**THE EFFECT OF MONITORING AND EVALUATION ON THE PERFORMANCE OF DONOR FUNDED CONSERVATION PROJECTS:**

**A CASE OF WORLD-WIDE FUND FOR NATURE TANZANIA**

**HAPPINESS GENES**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR A MASTER’S DEGREE IN PROJECT**

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# **CERTIFICATION**

The undersigned certifies that she has read and recommends for acceptance by the Open University of Tanzania a dissertation entitled; **“The Effect of Monitoring and Evaluation on the Performance of Donor Funded Conservation Projects: A Case of World-Wide Fund for Nature Tanzania”** in partial fulfilment of the requirements of the Award of Degree of Masters in Project Managementof the Open University of Tanzania.

**……………………………….**

**Dr. Salivio Macha**

**(Supervisor)**

**………………………**

**Date**

# 

# **DECLARATION**

I, **Happiness Genes**, do hereby declare that this dissertation is my original work and that it has not been presented to any other college institution or University other than The Open University of Tanzania.

**…………………………………………**

**Happiness Genes**

**(Student)**

**………………………**

**Date**

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# **DEDICATION**

I dedicate this research project to my lovely husband Mr. Edes Ernest and my adorable son Edrick Edes for their constant love, unwavering support and inspiration during my academic journey. I also extend this dedication to my sweet mother for her encouragement and motivating influence.

**ABSTRACT**

The study aimed to assess the impact of Monitoring and Evaluation (M&E) on the performance of donor-funded conservation projects in Tanzania, focusing on three specific objectives: the effect of M&E planning, stakeholder involvement in M&E, and M&E technical expertise on project performance. A descriptive research design and mixed-method approach were employed, targeting 60 employees at the World Wide Fund (WWF) and project stakeholders as key informants. Data were collected via questionnaires for employees and interviews for stakeholders. Quantitative data were analyzed using descriptive and regression analysis, while qualitative data were analyzed thematically. The findings revealed that M&E Planning (B = 0.525, p-value = 0.000) and M&E technical expertise (B = 0.432, p-value = 0.000) significantly and positively influence project performance. In contrast, stakeholder involvement in M&E (B = 0.044, p-value = 0.638) was found to have a positive but insignificant impact. The study therefore concludes that M&E planning and M&E technical expertise have a positive and significant impact on the performance of donor-funded conservation projects, while stakeholders’ involvement in M&E has a positive but insignificant impact on the performance of donor-funded conservation projects. It recommends implementing comprehensive M&E plans, including defining their scope, executing them, and establishing communication plans. Furthermore, involving stakeholders such as beneficiaries, local NGOs, government entities, and other partners in M&E activities is crucial. Lastly, employing technical experts is vital for successful M&E implementation in conservation projects.

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# **ABBREVIATIONS AND ACRONYMS**

DFCPs Donor Funded Conservation Projects

IEG Independent Evaluation Group

M&E Monitoring and Evaluation

OECD Organization for Economic Cooperation and Development

RBV Resource Based View

SPSS Statistical Package for Social Sciences

WWF World Wide Fund

# **CHAPTER ONE**

# **INTRODUCTION**

## **1.1 Chapter Overview**

This chapter introduces the study by explaining the background of the study, the statement of the problem, the objectives of the study, research questions, significance of the study, scope of the study and organization of the study.

## **1.2 Background of the Study**

Organizations face pressures (both internal and external) as well as demands for continuous quality improvement in project management in order to improve project performance (Kusek & Rist, 2004). Some of these demands come from donor agencies, the government, the private sector, the media, civil society, and so on. In the face of all of this, organizations must increasingly be accountable to stakeholders, particularly in the demonstration of tangible results, regardless of whether the call is for increased transparency and accountability in exchange for aid or for real results (Khan, 2001). Most organizations use Monitoring and Evaluation strategies to ensure that their projects are successful (Kusek & Rist, 2004).

According to Mackay (2007), monitoring and Evaluation (M&E) practices were first advocated for by the World Bank's Independent Evaluation Group (IEG) in 1973. Since then, the World Bank has continued to assist developing countries' governments in strengthening their M&E systems and practices (Mackay, 2007). According to Nyakundi (2014), the use of M&E practices in economic, social, political, and environmental projects has grown to be very important globally. Monitoring and evaluation have grown in importance in global efforts to achieve environmental, financial, and social sustainability (Kusek & Rist, 2020).

The conceptualization of project Monitoring and Evaluation (M&E) has evolved over time, mirroring paradigm shifts in project management (Nyonje, Ndunge, & Mulwa, 2012). In the 1950s, M&E practice was dominated by a strong emphasis on resource conservation, reflecting the era's social scientific trend (Rodgers & Williams, 2006). The focus of M&E at the time was to concentrate on lived experiences and give as many stakeholders as possible a voice in a consensus-shaping evaluation process (Schwandt & Burgon, 2006).

Project M&E is important to different people for different reasons, according to Nyonje, Ndunge, and Mulwa (2012). M&E is important for project managers and their stakeholders (including donors and the government) because they need to know how well their projects are meeting their objectives and producing the desired results. M&E ensures greater transparency and accountability in the use of project resources, which is especially important for funders and development partners (Nyonje, Ndunge, & Mulwa, 2012). Third, the information gleaned from the M&E process is critical for improving decision-making. M&E improves project implementation, the quality of project interventions, and learning (Sanchirico et al., 2014).

The concept of M&E in conservation projects, on the other hand, has always been difficult. Monitoring programs can be ineffective or fail for a variety of reasons, including a lack of driving questions, poor design, a failure to properly articulate what indicators to monitor and why they are important, an incorrect assumption that there is a single approach to monitoring that is uniformly applicable to all projects, and a lack of funding to support long-term efforts (Lindenmayer et al., 2013). Conservation practitioners have also struggled to capture information learned from actions and feed that information back into adaptive project management (Sanchirico et al., 2014).

To address the difficulty of monitoring and evaluating conservation projects and ensuring their effectiveness, governments all over the world collaborate with various stakeholders, such as non-governmental organizations, in an effort to conserve the environment. As a result, the Tanzanian government collaborates with various stakeholders, such as the World-Wide Fund for Nature, in an effort to conserve nature.

The World-Wide Fund for Nature (WWF) is a global conservation organization founded in 1961 that has grown to become one of the world's largest, most experienced, and independent conservation organizations, with approximately 5 million supporters and a global network active in nearly 100 countries. The mission of the WWF is to stop the degradation of the planet's natural environment and to create a future in which humans live in harmony with nature. Country Office in Tanzania: WWF Tanzania has a long history of conserving and protecting Tanzania's natural resources. From wildlife, marine, forests, and freshwater to some of the world's most endangered species. Working collaboratively with various stakeholders and partners both within and outside the country, WWF has made a significant contribution to improving natural resource management and biodiversity status in various areas of Tanzania (WWF, 2022).

## **1.3 Statement of the Problem**

While monitoring and evaluation are important, many organizations face numerous challenges in carrying out this critical function. According to Karuiki (2014), the first constraint is obtaining the necessary knowledge, skills, and competence for those aspiring to perform this function. Due to the ineffective development of an M&E system, this is particularly obvious in public projects. Furthermore, organizations' ability to properly plan for M&E activities is limited (Thomson & Tarazona, 2016). Aside from that, there have been challenges in involving stakeholders in project implementation phases such as the M&E phase (Waithera & Wanyoike, 2015).

