THE CONTRIBUTION OF MONITORING AND EVALUATION TO THE TANZANIA AIRPORT AUTHORITY QUALITY SERVICE DELIVERY: A CASE OF THE JULIUS NYERERE INTERNATIONAL AIRPORT

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN MONITORING AND EVALUATION (MAME)

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CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance by the Open University of Tanzania, the dissertation entitled "**The Contribution of Monitoring and Evaluation to the Tanzania Airport Authority Quality Service Delivery: A Case of the Julius Nyerere International Airport**" in fulfilment of the requirement for the Degree of Master of Arts in Monitoring and Evaluation (MAME).

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DECLARATION

I, **Beatha Ezekia,** declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work is originally mine. It is hereby presented in partial fulfilment of the requirement for the degree of Master of Arts in Monitoring and Evaluation MA (M&E)].

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Signature

12/03/2025

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Date

DEDICATION

This dissertation is sincerely dedicated to my supportive Mother Anna Malisa, my husband Lugano Mwakyusa and my young brother Assa Kimonge, who encouraged and inspired me in conducting this study. They have never left my side throughout the process and gave me strength and hope when I thought of giving up. They provided me a great sense of enthusiasm and perseverance in continuing with this project. Without their love and assistance, this research would not have materialised.

Moreover, I dedicate this dissertation to my subject teacher, who steadfastly guided and taught me to make this study even better, to my family for cheering me up, and to my friends who have helped me finish this report. I really appreciate their words of encouragement and advice; they continuously give me moral and emotional support.

And, lastly, I dedicate this dissertation to the Almighty God who gives me strength, wisdom, guidance, power of thinking, security, and competence as well as for giving me good health while undertaking this project.

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ABSTRACT

The study examines the contribution of Monitoring and Evaluation (M&E) practices to the provision of quality services by the Tanzania Airport Authority (TAA), with a focus on Julius Nyerere International Airport (JNIA). Using a cross-sectional research approach, the study collected data from 172 respondents, including staff from the Planning, Statistics Section and the Market and Business Unit. A structured questionnaire survey was employed, data were analyzed descriptively. The findings indicate that while stakeholders recognize the potential of M&E in improving service quality, current M&E practices at JNIA are widely perceived as ineffective due to limited stakeholder engagement, inadequate resource allocation and inefficient utilization of existing resources. The study reveals a significant dissatisfaction among stakeholders regarding TAA's M&E practices. A majority of respondents reported that M&E processes are not responsive to regulatory changes and do not adequately involve key stakeholders such as passengers and airline operators. Findings highlight that resource constraints hinder the effectiveness of M&E efforts, with many respondents considering the current funding and staffing levels insufficient for meaningful M&E. As a result, service quality at JNIA is largely rated as average, with room for significant improvement. The study recommends the strengthening M&E frameworks by improving stakeholder engagement, ensuring adequate resource allocation and aligning M&E processes with regulatory requirements. The findings underscore the need for TAA to adopt a more structured and data-driven approach to M&E, fostering continuous improvement in service quality at JNIA.

Keywords: *Monitoring and Evaluation, Quality Airport Service, Tanzania Airport Authority, Julius Nyerere International Airport.*

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LIST OF ABBREVIATIONSANDACRONYMS

ACI	Airport Council International
ATMs	Automated Teller Machines
ICAO	International Civil Aviation Organisation
ICT	Information Communication Technology
IMS	Information Management System
JNIA	Julius Nyerere International Airport
M&E	Monitoring and Evaluation
SPSS	Statistical Package for Service Solutions
TAA	Tanzania Airport Authority
TCAA	Tanzania Civil Aviation Authority
VIP	Very Important Person

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The aviation industry plays a crucial role in global transportation, facilitating trade, tourism, and economic growth. Within this sector, service delivery at airports is a key determinant of passenger satisfaction, operational efficiency, and overall competitiveness. Airports serve as critical infrastructure hubs, requiring seamless coordination of various services, including passenger handling, baggage management, security screening, and flight operations. Ensuring high-quality service delivery is essential for enhancing customer experience, improving safety standards, and maintaining regulatory compliance (ACI, 2021). Given these demands, robust Monitoring and Evaluation (M&E) frameworks have become indispensable in assessing performance, identifying operational bottlenecks, and optimizing airport services.

M&E frameworks enable airport authorities to systematically track key performance indicators such as passenger processing times, baggage handling efficiency, cleanliness, and on-time performance. By leveraging data-driven insights, airport management can make informed decisions to enhance service quality, allocate resources effectively, and address operational inefficiencies (IATA, 2020). International organizations such as the International Civil Aviation Organization (ICAO) and the Airports Council International (ACI) emphasize the importance of evidence-based M&E practices in improving airport service standards and ensuring compliance with global aviation regulations (ICAO, 2022). In recent years, leading airports worldwide have integrated real-time monitoring systems, passenger

feedback mechanisms, and predictive analytics to enhance service delivery and optimize airport operations (World Bank, 2021).

In Tanzania, the Tanzania Airport Authority (TAA) is responsible for managing and overseeing the country's airports, including Julius Nyerere International Airport (JNIA), the busiest airport in the nation. As air travel demand increases, ensuring efficient service delivery at JNIA has become a critical priority. However, challenges such as congestion, inadequate infrastructure, and inconsistent service quality persist. The implementation of a structured M&E framework can help TAA enhance passenger experience, improve regulatory compliance, and align with global best practices in airport management. By systematically evaluating service performance, engaging key stakeholders, and addressing resource allocation gaps, TAA can strengthen its service delivery mechanisms and position JNIA as a leading regional aviation hub (TAA, 2023). This study aims to examine the contribution of M&E in enhancing airport service quality, offering insights into how structured evaluation frameworks can drive continuous improvement and operational excellence in Tanzania's aviation sector.

1.2 Statement of the Problem

At the global level, despite the widespread recognition of the importance of Monitoring and Evaluation (M&E) in enhancing service delivery across various sectors, there remains a gap in understanding the specific mechanisms through which M&E contributes to the provision of quality services. Even though international organisations such as the United Nations and the World Bank advocate for the adoption of robust M&E frameworks, the effectiveness of these systems in different

contexts and industries requires further exploration (UNDP, 2018; World Bank, 2019). Thus, there is a need to investigate the nuanced ways in which M&E practices impact service quality and organisational performance on a global scale.

In Africa, the implementation of M&E systems to improve service provision faces significant challenges, including limited resources, capacity constraints, and institutional barriers (African Union [AU], 2015; AfDB, 2013). Despite regional initiatives such as Agenda 2063 and the African Development Bank's strategy highlighting the importance of M&E in driving development outcomes, there is a gap between policy intentions and on-the-ground realities. This raises questions about the effectiveness of current M&E practices in addressing the unique socioeconomic and governance challenges facing African countries and their impact on service quality.

