

**THE EFFECTS OF PROJECT PLANNING, MONITORING AND EVALUATION ON PUBLIC
PROJECTS PERFORMANCE**

(A case of Mbinga district council)

By

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**A dissertation report submitted in partial fulfillment of the requirements for the award of a
Master of Science in Project Planning Management
Institute of Accountancy Arusha**

November, 2022

CERTIFICATION

I, the undersigned certify that I have read and hereby recommend for acceptance by the Institute of Accountancy Arusha a dissertation reports titled” the effects of project monitoring and evaluation on public protects performance.The case of social infrastructure in Mbinga District Council” in partial fulfilment of the requirements for the degree of Master of Science in project planning management of the Institute of Accountancy Arusha.

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Date 22-11-2022

DECLARATION

I, Paul Kilian Ndomba, declare that this dissertation report is my original work and that it has not been presented to the Institute of Accountancy Arusha as partial fulfilment of the requirement for the degree of Master of Science in project planning management and has not been presented to any other university or college for the similar award.

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ABBREVIATIONS AND ACRONYMS

CAG	Controller and Auditor General
D.E.O	District Education Officer
DE	District Engineer
DED	District Executive Director
DPLO	District Planning Officer
DT	District Treasurer
GDP	Gross Domestic Product
NAOT	National Audit Office of Tanzania
NCB	National Competitive Bidding
NIMES CB	National Integrated Monitoring and Evaluation System Competitive Bidding
PLOs	Planning Officer's
PMUs	Procurement Management Units
PMV	Procurement Monitoring and Verification
PPDA	Public Procurement and Disposal of Public Assets
PPR	Public Procurement Regulations
PPRA	Public Procurement Regulatory Authority
SPSS	Statistical Package for the Social Sciences
VEO	Village Executive Officer
WEO	Ward Executive Officer

ABSTRACT

The study assessed the effects of planning, monitoring, and evaluation on the performance of social infrastructure projects in Mbinga District. The study was guided by the following objectives namely; to assess the effect of planning on the performance of the public project, to examine the effect of monitoring on the performance of the public project, and to examine the effect of evaluation on the performance of the public project. The theories that guided this study were the agency theory, equity theory and the theory of change. The study employed a descriptive and quantitative research approach in addressing the research problem. The structured questionnaires were used to collect data from respondents. A sample of 168 respondents was drawn from a population of 295. Purposive and random sampling techniques were used to get the sample for the study. Data were analyzed through descriptive statistics and regression analysis methods. Findings indicated that the effect of planning on the performance of the public project can be realized through factors such as the client's goals, client budget, client timeline, and client expectations then Design monitoring tools and identifying stakeholders. It was further found that project monitoring has a positive relationship with public projects since project monitoring leads to project usefulness, hence ensuring the performance of the project; this implies that to attain usefulness to the public project specifically in Mbinga district. Moreover, the study indicated that project evaluation has a positive relationship with the performance of the public project. For instance, achievement of project objectives, goals, development effectiveness, efficiency, impact, and sustainability seem to be vital toward attaining project sustainability. The study concluded that monitoring of the project needs to be strengthened toward project performance in Mbinga District. This should be done in line with the use of experts and adherence to monitoring procedures. The study further recommended that the government should see the need to empower economists in the area of projects so that they can manage projects smartly, but in parallel with the curriculum in colleges students studying economics should be taught to plan and manage projects

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study examined the effects of project planning, monitoring, and evaluation on the performance of Public Projects in Tanzania: A Case Study of Mbinga District. In this study, project planning, monitoring, and evaluation were the independent variables, whilst performance was the dependent variable. The chapter presents the background to the study, statement of the problem, general and specific objectives of the study, research questions, scope of the study, limitations of the study, and significance of the study.

1.2 Background to the study

Project planning, monitoring, and evaluation were originally introduced as activities in project management by consultants in the early 1980s (La Londe, 2018), and subsequently gained much attention in recent years as a strategy for project management success (Cowell, 2019). Need for change and development on projects in the years to come (Callender & Mathews, 2020). Project planning, monitoring, and evaluation plans started more with coming up with effective project strategies including reports for funding, and later enrolled as vital elements of control, monitoring, and budgeting.

