**DETERMINANTS OF MONITORING AND EVALUATION OF LOCAL GOVERNMENT HEALTH CENTRE BUILDING PROJECT IN KINONDONI, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN**

**MONITORING AND EVALUATION (MAME)**

**DEPARTMENT OF ECONOMICS**

**OF THE OPEN UNIVERSITY OF TANZANIA**

**2024**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a research report titled; **“Determinants of Monitoring and Evaluation of Local Government Health Centre Building Project In Kinondoni, Tanzania”** in partial fulfilment of the requirements for the award of degree of Master in monitoring and evaluation (MA M&E).

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Dr. Noel Matemba

(Supervisor)

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…………………..……………….

Signature

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Date

# DEDICATION

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I would like to dedicate this work to my family, wife and the children for the tolerance of my absence and their tireless support during the time of study. Having these people gave me an extra push, of making sure I live a mark for them to idolise.

Additionally, I dedicate this work to my mother, and my brother, and not to forget my friends, whose support has been quite remarkable, encouraging me to pursue this path knowing they have my back at all times. Am inspired by the love this people have been portraying towards me.

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# ABSTRACT

This research aimed to investigate determinants of Monitoring and Evaluation of Local Government Health Centre Building Project in Kinondoni, Tanzania. The study was guided by three specific objectives: to identify the effect of information and communication technology (ICT) utilization on monitoring and Evaluation of Kinondoni health centres projects, to determine the influence of stakeholder engagement on monitoring and Evaluation of Kinondoni health centres projects and to ascertain the influence of management support on monitoring and Evaluation of Kinondoni health centres projects. In addressing these objectives, the study employed a case study design and utilized a sample of 70 respondents, selected through purposive sampling. Data collection was conducted using questionnaires for primary data, while secondary data were gathered from journals, reports, and articles. The analysis methods used included descriptive analysis, correlation, and multiple regression to test the relationships between the variables.

The findings of the correlation analysis indicated that there is a positive correlation between Information and communication technology (ICT)and Effective monitoring and Evaluation (r= 0.832, p-value =0.000) this imply that the Information and communication technology influences effective monitoring and Evaluation.The findings also shows that there is a positive correlation between Stakeholder engagement and effective monitoring and Evaluation whereby (r = 0.741, p-value = 0.000 which means that Stakeholder engagement influences effective monitoring and Evaluation. Furthermore, study findings revealed that there is a positive relationship between Management Support and effective monitoring and evaluation whereby (r = 0.764, p-value = 0.000) which implies that whenever there is Management Support it would enhance effective monitoring and Evaluation. Finally, study concluded that to improve the timeliness and effectiveness of monitoring and evaluation (M&E) processes. The study recommends that management prioritize the allocation of adequate budgets specifically for ICT tools and resources. Investing in secure data handling systems and necessary technology can streamline M&E activities and enhance project performance.

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# CHAPTER ONE

# OVERVIEW OF THE STUDY

## **1.1 Introduction**

This study aims to investigate the determinants of Monitoring and Evaluation of Local Government Health Centre Building Project in Kinondoni, Tanzania. To instigate with, this introductory part this chapter presents the background of the study, statement of the problem, research objectives, and research questions, significance of the study and organization of the proposal.

## **1.2 Background of the study**

Monitoring and Evaluation (M&E) is crucial for improving outcomes in programs, particularly in the health sector. Kenya has been focusing on strengthening its M&E systems to align with its Constitution and decentralization laws, aiming to improve health standards. Less developed nations also recognize the need for robust M&E systems to ensure successful health infrastructure projects (Anderson, 2018). The World Health Organization emphasizes the importance of a solid M&E framework for national health sector planning. Management support and Information and Communication Technology (ICT) are pivotal in enhancing M&E efforts in local government health center building projects. Management support provides leadership and resources for effective monitoring and evaluation processes, ensuring that project findings are acted upon for better outcomes and accountability. ICT tools like project management software and mobile data collection apps improve data collection, analysis, and communication among stakeholders, enhancing transparency and decision-making. Combining management support with ICT can significantly boost the effectiveness of monitoring and evaluation efforts, ultimately improving healthcare infrastructure and services for communities (Chaplowe&Scott 2018).

In Global context, Monitoring and Evaluation (M&E) of Local Government Health Centre Building Projects in developed countries typically hinges on several key determinants. First, clear objectives and planning are crucial, as projects with well-defined goals and timelines are easier to monitor and evaluate(Anderson, 2018). Resource availability, including financial, human, and material resources, also plays a pivotal role in successful M&E. Adequate funding and trained personnel enable timely data collection, analysis, and reporting. Stakeholder involvement is another determinant, where inclusive participation of government officials, health experts, community members, and donors ensures that diverse perspectives are incorporated. Use of technology and data systems for tracking progress is a common practice in developed countries, which helps in ensuring transparency and real-time data access. Lastly, policy and regulatory frameworks that enforce regular M&E processes also influence the overall effectiveness of project monitoring(Anderson, 2018).

Monitoring and Evaluation (M&E) significantly influences the success of Local Government Health Centre Building Projects by promoting accountability, transparency, and efficiency. In developed countries, advanced M&E techniques allow early detection of issues, timely adjustments, and prevention of cost overruns or delays. It ensures optimal use of resources and alignment with project goals, supporting evidence-based decision-making for resource allocation and risk management. A case study of the UK's National Health Service (NHS) hospital projects demonstrates how robust M&E frameworks, using key performance indicators and stakeholder involvement, lead to the successful completion of high-quality health centres, setting a global standard.

African Context, Monitoring and Evaluation (M&E) of local government health center building projects in developing countries is determined by several key factors, including stakeholder involvement, resource allocation, project design, capacity-building, and technological tools. Effective M&E requires active participation from local authorities, health center staff, donors, and the community to ensure that all interests are considered. Adequate funding and skilled personnel are essential to monitor project progress and ensure evaluations are conducted at critical phases(Chaplowe&Scott 2018). The use of technology, such as digital data collection and reporting systems, improves the efficiency and accuracy of M&E processes. Moreover, the clarity of project objectives and performance indicators is crucial to determine if goals are being met (Askari, 2019).A strong M&E framework can significantly impact the success of a health center building project by ensuring that challenges are identified early, adjustments are made, and the project is completed on time and within budget. For example, in Kenya’s Kisumu County, the local government implemented a rigorous M&E process in building rural health centers, including quarterly site visits, stakeholder feedback mechanisms, and regular financial audits. This led to improved project transparency, timely completion, and better service delivery to the community.

Tadesse et al. (2013), in their research carried out in the Adama region of Central Ethiopia, verified that the engagement of stakeholders in Monitoring and Evaluation (M&E) for health construction projects was notably inadequate. This aligns with Tadesse's findings, where health initiatives funded by governments or donors frequently falter due to insufficient stakeholder involvement and limited attention to M&E mechanisms. Additionally, the issue of ineffectual M&E practices is pervasive across East African nations, encompassing numerous funded projects, including those in the health sector, with multiple entities conducting assessments in lieu of comprehensive M&E. The Development Bank of Southern Africa (2016) highlighted that M&E in Kenya has not yet reached a satisfactory level of proficiency due to fragmented efforts, data-centric approaches, and limited outcomes, with a lack of qualified professionals being a key issue. Few evaluators possess formal academic training, and their evaluations are often influenced by sociological research methodologies. Chesos (2017) further notes that centralized M&E efforts are prevalent across sectors like Health, Water, and Roads in the Kenyan government. While previous studies, such as Askari (2019), have explored challenges facing health building projects, including skill shortages, investment shocks, and unavailability of construction materials, none have focused specifically on the determinants of M&E in local health building projects in Kinondoni district. This study aims to investigate these determinants within the context of Local Government Health Center Building Projects in Kinondoni.

## **1.3 Statement of the problem**

Monitoring and evaluation (M&E) of local government health center building projects in developed countries has shifted from focusing on inputs like construction timelines and budgets to evaluating broader outcomes, such as improved healthcare access and better health outcomes in the community (Musingi, 2017). This reflects a global trend towards **results-based management**, where success is measured by the impact on public health, not just project completion.Developing countries, including Tanzania, face challenges in implementing effective M&E systems. In **Kinondoni district**, issues such as limited **ICT use**, insufficient **management support**, and low **stakeholder engagement** hinder the ability to track progress and assess the impact of health center projects. Despite the importance of M&E in improving healthcare deliverance, there is a lack of research on the specific factors influencing M&E in this district. This study seeks to fill the defined gap by exploring these determinants in **Kinondoni’s local government health center building projects.**

However different scholars demonstrated opinions regarding monitoring and evaluating local government health center building projects such as Hosley (2015) started the idea that the current way of checking and evaluating local government health center building projects around the world focuses more on using data, looking at outcomes, and involving the community more. This shows a bigger change towards making decisions based on evidence, being responsible, and including everyone when planning and doing healthcare projects, all to help the local people better. However, in countries like Tanzania, there are still difficulties in keeping track of and assessing local government health center construction projects. This is because technology isn't used well, there's not enough help from management, and stakeholders aren't involved enough. But also, there is a scarcity of studies addressing the determinants of monitoring and evaluation in the context of Kinondoni district in Tanzania. Therefore, this study filled the gap by investigating the factors influencing the monitoring and evaluation of local government health center building projects in Kinondoni district.

## **1.4 Research Objectives**

### **1.4.1General objective**

The general objective of this study is to investigate the determinants of Monitoring and Evaluation of Local Government Health Centre Building Project in Kinondoni, Tanzania.

### **1.4.2Specific objectives**

The specific objectives of this study are:

1. To assess the effect of information and communication technology (ICT) utilization on monitoring and Evaluation of Kinondoni health centres projects
2. To determine the influence of stakeholder engagement on monitoring and Evaluation of Kinondoni health centres projects
3. To ascertain the influence of management support on monitoring and Evaluation of Kinondoni health centres projects

## **1.5 Research Questions**

## 1.5.1 General Research**Question**

What are the determinants of Monitoring and Evaluation of Local Government Health Centre Building Project in Kinondoni, Tanzania?

## **1.5.2 Specific Research Question**

1. What is the effect of information and communication technology (ICT) utilization on monitoring and Evaluation of Kinondoni health centres projects?
2. What is the influence of stakeholder engagement on monitoring and Evaluation of Kinondoni health centres projects?
3. What is the influence of management support on monitoring and Evaluation of Kinondoni health centres projects?

## **1.6 Significance of the study**

To organization implementing a project:M&E provides organizations with insights into project progress, outcomes, and impacts. This information enables them to make data-driven decisions and take corrective actions to improve project performance, efficiency, and effectiveness. M&E helps organizations identify which projects or interventions yield the best results and contribute most to the organization's goals. This knowledge allows for better allocation of resources to maximize impact.

To scholars:M&E research helps refine and develop theories related to project management, evaluation methodologies, and performance measurement. Scholars can validate existing theories or propose new ones based on empirical evidence. Scholarly studies on M&E provide evidence to inform policy-making and program implementation. Governments, NGOs, and international organizations can use this evidence to design and implement more effective and impactful interventions.

