

**IMPLEMENTATION OF MONITORING AND EVALUATION SYSTEMS  
FOR LOCAL GOVERNMENT AUTHORITIES' PERFORMANCE: A CASE  
OF PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL  
GOVERNMENT, TANZANIA**

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**2023**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a submitted research dissertation titled; **“Implementation of Monitoring and Evaluation Systems for Local Government Authorities in Tanzania”** in Partial fulfilment of the requirements for award of Master Degree of Arts in Monitoring and Evaluation (MAME).

.....  
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I, **Khalifa Kondo**, 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 work is dedicated to my beloved wife Fatma Fadhili Senkoro who has been a fantastic inspirational during the research process. I also would like to dedicate this work to my children, Alma, Alyah and Aleem who have made me stronger, better and more committed than I could ever imagine. They worked tirelessly to help me achieve my goals at the price of their own and offered everything they had for this success.

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## ABSTRACT

The study investigated the impacts of implementing Monitoring and Evaluation Systems in Local Government Authorities (IGA) in Tanzania. Specifically sought to: identify the role of M&E systems in Local Government Authorities; examine the involvement of stakeholders in designing and implementation of M&E Systems in IGA and to determine the challenges facing M&E systems in IGA in Tanzania. Descriptive research design was adopted whereby both qualitative and quantitative data were collected. Simple random sampling and purposive sampling technique were to get the sample. The sample size included 100 individuals M&E staff, Council Directors, Ward Executive Officers, Village Executive Officers and Political Leaders including councillors who responded to the questionnaires and 20 people were key informants and DPL. Findings show that there were impacts of Monitoring and Evaluation (M&E) Systems in the performance of IGA in Tanzania. M&E systems have increased level of accountability, effectiveness and efficiency and sustainability of the services in the local government systems. The study concludes that awareness and knowledge on M&E is vital, as it can facilitate good participation of stakeholders. Involvement results to positive influence on project sustainability and finally concluded that lack of M&E cadre in the local government structure, lack of political commitment on the use of M&E for decision making and minimal involvement of the key stakeholders in planning and implementation of development agenda in LGAs. The study recommends the government to plan and implement M&E for all of its projects. It is further recommended that participation should not just be in isolated episodes but rather throughout the project cycle.

**Keywords:** *Monitoring, Evaluation, Monitoring and Evaluation System, Local Government.*

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### **LIST OF ABBREVIATIONS**

CD	City Director
CEDPA	Centre for Development and Population Activities
DED	District Executive Director
DPP	Director of Policy and Planning
GoT	Government of Tanzania
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
LGA	Local Government Authority
LGTI	Local Government Training Institute
MDAs	Ministries Departments and Agencies
MD	Municipal Director
M&E	Monitoring and Evaluation
MAME	Master of Arts in Monitoring and Evaluation
NBS	National Bureau of Statistics
NGO	Non-Governmental Organization
O&OD	Opportunities and Obstacles to Development
PM&E	Participatory Monitoring and Evaluation
PO-RALG	President's Office-Regional Administration and Local Government
POPSM	President's Office Public Service Management
RBM	Result Based Management
RS	Regional Secretariat
TD	Town Director

URT	United Republic of Tanzania
UNDG	United Nation Development Group
USAID	United State Agency for International Development
WEO	Ward Executive Officer

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Monitoring and Evaluation discipline emerged in the 1950s initially with the emphasis on activity scheduling, budgeting and control, and remained grew more with the advancement of computers in public works management. In 1990s Monitoring and Evaluation was redefined by wide range of fields including operations management, systems thinking, new product development, risk management, quality management, organizational dynamics, industrial psychology and other commercial aspects (Kabeyi, 2019).

According to Kabeyi (2019), Project monitoring and evaluation has grown in significance and today it is part and parcel of the project cycle from conception to termination and beyond. The evolution of monitoring and evaluation has been influenced by development in transport and communication, advances and application of management science, the invention and increased use of the personal computer and related software and continuous influence and application of modern technologies in all functions of project management.

Kabeyi (2019) adds due to complexity, technology advancement and changing of legal environment and stakeholders' concerns and challenges in managing projects has given rise to new fields directly related to project management like safety and sustainability. Concerns over sustainability of projects and programs are the main drivers for monitoring and evaluation practices today and hence the need to inbuilt sustainability in all aspects of project management.

According to Toscano (2013) monitoring and Evaluation system is thought to have grown out of expansions in educational program evaluation stirring in public schools and universities. Toscano (2013), adds that there have been several stages in the development of program evaluation beginning in 1792 with the first documented formal use of evaluation utilized the quantitative mark to assess students' performance, master craft workers were judging their progress of handwork and learned scholars were arbitrating arguments long before, probably thousands of years before.

Toscano (2013) argues that the codification of evaluation took place step by step in response to rising demands for uniformity, replicability and accountability in the modernizing industrial world. Program monitoring and evaluation such as in connection with development projects or technical assistance activities were limited in concept and scope. They were concerned more with disbursement and delivery of physical inputs and outputs than the nature of impact on beneficiaries. In recent years, however, this has been changing where in the 1970's and 1980's, development evaluation became a full-fledged profession in many countries and many monitoring and evaluation approaches, methods and standards were created. It wasn't until the 1990's that development evaluation expanded and integrated into professional associations with standards for the evaluation of national and international programs.

Over the last 15 years, international actors have increasingly shifted to result based management (RBM), which supports better performance and greater accountability by applying a clear plan to manage and measure an intervention, with a focus on the



results to be achieved; by identifying, in advance, the intended results of an intervention and how its progress can be measured, managing an intervention and determining whether a difference has genuinely been made for the people concerned becomes better understood and easier to implement (IOM, 2018).

Monitoring and Evaluation systems put into consideration the aspect of meaningful participation and empowerment of citizens and improving the quality of governance at the local level for effective poverty reduction. Guijt (2006) provides guidance on how a Participatory Monitoring and Evaluation (PM&E) process can enhance participation, empowerment and governance in World Bank-supported projects and programs, which enhances the performance, efficiency and sustainability of interventions. M&E is about strengthening primary stakeholders' involvement as active participants in interventions by them taking the lead in tracking and analyzing progress towards jointly agreed results and deciding on corrective action. This approach contributes to demand-led planning and decision-making and improved accountability, when effective communication and feedback loops are in place.

Monitoring and Evaluation systems provide opportunities for learning and thus strengthen an organization's ability to provide quality and effective services. This means supporting an organization to be programmatically sustainable, providing needed and effective services, as well as organizationally sustainable with strong leadership and having necessary systems and procedures to manage by, while ensuring that it has sufficient resources, human, financial, and material that are utilized well. Finally, this support must help the organization to understand the external environment political, economic, and social it operates in, and to develop a

relationship with it that is sufficiently stable and predictable (USAID, 2000).

Kusek and Rist (2004) argue that there are needs and motives behind inclusion of Monitoring and Evaluation systems by the governments which include increasing calls for reform from internal stakeholders, for example, to demonstrate accountability and transparency, devise fair and equitable public policies, and deliver tangible goods and services in a timely and efficient manner. Pressures may come from government officials, parliament, opposition parties, program managers and staff, citizens, businesses, NGOs, civil society, and the media.

Kusek and Rist (2004) assert that M&E practices may be due to decentralization. The move toward various reforms, such as decentralization, deregulation, commercialization, or privatization, in many countries has increased the need for Monitoring and Evaluation at central and local government level. As such initiatives are undertaken, there will be a continuing need to monitor and evaluate performance at different governmental and nongovernmental levels, as well as among new groups of stakeholders.

Although some governments may be diminishing their roles in providing public goods and services, they will still have a need to monitor and evaluate the impact of their policies and programs regardless of who implements them. There are many internal pressures on governments to downsize and reform themselves. Governments are experiencing budgetary constraints that force them to make difficult choices and trade-offs in deciding on the best use of limited resources. The pressures to do more with less and still demonstrate results have grown. Governments are increasingly

recognizing the need to build and sustain results based M&E systems to demonstrate performance.