In Swaziland, their project planning, monitoring, and evaluation program called for the Government to develop project plans, monitoring tools for data collection and evaluation criteria to be used to ensure that projects become efficient and effective Almarri, (2020). In the USA, project planning, monitoring, and evaluation were adopted with the main aim of

controlling corruption involved in the process of project implementation that had succumbed to most projects in public sector organizations, Almarri, (2020). It can therefore be observed that in Swaziland and USA project planning, monitoring and evaluation are processes to ensure efficiency, effectiveness, and corruption deterrent.

In developed countries, project planning, monitoring, and evaluation have undergone a series of development stages from the provision of performance reports to a more strategic function in projects implemented in public entities. African countries have been awakened to the importance of effective project monitoring and evaluation as a solution to increased poor performance and failure of projects in both NGOs and Government organizations (Byokusheka, 2018).

In Nigeria, project planning, monitoring, and evaluation were adopted in the 1980s during the decades of the military rule due to dramatic corruption in government business to the extent that there was too much wastage of public resources due to poor procurement practices with little regard for economy and efficiency, Barasa, (2019). The existing rules (code of conduct Bureau, Financial regulations, Public Accounts Commission, Public Complaints Commission, etc) were disregarded and manipulated. In the end, it was realized that corruption has reduced and timely services were realized in most of the projects.

In Uganda, a wave of Project Planning, Monitoring, and Evaluation began in the 1990s culminating in the emergency of decentralization policy and enactment of the Public Procurement and Disposal of Public Assets (PPDA) Act 2003, and regulations 2003 and Local Government Act 1997. Unfortunately, many central government ministries and agencies have since then not followed prescribed practices (Agaba & Shipman, 2017). One of the main functions of the PPDA under section 7 (b) of the PPDA Act is to monitor and report on the performance of the projects implemented in government organizations in Uganda and advise

on desirable changes and value for money. However, despite the presence of such instruments, the performances of most of the projects implemented in government institutions have not been convincing and lack sustainability (Agaba & Shipman, 2017).

Monitoring and evaluation ought to improve performance by making findings and information publicly available (Aslan, 2020). The utilization of resources must be open to public scrutiny and communities, especially those previously marginalized, to actively participate in government affairs which makes the Tanzanian government also realize the need for a Monitoring and Evaluation (M&E) system, whereby the details of how M&E is structured emphasized and implemented although still there is a challenge for some of the public project not being useful and sustainable as intended (Aslan, 2020).

The increasing turbulence in service delivery has made it necessary for many countries including Tanzania to adopt a project management approach as the means to achieving developmental goals. In Tanzania, social infrastructure is one of the programs the government has started to ensure that social services are supplied all over the country (Tekka, 2020)

Each project, however, strives for excellence and success yet by definition a unique task normally subjected to severe restrictions on budget and time (Andersen, 2021). A project has therefore to perform well in terms of the planned budget, time, and the performance of the project processes and outputs Munns & Bjeirmi, (2019), to fulfill the intended objectives of satisfying the stakeholder needs (Baccarini, 2021). Tanzania adopted the M&E framework known as the Monitoring and Evaluation Policy of 2014. This Policy was to guide government departments, and organizations to adopt Monitoring and Evaluation systems as formulated in the Monitoring & Evaluation Policy of 2014. According to the Monitoring and Evaluation Policy of Tanzania of 2014, the policy states the purpose of the policy is to understand what encompasses M&E Systems and use the understanding to improve the management of the

public sector. Understand the essential indicators for systematically building a Monitoring and Evaluation System; Design, build, and sustain their institutional Monitoring and Evaluation Systems, identify problems existing in M&E Systems and develop capacity-building programs for improvement; and take measures to strengthen Monitoring and Evaluation Systems on the organization's performance. This study examined the effects of monitoring and evaluation on the performance of a Public Project in Tanzania, the case of a social infrastructure public project in Mbinga District.