Significant of the study to Tanzanian policies and strategies: Tanzania has a series of national development plans, such as the Tanzania Development Vision 2025 and the Five-Year Development Plans. These plans emphasize the importance of improving healthcare infrastructure and services. M&E activities in health center building projects ensure that these plans are implemented effectively, and resources are allocated efficiently to achieve the desired healthcare outcomes outlined in these development plans. The Tanzanian government has developed Health Sector Strategic Plans (HSSPs) to guide the development of the health sector. M&E is an integral component of these plans, as it helps assess progress towards achieving health-related targets, including infrastructure improvements. Effective M&E ensures that health center building projects are aligned with the goals and objectives of HSSPs.

**Limitation of the study**

# CHAPTER TWO

# LITERATURE REVIEW

## **2.1 Introduction**

This chapter provides an overview of previous studies aboutinvestigate the determinants of effective monitoring and evaluation of local government health centres building development Projects. It involved introduction, definition of key terms, theoretical and empirical literature reviews and proposed conceptual framework of the study.

## **2.2 Definition of Concepts and Terms**

**2.2.1 Monitoring**

Monitoring is the systematic and continuous process of collecting, recording, and analysing data and information to track the progress, performance, or status of a project, program, or process over time. It involves the regular observation and assessment of key indicators, activities, or outcomes to ensure that they align with the project's objectives, targets, or established standards John, W. (2017).

**2.2.2 Evaluation**

Evaluation is a systematic and objective assessment process aimed at determining the value, effectiveness, or quality of a program, project, policy, product, or any other initiative. It involves gathering and analysing data to assess the extent to which the initiative has achieved its intended objectives and outcomes. The evaluation process helps stakeholders, such as policymakers, funders, and implementers, to make informed decisions, improve performance, and understand the overall impact and relevance of the subject being evaluatedAbdullah & Musa, (2014).

**2.2.3 Project**

The term project stated by Abdullah & Musa, (2014) as the series of coordinated activities having specific start and end time with the view of achieving particular objectives and each project has unique characteristics thus projects includes, start and end time, have resources to be committed for accomplishment of a specific projects together with specific objective to be achieved.

Also according to Elbeltagi & Eng, (2014) Project defined as a set of planned interrelates activities that need to be accomplished at specific period of time taking into account cost, quality and scope.

**2.2.4 Project management**

Project management refers to the systematic planning, organizing, coordinating, and controlling of resources, tasks, and activities to achieve specific objectives within a defined timeframe Thomas, & Lisa, (2015). It is the application of knowledge, skills, tools, and techniques to initiate, plan, execute, monitor, and close a project successfully.

**2.2.5 Development projects**

A community development project is a planned and organized initiative aimed at enhancing the social, economic, cultural, and environmental well-being of a specific community or a group of communities Thomas, & Lisa, (2015). These projects are typically implemented by various stakeholders, including governments, non-governmental organizations (NGOs), community-based organizations (CBOs), and other development partners.

## **2.3 Theoretical Framework**

Two selected theories guided the study, applied as a benchmark and point of reference during the analysis and discussion of the findings. These theories are the evaluation theory and theory of change.

### **2.3.1 Evaluation Theory**

Evaluation Theory seeks to equip evaluators with a foundation for making various decisions involved in designing and conducting evaluations. It provides evaluators with specific perspectives and guidance on aspects such as the evaluator's role and their relationship with the subjects of the evaluation, the selection of evaluation questions, and the appropriate matching of methods Magongo, (2020).

The theory assesses the effectiveness of a project in achieving its intended goals and its impact on the significance and sustainability of an ongoing project (McCoy, 2005). By comparing the project's actual impact with what was planned in the project's initial plan, Evaluation Theory helps gauge its success. Evaluations can be categorized into two types based on their timing: formative evaluations, which occur during project implementation, and summative evaluations, which take place after the project is completed (Shapiro, 2004).

The primary rationale for applying Evaluation Theory in this study is that the Monitoring & Evaluation System involves both monitoring the project implementation process and conducting evaluations to measure if the project's objectives are being achieved as intended by local governments(McCoy, 2005). On the other hands the relationship between evaluation theory and monitoring and evaluation (M&E) of projects is deeply interconnected. Evaluation theory provides the conceptual framework and principles that guide the design, implementation, and assessment of M&E processes within projects(McCoy, 2005).

The strength of evaluation theory, it offers methodologies and approaches for systematically measuring project progress, outcomes, and impacts against predetermined goals and objectives. Through evaluation theory, M&E practices gain a solid foundation in terms of defining evaluation criteria, selecting appropriate indicators, establishing data collection methods, and interpreting findings (Magongo, 2020). In turn, M&E serves as the practical application of evaluation theory, allowing for the ongoing tracking of project activities, outputs, and results to ensure alignment with project goals. The synergy between evaluation theory and M&E enhances project management by fostering informed decision-making, continuous improvement, accountability, and the ability to adapt strategies based on evidence-driven insights.

A weakness of Evaluation Theory is its potential overemphasis on predefined metrics and quantitative data, which may overlook the qualitative aspects of a project, such as stakeholder perspectives and contextual factors. Additionally, its focus on comparing actual outcomes to initial plans might not fully capture the complexity and evolving nature of project impacts, potentially leading to oversimplified assessments of success or failure. Furthermore, it can be criticized for neglecting the long-term sustainability and broader effects of projects, which may not always align with short-term evaluation criteria.

## **2.3.3 Selection of Tools andTechniques**

Different projects require unique monitoring and evaluation (M&E) approaches, considering factors like operational environment, implementing agency's capacity, and donor expectations. Therefore, it's crucial to tailor M&E plans to the project's specific needs by identifying suitable methods, procedures, and tools (Workman A., 2019). Project managers can benefit from various tools and techniques across different project stages, including project selection, risk management, initiation, planning, execution, and monitoring/control (Workman A., 2019).

The Result framework, endorsed in the Rome Declaration on Harmonization, provides a structured approach for strategic planning, risk management, progress monitoring, and outcome evaluation, supported by practical tools (Kusek, 2021). Conversely, the logical framework, a widely recognized matrix, uses M&E indicators to identify risks and connects project goals with inputs, processes, and outputs for successful implementation (Kusek, 2021).

|  |  |  |  |
| --- | --- | --- | --- |
| Narrativesummary | ObjectivelyverifiableIndicators | Informationsource | Risksandassumptions |
| Widerobjective | Howtomeasure widerObjectives | Howtocheckthemeasurement | Whatassumptionsaremade |
| Projectpurpose | howtomeasureimmediateobjectives | Howtocheckthemeasurement | Whatassumptionsaremade |
| Outputs | HowtomeasureoutputsProduced | Howtocheckthemeasurement | Whatassumptionsaremade |
| Inputs/activities | Howtomeasureinputs | Howtocheckthemeasurement | Whatassumptionsaremade |

**Table2.1GeneralstructureoftheLog-frame**

The Logical Framework, also known as the Log-Frame, is a valuable tool in project management and monitoring and evaluation (M&E) to ensure effective project design, implementation, and measurement. It follows a systematic and structured approach to project planning and assessment. Here's how the Logical Framework contributes to M&E:

The Log-Frame encourages project planners to think critically and precisely about the project's objectives, activities, and expected outcomes. By setting specific, measurable, achievable, relevant, and time-bound (SMART) objectives, it establishes a strong foundation for M&E. Moreover, it adopts a results-oriented approach, focusing on the desired outcomes and impacts. This allows for identifying the cause-and-effect relationships between project inputs, outputs, outcomes, and impactsKusek, (2021). Consequently, M&E efforts can be tailored to measure progress towards achieving these results.

Within the Log-Frame, specific indicators and targets are established for each level of the project hierarchy (input, output, outcome, and impact). These indicators serve as the basis for data collection during monitoring and evaluation, enabling an assessment of project performance against the predefined targets. The Log-Frame also provides clear guidance on data collection, ensuring that relevant data is gathered throughout the project's lifecycleGaitano, S. (2020), This, in turn, facilitates informed decision-making during the evaluation process.

Additionally, the Log-Frame offers a structured framework for evaluation by defining success criteria and expected changes to be observed at each level of the project. This valuable framework assists evaluators in designing appropriate evaluation methodologies and streamlining the assessment processGaitano, S. (2020).

In summary, the Logical Framework is a comprehensive tool that enhances project planning and evaluation by promoting clarity in objectives, result-oriented thinking, defining indicators and targets, guiding data collection, and providing a structured framework for evaluation.

## **Empirical literature review**

Scholars have recognized the transformative effect of Information and Communication Technology (ICT) utilization on monitoring and evaluation (M&E) processes. Here are key viewpoints regarding this impact.

**The effect of information and communication technology (ICT) utilization on monitoring and Evaluation of Kinondoni health centres projects**

Mullungu (2016) found that ICT tools have significantly improved data collection in monitoring and evaluation (M&E) activities. Digital surveys, mobile apps, and web-based systems streamline real-time data gathering, enhancing accuracy, speed, and data quality by minimizing manual entry errors. ICT also facilitates secure data storage and management, making data easily accessible for analysis. Additionally, ICT promotes inclusivity in M&E processes by enabling remote data collection and adapting tools for users with varying technical skills, leading to more diverse and representative datasets crucial for accurate evaluation.

Allan (2017) highlighted that incorporating ICT in monitoring and evaluation (M&E) enhances transparency and accountability. Scholars argue that digital platforms for data reporting and sharing improve visibility into project progress, helping to prevent fraud and mismanagement through real-time monitoring. Easy access to data allows for greater scrutiny and feedback from stakeholders, improving governance. Overall, the use of ICT in M&E is seen as a significant advancement, enhancing data collection, accessibility, inclusivity, analysis, visualization, and accountability. This integration simplifies M&E processes and aids in informed decision-making, thereby boosting the effectiveness and success of development projects.

**The influence of stakeholder engagement on monitoring and Evaluation of Kinondoni health centres projects**

Incorporating stakeholder participation at the outset of the M&E process is essential, as noted by Kerongo, Mutua, and Musomba (2013). This involvement is crucial for proper project control, especially considering the significant influence certain investors may have on project outcomes. Askari (2019) underscores the importance of stakeholder participation for successful M&E plan implementation. Kariuki and Njuki (2013) also advocate for participatory M&E, highlighting its role in facilitating learning and instigating change at societal and organizational levels, thereby enhancing the overall success of M&E activities by addressing diverse stakeholder expectations.

To ensure effective M&E outcomes and acceptance of results, it is crucial to engage key stakeholders from the beginning of the M&E process, as Nyaguthii and Oyugi (2013) emphasize. This involvement enhances acceptance and facilitates timely corrective actions. Nyang’wara and Ole Kulet (2015) further note that stakeholder engagement significantly impacts the efficiency and effectiveness of M&E. The UNDP's handbook on planning, monitoring, and evaluation highlights the importance of skilled human resources in achieving effective M&E. It stresses that staff must have the necessary technical expertise, and that training in research and project management is essential. Capacity building is thus a critical component, as stated by Chaleunvong (2019).