Monitoring entails the regular and systematic assessment of performance, allowing an understanding of where programmes are in relation to planned results, and enabling the identification of issues requiring decision making to accelerate progress. Monitoring allows real-time learning and feeds into evaluation. Monitoring should be undertaken as close to real time as Possible. Real-time monitoring approaches provide a constant flow of data and analysis to allow for timely decision-making (United Nations Development Group, 2017). According to United Nations Development Group (2017), Evaluation refers to a systematic and impartial assessment of a policy, programme, strategy or other intervention, to determine its relevance, efficiency, effectiveness, impact and sustainability to support decision-making. It seeks to strengthen programme accountability and learning.

The purpose of M&E is to manage projects in order to maximize impacts by looking at four aspects of guiding the overall project strategy, creating a learning environment, ensuring effective project operations, developing and using the M&E system. Setting up M&E to support managing for impact requires understanding key management functions and information needs. Impact-oriented M&E is most effective when stakeholders are involved in a creative process of learning how to improve the project on a continual basis. To make M&E participatory requires that different stakeholders analyze how they can best be involved and what they need in order to participate in a meaningful way (IFAD, 2011).

Monitoring and evaluation (M&E) is a management tool which is used to assess performance of the program, project or institution. It is extremely complex, multidisciplinary and skill-intensive endeavour which helps in managing different aspects within project cycle. M&E requires detailed knowledge of both across and within sectors, and as well as of interactions among planning, budgeting and implementation functions. In United Republic of Tanzania, M&E is used in public service both in Central and Local Government Authorities (LGA). Tanzania is governed by decentralization by devolution policy of 2007 which propagate primary services to be provided by Local Government Authorities.

Having appropriate M&E system in an organisation is vital because it helps in identifying what went well and what went wrong during the course of program implementation. It helps in pinpointing specific failures instead of guessing what caused problem. M&E is a key in building evidence and generate regular reports for decision makers since it ensure continuous flow of information from downward upward and vice versa.

Ngasongwa (1988) asserts that the increase of different social and economic development programs or projects in many of developing countries during the first two decades after the Second World War was the human being concern to fight and overcome problems of famine, hunger, and preventable diseases. Some of the problems were successfully solved through the implementation of projects, but some problems failed to be addressed through projects due to absence of sufficient knowledge of designing, implementing and evaluating these programmes or projects, among other continents.

Africa was seen to have most serious implementation problems in the developing world. Governments or organizations normally face the problem of limited resources, a wide variety of priorities to be taken into consideration. This gives rise to the basic economic problem which forces councils to make choices. Limited resources have to be allocated efficiently between competing uses and every alternative has an opportunity cost. Through monitoring and evaluation these organizations are able to make decisions based on the arrived evidence from both successes and failures.

According to Kusek (2009), the power of M&E on decision making within the government includes democratization as it encourage citizen participation, de bureaucratization promoting accountability and organizational learning enhancing transparency for better decision making. Monitoring and evaluation ought to improve performance through making findings and information publicly available, the utilization of resources must be opens to public scrutiny and communities especially those previously marginalized to actively participate in government affairs (National Treasury, 2007). M&E helps in generating reliable data to inform policy changes and mitigation.

The Tanzanian Government also realized the need for M&E system. The details of how M&E is structured and implemented are provided in the subsequent section. 1.2 Description of M&E in Tanzania. The Government of United Republic of Tanzania (URT) established Monitoring and Evaluation concepts and practices as part and parcel of the above global trends in the early 1990's. In recognition of the importance of Monitoring and Evaluation Systems in providing a continuous flow of

information on performance feedback to policy and decision makers, and stakeholders, the Government of Tanzania promulgated the Public Service Management and Employment Policy 1998 that set the need for public institutions to have in place healthy M&E systems, so as to be able anticipate and solve management problems and respond to stakeholders demands.

A Monitoring and Evaluation system is planned for various levels of managements within Government and its agencies. In line with the above policy, the Government of Tanzania has implemented policy, structural, institutional reforms and strategies, aimed at strengthening the monitoring and evaluation function. Additional measures were taken including conducting monitoring and evaluation training to Ministries, Independent Departments, Executive Agencies, Regional Secretariats and Local Government Authorities ; strengthening the monitoring and evaluation function under the divisions of policy and planning in Ministries by establishing Monitoring and evaluation sections within the divisions; and ongoing efforts to link planning, budgeting, monitoring, evaluation and reporting (GoT,2014).

## **1.2 Problem Statement**

Monitoring and evaluation (M&E) systems is a critical phenomenon globally. Such issues has been searched in United Nations (UN, 2010) revealed that active staff involvement in planning and monitoring will enhance ownership of the process and thus facilitate the achievement of results. Similar experience was observed in America (Tengan, *et al.*, 2021) observed that stakeholders on a project are able to work remotely and still ensure the right things are done and are also able to access any relevant information required for the purpose of evaluation and decision making.

Another case was experienced in Asia (Barrett *and* Sorensen, 2015 and Adams and Garbutt, 2008). For example in Cambodia it was observed that the continuing process of monitoring and evaluation makes the organisation possible to determine how opportunities and threats faced contributed to the overall results of an advocacy programme (Barrett *and* Sorensen, 2015). Another case in the same continent is in Central Asia the study found that when it comes to developing M&E systems many civil society organizations (CSOs) continue to employ experts to develop their objectives, indicators and data collection methodologies – with very little participation from the very people they are attempting to engage with (Adams and Garbutt, 2008).

Africa have not been behind on the issue of M&E (Kiracho *et al*, 2017; Onyango, 2017); Micah and Luketero, 2017) For example in Uganda it was observed that the involvement of the health district leaders, health facility managers and sub-county leadership team in planning and M&E also strengthened their capacity in the use of data for advocacy, planning and decision-making. Kiracho *et al*, 2017). Furthermore in Kenya it was observed that, the participation of stakeholders should be incorporated at the initial phase of the M&E process, bring on board the backing of eminent supporters and entice the preventative of political entities with intent of knowledge and usage of tools to show efficiency (Onyango, 2017), the scope of M&E plans differs depending on the size of a programme and the size of the organization. An M&E plan with a narrower scope, also known as an indicator matrix or an M&E framework, is a specific document that defines project indicators and how they will be measured (Micah and Luketero, 2017).

However, in Tanzania, various studies have been carried out that have focused on monitoring and evaluation systems (Shayo, 2020, Maijo, 2020; and Matyoko, 2019; Mgoba, 2019). These studies focused on; Determinants of effectiveness of monitoring and evaluation systems of agriculture related NGOs (Shayo, 2020), effectiveness of participatory monitoring and evaluation on achievement of community-based water projects (Mgoba, 2019), effectiveness of monitoring and evaluation systems on projects sustainability in Tanzania: a case of NGOs (Matyoko, 2019) and another study was conducted on, effectiveness of monitoring and evaluation systems on the sustainability of community based projects (Maijo, 2020).

The previous studies have focused on different aspects with regard to M&E. However, this study differs from previous studies since it is focusing. Implementations of monitoring and evaluation systems for local government authorities' performance: a case study of president's office regional administration and local government, in Dodoma Region, Tanzania.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The aim of this study was to assess performance impact of implementing Monitoring and Evaluation Systems in LGA in Dodoma region

#### **1.3.2 Specific Objectives**

- i. To identify the role of M&E systems in LGA;
- ii. To examine the involvement of stakeholders in designing and implementation of M&E Systems;



- iii. To determine the challenges facing M&E systems in LGA.

#### **1.4 Research Questions**

- i. What is the role of M&E systems in LGA?
- ii. To what extent is the involvement of stakeholders in designing and implementation of M&E Systems in LGA?
- iii. What are the challenges facing M&E system in LGA?

#### **1.5 Significance of the Study**

The study is important to LGA, donor agencies and project staff in better understanding M&E systems, for better M&E of projects, programmes and policies. In addition, findings may be used by LGA in learning and improving project planning, implementation and management. The government also could adopt the results in planning and formulating its projects that focus on improving overall performance. The study recommendations are also helpful in strengthening the effectiveness of M&E systems in projects and programmes by suggesting measures to avoid pitfalls that may lead to failure of M&E systems. Finally, this study helps to improve the quality of planning, management and improve the performance of the government projects and programme complying with government strategy to improve performance for economic transformation and industrialization for human development.

