

**DETERMINANTS OF THE EFFECTIVENESS OF MONITORING AND  
EVALUATION SYSTEMS IN PUBLIC HEALTH ORGANIZATIONS: A  
CASE OF MWANANYAMALA HOSPITAL IN DAR ES SALAAM**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN  
MONITORING AND EVALUATION  
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DEVELOPMENT  
OF THE OPEN UNIVERSITY OF TANZANIA**

**2023**

## CERTIFICATION

The undersigned certifies that they have read and hereby recommended for acceptance by the Open University of Tanzania a research report titled: **“Determinants of The Effectiveness of Monitoring and Evaluation Systems in Public Health Organizations: A Case of Mwananyamala Hospital in Dar Es Salaam”** in partial fulfillment of the requirements for the Degree of Masters of Art in Monitoring and Evaluation.



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Dr. Regina Christopher Malima

(Supervisor)

15<sup>th</sup> August, 2023

Date

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**DECLARATION**

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



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Signature

15<sup>th</sup> August, 2023

Date

## **DEDICATION**

I dedicate this work to my wife Christina Mahwaya, as well as my children Petrina, Penial, and Paulsen, who propelled the academic achievement wheel in my life. I also thank my parents, Rev. Lucas Malunde and Mrs. Elice Malunde, for their prayers and inspiration throughout my entire academic career.

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I am very grateful to the staff at Kinondoni Municipality's Mwanayamala Hospital for their kindness and willingness to take part in the study.

## ABSTRACT

The Mwananyamala Hospital in Dar es Salaam was the focus of the study, which investigate the factors that determine the efficacy of monitoring and evaluation systems in public health organizations. The study analyzed how stakeholders' involvement, staff competency, and management support affect monitoring and evaluation effectiveness. It also evaluated the obstacles to effective monitoring and evaluation implementation. This study employed a quantitative research approach with an explanatory cross-sectional research design. The study's target population was 259, from which 218 respondents were selected. Frequency, percentage, and multiple linear regressions were used to evaluate the data collected. Results show that there is a significant positive correlation between Stakeholders' involvement and the Effectiveness of Monitoring and Evaluation, as evidenced by a p-value of 0.028. Also, the study that there is a significant positive for employee competence as evidenced by a p-value of 0.032 also the study revealed a significant positive for management support owing to the p-value of 0.024, which is less than 0.05. Conclusions were that management support, staff competency and stakeholder involvement all favorably impact monitoring and evaluation efficacy. The study recommends involvements of stakeholders including contractors in meetings, hiring informed, talented, and experienced staff for monitoring assessment activities, and contracting external monitoring and evaluation experts to share their knowledge and expertise.

**Keywords:** *Determinants, Monitoring, Evaluation, Effectiveness, Explanatory Cross-sectional Research Design.*

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**LIST OF ABBREVIATIONS AND ACRONYMS**

ECP	Eastern Cape Province
ICT	Information and Communication Technology
IMCM	Integrated Management Competency Model
ISSD	International School Skills Development
KMO	Kaiser Meyer Olkins
M & E	Monitoring and Evaluation
NGOs	Non-Governmental Organization
OUT	Open University of Tanzania
SPSS	Statistical Package for Social Science
SSE	School Self Evaluation
UNDP	United Nation Development Programme
WSE	Whole School Evaluation

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Chapter Overview**

In addition to its important role in implementation of project, monitoring and evaluation are important aspects of project development. In the past few years, project management has received worldwide attention and appreciation monitoring and evaluation as a tool. Quality management practices in all industries, including healthcare, monitoring and evaluation practices as an essential part of the project cycle. However, the evidence in the literature shows that most of the sub-Saharan countries are not successful in monitoring and evaluation. In this section, the history of the problem, the definition of the problem, its objectives and research questions, the importance of the study, the scope of the study and the organization of this study are introduced.

#### **1.2 Background of the Problem**

Performance monitoring and evaluation has long been important to the planning, decision-making and management of monetary policy. Therefore, many countries are taking steps to ensure that monitoring and evaluation is effective. These plans include policy, program and project development, localization of responsibilities, and staff development for effective monitoring and evaluation. Despite these efforts, many organizations, especially those related to public health, do not conduct Monitoring and Evaluation, and the information produced is due to lack of trust and not promptly delivered (Adan, 2016).

Globally, monitoring and evaluation systems have existed from time immemorial (Kusek and Rist, 2004) and have received the attention necessary for a successful project in recent years. Monitoring and Evaluation is a capable, complex, multidisciplinary process that can improve performance (Ronnete & Tania, 2010). According to UNDP (2009), monitoring and evaluation combined with good planning can help ensure the success of development programs and initiatives. However, stakeholders' transparency and accountability play an important role in the effectiveness of monitoring and evaluation as a management tool (Gaarder and Briceno, 2010).

Most organizations are undertaking M&E according to the donor or government regulations. As they are not institutionalized, most monitoring and evaluation activities are based on donations and programs. Due to the lack of demand, donor-driven initiatives is the majority of the Monitoring and Evaluation activities of many organizations. Monitoring and Evaluation often addresses donor concerns regarding accountability of input and results, rather than focusing directly on local issues related to larger concerns. The contradictory role of donor leaders undermines local influence and ownership of M&E projects (Kabonga, 2019).

As in many developing countries, many hospitals in Tanzania are on high alert due to calls by WHO officials for efficiency and sustainability, which compels them to accept solid results, impact and capacity (Ahmed, 2014). Monitoring and Evaluation is an important public management tool that can be used to improve the way businesses and governments achieve their goals. Healthcare organizations are increasingly affected by the strategic plan designed to mitigate poor financial



management and ensure they have increased influence in responding to customers' needs. The M&E process should be conducted for various activities and projects and based on the M&E matrix and the M&E principles that the project manager finds most useful (Welsh et al., 2015).

According to Metzger and Guenther (2015), most of the organizations monitored and analyzed did not have the necessary personnel to do the work. According to Gorgen (2017), many organizations do not have the funds to recruit monitoring and evaluation specialists and in-house ICT personnel who are competent to understand monitoring and evaluation and develop effective solutions. As a result, a monitoring and evaluation system was put in place, which interfere the effectiveness of monitoring and evaluation by failing to comply with donor and internal standards. In addition, Ochieng, Rambo, and Osogo (2018) reported that while some administrations did not provide support, the development of monitoring and evaluation information was provided.

In this context, while most previous studies seem to have only explored the factors that influence the use of M&E, the purpose of this study is not to validate existing Monitoring and evaluations; describe staff capacity, stakeholder engagement and management support on M&E performance; and identify challenges affecting the effectiveness of monitoring and evaluation in Mwananyamala hospital.

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

Many organizations are now focusing more and more on M&E in an effort to improve performance. It enables those involved in the development of programs to gain knowledge, experience, produce the desired results and take more responsibility.

The development community is now more interested in monitoring and evaluation than ever before, as the focus is on the outcomes of interventions. Using the Monitoring and Evaluation process allows stakeholders to assess the impact of specific projects, identify areas for improvement and show the actions taken by various stakeholders. This should lead to good and open jobs (World Bank, 2019). Without appropriate monitoring and evaluation, it is difficult to determine whether the plan has had a positive impact on human development, whether the expected results will be properly implemented and achieved as planned (World Bank, 2019).

Since it is a condition of receiving money from donors or the state, many organizations, especially health-oriented, monitor and evaluate according to the items (Metzeger and Guenther, 2015). Monitoring and evaluation activities are considered routine activities in large organizations. It doesn't have the autonomy and funding its needs to do a good job, which affects the quality of the job.

Agutu (2014), Keng'ara (2014) and Mapunda (2015) focus on the financial system; Wanjiru (2013) recommends employee engagement; evaluation and pre-assessment also address other aspects such as financial planning, staff commitment and risk. Sulemana, Musah and Simon (2018), Young & Jordan (2008), Abalang (2016), and Pius (2017) are some researchers focusing on skills, managerial support, and stakeholder involvement. Current research bridges the gap between researchers' failure to pay attention to lack of focus on how much each of these aspects affects performance of Monitoring and Evaluation.