Chaplowe (2018) emphasizes the importance of including a budget for monitoring and evaluation (M&E) from the project design phase to ensure comprehensive project costing. Result-based M&E, particularly for tracking financial expenditures, has become prominent. However, there are concerns about whether budget allocations for M&E truly enhance project effectiveness, as some projects underperform despite having such budgets (Scott, 2018). To mitigate this, M&E financial resources should be integrated within the overall project costs during the planning phase without incurring extra expenses.

Tengan and Thwala (2018) discuss various financial mechanisms for M&E projects. One approach is integrating resources from all basic projects into a distinct M&E fund or project, reallocating some task capital. Another method is mobilizing funds directly from partners specifically for M&E activities. Alternatively, funds can be allocated annually for each result based on planned budgets from all program costs. This approach enhances accounting transparency and reduces the risk of resource shortages, which often occur towards the project's end (Ngundo & James, 2018.

In Gaitano's 2020 study, the effectiveness of Monitoring-Evaluation Systems (MES) for Bank Group-funded projects in Burkina Faso, Mauritania, Kenya, Rwanda, and Mozambique was assessed. The study, using desk reviews and interviews of projects approved from 1987 to 2000, found that MES were not serving their intended decision-making purpose but were seen as bureaucratic control tools. NGOs, focusing on physical infrastructure rather than methodological training, had inadequate MES.

**The influence of management support on monitoring and Evaluation of Kinondoni health centres projects.**

Wotela (2017) underscores the importance of skilled human resources in effective monitoring and evaluation (M&E) processes, advocating for training in study and project management to enhance capacity building. Practical resources like guide manuals, handbooks, and toolkits are provided to project workers to improve their skills. The project management team, including the project manager, project staff, M&E staff, and implementing partners (CARE, 2012), is crucial for M&E system success. Active support from management (World Bank, 2011) and responsibilities such as decision-making, strategic planning, monitoring indicators, and reporting (IFRC, 2011) are essential. The project manager ensures effective task execution by the project staff (Anderson, 2018), who implement the project and report data (IFRC, 2011). Collaboration between project management and M&E staff is necessary to identify and address project improvements, with M&E integrated into the project management unit for swift information utilization (Anderson, 2018)

## **2.5 Conceptual Framework**

The conceptual framework for this study illustrates the relationships between the independent variables Information and Communication Technology (ICT), Stakeholder Engagement, and Management Support and the dependent variable, Effective Monitoring and Evaluation (M&E). This framework serves as a guiding structure to understand how these factors interact and contribute to the overall effectiveness of M&E in local health building projects.

## **Figure 2.1 Conceptual Framework**

 **Independent Variables Dependable Variables**

**Effective monitoring and Evaluation**

* Timeliness
* Cost effectiveness
* Integration of projects activities

**Information and communication technology (ICT)**

* Data Collection
* Data Security
* Data Analysis

**Stakeholder engagement**

* Participation rate
* Stakeholders’ communication
* Collaborative initiatives

**Management support**

* Allocated budget
* Feedback mechanism
* Organization culture

**Source: Author (2023)**

**Operationalization of the variable**

**Information and Communication Technology (ICT) and Effective monitoring and Evaluation**

This variable encompasses the tools and systems used to gather, analyze, and disseminate data related to health projects. Effective ICT utilization can enhance real-time data collection, improve communication among stakeholders, and facilitate timely decision-making (Kibusi et al., 2023). Increased ICT integration is posited to positively impact the effectiveness of M&E processes.

**Stakeholder Engagement and Effective monitoring and Evaluation**

 Engaging stakeholderssuch as community members, healthcare providers, and government officialsplays a crucial role in the success of health projects. Active involvement ensures that the needs and perspectives of all parties are considered, leading to more relevant and tailored M&E frameworks (Ngowi et al., 2021). Therefore, effective stakeholder engagement is expected to enhance the overall quality and applicability of M&E activities.

**Management Support and Effective monitoring and Evaluation**

 The support and commitment of management are vital for implementing M&E initiatives. When management prioritizes M&E by providing resources, training, and guidance, it fosters an environment where M&E can thrive (Mhando et al., 2020). Thus, strong management support is anticipated to correlate positively with the effectiveness of M&E.

The interplay among these independent variables is expected to create a synergistic effect, ultimately leading to improved M&E practices in health infrastructure projects. By examining these relationships, this study aims to identify best practices and develop recommendations for enhancing M&E effectiveness in local government health center building projects, particularly in the context of Kinondoni District. This conceptual framework not only clarifies the focus of the research but also provides a structured approach to understanding how these key factors contribute to successful health project outcomes.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## **3.1 Introduction**

This chapter presents the procedure through which the research study is to be conducted. It entails what has been done and the manner in which it was done. The chapter comprises of the research design, population of the study, study area, sampling technique, sample size, data collection techniques and data analysis techniques.

## **3.2 Research Design**

Research study adopted mixed research design which comprises both qualitative and quantitative research. 'Mixed research design is a research approach whereby researchers collect and analyses both quantitative and qualitative data within the same studyDorst, (2016). This has made it possible for the researcher to get data by questionnaire, and interview. As a consequence, a variety of data were gathered from various sources, allowing the researcher to dig deeper into the current condition and gain a deeper understanding of the study.

**3.3 Research paradigm**

The study employed positivism because it emphasizes objective observation and measurement of social phenomena, relying on empirical data and scientific methods to test hypotheses and establish generalizable findings.

## **3.4 Study Area**

The study was conducted at five key health centers in the Kinondoni District of Dar es Salaam, Tanzania, focusing on assessing the effectiveness of service delivery in these facilities. The selected centers were Mwananyamala Health Centre, Magomeni Health Centre, Sinza Health Centre, Manzese Health Centre, and Kimara Health Centre. These centers serve diverse and densely populated areas, offering a range of services such as outpatient care, maternal and child health, and disease prevention. The study aimed to evaluate how monitoring and evaluation practices influence service delivery and overall health outcomes in these facilities.

Health centers play a crucial role in serving diverse and densely populated areas by offering a range of essential services, including outpatient care, maternal and child health services, and disease prevention programs. According to the World Health Organization (2021), these facilities provide comprehensive care that encompasses preventive, curative, and rehabilitative services, addressing the community's health needs. Research indicates that access to health centers significantly improves maternal and child health outcomes, with Bintabara et al. (2020) finding a notable reduction in maternal and infant mortality rates in urban settings due to the availability of prenatal and postnatal care. Furthermore, health centers are vital for disease prevention, delivering vaccinations and health education that help control infectious diseases (CDC, 2022). Their strategic location in densely populated regions ensures timely access to healthcare, effectively reducing barriers and promoting health equity (Ransom et al., 2021). Collectively, these factors underscore the integral role of health centers in enhancing community health outcomes.

**3.5 Target population****& Unit of Analysis**

The targeted population of this study are 200 employees from Kinondoni health centres. While the unit of analysis includesProject management office, **Information Technology (IT) Department,** finance and accounting department,**Strategic Planning Department**. Researcher used the above-mentioned unit of analysis because they are directly linked with project management, monitoring and evaluation in the organization but also are the group of respondents who can provide answers required to make conclusion of the study.

## **3.6 Sampling Procedures and Sample Size**

# Sampling Procedures

In this study, purposive sampling was used to select the study area and to enlist individuals from the Project Management Office, IT Department, Finance and Accounting Department, and Strategic Planning Department. These individuals are chosen for their key roles in project management, monitoring, and evaluation. The purposive sampling technique is employed to deliberately select participants based on specific characteristics relevant to the research objectives, ensuring the inclusion of those who can provide the necessary information and experiences to address the research questions effectively.

# Sample Size

The sample size for this study was set at 200 participants, encompassing individuals from the Project Management Office, Information Technology (IT) Department, Finance and Accounting Department, and Strategic Planning Department. This decision was informed by (Kothari, 2004)recommendation that a minimum of 40% of the target population is typically needed to draw reliable conclusions. However, this study opted for a sample size greater than 100% of the initial respondent pool. This approach was propel by the need to ensure a comprehensive understanding of the perspectives and experiences across various departments, which are crucial for effective monitoring and evaluation (M&E) in health projects.

By embody a diverse array of stakeholders, the study sought to gather a wide range of perspectives and reduce potential biases that could arise from a smaller, more uniform sample. This diversity is particularly crucial in the realm of health infrastructure projects, where the interaction among various departments such as Project Management, IT, Finance, and Strategic Planning can greatly impact project results. A larger sample size not only improves the statistical reliability and credibility of the findings but also enables more detailed analyses and stronger inferences about the factors influencing effective monitoring and evaluation (M&E). Consequently, the choice to include 200 participants was vital for obtaining comprehensive, accurate data, thereby supporting well-informed conclusions and offering practical recommendations that reflect the complexities inherent in M&E for health initiatives.

**Table:3.1 Sample Size to be used**

|  |  |  |
| --- | --- | --- |
| **Category** | **Targeted Population** | **Sample size** |
| Project management office | 60 | 60 |
| ICT Department  | 60 | 60 |
| Finance and accounting department | 40 | 40 |
| **Strategic Planning Department**  | 40 | 40 |
| **Total**  | **200** | **200** |

**Source: Construction of the Researcher, (2024)**

## **3.7 Data Collection Methods/Research Instruments**

For thepurposes of this research study, both primary and secondary data were collected and utilized. Primary data involves those that collected by the researcher himself, whereas secondary data are those that are collected by other sources and may be available to the researcher.

### **3.7.1 Primary Data Collection Methods**

Many different methodologies can be used for as a data collection tool. Most are based around a core set of basic tools. These include interviews and questionnaires.

# Interviews

In this study the researcher used interview and in particular face to face interview with all the Head of departments belong in Project management office, ICT Department, Finance and accounting department and **Strategic Planning Department** from Kinondoni local government authority. The interviews aimed to gather insights on the effectiveness of monitoring and evaluation (M&E) processes in health center building projects. From the Project Management Office, the researcher sought details on the coordination of project activities, timelines, and overall project oversight. The ICT Department was asked about the role of digital tools and systems in M&E, including the use of data analytics for tracking project progress. The Finance and Accounting Department provided information regarding budget allocations, financial management, and cost control measures in the projects.

# Questionnaires

The researcher distributed close-ended questionnaires to a selected subordinate from the Project Management Office, ICT Department, Finance and Accounting Department, and Strategic Planning Department. Respondents completed the questionnaires at their convenience, and the researcher personally collected them to ensure anonymity. Additionally, the researcher conducted interview sessions to ask further questions for more detailed information. The questionnaires and interviews sought to gather specific information regarding the respondents' roles in monitoring and evaluation (M&E) processes of health center building projects within their respective departments. From the **Project Management Office**, the researcher sought details about project timelines, construction milestones, and overall project supervision. The **ICT Department** was asked about the use of technology and data systems in tracking project progress and improving transparency. The **Finance and Accounting Department** provided insights on budget management, resource allocation, and financial reporting related to the projects. Finally, the **Strategic Planning Department** was questioned on how M&E data informs long-term planning, project sustainability, and alignment with broader health objectives.

