluating changes over time. However, in some cases, baseline data might be missing or incomplete, making it challenging to determine the true impact of interventions (UNAIDS,2009).
- **Time Constraints:** Meaningful impact evaluation often requires observing changes over the long term, but organizations and donors might have shorter project cycles that limit the ability to capture long-term outcomes (UNDP,2009).
- **Contextual Differences:** The effectiveness of interventions can vary across different contexts, cultures, and regions. What works well in one place might not be directly applicable to another.
- **Political and External Pressures:** Political agendas and external pressures can influence the way M&E is conducted and the reporting of findings, potentially affecting the objectivity and accuracy of evaluations (UNAIDS,2009).
- **Capacity Building:** Building the skills and capacity of individuals and organizations to conduct rigorous M&E can be a challenge, particularly in resource-constrained settings (UNAIDS,2009).
- **Inadequate Use of Findings:** Even when M&E findings are available, there may be challenges in effectively using the insights to inform decision-making and improve programs (UNAIDS,2009).

- **Measuring Complex Outcomes:** Some outcomes, such as changes in attitudes, behavior, or social norms, are challenging to quantify and measure accurately (UNDP, 2009).
- **Ethical Considerations:** M&E involves collecting data from individuals and communities. Ensuring informed consent, respecting privacy, and avoiding harm are important ethical considerations (UNDP,2009).
- **Resistance to Evaluation:** Some stakeholders may resist evaluation efforts due to concerns about accountability or fear that negative findings could lead to reduced funding or support (UNDP,2009).
- **Gender and Equity Issues:** Ensuring that M&E processes are sensitive to gender and equity considerations is crucial to capture the differential impacts of interventions on different groups (UNDP,2009).
- **Changing Contexts:** External factors such as economic shifts, political changes, or unforeseen events (e.g., natural disasters) can influence the outcomes of programs and complicate M&E efforts (UNDP, 2009).

CONCLUSIONS

The study concludes that monitoring and evaluation planning has an undeniable influence on the effective implementation of the project. Adding to that, it should be provided with an adequate budget and conducted with the active participation of all necessary stakeholders. Based on budget allocation, the study concludes that the money allocated for M&E for various development projects in Dodoma city is not adequate therefore a need to ensure the allocation of resources that will help to effectively cover all M&E tasks, key stakeholder informational needs and

expectations, and M&E requirements. This allocation will improve the overall project implementation. Additionally, it was observed that the major challenge faced by this department is sourcing and securing financial resources for monitoring and evaluation and that a realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.

The study revealed that training in monitoring and evaluation in the city of Dodoma has a significant influence on the implementation of the project of the NGOs. However, there is an unquestionable need for further formal training for staff involved in M&E. The study also concludes that the M&E skills of the staff conducting M&E of development projects in the city of Dodoma are good and that capacity building enhances the project implementation for most of the development projects in Dodoma City to a large extent.

RECOMMENDATIONS

Based on the findings of the study that has come from the respondents in the field and the literature review, the study recommends that the relevant NGOs, government agencies and authorities and other donors, the contractors and all the bodies handling these projects must have a specific well-defined source of financing the M&E exercise. Also, enough financial resources should be allocated and the budget allocation process should be effective to have the funds availed at the right time and be in the right hands to have the M&E processes a success.

This study also recommends the need to formulate a national monitoring and evaluation policy to guide these practices for both public and private organizations

taking part in different development projects. This will facilitate the understanding of the prerequisites for the effective delivery of projects in terms of tracking progress and measuring project results.

The study recommends that monitoring and evaluation personnel's should be well-trained to achieve the target of M&E. There should also be periodic refresher courses for the staff to keep them updated in their field. In the course of the study, it was established that training has a significant influence on project performance. This will enhance the efficiency and productivity of the M&E team. The study recommends that NGOs should consider institutionalizing M&E, creating an M&E Unit and hiring an officer responsible for the Unit. This will enhance project performance.

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