## **1.4 Research Objective**

Research objective section has been organized based on general and specific objectives;

### **1.4.1 General objective**

The aim of this study is to investigate determinants regarding the effectiveness of monitoring and evaluation in public healthcare facilities designed specifically at Mwananyamala Hospital in Dar es Salaam.

## **1.5 Specific Objectives**

The study was guided by the following specific objectives

- i) To ascertain the influence of stakeholders' involvement on the effectiveness of Monitoring and Evaluation
- ii) To examine the influence of employee competence on the effectiveness of Monitoring and Evaluation
- iii) To determine the influence of management support on the effectiveness of Monitoring and Evaluation
- iv) To analyze the challenges affecting the effective implementation of Monitoring and Evaluation at Mwananyamala hospital in Dar es Salaam.

## **1.6 Specific Research Questions**

- i) What is the influence of stakeholders' involvement on Monitoring and Evaluation effectiveness?

- ii) What is the influence of human resources competence on Monitoring and Evaluation effectiveness?
- iii) What is the influence of management support on Monitoring and Evaluation effectiveness?
- iv) What are the challenges affecting the effective implementation of Monitoring and Evaluation at Mwananyamala hospital in Dar es Salaam?

### **1.7 Significance of the Study**

The results of this study should have theoretical and practical implications as stated below. Existing research identifies limitations on quality monitoring and evaluation. As such, it provides relevant information to government representatives responsible for establishing public health agency policies, guidelines, and a framework for policy implementation. Current research has positive implications for the monitoring and evaluation of healthcare providers – including healthcare managers/managers, leaders and supervisors in healthcare organisations. Policy makers and decision makers can use these findings to design or modify existing policy interventions to promote the use of quality care and evaluation by these public healthcare organizations. In addition, the existing studies identify the main constraints that affect the effectiveness of community programs and can therefore be used to raise community awareness of this issue.

Furthermore, the findings of this study will be useful to other researchers and scholars as it will form the basis of research into various aspects of monitoring and evaluation in healthcare settings in Tanzania. This study will also be a source of information for other researchers who want to do similar studies in Tanzania.

Additionally, future researchers can use these findings to develop or apply experimental approaches.

### **1.7.5 Other Organizations**

Furthermore, from the perspective of developing countries, particularly Tanzania, the findings will add to the currently limited body of knowledge on available information of monitoring and evaluation.

### **1.8 Scope of the Study**

This study explored appraisal and performance appraisal action in healthcare organizations, specifically Mwananyamala Hospital in Dar es Salaam. Specifically, the impact of three key determinants (stakeholders' involvement, employees' competence, and management support) in effectiveness of monitoring and evaluating results was analyzed.

### **1.9 Organization of the Study**

Chapter one introduces the concept, principles and importance of monitoring and evaluation. This section also presents the study's problem statement, objectives, research questions, sources, and rationale.

Chapter 2 presents the literature and theoretical framework that influences monitoring and evaluation in organizations. It focuses on the concepts of monitoring and evaluation, the theoretical basis of monitoring and evaluation and their effectiveness, the empirical analysis of the determinants of monitoring and evaluation performance, quality, the search for contradictions, and the principle of

research. Section 3 presents the research process, study location, method, theory, design, universe and sample, analysis and evaluation method, data writing method, data types, data analysis, validity and reliability. data and ethical considerations. Chapter 4 deals with conclusions and discussion, while Chapter 5 deals with conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Chapter Overview**

This chapter is presented and divided into three main parts: theoretical data analysis, empirical literature review and conceptual framework. While the theoretical literature review provides a scientific overview of the main concepts explaining the phenomenon in the study and the theory informing the research, the empirical literature explains the specter, nothing has been done to resolve or resolve the conflict or conflict between the differences. quality of care. and evaluation. The conceptual framework graphically summarizes the main (independent and influencing) and (dependent) variables in the study to show the expected results.

#### **2.2 Conceptual definitions**

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

Monitoring is a management tool used to identify inconsistencies between initial plans and actual layer conditions to resolve the issue. It guarantees that the plan is adhered to when completing the task. According to Adan (2016), monitoring is the process of one-to-one care of the actions taken within the scope of the project or program. It is also necessary to access regular information on all project-related activities and exchange updates with project stakeholders. This approach improves project performance by enabling stakeholders to make decisions (Bhatia, 2018).

Evaluation is the process of collecting and analyzing the evidence needed to make a decision. This is a way to increase project efficiency and ensure accountability for

the use of resources. It improves the management's ability to plan and develop human resources.

It helps to make decisions, evaluate the effectiveness and reliability of projects, and influence subsequent projects (Ramothamo, 2015).

### **2.2.2 Stakeholders Involvement**

Stakeholder involvement is the process by which an organization engages with people who will be affected by its decisions or affect the implementation of action decisions (Makau, Mackenzi, & Nicole, 2017). They may support or oppose decisions, affect the organizations or communities in which they work, hold important positions, or risk having a long-term negative impact. Stakeholder involvement in the current study refers to discussions with stakeholders such as contractors, governments, communities and others.

### **2.2.3 Employees Competence**

The Employees' Competence is defined as the development of the knowledge, skills and attitudes of individuals and stakeholders to create, create, manage and control the important role in society, business and processes (Ochieng, Rambo and Osogo, Year 2018). In the current study, employee performance was determined by using skill, knowledge, experience, commitment to supervision and review, and education level of monitoring and evaluation staff.

### **2.2.4 Management Support**

The dedication and cooperation of all employees at all levels, including management support as well as senior management support. Providing assistance by providing



tools or advice, adding flexibility to procedures or deadlines, and arranging meetings are all aspects of management support (Matimbwa and Masue, 2019). In the context of the current study management support refers to budget allocation, staff training, outsourcing experts, ICT adoption and information sharing.

## **2.3 Theoretical Literature Review**

### **2.3.1 Theory of change**

Theory of change is part of the planning theory that emerged in the 1990s as an improved version of evaluation theory (Stein & Valters, 2012). The theory of Change is a tool to produce solutions to complex social problems. It provides an overview of the short-term and long-term changes needed to achieve long-term goals (Anderson, 2005).

It therefore provides a guide to how the program should work, which can be evaluated and improved through monitoring and evaluation. Another fact and value of the theory of change as a basis for planning, execution and evaluation is explicit and quantifiable explanation of the transformation. Although the theory of change is often requested, most initiatives involve theory of change (Matimbwa & Masue, 2019). A theory of change helped to build a better understanding for monitoring and evaluating change that is comprehensible. It is used by NGOs and donors to convey the long-term impact of projects (James, 2011).

Changes theory is a way of designing and evaluating social services. It is increasingly used in international development by many governments, bilateral and multilateral development agencies, non-governmental organizations and non-

governmental organizations around the world. The theory of change is not new, and while its ideas draw on a wider history of cultural change, its methodological framework is drawn from a long history of strategic planning considerations. As both cultures emerge in current changes, development organizations of all types, from foundation organizations in developing countries to free associations, have demonstrated that it is an easy-to-use, intuitive and effective method for thinking and learning program development and evaluation.

A theory of change is relevant to research because it provides a basis for how work should be done and can be controlled and improved through monitoring and evaluation. It also includes a detailed description of the change and its value, which will serve as the basis for planning, execution and evaluation. However, since the theory does not include the employees' competence, the following performance management model is needed.

### **2.3.2 Integrated Management Competency Model**

The management human competency model is a traditional method of defining behavior that will lead to good performance (Draganidis & Mentzas, 2006; Lustri, 2007). Researchers (eg Armstrong, 1998; Derus, Yunus, & Saberi, 2009) have suggested that competencies is one of the necessary behaviors to be successful at work. It should be noted that a person's overall talent reflects their true potential (Matimbwa, Shilingi, & Masue, 2021).

Spencer and Spencer (1993) identified five characteristics of competence, including motivation, attitude, self-concept, knowledge, and skills. Motives is the force a

person believes in to take action or set a goal. Signing is an engine that provides a continuous response to a task or message. Knowledge includes information that a person has around him, while self-awareness is a person's behavior, values or self-assessment. Finally, competence is the ability to mentally or physically perform a particular task. Knowledge, skills and competence focus on evident traits and personality traits, while self-awareness and motivational traits refer to the depth or concealment of personality.