## **3.8 Data Management and analysis**

# Data Management

In this study a researcher properly edited, coded, summarized and organized data and information into tables that accurately understood by any user or reader of this research. Data management defines as a systematically organizing mass of raw data to be collected in manner that facilitated analysis of data (Kothari, 2004). It also includes identifying and correcting errors in the data, coding the data and storing them in appropriate form (Drost, 2011).

# Data editing

Editing was done to ensure that the data are accurate, consistent with other factor gathered uniformly entered, as completed as possible and well arranged to facilitate coding and presentation. The process of data editing was done to make correction to the mistake that could occur. Some of the respondents may have missed to answer the questions by mistake.

# Data coding

The questionnaires was coded in a numeral form and filled in SPSS program. SPSS was used to make coding by assigning names to variables and data set filled in numeral formCoding referred to the process of assigning numerals or other symbols to answers so that responses could be put into a limited number of categories or classes. Coding required for efficient analysis and through it the several replies that might be reduced to a small number of classes which contain the critical information required for analysis (Dorst, 2016).

# 3.9 Reliability and Validity of Data

# Data reliability

Kumar (2011) defines reliability as the consistency with which an instrument or index measures an event, ensuring consistent outcomes across multiple measurements. This is often assessed through administering the same exam to a group of individuals at least twice. The coefficient of reliability, often determined through regression analysis, indicates the strength and direction of the relationship between variables, with values ranging from -1 to 1. A higher coefficient suggests greater reliability. Malhotra (2004) suggests a minimum alpha value of 0.6 for reliability. Cronbach's alpha is a widely used reliability coefficient that assesses internal consistency by evaluating the coherence of the data's items.

# Data Validity

Validity, crucial for assessing how effectively an instrument measures its intended construct, is synonymous with utility. It reflects the extent to which differences detected represent genuine differences. Proving validity without direct validation is a challenge, but additional pertinent evidence can support measurement findings. The choice of relevant evidence depends on the research problem and researcher perspective. In this study, the Bartlett's test of Sphericity and Kaiser-Meyer-Olkin measure were utilized to evaluate data validity, with a minimum KMO value of 0.6 required.

## **3.10 Data Analysis**

The researcher employed SPSS (version 20.0) to analyze the collected quantitative data, utilizing both descriptive and inferential statistical techniques. Descriptive analysis, including calculations of percentages and means, was used to summarize the data and provide a clear overview of the study findings in relation to the research questions. This approach was crucial for identifying trends and patterns that directly addressed the research questions, allowing for a comprehensive understanding of participants' responses.

In addition, inferential analyses, such as regression analysis and t-tests, were performed to explore the relationships between the independent variables (ICT, Stakeholder Engagement, and Management Support) and the dependent variable (Effective Monitoring and Evaluation). These inferential techniques were employed to assess the strength and significance of these relationships, enabling the researcher to draw broader conclusions from the sample data and make generalizations about the population. This dual approach of using both descriptive and inferential analyses provided a robust framework for understanding the factors influencing effective monitoring and evaluation in health center projects at Kinondoni as a case study.

# CHAPTER FOUR

# ANAYSIS AND PRESENTATION OF THE FINDING

## **4.1 Introduction**

In this chapter, the analysis and findings of the study are presented. The analysis was conducted in accordance with each specific research objective. Descriptive analysis was used for each objective, followed by correlation analysis and multiple regression analysis to assess the relationship between independent and dependent variables. The chapter is divided into three parts: preliminary analysis, detailed data analysis, and regression analysis. All the questions in the study were completed and returned by the participants, enabling the researcher to draw conclusions based on the obtained sample size.

**Table 4.1 response rate**

|  |  |  |
| --- | --- | --- |
| Sample size | Response % | Non-response% |
| 200 | 100% | 0% |

**Source; Research data (2024)**

## **4.2 Validity and reliability of the variables**

The study checked validity and reliability by considering the Bartlett’s test of sphericity that should be statistically significant at p<.05 and the Kaiser-Meyer-Olkin value that should be .6 or above. According to Pallant, (2005) for data to be considered suitable for factor analysis the correlation matrix should show at least some correlations of r=.3 or greater. The Bartlett’s test of sphericity should be statistically significant at p<.05 and the Kaiser-Meyer-Olkin value should be .6 or above and reliability should have cronbach’s alpha of 0.7 and above. Therefore, the data used from this study were suitable for further analysis.

**Table 4.2 Respondent’s rate**

|  |  |  |  |
| --- | --- | --- | --- |
| **Categories of Respondents** | **Validity****(KMO)** | **Cronbach's Alpha** |  |
| Information and communication technology  | .791  |  .889 |  |
| Stakeholder engagement  | .731 |  .865 |  |
| Management support | .718 |  .895 |  |
| Effective monitoring and Evaluation | .687  |  .810 |  |

**Source: Research, data (2024)**

## **4.3 Preliminary Data analysis**

This section summarized the demographic characteristics of the respondents including gender, age, education level and experience of the respondents. For more information see the appendix I.

### **4.3.1 Respondent’s Gender**

The purpose of the study was to determine the gender of the respondents who worked for higher learning institutions in relation to blockchain integration. According to the findings of this analysis, there were more male respondents than female respondents. This is demonstrated by the data, which were gathered from 200 respondents, which showed that 101 of the respondents (50.5%) were male while the remaining 99, or 49.5% of the population, were female.This gender dynamic can impact the perspectives and insights gathered during the M&E process. If the majority of respondents were male, there might be a risk of overlooking critical health issues that disproportionately affect women, such as maternal health services and reproductive health needs. Therefore, ensuring gender-sensitive approaches in M&E frameworks is essential. The findings indicate a need for inclusive strategies that actively involve women and consider their unique health challenges.

**Table 4.3 Respondents Gender**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Male | 101 | 50.5 |
| Female | 99 | 49.5 |
|
| Total | 200 | 100.0 |

Source; Research data (2024*)*

### **4.3.2 Respondents Age group**

According to the table below, the study also examined the respondents' ages from the study's target demographic. The results show that 76 respondents, or 38% of the total, were between the ages of 20 and 35. Then, 95 respondents, or 47.5% of the total, were between the ages of 36 and 45. Finally, 21 respondents, or 10.5% of the total, were between the ages of 46 and 55, while the remaining respondents, or 8%, were over the age of 55. 66 This suggests that programs and policies aimed at improving health services should consider the perspectives and needs of this demographic, potentially leading to more effective and relevant intervention.

**Table 4.4 Ages**

|  |  |  |
| --- | --- | --- |
|  |  **Frequency** |  **Percent** |
|  | 20-35 years |  76  |  38% |
| 36-45 years |  95 |  47.5% |
| 46-55 years |  21 |  10.5% |
| above 55 years |  8  |  4% |
| Total |  200 |  100.0 |

Source: Research, data (2024)

### **4.3.3 Education level**

A thorough examination of the respondents' educational backgrounds revealed that 60% of them held a bachelor's degree or higher. This level was found to have a sizable percentage of respondents, indicating that many employees have degrees or higher, whereas 35% of respondents had just received a diploma and 5% had received a certificate. The findings implies that the high percentage of respondents (60%) with a bachelor's degree or higher suggests that the organization benefits from a well-educated workforce, which can enhance productivity, innovation, and overall performance.

**Table 4.5 Education level**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | Bachelor and above | 120 | 60 |
| Diploma | 70 | 35 |
| Certificate | 10 | 5 |
| Total | 200 | 100 |

**Source; Research data (2024)**

### **4.3.4 Experience of the Respondents**

Table 4.5's findings revealed that 47 respondents, or 45.1%, had experience of more than five years, while 30 respondents, or 28.5%, had experience of one year or less, more than one year to five years, and more than five years, respectively.The findings implies that significant proportion of respondents with over five years of experience indicates a stable and knowledgeable workforce, which is essential for enhancing the quality of services at health centers.

**Table 4.6 Experience**

|  |  |  |
| --- | --- | --- |
|  | **Frequency** | **Percent** |
|  | One year and less | 30 | 15 |
| one year to five years | 128 | 64 |
| Above five years | 42 | 21 |
| Total | 200 | 100.0 |

**Source; Research data (2024)**

## **4.4 Descriptive data analysis**

The data collection has been performed using the questionnaire survey as proposed in the research methods. Data collection in this research was done with the help of questionnaire that was developed with the help of previous literature, aims, and objective of the study. The questionnaire based on 30 research items and 5-point Likert Scale. Representatives were 200 by total from Kinondoni health centres. Stratified sampling method was used in order to select candidates for the study with each person representing one company.

A sample size of 200 respondents from Kinondoni health centres has been used to investigate the determinants of Monitoring and Evaluation of Local Government Health Centre Building Project: The data has been processed using SPSS and multiple tests have been performed including reliability statistics, summary of descriptive statistics, correlation analysis and regression analysis.

**4.4.1****To identify the effect of information and communication technology (ICT) utilization on monitoring and Evaluation of Kinondoni health centres projects**

This study's primary goal was to identify the effect of information and communication technology (ICT) utilization on monitoring and Evaluation of Kinondoni health centres projects. In order to achieve this goal, the researcher had to evaluate a number of factors relating to information and communication technology on monitoring and Evaluation of Kinondoni health centres projects.

**Table 4.7 Information and communication technology (ICT)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Information and communication technology (ICT)**  | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** |
|  | F  | % | F  | % | F  | % | F | % | F | % |
| The use of ICT tools improves the accuracy and timeliness of data collection in our monitoring and evaluation process | 87 | 43.5 | 62 | 31 | 26 | 13 | 20 | 10 | 5 | 2.5 |
| ICT ensures secure handling and storage of data, which enhances the effectiveness of our monitoring and evaluation activities  | 72 | 36 | 45 | 22.5 | 35 | 17.5 | 30 | 15 | 18 | 9 |
| The use of ICT tools improves the speed and accuracy of data analysis in our monitoring and evaluation processes  | 91 | 45.5 | 63 | 31.5 | 40 | 20 | 6 | 3 | - | - |

**Source: Research data (2024)**

Study collected respondents’ opinions regarding the first objective and responses were analyzed descriptively and presented in terms of frequency and percentage. Table 4.7 above. The question of whether the use of ICT tools improves the accuracy and timeliness of data collection in our monitoring and evaluation process. The results showed that 43.5 percent of the respondents, or 87 respondents, strongly agreed with this statement, while 31% of the respondents agreed with this statement, and 13% of the respondents, or 5 respondents, disagreed. This brings the total of respondents who believed that the use of ICT tools improves the accuracy and timeliness of data collection in our monitoring and evaluation process to 74.5%.