WWF is implementing projects in Tanzania that focus on freshwater, marine, and coastal ecosystems, forests, climate change (including energy), and wildlife, among other things. Despite the fact that WWF has an M&E strategy in place for the various conservation projects that have been implemented, the country continues to face conservation issues. Tanzania's major environmental issues include a decrease in freshwater flows and the resulting pollution, a decrease in near-shore fish stocks, physical alteration and destruction of critical habitats and ecosystems, and wildlife poaching and trade. The greatest challenge, however, is forest loss and degradation, with Tanzania losing approximately 372 hectares per year. As a result, the question of whether M&E improves the performance of donor-funded conservation projects arises.

Different studies have been conducted to assess the effect of M&E on the performance of projects (Rumenya, 2020; Beluhu, 2020; and Esulalem, 2021). However, most of these studies have been conducted in a different context than that of Tanzania. Additionally, the majority of the studies have focused on community-based projects such as water projects and HIV projects (Beluhu, 2020) but not on conservation projects. Therefore, this study sought to fill this gap by assessing the effect of M&E on the performance of donor-funded conservation projects in Tanzania.

## **1.4 Objectives of the Study**

### **1.4.1 General Objective**

The general objective of the study was to assess the effect of M&E on the performance of donor funded conservation projects in Tanzania.

### **1.4.2 Specific Objectives**

1. To examine the effect of M&E planning on the performance of donor funded conservation projects in Tanzania.
2. To examine the effect of stakeholder involvement in M&E on the performance of donor funded conservation projects in Tanzania.
3. To determine the effect of M&E technical expertise on the performance of donor funded conservation projects in Tanzania.

## **1.5 Research Questions**

1. What is the effect of M&E planning on the performance of donor funded conservation projects in Tanzania?
2. What is the effect of stakeholder involvement in M&E on the performance of donor funded conservation projects in Tanzania?
3. What is the effect of M&E technical expertise on the performance of donor funded conservation projects in Tanzania?

## **1.6 Significance of the Study**

The study is significant in various parts involved;

First, the study is significant to the donor funded conservation projects. This is because the findings of the study reveal the extent at which M&E influence the performance of DFCPs, therefore, WWF and other partner organizations are able to enhance the aspects of M&E which influence the good performance of the projects.

Secondly, the study is significant to the beneficiaries of the DFCPs. This is because through the findings of the study, the performance of these projects can be enhanced. Therefore, the deliverables of the projects can be reached and benefit the beneficiaries of the project.

Third, the study is significant to other researchers from the fact that there are limited studies which have assessed the effect of M&E on the performance of DFCPs. Therefore, this study adds to the available literature on the same.

## **1.7 Scope of the Study**

The study assessed the effect of M&E on the performance of DFCPs in Tanzania. Specifically, the study examined the effect of M&E planning, stakeholders’ participation in M&E and M&E technical expertise on the performance of DFCPs. The study was conducted at WWF Tanzania since it is one of the international organizations implementing different conservation projects in the country.

## **1.8 Organization of the Study**

The study is arranged into five chapters; the first chapter has introduced the study by explaining the background of the study, the statement of the problem, objectives of the study, research questions, significance of the study, scope of the study and organization of the study. The second chapter of the study reviews different literature related to the study. The chapter has definition of key terms, theoretical literature review, empirical literature review, research gap and conceptual framework. The third chapter explains the methodology which will be employed in conducting this study. The chapter has different methodological sections such as research design, research approach, area of the study, population of the study and sample size. The chapter also has sampling techniques, data collection tools, validity and reliability, data analysis methods and ethical considerations. Moreover, the fourth chapter presents the findings and discusses the same. The fifth chapter summarizes the key findings of the study, concludes and provides recommendations for the study. Also, the study provides areas for further studies.

# **CHAPTER TWO**

# **LITERATURE REVIEW**

## **2.1 Introduction**

This chapter reviews different literature related to the study. The chapter is divided into different sections such as definition of key terms, theoretical literature review, empirical literature review, research gap and the conceptual framework.

## **2.2 Definition of Key Terms**

### **2.2.1 Monitoring**

Monitoring is the regular collection and analysis of data on specific indicators to aid in timely decision making, accountability, and learning (Mulwa, 2008). It is a continuous function that provides valuable feedback to management and other stakeholders on what is working, what isn't, and why, as well as early indicators of progress and achievement of objectives (Water Aid, 2007). Monitoring is a continuous process of gathering information on ongoing projects or programs about the nature and level of performance (Nyonje, Ndunge, & Mulwa, 2012). Mulwa (2008) adds that the process entails continuously measuring, assessing, recording, and analyzing project information and communicating it to those involved. Therefore, in this study monitoring is defined as a timely and planned collection and analysis of data on a specific goal to facilitate decision making.

### **2.2.2 Evaluation**

Project evaluation is a process that involves the systematic collection, analysis, and interpretation of project-related data to determine how the project is performing in relation to its objectives (Nyonje, Ndunge, Mulwa, 2012). Evaluation, according to Parlett and Hamilton (2020), is the systematic collection and analysis of information needed to make decisions. It is a method for improving project performance and identifying resource and work accountability. It creates personnel and improves management planning capabilities. It assesses the effectiveness and dependability of programs, as well as their impact on future programs, and it aids in decision making. Similarly, in this particular study, the act of systematically gathering, analysing, and interpreting project-related data in order to assess how well the project is accomplishing its goals is known as project evaluation.

### **2.2.3 Project Performance**

Project performance is related to the achievement of objectives in meeting technical requirements and customer satisfaction. Effective project management contributes to the long-term performance of the company by achieving competitive advantages, enhancing the company's status, increasing market share, and achieving specified revenues and profits (Al-Tmeemy, 2011). Project performance is quantified and evaluated using a variety of performance metrics that can be linked to a variety of factors such as time, client endorsement and changes, firm performance, cost, health and safety, and quality (Cheung et al., 2014). Therefore, in this particular study, project performance is related to the achievement of project objectives in a timely and an efficient manner.

## **2.3 Theoretical Literature Review**

### **2.3.1 Participatory Theory of Development**

The idea that the community itself knows the answers to its problems is the foundation of participatory theory, and that anyone wishing to address those problems must collaborate with the group in question (Lelegwe, 2015). The approach emphasizes the existing ties that exist between businesses and everyone who is interested in them. These parties include the local community, the business's employees, suppliers, and customers. According to the argument, the company should meet the needs of all of its constituents, not just its shareholders. According to the principle, projects should be carried out by specific individuals in order to benefit a specific group of people rather than by projects themselves and for themselves (Lin, 2018).

Therefore, in the context of this study, the participatory theory of development entails that the performance of the donor funded conservation projects is enhanced by the participation of the stakeholders. According to the theory, when different stakeholders are involved in the monitoring and evaluation of the projects; the projects are more likely to be successful.

### **2.3.2 The Theory of Change**

This theory was developed by TCootze (1983). According to Connell et al. (2014), a Hypothesis of Change is a theory that explains how and why an effort will succeed. The concept describes how the activities of an intervention (such as undertakings, programs, or strategies) contribute to a series of outcomes that result in the expected or observed effects. Associates, partners, and evaluators may also use the outcomes chain, reasoning model, program theory, result planning and impact route, and venture rationale. The Theory of Change provides a framework for monitoring and evaluation that can be tested and improved, as well as articulates anticipated processes and results for a project over time (OECD, 2008).