The Integrated Management Competence Model is an interpretive tool that defines the knowledge, skills, abilities, attitudes and behaviors required to perform well in a particular job (Lucia & Lepsinger, 1999). Therefore, in order for the model to be considered useful, the skills must be suitable for the employee (Lindner, 2001; Vathanophas & Thainam, 2007). IMCM is relevant to the present work as it allows researchers to develop job skills (skills, knowledge, experience, commitment and training, qualifications) that affect monitoring and performance evaluation.

#### **2.4 Empirical Literature Review**

The amount of capital required to meet the needs of the organization is determined according to the credit risk of the company or organization. Ranon and Phuenggam (2009) identified the importance of the success of effective risk management in the financial sector and referred to the importance of capital for assets, for example, there are regulatory issues, financial services companies must ensure that they operate on a sound financial system basis. The survey also revealed that process monitoring, compliance monitoring, background monitoring, beneficiary monitoring, financial monitoring, establishment monitoring and evaluation results are evaluation

and evaluation. The survey also revealed that process monitoring, compliance monitoring, context monitoring, beneficiary monitoring, financial monitoring, organizational monitoring and results monitoring are among the common Monitoring and Evaluation Systems. Unlike the current study, this study was conducted in health institutions and focused on the stakeholders' involvement, employee competence, and the management support based on the decision-making process for the monitoring and evaluation of performance. The main focus of this study is the financial market, changes in capital and risk level.

Gladys et al (2010) observe that effective implementation of Monitoring and Evaluation skills are quite vital and the common types of monitoring systems include process monitoring, progress tracking, progress validation and performance monitoring, the study differs as the variable studied was evaluation skill which is not the case in the study as it goes beyond employee's competence, as the current study include management support and collaboration with partners as it goes beyond the capabilities of staff.

Sulemana, Musah and Simon (2018) identified stakeholder engagement in the monitoring and evaluation of district council activities and programs at the Savelugu-Nanton City Council in Ghana. This study focuses on transparency, accountability and support as important factors in decision making in the field of monitoring and evaluation, as not all changes have a good effect on monitoring and evaluation. This study differs from the present study in terms of location, variation and nature of the studied issue. Karimi et al. (2020) conducted research in primary schools and their

findings showed that those who participated in monitoring and evaluation had a positive effect on reading performance, which is very worrying. However, this study was conducted in education, not in health, like the current study.

About employees' competence Ochieng, Rambo, and Osogo (2018) showed that building the capacity and knowledge of professionals in monitoring and evaluation slightly improves access to medical services. Pius (2017) also found that training for machine and electrical workers is rarely organized and NGOs delay payments due to the lengthy approval process of financial institutions. Others include delayed transfers and lengthy banking transactions. It was also decided to postpone the announcement despite careful M&E budget allocation. The findings concluded that M&E staff capacity, funding, and budget allocation were related to M&E system quality. Therefore, frequent and repeated trainings, timely preparation and submission of financial applications are recommended. This study focused on NGOs rather than health institutions, thus limiting the generalizability of the findings to the health sector.

Pinto and Slevin (2008) analyzed the key determinants of project success and found that top management and a work environment that supports maintenance and evaluation are important. One of the key aspects of monitoring and evaluation success that can limit project success is commitment and strong leadership. While the help of top management is necessary, sometimes good planning and/or help from top management is enough to make a project a success. However, this study was conducted in a mobile industry rather than a public health center and focused on a

change management system and not the other two, such as stakeholder engagement and employee competence, which the current study focused on.

A study by Njenga (2013) in Kenya on factors affecting the monitoring and evaluation of the effectiveness of development projects showed that the effectiveness of the use of Monitoring and Evaluation is related to monitoring and financial analysis, collaboration with stakeholders, high-level support, resources. relationships between resources. funding and training in monitoring and evaluation. This relationship is significant at the 95% confidence level. However, monitoring and evaluation guidelines were found to have little effect on monitoring and evaluation practice. This work was carried out at the government project of Machakos, not at Ilala Municipal.

Similarly, Young and Jordan (2008) found that top management is important for monitoring and evaluation as it provides the necessary people, materials and money for the process, facilitates the sale of the project with support and attention, and provides political support. suitable. In addition, Arena and Azzone (2009) analyzed the corporate drivers of internal monitoring in Milan, Italy, and found that the use of ERM in private companies is less important in relevant information. These companies are often unable to hire employees with the necessary skills and knowledge, and employee training is not a priority due to the limited budget allocated to monitoring, review and review projects.

Taye's (2017) assessment of the monitoring and evaluation (M&E) practices and implementation challenges shows there is notable variability in M&E practices

between BENEFIT-ISSD programs. It was also discovered that implementers were less engaged in enhancing outcomes through internal program upgrades and external downward accountability. The study found that lack of resources, a limited budget, internal M&E expertise and poor documentation practices, data quality management, stakeholders' involvement, commitment, and, internal M&E expertise and poor documentation practices, data quality management, stakeholders' involvement, commitment, and accountability, and poor coordination with partner projects were the main obstacles affecting M&E best practices.

Madikida (2016) investigated the implementation of the Whole School Evaluation (WSE) policy in the Libode District of South Africa's Eastern Cape Province (ECP) and identified major challenges in the implementation of WSE in secondary schools since the School Self-Evaluation (SSE) was not being implemented. This suggests a need for training schools on how to conduct SSE as stakeholders were not conversant with the policy and inevitably, they were unable to perform their roles as stipulated in the policy. It was also recommended that there was need to redefine stakeholder roles and capacity building.

## **2.6 Research Knowledge Gap**

In contrast to the one described in this study, other variables were the focus of earlier studies on monitoring and evaluation for instance, Ngara & Mapunda (2015) and Agutu (2014) focused on M&E budget adequacy, while Keng'ara (2014) and Mapunda, (2015) focused on budgetary procedures and Wanjiru (2013) assessed staff commitment. As revealed therefore, only a few scholars (Sulemana, Musah and Simon, 2018; Young and Jordan, 2008; Abalang, 2016; and Pius, 2017) assessed

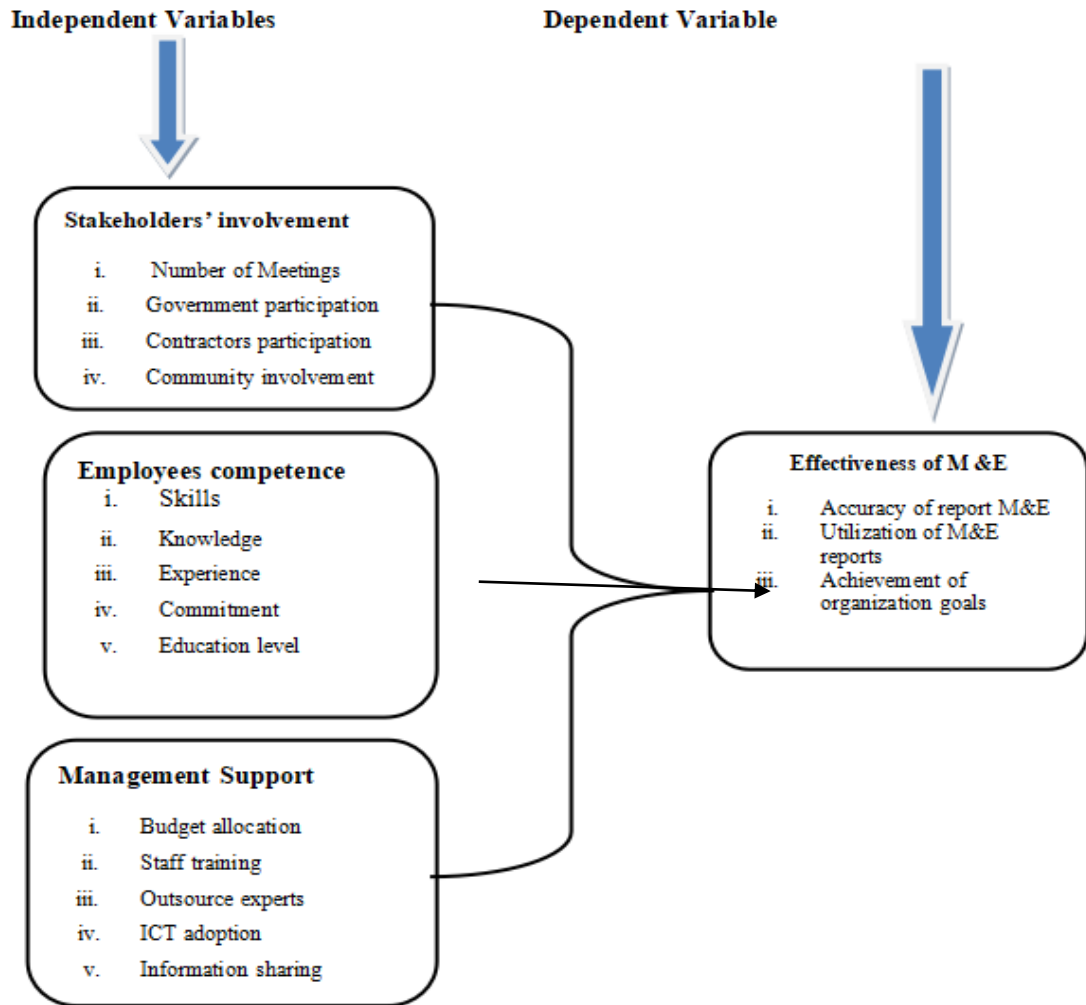
skills, management support and stakeholder involvement. A major gap in these studies however is that the extent to which each of these factors influence the effectiveness of Monitoring and Evaluation systems was beyond the scope of these studies, a gap that the current study attempted to bridge.