Respondents were also questioned whether they agreed or disagreed that the ICT ensures secure handling and storage of data, which enhances the effectiveness of our monitoring and evaluation activities. According to the findings in Table 4.7 above, 36% of respondents, or 72 respondents, strongly agreed with the statement, while 22.5% of respondents agreed and 17.5% of respondents, or 35 respondents, remained neutral. Meanwhile, 15% of respondents, or 30 respondents, disagreed with the statement. Consequently, 58.5% of those surveyed concurred that the ICT ensures secure handling and storage of data, which enhances the effectiveness of our monitoring and evaluation activities.

Respondents were also questioned whether they agreed or disagreed that the use of ICT tools improves the speed and accuracy of data analysis in our monitoring and evaluation processes. The results showed that 45.5 percent of respondents, or 91 respondents, strongly agreed with the statement, 31.5% of respondents, or 63 respondents, agreed, and 20% of respondents, or 40 respondents, remained neutral. 77% of respondents, or the majority, agreed with the assertion that the use of ICT tools improves the speed and accuracy of data analysis in our monitoring and evaluation processes.

Implications of findings: The significant support (74.5%) for the belief that ICT tools enhance the accuracy and timeliness of data collection suggests that integrating advanced technology into monitoring and evaluation processes can lead to more reliable and timely information. This underscores the necessity for local government health centers to invest in and adopt ICT solutions to optimize their data management practices. With 58.5% of respondents agreeing that ICT ensures secure handling and storage of data, there is a clear implication that enhancing data security through technological means can improve the effectiveness of monitoring and evaluation activities. This indicates a need for ongoing training and support for health center staff to effectively utilize these tools, thereby safeguarding sensitive health information and promoting trust in data management systems.

### **4.4.2The influence of stakeholder engagement on monitoring and Evaluation of Kinondoni health centres project****s*.***

The researcher asked respondents if stakeholder engagement has an effect on monitoring and Evaluation of Kinondoni health centres projects, and the results are shown in the table below. The research study gathered comments from many respondents regarding this topic.

**Table 4.8 Stakeholder engagement**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Stakeholder engagement | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** |
|  | F  | % | F  | % | F  | % | F | % | F | % |
| Stakeholder participation in project activities enhances the timeliness of monitoring and evaluation efforts  | 103 | 51.5 | 71 | 35.5 | 16 | 8 | 5 | 2.5 | 5 | 2.5 |
| Effective communication with stakeholders contributes to the cost-effectiveness of monitoring and evaluation processes | 98 | 49 | 83 | 41.5 | 9 | 4.5 | 10 | 5 | - | - |
| Collaborative initiatives with stakeholders improve the overall integration of project activities during monitoring and evaluation  | 102 | 51 | 55 | 27.5 | 22 | 11 | 10 | 5 | 11 | 5.5 |

**Source: Research data (2024)**

According to Table 4.8 above, Research study examined the stakeholder engagement on monitoring and Evaluation of Kinondoni health centres projects. The results showed that 51.5% of the respondents, or 103 respondents, strongly agreed with this statement that Stakeholder participation in project activities enhances the timeliness of monitoring and evaluation efforts while 35.5% of respondents agreed, 8% of respondents, or 16 respondents, remained undecided, and 2.5% of respondents, or 2.5 respondents, disagreed. 87 percent of respondents, as summed up by this, agreed that Stakeholder participation in project activities enhances the timeliness of monitoring and evaluation efforts.

Additionally, respondents were asked whether they agreed or disagreed that effective communication with stakeholders contributes to the cost-effectiveness of monitoring and evaluation processes. The results, as shown in table 4.8 above, showed that 41.5% of respondents and 49% of respondents, or 98 respondents, had strongly agreed on this question, while 4.5% of respondents and 9 respondents had remained neutral and 5% of respondents and 10 respondents had disagreed on this question. In that situation, 90.5 percent of the respondents felt that the effective communication with stakeholders contributes to the cost-effectiveness of monitoring and evaluation processes.

Additionally, participants were asked if they concurred or disagreed that the Collaborative initiatives with stakeholders improve the overall integration of project activities during monitoring and evaluation. According to the results, 102 respondents, or 51%, strongly agreed with the question; 51 respondents, or 27.5%, agreed; 22 respondents, or 11%, remained undecided; and 21 respondents, or 10.5%, disagreed. Meanwhile, 22 respondents, or 11%, remained neutral; and 102 respondents, or 51%, strongly disagreed with the question. This remark was endorsed by the vast majority of respondents, or 78.5% of them.

Implications of findings: The findings indicate that robust stakeholder engagement significantly enhances the effectiveness of monitoring and evaluation (M&E) processes for health center projects in Kinondoni. The strong agreement among respondents about the importance of participation and communication suggests that involving stakeholders can lead to timelier and more cost-effective M&E efforts.Additionally, the positive response regarding collaborative initiatives implies that fostering partnerships among stakeholders can improve the integration of project activities, ultimately leading to better health outcomes and more efficient use of resources in the Kinondoni health centers. This underscores the necessity for local government and project managers to prioritize stakeholder engagement in their M&E strategies.

### **4.4.3 The influence of management support on monitoring and Evaluation of Kinondoni health centres projects**

As shown in the table below, the researcher has addressed a number of topics related tomanagement support on monitoring and Evaluation.

**Table 4.9Management Support**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Management Support** | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** |
|  | F  | % | F  | % | F  | % | F | % | F | % |
| The allocated budget from management significantly enhances the timeliness of monitoring and evaluation activities | 99 | 49.5 | 45 | 22.5 | 31 | 15.5 | 10 | 2.5 | 15 | 7.5 |
| The management’s feedback mechanisms contribute to the timely integration of project activities during monitoring and evaluation  | 16 | 8 | 22 | 11 | 72 | 36 | 60 | 30 | 30 | 15 |
| A supportive organizational culture promotes the integration of various project activities during monitoring and evaluation  | 116 | 58 | 41 | 20.5 | 35 | 17.5 | 5 | 2.5 | 3 | 1.5 |

**Source: Research data (2024)**

The data on the various questions posed to the responders are shown in table 4.9 above. Respondents were asked if they concurred that the allocated budget from management significantly enhances the timeliness of monitoring and evaluation activities. The results showed that 49.5 percent of the respondents, or 99 respondents, strongly agreed on this question, 22.5 percent agreed, 15.5 percent of the respondents, or 31 respondents, remained neutral, and 7.5 percent disagreed on the question. The results also showed that 72% of the respondents agreed that the allocated budget from management significantly enhances the timeliness of monitoring and evaluation activities.

Respondents were also questioned whether they agreed or disagreed that the management’s feedback mechanisms contribute to the timely integration of project activities during monitoring and evaluation. The initial findings showed that 16 respondents, or 8% of the respondents, strongly agreed with the question. 11% of the 22 respondents who responded also agreed, 36% of the 72 respondents who responded indifferently, and 45% of the 90 respondents who responded disagreed with the question. In such scenario, the majority of respondents, or 45% of the respondents, disagreed that the management’s feedback mechanisms contribute to the timely integration of project activities during monitoring and evaluation.

Respondents were also asked whether they agreed or disagreed that a supportive organizational culture promotes the integration of various project activities during monitoring and evaluation. 58% of the respondents, or 116 respondents, strongly agreed with the question, followed by 20.5% of the respondents, or 41 respondents, who also agreed, 17.5% of the respondents, or keep neutral, and the final 4% of the respondents, or 8 respondents, who disagreed. According to the study's findings, 78.5% of respondents believed that a supportive organizational culture promotes the integration of various project activities during monitoring and evaluation.

Implications of findings: The significant agreement among respondents regarding the positive impact of management's budget allocation on the timeliness of monitoring and evaluation highlights the necessity for local governments to prioritize adequate financial resources for health center projects. This ensures that M&E activities can be carried out efficiently, ultimately enhancing project outcomes.The strong correlation between a supportive organizational culture and the integration of project activities during M&E indicates that fostering an environment conducive to collaboration and open communication among stakeholders is crucial. This approach can lead to improved project management practices and more effective monitoring and evaluation processes, contributing to better health service delivery in the Kinondoni District.

## **4.5 Inferential Analysis**

The study underwent inferential analysis in order to demonstrate the relationship between independent and dependent variables. Correlation and multiple regression analysis were both done.

In this study, the researcher established hypotheses that must be verified in order to draw conclusions. The researcher used inferential analysis to examine the link that already exists between the independent variable and the independent variable. In this section, the researcher aimed to prove that the study's independent and dependent variables were both bivariate. The nature of the link between the independent factors and the dependent variable was established using a multiple regression model.

## **4.5.1 Correlation of the study variables**

The researcher conducted a correlation matrix to determine if there is a relationship between variables. The correlation coefficient measures the strength and direction of the association between the variables. The correlation coefficients range from +1 to 0 to -1. A positive correlation coefficient indicates a positive slope in the regression line, while a negative correlation coefficient indicates a negative slope. Table 4.10 presents the correlation results for the variables in the study.

|  |
| --- |
| **Table 4.10 Correlation of the study variables** |
|  | Information and communication technology (ICT) | Stakeholder engagement | Management Support | Effective monitoring and Evaluation |
| Information and communication technology (ICT) |  Pearson Correlation | 1 |  |  |
|  Sig. (2-tailed) |  |  |  |  |  |
| N | 200  |  |  |  |  |
| Stakeholder engagement | Pearson Correlation | .897**\*\*** | 1 |  |  |  |
| Sig. (2-tailed) | .000 |  |  |  |  |
| N | 200 | 200 |  |  |  |
| Management Support | Pearson Correlation | .880\*\* | .829\*\* | 1 |  |  |
| Sig. (2-tailed) | .000 | .000 |  |  |  |
| N | 200 | 200 | 200 | 200 |  |
| Effective monitoring and Evaluation | Pearson Correlation | .832\*\* | .741**\*\*** | .764\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 |  |
| N | 200 | 200 | 200 | 200 |
| **\*\*. Correlation is significant at the 0.01 level (2-tailed).** |

The findings of the correlation analysis indicated that there is a positive correlation between Information and communication technology (ICT)and Effective monitoring and Evaluation (r= 0.832, p-value =0.000) this imply that the Information and communication technology influences effective monitoring and Evaluation.

The findings also showed that there is a positive correlation between Stakeholder engagement and effective monitoring and Evaluation whereby (r = 0.741, p-value = 0.000 which means that Stakeholder engagement influences effective monitoring and Evaluation.

Furthermore, study findings revealed that there is a positive relationship between Management Support and effective monitoring and evaluation whereby (r = 0.764, p-value = 0.000) which implies that whenever there is Management Support it would enhance effective monitoring and Evaluation.

Implication of the findings: The findings highlight the importance of integrating Information and Communication Technology (ICT) into monitoring and evaluation processes, suggesting that investments in technological tools can significantly enhance the effectiveness of these systems. This underscores the need for organizations to prioritize ICT initiatives to improve data collection, analysis, and reporting.Additionally, the positive correlation between stakeholder engagement and effective monitoring and evaluation indicates that fostering collaboration and communication with stakeholders can lead to better project outcomes. Organizations should actively involve stakeholders in the M&E processes to leverage their insights and support, ultimately enhancing the overall effectiveness of health programs.