#### **1.6 Limitation of the Study**

This study presented the findings from LGA from Dodoma Region in Tanzania. Based on the cultural and socio-economic differences of the country, the findings from this study cannot be used to draw a generalized conclusion representing all

LGA in the country. Therefore, more case studies in terms of implementation of Monitoring and Evaluation Systems for LGA Performance should be required so as to acquire enough evidence to draw firmer conclusions.

### **1.7 Organization of the Dissertation**

This dissertation is organized into five chapters. Chapter one presents overview and background of the study, statement of the problem, objective of the study, research questions, significance and significance of the study, delimitation of the study and organization of the dissertation. The second chapter presents literature review. It specifically presents definition of concepts used in the study, theoretical literature review, empirical literature review and conceptual framework.

Chapter three presents the study area and research methodology it specifically presents the study area, research design, target population, sampling procedures and sample size. It further presents sources of data, data collection methods, data analysis, interpretation and presentation; validity and reliability of the research instruments and ethical consideration. Chapter four presents research findings and discussion of the findings with a focus on the Impacts of Implementing M&E Systems in Local Government Authorities in Tanzania. Chapter five presents the summary, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Definitions of Concepts**

This study mainly confined itself with implementation of monitoring and evaluation systems for local government authorities' performance of which specifically focused on the role of M&E system, involvement of stakeholders in designing and implementation of M&E Systems and challenges facing M&E systems. The role of M&E system in this study covers M&E plan, implementation of the plan, and involvement of the stakeholders, communication of the results and contribution of the monitoring system.

Likewise, the involvement of stakeholders in designing and implementation of M&E Systems in this study covers stakeholders' involvement in planning and budgeting, stakeholders' involvement in implementation and stakeholders' involvement in monitoring and evaluation. Finally, the challenges facing M&E systems in this study are little knowledge on M&E, availability of M&E cadre, lack of political commitment of M&E and low participation of stakeholders.

#### **2.1.2 Monitoring**

Monitoring is a systematic and routine collection of information from projects and programme for learning from experiences to improve practices and activities in the future; to have internal and external accountability of the resources used and the results obtained; to take informed decisions on the future of the initiative; and to promote empowerment of beneficiaries of the project. (UNDP, 2011) According to (Muller, 2010) the role and function of M&E may vary, their place as key elements

of the project cycle among development agencies is incontrovertible. The Project Cycle Management Guidelines, for example, emphasize the use of M&E results for programming and project identification, as part of a structured process of feedback and institutional learning.

IFAD places M&E at the heart of ‘managing for impact’, by which is meant the need to respond to changing circumstances and increased understanding, and managing adaptively so that the project is more likely to achieve its intended impacts. Monitoring involves collecting, analysis and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. It is a day to day function which provides stakeholders with early warning information that will be used to sharpen implementing strategies. The data acquired through monitoring is used for evaluation (POPSM, 2014).

### **2.1.3 Evaluation**

Kabeyi (2018) defines evaluation as a selective exercise whose objective is to systematically and objectively assess progress towards achievement of outcomes or results as planned. This involves assessment of scope and depth carried out at several points in time in response to changing needs for the purpose of knowledge and learning. IOM (2018) defines Evaluation as the systematic and objective assessment of an on-going or completed intervention, including a project, programme, strategy or policy, its design, implementation and results. According to IOM (2018), Evaluation can be considered as means to discuss causality. While monitoring may show whether indicators have progressed, it remains limited in explaining, in detail,

why a change occurred. Evaluation, on the other hand, looks at the question of what difference the implementation of an activity and/or intervention has made. It helps answer this question by assessing monitoring data that reflects what has happened and how, to identify why it happened.

#### **2.1.4 Monitoring and Evaluation System**

A monitoring and evaluation (M&E) system is a combination of indicators, tools, and measures that allow for continuous tracking of program progress and performance (monitoring). The system also provides a foundation for assessing the quality of implementation and/or the effectiveness of a program (process and outcome evaluation). A typical social betterment usually has an M &E to serve accountability and program improvement needs (Chen, 2019). When it is used carefully at all stages of a project cycle, monitoring and evaluation can help to strengthen project design and implementation and stimulate partnerships with project stakeholders, IFAD (2022).

#### **2.1.5 Local Government Authorities in Tanzania**

Local Government can be defined as a sub-national, semiautonomous level government discharging its functions in a specified area within a nation. By definition, Local Governments are the level of government that are closest to the people and therefore responsible for serving the political and material needs of people and communities at a specific local area. Such areas could be a rural setting or an urban setting, a village, a town, a suburb in a city or a city, depending on the size, PO-RALG, (2022).

## **2.2 Theoretical Literature Review**

### **2.2.1 Theory of Change**

According to O'flynn *et al.*, (2017) described the theory of change that emerged in 1990 with the aim of addressing a number of problems that researchers faced when trying to assess the impact of complex social development programs. On the other hand, these include misrepresented concepts, lack of clarity on how the process of change came about and inadequate attention given to the sequence of changes primarily for long-term goals. Transformation theory lays out as an expected path to change in relation to the target group or issue, which can be used as a basis for Monitoring and Evaluation.

Theory of change is defined as the relationship between activities and outcomes and the provision of an integral part of the change process. The ability to explain this link takes the idea that social planning is based on explicit or explicit theories about why and how the program will work. Explaining these theories usually involves examining a set of beliefs or assumptions about how change will occur (Stein, *et al.* 2012). Theory of change provides a link to show who has been served by the project and the activities being implemented. The theory of change in the Monitoring and Evaluation stage during project implementation provide feedback to assess whether the project is on the right track to bring about positive results for sustainable development.

### **2.2.2 Evaluation Theory**

Evaluation theory described as a way of producing a prior experience where by lack of knowledge on evaluation would lead to an evaluator repeating past mistakes and

failing to build on past success (Mark, 2005). Evaluation theory provides effective ways for dealing with problems of concern regarding the process of evaluation. Evaluation theory assesses the effectiveness of the project, the achievement of its objectives and the identification of the significance and sustainability of an ongoing project (Donaldson, 2001).

## **2.3 Empirical Literature Review**

### **2.3.1 The Role of Monitoring and Evaluation Systems**

According to Lai (2012), M&E practices were used in Nepal on Poverty Alleviation Fund (PAF) Project. The Management Information System (MIS) operated by the M&E Unit of the secretariat proved crucial to enable PAF and the Bank to track progress in meeting the core project development objective. At the Community Organization level, a monitoring sub-committee tracked each development activity implemented, with findings presented in regular meetings for discussion and corrective actions. Besides delivering timely information to the management team, the system generated automatic alerts in cases where rules were not observed. This helped reduce the risk of the project's benefits going to the non-targeted groups. Project outcomes in both projects were rated satisfactory or highly satisfactory, with risks to outcomes rated moderate or negligible.

In China M&E systems are used to monitor their development projects. Therefore, many countries have constructed a comprehensive dynamic monitoring system monitor their progress towards targets. Many provinces have completed dynamic monitoring technology plans and built a comprehensive dynamic monitoring system, including databases, management systems, decision support systems and service

platform integration (Shunsuke Managi, 2019).

According to Managi (*et al*, 2019) Dynamic monitoring techniques provide technical support for impact assessment and improvement management of development area changes. Impact assessment is an important means and applied in many fields, including climate change, social economy, environment, management and so on. Moreover, impact assessment plays an important role in sustainable forestland management.

In Chile M&E systems were used to enhance sustainability of ecosystems. The project established sound foundations that improve the monitoring of the conditions of forest ecosystems and, consequently, more robust information is generated and with greater frequency. Given this, the sustainability of the achievements made in the project can be maintained and strengthened. However, a low level of appropriation of the system at local level was identified, which could affect its sustainability (FAO, 2020).

In Kenya Luketero *et al*, (2017) conducted a study on Monitoring and Evaluation Systems and Performance of Non-Governmental Based Maternal Health Projects. The objective the study was to determine the influence of monitoring and evaluation systems on performance of non-governmental based maternal health projects. A descriptive survey design and correlation design was employed. With a target population of 101 respondents, a census was conducted on all respondents involved in implementation of maternal health projects from the three non-governmental organizations.