1.3 Statement of the problem

Monitoring and Evaluation systems improve the efficiency and sustainability of project management. Tanzania revealed a Policy that helps effective Monitoring and Evaluation systems to help the management of projects undertaken by government departments. There are problems arising in the different projects undertaken by the government in Tanzania, for example, TANESCO, NHC, and others. All these projects have shown different problems such as mismanagement of the project, failure in timely completion of projects, decrease in revenue, and poor services delivered by employees who are employed in the projects, this rise the question "what are the effects of monitoring and evaluation systems on organizational performance (Aslan,2020).

Project planning, monitoring, and evaluation of Public projects involve finishing the project on time, within budget, meeting end product specifications, meeting customer needs, and requirements, and meeting management objectives Cooke-Davies, (2019). However, according to the Controller and Auditor General's Reports for the last five years, projects often suffer from inadequate knowledge by project implementers of guidelines and procedures, which results in unnecessary delays and weak evaluation and selection of bids (Controller &

Auditor General's Report, 2022). Furthermore, Public Projects, especially social infrastructure projects have continuously experienced time overruns, budget overruns, unmet end product specifications, unmet customer needs, and requirements, and unmet management objectives (Controller and Auditor General's Report, 2022)

The high failure rate in Public Projects could be due to the failure to undertake clear monitoring and evaluation. In the context of this study, all the above problems may be attributed to inadequate project monitoring and evaluation. It was from this background that the researcher developed an interest to examine the effects of monitoring and evaluation on the performance of a Public Project in Tanzania, the case of a social infrastructure public project in Mbinga District. All these bring room for a study to be conducted to understand the effects of monitoring and evaluation systems on organizational performance.

The findings of this study are expected to help Mbinga district and other districts to adapt to change and streamline their various projects by developing appropriate M&E systems and structures. Similarly, the findings could inform them in assessing the strength, weaknesses, opportunities, and threats to their M&E systems.

1.4 Research Objectives

1.4.1. General Objective

To assess the effects of planning, monitoring and evaluation on the performance of social infrastructure projects in Mbinga District.

1.4.2. Specific objectives

The study was guided by the following objectives:

- i. To assess the effect of planning on the performance of the public project
- ii. To examine the effect of monitoring the performance of the public project
- iii. To examine the effect of evaluation on the performance of the public project

1.4.3 Research Questions

- i. What is the effect of planning on the performance of Public Projects in the Mbinga District?
- ii. What is the effect of project monitoring on the performance of Public Projects in Mbinga District?
- iii. What is the effect of project evaluation on the performance of Public Projects in Mbinga District?

1.5 Scope of the study

The study was conducted in Mbinga district in Tanzania. This place was chosen because it was where the public project was being implemented and operationalized the study variable set; the period that was used under review was from 2011 to 2021. The choice of this period was based on the fact that many projects were implemented during this period.

The study was limited to project planning, monitoring, and the evaluation of performance. Project planning, monitoring, and evaluation were the studied independent variables, while the dependent variable was project performance outcome.

1.6 Limitations of the Study

This study encountered different limitations which could have affected the final results of the study, were it not for the good planning and communication used to reduce the effects. The anticipated limitations were first: - Obtaining relevant data from a public project would not be that much easy due to the misconception that the investigation for money auditing. However, this misconception was overcome by an official letter from the Institute introducing the Researcher to avoid suspicion of being a stranger and informing the concerned that all data would be treated confidentially.

Secondly, time to deal with the data collection was anticipated not to be sufficient. Time inadequacy was overcome by preparing data collection materials ahead of time and informing the respondents about my request for data collection well in advance. The researcher addressed the anticipated challenge of financial constraints for printing, internet, binding, data collection, and other logistics by seeking assistance from friends, family, and sponsors.

1.7 Significance of the study

The beneficiaries of this study may include the management of the Public Projects Agencies in Tanzania. The findings of this study may help them adapt to change and streamline their various projects by developing appropriate M&E systems and structures. Moreover, the findings could inform them in assessing the strength, weaknesses, opportunities, and threats to their M&E systems. To the wider society and scholarship, the study could increase the knowledge on issues to do with M&E in the management of projects since little information in this regard exists in the public domain.