Therefore, in the context of this study, the theory of change can be used to explain the relationship between M&E planning and the performance of DFCPs. This in the sense that, when M&E is properly planned and executed according to the plan, there is a good chance that the project will be successful. Therefore, the study adopted the theory of change to examine the changes in the project implementation as a result of good M&E planning.

### **2.3.3 Resource Based View Theory**

According to Barney's (1991) Resource Based View (RBV) theory, a company can only differentiate itself and achieve sustainability if it has exclusive access to valuable, scarce, and unusual resources (Barney, 1991). According to RBV theorists, skills are a critical and important resource for businesses. Human capital is an organization's intangible asset that helps it succeed more. Because skills are typically in short supply, a business owner's valuable skills, knowledge, and abilities may contribute to an organization's longevity. Money, like other resources, can be used to provide special resources that are potentially sustainable.

In the context of the current study, the RBV theory is useful in examining the influence of M&E technical expertise on the performance of DFCPs. According to the RBV theory, M&E staffs who possess the technical expertise on M&E are resources which are useful in enhancing the performance of DFCPs.

## **2.4 Empirical Literature Review**

### **2.4.1 The Effect of M&E Planning on the Performance of Projects**

Esulalem (2021) investigated the impact of monitoring and evaluation on project performance: a case study of an Ethiopian right to play project. A descriptive design was used in conjunction with a quantitative approach to achieve the study's goal. Primary data was collected via survey questionnaire from 25 RTP project staff members. The findings are presented in the form of tables, charts, and percentages. Finally, the study found that M&E plans have a direct proportional influence on project performance. Despite the study being similar to the current one, it was conducted in a context different from the donor funded conservation projects.

Rumenya (2020) investigated the impact of monitoring and evaluation systems on project performance in Kenyan non-governmental organizations. This study employed a descriptive research design, with structured questionnaires used to collect data. The study population included project officers, managers, and monitoring and evaluation staff from Mombasa County's twenty-two registered non-governmental organizations working in the education sector. Data was gathered from seventy respondents drawn from ten non-governmental organizations. SPSS was used to analyze the collected data. To interpret the nature of the relationship between the predictor variables and the dependent variable, descriptive and inferential statistics were generated and used. According to the findings, M&E work plans have a positive and significant impact on project performance. Even while the study and the current one are comparable, the former was carried out in a setting unrelated to the donor-funded conservation initiatives.

Okafor (2021) investigated the impact of project monitoring and evaluation systems on project performance. Because of the small number of employees, the study used a descriptive survey research design and targeted all 32 employees working on the RANA Project. Questionnaires and interview guides were used to collect data. The quantitative data was analyzed using descriptive statistics supported by the Statistical Package for Social Science, while the qualitative data was analyzed using narrative and thematic methods. As a management function, monitoring and evaluation had an effect on project performance, according to the findings. This is demonstrated by activities such as the M&E plan, which includes appropriate performance indicators for measuring performance, data collection schedules, and data analysis methods that have been well developed prior to project implementation. The study serves as a good literature for the current study; however, it was conducted in a context different from that of Tanzania.

### **2.4.2 The Effect of Stakeholders Involvement on the Performance of Projects**

At the Kenya Marine and Fisheries Research Institute, Jamaal (2018) examined the effects of participatory monitoring and evaluation on project performance. The study used a descriptive research design and was conducted as a case study. The study's population consisted of 144 Kenya Marine and Fisheries Research Institute employees, and a census was conducted. A structured questionnaire was used to collect primary data. The study discovered that participatory monitoring and evaluation processes engage stakeholders in joint planning and assessing progress, which leads to successful project completion; financial capital is frequently linked to project viability; participatory M&E brings financial mobilization practices by communities, which leads to project success; and total quality management projects necessitate rigorous pre-planning, which leads to project performance success. However, the study focused on participatory monitoring and evaluation only and ignored other variables such as monitoring and evaluation planning.

Ndung'u (2018) used a mixed research design approach to investigate the effects of M&E practices in Nyeri County Government construction projects. According to the study, all of the objectives, budgetary allocation, stakeholder involvement, policy framework, and top management support had a significant impact on the execution of Nyeri county government construction projects. Therefore, the study focused on the performance of construction projects and not on the performance of conservation projects which were considered in the current study.

Beluhu (2020) investigated the impact of a monitoring and evaluation framework on a development project in the Somali regional state's education bureau in the case of Jig-Jiga Branch. A case study design was used in the study because it is regarded as a healthy research method, particularly when a comprehensive and in-depth investigation is required. Purposive sampling was used to select 47 respondents from the education bureau M&E officers, M&E process owner, finance & logistics process owner, case coordinators, senior officers, and officers from the Jig-Jiga area. A questionnaire was used to collect data. For triangulation, data from semi structured interviews with key informants, focused discussion groups, and government officers were used. The quantitative data gathered was analyzed. According to the findings of the study, the community was not involved in the monitoring and evaluation of educational projects. Participatory monitoring and evaluation in educational project development thus contribute to the success of educational projects. However, the study focused on participatory monitoring and evaluation only and ignored other variables such as monitoring and evaluation planning and technical expertise.

### **2.4.3 The Effect of M&E Technical Expertise on the Performance of Projects**

Mutheu and Perris (2021) conducted research to determine the impact of technical expertise engagement on residential construction project performance in Kajiado County. Furthermore, descriptive research methodology was used in the study. As a performance indicator, the target population consisted of 124 registered building works in Kajiado County that are 95% complete. A total of 37 projects were considered, accounting for 30% of the total population. Non-probabilistic sampling methods were used. Clients, contractors, and consultants involved in project implementation were among those who took part in the study. Questionnaires were used to collect data. The researcher delivered and later collected them. The study's findings revealed a positive relationship between technical expertise engagement and the performance of residential construction projects. However, the study focused on technical expertise only and ignored other variables such as monitoring and evaluation planning and participatory M&E

Musyimi and Ondara (2022) conducted research to assess the effects of technical expertise, cost implications, stakeholder involvement, and the presence of a policy framework on the performance of County-financed projects. The researcher employed a descriptive research design with a target population of 41 County officials drawn from various departments, including stakeholders. The majority of the information sought was obtained through the use of a structured tool that the respondents self-administered. Statistical software was used to synthesize the data, generating percents, aggregated means, and other statistical measures. According to the findings, technical expertise in the use of collaborative M&E practices had a moderate impact on project performance in the County. Despite being closely similar to the current study, the focus of this study was on the performance of County-financed projects and not on donor funded projects.

Gaibo and Mbugua (2019) conducted research in Marsabit County, Kenya, on the impact of monitoring and evaluation practices on the implementation of county governments' infrastructure development projects. The descriptive research survey design was used for the study. The sample size was 165 people. Questionnaires were used to collect data, which was then analyzed using descriptive and inferential statistics. The study concluded, based on the findings, that technical expertise in M&E had no influence on the implementation of development projects. Therefore, the study focused on the performance of infrastructure projects and not on the performance of conservation projects which were considered in the current study.

## **2.5 Research Gap**

Different studies have been conducted to assess the effect of M&E on the performance of projects (Rumenya, 2020; Beluhu, 2020 & Esulalem, 2021). However, most of these studies have been conducted in a different context from that of Tanzania. Additionally, majority of the studies have focused on community-based projects such as water projects and HIV projects but not on the conservation projects. Therefore, this study seeks to fill this gap by assessing the effect of M&E on the performance of donor funded conservation projects in Tanzania.