In Tanzania, the aviation sector, represented by the Tanzania Airport Authority (TAA), contends with pressing issues related to service quality and efficiency, particularly at the Julius Nyerere International Airport (JNIA). Despite TAA's mandate to provide high-quality services to passengers and stakeholders, there is lack of empirical evidence on the effectiveness of its M&E in improving service delivery outcomes at JNIA (TAA, 2022; TCAA, 2022). This information gap hinders the ability of TAA to identify and address operational bottlenecks, meet international standards service, and enhance the overall passenger. By exploring the challenges and opportunities associated with M&E in service provision at both global and local levels, this research aims to address critical gaps in existing literature and contribute to the development of evidence-based strategies for enhancing service quality at

JNIA and beyond.

1.3 Research Objectives

1.3.1 General Objective

To assess the contribution of the Tanzania Airport Authority's monitoring and evaluation in provision of quality services at the Julius Nyerere International Airport (JNIA), serving as a case study.

1.3.2 Specific Objectives

Specifically, the study set out to:

i. To examine the key Monitoring and Evaluation (M&E) practices implemented by the Tanzania Airport Authority (TAA) at Julius Nyerere International Airport (JNIA).

ii. To assess stakeholder perceptions regarding the impact of M&E practices on service quality at JNIA.

iii. To develop targeted recommendations for improving the efficiency and effectiveness of M&E practices in enhancing service delivery at JNIA.

1.4 Research Questions

i. What are the key Monitoring and Evaluation (M&E) practices employed by the Tanzania Airport Authority (TAA) at Julius Nyerere International Airport (JNIA)?

ii. How do stakeholders perceive the impact of M&E practices on service quality at JNIA?

iii. What measures can be implemented to improve the effectiveness of M&E in enhancing service delivery at JNIA?

1.5 Significance of the Study

The study is significant at multiple levels. Firstly, it addresses a critical gap in the literature by examining the role of the Tanzania Airport Authority (TAA)'s Monitoring and Evaluation (M&E) practices in enhancing service quality at the Julius Nyerere International Airport (JNIA). By investigating the effectiveness of existing TAA's M&E practices and their impact on service delivery outcomes, the study contributes empirical evidence to the field of organisational performance management and quality assurance in the aviation sector. Moreover, the study is timely and pertinent in the Tanzanian context, considering the country's aspirations for economic development, tourism promotion, and infrastructure modernisation. As JNIA serves as a gateway to Tanzania for international travellers and plays a pivotal role in facilitating trade and tourism, improving service quality at the airport is vital in enhancing Tanzania's global competitiveness and fostering sustainable socio-economic growth.

Furthermore, the study findings can have practical implications for TAA and other stakeholders involved in airport operations, policy-making, and regulatory oversight in Tanzania. By identifying areas for improvement in M&E practices and offering evidence-based recommendations, the research aims to inform decision-making processes, drive organisational change, and ultimately contribute to the delivery of superior services to passengers, airlines, and other stakeholders at JNIA and beyond. Much more significantly, the study contributes to the body of knowledge on role of M&E in enhancing service quality at the Julius Nyerere International Airport (JNIA) in the particularised context of Tanzania.

1.6 Scope of the Study

The scope of this study is to thoroughly investigate the role of M&E in enhancing service quality at the Julius Nyerere International Airport (JNIA) in Dar es Salaam, Tanzania. Geographically, the research focuses on JNIA, which serves as a case study to assess how the Tanzania Airport Authority's M&E practices contribute to service improvements. Although the findings are specific to JNIA, they offer insights with broader implications for Tanzania's aviation sector.

The study delves into current M&E practices and their impact on service delivery outcomes at JNIA within a defined time limit, ensuring that the results are both relevant and accurate. It incorporates perspectives from a diverse range of stakeholders, including passengers, airlines, airport personnel, regulatory bodies, and industry experts, to provide a comprehensive view of the dynamics affecting service quality and M&E effectiveness at the airport. Employing a mixed-methods research design, the study combines qualitative and quantitative data collection techniques, such as surveys, interviews, focus group discussions, and document analysis. This approach facilitates an in-depth exploration of M&E practices, perceptions of service quality, and external factors influencing airport operations at JNIA.

1.7 Limitations of the Study

Even though the study aims to contribute valuable insights into M&E practices and service provision within the Tanzanian aviation sector, it is important to acknowledge several limitations. Firstly, the findings are specific to JNIA and the Tanzania Airport Authority (TAA), hence limiting their generalisability to other contexts or airports. Data limitations also present challenges, including potential

issues with the availability and reliability of internal organisational data from TAA and varying levels of cooperation from stakeholders during data collection. Additionally, self-reported data from surveys and interviews might be subject to biases or inaccuracies. Temporal constraints further restrict the study's scope, particularly in capturing long-term trends or assessing the sustainability of recommended interventions. To fully understand evolving dynamics and their long-term impacts, longitudinal studies would be necessary.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter reviews literature on the concepts and definitions related to Monitoring and Evaluation (M&E) and service quality relative to the Tanzania Airport Authority (TAA). M&E entails tracking and assessing programmes to determine progress and effectiveness whereas service quality pertains to how well services meet customer expectations. Based on the literature review, the chapter also introduces Service Quality Theory (SERVQUAL), which evaluates service quality through dimensions such as reliability and responsiveness, and examines its application to the TAA, especially at Julius Nyerere International Airport (JNIA). The literature review also highlights the M&E' impact on service quality from the global and African context before establishing the research gap specific to the Tanzanian aviation. The chapter concludes with a conceptual framework illustrating how M&E practices influence service quality perceptions and overall effectiveness at JNIA.

2.2 Concepts and Definitions of Key Terms

2.2.1 Monitoring and Evaluation

Monitoring and Evaluation (M&E) refers to a systematic process of tracking, assessing, and learning from the implementation of programs, projects, or policies to determine their progress, effectiveness, and impact (UNDP, 2018). Monitoring involves the ongoing collection and analysis of data to assess the implementation of activities and outputs against predetermined indicators and targets, while evaluation focuses on the systematic assessment of outcomes and impacts to determine the

extent to which objectives have been achieved and the factors influencing success or failure (World Bank, 2019).

2.2.2 Service Quality

Service quality refers to the degree to which services meet or exceed customer expectations and requirements (Parasuraman et al., 1988). The term also encompasses dimensions such as reliability, responsiveness, assurance, empathy, and tangibles, which collectively influence customers' perceptions of the overall service, experience (Zeithaml et al., 1990). In the context of airport services, service quality may encompass factors such as check-in efficiency, baggage handling, cleanliness, staff professionalism, and passenger amenities.

