

**FACTORS INFLUENCING PERFORMANCE OF MONITORING AND
EVALUATION SYSTEMS IN PUBLIC INSTITUTIONS: A CASE OF
DODOMA CITY COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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2025

CERTIFICATION

The undersigned certifies that they have read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: **“Factors Influencing Performance of Monitoring and Evaluation Systems in Public Institutions: A Case of Dodoma City Council”**, in partial fulfilment of the requirements for the Degree of Master of Arts in Monitoring and Evaluation of the Open University of Tanzania.

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DECLARATION

I, **Ramadhan Mbaruk Kassim**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirements for the Degree of Master of Arts in Monitoring and Evaluation of the Open University of Tanzania.

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Signature

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Date

DEDICATION

I dedicate this work to my loving wife, Mirium E. Mlunza, and our dear children, Rehema and Reyna, whose support and inspiration have been my greatest motivation.

ACKNOWLEDGEMENT

First and foremost, I express my deepest gratitude to the Almighty God for providing me with strength, guidance, and perseverance throughout this journey. I am immensely thankful to my supervisor, Dr. Felician Mutasa, for his invaluable guidance, insightful feedback, and unwavering support, which have been instrumental in shaping this work. My heartfelt thanks also go to my family for their endless love, encouragement, and patience, and to my friends, whose constant motivation and understanding have been a source of strength throughout this research endeavor. I could not have completed this work without their collective support.

ABSTRACT

This study aimed to examine factors influencing the performance of monitoring and evaluation systems in public institutions with a special focus on Dodoma City Council. Specifically, the study examined the influence of data, M&E information utilization and stakeholders' participation on the performance of the M&E systems. Grounded on the theory of change, the study followed a positivist philosophy with a quantitative approach and a descriptive research design. The target population was 316 Dodoma City Council employees, selected through simple random sampling. Data collection involved questionnaires and documentary reviews. Data analysis used SPSS for descriptive statistics and inferential statistics. The study found that accurate data significantly improves the effectiveness of M&E systems and complete data enhances M&E performance. Findings indicated that M&E information significantly supports decision-making, and improve program performance. The study also revealed that stakeholder involvement greatly enhances the relevance of M&E systems; regular consultations significantly improve M&E effectiveness hence stakeholders actively engage in M&E planning. The study found strong positive correlations between M&E systems performance and data quality (0.745) and information utilization (0.716). Stakeholder participation had a moderate correlation (0.476). The study recommends that Dodoma City Council improve data quality through staff training, validation protocols, and reliable data sources. It also suggests enhancing M&E information utilization by systematically sharing findings and engaging stakeholders in planning and evaluation. Future research should explore how emerging technologies, like mobile data collection and cloud-based platforms, can further enhance data quality and M&E utilization.

Keywords: *Performance of Monitoring and Evaluation Systems, Public Institutions, Data Quality, Evaluation Information Utilization, Stakeholders' Participation*

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
DQ	Data Quality
IFAD	International Fund for Agricultural Development
KMO	Kaiser-Meyer-Olkin
VIF	Variance Inflation Factor
M&E	Monitoring and Evaluation
MEP	Systems Performance
MIU	Information Utilization
RANA	Reading and Numeracy Activities
SP	Stakeholders' Participation
SPSS	Statistical Package for the Social Sciences
ToC	Theory of Change

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter provides an overview of the research problem, including its background and the statement of the problem. It outlines the general and specific objectives of the study, presents the research questions, explains the rationale for conducting the research, and concludes with a description of the study area.

1.2 Background to the Study

Monitoring and Evaluation (M&E) systems are essential tools for enhancing accountability and transparency in public institutions globally (Atwa & Mudi, 2019). M&E systems allow enterprises and governments to evaluate the success of their policies and initiatives by methodically gathering and evaluating data. In North America, World Bank. (2022) indicated that the United States has been at the forefront of this trend, emphasizing data-driven decision-making as a cornerstone of effective governance. Approximately 75% of federal agencies have implemented M&E systems to assess program effectiveness, allowing for better tracking of outcomes and resource allocation (OECD, 2021). This commitment to M&E not only helps ensure that taxpayer dollars are spent wisely but also fosters public trust in government actions by demonstrating a clear commitment to accountability (Bamberger, *et al.*, 2019).

In Europe, the adoption of robust M&E frameworks has similarly been a priority for many countries, particularly the United Kingdom. (Klostermann, *et al.*, 2018). Serhani, *et al.*, (2020) indicated that the UK government has established a

comprehensive approach to M&E, ensuring that public funds are utilized efficiently and effectively. As a result, 68% of public sector projects undergo systematic evaluations, which facilitate continuous learning and improvement in service delivery (European Commission, 2020). This proactive approach to M&E helps public institutions identify strengths and weaknesses in their programs, leading to informed decision-making and more effective use of resources. Furthermore, the emphasis on evaluation contributes to a culture of accountability, where public officials are held responsible for the outcomes of their actions (Economidou, *et al.*, 2020).

In Asia, nations such as South Korea have successfully integrated M&E systems into their public administration, leading to significant improvements in governance and service delivery (Sun *et al.* 2020). Agbenyo *et al.* (2021) asserted that a 10% increase in citizen satisfaction over a five-year period, attributed to the effective use of M&E to inform policy adjustments and enhance service quality (World Bank, 2022). However, despite these advancements across different regions, many countries still face challenges related to data quality and stakeholder engagement in M&E processes. These issues can hinder the effectiveness of M&E systems, resulting in ineffective decision-making and misallocation of resources (Chua *et al.*, 2021).

In Africa, the implementation of Monitoring and Evaluation (M&E) systems exhibits considerable variability across the continent, influenced by factors such as governance structures, available resources, and political will. For instance, Algeria has made significant strides in integrating M&E within its public policy framework. Approximately 62% of government programs undergo evaluation, reflecting a

commitment to accountability and performance assessment (UNDP, 2021). However, despite these advancements, Algeria still grapples with challenges related to data collection and stakeholder participation, which can undermine the effectiveness of M&E systems. The gaps in data reliability and the limited involvement of civil society in the evaluation processes highlight the need for further improvement to ensure that M&E truly enhances policy outcomes and public service delivery.

In Botswana, Amin, *et al.*, (2023) indicated that the government has adopted a proactive approach to M&E through its National Development Plan, which emphasizes the importance of evaluation in achieving developmental goals. This commitment has resulted in a notable 15% increase in the effectiveness of public programs over the past decade (African Development Bank, 2022). Botswana shows how rigorous assessments may lead to changes in governance and service delivery by making M&E a priority. Nonetheless, challenges persist, particularly regarding the scalability of successful M&E initiatives across different sectors (Okafor, 2021). Ensuring that the lessons learned from evaluations are effectively communicated and implemented remains crucial for sustaining progress and maximizing the impact of public programs (Ocharo & Rambo, 2020).

Ghana's commitment to M&E is evident in its development agenda, where approximately 70% of projects reportedly utilize M&E frameworks to guide implementation and assess outcomes (Tengan & Aigbavboa, 2021). However, the country faces significant hurdles, including inadequate funding and limited technical capacity, which hinder the effectiveness of its M&E systems (Ghana Statistical

Service, 2021). These constraints can lead to incomplete evaluations and insufficient data to inform decision-making. In Rwanda, known for its exemplary governance and commitment to development, an impressive 80% utilization rate of M&E systems has been achieved in public institutions (Uwizeyimana, 2020). Nonetheless, concerns about data accuracy and the need for broader stakeholder involvement highlight ongoing challenges (World Bank, 2022). Together, these issues underscore a significant problem in realizing the full potential of M&E systems in Africa, necessitating concerted efforts to enhance capacity, improve data quality, and foster stakeholder engagement across the continent (Kipkemoi, 2021).

In Tanzania, the government has made significant strides in recognizing the importance of M&E as a critical component for enhancing public sector performance (Peter, 2024). This shift became particularly pronounced after the establishment of the National M&E Framework in 2010, which aimed to standardize and improve the evaluation processes across various public institutions (Mmassy, 2018). Currently, approximately 65% of public institutions report having M&E systems in place, indicating a commitment to integrating evaluation practices into public administration (Ministry of Finance and Planning, 2023). However, despite this progress, the actual implementation and utilization of these systems remain inconsistent, leading to questions about the effectiveness of these frameworks in achieving their intended goals (Saguda, 2021).

Wilson, *et al.*, (2021) highlights significant challenges related to data quality within Tanzania's M&E systems. Only about 50% of M&E reports meet the required

standards for accuracy and reliability, raising concerns about the validity of the findings generated from these evaluations (Tanzania National Bureau of Statistics, 2022). The prevalence of data quality issues can severely impact decision-making processes and hinder the ability of public institutions to effectively monitor program outcomes and adjust policies as necessary. Without reliable data, it becomes challenging for stakeholders to assess the true impact of government initiatives, ultimately affecting the accountability and transparency that M&E systems are designed to promote (Mgoba & Kabote, 2020).

Another pressing issue is the limited stakeholder participation in the M&E processes, with only 40% of community members actively engaged in providing feedback on public projects (Tanzania Civil Society Consortium, 2023). Saguda (2021) added that this lack of engagement can lead to a disconnect between public institutions and the communities they serve, resulting in evaluations that may not fully reflect the needs and perspectives of local populations. As a result, the effectiveness and reliability of M&E systems in Tanzanian public institutions are called into question, highlighting the need for improvements in data quality, greater stakeholder involvement, and enhanced overall system performance (Maijo, 2020). This study sought to examine the factors influencing the performance of monitoring and evaluation systems in public institutions in Dodoma city.

1.3 Statement of the Problem

The effectiveness of Monitoring and Evaluation (M&E) systems in Tanzanian public institutions presents a significant problem, with only 50% of M&E reports meeting

required standards for accuracy and reliability (Tanzania National Bureau of Statistics, 2022). This lack of data quality can severely undermine decision-making processes, leading to inefficient use of resources and ineffective public programs. If these issues are not addressed, it is estimated that approximately 60% of public projects may fail to achieve their intended outcomes, resulting in wasted resources and diminished public trust in governmental initiatives. The ramifications of poor M&E performance extend beyond immediate project failures; they can also hinder sustainable development efforts and exacerbate existing socio-economic challenges within communities.

Despite the importance of M&E systems, research on their effectiveness in different contexts remains limited. For example, Okafor (2021) examines the impact of M&E systems on the performance of the Reading and Numeracy Activities (RANA) Project in Katsina State, Nigeria, but does not explore the broader implications for public institutions in other regions. Similarly, Rumenya and Kisimbi (2020) investigate how M&E systems affect project performance in non-governmental organizations within Mombasa County, yet their findings may not be directly applicable to public sector contexts.

Additionally, Muhayimana and Kamuhanda (2020) explore the link between M&E practices and public project performance in Rwanda, while Ocharo and Rambo (2020) focus on agricultural projects in Galana Kilifi County, highlighting the need for context-specific research. This lack of comprehensive studies on the specific factors influencing M&E systems in Tanzanian public institutions creates a gap in the

literature. This study aimed to fill this gap by providing insights into how factors such as data quality, information utilization, and stakeholder participation specifically influence the performance of M&E systems in the context of Dodoma City Council.

1.4 Research Objectives

1.4.1 General objective

The general objective of this study was to examine factors influencing the performance of monitoring and evaluation systems in public institutions: A case of Dodoma City Council.

1.4.2 Specific Objectives

The specific objectives of this study were;

- i. To examine the influence of data quality on the performance of M&E systems in Dodoma city council.
- ii. To determine the influence of M&E information utilization on the performance of M&E systems in Dodoma city council.
- iii. To assess the influence of stakeholders' participation on the performance of the M&E systems in Dodoma city council.

1.5 Research Questions

The research questions were:

- i. What is the influence of data quality on the performance of M&E systems of public institutions in Dodoma city council?
- ii. What is the influence of M&E information utilization on the performance of

M&E systems of public institutions in Dodoma city council?

- iii. What is the influence of stakeholders' participation on the performance of the M&E systems of public institutions in Dodoma city council?

1.6 Significance of the Study

The significance of this study to the Government of Tanzania lies in its potential to enhance the effectiveness of Monitoring and Evaluation (M&E) systems, which are critical for assessing the success of public policies and programs. The government may enhance public service delivery, guarantee better resource allocation, and fortify its accountability systems by comprehending the elements affecting M&E performance. The study's conclusions offer information that the government might use to create focused initiatives that will improve the accuracy and dependability of M&E procedures in a variety of industries.

This research provides valuable evidence for policymakers on the importance of data quality, information utilization, and stakeholder participation in improving M&E systems. These insights assist in formulating policies that promote transparency, efficient decision-making, and increased participation from relevant stakeholders. Policymakers may promote changes that increase the efficacy of M&E systems and, in turn, result in better decision-making and sustainable development outcomes by incorporating these results into policy frameworks.

The study is also significant for Dodoma City Council, as it provides specific insights into the challenges and opportunities in their M&E practices. This information

enables the council to make data-driven decisions that improve the monitoring of ongoing projects, enhance accountability, and strengthen collaboration with stakeholders. Furthermore, researchers and academicians benefit from the study by gaining a better understanding of the practical application of M&E systems in public institutions, offering a foundation for future research, and contributing to the academic discourse on public administration and management in Tanzania.