## **2.6 Conceptual Framework**

The study will have independent and the dependent variable. There will be three independent variables which are M&E planning, stakeholders’ involvement in M&E and technical expertise in M&E and the dependent variable which is project performance. The conceptual framework below indicates the relationship between variables;

**Independent Variables Dependent Variable**

**M&E Planning**

* Availability of M&E Plan
* Implementation of M&E Plan
* Scope of M&E
* M&E Communication Plan

**Project Performance**

* Time
* Budget
* Deliverables

**Stakeholder Involvement in M&E**

* Local community involvement
* Local NGOs Involvement
* Beneficiaries Involvement
* Government Involvement

**Technical Expertise in M&E**

* Number of M&E Staff
* Qualifications
* Experience
* Consultations

Source: Developed from Literature (2023)

#### Figure 2.1 Conceptual Framework

# **CHAPTER THREE**

# **RESEARCH METHODOLOGY**

## **3.1 Chapter Overview**

This chapter discusses the methodology which was employed in conducting this study. The chapter has research design, research approach, area of the study, population of the study, sample size, sampling techniques, data collection methods, validity and reliability, data analysis methods and ethical considerations.

## **3.2 Research Design**

According to Grey (2014) a research design is a plan for selecting subjects, research sites and data collection procedures to answer the research questions. This study used explanatory or causal research design to establish a causal relationship between variables. According to Mc. Leod (2013) causal research is also known as explanatory research. It's a type of research that examines if there's a cause-and-effect relationship between two separate events. This would occur when there is a change in one of the independent variables, which is causing changes in the dependent variable. Therefore, the design was useful in establish the relationship between the three independent variables (M&E Planning, Stakeholders Involvement in M&E and Technical Expertise in M&E) and the dependent variable (Project Performance).

## **3.3 Research Approach**

This study adopted a quantitative approach to assess the effect of monitoring and evaluation planning and the effect of technical expertise on the performance of projects. Also, a mixed research approach was used to assess the effect of stakeholders’ involvement in M&E on the performance of projects. With a mixed approach both qualitative and quantitative approaches were involved; the quantitative approach quantifies variables in terms of numbers using statistical procedures to process them while qualitative study doesn`t quantify variables in terms of numbers, instead it explains variables in exploratory basis. According to Miles & Huberman (2013) mixed method research is a dynamic option for expanding scope and improving the analytic power of studies. Both qualitative and quantitative research approaches were used to gather information from the respondents for the best results.

## **3.4 Study Organization**

The study was conducted at WWF Tanzania. WWF is an organization founded in 1961 WWF is the world's largest conservation organization with over five million supporters worldwide, working in more than 100 countries and supporting around 3,000 conservation and environmental projects. Therefore, the rationale for conducting a study at WWF Tanzania is from the fact that it is the largest organization which implements different conservation projects in the country. Therefore, the study area was suitable for the study objective.

## **3.5 Population of the Study**

Creswell (2018) define population as a group of individuals, objects or items from which samples are taken for measurement. It is a group of units with common characteristics of which a researcher is interested (Creswell, 2018).

Thus, the population of this study was divided into two groups; the first group comprised of the WWF staff who are involved in the M&E process who totals to 60; therefore, this group was regarded as the key respondents and the unit of analysis for the study. The second population group was the stakeholders such as the project beneficiaries, other NGOs and the government officials; this group was used as the key informants and thus, the unit of inquiry for the purpose of this study.

## **3.6 Sample Size**

Sample is a group of participants drawn from a population in which the researcher is interested in collecting information and drawing conclusion (Kothari, 2019). Therefore, the sample size of the study was selected from the population stated above.

Therefore, based on census sampling and given the population specified above and from the fact that the population was small; then all the members of the population were considered for the study. Therefore, the study had a total of 60 WWF employees as a sample size.

## **3.7 Sampling Techniques**

### **3.7.1 Purposive Sampling Method**

The study employed a purposive sampling technique. According to Creswell (2018) purposive sampling technique choses respondents according to the information they carry in relation to the study objectives. The choice of purposive sampling based on the fact that it is one of the most cost effective and time-effective sampling techniques available (Mc. Leod, 2013). Therefore, based on the purposive sampling technique, the study selected the 60 WWF officials to take part in the study.

### **3.7.2 Convenience Sampling Method**

The study also adopted a convenience sampling technique; the technique selects respondents based on their availability to take part in the study. The technique was used to select the stakeholders to be included in the study. The rationale for adopting this sampling technique is from the fact that not all the stakeholders were available to take part in the study, some were busy with their daily responsibilities, and therefore, only those who were available were included.

## **3.8 Data Collection Techniques**

The study employed two data collection techniques, questionnaire which were used to collect quantitative data and interview for collecting qualitative data.

### **3.8.1 Survey Questionnaire**

Kothari (2019) defines a questionnaire as a technique of data collection where there is a direct contact between the researcher and the respondents. It is a list of questions which the respondent’s answer. This method was employed to gather quantitative information from the 60 sampled key respondents. The tool was developed based on 5-point likert scale questions to help assess the effect of M&E on the performance of conservation projects. Therefore, each variable had 5-point likert scale questions ranging from 1-Strongly Disagree to 5-Strongly agree.

### **3.8.2 Interview**

Interview is a widely used method for gathering qualitative data. It is a purposeful interaction in which one person is trying to obtain information from another (Gray, 2007) and it allows the researcher to clarify the ambiguities, where appropriate, but it is time consuming and hence cannot be used in large samples (Mc. Leod, 2013). Qualitative information was gathered through interviews with the selected stakeholders. Therefore, to start with, five interviews were conducted with the five stakeholders to collect information on the study objectives.

## **3.9 Validity and Reliability**

### **3.9.1 Validity**

According to Lelissa (2018) validity is often defined as the extent to which an instrument measures what it asserts to measure. It assesses the extent to which the instrument measures what it is designed to measure. To ensure validity, a pilot study was conducted where 10 questionnaires were pre-tested by distributing them to participants, statisticians and colleagues, their opinions were positively considered and the instruments reviewed. The researcher was then confident to apply them in data collection.

### **3.9.2 Reliability**

The reliability refers to a measurement that supplies consistent results with equal values. It measures consistency, precision, repeatability, and trustworthiness of a research (Chakrabartty, 2013). A reliability analysis using Cronbach’s alpha (α) will be conducted to estimate the reliability of the predictor variables. Cronbach’s α analysis is a useful way of determining internal consistency and homogeneity of groups of items in tests and questionnaires (Burns & Burns, 2008). Ranges of Cronbach`s alpha value are α≦0.30 (Unreliable), 0.30＜α≦0.40 (Barely reliable), 0.40＜α≦0.50 (Slightly reliable), 0.50＜α≦0.70 (Reliable), 0.70＜α≦0.90 (Very reliable) and α＞0.90 (Strongly reliable). Therefore, the generally agreed upon lower limit for Cronbach’s α is 0.70. Thus, all the variables had a Cronbach’s alpha value higher than 0.7 and thus included for the study.