Data was collected through questionnaires and analysed using descriptive statistics. A fairly strong correlation of 0.607, 0.530, 0.533 and -0.489 for monitoring and evaluation plans, human resource capacity, nature of information system adopted, and stakeholder participation respectively and performance of maternal health projects. The regression analysis indicated that, taking all the independent variables at a constant zero, performance of maternal health projects was 4.087. The study recommends alignment of staff job descriptions with their M&E plans, increase the number of M&E training, conduct Routine Data Quality Assessment to detect areas of difficulties to staff, invest in Information and Communication Technology, and manage.

In Tanzania (Maijo, 2019) conducted a study on effectiveness of monitoring and evaluation systems on the sustainability of community-based projects. The objective of the study was to assess the effectiveness monitoring and evaluation systems on the sustainability of community based projects. Descriptive survey design was used in this study. The sample comprised of 80 employees selected through simple random and purposive sampling techniques. Morgan theory of sample determination was used to determine the sample size.

Data was collected through structured questionnaires and interview schedule. Nonparametric data was analysed descriptively by use of frequencies and percentages as the tools of data analysis. Statistical Package for Social Sciences (SPSS) was used to analyse the data. The findings of the study revealed that monitoring and evaluation systems were effective on the sustainability of community projects.

Matyoko, (2019) conducted a study on effectiveness of monitoring and evaluation systems on projects sustainability in Tanzania. The researcher used descriptive research design in the study. The researcher realized a positive correlation on having an information management systems and sustainability of NGOs projects. There was also a slight positive correlation on utilization of monitoring and evaluation findings on sustainability of NGO's projects. And lastly, it was noted that there is a positive correlation on effective stakeholder's engagement in monitoring and evaluating project activities on NGOs project sustainability.

Mgoba, (2019) conducted a study on effectiveness of participatory monitoring and evaluation on achievement of community-based water. Participatory Monitoring and Evaluation (PM&E) is increasingly becoming critical worldwide. The general objective of this study was to determine effectiveness of PM&E on achievement of community-based water projects. The study employed sequential exploratory cross-sectional research design with two phases. In this design, qualitative data, using key informant interviews and Focus Group Discussions (FGDs), were first collected and analysed and the results were used to refine questionnaire used in the second phase of data collection that adopted a household survey.

A random sample of 120 water users including 53.3% females was involved in the survey. Qualitative data were analysed using content analysis while quantitative data were analysed using statistical package for social sciences (SPSS). A Summated Index Scale was used to measure the extent of water users' participation in monitoring and evaluation, level of achievement of water project objectives and effectiveness of participatory monitoring and evaluation in influencing achievement

of community-based water projects. In addition, Chi-square test was used to measure association between level of participation and level of achievements of water project objectives. The results show that PM&E was effective in ensuring achievement of long community-based water projects by allowing more space for primary beneficiaries through decision-making power in the management of water projects.

Furthermore, the results showed that among of the strategies available in PM&E was establishment of responsible structures for project supervision such as Village Water Committees, Community Water Supply Organizations iii (COWSOs) and capacity building. The results demonstrated that 53.3% of the respondents showed high level of participation in monitoring and evaluation (M&E). In addition, the results showed that PM&E was constrained by various challenges such as lack of knowledge among community members in implementation of M&E and poor leadership in the village in facilitating community participation. Furthermore, the results revealed that there was statistically significant difference in association between extent of overall participation in monitoring and evaluation and extent of objectives achievement ( $P < 0.05$ ). The study concludes that PM&E is a tool for ensuring long term achievement of community-based water projects through promoting community empowerment hence creates sense of ownership of development projects among stakeholders.

Shayo, (2020) conducted a study on determinants of effectiveness of monitoring and evaluation systems of agriculture related NGOs. The overall objective of the study was to assess the determinants of the NGOs' M&E systems' effectiveness. The study adopted a cross-sectional and descriptive research design whereby a total of 60

respondents were interviewed. Primary data were collected using questionnaire and checklist of question. The IBM SPSS statistics software was used for data analysis where descriptive statistics including percentages and frequencies were computed.

Multiple response analysis was used to analyze factors influencing the effectiveness of NGOs' M&E systems. Results generally showed that, M&E systems in the NGO studied were highly effective. However, the process of stakeholder participation in developing and updating M&E plan seemed to have challenges that could pose problems in the effectiveness of the M&E systems. The study further revealed that experience of staff and training have an influence on human resources and have a contribution towards effectiveness of M&E systems. Further, the number of M&E personnel in organizations was an important aspect for effectiveness of the M&E systems. In addition, well performing staff, organization leadership, availability of funds and stakeholder participation were found to be influencing the effectiveness of M&E systems.

### **2.3.2 Stakeholders Involvement in M&E Systems**

Globally, there is a growing concern that monitoring and evaluation should be participatory to promote opportunities for development and accountability (Matsiliza, 2012 as cite by Mgoba, 2019). Adesse *et al.* 2013 as sited by Mgoba, 2019), in their studies conducted in Central Ethiopia, confirmed that community participation in planning and implementation was successful while it was not successful in monitoring and evaluation of water supply schemes. As such, Maijiro found that unclear monitoring and evaluation systems not only affect the project outcome but also the sustainability in the community (Maijo, 2020). Simister, 2009 as cited by

Micah and Luketero, 2017) argues that involving stakeholder in M&E generate better M&E data and analysis and also ensures service users have the right to be involved in all areas of work that have an influence over their lives.

Lai (2012) argues that for the projects to achieve its intended goals involvement of stakeholders is of paramount importance. The participatory, process monitoring, and formative evaluation elements noted can all potentially add value to interventions and help shape future project design Lai, (2012). Participation of all stakeholders is paramount in monitoring and evaluation where it creates the sense of ownership and commitment towards implementing of various program in organizations and it's very important to consider when preparing a document for monitoring and evaluation purpose.

In Uganda Kananura *et al*, (2017) conducted a study on Participatory monitoring and evaluation approaches that influence decision-making: lessons from a maternal and new-born. The objective was to explore how participatory M&E approaches helped to identify key design and implementation issues and how they influenced stakeholders' decision-making in eastern Uganda. The methods included qualitative and quantitative M&E techniques such as key informant interviews, formal surveys and supportive supervision, as well as participatory approaches, notably participatory impact pathway analysis.

Results: At the design stage, the M&E approaches were useful for identifying key local problems and feasible local solutions and informing the activities that were subsequently implemented. During the implementation phase, the M&E approaches

provided evidence that informed decision-making and helped identify emerging issues, such as weak implementation by some village health teams, health facility constraints such as poor use of standard guidelines, lack of placenta disposal pits, inadequate fuel for the ambulance at some facilities, and poor care for low birth weight infants. Sharing this information with key stakeholders prompted them to take appropriate actions.

### **2.3.3 Challenges facing M&E Systems**

A study conducted by Nyagah (2015) on the application of M&E system by local government and established that few researches conducted on M&E and their effects. In most African countries especially on sub-Saharan Africa little is known in the practice of M&E. Some scholars established management support, budgetary allocation, staff capacity and availability of M&E units are important factors which greatly facilitate application of monitoring and evaluation. Another study done by Tarabi, *et al*, (2011), on a novel performance monitoring and evaluation framework for health systems emphasizes that the primary challenge of local government in adopting M&E system is a lack of political commitment among the leadership of the organizations.

The lack of interest from managers is hindrance to effective application of monitoring and evaluation in district councils. Researchers on related literature present that the practices of M&E has shown low progress in developing countries including Tanzania where it has been applied around the world Spreakley (2009). However, the literature shows that its practice has been slow and in some cases absent in both private and public institutions including district council.