1.7 Scope of the Study

This study aimed to examine factors influencing the performance of monitoring and evaluation systems in public institutions. The study focused on the Dodoma City Council as the council presents a viable option for data collection and the researcher is already familiar with the industry. Specifically, the study examined the influence of data quality, M&E information utilization and stakeholders' participation on the performance of the M&E systems in Dodoma city council. The research was Conducted in close collaboration with the staff of Dodoma City Council to collect the necessary data for the study. A quantitative approach was utilized by the researcher, employing quantitative data collection methods to gain insights into the factors affecting the performance of monitoring and evaluation systems in public institutions.

1.8 Organization of the Study

This dissertation is structured into five chapters. Chapter One presents the study's background, problem statement, objectives, scope, and significance. Chapter Two is dedicated to the literature review, which includes an introduction, theoretical and

empirical analyses, identification of gaps, and the development of a conceptual framework. Chapter Three outlines the methodology, detailing the study area, research paradigms, sampling designs, data collection methods, analysis techniques, as well as validity and reliability assessments, and ethical considerations. Chapter Four presents, analyzes, and discusses the findings of the study. Also, Chapter Five offers a summary, conclusions, and recommendations based on the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This section of the study presents a review of existing literature concerning the factors that affect the performance of monitoring and evaluation systems in public institutions. It also discusses pertinent theories that elucidate these influencing factors. Additionally, this section identifies gaps within the current body of literature.

2.2. Definition of Concepts

2.2.1 Monitoring and Evaluation Systems

Monitoring and Evaluation (M&E) systems are structured frameworks that facilitate the systematic collection, analysis, and use of information to track project progress and assess the effectiveness of programs. According to Atwa and Mudi (2019), M&E systems enable organizations to improve decision-making through the evaluation of program outcomes and the ongoing monitoring of activities. Additionally, Donaldson and Lipsey (2019) describe M&E systems as critical tools for understanding the dynamics of program implementation, allowing for adjustments to be made based on feedback and results. In this study, monitoring and evaluation systems refer to the comprehensive frameworks utilized by public institutions to collect and analyze data for assessing project performance and outcomes.

2.2.2 Data Quality

Data quality is defined as the degree to which data is accurate, reliable, and relevant for its intended use. Eremugo and Okoche (2021) emphasize that high-quality data is

essential for informed decision-making and effective M&E practices, as poor data can lead to flawed conclusions and misguided actions. Furthermore, Kaberia and Mburugu (2019) argue that data quality encompasses various dimensions, including accuracy, completeness, consistency, and timeliness. In this study, data quality refers to the characteristics of data that ensure its reliability and relevance in the context of monitoring and evaluation efforts.

2.2.3 Monitoring and Evaluation Information

Monitoring and Evaluation Information consists of the data and insights generated through M&E activities that inform stakeholders about program performance and impact. Muhayimana and Kamuhanda (2020) note that this information is vital for understanding the effectiveness of interventions and for making evidence-based decisions. Additionally, Kipkemai (2021) highlights that M&E information encompasses both quantitative and qualitative data that can guide strategic planning and operational adjustments. In this study, monitoring and evaluation information refers to the data and findings derived from M&E processes that support decision-making and enhance project performance.

2.2.4 Stakeholders' Participation

Stakeholders' participation refers to the involvement of individuals and groups who have an interest in or are affected by the outcomes of a project or program in the M&E process. Sulemana, Musah, and Simon (2018) argue that active stakeholder engagement is crucial for fostering ownership and enhancing the relevance of M&E efforts. Additionally, Waweru and Kimathi (2022) emphasize that participation

ensures diverse perspectives are considered, leading to more comprehensive evaluations. In this study, stakeholders' participation refers to the active engagement of various stakeholders in the monitoring and evaluation processes of public institutions.

2.2.5 Monitoring and Evaluation Performance

Monitoring and Evaluation Performance pertains to the effectiveness and efficiency of M&E systems in achieving their intended outcomes. Atwa and Mudi (2019) define M&E performance as the degree to which these systems facilitate informed decision-making and lead to improvements in project execution. Moreover, Eremugo and Okoche (2021) highlight that M&E performance is measured by the extent to which data collected influences policy adjustments and enhances program results. In this study, monitoring and evaluation performance refers to the effectiveness of M&E systems in providing actionable insights and driving improvements in public sector projects.

2.3 Theory of Change

The theory of change (ToC) was developed by Carol Weiss in 1995 as a conceptual framework that provides a detailed roadmap for understanding how and why a particular initiative is expected to bring about change. The theory outlines a comprehensive pathway that connects inputs, activities, outputs, and outcomes of a program, offering a structured narrative that explains the relationships among these elements. The ToC helps organizations to express the rational links that support their strategies by outlining the desired outcomes and the actions required to get them (Donaldson & Lipsey, 2019).

This framework is particularly useful in the context of planning, implementing, and evaluating programs, as it encourages stakeholders to critically examine their assumptions regarding the necessary conditions and resources required for success. As a result, the ToC fosters a collective understanding of how various components of a program interact and contribute to desired outcomes, including key factors such as data quality, stakeholder engagement, and effective information utilization.

One of the significant strengths of the Theory of Change lies in its ability to cultivate a shared vision among stakeholders about the expected outcomes of a program and the steps needed to achieve them. This collaborative approach not only enhances stakeholder engagement but also promotes greater ownership of the program's success (Eremugo & Okoche, 2021). Involving a variety of stakeholders in the ToC's creation allows companies to make sure that different viewpoints are taken into account, which results in a more thorough and comprehensive knowledge of the program's objectives. Furthermore, the ToC framework offers a clear structure for monitoring and evaluation, facilitating organizations' efforts to track progress and make necessary adjustments throughout the implementation process (Rendell *et al.*, 2020).

However, the Theory of Change also has notable weaknesses. Its effectiveness heavily relies on the accuracy and validity of the assumptions made by stakeholders during the planning phase. If these assumptions are flawed or overly simplistic, the entire framework may lead to misguided strategies and ineffective program implementations (Kipkemoi, 2021). Additionally, the process of developing a ToC can be resource-intensive and time-consuming, posing challenges for organizations with limited

capacity to engage in such detailed planning and analysis. This theory assisted the researcher in comprehensively understanding how the various factors influencing Monitoring and Evaluation (M&E) systems such as data quality, information utilization, and stakeholder participation interconnect to impact the overall performance of these systems in Dodoma City Council.

The researcher used the Theory of Change to clearly outline a process that shows how raising stakeholder participation and improving data quality may boost M&E practices' efficacy. This framework provides a valuable lens through which to analyze the specific assumptions that underlie the performance of M&E systems, allowing for a thorough exploration of the study's objectives. As the researcher investigates how these factors collectively influence M&E performance, the ToC served as a guiding tool for identifying potential barriers and enablers, ultimately contributing to a more effective approach to M&E within the context of public institutions.

2.4 Empirical Review

2.4.1 Influence of Data Quality on the Performance of M&E Systems

Okafor (2021) examines the impact of the monitoring and evaluation (M&E) system on the performance of the Reading and Numeracy Activities (RANA) Project in Katsina State, Nigeria. The research employs a descriptive survey design, focusing on the 32 employees involved in the RANA Project due to their limited number. Data collection utilizes questionnaires and interview guides, which are pilot-tested, with reliability assessed through the Cronbach alpha test on SPSS. The analysis includes descriptive statistics and correlation analysis, using the Statistical Package for Social

Science for quantitative data and narrative and thematic methods for qualitative data. The results reveal a significant influence of M&E on project performance, supported by a well-structured M&E plan with appropriate performance indicators.

Notably, the study identifies a correlation coefficient of 0.8 for the M&E plan and significant correlations for M&E skills (0.698) and information management systems (0.474) with project performance. The study emphasized the importance of data integrity in enhancing program results. Establishing stronger data validation protocols, however, it fails to consider the role of data quality in influencing M&E system performance. Consequently, the current study aimed to explore the influence of data quality on the performance of M&E systems in Dodoma City Council.

Rumenya & Kisimbi (2020) investigate how monitoring and evaluation systems affect project performance in non-governmental organizations, particularly in educational projects within Mombasa County. Utilizing a descriptive research design, the study gathers data through structured questionnaires. The findings indicate a significant positive correlation between organizational structures for M&E and project performance ($r=0.639$, $p<0.01$). Conversely, the performance of educational projects shows only a weak positive correlation with the M&E work plan ($r=0.015$, $p>0.05$). The study also highlighted that delays in data collection and reporting can hinder the effectiveness of M&E systems. Despite these insights, the study does not address the impact of data quality on M&E system performance. Thus, the current study aimed to investigate the influence of data quality on the performance of M&E systems in Dodoma City Council.

Okello (2021) assesses the relationship between M&E data management and project performance, focusing on infrastructural projects. The study reviews relevant models, theories, and empirical literature to inform future research on M&E data management and performance. The findings establish a positive relationship between effective M&E data management and project performance. The study emphasized that continuous capacity-building initiatives for staff can significantly enhance the accuracy and completeness of data, leading to better monitoring outcomes. However, it does not explore the influence of data quality on M&E system performance. Therefore, the current study sought to examine the impact of data quality on the performance of M&E systems in Dodoma City Council.

Muhayimana & Kamuhanda (2020) investigate the link between M&E practices and the performance of public projects in Rwanda, focusing on the Science and Technology Skills Development project within the Ministry of Education. The research adopts an explanatory design to collect both qualitative and quantitative data. The analysis, conducted using the SPSS version of 22.0, includes frequency tables, correlation, and regression analyses. The results demonstrate positive relationships between various M&E practices such as linking M&E plans to action and strategic plans and project efficiency and effectiveness, with correlation coefficients ranging from 0.455 to 0.987.

Also, the noted that inconsistent data compromises the integrity of M&E findings and limits the ability to track progress effectively. The study recommends that project stakeholders integrate M&E plans with strategic goals and utilize

participatory approaches. Nevertheless, the study does not consider how data quality affects M&E system performance. Consequently, the current study aimed to explore the influence of data quality on the performance of M&E systems in Dodoma City Council.

2.4.2 Influence of M&E Information Utilization on the Performance of M&E Systems

Ocharo & Rambo (2020) aim to explore how monitoring and evaluation (M&E) frameworks affect the performance of public agricultural projects in Galana Kilifi County, Kenya. The study measures M&E frameworks in terms of participatory monitoring, staff training, sectoral coordination, and partnerships with agricultural technology management agencies. Using a pragmatic paradigm with a mixed-methods approach, the research employs descriptive surveys and correlation designs to collect data through structured questionnaires and interviews.

The analysis involves inferential statistics via the SPSS) version 21.0, utilizing Pearson's Product Moment Correlation to assess relationships between variables. The findings reveal a significant correlation between M&E frameworks and project performance. Also, the study highlighted that delays in data collection and reporting can hinder the effectiveness of M&E systems. However, the study does not address the impact of M&E information utilization on M&E systems' performance. Therefore, the current study sought to determine the influence of M&E information utilization on the performance of M&E systems in Dodoma City Council.

Maijo (2020) evaluates the effectiveness of M&E systems on the sustainability of community-based projects in Kisarawe District, Tanzania. The study adopts a descriptive survey design with a sample of 80 employees selected through simple random and purposive sampling methods. Data collection employs structured questionnaires and interviews, with non-parametric data analyzed using frequencies and percentages in SPSS. The results indicate that effective M&E systems contribute positively to the sustainability of community projects, highlighting the importance of community participation in project management. The study concludes that insufficient communication of M&E findings often leads to disengagement among stakeholders. However, it does not investigate the influence of M&E information utilization on the performance of M&E systems. Consequently, the current study aimed to explore the influence of M&E information utilization on the performance of M&E systems in Dodoma City Council.

Uwizeyimana (2020) analyzes the factors affecting M&E of government interventions within chaotic and complex organizational environments. This qualitative research is grounded in a comprehensive literature review on M&E, the theory of change, and complexity theory, adopting an interpretive, social constructivist paradigm. The study posits that M&E experts construct meaning based on their historical, economic, social, and cultural contexts. The findings reveal that both natural and intellectual environmental factors significantly impact M&E processes, often leading to chaotic and unpredictable changes. The study stressed the importance of systematic information sharing in strengthening project transparency and accountability. However, it does not examine the influence of M&E information utilization on M&E

systems' performance. Thus, the current study sought to investigate the influence of M&E information utilization on the performance of M&E systems in Dodoma City Council.

Mushori, *et al.*, (2020) investigate the determinants of effective monitoring and evaluation of county government-funded infrastructural projects in Nakuru East constituency, Nakuru County. The study uses a questionnaire interview format for primary data collection, processing the data through editing, coding, and summarizing it into manageable formats for analysis. Both qualitative and quantitative techniques are applied, with quantitative data analyzed using descriptive statistics and qualitative data assessed through thematic analysis.