## **3.10 Data Analysis Techniques**

Quantitative data was analyzed by creating a data base; questionnaires were checked for completeness. The analysis involved coding, data entry, data cleaning, and the generation of descriptive statistics. The descriptive statistics includes frequency tallies, and their corresponding percentage scores. Statistical Package for Social Science (SPSS) program version 22 was used in analyzing data. This program was used to produce various frequency tables and figures to reflect the data collected. The program was also used to establish the relationship between variables by using multiple regressions analysis as indicated in the model below;

**Y = βo + β1X1 + β2X2 + β3X3 + e**

Whereby;

Y = Performance of DFCPs

βo = Constant Factor,

X1 = M&E Planning

X2 = Stakeholder Involvement

X3 = Technical Expertise and

e = Random variable

The qualitative data was analyzed through thematic analysis technique where the opinion of the majority was considered. Also, according to thematic analysis, the quotes from the respondents were used to present the findings in details.

## **3.9 Ethical Considerations**

The study observed the ethics and standards to be followed as requirements whereas first the whole study will be conducted in accordance to the Open University guidelines set in the prospectus. Despite that, the research undertaking was done in accordance to the permission that was granted by the university through the clearance letter. Similarly, information consent was secured from the respondents, prior data collection. Moreover, the process of data collection took place while observing confidentiality of the respondents prior to the information they give in facilitating the accomplishment of the study. Moreover, the anonymity of respondents was also guaranteed and observed.

# **CHAPTER FOUR**

# **FINDINGS**

## **4.1 Introduction**

The general objective of the study was to assess the effect of M&E on the performance of donor funded conservation projects in Tanzania. The study had three specific objectives. The first one was to examine the effect of M&E planning on the performance of donor funded conservation projects in Tanzania.

The second one was to examine the effect of stakeholder involvement in M&E on the performance of donor funded conservation projects in Tanzania. The third specific objective was to determine the effect of M&E technical expertise on the performance of donor funded conservation projects in Tanzania.

Therefore, this chapter presents the study findings in relation to each specific objective. However, the demographic characteristics of the respondents such as gender, age, education level and work experience were also examined.

## **4.2 Respondents Demographic Characteristics**

This study was informed by 60 employees of WWF and respondent profiles considered were; gender, age, education level and work experience. Their findings are presented below;

### **4.2.1 Gender of Respondents**

In terms of gender, the study wanted to ensure that data was collected from both male and female respondents. When results were analyzed, 43 respondents (71.7%) were male, while 17 respondents (28.3%) were female. Despite the fact that the gender distribution of respondents was not equal, the study collected data from a significant number of male and female respondents. Furthermore, the findings were expected given that WWF has more men than women employees. As a result, the sample was representative. As a result, the study opinions included both male and female employees.

### **4.2.2 Age of Respondents**

The age of respondents was evaluated in the study to ensure that all respondents were of legal age. In terms of age, the majority of respondents (45%, n=27) were between the ages of 28 and 37, followed by those between the ages of 38 and 47 (23.3%, n=14), 18 and 27 (20%, n=12), and 48 and older (11.7%, n=7). Attempts were made to include a diverse range of age groups, and thus opinions were obtained from respondents in both the young and old age brackets.

### **4.2.3 Education Level of Respondents**

The study also assessed respondents' education levels in an attempt to determine whether respondents have a sufficient level of education to understand the effect of M&E on the performance of donor funded conservation projects. As a result, respondents' educational levels were determined, and the majority (41.7%, n=25) had obtained a bachelor's degree, followed by those with diploma level (26.7%, n=16). According to the study, 18.3% (n=11) of those indicated they had master’s degree and above, while the remaining 13.3% (n=8) had a certificate level of education.

### **4.2.4 Work Experience of Respondents**

The study also examined respondents’ work experience in years and it was revealed that Majority of them had 4 – 6 years (46.7%, n=28) of work experience at WWF, others had 7 years and above (25.0%, n=15) of experience, some had 1 – 3 years (25%, n=15) of experience and a few had less than a year’s experience (3.3%, n=2) thus; the majority had enough experience to provide reliable opinions.

The respondents’ characteristics are indicated in Table 4.1 below;

##### **Table 4.1 Respondents Demographic Characteristics**

|  |  |  |  |
| --- | --- | --- | --- |
| Variable | Category | Frequency | Percentage |
| Gender | Male | 43 | 71.7 |
| Female | 17 | 28.3 |
| Age | 18-27 Years | 12 | 20.0 |
| 28-37 Years | 27 | 45.0 |
| 38-47 Years | 14 | 23.3 |
| 48 years and above | 7 | 11.7 |
| Education Level | Certificate | 8 | 13.3 |
| Diploma | 16 | 26.7 |
| Bachelor’s Degree | 25 | 41.7 |
| Master’s Degree and Above | 11 | 18.3 |
| Work Experience | Less than a year | 2 | 3.3 |
| 1-3 Years | 15 | 25.0 |
| 4-6 Years | 28 | 46.7 |
| 7 Years and Above | 15 | 25.0 |

Source: Research Findings (2023)

## **4.3 Descriptive Statistics and Qualitative Findings**

### **4.3.1 M&E Planning and Performance of Conservation Projects**

The first specific objective of the study was to assess the effect of M&E planning on the performance of conservation projects in Tanzania. Therefore, the M&E planning at WWF was assessed. According to the findings, it was revealed that there is an M&E Plan for all the projects implemented by WWF. The findings resulted to mean value of 4.27 with a standard deviation of 1.177 indicating that majority of the responses agreed and strongly agreed.

Moreover, it was revealed that the M&E activities at WWF are always conducted by following the M&E plan. This resulted to a mean of 4.25 and a standard deviation of 1.083. Therefore, it can be generally stated that the WWF M&E activities are always in line with the M&E plan.

Majority of respondents were also found to support the fact that WWF has the scope of M&E for all the projects implemented; most of the respondents strongly agreed and agreed (Mean = 4.27, standard deviation = 1.148). The distribution of responses shows that majority of respondents agreed on the fact.

Additionally, the study assessed if there is always a good plan for communication and reporting the M&E activities at WWF. The findings revealed that majority of the respondents agreed and strongly agreed resulting to a mean value of 4.37 and a standard deviation of 1.025.

The descriptive statistics on the M&E planning are displayed on Table 4.2 below;

##### **Table 4.2 Descriptive Statistics on M&E Planning**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Statement | N | Min | Max | Mean | Std  Deviation |
| There is an M&E Plan for all the projects implemented by WWF | 60 | 1 | 5 | 4.27 | 1.177 |
| The M&E activities at WWF are always conducted by following the M&E plan | 60 | 1 | 5 | 4.25 | 1.083 |
| WWF has the scope of M&E for all the projects implemented | 60 | 1 | 5 | 4.27 | 1.148 |
| There is always a good plan for communication and reporting the M&E activities | 60 | 2 | 5 | 4.37 | 1.025 |

Source: Research Findings (2023)

### **4.3.2 Stakeholders Involvement in M&E and the Performance of Conservation Projects**

The second specific objective assessed the effect of stakeholder involvement in M&E activities and the performance of conservation projects in Tanzania. According to the findings of the study, the local community is always involved in the implementation of the projects by WWF. This was evidenced by a majority of respondents who strongly agreed followed by those who agreed (Mean = 4.08, Standard deviation = 1.197). This means that majority of the respondents were on the agree side that the local community is always involved in the implementation of the projects by WWF.

In addition to that, it was also unveiled that WWF normally involves the local NGOs in the implementation of its projects since majority of respondents agreed leading to a mean value was 4.02 with a standard deviation of 1.200.