## **2.4 Research Gap**

Different studies have been done concerning monitoring and evaluation in different countries including Tanzania Nyagah, (2015); Kananura *et al*, (2017); Luketero *et al*, (2017); Maijo, (2019);, Matyoko, (2019); Mgoba, (2019); Shayo, (2020). Upon the reviewed literature, there is inadequate information about this study in Tanzanian context. Such studies did not consider exploring implementation of monitoring and evaluation systems for local government authorities' performance. That is why the researcher wants to fill the knowledge gap by exploring the implementation of monitoring and evaluation systems for local government authorities' performance: a case study of president's office regional administration and local government, Tanzania.

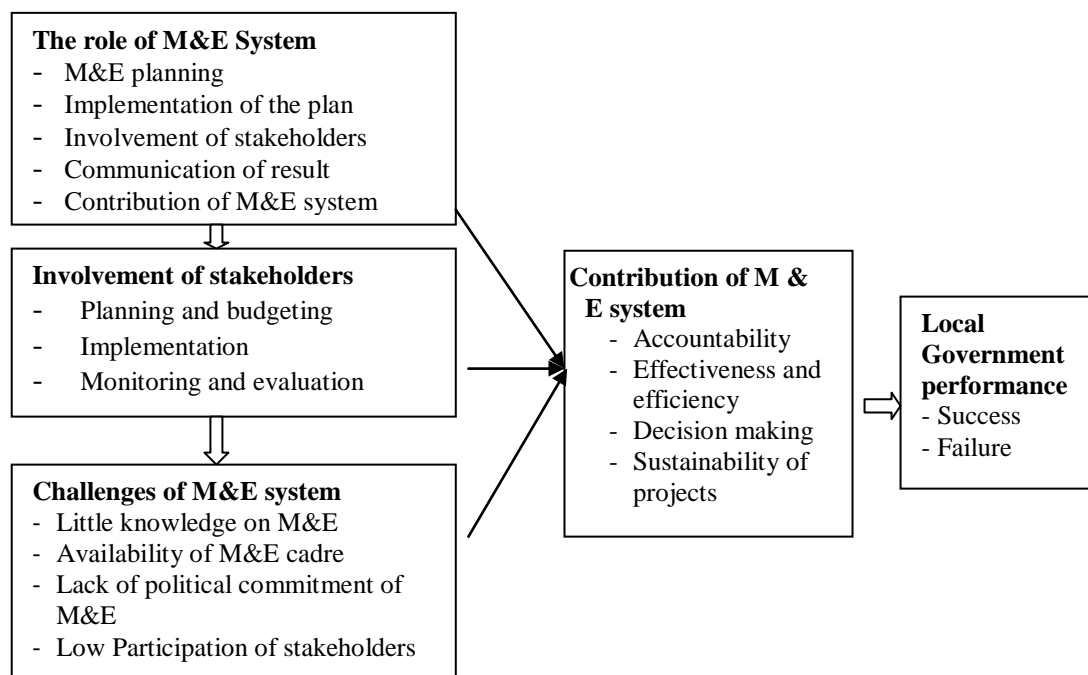
## **2.5 Conceptual Framework**

The conceptual framework defines the relationship between the main concepts of a study. It is organized in a logical structure to support and provide a picture, visual display of how ideas in a study relate to one another Grant & Osanloo (2014). M&E is an important aspect of project implementation including Projects implemented by NGOs. In This study M&E is conceptualized in terms of the role of M&E System, Involvement of stakeholders and challenges facing M&E systems.

The role of M&E system is determined by M&E planning, Implementation of the plan, Involvement of stakeholders and Communication of results, Involvement of stakeholders is identified by Planning and budgeting, Implementation, Monitoring and evaluation. Challenges facing M&E systems is determined by little knowledge on M&E, availability of M&E cadre, lack of political commitment of M&E and low

participation of stakeholders. On the other hand, this study focused on Contribution of M&E system which is determined by Accountability, Effectiveness and efficiency, Decision making, Sustainability of projects.

The Conceptual Framework is in line with the theory of change, programme theory and evaluation theory. The theory of change emphasizes on the relationship between activities and outcomes and the provision of an integral part of the change process, as such M&E system is the integration of different activities, it provides information needed to assess and guide the contribution of M&E system. It is also in line with evaluation theory that provides an effective way for dealing with problems of concern regarding the process of evaluation. Basing on these theories, therefore, tools and methods, financial resources, Human Capacity and stakeholders' influence are important in ensuring that collectively they enhance the performance of M&E system.



**Figure 2.1: Conceptual Framework**



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 The Study Area**

This study was carried out in Dodoma Region in Tanzania. The study was conducted in Dodoma due to the fact that most Ministry, Departments, Agencies (MDAs) and Public Authorities are located Dodoma. Dodoma is now considered as the administrative region whereby headquarters of MDAs and public authorities are located. It is also the head office of the President's Office Regional Administration and Local Government which is mandated to coordinate and supervise the implementation of Decentralization Policy which devolves authority of central government to LGAs. Initially, most MDAs and Public Authorities were located in Dar es Salaam before the government decision to shift its offices and main operations to Dodoma.

#### **3.2 Research Design**

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedure (Kothari, 2004). Moreover, research design is defined by Kothari (2004) as the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. This study adopted a descriptive research design whereby both quantitative and qualitative data were collected. Descriptive research design was used in this study because the descriptive research design employs data collection methods which were in line with this study. These data collection methods include questionnaires, interviews and examination of

records or documentary literature review.

### **3.3 Population**

Kothari (2004) defines target population as the field of analysis. According to Kothari (2004), when target population is undertaken in practical life, considerations of time and cost lead to a selection of respondents, therefore it is advised to select only a few items. Two types of target population are identified by Kothari (2004), which include the finite and infinite. Under finite categorization, the population is certain such as the number of populations of a city, number of workers in a factory, whereas the infinite population is uncertain such as the number of stars in the sky and the number of listeners of a specific radio programme.

The target population of this study are Dodoma Regional Secretariat and all LGA employees found in Dodoma region that is found in Chamwino DC, Kongwa DC, Mpwapwa DC, Chemba DC, Kondoa DC, Kondoa TC and Dodoma City Council. These include Planning Officers, M&E staff, Council Directors, Ward Executive Officers, Ward Executive Officers, Ward Executive Officers, Village Officers and Political Leaders.

### **3.4 Sampling Procedures**

According to Lance (2014), sampling means the selection of units of observation. The purpose of sampling process is to find representative units of the population. Researcher applied Simple Random Sampling to find out correctness of relevant data on required time. This Simple Random Sampling is the best way of selection of items to represent others which are not selected. This research employed sampling technique from the group of workers of LGA, excluded the supporting staff (drivers

and the sweepers). The probability sampling (Simple random sampling without replacement) was used to obtain the respondents.

Random probability sampling technique was opted because each individual was chosen randomly and entirely by chance, such that each individual had the same probability of being chosen at any state during sampling process. Simple random sampling without replacement was used to workers of LGA in which the population was similar and thus random sampling was most appropriate. Therefore, every next third worker from the enrolment list was selected. The study region has 8 councils whereby 10 respondents were selected from each council. By considering the role of the office of Regional Commissioner and PORALG, the researcher allocated 10 respondents from each of these. Selection of sample was purposively. The procedures led to the researcher to obtain a sample size of 100 respondents.

Another sampling technique that was employed by this study was purposive sampling on District Executive Directors, (DED) District Planning Officers (DPLO) and M&E staff who provided valid information relevant to this study. These were picked purposively from all saved district council of Dodoma region namely, Chamwino DC, Kongwa DC, Mpwapwa DC, Chemba DC, Kondoa DC, Kondoa TC and Dodoma City Council.

**Table 3.1: Shows the Sample Size for the Study**

NO.	Respondents	Number of Respondents
1.	Planning Officer	40
2.	M&E staff	08
3	Council Director	08
4	Ward Executive Officers	10
5	Village Officers	30
6	Political Leaders	04
<b>TOTAL</b>		<b>100</b>

**Source:** Field Data (2022).

### **3.5 Data Collection Method**

In this study, data were collected through questionnaires, interviews and documentary review.