2.2.3 Tanzania Airport Authority

The Tanzania Airport Authority (TAA) is a governmental agency responsible for the management, operation, and development of airports in Tanzania, including the Julius Nyerere International Airport (JNIA) in Dar es Salaam and other domestic and international airports across the country (TAA, 2022). TAA's mandate includes ensuring the provision of safe, efficient, and quality airport services to passengers, airlines, and other stakeholders, as well as promoting the sustainable growth and development of the aviation sector in Tanzania.

2.3 Theoretical Review

2.3.1 Service Quality Theory

The Service Quality Theory, also known as SERVQUAL, was developed in the late 1980s by A. Parasuraman, Valarie A. Zeithaml, and Leonard L. Berry. The theory

emerged from their seminal research aimed to understand and measure consumer perceptions of service quality in different industries. Initially introduced in the context of retailing, SERVQUAL was later adapted and applied to the broader service sector, including the aviation industry (Parasuraman et al., 1988).

2.3.2 Implications for the Theory

The Service Quality Theory (SERVQUAL) provides a structured approach for evaluating service delivery at Julius Nyerere International Airport (JNIA) by assessing key dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. This study applies the theory to examine how Monitoring and Evaluation (M&E) practices influence service quality at JNIA, focusing on identifying gaps between passenger expectations and actual experiences. By leveraging M&E insights, the Tanzania Airport Authority (TAA) can systematically track service performance, address inefficiencies, and implement targeted improvements. Furthermore, the theory highlights the role of continuous improvement and stakeholder engagement in enhancing service quality, ensuring that passenger needs and regulatory standards are met effectively.

2.4 Empirical Literature Review

Numerous studies at the global level have investigated the relationship between M&E practices and service quality across diverse industries. Giese and Cote's (2000) study highlighted the importance of M&E in enhancing service quality by providing organisations with timely feedback on performance metrics and customer satisfaction levels. Similarly, Cheng and Huang (2013) underscored the positive impact of robust M&E systems on service quality improvement initiatives,

particularly in service-orientated sectors such as healthcare and hospitality. Furthermore, Zhu and Sun's (2020) meta-analysis underscores the role of M&E in fostering organisational learning and continuous improvement, leading to enhanced service quality outcomes. The significance of M&E in driving service quality enhancements across various sectors also underscores the relevance of M&E frameworks in organisational performance management.

In the African context, studies have also explored the application of M&E practices in improving service quality within various industries, including healthcare, education, and public administration. Mutamba and Moyo (2017), for example, had examined the role of M&E in enhancing service delivery in the healthcare sector in sub-Saharan Africa, highlighting the importance of data-driven decision-making and performance measurement in achieving quality healthcare outcomes. Similarly, Ngenoh, et al., (2019) study underscored the relevance of M&E frameworks in improving service quality in the education sector across African countries and emphasised the need for context-specific approaches tailored to local needs and challenges. These studies demonstrate the growing recognition of M&E as a critical tool for driving service quality improvements in diverse African contexts and reflect efforts to address socioeconomic disparities in addition to fostering sustainable development.

In Tanzania, research on M&E and service quality has predominantly focused on specific sectors such as healthcare, education, and agriculture, with limited studies directly addressing the aviation industry. However, Kessy, et al., (2018) and Mushi,

et al., (2016) provide insights into the application of M&E practices in improving service delivery and performance management in the Tanzanian context. Kessy et al. (2018) examined the challenges and opportunities for executing M&E frameworks in Tanzania's healthcare sector, and thus stressed the importance of stakeholder engagement, capacity-building, and data utilisation in enhancing service quality outcomes. Similarly, Mushi, et al., (2016), who had explored the role of M&E in promoting agricultural development and food security in Tanzania, established the need for integrated approaches to monitoring and evaluation to address complex socio-economic challenges.

Although direct empirical research on M&E and service quality in Tanzania's aviation sector is limited, insights from these studies provide valuable lessons and frameworks that can inform the development and implementation of M&E strategies in Tanzania as executed by the TAA at the Julius JNIA.

2.5 Research Gap

Despite the growing recognition of the importance of Monitoring and Evaluation (M&E) in enhancing service quality across various sectors globally, a critical research gap exists concerning the Tanzania Airport Authority (TAA) application of M&E practices at Julius Nyerere International Airport (JNIA). Even though existing literature provides insights into M&E's role in improving service quality in other industries and contexts, empirical studies directly addressing M&E's contribution to service quality enhancement within the Tanzanian aviation sector, particularly at JNIA, is notably scarce.

Moreover, at the national level, research on M&E and service quality has predominantly focused on sectors other than aviation, such as healthcare and agriculture (Kessy, et al., 2018; Mushi et al., 2016). Whereas these studies offer relevant frameworks and lessons, the unique characteristics and dynamics of the aviation sector, particularly at JNIA, necessitate context-specific research to understand the challenges and opportunities of implementing M&E practices to enhance service quality. Thus, the research gap identified in the literature lies in the lack of empirical studies examining the application of M&E practices within TAA, specifically focusing on JNIA, and their effectiveness in driving service quality improvements. Addressing this gap is essential in informing evidence-based decision-making, policy formulation, and organisational strategies aimed to enhance service quality and operational performance in Tanzania's aviation sector.

2.6 Conceptual Framework

The Tanzania Airport Authority's M&E Practices serve as independent variables influencing both the perceptions and experiences of key stakeholders and the overall service quality at JNIA. The quality and effectiveness of M&E practices directly impact the stakeholders' perceptions of service quality and indirectly influence the actual service quality provided at the airport. Stakeholders' perceptions and experiences, in turn, serve as intermediate variables that mediate the relationship between M&E practices and service quality. Ultimately, the contribution of M&E practices to quality services by the Tanzania Airport Authority is the dependent variable and reflects the overall effectiveness of M&E in shaping service quality and stakeholder satisfaction at JNIA. Figure 2.1 presents the conceptual framework:

Figure 2.1: Conceptual Framework

Source: Author as Developed from Literature Review, ((2024).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the research methodology applicable in this study. Specifically, it presents the research design, sample, instrumentation, procedure, data analysis, and ethical considerations.

3.2 Study Area

This study undertaken focusing on the Tanzania Airport Authority and operations at the Julius Nyerere International Airport. This airport is selected based on the performance of historical record in whereby numbers of aircraft movements amounted to 69,435, the number of passengers was 2,472,885, the numbers of cargo tonnage stood 17,251 whereas aircraft movements numbered 37,223, number of passengers amounted to 1,145,805 and cargo tonnage stood at 16,125 in 2020 more than comparable to other airports (TAA, 2020). JNIA is the primary airport in the country receiving flights from all over the world. Until now it was operating beyond its capacity handling 2.5 million passengers annually. Also, JNIA has become the hub in the aviation sector in Central and East Africa. It is, undoubtedly, one of the best-performing airports in the region (Tayo Akanbi 2022).