This study assessed the beneficiaries of the conservation projects are also involved in the project implementation at WWF. A mean value of 4.18 with a standard deviation of 1.127 indicates the beneficiaries of the projects are often involved in all the phases of project implementation. This is due to the fact that most of the respondents were on the agree side. Moreover, the majority of respondents were in support of the fact that WWF always involve the government officials in all the phases of project implementation. This was evidenced by the majority of respondents who strongly agreed and agreed resulting to a mean value of 4.30 and a standard deviation of 1.062.

The descriptive statistics on stakeholders’ involvement in M&E activities are displayed on Table 4.3 below;

##### **Table 4.3 Descriptive Statistics on Stakeholders Involvement in M&E Activities**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Statement | N | Min | Max | Mean | Std  Deviation |
| The local community is always involved in the implementation of the projects by WWF | 60 | 1 | 5 | 4.08 | 1.197 |
| WWF normally involves the local NGOs in the implementation of its projects | 60 | 1 | 5 | 4.02 | 1.200 |
| The beneficiaries of the projects are often involved in all the phases of project implementation | 60 | 2 | 5 | 4.18 | 1.127 |
| WWF always involve the government officials in all the phases of project implementation | 60 | 1 | 5 | 4.30 | 1.062 |

Source: Research Findings (2023)

The findings were not far from those obtained from the qualitative data. The stakeholders such as the project beneficiaries, the local leaders and the government officials were interviewed in respect to their involvement in the implementation of the M&E activities. According to the findings, stakeholders were involved in the different phases of the projects such as project implementation including the M&E activities. When asked about this, all the stakeholders acknowledged that they were involved in the project implementation process. One of the stakeholders noted;

*“Yes, as beneficiaries of this project, we have been involved in the processes of project implementation. Apart from that, we have been involved in the implementation of the M&E activities such as meetings and provision of information about the project for the project officials to carry out their duties=es and responsibilities….” (KII, Project Beneficiaries, August, 2023).*

Findings were similar with those obtained from the community leaders. It was reported that the community leaders were involved in the processes of project implementation by WWF. It was further noted that the WWF officials introduced the project to the community leaders and involved them in the baselines survey to identify areas which needs intervention. Moreover, findings revealed that the community leaders are in constant communication with the WWF officials to make sure the project implementation goes on smoothly. Also, the study revealed that the community leaders were involved in the M&E activities such as meetings and gathering important data for monitoring and evaluation exercises. One of the community leaders reported;

*“Yes, we have been involved in the project implementation. In fact, we have been involved in the project implementation from different phases such as baseline survey, project implementation and the monitoring and evaluation activities. The WWF officials constantly communicate with us to get relevant information for the project implementation…” (KII, Community Leaders, August, 2023).*

The study also examined how the stakeholder involvement influence the performance of the projects from the qualitative findings’ perspective. According to the findings, the stakeholders were of the opinion that they have contributed a lot in the successful implementation of the projects and ensure that there is a good performance in the same. One of the beneficiaries reported;

*“I think we have contributed a lot on the implementation of the projects as well as their performance since we have been able to cooperate with the WWF officials in implementing the project as well as providing relevant information for the successful implementation of the project……” (KII, Project Beneficiaries, August, 2023).*

The findings were also similar with those obtained from the community leaders. The community leaders opined that they have had a good contribution on the implementation of the project. They further noted that they have helped WWF implement their project activities through identifying the project beneficiaries and help them implement the project activities including the M&E activities. One of the community leaders noted;

*“I think we have contributed a lot in the implementation of the project activities as well as enhancing its performance. This is because we have been hand in hand in the implementation of the project activities and also advising the project officials on the best way to implement the project…...” (KII, Community Leaders, August, 2023).*

### **4.3.3 M&E Technical Expertise and the Performance of Conservation Projects**

The third specific objective of the study was to assesses the effect of M&E technical expertise on the performance of conservation projects in Tanzania.

The findings of the study revealed that WWF has adequate number of M&E staff to implement M&E activities; the majority of respondents agreed and strongly agreed (Mean = 4.30 and Standard deviation = 1.078).

Findings also revealed that the available M&E staff at WWF have relevant qualifications for implementing M&E activities (Mean = 4.23, Standard deviation = 0.963). This indicates that the majority of the respondents were on the agreeing side.

Furthermore, it was revealed that the available M&E staff at WWF has adequate job experience for implementing M&E activities as evidenced by a mean value of 4.32 and a standard deviation of 1.142.

Additionally, it was found that there is the use of consultants in the monitoring and evaluation of projects at WWF as evidenced by a mean value of 4.17 and a standard deviation of 1.224.

The descriptive statistics on technical M&E expertise are displayed on Table 4.4 below;

##### **Table 4.4 Descriptive Statistics on M&E Technical Expertise**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Statement | N | Min | Max | Mean | Std  Deviation |
| WWF has adequate number of M&E staff to implement M&E activities | 60 | 2 | 5 | 4.30 | 1.078 |
| The available M&E staff at WWF have relevant qualifications for implementing M&E activities | 60 | 2 | 5 | 4.23 | 0.963 |
| The available M&E staff at WWF have adequate job experience for implementing M&E activities | 60 | 1 | 5 | 4.32 | 1.142 |
| There is the use of consultants in the monitoring and evaluation of projects at WWF | 60 | 1 | 5 | 4.17 | 1.224 |

Source: Research Findings (2023)

## **4.4 Multiple Regressions Analysis**

The study also measured the extent at which each independent variable influences the dependent variable. Therefore, the extent which M&E planning, Stakeholders Involvement in M&E and M&E technical expertise influence the dependent variable project performance was assessed. However, before the regression analysis, the Goodness of fit test, Multicollinearity test and Normality tests were conducted and findings presented below;

### **4.4.1 Goodness of Fit Test**

The model's goodness of fit was tested using analysis of variance (ANOVA). This indicates how well the model explains the dependent variable project performance. According to the sum of squares in Table 4.5 below, the model can explain project performance by 88.9% (50.774 out of 57.131). The F value of the model yields a p-value of 0.000, which is less than the level of significance for normally distributed data of 0.05. The F-statistics P-value of 0.000 strongly supports the validity and stability of the study's model. This means that if the model is fit, it will explain changes in the dependent variable (Project performance). Results are shown on Table 4.5 below;

##### **Table 4.5 ANOVA**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 50.774 | 3 | 16.925 | 149.091 | 0.000 |
| Residual | 6.357 | 56 | 0.114 |  |  |
| Total | 57.131 | 59 |  |  |  |

Source: Research Findings (2023)

### **4.4.2 Multicollinearity Test**

The Variance Inflation Factor (VIF) was used to determine the degree to which independent variables (M&E planning, Stakeholder Involvement in M&E, and M&E technical expertise) are correlated to the point where they can distort the results. The Variance Inflation Factor (VIF) was employed to validate the regression results. According to Gujarati (2004), a VIF less than 10 indicates that there is no multicollinearity. The multicollinearity results in Table 4.6 show that all of the variables had VIF values less than 10, indicating that there was no multicollinearity problem, and thus all of the independent variables were taken to the next stage of multiple regressions analysis.