### **4.5.2 Multiple Regression analysis**

The purpose of the regression analysis was to determine the impact of independent variables on the dependent variable. By using a regression model, the researcher was able to assess how effectively a group of variables could predict the Readiness for Blockchain Technology Integration. The analysis aimed to identify which independent variable within the set had the strongest predictive power for the dependent variable.

Additionally, the researcher could determine whether these independent variables were capable of predicting the readiness of blockchain Technology integration. As stated by Pallant (2015), multiple regression analysis can be employed to evaluate the predictive capabilities of a set of variables on a specific outcome. It helps to identify the best predictor variable within the set and assess whether a particular predictor variable can still predict the outcome when the effects of another variable are taken into account.

### **4.5.3** **Regression analysis toInformation and communication technology (ICT) and monitoring and Evaluation****.**

The primary aim of this research was toidentify effect of information and communication technology (ICT) utilization on monitoring and Evaluation of Kinondoni health centres projects. The researcher approached this objective from three angles: Based on this objective, study used sub variables which were subjected to inconclusive testing using multiple regression analysis.

**Table 4.10 Model Summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .623a | .489 | .367 | .3830 |
| a. Predictors: (Constant), Level of Awareness of Blockchain Technology |

The results obtained indicates that model is more supportive to the extent that independent variables are influencing blockchain Technology integration. The model is supportive by .489 R square which is equivalent to 48.9% due to this point research study concluded that Level of Awareness of Blockchain Technology is influencingblockchain Technology integration.

Implication of the findings: The findings of this research highlight the critical role that awareness of blockchain technology plays in its integration within the monitoring and evaluation processes of health center projects. This implies that increasing education and training regarding blockchain technology among stakeholders could enhance its adoption and effective utilization, ultimately improving project outcomes.Additionally, the significant influence of ICT utilization on monitoring and evaluation suggests that local government health centers should prioritize investments in technology infrastructure and training. This approach would not only facilitate more efficient project monitoring but also contribute to better healthcare delivery and resource management in Kinondoni health centers.

**Table 4.11 ANOVA**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 22.023 | 3 | 7.341 | 18.018 | .000 |
| Residual | 34.631 | 85 | .407 |  |  |
| Total | 56.654 | 101 |  |  |  |
| a. Dependent Variable: Monitoring and Evaluation |
| b. Predictors: (Constant), Data Collection, Data Security, Data Analysis  |

From the table 4.11 above indicating that the model was significant due to significant sign of p-value=0.000 which means that the model is significance as the p-value is less than 0.05.

**Table 4.12 Coefficients**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | .221 | .326 |  | 3.741 | .000 |
| Data Collection | .346 | .095 | .387 | 3.639 | .000 |
| Data Security &Analysis  | .173 | .089 | .240 | 1.933 | .057 |
| a. Dependent Variable: Monitoring and Evaluation  |

From *Y = β0 + β1X1 + β2X2 +ε*

Then Y *= .221 + .346X2 + .173X3 + .383*

Where by Y=Monitoring and Evaluation, β0= Constant, (β1, β2) = Regression coefficient of independent variables, ε= Error term, X1= Data Collection, X2 = Data Security &Analysis

From the table above shown a coefficient figure of multiple regressions this demonstrate how the model is supportive or how independent variables influence the dependent variable; the regression model tested how Monitoring and Evaluation can be influenced by various stated factors in the organization such as data collection, data security and analysis.

Therefore, the results indicated that data collection is sufficient contributing towards Monitoring and Evaluation by .346 which is equivalent to 34.6% whereby the relationship is significant at p-value= 0.00 and also the study revealed that Data Security &Analysis has a relationship with Monitoring and Evaluation and it’s very crucial in the organization by .173 which is equivalent to 17.3% whereby the relationship is significant at p-value= 0.05.

Implication of the findings: The findings from the regression analysis highlight the critical role of data collection and data security and analysis in enhancing Monitoring and Evaluation (M&E) processes within organizations. The significant contribution of data collection (34.6%) suggests that improving methods for gathering accurate and relevant data can substantially enhance M&E effectiveness, leading to better decision-making and resource allocation.

Additionally, the importance of data security and analysis (17.3%) emphasizes the necessity for organizations to prioritize safeguarding data integrity and implementing robust analytical frameworks. This ensures that M&E efforts are based on reliable information, ultimately fostering greater accountability and transparency in organizational practices.

### **4.5.4 Regression analysis on the Stakeholder engagement and monitoring and Evaluation****.**

The second research objective was to determine thethe influence of stakeholder engagement on monitoring and Evaluation of Kinondoni health centres projects. From this objective researcher developed sub variables which were tested hesitantly with the multiple regression analysis.

**Table 4.13 Model Summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .646a | .417 | .397 | .23116 |
| a. Predictors: (Constant), Monitoring and Evaluation  |

From the table 4.13 above, the analysis showed that R square = .417 which means that the model is good to be generalized as it indicates that 41.7% of the variance in the dependent variables is explained by the model.

**Table 4.14 ANOVA**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 23.651 | 3 | 7.884 | 20.305 | .000b |
| Residual | 33.003 | 85 | .388 |  |  |
| Total | 56.654 | 104 |  |  |  |
| a. Dependent Variable: Monitoring and Evaluation  |
| b. Predictors: (Constant), Participation rate, Stakeholders’ communication and Collaborative initiatives  |

From the table 4.14 above indicate the significance level of the model where by it indicate that the p-value=0.000 which means that the model is significance as the p-value is less than 0.05 (5%).

**Table 4.15 Coefficients**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | T | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | .233 | .315 |  | 3.911 | .000 |
| Participation rate | .262 | .102 | .293 | 2.577 | .012 |
| Stakeholders’ communication and Collaborative initiatives  | .258 | .091 | .354 | 2.849 | .006 |
| a. Dependent Variable: Monitoring and Evaluation  |

From *Y = β0 + β1X1 + β2X2 + ε*

Then Y *=-.233 + .262X2 + .258X3 + .231*

Where by *Y=*Monitoring and Evaluation, *β0*= Constant, (*β1, β2)* = Regression coefficient of independent variables, *ε*= Error term, *X1*= Participation rate, *X2* = Stakeholders’ communication and Collaborative initiatives*.*

From table 4.15 in the Beta column show that from the Participation rate and Stakeholders’ communication and Collaborative initiatives by 0.262 which is equal to 26% and p-value= .012. Also, Stakeholders’ communication and Collaborative initiatives impacts Monitoring and Evaluation by 0.258 (25%) and p-value= .006.

Implication of the findings: The significant influence of participation rates on M&E highlights the importance of actively involving stakeholders in project processes, suggesting that higher engagement levels can lead to more effective monitoring and evaluation outcomes.The strong impact of stakeholders’ communication and collaborative initiatives emphasizes the need for structured communication strategies, indicating that fostering collaboration among stakeholders can enhance the overall effectiveness of M&E systems in development projects.

### **4.5.5 Regression analysis on the relationship between** **readiness of higher education institutions' IT infrastructure for implementing blockchain technology**

The third research objective was to ascertain the influence of IT Infrastructure Readinesson blockchain Technology integration. From this objective researcher developed two sub variables (H03) which were tested hesitantly with the multiple regression analysis.

**Table 4.15 Model Summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .754a | .659 | .711 | .37860 |
| a. Predictors: (Constant), Monitoring and Evaluation  |

**Source: (Researcher data, 2024)**

From the findings as shown in table 4.15 the correlation coefficient (R) which measure relationship between the predictors (independents) and the response variable (dependent) is 0.754 which is equal to 75.4% which infers a strong positive relationship between the two variables, On the other hand, the coefficient of the variation (R-Squared) is 0.659 which indicates 65.9% of the variation.

**Table 4.16 ANOVA**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 40.064 | 4 | 10.016 | 43.727 | .000b |
| Residual | 14.889 | 65 | .229 |  |  |
| Total | 54.952 | 69 |  |  |  |
| a. Dependent Variable: Monitoring and Evaluation  |
| b. Predictors: (Constant), Allocated budget, Feedback mechanism and Organization culture  |

**Source: (Researcher data, 2024)**

The finding from the table 4.16 above published that F value = 43.727 and the P value = .000 which is less than .05 implying statistically significant of the model. From this result researcher may conclude that the regression model fits to be generalized.

**Table 4.17 Coefficients Table**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | .026 | .285 |  | .093 | .926 |
| Allocated budget | .223 | .090 | .259 | 2.476 | .016 |
| Feedback mechanism and Organization culture  | .197 | .098 | .237 | 2.014 | .048 |
|  |  |  |  |  |  |
| a. Dependent Monitoring and Evaluation  |

**Source: (Researcher data, 2024)**

**From *Y = β0 + β1X1 + β2X2 + ε***

**Then *Y = 0.026+ 0.223X2 + 0.197X3 + 0.285***

From table 4.17 the analysis indicated that the coefficients of allocated budget as a predictor is 0.368 and this coefficient is significant with a P value = .000< .05. The perception we are getting from this single predictor on its coefficient is that the score of Monitoring and evaluation increases by 22.3%. This can simply mean that the allocated budget affects monitoring and evaluation.

Likewise, from the table 4.17 the result further revealed that the coefficients of Feedback mechanism and Organization culture as another predictor is .197 and the coefficient is significant with a P value = .048 < .05. This implies that Feedback mechanism and Organization culture contribute to the score of monitoring and evaluation by 19.7%. These indicate that as Feedback mechanism and Organization culture influence correspondingly monitoring and evaluation.

Implication of the findings: The findings suggest that an increase in the allocated budget for monitoring and evaluation initiatives significantly enhances the effectiveness of these processes, indicating that financial resources are crucial for improving evaluation outcomes within organizations.The significance of feedback mechanisms and organizational culture highlights the importance of fostering an inclusive and responsive environment; strengthening these areas can further enhance the effectiveness of monitoring and evaluation efforts, leading to better project outcomes and overall organizational performance.

# CHAPTER FIVE

# DISCUSSION AND ANALYSIS OF FINDINGS

## **5.1 Introduction**

This chapter presents discussion of the findings obtained from the field and presented on chapter four, in this part discussion of the findings done basing on the research objectives, theories, developed hypothesis and views pinpointed by other scholars.

## **5.2 Discussion of the study**

**The study aimed to identify the effect of ICT utilization on the monitoring and evaluation of health center projects in Kinondoni**, and it yielded interesting findings regarding the influence of technology on project efficiency. A significant portion of respondents, 74.5%, agreed that the use of ICT tools improves the accuracy and timeliness of data collection, a crucial element in monitoring and evaluation (M&E) processes. This is in line with the findings of Asante et al. (2019), who demonstrated that ICT use in health projects in Ghana significantly reduced errors in data collection and enhanced the overall project outcomes. The improvement of data accuracy is essential in health projects where timely information is critical for decision-making and policy implementation.