#### **3.5.1 Questionnaire Survey**

According to Kothari (2006) when a researcher prepares questionnaires, they must consider the study researched for in order to avoid misuse of real information from respondents. In this study questionnaires were used to collect information from 100 LGA employees. The structure of the questionnaires constituted items with both closed and open-ended items. The questionnaires comprised of mixture items which were required to tick appropriately and the free response (open-ended) questions. In order to simplify understanding and filling, the questionnaires were translated and administered in Kiswahili. Questionnaires were used to collect data which were in line with all the three objectives of the study. Therefore, in this study all questionnaires which were distributed to women in households and pupils in primary schools were duly filled and obtained for analysis.

#### **3.5.2 Interviews**

Interviews were used preferably due to their flexibility and ability to generate in-depth information through the use of major general questions, enriched by the use of follow-up questions (Bryman, 2012). Interviews were used to tap information from key informants (DED, DPOs and M&E staff). By using interview guides the researcher was able to follow up incomplete or unclear responses by asking additional probing questions. During the face-to-face interview sessions with

participants responding orally to the researcher, the latter assumed the role of moderator, while avoiding putting words in their mouths. Instead, the participants were left free and given time to decide on what to talk about and to present their views. All interviews were conducted in Kiswahili language despite the free opportunity to use either Kiswahili or English. The interviews lasted for about 15 to 45 minutes and were audio recorded. The interview sessions started after a brief introduction of the study, which was followed up by signing the consent forms after the participants had read and willingly agreed to participate in the study.

#### **3.5.4 Documentary Review**

In this study, the researcher sought for documents from the registry offices of DED office of all District Councils of Dodoma region and DPO of all the district councils of Dodoma Region. The documents sought were those which were about planning and M&E of LGA projects that were available in the mentioned offices (DED and DPO) are responsible for dealing with district projects planning, monitoring and evaluation (M&E). The data collected through the review of documents enabled the researcher to cross-check the consistency of data collected through questionnaires.

#### **3.6 Data Analysis, Interpretation and Presentation**

Qualitative data was analysed using content analysis by determining sense of certain themes, words, phrases, concepts and character by quantifying this into an objective manner. The components of interviews were broken down into small meaningful information. This enabled the researcher to ascertain values and attitudes of respondents. After analysing data, the researcher used tables and direct quotation to present findings. Quantitative data from the structured questionnaires were analysed

using statistical package for social sciences (SPSS) which facilitated descriptive statistics in terms of frequencies and percentage. Presentation of the quantitative data was done through statistical descriptions and tables by interpreting them in relation to the Impacts of M&E systems on performance of Local Government Authorities in Tanzania.

### **3.7 Validity and Reliability of the Research Instruments**

In order to ensure validity and reliability of the study, the interview questions were first written in English language and later on they were translated into Swahili language to enable clear understanding and active participation in the study. The findings obtained were transcribed into English language for presenting the report. To ensure validity, data collection tools were developed in cooperation with stakeholders and LGA staff. This helped to identify unclear questions and be able to re-align the questions to the objectives of the study. Reliability was guaranteed by carrying out a pre-test of the questionnaires in pilot study participants from targeted population whereby their comments were incorporated in the final version.

### **3.8 Ethical Consideration**

The researcher exercised utmost caution while administering the data collection instruments to the respondents to ensure their rights and privacy. Prior to actual administration of the instruments, an introduction on the aim and purpose of the study was made to the respondents in the language they best understand, which is Kiswahili. The study sought consent of the respondents before they were provided with all the requirements of the study. To ensure confidentiality, giving names on the questionnaires was optional. Furthermore, no respondent was coerced into the study

exercise at any level. The study findings were presented without any manipulation or influence by the researcher in any way.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND DISCUSSION OF THE FINDINGS**

#### **4.1 Socio-Demographic Characteristics of the Respondents**

##### **4.1.1 Age of the Respondents**

Table 4.1 presents age groups of respondents at the local government authorities in the surveyed areas in Tanzania. It shows that 19% of the respondents at local government authorities were at the age between 18-24 years, 21% were between the age of 25-34 and 29% were between 35-44 years. Other (21%) respondents were of the age between 45-54 while 10% of the respondents were between 55 years and above. This implies that the majority of the respondents are in the middle age group (25-34, 35-44 and 45-54 years), the findings on the age of respondents therefore imply that local government authorities in Tanzania target the economically active and productive group.

As reported by ILO (2020b) the construction sector has been growing and increased the employment share of young people by 2%, outside the sector there was little evidence of youth employment value added. In addition to that, ILO (2017) indicates that approximately 86% of the young labour (15–29) force will be in emerging and developing countries by 2030. The other target group of local government authorities comprises youth and elders above 55.

##### **4.1.2 Sex of Respondents**

In order to have good representation, sex of the respondents was taken into consideration. In this study both male and female respondents were interviewed (Table 4.1). Findings reveal that, 50% of the respondents were female and 50% were



males. These findings show equal representation of gender in the local government authorities among the female and male. Equal participation of both females and males can be attributed to capacity building on gender issues being offered by the government of Tanzania through the Ministry of Community Development, Gender, Women and Special groups which has always advocated for equality in government employment opportunities.

#### **4.1.4 Marital status of Respondents**

Table 4.1 shows that the majority (65%) of the respondents were married, 20% were single, 11% were widow, 2% widower and separated were 2%., This implies that most of the LGA staff members are experienced individuals and this is due to the fact that most of them were married. It's obvious that, marriage does not come for granted, as many employees get marriage when they are stable economically, in that sense they must have some years of working to stabilize their economy.

#### **4.1.3 Education Level of Respondents**

In the context of this study, education level of the respondents helps to provide accurate and relevant information on the local government authorities' structure. Findings of the study indicate that most (31%) of the local government authorities' staff attained diploma level education, 29% had attained certificate education, and 21% had university degree level of education (Table 4.1). In addition, there were also respondents (7%) with primary education and secondary (12%) education, most of whom are political leaders. From these findings, majority (31%) of the local government authorities have diploma level of education, followed by those with certificate level of education (29%) and university degree level at 21%. These

findings imply that the government of Tanzania is committed into ensuring that the local government authorities are run by highly educated and competent individuals with adequate knowledge and skills to best execute its plans and priorities.

#### 4.1.5 Occupation of the Respondents

Table 4.5 shows that, 40% of the respondents were employed under the department of Administration, 20% at the department of planning and economics, 25 % employed under health department and the rest (15%) of respondents were employed in other departments. This means the LGA employ more administrators than other personnel in other sectors and departments.

**Table 4.1: Socio-Demographic Characteristics of the Respondents**

<b>Age category</b>	<b>Frequency</b>	<b>Percentage</b>
18-24	19	19
25-34	21	21
35-44	29	29
45-54	21	21
55+	10	10
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Sex of respondents</b>		
Female	50	50
Male	50	50
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Marital status of respondents</b>		
Married	65	65
Single	20	20
Widow	11	11
Widower	2	2
Separated	2	2
<b>Total</b>	<b>100</b>	<b>100</b>
<b>Education level of respondents</b>		
Primary	7	7
Secondary	12	12
Certificate	29	29
Diploma	31	31
University degree	21	21
<b>Occupation/Department</b>		
Administration	44	44
Planning	19	19
Health	20	20
Other LGA departments	17	17
<b>Total</b>	<b>100</b>	<b>100</b>

## 4.2 The role of M&E System in Local Government Authorities

### 4.2.1 Awareness of the M&E systems in LGA among the staff

Respondents were asked on whether they were aware of the Monitoring and Evaluation Systems to support implementation of projects and programs in LGAs. Majority (65%) of the respondents acknowledged being aware of the systems while other (35%) said they were not aware of the existence of M&E systems in LGAs (Table 4.2). Through interview with key informant it was revealed that, LGA are aware about M&E due to the fact that it is well described in the departments and units. Key informant one (1) from one of the district councils emphasized by asserting:

*“In our organization we have M&E unit; we normally prepare plans which adequately describe all components of M&E systems and which guide implementation of our activities; I therefore consider the LGA’s M&E systems to be highly effective”* (Key informant 1, April, 2023).

This clearly implies that M&E is not a new phenomenon among the LGA staff members. To this end, the majority of the LGA staff members are aware of the M&E, and it therefore implies that it is easy to let the staff member participate in M&E.