3.3 Research Design

The research design for this study employed a case study design to assess the contribution of the TAA Monitoring and Evaluation (M&E) in enhancing service quality at the Julius Nyerere International Airport (JNIA). The study targeted JNIA and HQ staff from the Planning and Statistics, and Market and Business sections,

utilising a sample size of 172. Data collection methods comprised the questionnaire survey whose resultant data analysed descriptively. Validity and reliability are maintained through expert evaluations, validation rules in data collection instruments, and reliability testing using Cronbach's alpha.

3.3.1 Research Approach

The study used a case study design. The research design was deemed appropriate and suitable for the study. Even though the design is amenable to both quantitative and qualitative inquiries because of its strength on enabling the researcher to obtain in-depth explanations as well as opinions of respondents on the subject under investigation such as conflict resolution studies (Mengesha et al., 2015), this study was mainly quantitative.

3.3.2 Targeted Population

The study target JNIA and headquarters staffs from Planning and Statistics Section who are responsible in Monitoring and Evaluation activities and Market and Business section. Since the setting in which the study carried out is JNIA, the JNIA members of staffs emerged to be centripetal to the study.

3.3.3 Sampling Strategies

3.3.3.1 Sample Size Calculation

This study employed Cochran's (1963, 1977) formula to determine the appropriate sample size for a non-finite population. The formula used is:

$n_0 = (Z^2 \times p \times q)/e^2$

Where:

n_0 = Initial sample size

Z^2 = Z-score at 95% confidence level (1.96)

p = Estimated proportion of the population with the attribute (0.5)

q= 1 - p (0.5)

e = Margin of error (0.1)

By substituting values:

$n_0 = (((1.96)^2 \times 0.5 \times 0.5))/(0.1)^2 = 96.04$

Since the study considered practical constraints such as feasibility, cost, and time, the final sample size was increased to **172** participants to ensure better representation. A **clustered and stratified random sampling** approach was adopted to ensure proportional representation of key attributes. The sample selection was finalized using a **simple random sampling** procedure.

3.4 Data Types and Sources

To assess the contribution of monitoring and evaluation to the provision of high quality of airport facilities and services, the study had recourse to quantifiable data generated with Likert like measures to collect primary data collected directly.

3.5 Data Collection Methods

The study collected data from the field mainly using a structure questionnaire survey mainly with closed-ended question items. The researcher administered the questionnaire using mobile data devices installed with the Kobo Collect app that allowed respondents to select from multiple items.

The study employed **both primary and secondary data collection methods**:

1. **Structured Questionnaire Survey** – A structured questionnaire with closed-ended questions was used to gather quantitative data from JNIA staff in Monitoring & Evaluation and Management sections. The questionnaire was administered using mobile data collection tools such as **Kobo Collect**, ensuring real-time data entry and validation.

2. **Interviews** – Key informant interviews were conducted with selected staff members to obtain qualitative insights on the effectiveness of M&E practices and their impact on service delivery at JNIA.

3. **Document Analysis** – Reports, policy documents, and performance evaluations related to TAA's M&E practices were reviewed to supplement the primary data.

3.6 Data Analysis

Data from structured questionnaires with largely closed-ended question items were analysed categorically using descriptive analysis to generate summary statistics of frequencies. The resultant descriptive statistics presented in tables coupled with narrative presentation.

3.7 Validity and Reliability

The study ensured validity of the data by testing for internal and external validity, reliability testing and controlling for the element of bias. On the aspect of validity, the researcher involve the experts in evaluating the data collection tools constructed as well as consulting other readily available tools for validating the form, content, and presentation of questions. Validation also be enhanced through the mobile data

collection instrument designing embedded with validation rules such as skip logic and conditional controls added to the questionnaires administered via smart phone. With reliability aspect, the researcher performed the reliability test using Cronbach whereby the alpha values of 0.7 or greater used to determine the reliability of the questionnaire. On the bias aspect, the use of clustered and stratified random sampling helped to ensure that data came from diverse angles ensure high representation of population understudy.

3.8 Ethical Considerations

While conducting research on human subjects, ethical issues are essential. It is morally required of researchers to protect research assistants' and key informants' rights and welfare. To begin with, the researcher obtained a research clearance from the Open University of Tanzania (OUT). Moreover, ethical considerations entailed being aware of the respondents' human rights, keeping their word, and following moral guidelines. To gather data through the questionnaire survey, focus group discussions and key informant interviews, the researcher thus sought informed consent from informants after explaining to them about the nature of the study and its intended purpose.

Moreover, throughout the data collection process, the principles of privacy and confidentiality were observed. as such, the informants' identities were safeguarded by using pseudonyms when transcribing their data and by not revealing their names during interviews. To comply with university postgraduate regulations and requirements as well as prevent plagiarism, the researcher employed proper citation and referencing. Throughout the study, these ethical considerations made sure that research informants' rights, privacy, and general wellbeing were upheld and safeguarded.

CHAPTER FOUR

STUDY FINDINGS AND DISCUSSIONS

4.1 Overview

This chapter presents analyses and discusses the findings of the study examining the contribution of the Tanzania Airport Authority (TAA)'s monitoring and evaluation (M&E) practices on quality service delivery at the Julius Nyerere International Airport (JNIA). Through a cross-sectional approach, the study investigated the demographic profile, perceptions, and experiences of key stakeholders involved in M&E activities at JNIA. The analysis starts with data on age, gender, educational background, working experience before progressing to findings on stakeholders' engagement, satisfaction, and resource allocation in accordance with the research objectives. These findings provide critical insights into the challenges and opportunities for enhancing service quality at JNIA, offer recommendations for improvement and contributing to the advancement of knowledge in airport management and performance evaluation within Tanzania's aviation sector.

4.2 Age of Respondents

The age distribution of respondents reveals that a significant majority (65%) are aged between 26 and 45 years, with smaller proportions in the 46-55 age group (28%) bracket. Finally, each of the 18-25 and 56 and above age groups had a negligible representation with only three percent. This age demographic characteristic is skewed towards middle-aged individuals suggests that the feedback predominantly reflects the views of those who can have substantial work experience and familiarity with the airport services at the Julius Nyerere International Airport

(JNIA). Their insights are particularly valuable for assessing the effectiveness of monitoring and evaluation (M&E) practices, as they are more likely to have in-depth knowledge and practical experience with the airport's operations, potentially providing informed and relevant feedback on the quality of services and the impact of M&E activities.