The findings confirm that the technical expertise of staff significantly influences the effectiveness of M&E, highlighting the need for capacity building through in-service training for stakeholders. The study underscored the importance of accessible M&E reports in promoting transparency and encouraging active stakeholder participation. Nevertheless, the study does not explore the impact of M&E information utilization on the performance of M&E systems. Therefore, the current study aimed to determine the influence of M&E information utilization on the performance of M&E systems in Dodoma City Council.

2.4.3 Influence of Stakeholders' Participation on the Performance of the M&E Systems

Chirau, *et al.*, (2020) developed a conceptual framework for a national monitoring

and evaluation (M&E) system, focusing on four dimensions: executive M&E systems, parliamentary M&E functioning, professionalization of evaluation, and the existence of an enabling environment. Data was collected via questionnaires targeting government and non-government personnel, with the Mo Ibrahim Index of 2018 employed to assess the enabling environment. The findings indicate that various stakeholders play different roles based on the state's architecture, resources, and capacities. The study indicated that effective stakeholder participation is a key determinant of successful M&E frameworks, highlighting the reciprocal relationship between stakeholder engagement and the overall quality of M&E processes. However, it did not evaluate the impact of stakeholders' participation on M&E system performance. Therefore, the current study aimed to assess the influence of stakeholders' participation on the performance of M&E systems in Dodoma City Council.

Musyimi & Ondara (2022) investigated the effects of technical expertise, cost implications, stakeholder involvement, and policy frameworks on the performance of county-funded projects. The researchers employed a descriptive research approach, targeting 41 County officials from various departments. A structured questionnaire was self-administered to gather data, which was then analyzed using statistical software to produce percentages, aggregated means, and other statistical measures displayed in tabular and graphical forms. The study found that the technical expertise of project M&E staff was moderate, while the costs associated with project M&E were rated high. The study indicated that without a structured approach to integrating stakeholder input, the potential benefits of participation may not be fully realized.

However, it did not assess the effect of stakeholders' participation on M&E system performance. Consequently, the current study sought to evaluate the influence of stakeholders' participation on the performance of M&E systems in Dodoma City Council.

Amin, *et al.* (2023) explored the role of project monitoring and evaluation (M&E) in shaping stakeholder relationships in international development (ID) projects, using agency theory as a framework. Qualitative data were gathered through in-depth interviews with project stakeholders, including donors, implementing partners, and steering committee members. The findings reveal that M&E activities serve various purposes, such as collecting data for assessing inputs, outputs, outcomes, and impacts, which are shared with stakeholders for evidence-based decision-making to enhance project community impact. The study emphasized that equipping stakeholders with the necessary skills and fostering partnerships can enhance the overall effectiveness of M&E systems. However, it did not examine the influence of stakeholders' participation on M&E system performance. Thus, the current study sought to assess the influence of stakeholders' participation on the performance of M&E systems in Dodoma City Council.

Tengan & Aigbavboa (2021) employed a qualitative Delphi approach to identify factors influencing monitoring and evaluation in the Ghanaian construction industry. A two-stage iterative Delphi study involving eleven experts reached a consensus on fourteen factors critical for effective monitoring and evaluation, including stakeholder involvement, budget allocation, leadership, communication, and M&E information

systems. The study underscores the importance of consensus in addressing diverse perspectives on construction project management challenges. The study highlighted that fostering an open and participatory M&E environment encourages stakeholders to actively engage in the processes and feel valued in their contributions. However, it did not evaluate the impact of stakeholders' participation on M&E system performance. Therefore, the current study aimed to assess the influence of stakeholders' participation on the performance of M&E systems in Dodoma City Council.

2.5 Research Gap

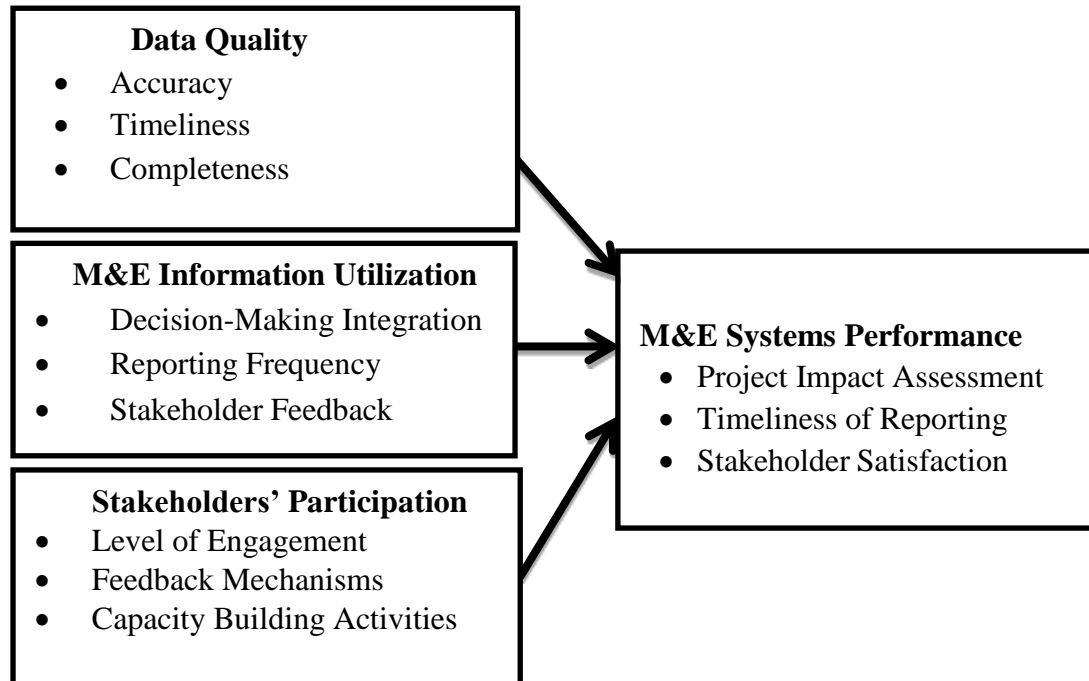
The study of factors influencing the performance of M&E systems in public institutions, particularly within the Dodoma City Council, addresses a notable research gap in understanding how specific elements, such as data quality, M&E information utilization, and stakeholders' participation, contribute to M&E effectiveness. Previous studies have emphasized various factors impacting M&E performance but have often focused on broader contexts or different sectors, leaving a specific examination of these elements within the unique environment of Dodoma City Council largely unexplored. For instance, Tengan and Aigbavboa (2021) identified critical factors influencing M&E in the Ghanaian construction industry but did not address the challenges of data quality or stakeholder involvement in public institutions.

Similarly, Ocharo and Rambo (2020) highlighted the significance of M&E frameworks in agricultural projects without exploring roles of data quality and stakeholder participation. Moreover, Muhayimana and Kamuhanda (2020) and Mushori *et al.*, (2020) examined M&E practices in different regional contexts,

indicating a need for localized research that captures the M&E performance in Dodoma. This study aimed to fill this gap by providing insights into how these factors specifically influence the M&E systems' performance in the context of Dodoma City Council.

2.6 Conceptual Framework

A conceptual framework serves as a foundational blueprint for a research study, illustrating the relationships between key variables in a clear and organized manner. It is the result of a researcher's effort to conceptualize how these variables interconnect and influence one another. In this context, the independent variables data quality, M&E information utilization, and stakeholders' participation—are posited to impact the dependent variable, which is the performance of M&E systems.

Independent Variables**Dependent Variable****Figure 2.1: Conceptual Framework****Source:** Researcher (2024).**2.6.1 Conceptualization of Variables**

In this study, the data quality is defined through its accuracy, timeliness, and completeness, serving as the foundation for reliable M&E outputs. M&E information utilization encompasses the integration of M&E findings in decision-making, the frequency of reporting, and the incorporation of stakeholder feedback, which ensures that M&E insights are effectively translated into actionable strategies. Stakeholders' participation is characterized by the level of engagement, feedback mechanisms, and capacity-building activities that facilitate collaborative efforts among all relevant parties. These independent variables interact to impact the performance of M&E systems, which is measured through project impact assessments, reporting timeliness, and stakeholder satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter presents the methods and procedures employed for data collection in the study. It covers the research philosophy, approach, design, and strategy, along with data collection, analysis, cleaning, processing, and discussions on validity, reliability, and ethical considerations. The methodology emphasizes quantitative data analysis.

3.2 Research Philosophy

This study employed a positivist philosophy to investigate the factors influencing the performance of M&E systems in public institutions, focusing on Dodoma City Council. Positivism is suitable as it seeks to establish objective facts through empirical investigation and the use of measurable variables (Montgomery, 2017). Using this approach, the study sought to measure the connections between important elements such stakeholder engagement, data quality, and the use of M&E information, as well as how these elements affect M&E system performance. The positivist approach enables a rigorous analysis based on observable data and statistical relationships, ensuring that the findings are replicable and grounded in empirical evidence.

3.3 Research Approach

A quantitative research approach was adopted for this study. Quantitative methods allow for the systematic collection and analysis of numerical data, facilitating an objective exploration of the relationships between the variables (Livingston & Lewis, 2019). In this context, the study measured the influence of data quality, M&E

information utilization, and stakeholder participation on the performance of M&E systems in Dodoma City Council. The quantitative approach provides structured, replicable results, enabling the researcher to draw generalizable conclusions about the factors affecting M&E performance in public institutions.

3.4 Research Design and Strategy

The study utilized a descriptive research design. This design is ideal for investigating the relationships between variables and obtaining a detailed understanding of the factors influencing the performance of M&E systems (Sundell & Olsson, 2017). The study's descriptive design allowed for a thorough analysis of the ways in which stakeholder involvement, data quality, and M&E information use affect M&E system performance. A survey strategy was chosen as the primary method for data collection. Structured questionnaires were distributed to M&E officers, managers, and stakeholders involved in Dodoma City Council's M&E processes. The survey design enabled the collection of standardized data, which was analyzed using statistical methods to identify patterns and relationships between the variables.

3.5 Area of the Study

This study was conducted in Dodoma City Council. The selection of this area is justified by its growing importance as Tanzania's political capital and its role in implementing public projects. Dodoma City Council has been actively involved in various government programs that require efficient M&E systems to ensure their success. Despite the critical role of M&E in these initiatives, there have been challenges related to data quality, information utilization, and stakeholder

involvement, which have hindered optimal M&E performance. As such, the study area provides a relevant context for exploring how these factors influence the performance of M&E systems within the council.

3.6 Population of the Study

The population of this study consisted of 316 employees of Dodoma City Council, who are directly or indirectly involved in the monitoring and evaluation (M&E) processes. This population was chosen because it encompasses individuals with varying roles and responsibilities in M&E, thus providing diverse perspectives on how factors like data quality, information utilization, and stakeholder participation influence M&E system performance.

3.7 Sample and Sampling Techniques

To ensure the study is both manageable and representative, a sample of 177 individuals was selected from the population of 316 using simple random sampling. This sampling technique is ideal as it gives each employee an equal chance of being included, reducing selection bias and increasing the generalizability of the study's findings (Kingsley & Robertson, 2020)). The choice of a sample size of 177 is grounded in statistical rigor, balancing the need for a large enough sample to ensure reliability while considering practical constraints like time and resources:

$$\begin{aligned}
 n &= \frac{N}{1 + \frac{N \cdot e^2}{z^2}} \\
 &= \frac{316}{1 + \frac{316 \cdot 0.07^2}{1.96^2}} \\
 &= 177
 \end{aligned}$$

Where n = number of samples, N = total population; e = standard error of sampling (5%).

3.8 Data Collection

Data for this study was collected through both primary and secondary sources. A mixed-methods approach, as advocated by Kettler (2019), was employed to ensure a comprehensive examination of the factors influencing the performance of Monitoring and Evaluation (M&E) systems in Dodoma City Council.

3.9 Primary Data

Primary data was gathered using a self-administered questionnaire. Following Livingston & Lewis (2019) recommendation for structured instruments, the questionnaire was designed using a five-point Likert scale. The questions focused on the study's specific objectives: data quality, M&E information utilization, and stakeholders' participation. Respondents, selected through simple random sampling, consisted of employees involved in M&E activities at Dodoma City Council. Their insights enabled quantitative analysis of the relationships between the identified factors and the performance of M&E systems.

3.10 Secondary Data

Secondary data was collected through a review of relevant documents, including reports, project evaluations, and organizational records from Dodoma City Council. This data provided a historical and contextual foundation for the study, complementing the findings from the primary data and enriching the analysis.

3.11 Data Analysis

The collected data was analyzed using both descriptive and inferential statistical methods with the aid of SPSS version 26. Descriptive statistics were used to summarize key characteristics of the data, providing insights into the distribution, frequencies, and central tendencies of the variables. Inferential statistics, specifically correlation and multiple regression analysis, were applied to explore the relationships between the factors (data quality, M&E information utilization, and stakeholders' participation) and the M&E systems performance. The findings were presented in tables and figures for clarity and interpretability. The regression model was as follows;

$$MEP = \beta_0 + \beta_1 DQ + \beta_2 MIU + \beta_3 SP + e$$

Where MEP – M&E systems performance; β_0 - Regression coefficient / constant/ Y-intercept; $\beta_1, \beta_2, \beta_3$ are the parameters of the regression equation; DQ - data quality, MIU - M&E information utilization, SP - Stakeholders' Participation.