**Table 4.2: Awareness of the M&E Systems in LGA among the Employees**

Awareness	Frequency	Percentage
Aware	65	65
Not aware	35	35
<b>Total</b>	<b>100</b>	<b>100</b>

**Source:** Research Data, (2023).

### 4.2.2 Monitoring and Evaluation Systems in the LGA

Respondents were further probed on their knowledge about the existence of M&E systems in LGAs. The majority of respondents (40%) noted that there was

involvement of stakeholders, while 23% mentioned that there were M&E plans, 22% said there was implementation of the plans and 15% said there was communication of the results attained (Table 4.2). The LGA was clearly defined the roles and responsibilities of the staff members. The same was further made clear by a key informant 3 who narrated:

*“M&E plan indicates what should be done and also clearly defines roles and responsibilities of every staff. Furthermore, all of our plans and responsibilities are well allocated to project staffs. This helps easy tracking of activities and indicates who should report on the activities”* (Key informant 3, April, 2023).

These findings signify that M&E system was more successful in the aspect of involvement of stakeholders in the M&E. This is in line with some literature. For instance, Kananura (2017) found that some district health offices have learnt the importance of participatory planning, M&E as a tool for information sharing, advocacy and resource allocation. However, this is contrary to what Mgoba (2019) found, whereby participatory M&E was affected by various challenges that hinder effective participation of project beneficiaries for governmental and non-governmental water projects.

Participation in such aspects leads to transparency to the whole process of implementation of the projects. Participation also encourages stakeholder to involve even in other activities which are within the project schedule, lack of stakeholders' involvement in project activities leads to poor outcomes at the end of the project. On the other hand, the results are in line with (Chen,2019, IOM,2018 and Guitj *et al*, 2022) who all indicated components of the M&E systems as having M&E plan, implementation of the plan, involvement of key stakeholders and communication

strategies.

**Table 4.3: M&E Systems in Local Government Authorities**

<b>Indicator</b>	<b>Frequency</b>	<b>Percentage</b>
M&E plans	23	23
Implementation of the plans	22	22
Involvement of stakeholders	40	40
Communication of results	15	15
Total	100	100

**Source: Field survey, 2023**

#### **4.2.3 Contribution of M&E Systems on Performance of LGA**

In order to establish the impact of the M&E systems in the local government authorities, the researcher asked respondent of what would be the contribution of practicing M&E systems at their workplace. The majority of respondents (40%) said there was accountability due to implementing M&E in the local government authorities, 20% of respondents recognized effectiveness and efficiency attributed by M&E systems, 15% of respondents said there was decision making as a result of M&E systems and 25% said there was sustainability of the results attained.

Sustainability of the projects was revealed in access to social services such as health, education, water and hygiene services; and related basic social services that are being provided by the local government to its people on routine basis. This to say, accountability was observed among the LGA staff members, LGA officers were answerable to any project implemented by them. The findings of this study are comparable to those of Managi (2019), FAO (2020) and World Bank (2012) which altogether report an increased accountability among the decision makers, effectiveness and efficiency; and sustainability of attained results as a result of having a sound M&E system in the government.

**Table 4.4: Contribution (Impacts) of M&E Systems in LGAs**

<b>Role played</b>	<b>Frequency</b>	<b>Percentage</b>
Accountability	34	34
Effectiveness and efficiency	20	20
Decision making	21	21
Sustainability of projects	25	25
Total	100	100

**Source:** Research Data, (2023).

### **4.3 Involvement of stakeholders in M&E Systems in the LGA**

In order to establish how participatory the M&E system was in the LGAs in Tanzania, the researcher obtained responses from different government and non-governmental stakeholders. The findings in table 4.4 reveal that the majority of the respondents (46%) acknowledged participation in the planning and budgeting processes, 20% of the respondents said they were involved in implementation stage of various projects and programs such as construction of schools, health facilities and centres; water points, agricultural schemes and related projects especially in education, health and agricultural sector whereby the instruction of involving multiple stakeholders is the requirement for funding, while 34% said they were involved in monitoring and evaluation of the projects being implemented aiming at tracking progress, review targets and re-planning for effectiveness and efficiency of the projects.

Stakeholder participation was also mentioned to be a key factor and an important determinant in the achievement of an M&E systems. Accounting for reasons for identifying stakeholder participation is an important determinant of M&E systems effectiveness, a key informant two (2) from LGA staff clearly articulated:

*“Involvement of stakeholders from the very beginning of the project with them understanding the main issues regarding the project creates a*

*sense of ownership and embodies a buy-in effect and therefore encourages them to willingly participate in the implementation of the project activities” (Key informant 2, April 30, 2023).*

This indicates that LGA staffs participate in all aspects of M&E system that is from planning and budgeting, implementation and monitoring and evaluation. As such, participatory monitoring and evaluation (PM&E) allows stakeholders at various levels to engage in monitoring or evaluating a particular project, program or policy; share control over the content, the process and the results of the M&E activity; engage in taking or identifying corrective actions Sirker, WorldBank, and Ezemenari, (2010). Likewise, division and section chiefs as well as heads of offices should ensure active staff involvement at all stages of the programme cycle UN (2010).

**Table 4.5: Level of Stakeholders’ Involvement in Implementing M&E Systems**

<b>Indicator</b>	<b>Frequency</b>	<b>Percentage</b>
Planning and budgeting	46	45
Implementation	20	20
Monitoring and Evaluation	34	35
Total	100	100

**Source:** Research data, (2023).

#### **4.4 Challenges facing Implementation of M&E Systems in the Local**

##### **Government Authorities**

In order to establish the challenges facing local government authorities in Tanzania, the researcher asked respondents to share what they regard as challenges facing implementation of M&E systems for LGAs. Majority of respondents (40%) said there was little knowledge or understanding of the importance of M&E in the local government structure, 20% said there was no M&E cadre of personnel at the local government authorities which would lead implementation of M&E systems, 25% said that there was no political will and commitment towards implementation of

M&E at the local level and 15% said there was inadequate involvement of stakeholders in local government plans, implementation, monitoring and evaluation of their programs. In this the Key one of the key informants had this to say:

*“In order to overcome the challenges, the LGAs M&E system, staff need to have adequate experience, appropriate training and positive attitude towards the implementation of activities. These are some of the key qualities that M&E staff need to possess and the same can influence the effectiveness in the implementation of activities hence the effectiveness of M&E systems” (Key informant 5, April, 2023).*

This signifies that challenges are inevitable in all sectors and aspects, any success are must face challenges. Likewise, in all processes of M&E challenges were unavoidable. The findings of this study related to the studies conducted by (Nyagah ,2015) and (Spreaklyey, 2009) who both highlighted issues of M&E knowledge, availability of M&E cadre, lack of political commitment and inadequate participation of key stakeholders and the hindrance factor to implementation of M&E systems in the local government authorities.

**Table 4.6: Challenges facing Implementation of M&E Systems in LGA**

<b>Indicator</b>	<b>Frequency</b>	<b>Percentage</b>
Little knowledge on M&E	37	37
Availability of M&E cadre	23	23
Lack of political commitment of M&E	21	21
Low participation of stakeholders	19	19
<b>Total</b>	<b>100</b>	<b>100</b>

**Source:** Research Data, (2023).



## **CHAPTER FIVE**

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

This chapter presents the summary, conclusion and recommendations.

#### **5.1. The role of M&E Systems in Local Government Authorities**

The study established that M&E systems play an important role on ensuring accountability among decision makers and implementers; contribute to effectiveness and efficiency; as well as sustainability of attained project results thereby ensuring consistent access to social services such as health, education, water and hygiene to the target population.

##### **5.1.1 Involvement of Stakeholders in M&E Systems in LGA**

As a result the study established that there was participation of key stakeholders in local government authorities' projects revealed during planning and budgeting; implementation, m & e of their projects at local government level.

##### **5.1.2 The Challenges facing M&E Systems in LGA**

The study established that there were challenges such as inadequate or little knowledge on M&E among the decision makers and implementers, lack of M&E cadres at the local government levels, lack of political commitment on M&E and inadequate participation of stakeholders in the interventions of LGAs.