Table 4.1: Respondents' Age Distribution

Age of Respondents	Frequency	Percentage
18-25	6	3%
26-45	112	65%
46-55	48	28%
56 and above	6	3%
Total	**172**	

Source: Field Data (2024)

4.3 Gender of Respondents

The gender distribution among the respondents is nearly equal, with females representing 52 percent (90 respondents) and males 48 percent (82 respondents). This balanced representation is crucial for a comprehensive evaluation, as it ensures that the perspectives and experiences of both genders are included in assessing service quality and the effectiveness of monitoring and evaluation (M&E) practices at the Julius Nyerere International Airport (JNIA). The inclusion of a broad gender demographic in the study enhances its robustness and reflects the total passenger and staff population. This facilitates the development of more equitable and nuanced suggestions for enhancing service delivery and M&E procedures. Table 4.2 presents the results:

Table 4.2: Gender of Respondents

Gender of the respondents	Frequency	Percentage
Female	90	52%
Male	82	48%
Total	**172**	

Source: Field Data (2024).

4.4 Educational Background

Table 4.3 shows an overwhelming majority of respondents, 159 out of 172 (92%), hold a bachelor's degree whereas a smaller portion, 13 respondents (8%), have a diploma. This high level of educational attainment among the respondents shows that the responses during data collection came from well-educated individuals, who can have a thorough understanding of the importance and intricacies of M&E practices. They may also be able to offer more perceptive and knowledgeable viewpoints on how M&E affects the calibre of services at Julius Nyerere International Airport (JNIA) due to their advanced educational backgrounds.

Table 4.3: Educational Background

Educational background	Frequency	Percentage
Bachelor's degree	159	92%
Diploma	13	8%
Total	**172**	

Source: Field Data (2024)

4.5 Work Experience at Julius Nyerere International Airport

The Table 4.4 shows work experience at the Julius Nyerere International Airport (JNIA) reveals that the majority of respondents, 58 percent, has 1-5 years of experience whereas 37 percent have been working at JNIA for 6-10 years, and a smaller portion, five percent, have less than a year of experience. This distribution indicates that a significant majority of the workforce has considerable experience at the airport, suggesting that their feedback and insights into the M&E practices are well-informed and reflective of long-term observations. Based on their personal experiences and ongoing involvement with the airport's operating environment, the

respondents' extensive expertise is vital since it offers a strong basis for evaluating the efficacy of present M&E procedures and pinpointing opportunities for development. Table 4.4 presents the results:

Table 4.4: Work Experience at Julius Nyerere International Airport (JNIA)

Work Experience at JNIA	Frequency	Percentage
1-5 years	81	58%
6-10 years	51	37%
less than 1 year	7	5%
Total	**139**	

Source: Field Data (2024)

4.6 Effectiveness of Current Monitoring and Evaluation Practices

Table 4.5 (below) indicates that a significant majority of the respondents (57%) perceived the current MoM&E) practices at Julius Nyerere International Airport (JNIA) as very ineffective, with only five percent considering them effective and a mere four percent found finding them very effective. This glaring disparity points to a serious weakness in the existing M&E framework and shows that there is a lot of space for improvement. The 19 percent of respondents who expressed neutrality may have had conflicting or ambiguous experiences with these methods' effectiveness. The Tanzania Airport Authority has an urgent need to improve and modernise its M&E systems, as evidenced by the 15 percent of the respondents who believe that M&E is ineffective overall. Better stakeholder satisfaction and operational performance at JNIA, therefore, may be achieved by the authority through the implementation of stronger, more effective, and transparent M&E methods.

Table 4.5: Effectiveness of Monitoring and Evaluation Practices

Effectiveness of current M&E practices at JNIA in assessing service quality	Frequency	Percentage
Effective	8	5%
Ineffective	26	15%
Neutral	33	19%
Very Effective	7	4%
very ineffective	98	57%
Total	172	

Source: Field Data (2024).

Even though participants doubted the effectiveness of M&E practices at JNIA, studies elsewhere have underscored the value of such undertakings, especially when efficient and effective. For example, Zhu and Sun's (2020) meta-analysis highlighted the importance of Management and Evaluation (M&E) in fostering learning and continuous improvement, leading to improved service quality outcomes. Similarly, Mutamba and Moyo (2017) underscored the role of M&E in enhancing healthcare service delivery in sub-Saharan Africa, emphasizing data-driven decision-making and performance measurement for quality healthcare outcomes. Implicitly, there is a lot that the Tanzania Airport Authority can lean for the betterment of its M&E practices at the JNIA.

4.7 Extent of Belief in M&E Activities Contributing to Service Quality

Table 4.6 shows the beliefs about the contribution of M&E activities to service quality at the Julius Nyerere International Airport (JNIA) shows a predominantly positive perception among respondents, with 76 percent either agreeing (46%) or strongly agreeing (30%) that M&E activities play a crucial role in enhancing service quality.

Table 4.6: Extent of Belief in M&E Activities Contributing to Service Quality

Extent do you believe that M&E activities contribute to the provision of quality services at JNIA	Frequency	Percentage
Agree	79	46%
Disagree	15	9%
Neutral	26	15%
Strongly agree	52	30%
Total	172	

Source: Field Data (2024).

Based on the results in Table 4.6, the respondents may recognise the worth of M&E practices; however, there may be disconnect because of the techniques' apparent ineffectiveness. Significantly, the results demonstrate an underlying appreciation of the potential advantages of M&E methods. Even though M&E is important, there is a significant lack of satisfaction with the way it is currently being implemented, which emphasises the urgent need for changes to bring perceived advantages into line with actual results.

Notwithstanding the paucity of direct empirical research on M&E and service quality in Tanzania's aviation industry, the formulation and execution of M&E strategies in Tanzania, as carried out by the TAA at the Julius JNIA, can be informed by the insights gained from these studies. In their analysis of the potential and difficulties associated with implementing M&E frameworks in Tanzania's healthcare system, Kessy et al. (2018) emphasised the significance of data utilisation, capacity-building, and stakeholder involvement in improving service quality results. Similarly, Mushi et al. (2016) demonstrated that integrated methods of monitoring and evaluation are necessary to handle complex socio-economic concerns. Their research examined the impact of M&E in boosting agricultural development and food security in Tanzania.

4.8 Stakeholders Engagement in M&E Activities

Table 4.7 reveals a critical issue in stakeholder engagement with Monitoring and Evaluation (M&E) activities at the Julius Nyerere International Airport, with 78 percent of the respondents indicating that stakeholders are never engaged in these processes. This significant disparity draws attention to a critical flaw in the present M&E framework. In fact, the lack of stakeholder participation compromises the efficacy of M&E procedures and reduces the possibility of improving service quality. All pertinent parties, including travellers, airlines, and government agencies, must actively participate in effective M&E to give insightful feedback, pinpoint areas in need of development, and guarantee that the services live up to user expectations. The dearth of participation highlights the pressing need for stronger communication plans and inclusive procedures to regularly include stakeholders in M&E initiatives, improving the airport's overall operational effectiveness and service quality.

Table 4.7: Stakeholders Engagement in M&E Activities

Stakeholders (passengers, airlines, regulatory bodies, etc.) engaged in M&E activities at JNIA	Frequency	Percentage
Never	134	78%
Occasionally	26	15%
Rarely	12	7%
Total	172	

Source: Field Data (2024).