3.11.1 Assumption of Regression

In conducting the regression analysis, strict attention was given to the assumptions underlying the model to ensure both the accuracy and validity of the results. These assumptions included linearity, normality, multicollinearity, and the absence of outliers. Linearity was assessed by visually examining scatterplots and performing diagnostic tests, including the Durbin-Watson statistic, where values ranging between 1.5 and 2.5 were deemed indicative of acceptable linearity. To verify normality, the distribution of residuals was checked through histograms and the Shapiro-Wilk test,

ensuring that the data followed a normal distribution. Multicollinearity was addressed by calculating the Variance Inflation Factor (VIF), where values below 10 indicated no severe multicollinearity issues.

3.11.2 Variables and Measurement Procedures

Table 3.1 presents the variables with their measurements. The independent variables are data quality, M&E information utilization, and stakeholders' participation. The dependent variable is M&E systems performance.

Table 3.1: Variable Measurement

Variable	Measurement	Scale	Source
Data Quality	Accuracy Timeliness Completeness	Five Point Likert Scale	Rumenya & Kisimbi (2020) Okello (2021) Muhayimana & Kamuhanda (2020)
M&E Information Utilization	Decision-Making Integration Reporting Frequency Stakeholder Feedback	Five Point Likert Scale	Maijo (2020) Uwizeyimana (2020) Mushori, <i>et al.</i> (2020)
Stakeholders' Participation	Level of Engagement Feedback Mechanisms Capacity Building Activities	Five Point Likert Scale	Musyimi & Ondara (2022) Amin <i>et al.</i> (2023) Tengan & Aigbavboa (2021)
M&E Systems Performance	Project Impact Assessment Timeliness of Reporting Stakeholder Satisfaction	Five Point Likert Scale	Muhayimana & Kamuhanda (2020) Musyimi & Ondara (2022) Uwizeyimana (2020)

Source: Researcher, (2024).

3.12 Data Cleaning and Processing

To ensure the reliability and accuracy of the dataset, a thorough data cleaning and processing phase was undertaken. This process involved identifying and correcting any errors, inconsistencies, or missing values within the collected data. The cleaning

process is crucial to maintaining the integrity of the data before performing any analyses. It helps prevent distortions and ensures that the results are both reliable and valid. This step was essential in producing accurate findings, minimizing the risk of anomalies affecting the study's conclusions.

3.13 Validity of the Data

To guarantee the validity of the data used in this study, the Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity were employed. The KMO test assessed the sampling adequacy, determining whether the dataset was suitable for factor analysis by measuring how well the variables in the study were related. A KMO value of 0.70 or above was considered satisfactory for this study. Bartlett's test of sphericity was used to check for relationships between the variables and ensure that they were not independent of one another, thus confirming that factor analysis could be effectively applied to the data (Abu-Bader, 2021). These tests helped verify that the data collected were valid and appropriate for the analysis of the factors influencing the performance of M&E systems in Dodoma City Council.

Table 3.2: KMO and Bartlett's Test

Variables	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
		Approx. Chi-Square	df	Sig.
Data Quality	.725	509.596	21	.000
M&E Information Utilization	.703	111.430	21	.000
Stakeholders' Participation	.721	321.181	21	.000
M&E Systems Performance	.763	841.192	21	.000

Source: Field Data (2024).

The findings unveiled by the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity demonstrated that the data were well-suited for factor analysis. The KMO values for the variables—Data Quality (0.725), M&E Information Utilization (0.703), Stakeholders' Participation (0.721), and M&E Systems Performance (0.763)—exceeded the recommended threshold of 0.70, revealing that the sample was adequate for the analysis. Furthermore, Bartlett's Test of Sphericity yielded highly significant results for all variables, with Chi-Square values ranging from 111.430 to 841.192 and a p-value of 0.000. These findings confirmed strong correlations among the variables, thereby validating the dataset for conducting factor analysis. The results underscored the robustness of the data, making it appropriate for further investigation into the factors influencing the performance of M&E systems in Dodoma City Council.

3.14 Reliability of the Data

To assess the reliability of the data, Cronbach's Alpha was utilized as a measure of internal consistency. Cronbach's Alpha evaluates the degree to which items in a set (such as survey questions) are correlated with each other, thereby assessing the consistency of the responses (Abu-Bader, 2021). A coefficient value closer to 1 indicates higher reliability, and in line with the recommendation by Privitera & Ahlgrim-Delzell (2018), a Cronbach's Alpha value of at least 0.70 was deemed acceptable for this study. This reliability measure ensured that the constructs being examined in the study, including data quality, M&E information utilization, and stakeholder participation, was measured consistently and accurately.

Table 3.3: Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Data Quality	.726	10
M&E Information Utilization	.778	10
Stakeholders' Participation	.724	9
M&E Systems Performance	.708	8

Source: Field Data (2024).

The findings presented in Table 3.3 revealed robust internal consistency among the study variables, as measured by Cronbach's Alpha. Specifically, the variable Data Quality exhibited a Cronbach's Alpha of 0.726, indicating satisfactory reliability. The variable M&E Information Utilization demonstrated even higher consistency, with a value of 0.778, suggesting strong reliability in the measurement. Similarly, Stakeholders' Participation recorded a Cronbach's Alpha of 0.724, affirming its reliability, while M&E Systems Performance also maintained acceptable reliability with a value of 0.708. These findings underscore the dependability of the constructs being assessed in this study, reinforcing the reliability of the data and supporting the examination of factors influencing the performance of M&E systems in Dodoma City Council.

3.15 Ethical Consideration

This study adhered to strict ethical guidelines to protect participants' rights and ensure confidentiality. Before conducting the research, a letter of introduction was obtained from the Open University of Tanzania, outlining the legitimacy and purpose of the study. Participants were fully informed about the nature of the research and provided with detailed information about their involvement. Informed consent was sought from

all participants, ensuring they understood the voluntary nature of their participation and their right to withdraw at any time without consequences. Anonymity was assured, and all collected data were securely stored to protect the participants' privacy. These measures were implemented to maintain the highest standards of ethical research conduct throughout the study.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

The general objective of this study was to examine factors influencing the performance of monitoring and evaluation systems in public institutions: A case of Dodoma City Council.

4.2 Response Rate

In this study, surveys were distributed to a total of 177 officials within Dodoma City Council. Out of these, 150 officials actively participated by completing and returning the questionnaires, resulting in a high response rate of 85%. This substantial response rate indicates strong engagement and interest from the participants, ensuring that the data collected is representative and reliable. The high level of participation suggests that the findings of this study will provide a comprehensive and accurate reflection of the factors influencing the performance of M&E systems within Dodoma City Council.

4.3 Demographic Information

The demographic profile of respondents is crucial in understanding the human resources and their influence on the performance of monitoring and evaluation (M&E) systems within Dodoma City Council. This section offers insights into the demographics of the workforce engaged in M&E operations by examining a number of demographic indicators, including gender, age, years of experience, educational attainment, and kind of job.

4.3.1 Gender of the Respondents

Figure 4.1 illustrates the gender distribution of respondents, with males comprising 54.7% (82 respondents) and females representing 45.3% (68 respondents). This relatively balanced gender representation suggests that both men and women have significant roles in the monitoring and evaluation (M&E) processes at Dodoma City Council. A gender-diverse workforce could foster varied perspectives and solutions, enhancing the overall effectiveness of M&E systems.

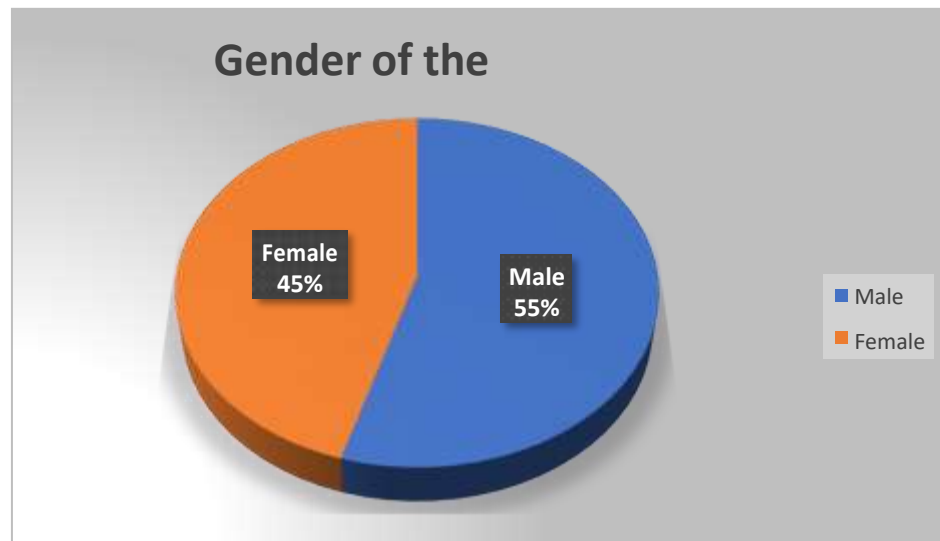


Figure 4.1: Gender of the Respondents

Source: Field Data (2024).

4.3.2 Age Distribution

Figure 4.2 indicates the age distribution of respondents, revealing that the largest age group falls between 36 and 45 years, accounting for 36.0% (54 respondents). The second most represented group is aged 26 to 35 years, making up 29.3% (44 respondents). The age diversity, with only 6.7% (10 respondents) being 56 and above,

suggests a youthful and dynamic workforce that is likely open to adopting innovative M&E practices. This younger demographic implies a willingness to embrace technological advancements and new methodologies, which can significantly improve the performance of M&E systems in the council.

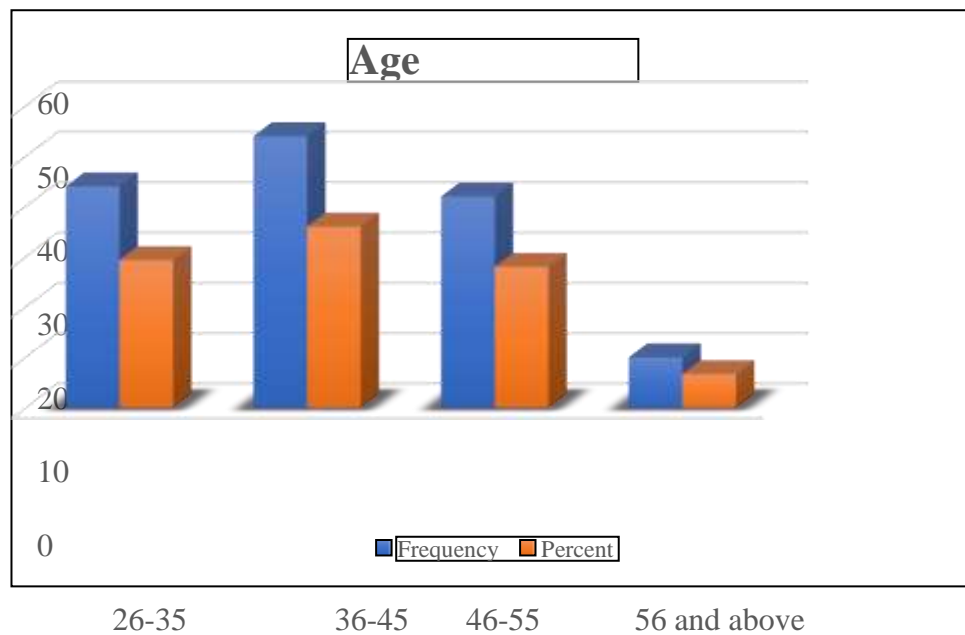


Figure 4.2: Age Distribution

Source: Field Data (2024).

4.3.3 Educational Level

Figure 4.3 presents the educational qualifications of the respondents, with 46.0% (69 respondents) holding a bachelor's degree, followed by 29.3% (44 respondents) with a master's degree, and 24.7% (37 respondents) having a diploma. The high level of educational attainment among respondents indicates that Dodoma City Council benefits from a well-educated workforce, which is essential for effective M&E. This intellectual capital contributes to improved data quality and the utilization of M&E

information, ultimately enhancing the council's capacity to implement data-driven decision-making.