##### **Table 4.6 Multicollinearity Test**

|  |  |  |
| --- | --- | --- |
| Variable | Collinearity Statistics | |
| **Tolerance** | **VIF** |
| M&E Planning | 0.170 | 5.872 |
| Stakeholders Involvement in M&E | 0.192 | 5.210 |
| M&E Technical Expertise | 0.438 | 2.282 |

Source: Research Findings (2023)

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### **4.4.3 Normality Test**

Another important assumption of multiple regressions is that the data be normally distributed. Before running multiple regression, a normality test was performed using a Kolmogorov-Smirnov test to determine if the data on the variables were normally distributed. The results showed that all variables had a p-value of 0.000, indicating that they were significant and normally distributed. Table 4.7 below indicates the results;

##### **Table 4.7 Normality Test**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Variables | Kolmogorov-Smirnov | | | Shapiro-Wilk | | |
| **Statistic** | **df** | **Sig.** | **Statistic** | **df** | **Sig.** |
| M&E Planning | 0.284 | 60 | 0.000 | 0.696 | 60 | 0.000 |
| Stakeholders Involvement in M&E | 0.222 | 60 | 0.000 | 0.759 | 60 | 0.000 |
| M&E Technical Expertise | 0.299 | 60 | 0.000 | 0.722 | 60 | 0.000 |
| Project Performance | 0.268 | 60 | 0.000 | 0.746 | 60 | 0.000 |

Source: Research Findings (2023)

### **4.4.4 Multiple Regression Model Summary**

To determine the extent to which independent variables influence the dependent variable (Project Performance), multiple regression was performed between independent variables (M&E planning, Stakeholders Involvement in M&E, and M&E technical expertise). As a result, standard multiple regressions were used to see if the three variables predicted the dependent variable significantly. The results of the multiple regressions revealed a 94.3% (R=0.943) correlation between the three independent variables and the dependent variable. The three predictors also explained 88.9% of the variation in project performance (R2= 0.889)*.* Findings are as presented on table 4.8 below;

##### **Table 4.8 Model Summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | 0.943 | 0.889 | 0.883 | 0.33693 |

Source: Research Findings (2023)

### **4.4.5 Multiple Regressions Coefficients**

The model also produced beta coefficients which explains the effect of change in the independent variable (M&E planning, Stakeholders Involvement in M&E and M&E technical expertise) to the dependent variable (Project Performance). Therefore, according to the findings, two of the three independent variables; M&E Planning (B=0.525, p value=0.000) and M&E technical expertise (B=0.432, p value=0.000), were found to be positively and significantly influencing the dependent variable project performance. On the other hand, stakeholders’ involvement in M&E (B=0.044, p value=0.638) was found to be positively but insignificantly influencing the dependent variable, project performance.

##### **Table 4.9 Multiple Regression Coefficients**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| **B** | **Std. Error** | **Beta** |
| (Constant) | -0.065 | 0.207 |  | -0.314 | 0.755 |
| M&E Planning | 0.525 | 0.106 | 0.534 | 4.943 | 0.000 |
| Stakeholders Involvement in M&E | 0.044 | 0.093 | 0.048 | 0.472 | 0.638 |
| M&E Technical Expertise | 0.432 | 0.068 | 0.430 | 6.380 | 0.000 |

Source: Research Findings (2023)

## **4.5 Discussion of Findings**

## **4.5.1 The Effect of M&E Planning on the Performance of Donor Funded Conservation Projects in Tanzania**

The first specific objective of the study was to examine the effect of M&E planning on the performance of donor funded conservation projects in Tanzania. Findings of the study revealed that M&E planning has a positive and significant impact on the performance of donor funded conservation projects. M&E planning had a regression coefficient of 0.525 indicating that a unit increase in M&E planning leads to 0.525 units increase in the performance of donor funded conservation projects. Therefore, an increase in the M&E planning activities leads to an increase in the performance of the projects. The findings also resulted to a p-value of 0.000 indicating that the relationship between M&E planning and the performance of donor funded conservation projects is significant.

This is parallel with Esulalem (2021) who investigated the impact of monitoring and evaluation on project performance: a case study of an Ethiopian right to play project. The study found that M&E plans have a direct proportional influence on project performance. Also, a similar observation was found by Rumenya (2020) who investigated the impact of monitoring and evaluation systems on project performance in Kenyan non-governmental organizations. According to the findings, M&E work plans have a positive and significant impact on project performance. Moreover, Okafor (2021) investigated the impact of project monitoring and evaluation systems on project performance. According to the findings, monitoring and evaluation had an effect on project performance.

## **4.5.2 The Effect of Stakeholder Involvement in M&E on the Performance of Donor Funded Conservation Projects in Tanzania**

The second specific objective of the study assessed the effect of stakeholders’ involvement in M&E on the performance of donor funded conservation projects. According to the findings, stakeholders’ involvement in M&E had a positive effect on the performance of donor funded conservation projects. Stakeholder involvement in M&E had a regression coefficient of 0.044 indicating that a unit increase in stakeholders’ involvement in the M&E activities leads to 0.044 units increase in the performance of donor funded conservation projects. Therefore, stakeholders’ involvement increases the extent at which the donor funded conservation projects perform better. Despite the fact that the effect of stakeholder involvement on donor funded conservation projects was positive, the effect was not significant.

The findings of the current study were slightly different from those of the previous researchers. For instance, at the Kenya Marine and Fisheries Research Institute, Jamaal (2018) examined the effects of participatory monitoring and evaluation on project performance. The study discovered that participatory monitoring and evaluation processes engage stakeholders in joint planning and assessing progress, which leads to successful project completion; financial capital is frequently linked to project viability; participatory M&E brings financial mobilization practices by communities, which leads to project success; and total quality management projects necessitate rigorous pre-planning, which leads to project performance success.

Also, Ndung'u (2018) used a mixed research design approach to investigate the effects of M&E practices in Nyeri County Government construction projects. According to the study, stakeholder involvement had a significant impact on the execution of Nyeri county government construction projects. Moreover, Beluhu (2020) investigated the impact of a monitoring and evaluation framework on a development project in the Somali regional state's education bureau in the case of Jig-Jiga Branch. Participatory monitoring and evaluation in educational project development thus contribute to the success of educational projects.

## **4.5.3 The Effect of M&E Technical Expertise on the Performance of Donor Funded Conservation Projects in Tanzania**

The third specific objective of the study assessed the effect of M&E technical expertise on the performance of donor funded conservation projects. Findings of the multiple regressions revealed that M&E technical expertise had a positive and significant effect on the performance of donor funded conservation projects in Tanzania. M&E technical expertise had a regression coefficient of 0.432 indicating that a unit increase in the M&E technical expertise leads to 0.432 units increase in the performance of the donor funded conservation projects. When there are more technical M&E experts then the performance of the donor funded conservation projects also goes high. The causal relationship between M&E technical expertise and project performance had a p-value of 0.000 implying that the relationship is significant.

However, there have been mixed findings on the same; for example, Mutheu and Perris (2021) conducted research to determine the impact of technical expertise engagement on residential construction project performance in Kajiado County. The study's findings revealed a positive relationship between technical expertise engagement and the performance of residential construction projects.

On the other hand, Musyimi and Ondara (2022) conducted research to assess the effects of technical expertise on the performance of County-financed projects. According to the findings, technical expertise in the use of collaborative M&E practices had a moderate impact on project performance in the County.

Also, Gaibo and Mbugua (2019) conducted research in Marsabit County, Kenya, on the impact of monitoring and evaluation practices on the implementation of county governments' infrastructure development projects. The study concluded, based on the findings, that technical expertise in M&E had no influence on the implementation of development projects.

# **CHAPTER FIVE**

# **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

## 

## **5.1 Introduction**

This chapter winds up the study by offering a summary of the key findings. The study also offers a conclusion and recommendations based on the findings of each specific objective of the study.