4.9 Stakeholders' Satisfaction with Engagement Processes

Table 4.8 (below) shows stakeholders' satisfaction with engagement processes reveals a significant level of dissatisfaction, with 60 percent of the respondents reporting they are dissatisfied and an additional six percent being very dissatisfied. Only three percent of the respondents are very satisfied with the engagement

processes whereas 30 percent remained neutral. This widespread dissatisfaction highlights a critical need for a comprehensive overhaul of the current engagement strategies. It is essential to create more meaningful and efficient methods of involving stakeholders to solve these problems and make sure that their opinions are respected and taken into consideration when making decisions. At Julius Nyerere International Airport, greater engagement strategies would not only increase stakeholder satisfaction but also improve service quality and operational effectiveness.

Table 4.8: Stakeholders' Satisfaction with Engagement Processes

Stakeholder satisfaction with the current engagement processes at JNIA	Frequency	Percentage
Dissatisfied	103	60%
Neutral	52	30%
Very Dissatisfied	11	6%
Very satisfied	6	3%
Total	172	

Source: Field Data (2024).

4.10 Resources Allocated for M&E Activities

Table 4.9 indicates that a substantial majority of the respondents, totalling 83 percent, found the resources allocated for M&E activities at the Julius Nyerere International Airport to be largely inadequate. Specifically, 45 percent of the respondents describe the resources as highly inadequate whereas 38 percent find them somewhat inadequate. Only 16 percent consider the resources to be adequate. An important barrier to the successful application and execution of M&E methods is highlighted by the general impression of inadequate resources. To improve overall performance and efficiency at JNIA, more money must be invested in M&E. Insufficient

budget and resources make it difficult to carry out comprehensive assessments, put improvements into place, and achieve desired service quality outcomes.

In this regard, the TAA can pick a leaf from the United Nations Development Programme (UNDP, 2021), whose strong programme evaluation activities gets top prioritisation and an allocation of 3-5 percent of the overall budget for evaluation. This guarantees that sufficient funds are set aside for evaluating programme efficacy, finding lessons learnt, and guiding decision-making procedures. The UNDP methodology places a strong emphasis on accountability, transparency, and ongoing program management improvement. Such investments can create a win-win situation for the TAA and its various stakeholders benefiting from the JNIA.

4.11 Responsiveness of M&E Practices to Regulatory Requirements

Table 4.12 (below) reveals a critical issue with the responsiveness of M&E practices to regulatory changes at the Julius Nyerere International Airport, with a staggering 87 percent of the respondents indicating that the M&E practices are unresponsive. This lack of adaptability signifies a major shortfall in the ability of M&E systems to align with evolving regulatory requirements, which is essential in maintaining compliance and effectiveness. The minimum replies that were classified as "neutral" (6%) and "responsive" (7%) show how important it is to thoroughly analyse and restructure M&E procedures to increase their adaptability and compliance with changing regulations. It is important to tackle this matter to augment the comprehensive efficacy of M&E procedures and guarantee that they make a constructive contribution to the enhancement of service quality at JNIA.

Table 4.9: Responsiveness of M&E Practices to Regulatory Requirements

M&E practices at JNIA to changes in regulatory requirements	Frequency	Percentage
Neutral	10	6%
Responsive	12	7%
Unresponsive	150	87%
Total	172	

Source: Field Data (2024).

4.12 Overall Service Quality at JNIA

Table 4.13 (below) indicates the overall service quality at the Julius Nyerere International Airport indicates that a substantial majority of respondents perceive the service quality as average (83%), with only 12 percent rating it as excellent and a mere two percent considering it as good. This distribution indicates that service delivery is generally viewed as mediocre and that there is considerable room for improvement. The need for targeted adjustments is further highlighted by the fact that three percent of respondents think the service quality is low. Considering these worries, JNIA must thus put in place efficient monitoring and assessment procedures that may pinpoint areas of weakness and spur focused enhancements, with the ultimate goal of raising the general level of service quality to both meet and surpass stakeholder expectations.

Table 4.10: Overall Service Quality at JNIA

The overall service quality at JNIA	Frequency	Percentage
Average	142	83%
Excellent	20	12%
Good	4	2%
Very poor	6	3%
Total	172	

Source: Field Data (2024).

4.13 Satisfaction with Service Quality

Table 4.14 indicates a pronounced dissatisfaction with the current service quality at the Julius Nyerere International Airport, with 65 percent of the respondents expressing dissatisfaction and five percent indicating very dissatisfaction:

Table 9.11: Satisfaction with Current Service Quality

Satisfied are you with the current level of service quality provided at JNIA?	Frequency	Percentage
Dissatisfied	111	65%
Neutral	33	19%
Very dissatisfied	9	5%
Very satisfied	19	11%
Total	172	

Source: Field Data (2024).

In contrast, only 11 percent of the respondents were very satisfied with the service quality, hence highlighting a stark contrast between dissatisfaction and satisfaction levels. This substantial gap underscores the critical need for the Tanzania Airport Authority to enhance M&E practices and optimise quality service delivery at JNIA. By focusing on improving service delivery through robust M&E processes, the Authority can address the root-causes of dissatisfaction and embark on initiatives aimed to further elevate airport service quality to meet and exceed stakeholders' expectations. In this connection, according to Brown (2023), avoiding typical M&E mistakes necessitates careful planning, resource allocation, and a dedication to continuous learning and development. In this regard, organisations may improve the efficacy of their M&E initiatives by highlighting specific goals, high-quality data, stakeholder involvement, and the useful application of results to ensure that the efforts do not only monitor advancements but also bring about significant transformations (Brown, 2023).

Additionally, Ngenoh, et al., (2019) study highlights the importance of context-specific methods and the use of Monitoring and Evaluation (M&E) frameworks in improving service quality not only in the education sector across African nations but also in other sectors as in the preset study. The context-specific methods can help TAA's M&E practices at JNIA. Overall, there is unanimity in studies (Cheng & Huang 2013; Giese & Cote, 2000; Mutamba & Moyo, 2017; Ngenoh et al., 2019; Zhu and Sun, 2020;) even though not directly related to the TAA and JNIA specifically, on the growing significance M&E in driving service quality improvements, which is also true with the context of TAA and JNIA in Tanzania.

4.14 Discussion of Findings on Related Studies

This section discusses the study's key findings in relation to previous empirical studies. The discussion is structured based on the study's specific objectives, which focus on the effectiveness of Monitoring and Evaluation (M&E) practices at Julius Nyerere International Airport (JNIA), stakeholder perceptions of service quality, and recommendations for improving M&E effectiveness in enhancing service delivery.