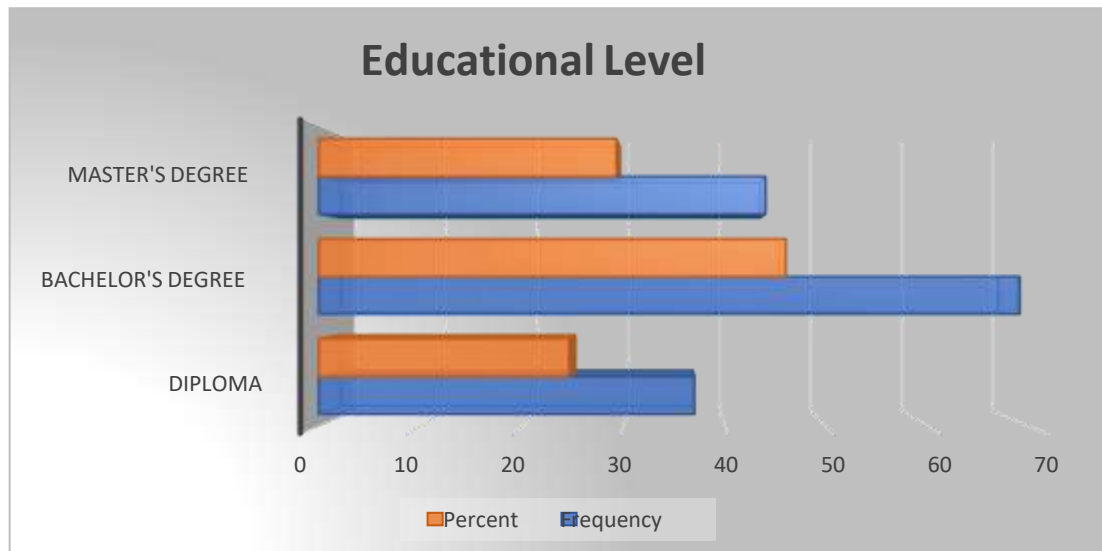


Figure 4.3: Educational Level

Source: Field Data (2024).

4.3.4 Years of the Experience

Figure 4.4 shows the years of experience among respondents, with 46.7% (70 respondents) having between 6 to 10 years of experience and 37.3% (56 respondents) with more than 10 years. The presence of a significant number of experienced professionals suggests that Dodoma City Council has a solid foundation of knowledge and skills within its team. This experience is likely to positively influence the performance of M&E systems, as seasoned personnel can better navigate challenges and foster stakeholder participation, which is crucial for effective M&E.

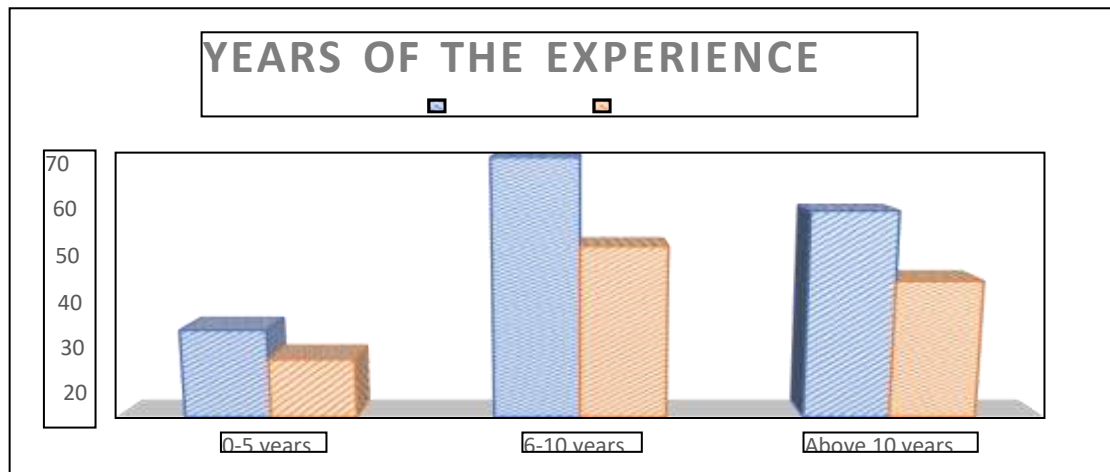


Figure 4.4: Years of the Experience

Source: Field Data (2024).

4.3.5 Type of Employment

Figure 4.5 illustrates the type of employment of respondents, indicating that 66.7% (100 respondents) are full-time employees, while part-time and contractual employees make up 14.0% (21 respondents) and 19.3% (29 respondents), respectively. The predominance of full-time staff signifies a commitment to M&E processes and a stable workforce dedicated to the council's objectives. This continuity can enhance the performance of M&E systems, as full-time employees are more likely to engage deeply with the systems, ensuring better data collection, analysis, and reporting.

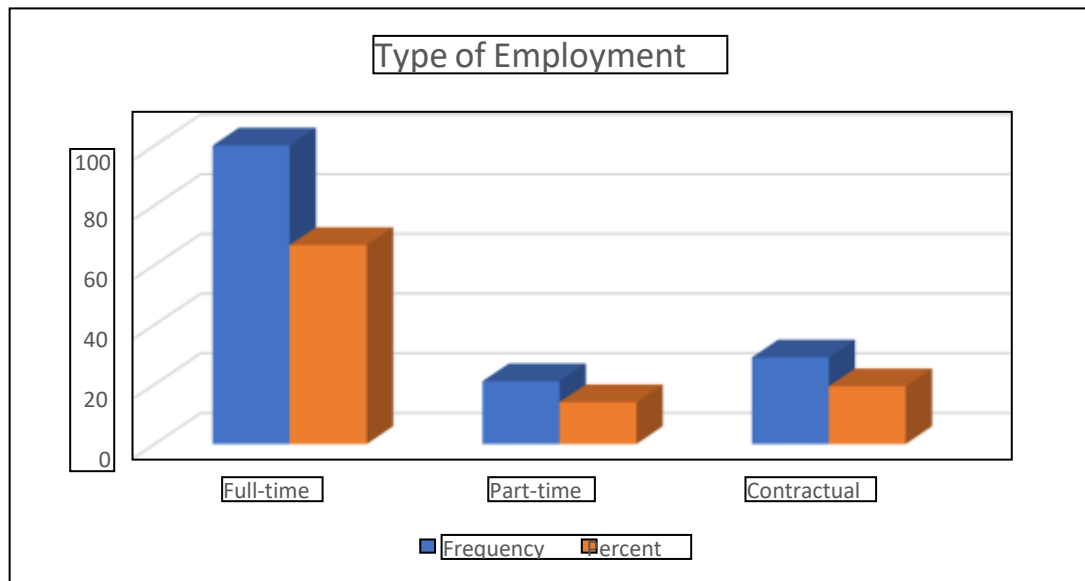


Figure 4.5: Type of Employment

Source: Field Data (2024).

4.4 Influence of Data Quality on the Performance of M&E Systems

The first objective of this study aimed to examine the influence of data quality on the performance of M&E systems in Dodoma City Council. The results are presented in Table 4.1.

Table 4.1: Influence of Data Quality on the Performance of M&E Systems

Data Quality		SD	D	N	A	SA
Accurate data improves M&E effectiveness.	F	0	22	70	36	22
	%	0	14.7	46.7	24.0	14.7
Complete data enhances M&E performance	F	24	6	16	82	22
	%	16.0	4.0	10.7	54.7	14.7
Reliable data sources aid decision-making	F	14	24	20	68	24
	%	9.3	16.0	13.3	45.3	16.0
Timely data is crucial for M&E success	F	27	5	32	25	61
	%	18.0	3.3	21.3	16.7	40.7
Data quality assurance is effectively implemented	F	0	89	23	38	0
	%	0	59.3	15.3	25.3	0
Training improves data collection techniques	F	24	18	28	71	9
	%	16.0	12.0	18.7	47.3	6.0
	F	23	0	23	68	36
High-quality data boosts stakeholder confidence	%	15.3	0	15.3	45.3	24.0
Data validation is regularly performed	F	14	24	20	68	24
	%	9.3	16.0	13.3	45.3	16.0
Poor data quality harms M&E performance	F	0	15	18	84	33
	%	0	10.0	12.0	56.0	22.0
Staff understand the importance of data quality	F	27	5	32	25	61
	%	18.0	3.3	21.3	16.7	40.7

Source: Field Data (2024).

The study found that nearly half of the respondents (46.7%) were neutral on whether accurate data improves the effectiveness of M&E systems, while 24.0% agreed and 14.7% strongly agreed. This finding suggests that while many recognize the importance of accurate data, there is some uncertainty among the staff. The Dodoma City Council need to strengthen the importance of data accuracy through training and awareness campaigns to improve the effectiveness of its M&E systems. The findings of this study also revealed that 54.7% of respondents agreed, and 14.7% strongly agreed that complete data enhances M&E performance, while only 16.0% strongly disagreed. This demonstrates a strong belief in the value of complete datasets in driving the performance of M&E systems.

Findings showed that 45.3% of respondents agreed, and 16.0% strongly agreed that reliable data sources aid decision-making, while 16.0% disagreed. This indicates that although a significant portion of the staff values reliable data, there are concerns about its consistency. The study found that a large proportion of respondents (40.7% strongly agree, 16.7% agree) indicated that timely data is crucial for the success of M&E systems but only 18.0% strongly disagreed. This implies that Dodoma City Council needs to adopt real-time data collection tools and improve the timeliness of reporting to optimize M&E success.

Findings of this study revealed that 59.3% of respondents disagreed that data quality assurance is effectively implemented, with only 25.3% agreeing. This suggests that data quality assurance mechanisms are still inadequate applied within Dodoma City Council. The council need to prioritize the implementation of stronger data quality assurance frameworks to ensure the reliability and integrity of the data used in M&E activities. The study found that 47.3% of respondents agreed that training improves data collection techniques, while 16.0% strongly disagreed, and 18.7% remained neutral. This shows a general acknowledgment of the benefits of training, but also highlights a gap in the current training programs.

Findings revealed that 45.3% of respondents agreed, and 24.0% strongly agreed that high-quality data boosts stakeholder confidence, with no disagreements reported. This strong consensus emphasizes the critical role of data quality in building trust with stakeholders. The study found that 45.3% of respondents agreed, and 16.0% strongly agreed that data validation is regularly performed, though 16.0% disagreed. This

indicates that while data validation is recognized as important, it may not be consistently practiced across all departments. Dodoma City Council should ensure that data validation procedures are standardized and applied regularly to maintain high data quality across all M&E processes.

Findings showed that 56.0% of respondents agreed, and 22.0% strongly agreed that poor data quality harms M&E performance, with no strong disagreements. This clear recognition of the negative impact of poor data quality reinforces the need for the council to continuously monitor and improve data quality. Again, the study found that 40.7% of respondents strongly agreed that staff understand the importance of data quality, although 18.0% strongly disagreed. This suggests that while many staff members are aware of the critical role of data quality, there is still a portion of the workforce that may not fully appreciate its significance. Dodoma City Council needs to enhance internal communication and training to ensure that all staff members are aligned on the importance of maintaining high data quality standards in M&E processes.

4.5 Influence of M&E Information Utilization on the Performance of M&E Systems

The second objective of this study aimed to determine the influence of M&E information utilization on the performance of M&E systems in Dodoma city council. The results are presented in Table 4.2.

Table 4.2: Influence of M&E Information Utilization on the Performance of M&E Systems

M&E Information Utilization		SD	D	N	A	SA
M&E information supports decision-making.	F	24	6	16	82	22
	%	16.0	4.0	10.7	54.7	14.7
M&E findings improve program performance	F	14	24	20	68	24
	%	9.3	16.0	13.3	45.3	16.0
Stakeholders receive updates on M&E results	F	0	15	18	84	33
	%	0	10.0	12.0	56.0	22.0
M&E information informs strategic planning	F	8	23	7	82	30
	%	5.3	15.3	4.7	54.7	20.0
Feedback from M&E enhances project outcomes	F	26	26	20	44	34
	%	17.3	17.3	13.3	29.3	22.7
M&E information is disseminated systematically	F	27	5	32	25	61
	%	18.0	3.3	21.3	16.7	40.7
Using M&E data improves project results.	F	2	0	33	86	29
	%	1.3	0	22.0	57.3	19.3
Staff are trained in M&E information use.	F	0	15	18	84	33
	%	0	10.0	12.0	56.0	22.0
M&E reports are timely and accessible.	F	27	5	32	25	61
	%	18.0	3.3	21.3	16.7	40.7
Learning from M&E findings improves future projects.	F	0	9	9	132	0
	%	0	6.0	6.0	88.0	0

Source: Field Data (2024).

The study revealed that 54.7% of respondents agreed, and 14.7% strongly agreed that M&E information supports decision-making, while 16.0% strongly disagreed. This finding emphasizes the important role that M&E information plays in guiding decisions within the council. Findings indicated that 45.3% of respondents agreed, and 16.0% strongly agreed that M&E findings improve program performance, though 16.0% disagreed. This suggests that while M&E results are often seen as beneficial to program improvement, however the council should focus on leveraging M&E findings more effectively to continuously refine and enhance the performance of its programs.

The study found that 56.0% of respondents agreed, and 22.0% strongly agreed that stakeholders receive updates on M&E results, with no strong disagreement. This suggests that communication of M&E results to stakeholders is generally well-established. Findings revealed that 54.7% of respondents agreed, and 20.0% strongly agreed that M&E information informs strategic planning, while only 5.3% strongly disagreed. This shows a strong belief in the role of M&E data in shaping long-term planning strategies.

The study found that 29.3% of respondents agreed, and 22.7% strongly agreed that feedback from M&E enhances project outcomes, while 17.3% disagreed. This indicates that while feedback from M&E is beneficial, its effectiveness may not be consistently recognized. Dodoma City Council should therefore work on improving feedback mechanisms from M&E activities, ensuring that all project teams effectively use this information to optimize their outcomes. Findings showed that 40.7% of respondents strongly agreed that M&E information is disseminated systematically, while 21.3% were neutral, and 18.0% strongly disagreed. This suggests that although some believe in the systematic distribution of M&E data, there are inconsistencies. Dodoma City Council need to standardize dissemination practices across departments to ensure that critical M&E information reaches all relevant parties efficiently.