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

The general objective of the study was to assess the effect of M&E on the performance of donor funded conservation projects in Tanzania. The study had three specific objectives. The first one was to examine the effect of M&E planning on the performance of donor funded conservation projects in Tanzania. The second one was to examine the effect of stakeholder involvement in M&E on the performance of donor funded conservation projects in Tanzania. The third specific objective was to determine the effect of M&E technical expertise on the performance of donor funded conservation projects in Tanzania.

On the first specific objective, findings of the study revealed that M&E planning has a positive and significant impact on the performance of donor funded conservation projects. M&E planning had a regression coefficient of 0.525. The findings also resulted to a p-value of 0.000 indicating that the relationship between M&E planning and the performance of donor funded conservation projects is significant.

On the second specific objective, findings of the study revealed that stakeholders’ involvement in M&E had a positive effect on the performance of donor funded conservation projects. Stakeholder involvement in M&E had a regression coefficient of 0.044. Despite the fact that the effect of stakeholder involvement on donor funded conservation projects was positive, the effect was not significant since the p-value was 0.638 which is higher than 0.05.

Regarding the third specific objective of the study, findings of the multiple regressions revealed that M&E technical expertise had a positive and significant effect on the performance of donor funded conservation projects in Tanzania. M&E technical expertise had a regression coefficient of 0.432. The causal relationship between M&E technical expertise and project performance had a p-value of 0.000 implying that the relationship is significant.

## **5.3 Conclusion**

M&E Planning activities such as having a clearly defined M&E plan, implementing M&E plan, defining the scope of M&E and having an M&E communication plan are important in enhancing the performance of donor funded conservation projects. Therefore, when M&E planning activities are carried out properly, the performance of donor funded conservation projects will be high and vice versa.

Stakeholders’ involvement in the M&E activities is also an important aspect on enhancing the performance of donor funded conservation projects. Though it doesn’t have a significant impact, it still has a positive influence on the performance of the same projects. Thus, the more stallholders are involved the higher the performance of the donor funded conservation projects.

M&E require the right technical expertise on implementing the same activities. Therefore, the right M&E technical expertise enhances the performance of donor funded conservation projects. The more the technical experts are involved in the implementation of the M&E activities, the more likely the donor funded conservation projects will perform better.

## **5.4 Recommendations**

Based on the findings presented in chapter four above, the study derives different recommendations as presented below;

First, the study recommends that projects should practice M&E planning strategies such as having an M&E plan, define the scope of M&E, implement the M&E plan and having an M&E communication plan. It is through M&E planning where the projects will perform better.

Second, the managements of the projects should involve the stakeholders in the implementation of the M&E activities. Stakeholders such as project beneficiaries, local NGOs, the government and other implementing partners should be involved in the M&E practices. This will improve the performance of the projects.

Third, technical experts are important in the implementation of the M&E activities. Therefore, project managers should employ technical experts in the M&E activities. Moreover, the M&E staff should be equipped with new M&E strategies through seminars, trainings and professional development endeavors to sharpen their M&E skills in an attempt to enhance the performance of development projects.

## **5.5 Limitations and Areas for Further Study**

The study examined the effect of M&E on the performance of donor funded conservation projects. Specifically, the study focused on M&E planning, stakeholders’ involvement in M&E and M&E technical expertise on the performance of donor funded conservation projects. Therefore, the findings of the study are based on the context of internal factors. Therefore, other researchers are advised to focus on the external factors such as the government involvement and policies and procedures in relation to the performance of donor funded conservation projects.

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# **APPENDICES**

## **Appendix I: Questionnaire for WWF Staff**

Dear Respondent,

My name is **Happiness Genes,** pursuing a Master of Project Management from the Open University of Tanzania. I’m conducting research on the **“The Effect of Monitoring and Evaluation on the Performance of Donor Funded Conservation Projects: A Case of World-Wide Fund Tanzania”.** I respectfully call for your cooperation in answering the questions herewith. Your commitment as well as your time in filling this questionnaire will be highly appreciated. Be assured that all the information you provide will be treated as confidential and will be used for this study only. Thank you

**Section A: Respondents Demographic Information**

**Please circle the correct answer**

1. What is your Gender?
2. Male b. Female
3. What is your age range?
4. 18-27 years b. 28-37 years c. 38-47 c. 48 and Above
5. What is your education level?
6. Certificate b. Diploma c. Bachelors Degree
7. Master Degree and Above e. Others (Specify)……………………………..
8. How long have you been working for WWF? ........................
9. 18-27 years b. 28-37 years c. 38-47 c. 48 and Above

**Section B: Monitoring and Evaluation and Project Performance**

The following table has statements about the effect of monitoring and evaluation on the performance of projects. Please, rate your agreement with each of the statement by using the scale provided in the table below.

Rank 1 = Strongly Disagree, 2=Disagree, 3= Neutral 4=Agree and 5=Strongly Agree

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **N0** | **STATEMENTS** | **1** | **2** | **3** | **4** | **5** |
|  | **M&E Planning** |  |  |  |  |  |
| 1 | There is an M&E Plan for all the projects implemented by WWF |  |  |  |  |  |
| 2 | The M&E activities at WWF are always conducted by following the M&E plan |  |  |  |  |  |
| 3 | WWF has the scope of M&E for all the projects implemented |  |  |  |  |  |
| 4 | There is always a good plan for communication and reporting the M&E activities |  |  |  |  |  |
|  | **Stakeholder Involvement in M&E** |  |  |  |  |  |
| 5 | The local community is always involved in the implementation of the projects by WWF |  |  |  |  |  |
| 6 | WWF normally involves the local NGOs in the implementation of its projects |  |  |  |  |  |
| 7 | The beneficiaries of the projects are often involved in all the phases of project implementation |  |  |  |  |  |
| 8 | WWF always involve the government officials in all the phases of project implementation |  |  |  |  |  |
|  | **Technical Expertise in M&E** |  |  |  |  |  |
| 11 | WW has adequate number of M&E staff to implement M&E activities |  |  |  |  |  |
| 12 | The available M&E staff at WWF have relevant qualifications for implementing M&E activities |  |  |  |  |  |
| 13 | The available M&E staff at WWF have adequate job experience for implementing M&E activities |  |  |  |  |  |
| 14 | There is the use of consultants in the monitoring and evaluation of projects at WWF |  |  |  |  |  |
|  | **Project Performance** |  |  |  |  |  |
| 15 | There is always a timely implementation of projects at WWF |  |  |  |  |  |
| 16 | The projects at WWF are normally implemented within the budget |  |  |  |  |  |
| 17 | The projects at WWF always achieve the pre-determined deliverables |  |  |  |  |  |

## **Appendix II: Interview Guide for Stakeholders**

My name is **Happiness Genes,** pursuing a Master of Project Management from the Open University of Tanzania. I’m conducting research on the **“THE EFFECT OF MONITORING AND EVALUATION ON THE PERFORMANCE OF DONOR FUNDED CONSERVATION PROJECTS: A CASE OF WORLD-WIDE FUND TANZANIA”.** I respectfully call for your cooperation in answering the questions herewith. Your commitment as well as your time in filling this questionnaire will be highly appreciated. Be assured that all the information you provide will be treated as confidential and will be used for this study only. Thank you.

1. How far are you aware about the conservation projects implemented by WWF?
2. What is your involvement on these projects?
3. In what ways does WWF involve you in the implementation of their projects?
4. What role do you play when involved in the implementation of such projects?
5. How far do you think your involvement has contributed to the successful implementation of such projects?