Effectiveness of Monitoring and Evaluation Practices at JNIA

The study found that a majority of respondents perceived the current M&E practices at JNIA as ineffective, with limited stakeholder engagement, inadequate resource allocation, and poor responsiveness to regulatory changes. This aligns with previous studies that highlight challenges in M&E implementation across public sector organizations. For instance, Kusek & Rist (2004) argue that effective M&E requires systematic planning, stakeholder involvement, and institutional commitment. Similarly, Bamberger et al. (2016) emphasize that insufficient funding and lack of

skilled personnel often hinder the success of M&E systems in service delivery institutions.

In the aviation sector, empirical evidence suggests that M&E frameworks are crucial in improving airport performance and customer satisfaction. A study by Seneviratne & Muttukumaru (2018) found that structured M&E practices in major international airports contributed to improved baggage handling efficiency, reduced waiting times, and enhanced passenger experiences. However, without proper implementation, the benefits of M&E are often not realized (IATA, 2020). The findings at JNIA indicate that the Tanzania Airport Authority (TAA) must address existing inefficiencies by enhancing the design and execution of its M&E practices.

Stakeholder Perceptions of M&E's Impact on Service Quality at JNIA

The study revealed a disconnect between stakeholders' expectations and actual service quality at JNIA, with passengers, airlines, and airport personnel expressing dissatisfaction with current service delivery standards. This finding aligns with Parasuraman et al.'s (1988) Service Quality Theory (SERVQUAL), which states that service quality is determined by how well actual service delivery meets customer expectations. According to Bitner & Hubbert (1994), when M&E frameworks fail to actively engage stakeholders, there is a higher likelihood of service quality gaps.

Similar findings have been reported in other African airports. For example, Mutale et al. (2021) conducted a study on M&E effectiveness at Lusaka International Airport and found that stakeholder participation in evaluation processes significantly influenced service quality improvement. Likewise, Karanja & Muturi (2022)

examined the role of M&E in Kenya's aviation sector and concluded that transparent feedback mechanisms are necessary for aligning service delivery with passenger needs. The dissatisfaction at JNIA indicates that TAA needs to strengthen its stakeholder engagement mechanisms to ensure M&E findings translate into tangible service improvements.

Recommendations for Enhancing the Effectiveness of M&E in Improving Service Quality

The study highlights several areas for improvement in JNIA's M&E practices, including better resource allocation, increased stakeholder participation, and improved regulatory compliance. These recommendations are supported by empirical research emphasizing the role of robust M&E frameworks in optimizing service delivery. According to Hatry (2013), organizations that integrate M&E insights into strategic decision-making experience significant performance improvements. Additionally, Brown et al. (2020) suggest that airports investing in real-time monitoring systems and data analytics can enhance operational efficiency and customer satisfaction.

A study by Zhu & Sun (2020) on the impact of M&E in Chinese airports found that digitalizing performance tracking significantly reduced operational inefficiencies. Similarly, World Bank (2021) research on global airport management strategies underscores the importance of aligning M&E with international best practices to maintain high service quality standards. The findings at JNIA suggest that TAA should adopt modern technological solutions and best practices to enhance the effectiveness of its M&E framework.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This final chapter of the study presents the summary of the research in accordance with its stated objectives which were to assess the Tanzania Airport Authority (TAA)'s Monitoring and Evaluation (M&E) practices at the Julius Nyerere International Airport (JNIA); determine the perceptions of key stakeholders, including passengers, airlines, and airport personnel of the quality of services provided at JNIA and the role of M&E in shaping their experiences; and propose evidence-based recommendations for enhancing the effectiveness of M&E in improving service quality at JNIA and strengthening the Tanzania Airport Authority's capacity for continuous improvement and stakeholder engagement. In addition, the chapter concludes the study and, finally, recommendations.

5.2 Conclusion

This study examined the contribution of Monitoring and Evaluation (M&E) practices to service delivery at Julius Nyerere International Airport (JNIA), focusing on three key areas: assessing the effectiveness of M&E practices, understanding stakeholder perceptions of service quality, and proposing recommendations for enhancing M&E effectiveness. The findings indicate that while M&E is recognized as a crucial tool for improving service quality, its current implementation at JNIA is inadequate due to limited stakeholder engagement, inefficient resource allocation, and poor responsiveness to regulatory requirements. Stakeholders, including passengers, airline operators, and airport personnel, expressed dissatisfaction with JNIA's

service quality, highlighting gaps between expectations and actual experiences. The study found that ineffective M&E practices contribute to operational inefficiencies, service delays, and resource mismanagement, negatively impacting customer satisfaction. However, respondents acknowledged the potential of M&E to drive service improvements when effectively implemented.

To address these challenges, the Tanzania Airport Authority (TAA) must strengthen its M&E framework by enhancing resource allocation, improving stakeholder involvement, and aligning its practices with international aviation standards. By adopting data-driven decision-making and leveraging modern technology, TAA can ensure continuous service improvement, optimize operational efficiency, and elevate JNIA's status as a competitive regional aviation hub.

5.3 Recommendation

Based on the study findings and conclusion, the following recommendations are made for action and future research:

5.2.1 Strengthening M&E Practices at JNIA

i. Establish a structured M&E framework with clear performance indicators tailored to airport operations.

ii. Introduce digital M&E tools, such as real-time monitoring systems and passenger feedback analytics, to enhance data collection and decision-making.

iii. Ensure periodic reviews and updates of M&E strategies to align with evolving industry standards and regulatory requirements.

5.2.2 Enhancing Stakeholder Engagement

i. Develop structured mechanisms for stakeholder participation in M&E processes, including regular surveys and consultative meetings with passengers, airlines, and airport personnel.

ii. Increase transparency by sharing M&E findings with stakeholders and incorporating their feedback into service improvement initiatives.

iii. Conduct training programs to equip JNIA staff with M&E skills, ensuring a culture of accountability and performance measurement.

5.2.3 Improving Resource Allocation for M&E

i. Allocate adequate financial and human resources to strengthen M&E activities, ensuring their sustainability and effectiveness.

ii. Develop a strategic budgeting plan to integrate M&E into operational expenditures, prioritizing areas with the highest service quality impact.

iii. Leverage external funding opportunities, such as partnerships with international aviation organizations, to support M&E capacity-building initiatives.

5.24 Aligning M&E with International Best Practices

i. Benchmark JNIA's M&E practices against leading international airports to identify best practices and areas for improvement.

ii. Collaborate with organizations such as the International Civil Aviation Organization (ICAO) and the Airports Council International (ACI) to enhance compliance with global service quality standards.

iii. Adopt a continuous improvement approach by incorporating lessons from international case studies on successful airport M&E implementation.