#### **5.2 Conclusion and Recommendations**

##### **5.2.1 Conclusion**

###### **5.2.1.1 The Role of M&E Systems in Local Government Authorities**

Monitoring and Evaluation (M&E) Systems play a big role in the performance of

local government authorities in Tanzania. M&E systems have increased level of accountability, effectiveness and efficiency; and sustainability of the services in the local government systems such as access to health services, access to education services, access to food and nutrition services, water and hygiene services and related social services to the target group. Awareness and knowledge on M&E is vital, this can facilitate good participation of stakeholders in the whole process of M&E. And hence stakeholders become able to hold implementers accountable thereby contributing to efficiency in terms of time, cost and assuring project sustainability.

#### **5.2.1.2 Involvement of Stakeholders in M&E Systems in LGA**

The study has revealed the importance of stakeholders to involve in the whole process of decision making in the projects implemented by the LGA. The study concludes that, when stakeholders are involved in projects monitoring and evaluation process it results to a positive influence on project sustainability. Participation in needs analysis, proposing solutions and project identification leads to projects being completed within time, within budget and having projects that are sustainable. It does this by creating a sense of ownership and increasing project acceptability which have an impact on the long-term projects interventions stay in the impacted areas.

#### **5.2.1.3 The Challenges facing M&E Systems in LGA**

Implementation of M&E systems in the local government authorities face substantive challenges which include; insufficient financial resources allocation, inadequate knowledge on M&E to officers assigned M&E responsibilities, lack of

M&E cadre in the local government structure, lack of political commitment on the use of M&E for decision making, and minimal involvement of the key stakeholders in planning, implementation and evaluation of development agenda in LGAs. Most of the national wide project does not set aside funds for conducting M&E. On the other hand, M&E reports are not used as mandatory for decision making. Most of the M&E systems found in LGAs are not government oriented, they are mostly donor supported, hence no sustainability.

### **5.3 Recommendations**

#### **5.3.1.1 The Role of M&E systems in Local Government Authorities**

M&E systems play an important role in performance of local government authorities in Tanzania. This study recommends that the government should plan and implement M&E for all of its departments and projects.

#### **5.2.1.2 Involvement of Stakeholders in M&E Systems in LGA**

Non-Governmental Organizations should ensure that there is adequate involvement of stakeholders in cycles of project management especially during planning for monitoring and evaluation phases since their participation influences sustainability of most of the developmental interventions. Participation should not just be in isolated episodes but throughout the project cycle. This is because each stakeholder has a role they play in the different phases. Donors and other implementing agencies ought to make their procedures flexible in order to accommodate input from other project stakeholders. Stakeholders are encouraged to participate in Monitoring and Evaluation activities.

### **5.2.1.3 The Challenges facing M&E Systems in LGA**

In order to overcome the challenges, the government should make sure all the stakeholders are aware about M&E and hence encourage them to have M&E cadre, to have political commitment on M&E and finally can make stakeholders participate fully in all process of M&E.

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## APPENDICES

### ANNEX I: QUESTIONNAIRES TO LOCAL GOVERNMENT OFFICERS

#### Introduction

My name is Khalifa Kondo; a student of the Open University of Tanzania (OUT) carrying out a study on “The Impact of Implementing Monitoring and Evaluation Systems in Local Government Authorities in Tanzania: A Case Study of President’s Office Regional Administration and Local Government in Dodoma”. This study is the requirement for the Master degree in Monitoring and Evaluation. You have been selected as one of the important people to respond to my questions. All information provided is meant for research only and will be treated confidentially. I will appreciate for your time to answer this questionnaire. Thank in advance.

#### Section 1: Demographic information

1. Age of respondent. (Please indicate your age by a tick (√) in the box given below)
 

18-24	.....	25-34	.....	35-44	.....	45-54	.....	55+	.....
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2. Gender of respondent (a) male ..... (b) female .....
3. Education level of respondent
 

(a) primary education	.....	(b) secondary education	.....
(c) College certificate	.....	(d) diploma	.....
(e) university degree	.....		
(f) no formal education .....			
4. Marital status (a) married ..... (b) single ..... (c) widow ..... (d) widower ..... (e) Separated .....
5. Position held .....

**Section II: Questions with regards to Impact of Implementing Monitoring and Evaluation Systems in Local Government Authorities in Tanzania**

6. Are you aware of the M&E systems in local government authorities?  
 (a) Yes ..... (b) No .....
7. To your understanding what indicates that there are M&E systems in local government authorities:  
 a) .....  
 b) .....  
 c) .....
8. What are the impacts (contribution) of M&E systems in performance of Local government authorities?  
 a) .....  
 b) .....  
 c) .....  
 d) .....
9. Have you ever participated in the development of M&E plans and systems?  
 a) Yes ..... b) .....
10. Do you always participate in planning, implementation and evaluation of local government projects? a) Yes ..... b) No .....
11. What are the challenges that you know affect the implementation of M&E systems in local government authorities:  
 b) .....  
 c) .....  
 d) .....

12. What would you recommend in order to improve the performance of local government authorities in Tanzania?

a) .....

b) .....

c) .....

## **ANNEX II: INTERVIEW GUIDE TO HEADS OF DEPARTMENT OF LOCAL GOVERNMENT AUTHORITIES**

### **Introduction**

My name is ....; a student of the Open University of Tanzania (OUT) carrying out a study on “The Impact of Implementing Monitoring and Evaluation Systems in Local Government Authorities in Tanzania: A Case Study of President’s Office Regional Administration and Local Government in Dodoma”. This study is the requirement for the Master degree in Monitoring and Evaluation. You have been selected as a result of purposive sampling to respond to my questions. All information provided is meant for research only and will be treated confidentially. I will appreciate for your time to answer this questionnaire. Thank in advance.

1. Name of the department
2. Position held
3. Are you aware of the M&E systems in local government authorities?
4. What are the impacts (Contribution) of M&E systems in the performance of Local government authorities?
5. Do you always involve stakeholders in planning, implementation and evaluation of local government projects? How is their involvement and how helpful has their involvement been?
6. Are there any challenges that affect the implementation of M&E systems in local government authorities?
7. What would you recommend in order to improve the performance of local government authorities in Tanzania?

**ANNEX III: INTERVIEW GUIDE TO STAKEHOLDERS**

My name is .....; a student of the Open University of Tanzania (OUT) carrying out a study on “The Impact of Implementing Monitoring and Evaluation Systems in Local Government Authorities in Tanzania: A Case Study of President’s Office Regional Administration and Local Government in Dodoma”. This study is the requirement for the Master degree in Monitoring and Evaluation. You have been selected as a result of purposive sampling to respond to my questions. All information provided is meant for research only and will be treated confidentially. I will appreciate for your time to answer this questionnaire. Thank in advance.

1. Name of the organization/Institution
2. Position held
3. Are you aware of the M&E systems in local government authorities?
4. What are the impacts (Contribution) of M&E systems in the performance of Local government authorities?
5. Have you participated in planning, implementation and evaluation of local government projects?
6. In your opinion what are challenges affecting the implementation of M&E systems in local government authorities
7. What would you recommend in order to improve the performance of local government authorities in Tanzania?

**ANNEX IV: INTERVIEW GUIDE TO POLITICAL LEADERS/  
CONCILORS/MEMBERS OF PARLIAMENT**

My name is .....; a student of the Open University of Tanzania (OUT) carrying out a study on “The Impact of Implementing Monitoring and Evaluation Systems in Local Government Authorities in Tanzania: A Case Study of President’s Office Regional Administration and Local Government in Dodoma”. This study is the requirement for the Master degree in Monitoring and Evaluation. You have been selected as a result of purposive sampling to respond to my questions. All information provided is meant for research only and will be treated confidentially. I will appreciate for your time to answer this questionnaire. Thank in advance.

1. Name of the institution
2. Position held
3. Are you aware of the M&E systems in local government authorities?
4. Are you always involved in in planning, implementation and evaluation of local government projects?
5. Are there any challenges that affect the implementation of M&E systems in local government authorities?
6. What would you recommend in order to improve the performance of local government authorities in Tanzania?