## **2.6 Conceptual Framework**

Conceptual Framework is an assembled set of research concepts, variables and their logical relationships, often represented in the form of diagrams, charts, graphs, or mathematical equations (Deoghuria, 2017). A Conceptual Framework is more encompassing and sets a boundary of a studied phenomenon and therefore provides a business base for developing simple and specific conceptual models that are subject to empirical testing (Deoghuria, 2017). A conceptual framework shows the relationship between the independent and dependent variables. In this study independent variables included employees' competence, stakeholders' involvement, management support while the dependent variable was the effectiveness of Monitoring and Evaluation. The expected relationship is that having employees who are competent, involvement of stakeholders, and support from management have positive relationship with effectiveness of Monitoring and Evaluation.



**Figure2.1: Conceptual Framework**



**Source:** Theoretical Framework, (2023)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research methodology is a method of solving research problems (Kothari, 2004). Therefore, this section includes a description and rationale of the research area, research paradigm, research approach, research design, population research, sample and sampling techniques, sources of data, data collection procedures, data processing and analysis. It also explains how to conduct effective validity, reliable and ethical research.

#### **3.2 Study Area**

This study was conducted at the Mwananyamala Hospital, Kinondoni district, Dar es Salaam. The district is northernmost of the three municipalities of Dar es Salaam in Tanzania, the other being Temeke (to the southeast) and Ilala (the center of Dar es Salaam). Mwananyamala Hospital is located near Makumbusho on Msisiri B-Mwananyamala Street. The hospital was chosen because it is a healthcare facility that currently uses monitoring and evaluation system (Mbilinyi, 2021). Thus, respondents at the Mwananyamala hospital can access and submit data required for the study. In addition, this study area was chosen because it is easily accessible by researchers and allows the data collection process to be completed within the specified time.

#### **3.3 Research Approach**

This study used a range of research methods to assess perceptions of factors affecting

health facility effectiveness: cleanliness and assessment and reporting of relationship between potential employees, stakeholder engagement, and management support. This study uses a quantitative approach in analyzing the relationship between stakeholders' involvement, employees' competence, management support, and monitoring and evaluation performance.

### **3.4 Research design**

This study used a descriptive cross-sectional approach to examine whether there is a relationship between variables and whether there is a valid model that can be used to describe Monitoring and Evaluation efficacy. This study is descriptive as it describes the relationships between variables. The rationale for using a descriptive model also depends on how well it identifies the links between stakeholder involvement, employee competency, management support, and M&E effectiveness. Descriptive study design is considered necessary to provide the desired results, as the study contains many variables whose impact and influence on monitoring and evaluation effectiveness are discussed.

### **3.5 Population and Sampling**

The whole collection of people or things that researchers think will constitute their study's generalizations is called the population (Polit and Beck, 2008). The target audience of this study is approximately 259 employees of Mwananyamala Hospital and senior management of the institution. The sample was drawn using probability sampling and respondents were selected using random sampling. In order to be representative and include a large sample, the model developed by Robert and Morgan (1970) is used in this study as shown in the figure below;

$$S = \frac{X^2 NP (1 - P)}{d^2(N - 1) + X^2 P (1 - P)}$$

Where:

s = required sample size

X = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the population size and in this case, the total number of employees at Mwananyamala hospital (259)

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (0.05). This is also termed as the Desired Margin of Error (ME) expressed as a proportion.

This formula gives accurate results and it was deemed suitable for this study due to the available population. Thus, 218 employees constituted the sample size.

### 3.6 Variables and their measurements

**Table 3.1: Variables and their measurements**

Type of variable	Description of Variables	Variable measurement	Scale measurements	Source
<b>Independent variables</b>				Sulemana, Musah and Simon (2018); Gladys et al(2010)
<b>Management Support</b>	Is a process of devoting time to the program in proportion to its cost and potential, reviewing plans, and following up on.	• Budget allocation	Ordinal- Likert scale	
		• Staff training	Ordinal- Likert scale	
		• Outsourcing experts	Ordinal- Likert scale	
		• ICT adoption	Ordinal- Likert scale	
		• Information sharing	Ordinal- Likert scale	
<b>Employees competence</b>	It is a process of increasing knowledge and skills for someone to performs a particular job accordingly	• Skills on M&E	Ordinal-Likert scale	Karimi et al., (2020) Pinto and Slevin (2008)
		• Knowledge on M and E	Ordinal- Likert scale	
		• Experience in M&E	Ordinal- Likert scale	
		• Commitment	Ordinal- Likert scale	
<b>Stakeholders' involvement</b>	Are all assets that a corporation has available to use in monitoring and evaluation	• Meeting	Ordinal- Likert scale	Njega (2013) Young and Jordan (2008) Arena and Azzone (2009)
		• Government participation	Ordinal- Likert scale	
		• Contractors' participation	Ordinal- Likert scale	
		• Community involvement	Ordinal- Likert scale	
<b>Dependent variable</b>				
<b>Effective Monitoring and Evaluation</b>	Accomplishment of Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Accuracy of report of M&amp;E</li> <li>• Utilization of M&amp;E reports</li> <li>• Achievement of organization goals</li> </ul>	Ordinal- Likert scale	

**Source:** Developed from empirical literature review

### **3.7 Data Collection Method**

#### **3.7.1 Questionnaire**

To collect data on factors affecting the Monitoring and Evaluation effectiveness of Mwananyamala Hospital, a questionnaire was used as a data collection tool in this study. A questionnaire consists of questions and other prompts designed to gather information from respondents. Using a face-to-face interview questionnaire, all staff at Mwananyamala Hospital were given an appropriate questionnaire to fill out. Questionnaires are convenient and most appropriate for the current study, as the data collection tools are inexpensive, fast, and efficient in extracting large amounts of information from the sample size of respondents.

### **3.8 Data Analysis**

#### **3.8.1 Descriptive statistical analysis**

To monitor and evaluate factors that influence how effectively monitoring and evaluation is, the central tendency (mean or representative score) of numerical data (range or ratio) is derived from the mean when assessing impact. A mode was used to determine the central tendency for discrete variables. The standard deviation is used to measure the difference between numerical (range or ratio) data. Descriptive statistics were used because the characteristics of the data, particularly the demographics of the respondents, were descriptive and as suggested by Hair et al. (2006).