5.2.5 Strengthening Regulatory Compliance and Responsiveness

i. Ensure that M&E practices align with Tanzania's aviation regulations and global standards to improve service delivery efficiency.

ii. Develop a regulatory monitoring unit within TAA to track compliance and recommend policy adjustments for enhanced airport management.

iii. Promote a culture of adaptability by ensuring M&E frameworks are flexible enough to respond to changing regulatory and industry demands.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

This questionnaire aims to gather insights from staff members at the Julius Nyerere International Airport regarding their perceptions of Monitoring and Evaluation practices and their contribution to service quality provision.

Section 1: Demographic Information

1. What is your age?

   o Under 18

   o 18-25

   o 26-35

   o 36-45

   o 46-55

   o 56 and above

2. What is your gender?

   o Male

   o Female

   o Other (please specify)

3. What is your educational background?

   o High school

   o Diploma

   o Bachelor's degree

   o Master's degree

   o Ph.D. or higher

4. How many years have you been working at Julius Nyerere International Airport (JNIA)?

     o Less than 1 year

     o 1-5 years

     o 6-10 years

     o More than 10 years

Section 2: Monitoring and Evaluation Practices

5. How would you rate the effectiveness of the current Monitoring and Evaluation (M&E) practices at JNIA in assessing service quality?

   o Very effective

   o Effective

   o Neutral

   o Ineffective

   o Very ineffective

6. To what extent do you believe that M&E activities contribute to the provision of quality services at JNIA?

   o Strongly agree

   o Agree
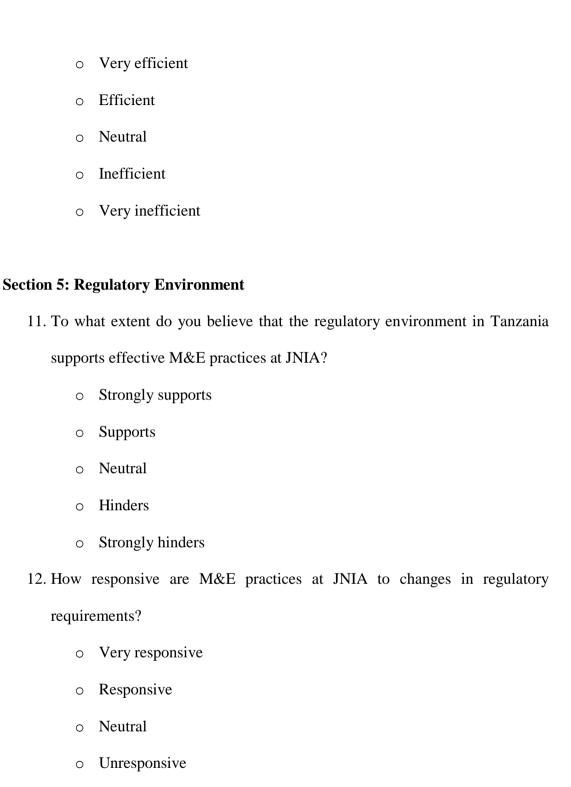
   o Neutral

   o Disagree

   o Strongly disagree

Section 3: Stakeholder Engagement

7. How often are stakeholders (passengers, airlines, regulatory bodies, etc.) engaged in M&E activities at JNIA?

   o   Very frequently

   o   Frequently

   o   Occasionally

   o   Rarely

   o   Never

8. How would you rate the level of stakeholder satisfaction with the current engagement processes at JNIA?

   o   Very satisfied

   o   Satisfied

   o   Neutral

   o   Dissatisfied

   o   Very dissatisfied

Section 4: Resource Allocation

9. Are the resources allocated for M&E activities at JNIA adequate?

   o   Yes, more than adequate

   o   Yes, adequate

   o   No, somewhat inadequate

   o   No, highly inadequate

10. How would you rate the efficiency of resource utilization for M&E activities at JNIA?

o   Very efficient

o   Efficient

o   Neutral

o   Inefficient

o   Very inefficient

Section 5: Regulatory Environment

11. To what extent do you believe that the regulatory environment in Tanzania supports effective M&E practices at JNIA?

   o   Strongly supports

   o   Supports

   o   Neutral

   o   Hinders

   o   Strongly hinders

12. How responsive are M&E practices at JNIA to changes in regulatory requirements?

   o   Very responsive

   o   Responsive

   o   Neutral

   o   Unresponsive

   o   Very unresponsive

Section 6: Overall Service Quality

13. How would you rate the overall service quality at JNIA?

o Excellent

o Good

o Average

o Poor

o Very poor

14. How satisfied are you with the current level of service quality provided at JNIA?

o Very satisfied

o Satisfied

o Neutral

o Dissatisfied

o Very dissatisfied

Section 7: Open-Ended Questions

15. Please provide any additional comments or suggestions regarding the contribution of Monitoring and Evaluation in provision of quality services at JNIA.

16. Are there any specific areas related to M&E practices and service quality at JNIA that you believe should be further investigated?

Appendix II: Research Clearance Letter

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/: **PG 2021000557**   24th April, 2024

Director General,

P.O Box 18,000,

DAR-E S-SALAAM.

Dear Director,

RE: <u>RESEARCH CLEARANCE FOR MS.BEATHA EZEKIEL REG NO: PG</u>
<u>2021000557</u>

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

3.   To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you*: **Ms. Beatha Ezekiel** Reg.* **No/: PG 2021000557   :),** pursuing **Masters of Arts Monitoring and Evaluation MAME.** We here by grant this clearance to conduct a research titled ".*Contribution of*

Monitoring and Evaluation of Quality Services at Tanzania Air Port Authority: A case of Julius Nyerere International Air Port ". He will collect his data at your area from 1ˢᵗ May 2024 to 30ᵗʰ June 2024.

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

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Dr. Isabela Thomas

For: VICE CHANCELLOR

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF TRANSPORT
TANZANIA AIRPORTS AUTHORITY

In reply please quote:

Ref No: DB.444/505/01B/215   **Date: 10 May, 2024**

Deputy Vice Chancellor (Academic),
Open University of Tanzania,
P.O.Box 23409,
DAR ES SALAAM

Re: PERMISSION TO CONDUCT RESEARCH AT JULIUS NYERERE INTERNATIONAL AIRPORT (JNIA)

Reference is made to your letter dated 17th August 2020 with regard to the above subject.

2.   I am pleased to inform you that Ms. Beatha Ezekiel, with Registration Number PG 2021000557, has been granted permission by the Authority to collect data at Julius Nyerere International Airport for her research project titled **'Contribution of Monitoring and Evaluation of Quality Services at JNIA'**.

3.   Upon her arrival at the airport, Ms. Ezekiel should report to the Manager of Human Resources and Administration for further instructions.

4.   Yours faithfully,

Abdi t. Mkwizu
For: **DIRECTOR GENERAL**

Cc: Director,   For your information
          Julius Nyerere International Airport,
          P.O.Box 18032,
          DAR ES SALAAM