The study found that 57.3% of respondents agreed, and 19.3% strongly agreed that using M&E data improves project results, with no disagreement reported. This reflects a widespread acknowledgment that incorporating M&E data leads to better project outcomes. Again, findings revealed that 56.0% of respondents agreed, and 22.0%

strongly agreed that staff are trained in the use of M&E information, with no strong disagreements. This indicates a solid effort toward equipping staff with the necessary skills to utilize M&E data effectively.

The study found that 40.7% of respondents strongly agreed, and 16.7% agreed that M&E reports are timely and accessible, though 18.0% strongly disagreed. This suggests that while timeliness and accessibility of reports are strengths, there are still concerns regarding report availability. Dodoma City Council needs to enhance the mechanisms through which M&E reports are delivered, ensuring that they are both timely and accessible to all relevant stakeholders. The study also revealed a very strong consensus, with 88.0% of respondents agreeing that learning from M&E findings improves future projects, and only 6.0% remaining neutral. This indicates that staffs recognize the importance of reflecting on M&E insights to guide future project implementations. The implication for Dodoma City Council is the need to establish structured learning sessions or workshops where M&E results are reviewed and used to inform improvements in subsequent projects.

4.6 Influence of Stakeholders' Participation on the Performance of the M&E Systems

The third objective of this study aimed to assess the influence of stakeholders' participation on the performance of the M&E systems in Dodoma city council. The results are presented in Table 4.3.

Table 4.3: Influence of Stakeholders' Participation on the Performance of the M&E Systems

Stakeholders' Participation		SD	D	N	A	SA
Stakeholder involvement enhances M&E relevance.	F	0	0	25	54	71
	%	0	0	16.7	36.0	47.3
Regular consultations improve M&E effectiveness	F	0	22	50	74	4
	%	0	14.7	33.3	49.3	2.7
Stakeholders engage in M&E planning	F	8	23	7	82	30
	%	5.3	15.3	4.7	54.7	20.0
Participation leads to better project outcomes	F	26	26	20	44	34
	%	17.3	17.3	13.3	29.3	22.7
Stakeholder feedback is valued in M&E	F	0	0	30	34	86
	%	0	0	20.0	22.7	57.3
Training opportunities for stakeholders are provided	F	0	23	0	73	54
	%	0	15.3	0	48.7	36.0
Collaboration improves data quality	F	24	18	26	28	54
	%	16.0	12.0	17.3	18.7	36.0
M&E processes are transparent and inclusive.	F	12	24	26	64	24
	%	8.0	16.0	17.3	42.7	16.0
Stakeholder contributions are recognized.	F	20	9	24	79	18
	%	13.3	6.0	16.0	52.7	12.0

Source: Field Data (2024).

The study found that a significant 47.3% of respondents strongly agreed, and 36.0% agreed that stakeholder involvement enhances M&E relevance, with no disagreements or neutral responses. This indicates that engaging stakeholders is seen as essential to ensuring the relevance of M&E activities. Findings revealed that 49.3% of respondents agreed, and 2.7% strongly agreed that regular consultations with stakeholders improve M&E effectiveness, while 33.3% remained neutral and 14.7% disagreed. This implies that Dodoma City Council should establish more structured and frequent consultation processes with stakeholders to ensure that their input is consistently incorporated into the M&E activities.

The study showed that 54.7% of respondents agreed, and 20.0% strongly agreed that stakeholders engage in M&E planning, though 15.3% disagreed. This reflects a relatively strong belief in the involvement of stakeholders in the planning stage, though some may feel excluded. However, findings revealed that 29.3% of respondents agreed, and 22.7% strongly agreed that stakeholder participation leads to better project outcomes, while 17.3% disagreed. This indicates that while participation is generally seen as beneficial, its positive effects on outcomes may not always be realized. Dodoma City Council should focus on ensuring that participation is meaningful and impactful, providing stakeholders with the resources and information they need to contribute effectively to project success.

The study found that 57.3% of respondents strongly agreed, and 22.7% agreed that stakeholder feedback is valued in M&E processes, with no disagreements or neutral responses. This indicates strong recognition of the importance of stakeholder feedback in shaping M&E activities. However, the study revealed that 48.7% of respondents agreed, and 36.0% strongly agreed that training opportunities for stakeholders are provided, with 15.3% disagreeing. This indicates that while training is generally available, there are gaps in consistency or reach. For Dodoma City Council, the implication is to ensure that training programs are made more accessible and targeted to all relevant stakeholders, enhancing their capacity to engage meaningfully in M&E activities.

The study showed that 36.0% of respondents strongly agreed, and 18.7% agreed that collaboration with stakeholders improves data quality, while 17.3% were neutral, and

16.0% strongly disagreed. This suggests that collaboration has a positive but uneven effect on data quality. Dodoma City Council should work on strengthening collaboration mechanisms to ensure that stakeholders contribute to the collection of high-quality data, which is essential for effective M&E. Findings indicated that 42.7% of respondents agreed, and 16.0% strongly agreed that M&E processes are transparent and inclusive, though 16.0% disagreed, and 17.3% were neutral. This points to a generally positive but somewhat varied perception of transparency and inclusiveness. Dodoma City Council should further enhance transparency by making M&E processes more open and accessible to stakeholders, thereby fostering trust and encouraging broader participation.

The study found that 52.7% of respondents agreed, and 12.0% strongly agreed that stakeholder contributions are recognized, though 13.3% strongly disagreed, and 16.0% were neutral. This indicates that while many feel their contributions are valued, Dodoma City Council should take steps to formally acknowledge and celebrate stakeholder contributions, potentially through public recognition or incentives, to enhance motivation and engagement.

4.7 M&E Systems Performance

The study sought indicators of M&E Systems Performance at Dodoma city council. Findings are shown in Table 4.4.

Table 4.4: M&E Systems Performance

M&E Systems Performance		SD	D	N	A	SA
M&E systems effectively track project progress.	F	24	6	16	82	22
	%	16.0	4.0	10.7	54.7	14.7
M&E findings are utilized for program improvements	F	8	23	7	82	30
	%	5.3	15.3	4.7	54.7	20.0
M&E systems meet organizational goals	F	26	26	20	44	34
	%	17.3	17.3	13.3	29.3	22.7
Timely reporting enhances decision-making	F	27	5	32	25	61
	%	18.0	3.3	21.3	16.7	40.7
The quality of M&E reports is high	F	2	0	33	86	29
	%	1.3	0	22.0	57.3	19.3
Stakeholder feedback is incorporated into M&E	F	0	15	18	84	33
	%	0	10.0	12.0	56.0	22.0
M&E systems adapt to changing project needs	F	14	24	20	68	24
	%	9.3	16.0	13.3	45.3	16.0
M&E systems effectively track project progress	F	0	15	18	84	33
	%	0	10.0	12.0	56.0	22.0

Source: Field Data (2024).

The study found that 54.7% of respondents agreed, and 14.7% strongly agreed that M&E systems effectively track project progress. However, 16.0% strongly disagreed, and 10.7% were neutral. These results indicate that while the majority see the M&E systems as effective in monitoring progress. Also, findings revealed that 54.7% of respondents agreed, and 20.0% strongly agreed that M&E findings are utilized to improve programs, while 15.3% disagreed. The majority's positive view shows that M&E outputs are being used to inform program enhancements, but the disagreement suggests room for improvement in how findings are applied. Dodoma City Council should focus on ensuring that recommendations from M&E findings are systematically integrated into decision-making and program adjustments.

The study showed mixed results regarding the ability of M&E systems to meet

organizational goals. While 29.3% agreed, and 22.7% strongly agreed, a significant 17.3% strongly disagreed. This variance points to challenges in aligning M&E efforts with broader organizational objectives. Dodoma City Council could benefit from refining its M&E frameworks to ensure that they are directly linked to organizational goals, thus improving overall performance and goal achievement. Findings revealed that 40.7% of respondents strongly agreed, and 16.7% agreed that timely reporting enhances decision-making, while 21.3% were neutral. Though there is strong support for the importance of timely reporting, the high level of neutrality suggests that reporting timelines may not always be met.

The study found that 57.3% of respondents agreed, and 19.3% strongly agreed that the quality of M&E reports is high, with only 1.3% strongly disagreeing. This highlights a generally positive perception of report quality, which is critical for program success. Findings revealed that 56.0% of respondents agreed, and 22.0% strongly agreed that stakeholder feedback is incorporated into M&E processes, with 10.0% disagreeing. These results suggest that while stakeholder input is valued, Dodoma City Council should focus on formalizing feedback loops to ensure that stakeholder insights are consistently integrated into M&E activities.

The study showed that 45.3% of respondents agreed, and 16.0% strongly agreed that M&E systems are adaptable to changing project needs, while 16.0% disagreed. This mixed response highlights the challenges of maintaining flexibility in M&E systems. Dodoma City Council should invest in making M&E processes more dynamic and responsive to evolving project conditions to ensure they remain relevant throughout

the project lifecycle. The study revealed that 56.0% of respondents agreed, and 22.0% strongly agreed that M&E systems effectively track project progress, while 12.0% were neutral and 10.0% disagreed. This indicates general satisfaction with the tracking capabilities of the M&E systems, though some respondents may have concerns about specific tracking processes.

4.8 Inferential Statistics

In this section, inferential statistics are employed to analyze the relationships between variables and assess the impact of independent variables on the dependent variable, M&E systems performance.

4.8.1 Correlation Analysis

Correlation analysis was utilized to examine the strength and direction of the relationships between the data quality, M&E information utilization, and stakeholders' participation with M&E systems performance,

Table 4.5: Correlations

Correlations					
		Data Quality	M&E Information Utilization	Stakeholders' Participation	M&E Systems Performance
Data Quality	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	150			
M&E Information Utilization	Pearson Correlation	.567	1		
	Sig. (2-tailed)	.000			
	N	150	151		
Stakeholders' Participation	Pearson Correlation	.233	.757	1	
	Sig. (2-tailed)	.004	.000		
	N	150	150	150	
M&E Systems Performance	Pearson Correlation	.745	.716	.476	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

Source: Field Data (2024).

The study found a strong positive correlation between data quality and M&E systems performance, with a Pearson correlation coefficient of 0.745. This significant correlation ($p < 0.001$) implies that as the quality of data improves, the effectiveness of M&E systems within Dodoma City Council also increases. High-quality data not only enhances decision-making processes but also contributes to more accurate assessments of program performance, ultimately leading to better outcomes for the council's initiatives.

Findings revealed a similarly strong positive relationship between M&E information utilization and M&E systems performance, evidenced by a Pearson correlation coefficient of 0.716. This significant correlation ($p < 0.001$) suggests that the effective

use of M&E information plays a critical role in enhancing system performance. When M&E findings are actively utilized for decision-making and program improvements, the overall effectiveness of M&E systems is significantly boosted, indicating the importance of fostering a culture of data-driven decision-making.

Findings shown a moderate positive correlation between stakeholder participation and M&E systems performance, reflected in a Pearson correlation coefficient of 0.476. Although this correlation is weaker than those observed with data quality and information utilization, it remains statistically significant ($p < 0.001$). This suggests that increased involvement of stakeholders in the M&E processes contributes positively to system performance, albeit to a lesser extent. Encouraging greater participation from stakeholders can enhance the relevance and effectiveness of M&E efforts, leading to improved project outcomes and community engagement.

4.8.2 Normality Test

The normality test was conducted to assess the distribution of the data for each variable to determine whether they follow a normal distribution. Findings are presented in Table 4.6.

Table 4.6: Tests of Normality

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Data Quality	.222	150	.125	.878	150	.111
M&E Information Utilization	.126	150	.187	.954	150	.159
Stakeholders' Participation	.177	150	.214	.884	150	.199
a. Lilliefors Significance Correction						

Source: Field Data (2024).

The study found that the data collected regarding data quality, M&E information utilization, and stakeholders' participation met the assumption of normality, as evidenced by the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests. For data quality, the Kolmogorov-Smirnov statistic was 0.222 with a significance level of 0.125, while the Shapiro-Wilk statistic was 0.878, also indicating a non-significant p-value of 0.111.

Similarly, the M&E information utilization showed a Kolmogorov-Smirnov statistic of 0.126 and a Shapiro-Wilk statistic of 0.954, both of which yielded significance levels (0.187 and 0.159, respectively) that exceeded the threshold of 0.05. Furthermore, stakeholders' participation had a Kolmogorov-Smirnov statistic of 0.177 and a Shapiro-Wilk statistic of 0.884, with significance values of 0.214 and 0.199, respectively. These findings suggest that the distribution of responses for all three variables is approximately normal, which supports the validity of subsequent parametric analyses in the study.

4.8.3 Multicollinearity

In this section, multicollinearity analysis was conducted to evaluate the extent to which data quality, M&E information utilization, and stakeholders' participation are correlated with one another, thereby ensuring the robustness of the regression model and the validity of the findings.