#### **3.8.2 Inferential statistical analysis**

Inferential statistical analysis is used in current research to determine whether the model described in a sample will be valid for the population from which the model

was drawn. Linear multiple regression models were developed to find the relationship between determinants (independent variables) and monitoring and evaluation performance (dependent variables). The multiple regression model with multiple regression was used in this study because the model was designed to generate a response variable (effectiveness of M&E) compared to multiple regressors (eg attendance staff, staff capacity, and support) as Aaker (2013) pointed out.

The multiple linear regression model estimates the relationship between a quantitative dependent variable and three independent variables. The aim is to estimate the value of the variable based on the value of the individual variable described by Galton. Multiple horizontal lines are required because the study comprises of several variables and a single dependent variable.

$$Y = \beta_0 + \beta_1 X_1 \dots \dots \dots \beta_n X_n + e \dots \dots \dots \text{(Equation 1)}$$

Y = Effectiveness of Monitoring and Evaluation

$\beta_0$  = a constant showing intercepts for regression equation

$\beta_1$ -  $\beta_n$  = independent variables coefficients

$X_1$ - $X_n$  = independent variables (Stakeholders involvement, management support, and employees' competence)

e = error term.

### **3.9 Validity and Reliability**

#### **3.9.1 Validity**

In this research, pre-testing pilot research is conducted by applying questions to some participants to ensure that they are well designed and tested, and the relevance and breadth of the questions are determined by the participants. Validity of the present

study was determined using SPSS with Kaiser-Meyer-Olkin (KMO) and Bartlett sphericity test as shown in Table 3.2. The Kaiser-Meyer-Olkin sample sufficiency index O, which compares the sizes of the observed correlation coefficients to the sizes of the partial correlation coefficients for the sum of analysis variables, was found to be 0.663 or 66.3 %, and it is reliable because it is greater than 0.5 or 50%, which is the threshold.

**Table 3.2: Validity**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.663
Bartlett's Test of Sphericity	Approx. Chi-Square	247.853
	Df	218
	Sig.	.038

**Source:** Field data (2023)

### 3.9.2 Reliability

In this study, reliability was ensured by triangulating the data collected through quantitative and qualitative data collection. This helped ensure that the weakness of one approach is minimized by the strengths of the other, which in turn strengthened the reliability of data accrued. In addition, test-retest reliability was ensured with the pre-test data collection tool, in which five participants were excluded from the planned sample. In addition, Cronbanches alpha score was used to determine the instruments' reliability which indicated that stakeholders' involvement had 0.770, HR competence had 0.613, management support had 0.729 and effectiveness of M&E had Cronbach's value of 0.818 as indicated in Table 3.3 below.



**Table 3.3: Reliability using Cronbach's Alpha**

Variable	Number of Items	Cronbach's Alpha
Stakeholders' involvement	4	.770
HR competence	5	.613
Management support	5	.729
Effectiveness of M &E	3	.818

**Source:** Field data (2023)

### 3.10 Ethical issues

The purpose of research ethics is to ensure that no one is suffer or harmed by research. In this research process, researchers have found that ethics guides the conduct of research, so the principle of voluntary participation requires that people not be compelled to participate in research. Most importantly, the researchers observed and guaranteed the confidentiality of the participants; It is assured that the information determined will not be given to anyone who does not participate in the research. The researchers followed strict guidelines and ensured the anonymity of the participants throughout the study, all data were presented accordingly, and also the researchers respected the freedom of the respondents when filling out the questionnaire.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents findings as regards the determinants of the effectiveness of Monitoring and Evaluation in public health organizations, particularly in Mwananyamala Hospital of Dar es Salaam. The study examined the influence of stakeholders' involvement, human resources competence and management support on the effectiveness of Monitoring and evaluation practices at the selected hospital. Additionally, the study evaluated the challenges affecting the effective implementation of Monitoring and Evaluation at Mwananyamala hospital in Dar es Salaam. Tables and figures were used to present major findings of the study as detailed below;

#### **4.2 Respondents' Demographic Characteristics**

##### **4.2.1 Respondents' Gender**

The survey questionnaire was completed by 218(100%) respondents and as revealed in Table 4.1, 144 (66.0%) respondents were male and 74 (34.0%) were female. The findings portray that there are more male employees at Mwananyamala Hospital in comparison to their female counterparts. This may be attributed to the significant disparity in education attainment between females and males in Tanzania, which favors men in terms of employment prospects since historically, women were marginalized in learns of educational opportunities and employment prospects. Therefore, Mwananyamala should provide equal opportunities for both male and female prospective employees as stipulated in the Labour Relation Act of 2004.

**Table 4.1: Respondents' Profile**

<b>Respondents' gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	144	66.0
Female	74	34.0
<b>Respondents' Age</b>		
20-29	37	17.0
30-39	101	46.3
40-49	61	28.0
50 and above	19	8.7
<b>Respondents' Marital Status</b>		
Single	66	30.1
Married	107	49.5
Divorce	28	12.8
Separated	17	7.6
<b>Respondents Education</b>		
Certificate	70	32.2
Diploma	108	49.5
Bachelor degree	13	5.8
Masters' degree	27	12.4
<b>Work Experience</b>		
0-5 year	73	33.4
6-10 years	68	31.3
11-15 years	61	28.0
Over 15 years	16	7.3
<b>Total</b>	<b>218</b>	<b>100.0</b>

**Source:** Field data (2023)

#### **4.2.2 Respondents' Age**

According to the results of the current survey, 37 (17.1%) respondents were between the ages of 20 and 29. 101 (46.0%) respondents were between the ages of 30 and 39, 61(28.0%) respondents' ages ranged between 40 and 49 years while 19 (8.7%) were 50 years and above. The figures show that Mwananyamala Hospital took into account applicants of all ages during the hiring process. Yet, a large number of employees are in the 30 to 39-year age range. This suggests that those

between the ages of 30 and 39 are the most productive and enthusiastic for the Mwananyamala Hospital's operations. As a result, many organizations value this age group, albeit it can be challenging to retain such opportunistic and ambitious workers.

#### **4.2.3 Respondents' Marital Status**

The study indicated that 66 respondents (30.1%) were single, 107 respondents (49.5%) are married, 28 respondents (12.8%) are divorced, and 17 respondents (7.6%) are separated. These results show that all marital statuses were taken into account during the data collection process at Mwananyamala Hospital and suggest that the majority of respondents were married. The results support Suandiet al's (2014) claim that married workers are more likely to experience job lock and less likely to quit their jobs than single workers. Golafruz, (2002) concluded that job satisfaction in singles was higher than was the case with married couples and that adequately paid workers were more satisfied in comparison to their poorly paid counterparts.

#### **4.2.4 Respondents' Education Level**

As demonstrated, 13(5.8%) respondents were bachelor degree holders, 108(49.5%) had attained diplomas, 27(12.4%) were Masters' degree holders and 27(32.2%) had attained certificate level of education. These results suggest that Mwananyamala employs individuals with a variety of educational backgrounds, which is consistent with the organization's need for varying levels of education for diverse employment rolls. One element that affects employee performance is education level, and Meyer,

et al. (2002) found a favorable correlation between organizational success and educational attainment. Employee performance is affected by demographic parameters such as age, gender, tenure, income level, and education level, according to Meyer et al. (2002).

#### **4.2.5 Respondents' Work Experience**

Table 4.1 portrays that, 68 (31.3%) employees had 6 to 10 years of work experience in Mwananyamala hospital, 73 (33.4%) had 0 to 5 years of work experience, 61(28.0%) had 11 to 15 years and 16(7.3%) had more than 15 years of work experience. On average therefore, a significant proportion of employees were well experienced with more than five years working at the facility.

#### **4.3 The influence of stakeholders' involvement on the effectiveness of M & E**

The purpose of the current study was to determine how stakeholders' involvement impacted monitoring and evaluation efficacy. Respondents were particularly asked to express their agreement or disagreement with statements regarding; the number of stakeholder meetings, government participation, contractor participation, and community involvement in order to achieve this objective and findings are as revealed in table 4.2 below.