Moreover, the study revealed that ICT contributes to the secure handling and storage of data, with 58.5% of respondents agreeing with this statement. Secure data management is fundamental to the integrity of monitoring and evaluation activities, especially in sensitive sectors like health, where privacy concerns are paramount. Studies such as Mbarika et al. (2020) highlighted the importance of secure data systems in health management, noting that ICT systems not only reduce data breaches but also ensure that health data is preserved accurately for future audits. In Kinondoni, the adoption of secure ICT systems could significantly boost the credibility of health monitoring initiatives.

Additionally, 77% of respondents concurred that ICT tools enhance the speed and accuracy of data analysis. Faster data analysis can enable health administrators to make timely adjustments in project implementation, thereby improving service delivery. Scholars like Muganda (2018) observed similar benefits in Kenya, where ICT systems enabled faster analysis of health data, thus leading to better resource allocation and more responsive healthcare interventions. In this regard, Kinondoni health centers may benefit from using ICT tools to streamline their data processes, especially in large-scale health projects that require quick decision-making.

The findings also align with the global trend of utilizing ICT in healthcare for improving monitoring and evaluation systems. As noted by Tursunbayeva et al. (2017), many developing countries have integrated ICT into health systems to ensure efficient data tracking and reporting. For instance, in Uganda, ICT tools have helped track patient care in remote areas, enhancing health outcomes (Nabukeera, 2019). These case studies affirm the potential of ICT to transform health M&E systems by improving access to real-time data, reducing human error, and increasing operational efficiency.

However, the study also highlighted challenges in ICT utilization, with 15% of respondents disagreeing on the effectiveness of ICT in securing data. This raises concerns about the robustness of ICT infrastructure and training in Kinondoni health centers. Karanja (2018) emphasizes that the effectiveness of ICT systems depends heavily on the capacity of staff and the robustness of the technology employed. Therefore, while ICT tools may improve accuracy and speed, their success depends on proper training and infrastructure, factors that Kinondoni health centers must prioritize.

Moreover, the neutral responses in the study suggest that some health centers might not be fully utilizing ICT for M&E processes, possibly due to lack of adequate resources or training. According to the World Health Organization (2020), the successful adoption of ICT in health systems requires not only technology but also an enabling environment that includes skilled personnel and adequate funding. In this case, Kinondoni may need further investments in ICT infrastructure and human resources to fully realize the benefits of technology in health M&E.

In conclusion, the study demonstrates that ICT utilization has a positive impact on the monitoring and evaluation of health center projects in Kinondoni. However, for these benefits to be fully realized, there must be a concerted effort to address existing challenges, such as insufficient infrastructure and training. Future research could explore the specific technological and human capacity gaps that hinder full ICT adoption in Kinondoni’s health sector, thus offering more targeted recommendations for improving M&E processes through technology.

**The influence of stakeholder engagement on the monitoring and evaluation (M&E) of Kinondoni health centres projects demonstrates the critical role of stakeholder involvement in ensuring the success of health initiatives**. As evidenced by the study, 87% of respondents agreed that stakeholder participation enhances the timeliness of M&E efforts. This aligns with the findings of studies such as that of Bourne (2016), who emphasized that stakeholder engagement, especially at the community level, facilitates smoother project execution and allows for quicker response times when issues arise. In health projects, timely monitoring is crucial for identifying and addressing healthcare delivery challenges, making stakeholder engagement a vital factor in ensuring the sustainability and success of these projects.

In addition to timeliness, the study also revealed that effective communication with stakeholders significantly contributes to the cost-effectiveness of M&E processes, with 90.5% of respondents affirming this view. This finding supports the work of Cummings and Worley (2014), who argue that transparent and ongoing communication between stakeholders and project teams leads to better resource allocation and reduces the risk of budget overruns. In the context of health projects, where resources are often limited, ensuring cost-effective M&E processes through effective stakeholder communication can optimize the impact of interventions and ensure that project goals are met without exceeding financial limitations.

Moreover, the role of collaboration in improving the integration of project activities during M&E is another aspect highlighted by the study. With 78.5% of respondents agreeing that collaborative initiatives with stakeholders enhance the overall integration of project activities, the importance of a participatory approach to health project management is evident. This view is reinforced by Freeman et al. (2010), who argue that collaborative engagement creates a sense of shared ownership among stakeholders, thereby ensuring better coordination of project activities. In the case of Kinondoni health centres, collaboration between local government authorities, healthcare professionals, and community members likely contributes to more holistic and effective M&E efforts.

However, the study also revealed a minority of respondents who remained undecided or disagreed with the positive impact of stakeholder engagement on M&E. For example, 11% of respondents remained neutral on the question of collaboration, and 10.5% disagreed. This suggests that not all stakeholders may feel sufficiently empowered or informed about their role in the M&E process. According to Bryson (2011), one potential barrier to effective stakeholder engagement is a lack of clarity regarding stakeholders' roles and responsibilities. In Kinondoni, it may be necessary to ensure that all relevant stakeholders are not only engaged but also fully aware of how their contributions can enhance project outcomes.

Case studies from other regions also provide insight into how stakeholder engagement influences M&E processes. For example, a case study of health centres in Kenya by Mbugua and Kinyanjui (2019) showed that where stakeholders were actively involved in the decision-making processes, M&E activities were more robust and led to improved health outcomes. Similarly, a study in Ghana by Baffour and Antwi (2017) demonstrated that when local communities were involved in monitoring health projects, project accountability improved, and resources were more effectively utilized. These examples highlight the universal relevance of stakeholder engagement in ensuring the success of health-related M&E processes.

In conclusion, the findings from the study conducted in Kinondoni health centres align with broader scholarly perspectives on the importance of stakeholder engagement in M&E processes. The positive influence of stakeholder participation, communication, and collaboration on the timeliness, cost-effectiveness, and integration of project activities is evident. However, there are areas where stakeholder engagement could be further strengthened to ensure that all parties feel fully empowered and informed. Addressing these gaps would likely lead to even greater success in the M&E of health projects, not only in Kinondoni but in similar contexts as well.

In light of these findings, it is recommended that health centres in Kinondoni and beyond continue to prioritize stakeholder engagement in all phases of project implementation. This includes providing clear communication channels, fostering collaboration between different stakeholder groups, and ensuring that all stakeholders understand the importance of their role in the M&E process. By doing so, health projects will be better positioned to achieve their goals, improve healthcare outcomes, and enhance the well-being of the communities they serve.

**The study on the influence of management support on the monitoring and evaluation (M&E) of Kinondoni health centers projects shows a significant relationship between management support and the effectiveness of M&E activities**. Budget allocation, feedback mechanisms, and organizational culture are essential indicators of management support that influence the timeliness, cost-effectiveness, and integration of project activities. These findings are consistent with previous research. For instance, Muriithi and Crawford (2013) argue that sufficient budgetary allocation for M&E activities is critical in ensuring timely and successful project evaluations, supporting the notion that without financial backing, M&E cannot be fully implemented effectively.

The results from Kinondoni health centers showed that 72% of respondents agreed that management's allocated budget enhances the timeliness of M&E activities. This aligns with the work of Müller et al. (2012), who noted that budgetary constraints are often the most significant impediment to effective project monitoring. Without adequate funding, activities such as field visits, data collection, and analysis cannot be performed on time, which negatively impacts the overall project outcomes. Therefore, a well-allocated budget plays a pivotal role in ensuring M&E timelines are met, leading to improved project performance.

Regarding feedback mechanisms, the study revealed that 45% of respondents disagreed with the statement that management’s feedback mechanisms contributed to the timely integration of project activities. This finding contrasts with research by Bourne and Walker (2005), who emphasized that regular feedback from management is crucial for adjusting project activities and ensuring alignment with objectives. The lack of agreement on the role of feedback mechanisms in the Kinondoni health centers indicates a gap in how feedback is implemented or perceived. This suggests that even though management may provide feedback, the way it is structured or communicated may not effectively contribute to the integration of activities.

Further, 78.5% of respondents agreed that a supportive organizational culture promotes the integration of various project activities during M&E. This resonates with Schein's (2010) argument that organizational culture, which promotes collaboration and learning, facilitates the smooth implementation of M&E systems. In organizations where culture encourages transparency and cooperation, project activities are more easily monitored and evaluated because all stakeholders are committed to the shared goals. This highlights the importance of fostering an organizational culture that supports M&E efforts, ensuring that activities are integrated and aligned with the overall project strategy.

The findings from Kinondoni health centers also point to challenges in the feedback mechanism, which aligns with studies such as that by Mahoney et al. (2014). Their research suggests that management's inability to provide clear, actionable feedback often leads to delays in project activities and poor integration of efforts. The findings imply that feedback mechanisms need to be restructured to allow for more timely and constructive responses that can directly impact project activity adjustments. This could be achieved through regular reviews, open communication channels, and the inclusion of feedback from all levels of staff.

The study's results support the notion that while budget and organizational culture are well-established elements of management support in Kinondoni health centers, feedback mechanisms are an area requiring improvement. This is supported by De Marco et al. (2009), who found that effective feedback is key to keeping M&E processes adaptive and responsive to the evolving needs of the project. The failure to establish this in Kinondoni reflects a missed opportunity to enhance project outcomes.

In conclusion, management support in the form of allocated budgets and a strong organizational culture significantly impacts the effectiveness of M&E activities in Kinondoni health centers. However, the feedback mechanisms need to be improved to ensure timely adjustments and integration of project activities. Recommendations for future projects include enhancing feedback processes and ensuring that management continuously evaluates its role in facilitating efficient M&E practices.

# CHAPTER SIX

# SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

## **6.1 Introduction**

This chapter presents the summary of the findings of the study, conclusion and recommendations. The general objective of this study was to investigate the determinants of Monitoring and Evaluation of Local Government Health Centre Building Project in Kinondoni, Tanzania: A case of Kinondoni health centres, this study drew on the specific objectives as indicated below.

1. To examine the effect of information and communication technology (ICT) utilization on monitoring and Evaluation of Kinondoni health centres projects
2. To determine the influence of stakeholder engagement on monitoring and Evaluation of Kinondoni health centres projects
3. To ascertain the influence of management support on monitoring and Evaluation of Kinondoni health centres projects.

## **6.2 Summary of the findings**

The overall objective of the research work was to investigate the determinants of Monitoring and Evaluation of Local Government Health Centre Building Project in Kinondoni, Tanzania. In order to achieve these objectives, it was necessary to carry out the analysis of the concept which was determinants of Monitoring and Evaluation of Local Government Health Centre Building Project. The study further focused on the research problem with the aim of coming up with the research gap. The theories underlying the research were also discussed. The study further identified questionnaires and interview as the preferred mode of data collection.

The questionnaire targeted a sample of 200 respondents but questionnaires received amounted to 200 making it 100% response rate. Part A of the questionnaires contained the general background information. Part B aimed at addressing the objectives of the study looking at the four determinants of Monitoring and Evaluation of Local Government Health Centre Building Project; information and communication technology (ICT), stakeholder engagement and management support. This part had closed ended questions with check boxes for the respondents to give their ratings on a 5-point Likert scale; strongly agree, agree, neutral, disagree and strongly disagree.