Table 4.7: Multicollinearity

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Data Quality	.588	1.701
	M&E Information Utilization	.265	3.773
	Stakeholders' Participation	.369	2.707
a. Dependent Variable: M&E Systems Performance			

Source: Field Data (2024).

The study revealed encouraging insights regarding multicollinearity among the independent variables data quality, M&E information utilization, and stakeholders' participation concerning their relationship with M&E systems performance. The tolerance values indicated that data quality had a tolerance of 0.588, suggesting that this variable does not exhibit significant multicollinearity with the others, which is a positive finding. Furthermore, M&E information utilization showed a lower tolerance of 0.265, leading to a higher variance inflation factor (VIF) of 3.773; while this may indicate a slight multicollinearity concern, it remains within acceptable limits. Stakeholders' participation had a tolerance of 0.369 and a VIF of 2.707, indicating a healthy level of independence from other variables. The generally accepted thresholds for tolerance are above 0.10 and for VIF below 10, implying that all variables are well-suited for inclusion in the regression model.

4.8.4 Regression Analysis

Regression analysis was employed to evaluate the relationship between the independent variables and the dependent variable, M&E systems performance.

Table 4.8: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828 ^a	.685	.679	2.43003

a. Predictors: (Constant), Stakeholders' Participation, Data Quality, M&E Information Utilization

Source: Field Data (2024).

The model exhibited a correlation coefficient (R) of 0.828, indicating a robust positive relationship between the predictors and the outcome variable. The R Square value of 0.685 signifies that approximately 68.5% of the variability in M&E systems performance can be explained by the combination of the three independent variables, which is an excellent explanatory power. The adjusted R Square value of 0.679 further supports the model's effectiveness while accounting for the number of predictors used. Additionally, the standard error of the estimate was reported as 2.43003, suggesting a relatively low level of prediction error.

Table 4.9: ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1890.355	3	630.118	106.708	.000
	Residual	868.042	146	5.905		
	Total	2758.397	149			
a. Dependent Variable: M&E Systems Performance						
b. Predictors: (Constant), Stakeholders' Participation, Data Quality, M&E Information Utilization						

a. Dependent Variable: M&E Systems Performance

b. Predictors: (Constant), Stakeholders' Participation, Data Quality, M&E Information Utilization

Source: Field Data (2024).

The regression model yielded a sum of squares of 1890.355, indicating a substantial amount of variance explained by the predictors. The degrees of freedom (df) for the

regression were 3, resulting in a mean square of 630.118. The F-statistic was calculated at 106.708, which is considerably high, and the significance value (p-value) was found to be 0.000. This p-value, being well below the conventional threshold of 0.05, confirms that the overall regression model is statistically significant.

Table 4.10: Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.002	1.275		1.981	.000
	Data Quality (DQ)	.344	.040	.525	8.697	.000
	M&E Information Utilization (MIU)	.228	.058	.354	3.943	.000
	Stakeholders' Participation (SP)	.176	.068	.085	1.115	.007
a. Dependent Variable: M&E Systems Performance (MEP)						

Source: Field Data (2024).

The derived regression equation is as follows:

$$MEP = 1.002 + .344DQ + .228MIU + .176SP + e$$

The constant term of 1.002 indicates the baseline level of M&E systems performance when all predictors are at zero. The unstandardized coefficient for data quality is 0.344, demonstrating that each one-unit increase in data quality is associated with a 0.344 unit increase in M&E systems performance, holding other variables constant. Similarly, the coefficient for M&E information utilization is 0.228, indicating that improved utilization corresponds to a 0.228 unit increase in performance for each unit increase. Stakeholders' participation also positively influences M&E systems

performance, with a coefficient of 0.176. The significance levels (p-values) for all predictors were below 0.05, confirming the significance of each variable in the model.

4.9 Discussion of Findings

4.9.1 Influence of Data Quality on the Performance of M&E Systems

The study found that accurate data significantly improves the effectiveness of M&E systems, and complete data enhances M&E performance. The theory of change indicated that when reliable and timely data are available, decision-making becomes more efficient, contributing to improved project outcomes. This correlates with Okafor (2021), who emphasized the importance of data integrity in enhancing program results. Establishing stronger data validation protocols, ensuring regular training on data collection techniques, and fostering a culture of accountability in data management will drive performance improvements. Strengthening these practices will help Dodoma City Council achieve more reliable M&E outcomes and better project results. The study showed that reliable data sources aid in decision-making, and timely data was found to be crucial for M&E success.

In contrast, Rumenya & Kisimbi (2020) highlighted that delays in data collection and reporting can hinder the effectiveness of M&E systems. Dodoma City Council should address any inefficiency in data management processes to ensure that decision-makers are equipped with accurate, up-to-date information. Strengthening data validation and improving staff training on data handling would enhance the reliability and timeliness of data, ultimately improving the overall performance of the M&E

system and ensuring more informed strategic decisions. The study also highlighted that training improves data collection techniques and high-quality data was found to boost stakeholder confidence. On the same line, Okello (2021) emphasized that continuous capacity-building initiatives for staff can significantly enhance the accuracy and completeness of data, leading to better monitoring outcomes. For Dodoma City Council, investing in regular training programs and establishing a culture of data quality assurance would not only improve the efficiency of M&E processes but also build greater trust and transparency among stakeholders, ensuring more robust engagement and support for development initiatives.

Again, the study indicated that poor data quality adversely affects M&E performance, emphasizing the need for consistent data validation and a strong understanding of data quality among staff. Similarly, Muhayimana & Kamuhanda (2020) noted that inconsistent data compromises the integrity of M&E findings and limits the ability to track progress effectively. Dodoma City Council should prioritize regular data audits and enhance training programs to foster a culture of data accuracy and quality assurance. Ensuring high-quality data collection practices will enable more reliable evaluations and support informed decision-making processes, leading to better project outcomes and enhanced service delivery.

4.9.2 Influence of M&E Information Utilization on the Performance of M&E Systems

The study showed that reliable data sources aid in decision-making, and timely data was found to be crucial for M&E success. In contrast, Ocharo & Rambo (2020)

highlighted that delays in data collection and reporting can hinder the effectiveness of M&E systems. Dodoma City Council should address any inefficiencies in data management processes to ensure that decision-makers are equipped with accurate, up-to-date information. Strengthening data validation and improving staff training on data handling would enhance the reliability and timeliness of data, ultimately improving the overall performance of the M&E system and ensuring more informed strategic decisions.

The study showed that stakeholders receive updates on M&E results, highlighting the importance of keeping relevant parties informed. This disagrees with Maijo (2020), who argued that insufficient communication of M&E findings often leads to disengagement among stakeholders. Dodoma City Council should maintain its commitment to regular and transparent updates to stakeholders, fostering a collaborative environment where stakeholders feel involved and valued. Enhancing the feedback loop between M&E teams and stakeholders could further improve project accountability and encourage more active participation, which is essential for achieving better project outcomes.

Additionally, it was found that M&E information informs strategic planning, and feedback from M&E processes enhances project outcomes, although M&E information dissemination may not be as systematic as desired. Similarly, the theory of change highlights that clear and consistent feedback loops are essential for aligning projects with desired outcomes. Uwizeyimana (2020) also stressed the importance of systematic information sharing in strengthening project transparency and

accountability. Dodoma City Council can improve the consistency of M&E dissemination to ensure that all stakeholders receive timely updates, leading to more coordinated efforts and better overall project performance.

The findings also emphasized that utilizing M&E data leads to improved project results, while timely and accessible M&E reports are crucial for fostering stakeholder engagement. Additionally, the ability to learn from M&E findings has been shown to significantly enhance future projects. This aligns with Mushori *et al.* (2020), who underscored the importance of accessible M&E reports in promoting transparency and encouraging active stakeholder participation. Dodoma City Council may greatly improve stakeholder participation and project performance by emphasizing the timely distribution of reports and fostering a strong learning environment around M&E outcomes. Such proactive measures would not only strengthen the council's decision-making processes but also build trust among stakeholders, ultimately leading to more sustainable and impactful initiatives in the community.

4.9.3 Influence of Stakeholders' Participation on the Performance of the M&E Systems

The study found that stakeholder involvement greatly enhances the relevance of M&E systems, and regular consultations significantly improve M&E effectiveness, leading to active stakeholder engagement in M&E planning. The theory of change asserts that when stakeholders are meaningfully involved in the planning and implementation of M&E activities, the outcomes are more likely to align with their needs and expectations. Chirau *et al.* (2020) also indicated that effective stakeholder participation

is a key determinant of successful M&E frameworks, highlighting the reciprocal relationship between stakeholder engagement and the overall quality of M&E processes. Dodoma City Council may establish an M&E climate that is more responsive and inclusive by emphasizing stakeholder participation and encouraging consistent communication. This approach would not only enhance the relevance and effectiveness of M&E systems but also ensure that the initiatives undertaken resonate with the community's needs, ultimately leading to more successful and sustainable development outcomes.

Additionally, it was found that participation leads to better project outcomes, and stakeholder feedback is highly valued in M&E processes. However, Musyimi & Ondara (2022) asserted that without a structured approach to integrating stakeholder input, the potential benefits of participation may not be fully realized. This highlights the importance of establishing clear mechanisms for collecting, analyzing, and acting upon feedback from stakeholders. Dodoma City Council may guarantee that stakeholder contributions are not only recognized but also methodically integrated into M&E procedures by putting such institutions into place. This would enhance the quality and relevance of projects, leading to improved outcomes that truly reflect the needs and priorities of the community. Promoting a culture of feedback and active engagement might strengthen stakeholders' commitment, empower them, and propel the council's activities toward greater sustainability and success.

Moreover, it was found that training opportunities for stakeholders are provided, and collaboration significantly improves data quality. This aligns with Amin *et al.* (2023),

who emphasized that equipping stakeholders with the necessary skills and fostering partnerships can enhance the overall effectiveness of M&E systems. Dodoma City Council can increase the capability of both its internal staff and outside partners by providing focused training programs and promoting cooperation among stakeholders. This proactive approach not only boosts data quality but also cultivates a shared understanding of M&E processes and objectives. As a result, the council can expect more accurate data collection, better-informed decision-making, and ultimately, more successful program outcomes that are reflective of community needs and aspirations. Strengthening these training and collaborative initiatives could lead to a more resilient M&E framework, fostering an environment of continuous improvement and shared accountability.

Findings indicated that transparency and inclusiveness in M&E processes are critical, while recognizing stakeholder contributions is essential for maintaining motivation and commitment to M&E efforts. Similarly, Tengan & Aigbavboa (2021) highlighted that fostering an open and participatory M&E environment encourages stakeholders to actively engage in the processes and feel valued in their contributions. Dodoma City Council may foster a more cooperative environment where stakeholders are more inclined to devote their time and resources by placing a higher priority on openness and inclusivity. This approach not only strengthens the legitimacy of M&E activities but also enhances stakeholder buy-in, which is crucial for sustaining engagement over the long term.

Recognizing and celebrating stakeholder contributions can further reinforce their

commitment, leading to more productive partnerships and ultimately more effective and impactful M&E outcomes. Such strategies would cultivate a sense of ownership among stakeholders, ensuring that M&E initiatives are not only supported but also driven by the community's collective vision and goals.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to assess key factors influencing the performance of Monitoring and Evaluation (M&E) systems in Dodoma City Council, focusing on data quality, M&E information utilization, and stakeholder participation. This chapter presents the conclusions and recommendations derived from the findings of this study. It provides a summary of the study's results and discusses their implications, along with suggestions for future research and areas that require further exploration.

5.2 Summary of the Findings

5.2.1 Influence of Data Quality on the Performance of M&E Systems

The first objective of this study aimed to examine the influence of data quality on the performance of M&E systems in Dodoma city council. The study found that accurate data significantly improves the effectiveness of M&E systems, with a majority of respondents agreeing on its importance. Findings revealed that complete data enhances M&E performance, indicating that thorough information is vital for success. The study showed that reliable data sources aid in decision-making, underscoring the necessity of trustworthy data. Additionally, timely data was found to be crucial for M&E success, as many respondents recognized its role in facilitating effective operations.

However, concerns were raised regarding the effective implementation of data quality assurance, with many respondents indicating room for improvement. The study also highlighted that training improves data collection techniques, suggesting that skill

enhancement is essential for ensuring high-quality data. High-quality data was found to boost stakeholder confidence, reinforcing its importance in fostering trust in the M&E processes. Lastly, the study indicated that poor data quality adversely affects M&E performance, emphasizing the need for consistent data validation and a strong understanding of data quality among staff.

5.2.2 Influence of M&E Information Utilization on the Performance of M&E Systems

The second objective of this study aimed to determine the influence of M&E information utilization on the performance of M&E systems in Dodoma city council. The study found that M&E information significantly supports decision-making, with many respondents emphasizing its critical role in guiding actions. Findings revealed that M&E findings improve program performance, indicating that leveraging these insights can enhance outcomes. The study showed that stakeholders receive updates on M&E results, highlighting the importance of keeping relevant parties informed.