**Table 4.2: Stakeholders involvement**

Stakeholders' involvement	Disagree	Neutral	Agree
We usually conduct meetings and allow stakeholders to share their views and opinions	28(12.8%)	52(23.7%)	138(63.5%)
Government provides support to our hospital to ensure effective monitoring and evaluation	34(15.5%)	46(21.3%)	138(63.2%)
Contractors participate in our meetings and are periodically informed about expectations	129(59.0%)	59(27.1%)	31(14.0%)
Community members are always involved in the course of monitoring and evaluation	31(14.3%)	49(22.5%)	138(63.2%)

**Source:** Field data (2023)

According to Table 4.2's findings, 138 respondents (63.5%) agreed that the hospital holds meetings where stakeholders express their opinions. A comparable number suggested that the government supports the hospital to guarantee efficient monitoring and evaluation. The majority of respondents to the study, 129 (59.0%), disputed that contractors attend meetings and are aware of expectations. Finally, 138 (63.2%) respondents agreed that community members are constantly involved in monitoring and evaluation. Stakeholders should not merely be the recipients of monitoring and evaluation reports; rather, they should be informed about what is happening with the program or project, what needs to be improved, what the results are, and what lessons may be learned and shared among participants.

By involving stakeholders in monitoring and evaluation, project implementers are held accountable by stakeholders. This consequently increases the level of trust in the relationships by enabling the voices of the stakeholders to be heard, thus ensuring that the initiative is held accountable for its actions and encouraging transparency in

its actions. These results are consistent with Kamau's (2017) study, which found that the inclusion of stakeholders has a beneficial impact on monitoring and evaluation efficacy since stakeholders generate ideas.

#### **4.4 The influence of Employees Competence on the effectiveness of M&E**

Regarding the influence of human resource competence on the effectiveness of Monitoring and Evaluation, the researcher posed questions on the availability of adequate skilled personnel for monitoring and evaluation, knowledge, experience, commitment and educational qualification. Results in Table 4.3 revealed that 137(62.9%) respondents disagreed that Mwananyamala hospital has adequate monitoring and evaluation personnel while 137(62.9%) disputed that Mwananyamala staff are knowledgeable in Monitoring and Evaluation.

Furthermore, 129 (59.2%) respondents disagreed that personnel had limited experience in monitoring and evaluation. In addition, 138 (63.5%) respondents acknowledged that staff are very committed despite their lack of knowledge. The study also discovered that, in terms of education level, 136 (62.6%) respondents had adequate educational qualifications and training and thus the practical knowledge and abilities they needed to undertake monitoring and evaluation.

**Table 4.3: Employees Competence**

<b>Employee Competence</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>
The hospital has sufficient skilled personnel for M & E activities	138(63.5%)	52(23.7%)	28(12.8%)
The staff are knowledgeable in M&E processes	137(62.9%)	46(21.3%)	34(15.8%)
Our hospital staff have vast experience in M & E practices	129(59.2%)	59(26.9%)	31(14.0%)
Our staff are very committed in regard to monitoring and evaluation	40(18.2%)	40(18.2%)	138(63.5%)
Our employees are highly educated, trainable and capable to execute assigned tasks	35(16.1%)	46(21.3%)	136(62.6%)

**Source:** Field data (2023)

The aforementioned insights are backed up by Nasambu's (2016) research on the variables determining the effectiveness of monitoring and evaluation systems in non-governmental organizations in Northern Uganda's Lira District, which found that training has a beneficial impact on M&E. Also, the results of the present study are consistent with those of Jones' (2011) study, which found that for monitoring and evaluations to be of excellent quality, staff members must have the necessary expertise, access to sufficient resources, and transparency. The results suggest that staff employees should participate in training and acquire project management skills and knowledge in order for the M&E system to be effective. Nebris (2002) and Juma (2015) similarly found that training imparts the necessary skills and knowledge for properly setting up, managing, and using the monitoring and evaluation system.

Similarly, Hardlife et al. (2013) who examined how UNDP Zimbabwe utilized monitoring and evaluation systems highlight that organizations must monitor and follow up on progress at each level (at input, output, outcome, and impact of the monitoring and evaluation sys) and that this requires adequate skilled and



knowledgeable personnel with the necessary expertise to set up and manage the systems. As a result, training of staff is unavoidable. Furthermore, a lack of skilled human capacity makes it impossible to carry out the M&E mandate.

#### **4.5 The influence of management support on the effectiveness of M & E**

In order to determine the influence of management support on the effectiveness of M&E, survey questions focused on budget allocation, training, expert outsourcing, ICT adoption for the performance of responsibilities, and information exchange. As revealed, 138 (63.5%) agreed that hospital management allotted adequate funds for monitoring and evaluation, 137 (62.9%) concurred that management always provided training on monitoring and evaluation, 138 (63.5%) agreed that management adopted ICT for several functions, and 136 (62.6%) agreed that Mwananyamala hospital had a good reputation for information sharing. These findings imply that, Mwananyamala hospital provides management support to facilitate Monitoring and Evaluation. This also indicates that having enough budget, ICT adoption enhancement, hire experts and equip staff with knowledge and skills in Monitoring and Evaluation enhance the effectiveness of M&E. These findings are also in line with the study done by Ranon, and Phuenngam (2009) also pointed out that management support in terms of procurement of ICT equipment, hiring of competent staff determines the success of Monitoring and Evaluation.

**Table 4.4 Management Support and Effectiveness of M&E**

<b>Management support</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>
Hospital management allocate an adequate budget for M& E	27(12.8%)	52(23.7%)	138(63.5%)
Management always provide M&E training for all staff	34(15.8%)	46(21.3%)	137(62.9%)
Management always outsources experts to share their experiences	129(59.2%)	59(26.9%)	30(14.0%)
Management has adopted ICT for various M&E functions	40(18.2%)	40(18.2%)	138(63.5%)
Information is often shared in our hospital	35(16.1%)	46(21.3%)	136(62.6%)

**Source:** Field data (2023)

The aforementioned findings are consistent with those of Njama (2015), who found that although there was a separate budget allocation, organizations did not guarantee the prompt delivery of funds. However, even if an organization has highly qualified and knowledgeable employees, nothing can be accomplished without a budget. For this reason, a budget is essential to both the operation of the M&E system and the effectiveness of the organization as a whole.

The results of the present study are at odds with those of Chaplowe (2018), who contends that M&E activities should have an adequate budget. (Jack et al., 2016) note that adequate funding is required for M&E execution and operation. The results imply that NGOs put off allocating cash for M&E projects. Similar findings were reported by Mapunda (2015) who revealed that, the delay of funds for organizations if not addressed can affect the implementation of monitoring and evaluation activities.

Furthermore, the results of the present study contrast with those of Nyakundi (2014), who examined the variables impacting the application of monitoring and evaluation

procedures on donor-funded projects and found that budgetary allocation impacts the execution of M&E activities. The survey also demonstrated that insufficient funds were provided for M&E, according to the respondents, which hindered the effectiveness of M&E. The study additionally demonstrated that actual expenditure on the evaluation should be more thoroughly tracked and that the monitoring and evaluation budget should unquestionably be more precisely estimated.

Also, comparable findings by Liebenberg and Hoyt (2003) demonstrated that excellent top-level leadership is one of the most important criteria for efficient monitoring and evaluation, which might moderate the achievement of project success. High-level planning and/or top management support are occasionally adequate for project success, although top management support is virtually always necessary.

#### **4.6 Regression Analysis**

The model summary in Table 4.5 shows the strength of the relationship between the model and effectiveness of M&E.  $R$ , the multiple correlation coefficient is the linear correlation between the observed and model predicted values of the dependent variable (effectiveness of M&E). The Regression ( $R$ ) square of 65.3% indicates that there is a good model fit since the  $R$  square is greater than 50%. This implies that the specified model places M&E effectiveness at 55.3% which means that the model is fit to explain the relationship between variables.

**Table 4.5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 <sup>a</sup>	.557	.553	.627

a. Predictors:(Constant), Stakeholders involvement, HR competence and Management Support

Furthermore, the p value in the ANOVA output was used to determine whether the differences between some of the means are statistically significant and also to measure the significance of observational data, after the identification of the apparent relationship between variables. Table 4.6 also depicted that, p value of 0.000 which indicates that stakeholders' involvement, HR competencies and Management Support all have a significant influence on the Effectiveness of M&E.