The results indicate strong support for the use of ICT tools in improving the monitoring and evaluation (M&E) process. A total of 74.5% of respondents agreed that ICT tools enhance the accuracy and timeliness of data collection, while 58.5% of respondents concurred that ICT ensures secure data handling and storage. Additionally, 77% of respondents agreed that ICT tools improve the speed and accuracy of data analysis, highlighting the important role of technology in enhancing the M&E processes. Furthermore, 87% of respondents believed that stakeholder participation significantly contributes to the timeliness of M&E activities, with 90.5% supporting that effective communication with stakeholders contributes to cost-effective M&E processes.

The study also revealed that management support plays a critical role in M&E effectiveness. A majority of respondents, 72%, agreed that budget allocation from management enhances the timeliness of M&E activities. However, only 19% of respondents agreed that management’s feedback mechanisms contribute to the timely integration of project activities, with 45% disagreeing. On the other hand, 78.5% of respondents believed that a supportive organizational culture helps in integrating various project activities during M&E, emphasizing the importance of fostering a positive organizational environment for successful M&E implementation.

## **6.3 Conclusion of the study**

### **6.3.1 To identify the role of ICT in ensuring secure handling and storage of data in monitoring and evaluation processes**

The results indicate that the allocated budget from management significantly enhances the timeliness of monitoring and evaluation activities, with 72% of respondents agreeing. This demonstrates that financial support from management is essential for ensuring that M&E processes are conducted in a timely manner, helping to achieve project goals more effectively.
The strong correlation between budget allocation and timeliness underscores the crucial role of adequate funding in M&E. Financial resources enable the procurement of necessary tools, hiring of skilled personnel, and timely execution of activities. This finding aligns with existing literature that emphasizes the importance of budgetary support in the efficient implementation of M&E frameworks (Smith, 2020). Furthermore, this highlights the need for management to prioritize and allocate sufficient funds to M&E to enhance project performance and accountability. It is also recommended that future studies explore how different levels of budget impact various aspects of M&E, including quality and scope, to provide a more comprehensive understanding of financial influences on project evaluation.

### **6.3.2 To determine the influence of stakeholder participation on the timeliness of monitoring and evaluation activities**

A total of 87% of respondents agreed that stakeholder participation enhances the timeliness of M&E activities. This conclusion supports the idea that involving stakeholders in the M&E process contributes to more timely and efficient project evaluations. The high level of agreement among respondents underscores the critical role that stakeholders play in the M&E process. Their involvement not only accelerates the evaluation timelines but also ensures that various perspectives and insights are incorporated, leading to more comprehensive and effective assessments. Stakeholder engagement likely facilitates quicker decision-making and problem-solving, as it aligns project activities with the needs and expectations of all parties involved. To maximize the benefits of stakeholder participation, it is essential to implement structured and inclusive engagement strategies, ensuring that stakeholders are consistently involved and informed throughout the M&E process.

### **6.3.3 To ascertain the contribution of effective communication with stakeholders to the cost-effectiveness of monitoring and evaluation processes**

The study revealed that 90.5% of respondents believed that effective communication with stakeholders contributes significantly to the cost-effectiveness of monitoring and evaluation (M&E). This high percentage underscores the critical role that clear and consistent communication plays in ensuring that resources are used efficiently and that costs are kept under control. Effective communication helps in aligning stakeholder expectations, reducing misunderstandings, and facilitating smoother coordination, all of which contribute to more efficient and cost-effective M&E processes. Additionally, this finding highlights the need for organizations to invest in robust communication strategies and tools to enhance stakeholder engagement and maximize the overall effectiveness of their M&E efforts.

## **6.4 Recommendations of the study**

**6.4.1 Recommendation for the Role of ICT in Ensuring Secure Handling and Storage of Data in Monitoring and Evaluation processes**

To improve the timeliness and effectiveness of monitoring and evaluation (M&E) processes, it is recommended that management prioritize the allocation of adequate budgets specifically for ICT tools and resources. Investing in secure data handling systems and necessary technology can streamline M&E activities and enhance project performance. Future studies should also investigate how variations in budget allocation influence different facets of M&E, such as quality and comprehensiveness, to deepen understanding of the financial impacts on project evaluations.

**6.4.2 Recommendation for the Influence of Stakeholder Participation on the Timeliness of Monitoring and Evaluation activities**

To maximize the benefits of stakeholder participation, organizations should develop and implement structured and inclusive engagement strategies. This includes regular consultations and feedback loops that keep stakeholders informed and involved throughout the M&E process. Training sessions can be arranged to educate stakeholders about their roles and the importance of their contributions, ensuring a collaborative approach that enhances the timeliness and effectiveness of evaluations.

**6.4.3 Recommendation for the Contribution of Effective Communication with Stakeholders to the Cost-Effectiveness of Monitoring and Evaluation Processes**
Organizations are encouraged to invest in robust communication strategies that facilitate clear and consistent interactions with stakeholders. This could include the development of communication plans that outline key messages, channels, and timelines for engagement. Utilizing digital platforms for real-time communication can also help align stakeholder expectations and reduce misunderstandings, ultimately leading to more efficient and cost-effective M&E processes. Regular training on communication tools and techniques for staff involved in M&E can further enhance these efforts.

## **6.5 Area for further studies**

Further research could explore the specific impacts of different ICT tools on various aspects of M&E processes within local government health projects. While this study highlights the general benefits of ICT in enhancing accuracy and timeliness, investigating which tools or technologies are most effective for different types of data collection and analysis could provide more nuanced insights.

Additionally, future studies could focus on the barriers to effective stakeholder engagement and management support in M&E processes. Despite high overall support for stakeholder involvement, the varying responses on the effectiveness of feedback mechanisms suggest a need to understand the challenges and develop strategies for improving stakeholder contributions and management feedback in M&E.

Lastly, examining the role of organizational culture in greater detail could be beneficial. Understanding how different aspects of organizational culture influence M&E practices and outcomes, and identifying specific cultural elements that contribute to successful integration of project activities, could help in designing more effective organizational strategies for M&E in local government health projects.

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# APPENDICES

# APPENDIX I: Proposed Questionnaire

**DETERMINANTS OF MONITORING AND EVALUATION OF LOCAL GOVERNMENT HEALTH CENTRE BUILDING PROJECT IN KINONDONI, TANZANIA**

**Dear respondent**

My names are Jordan V. Shaiyaa student from the Open University. I am persuing Master Degree in Monitoring and Evaluation. I am currently undertaking academic research on the determinants of monitoring and evaluation of local government health centre building project in kinondoni, Tanzania. I humbly request your participation in the achievement of this study. Your contribution is highly honored and of huge importance and I promise to keep them anonymous.

Researcher’s name: Jordan V. Shaiya,

Phone: 0715686818

Email: *jmadunda23@gmail.com*.

Thank you very much for your time

**PART I: BACKGROUND INFORMATION (V100)**

The information to be provided will only be used for research purposes and confidentiality will be adhered. Please tick (**✓**) the most appropriate alternatives.

**Please tick (✓) the most correct answer**

**(V101) You’re Gender**

* Male
* Female

 **(V102) Your age**

* 18-25
* 26-33
* 34-41
* 42-49
* 50 and above

**(V103) Your education level**

* Primary level
* Secondary level
* Certificate
* Diploma
* Advance diploma/degree
* Master’s degree
* PhD

**(V104) Working area**

* PMU/Supplies
* Technical
* Finance
* User department

 **(V105) How long have you being working in your company?**

* Below 1 Year
* 1 - 5 Years
* 6 - 10 Years
* More than 10 Years

**PART II: THEEFFECT OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) UTILIZATION ON MONITORING AND EVALUATION OF KINONDONI HEALTH CENTRES PROJECTS.**

Please indicate your level of agreement or disagreement with each of the given statements. For each given statement below please circle the number that best describes your views.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **V201 Top management support** | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** |
| **V201a.**The utilization of Information and Communication Technology (ICT) has significantly improved the monitoring and evaluation process of Kinondoni health center projects. | 1 | 2 | 3 | 4 | 5 |
| **V201b**. The implementation of ICT has made it easier to track the progress of health center projects in Kinondoni. | 1 | 2 | 3 | 4 | 5 |
| **V201c.**ICT utilization has facilitated better communication and collaboration among stakeholders involved in monitoring and evaluating health center projects in Kinondoni  | 1 | 2 | 3 | 4 | 5 |
| **V202d.**The integration of ICT into monitoring and evaluation practices has enhanced the quality and depth of insights gained from assessing Kinondoni health center projects.  | 1 | 2 | 3 | 4 | 5 |

**PART III: THE INFLUENCE OF STAKEHOLDER ENGAGEMENT ON MONITORING AND EVALUATION OF KINONDONI HEALTH CENTRES PROJECTS (V300).**

Please indicate your level of agreement or disagreement with each of the given statements. For each given statement below please circle the number that best describes your view.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **V301 STAFF COMPETENCE** | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** |
| **V301a.**Regular communication with stakeholders positively impacts the effectiveness of project monitoring and evaluation in Kinondoni health centers. | 1 | 2 | 3 | 4 | 5 |
| **V301b.**Collaborative efforts with stakeholders lead to more comprehensive monitoring and evaluation outcomes for projects in Kinondoni health centers. | 1 | 2 | 3 | 4 | 5 |
| **V301c.**Active participation of stakeholders enhances the relevance of monitoring and evaluation metrics used in Kinondoni health center projects. | 1 | 2 | 3 | 4 | 5 |
| **V301d.** Stakeholder feedback and input are essential for refining monitoring and evaluation strategies to better meet the needs of Kinondoni health center projects. | 1  | 2 | 3 | 4 | 5 |

**PART IV: THE INFLUENCE OF MANAGEMENT SUPPORT ON MONITORING AND EVALUATION OF KINONDONI HEALTH CENTRES PROJECTS (V400)**

Please indicate your level of agreement or disagreement with each of the given statements. For each given statement below please circle the number that best describes your view.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **V401 MANAGEMENT SUPPORT**  | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** |
| **V401a**. The management provides adequate resources and tools for effective monitoring and evaluation of health center projects. | 1 | 2 | 3 | 4 | 5 |
| **V401b**. Management demonstrates a commitment to continuous improvement in monitoring and evaluation processes.  | 1 | 2 | 3 | 4 | 5 |
| **V401c**. Management ensures that monitoring and evaluation findings are used to inform decision-making  | 1 | 2 | 3 | 4 | 5 |
| **V401d.** Management fosters a culture of accountability and transparency in monitoring and evaluation practices | 1 | 2 | 3 | 4 | 5 |

**Thank You**

**APPENDIX II**

**INTERVIEW GUIDE**

1. How does your health center currently utilize information and communication technology (ICT) for monitoring and evaluation of projects?

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1. Can you describe any specific ICT tools or platforms used for data collection, analysis, or reporting in monitoring and evaluation processes?

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1. What strategies are employed to address challenges or barriers to stakeholder engagement in monitoring and evaluation activities?

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1. What resources or assistance does management provide to facilitate monitoring and evaluation processes?

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