Additionally, it was found that M&E information informs strategic planning, demonstrating its value in shaping future initiatives. Feedback from M&E processes was shown to enhance project outcomes, suggesting that incorporating stakeholder perspectives leads to more effective interventions. However, the study indicated that M&E information dissemination may not be as systematic as desired, pointing to the need for improved communication strategies. The findings also emphasized that using M&E data leads to improved project results, reinforcing the connection between data utilization and success. Moreover, the study found that timely and accessible M&E

reports are essential for stakeholder engagement, while learning from M&E findings was shown to significantly improve future projects, underscoring the continuous improvement aspect of M&E practices.

5.2.3 Influence of Stakeholders' Participation on the Performance of the M&E Systems

The third objective of this study aimed to assess the influence of stakeholders' participation on the performance of the M&E systems in Dodoma city council. The study found that stakeholder involvement greatly enhances the relevance of M&E systems, with respondents indicating that participation ensures alignment with community needs. Findings revealed that regular consultations significantly improve M&E effectiveness, highlighting the importance of ongoing dialogue with stakeholders. The study showed that stakeholders actively engage in M&E planning, which contributes to a more inclusive approach to decision-making.

Additionally, it was found that participation leads to better project outcomes, suggesting that collaborative efforts yield more successful initiatives. The study indicated that stakeholder feedback is highly valued in M&E processes, underscoring the need for mechanisms that allow for input from various parties. Moreover, it was found that training opportunities for stakeholders are provided, which helps build capacity and enhances their participation in M&E activities. The findings also showed that collaboration improves data quality, reinforcing the link between stakeholder engagement and the integrity of collected information. Transparency and inclusiveness in M&E processes were found to be critical, as they foster trust and

encourage stakeholder contributions, while the recognition of stakeholder contributions was emphasized as essential for maintaining motivation and commitment to the M&E efforts.

5.3 Conclusions

The study concluded that data quality significantly influences the performance of M&E systems in Dodoma City Council. The findings indicated that high-quality data characterized by accuracy, completeness, and timeliness plays a crucial role in enhancing the effectiveness of M&E systems. When data quality is compromised, the systems struggle to provide reliable insights, which adversely affects project tracking and reporting. This lack of reliable data can hinder informed decision-making and limit the ability to make necessary program adjustments. Therefore, improving data collection processes and implementing stringent data quality assurance measures are essential for the council to maximize the impact of its M&E systems.

The study concluded that M&E information utilization has a positive impact on the performance of M&E systems in Dodoma City Council. The analysis revealed that the effective application of M&E information in decision-making processes, strategic planning, and program enhancements leads to significant improvements in M&E system performance. However, challenges related to the systematic dissemination and integration of M&E findings were noted, suggesting that not all valuable insights are being utilized effectively. To address this gap, Dodoma City Council should focus on creating a robust framework for disseminating M&E findings and ensuring that these insights are actively incorporated into organizational strategies and project

adjustments. This will facilitate a culture of learning and continuous improvement within the council.

This study concluded that stakeholders' participation plays a vital role in improving the performance of M&E systems in Dodoma City Council. The results underscored the importance of engaging stakeholders throughout the M&E process, particularly in planning, execution, and feedback mechanisms. Active participation from stakeholders leads to more relevant, context-specific evaluations and enhances the transparency and inclusivity of the M&E processes. However, the study also indicated that there is room for improvement in recognizing and valuing stakeholder contributions. Dodoma City Council may improve the caliber of its M&E initiatives and guarantee that these systems successfully satisfy project goals and community demands by encouraging collaboration and offering chances for stakeholder feedback.

5.4 Implication of the Study

The findings of this study carry significant implications for the Dodoma City Council in enhancing the performance of its Monitoring and Evaluation (M&E) systems. The emphasis on data quality underscores the necessity for the council to prioritize and invest in robust data collection and management practices. The council may greatly increase the accuracy and dependability of the data it utilizes by putting in place thorough training programs for employees handling data and by creating precise procedures for data validation and verification. This, in turn, will enhance the overall effectiveness of its M&E systems, leading to more informed decision-making and better project outcomes.

Moreover, the positive influence of M&E information utilization highlights the need for the council to foster a culture that values data-driven decision-making. It is imperative for the Dodoma City Council to create a structured approach to disseminating M&E findings among relevant stakeholders, including policymakers, project managers, and community members. Establishing regular forums for sharing insights and integrating feedback into the planning and implementation phases will facilitate a more collaborative approach to project management. Program effectiveness and responsiveness to community needs may be improved by the council by making sure that M&E results are not just available but also actively used.

Additionally, the study's findings regarding stakeholder participation reveal that engaging various stakeholders in the M&E process is essential for the relevance and effectiveness of these systems. The Dodoma City Council should take proactive steps to involve stakeholders such as community members, local organizations, and other relevant parties in the planning, execution, and evaluation of projects. This inclusive approach will not only increase the ownership and accountability of stakeholders but will also ensure that the M&E systems are aligned with the needs and expectations of the community. The council may improve the openness and legitimacy of its M&E initiatives by appreciating and incorporating stakeholder viewpoints.

Also, the study emphasizes the importance of adaptive management in M&E systems. The Dodoma City Council should recognize the need for flexibility in its M&E processes to respond to changing project dynamics and community needs. The council can make sure that its processes continue to be applicable and efficient over time by

regularly evaluating and improving M&E procedures. This adaptability will empower the council to respond promptly to challenges and opportunities, thereby improving the overall impact of its initiatives.

5.5 Recommendations

Based on the specific objectives of this study, which focused on examining the influence of data quality, M&E information utilization, and stakeholder participation on the performance of M&E systems in Dodoma City Council, the following recommendations are proposed:

The study recommends that Dodoma City Council implement robust data quality assurance mechanisms. This can include regular training for staff on data collection techniques and best practices, the establishment of comprehensive protocols for data validation, and the utilization of reliable data sources to ensure accuracy and completeness. Moreover, introducing technology-driven solutions, such as data management systems, can facilitate real-time data tracking and reporting. The council can greatly increase the efficacy and dependability of its M&E systems by guaranteeing high-quality data. This will result in more precise evaluations and well-informed decision-making, which will eventually improve project results and service delivery.

The study recommends that Dodoma City Council enhance the utilization of M&E information by establishing a systematic and transparent approach to disseminating findings to relevant stakeholders. This includes creating easily accessible reports,

hosting interactive workshops, and organizing feedback sessions that focus on how M&E information can inform strategic planning and program improvements. Additionally, the council should prioritize the development of dashboards or visual tools that present M&E data in a user-friendly manner. The council may promote an evidence-based decision-making culture and enable all organizational levels to use data for accountability and continuous improvement by making M&E results more visible and applicable.

This study recommends that Dodoma City Council actively engage stakeholders in the M&E processes by fostering collaborative approaches to planning, implementation, and evaluation. This could involve establishing regular consultations and forums that allow for open dialogue, training opportunities for stakeholders to enhance their understanding of M&E processes, and ensuring that their contributions are recognized and valued in decision-making. Furthermore, creating feedback mechanisms that allow stakeholders to voice their insights and suggestions can strengthen community support and ownership of development initiatives. The council may promote an evidence-based decision-making culture and enable all organizational levels to use data for accountability and continuous improvement by making M&E results more visible and applicable.

5.6 Limitations of the Study

The study encountered limitations in two main areas. Firstly, certain respondents were not entirely forthcoming with accurate information about the impact of quality assurance practices on construction efficiency. To mitigate this issue, the researcher

continually stressed the study's academic focus and made efforts to build trust with the participants. Secondly, the timeframe set for the project proved insufficient, especially considering the researcher's full-time role in public service at the same time. Nonetheless, the researcher adeptly utilized weekends and any other free moments to expedite research tasks and adhere to project deadlines. This effective management of available resources allowed for the timely completion of the study, despite the challenges posed by limited time.

5.7 Recommendations for Further Studies

Future research should explore the effectiveness of training programs specifically designed to enhance data quality and M&E practices within Dodoma City Council, as understanding the impact of skill development can lead to improved system performance. Additionally, exploring the role of emerging technologies, such as mobile data collection tools and cloud-based platforms, could offer innovative solutions to improve both data quality and M&E information utilization in public institutions. It is also crucial to assess the allocation of financial resources for M&E activities, as examining how funding levels influence data quality and overall system performance can provide insights into budgetary needs. Furthermore, investigating the challenges faced by Dodoma City Council in integrating data from various sources into its M&E systems is vital for identifying solutions that enhance data coherence and reliability.

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APPENDICES

Appendix I: Questionnaires

You are invited to participate in the research study "Factors Influencing Performance of Monitoring and Evaluation Systems in Public Institutions: A Case of Dodoma City Council" by Mr. Ramadhan Mbaruk Kassim from the Open University of Tanzania. Your responses are vital for the study's success and will remain confidential. Please do not include your name in the questionnaire to ensure anonymity. Thank you for your valuable contribution!

1: PERSONAL INFORMATION

Please tick (✓) in the most appropriate answer box

		Tick
Gender of the Respondents	Male	
	Female	
Age Distribution	18-25	
	26-35	
	36-45	
	46-55	
	56 and above	
Educational Level	Certificate	
	Diploma	
	Bachelor's Degree	
	Master's Degree	
	Doctorate	
Years of Experience	0-5 years	
	6-10 years	
	Above 10 years	
Type of Employment	Full-time	
	Part-time	
	Contractual	

2. SPECIFIC QUESTIONS

Please tick (✓) in the most appropriate answer box

1=Strong Disagree 2=Disagree 3= Neutral 4=Agree 5=Strong Agree

Influence of Data Quality on the Performance of M&E Systems	RANKING SCALE				
	1	2	3	4	5
Accurate data improves M&E effectiveness.					
Complete data enhances M&E performance.					
Reliable data sources aid decision-making.					
Timely data is crucial for M&E success.					
Data quality assurance is effectively implemented.					
Training improves data collection techniques.					
High-quality data boosts stakeholder confidence.					
Data validation is regularly performed.					
Poor data quality harms M&E performance.					
Staff understand the importance of data quality.					
Influence of M&E Information Utilization on the Performance of M&E Systems					
M&E information supports decision-making.					
M&E findings improve program performance.					
Stakeholders receive updates on M&E results.					
M&E information informs strategic planning.					
Feedback from M&E enhances project outcomes.					
M&E information is disseminated systematically.					
Using M&E data improves project results.					
Staff are trained in M&E information use.					
M&E reports are timely and accessible.					
Learning from M&E findings improves future projects.					
Influence of Stakeholders' Participation on the performance of M&E Systems					
Stakeholder involvement enhances M&E relevance.					
Regular consultations improve M&E effectiveness.					
Stakeholders engage in M&E planning.					
Participation leads to better project outcomes.					
Stakeholder feedback is valued in M&E.					
Training opportunities for stakeholders are provided.					
Collaboration improves data quality.					
M&E processes are transparent and inclusive.					
Stakeholder contributions are recognized.					
Performance of M&E Systems					
M&E systems effectively track project progress.					
M&E findings are utilized for program improvements.					
M&E systems meet organizational goals.					
Timely reporting enhances decision-making.					

The quality of M&E reports is high.					
Stakeholder feedback is incorporated into M&E.					
M&E systems adapt to changing project needs.					
M&E systems effectively track project progress.					

THANK YOU!

Appendix II: Clearance Letters



Ref. No OUT/PG202287054

24th July, 2024

City Director,
Dodoma City Council,
P.O Box 914
DODOMA.

Dear Director,

RE: RESEARCH CLEARANCE FOR MR. RAMADHAN MBARUK KASSIM REG NO: PG202287054

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 **Mr. Ramadhan Mbaruk Kassim, Reg.No: PG202101127**), pursuing **Master of Arts in Monitoring and**

Evaluation (MAM&E).We hereby grant this clearance to conduct a research titled **“Factors influencing performance of monitoring and Evaluation Systems In Public Institutions. A Case of Dodoma City Council”**. He will collect his data at your area from 25th July 2024 to 30th September 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



Prof. Gwahula Raphael Kimamala

For: VICE CHANCELLOR



JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA
HALMASHAURI YA JIJI LA DODOMA



Unapojibu tafadhali taja:

Kumb. Na. HJD/F.10/803

24 Julai, 2024

Wakuu wa Divisheni na Vitengo,

Halmashauri ya Jiji,

S.L.P 1249,

DODOMA.

YAH: KIBALI CHA KUFANYA UTAFITI

Husika na somo tajwa hapo juu.

2. Namtambulisha kwako Ndg. **RAMADHAN MBARUK KASSIM** mwanafunzi kutoka Chuo Huria cha Tanzania (Open University) - kuja kufanya utafiti katika Halmashauri ya Jiji la Dodoma. Utafiti unaohusu **"FACTORS INFLUENCING PERFORMANCE OF MONITORING AND EVALUATION SYSTEMS IN PUBLIC INSTITUTIONS: A CASE OF DODOMA CITY COUNCIL"** Utafiti huo utafanyika kwa muda wa miezi miwili na siku tano kuanzia tarehe 25 Julai, 2024 hadi tarehe 30 Septemba, 2024.

3. Kwa barua hii, naomba apokelewe na kupatiwa ushirikiano ili aweze kufanikisha utafiti wake kama ilivyoelezwa hapo juu.

4. Ahsante.


 Sarah Molle!
Kny: MKURUGENZI WA JIJI
DODOMA.