**Table 4.6: ANOVA <sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	186.833	3	62.278	158.555	.000 <sup>b</sup>
	Residual	148.865	218	.393		
	Total	335.697	221			

a. Dependent Variable: Effectiveness of M&E  
b. Predictors: (Constant), Stakeholders involvement, HR competencies and Management Support

In addition, the regression analysis output confirmed that there is a significant positive correlation between Stakeholders' involvement and the Effectiveness of Monitoring and Evaluation, as evidenced by a p-value of 0.028, which is less than the 0.05 thresholds, as recommended by Saunder, et al., (2014). The regression analysis output confirmed that there is a significant positive relationship between employee competence and the effectiveness of Monitoring and Evaluation as evidenced by a p-value of 0.032, which is less than the 0.05 threshold.

Furthermore, the regression analysis output confirmed that there is a significant positive relationship between management support and the effectiveness of Monitoring and Evaluation, owing to the p-value of 0.024, which is less than 0.05. This finding implies that management support in terms of training, budget allocation, ICT adoption facilitate effectiveness of Monitoring and Evaluation.

**Table 4.7: Regression Coefficients on the Influence of each Predictor Variable on the Effectiveness of M&E.**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	23.055	3.527		6.538	.000
Stakeholder involvement	0.203	.107	.241	2.895	.028
Employee competence	0.298	.135	.278	2.205	.032
Management Support	0.202	0.103	0.234	2.689	.024

a. Dependent Variable: Effectiveness of Monitoring and Evaluation

Source: Field Data (2023)

#### **4.7 The challenges affecting the effective implementation of Monitoring and Evaluation**

The current study also sought to identify the challenges encountered in the course of Monitoring and Evaluation implementation. As revealed in Table 4.8, 138(63.5%) respondents identified insufficient budget prevent Monitoring and Evaluation Effectiveness, 138(63.2%) identified poor coordination, 129 (59.0%) identified inadequate documentation, 138(63.5%) mentioned lack of expertise and 136(62.6%) stated that low stakeholder involvement was a major block to effective Monitoring

and Evaluation at Mwananyamala Hospital. These findings imply that insufficient budget, poor coordination, inadequate documentation, lack expertise and low involvement of stakeholders affect effectiveness of Monitoring and Evaluation. This is also supported by Karimi, Mulwa and Kyalo (2020) who revealed insufficient budget allocated for Monitoring and Evaluation exercise as well as inadequate expertise prohibit effectiveness of Monitoring and Evaluation.

**Table 4.8 Challenges facing the implementation of Monitoring and Evaluation**

<b>Challenges</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>
1.Insufficient budget	27(12.8%)	51(23.7%)	138(63.5%)
2.Poor coordination	35(16.1%)	45(20.7%)	138(63.2%)
3.Inadequate documentation	31(14.3%)	58(26.7%)	129(59.0%)
4. Lack of expertise	39(18.2%)	39(18.2%)	138(63.5%)
5.Low stakeholders' involvement	35(16.1%)	46(21.3%)	136(62.6%)

**Source:** Field data (2023)

Similar results were obtained by Taye (2017) who identified the key factors affecting M&E as limited resources owing to an inadequate budget, inadequate internal M&E expertise or technical staff and inadequate or poor documentation practices, subpar data management quality, stakeholders' exclusion, lack of commitment and accountability, and weak coordination with partner projects.

These results are also consistent with those of one study by Young and Jordan (2008) that found top management is essential for effective monitoring and evaluation because it provides the necessary human, material, and financial resources for the

project, promotes it with apparent support and zeal and provides political clout to back it up. The top management implements new work processes, provides the organizations with resources to change, and uses formal authority to impose new structures to increase the organization's receptivity to information.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter comprises of the summary of study findings, conclusion as per study findings, recommendations for policy and further studies.

#### **5.2 Summary of the Study**

The Mwananyamala Hospital in Dar es Salaam was the focus of the study, which evaluated the factors influencing the effectiveness of monitoring and evaluation systems in public health organizations. The study specifically looked at the impact of managerial support, employee competence, and stakeholder involvement on the effectiveness of monitoring and evaluation. The study also assessed the obstacles to the efficient use of monitoring and evaluation at the Mwananyamala hospital in Dar es Salaam. The study employed quantitative research approach with explanatory cross-sectional research design. The current study's sample of 218 was drawn from a population of 259 employees of the facility. Data were analyzed using frequencies, percentage and multiple linear regression. Results show that there is a positive and significant influence of stakeholders' involvement, management support and employees' competence on the effectiveness of Monitoring and Evaluation. The study concludes that stakeholder involvement, management support and employees' competence have a positive contribution to effective Monitoring and Evaluation. It was thus recommended as per study findings that involvement of contractors in meetings, recruitment of skilled, knowledgeable and experienced employees, and outsourcing of M&E experts is imperative for best M&E practice.



### **5.3 Conclusion**

Regarding the effect of involvement of stakeholders on the effectiveness of monitoring and evaluation efficacy the study concludes that there is positive relationship between stakeholders' involvement and effectiveness of Monitoring and Evaluation. The study further concludes that designated hospital holds frequent meetings where stakeholders can voice their opinions and that the government adequately supports all Monitoring and Evaluation efforts.

On the influence of employees' competency on effectiveness of Monitoring and Evaluation, the study concludes that there is a positive and significant relationship between employee competency and monitoring and monitoring effectiveness. These findings support the conclusion that Mwananyamala Hospital lacks the necessary expertise, knowledge, and experience to carry out monitoring and evaluation tasks. Notwithstanding this shortcoming, the current personnel is steadfast in their commitment to the tasks assigned.

On the influence of management support on the effectiveness of Monitoring and Evaluation, the study also concludes that there is a positive and significant relationship between monitoring and evaluation effectiveness and management support. The study also concludes that, despite having limited financial resources, hospital management allots sufficient funds for monitoring and evaluation activities, training, and the adoption of information and communication technology in many monitoring and evaluation functions. However, outsourcing experts presents a challenge because inadequate efforts are made towards creating an avenue for their opinions to be heard through meetings.

Lastly, on the challenges in Monitoring and Evaluation the study concludes that despite allocating adequate funds for Monitoring and evaluation activities, additional funding is required for the implementation of this vital role. The hospital faces obstacles in effectively implementing Monitoring and evaluation owing to poor coordination, inadequate documentation, limited M&E knowledge, and minimal stakeholder involvement in the M&E process.

#### **5.4 Recommendations**

Regarding the influence of involvement of stakeholders on the effectiveness of monitoring and evaluation efficacy the study recommends hospital management to holds frequent meetings where stakeholders can voice their opinions and that the government adequately supports all Monitoring and Evaluation efforts.

On the influence of employees' competency on effectiveness of Monitoring and Evaluation, the study recommends enhancement of necessary expertise, knowledge, and experience to carry out monitoring and evaluation tasks. Training is essential to enhancing the competency of M&E employees and improving the efficient functioning of the M&E system. As a result, organizations should schedule more formal and refresher M&E training in order to increase the capacity of M&E personnel since it has been revealed that employee's competency affects effectiveness of monitoring and evaluation.

On the influence of management support on the effectiveness of Monitoring and Evaluation, the study also recommends increase of financial resources, hospital

management to allots sufficient funds for monitoring and evaluation activities, and the adoption of information and communication technology.

Lastly on the challenges in Monitoring and Evaluation, the study recommends hospital enhance coordination, documentation, training on M&E knowledge, and stakeholder involvement in the M&E process.

### **5.5 Area for further studies**

- i. Studies of this nature ought to be conducted in related fields, including the environment and education sectors, that are featured by various dynamics.
- ii. Furthermore, there is a need for future researchers to carry out a study on the influence of other factors on the effectiveness of the monitoring and evaluation system, other than those analyzed in the current study.
- iii. Being a cross sectional study, were data collection, analysis and interpretations were all done at one point in time, future researchers should replicate similar studies of a longitudinal nature, since longitudinal studies effectively measure impacts over time.

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## APPENDICES

### Appendix I: Questionnaire

Dear respondent, my name is Paul Lucas Malunde and I am a student pursuing a Masters of Art in Monitoring and Evaluation. In the partial fulfillment of the requirements for the successful completion of this program, I am conducting a research study titled **“Determinants of Monitoring and Evaluation Effectiveness in Public Health Organization; A case of Mwananyamala Hospital in Dar es Salaam”**. This questionnaire is therefore intended for the purpose of data collection information. Information gathered will be treated with utmost confidentiality and will be solely used for academic purposes and not otherwise. Please respond to the best of your knowledge to enable the researcher attain the intended objectives. If you have any questions about the research, or any information and data concerning my research do not hesitate to contact me through the mobile number, 0713 69 5586

**SECTION A: GENERAL INFORMATION**

Please a tick (✓) in the bracket next to item that best describes you.

1.) Which is your sex? <input type="checkbox"/> Male <input type="checkbox"/> Female
2.) Which of the following categories describes your age in years? <input type="checkbox"/> 20–24 <input type="checkbox"/> 25–29 <input type="checkbox"/> 30–34 <input type="checkbox"/> 35–39 <input type="checkbox"/> 40–44 <input type="checkbox"/> 45–49   ( <input type="checkbox"/> 50 and above
3.) What is your marital status? <input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorce <input type="checkbox"/> Separated
4.) What is your highest level of education? <input type="checkbox"/> No formal education <input type="checkbox"/> Primary education <input type="checkbox"/> Secondary education <input type="checkbox"/> Technical education <input type="checkbox"/> University education
5.) For how long have you worked with the current employer <input type="checkbox"/> 0-5 <input type="checkbox"/> 6-10 <input type="checkbox"/> 11-15 <input type="checkbox"/> 15years and above

**SECTION B: Determinants determine effectiveness of Monitoring and Evaluation**

This section seeks to determine the factors that influence effective monitoring and evaluation at Mwananyamala Hospital in Dar es Salaam. Read every statement carefully and indicate your level of agreement or disagreement to each. For convenience, five numerical answers are given beside each statement to include;(1)Strongly Disagree(2)Disagree(3)Neither Agree nor Disagree (4) Agree and (5) Strongly Agree. Encircle the serial number of the answer which is most suitable in your opinion. There is no right or wrong statement. Your answer to each statement is necessary

<b>Qn.</b>	<b>Stakeholders' involvement</b>	<b>Options</b>				
5	We usually conduct meetings and allow stakeholders to share views and opinions	1	2	3	4	5
6	Government supports our hospital in ensuring effective monitoring and evaluation	1	2	3	4	5
7	Contractors participate in our meetings and are well informed of expectations	1	2	3	4	5
8	Community members are always involved in the monitoring and evaluation process	1	2	3	4	5
<b>Qn.</b>	<b>Employee Competence</b>					
9	The hospital has adequate skilled personnel for M & E activities	1	2	3	4	5
10	The staff are knowledgeable on M and E processes	1	2	3	4	5
11	Our hospital has staff with vast experience in the M&E role	1	2	3	4	5
12	Our staff are committed to their M&E responsibilities	1	2	3	4	5
13	We have highly educated staff who are trainable and capable of executing tasks	1	2	3	4	5
<b>Qn.</b>	<b>Management support</b>					
14	Hospital management allocate enough budget for M&E	1	2	3	4	5
15	Management always provide M&E training to all staff	1	2	3	4	5
16	Management always outsource experts to share their experiences	1	2	3	4	5
17	Management has adopted ICT for various functions	1	2	3	4	5
18	Information is frequently shared in our hospital	1	2	3	4	5
	<b>Effectiveness of Monitoring and Evaluation</b>					
19	M&E facilitates the achievement of organizational goals	1	2	3	4	5
20	The risks of project failure are minimized by effective M&E	1	2	3	4	5
21	M&E minimizes capital cost and improves shareholder value	1	2	3	4	5
22	M&E enhances the accuracy of M&E reports	1	2	3	4	5

**SECTION C: Challenges affecting the effective implementation of Monitoring and Evaluation**

23. Can you please share some challenges which affect the effective implementation of Monitoring and Evaluation in this hospital?

.....  
.....  
.....

24. What do you suggest should be done to counter the challenges affecting the implementation of Monitoring and Evaluation in this hospital?

.....  
.....  
.....  
.....

**THANK YOU FOR YOUR COOPERATION**

**APPENDIX II: ACTIVITY SCHEDULE**

<b>MONTH</b>		<b>OCTOBER TO MARCH</b>							<b>APRIL TO</b>				<b>JUNE TO</b>			
		<b>2022</b>							<b>MAY 2022</b>				<b>JULY 2022</b>			
<b>S/n</b>	<b>Activity</b>															
1	Preparation of Research Proposal															
2	Literature review															
3	Data collection															
4	Data analysis															
5	Supervisor consultation															
6	Preparation of final report and submission															
7	Defending the paper															

### APPENDIX III: RESEARCH BUDGET

The following is the minimum cost estimation the researcher expects to incur from the preparation of the proposal to the final report.

No	Description	Amount
1	Research proposal printing costs	100,000.00
2	Literature costs (bundle, books searching, documentary review)	150,000.00
3	Data collection costs	200,000.00
4	Data analysis and report writing (material searching for discussion, airtime).	150,000.00
5	Final thesis printing costs (6 copies)	200,000.00
6	Communication cost	50,000.00
	<b>Total (B)</b>	<b>850,000.00</b>

# THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT /PG201986081

20<sup>th</sup> March, 2023

Regional Administrative Secretary,  
Dar es salaam Region,  
P.O Box 5429,  
**DAR ES SALAAM.**

*Imopolakawa  
31/03/2023  
[Signature]*

Dear Regional Administrative Secretary,

**RE: RESEARCH CLEARANCE FOR MR PAUL LUCAS MALUNDE, REG NO: PG201986081**

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

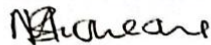
3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Paul Lucas Malunde, Reg. No: PG201986081) pursuing Master of Arts in Monitoring and Evaluation**

(MAME). We here by grant this clearance to conduct a research titled "**Determinants of Effectiveness of M&E System in Public Health Organizations: A Case of Mwananyamala Hospital in Dar es salaam**". He will collect his data at Mwananyamala Hospital in Dar es salaam Region from 21<sup>st</sup> March to 28<sup>th</sup> April 2023.

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

Yours sincerely,

**THE OPEN UNIVERSITY OF TANZANIA**



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**



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

MKOA WA DAR ES SALAAM  
Anwani ya Simu:  
Simu:2203156/2203158/286371  
Barua pepe [ras@dsm.go.tz](mailto:ras@dsm.go.tz)



OFISI YA MKUU WA MKOA,  
3 Barabara ya Rashidi Kawawa  
S.L.P 5429,  
12880 DAR ES SALAAM.

Unapojibu Tafadhali taja:

Kumb. Na. EA.260/307/02B/79

05 Aprili, 2023

Mkurugenzi wa Manispaa,  
Halmashauri ya Manispaa Kinondoni,  
S.L.P 31902,  
Dar es Salaam.

Yah: KUMTAMBULISHA BW. PAUL LUCAS MALUNDE  
KUFANYA UTAFITI

Tafadhali husika na somo tajwa hapo juu.

2. Ofisi ya Mkuu wa Mkoa wa Dar es Salaam imepokea barua Kumb. Na. **OUT/PG201986081** ya tarehe **20 Machi, 2023** kutoka Chuo Kikuu Huria ikimtambulisha na kumuomba kibali cha utafiti Bw. Paul Lucas Malunde katika Halmashauri yako.
3. Mwanafunzi huyu anafanya utafiti kuhusu **"Determinants of Effectiveness of M&E System in Public Health Organizations: A Case of Mwananyamala Hospital in Dar es Salaam"**
4. Kwa barua hii, kibali kimetolewa kuanzia 21 Machi, 2023 hadi 28 Aprili, 2023.

Asante kwa ushirikiano wako.

Samwel R. Magweiga  
Kny: **KATIBU TAWALA MKOA**  
**DAR ES SALAAM**

**Nakala:** Makamu Mkuu wa Chuo,  
Chuo Kikuu Huria,  
S.L.P 23409,  
Dar es Salaam.

✓ Bw. Paul Lucas Malunde