1.8. Chapter Summary

Chapter one provided the background of the study; the statement of the problem and its significance. It also identified the research objectives as well as the research questions. The

scope and the limitations of the study were also identified. The next sections include chapters two, three, four, and five. Chapter two covers the literature review, chapter three research methodologies, chapter four results and findings, and chapter five conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two covers the definition of terms; theoretical, general and empirical literature reviews on project planning, monitoring, evaluation and performance outcome. The chapter presents also conceptual framework after which the research gaps are identified and discussed.

2.1 Conceptualization of Key Terms

2.1.1 Project planning

Project planning is a discipline addressing how to complete a project in a certain timeframe, usually with defined stages and designated resources. One view of project planning divides the activity into these steps: setting measurable objectives and identifying deliverables. Any project begins with a plan on how to achieve the intended objective. Project planning involves deciding on whether there is need for particular goods or services, or not; it also determines whether the purchaser has the legal powers to undertake the transaction, or not; after which, any relevant approvals within the government hierarchy are obtained, and the necessary arrangements for funding are made (Minarelli et al 2020)

Project planning is one of the primary steps of project M&E. Planning has the potential to contribute to the success of service delivery Arrow smith et al (2020). It sets in motion the entire resource acquisition processes. Despite the significance of planning, very limited research exists that examines the link between project planning and its outcome performance (Basheka, 2020). Project planning is the primary function that sets the stage for subsequent project activities. It 'fuels and then ignites' the engine of the procurement process. A mistake in project planning, therefore, has wide implications on the performance of public projects,

measured from the two indicators of accountability and participation. A mistake in project planning in projects will not only have a direct impact on operating costs but also, on the performance of the work, the costs incurred, and time (Lisa et al, 2017: Oluka, 2018). Mullins (2020) argued that project planning is a process of determining the project needs of an entity and the timing of their acquisition and their funding such that the entity's operations are met as required efficiently. The projective objective is to provide quality goods and services through open and fair competition in the exact quantity and proper quality as specified; and has to be delivered at the time and place where needed. Therefore, securing such goods and services at competitive prices requires accurate planning and the involvement of several stakeholders as noted by Byokusheka (2018).

A critical element of local governance that many scholars have emphasized relates to the responsiveness of local government (Byokusheka 2018). This describes a situation where local governance aims to ensure that services that are delivered are consistent with citizens' preferences or is citizen-focused. Almost as important as the budgetary process within local government are the planning activities that occur. This is especially the case when local planning activities, as they should, involve a wide spectrum of the citizenry.

Furthermore, Community-based planning that reflects the needs of the entire community - its women, children, its elderly, poor, minorities, and youth - is perhaps the single most effective means to develop priorities that truly reflect the needs of the community. Consequently, the implementation of participatory strategic planning techniques is increasingly important to the development of effective local government and the linking of the outcomes of such processes to the development of budget priorities is even more important (UNDP, 2020)

However, a key thesis for the proponents of decentralization is that when those closest to where decisions are made are empowered to make decisions and given ownership of results,

better decisions. The fundamental claim is that increased efficiencies should follow and the quality of services improved as concurred by Kissi et al (2019)

2.2.1 Project monitoring

Project monitoring is the process of keeping a close eye on the entire project management life cycle and ensuring project activities are on the right track. The success of a project depends on a clearly defined structure (Lisa et al, 2017) It is important to achieve better control and process tracking of the whole project management process (European Commission, 2020). Organizations spend billions of additional costs annually to improve project effectiveness (Kalakota et al 2019; Ody, 2017b). Project monitoring is typically an area where everyone has an opinion, and employees believe they can do it efficiently themselves as most people do purchase almost daily in their lives. But organizational purchasing differs from customer purchasing, for several reasons (Van Weele, 2022). While a consumer buys simply to satisfy his own needs, project monitoring ultimately has the objective of ensuring operations and competitiveness.

Monitoring is an organization's oversight of the control systems performance and therefore monitoring should be ongoing and part of the normal course of daily operations and activities including internal and external audits, as part of monitoring systems, may provide an independent assessment of the quality and effectiveness of a control system's design and performance. All should share responsibilities of monitoring and self-assessment; everyone should understand their roles and responsibilities to report any breaches of the control systems (Win-XP, 2022; Comptroller, 2021).

Firstly, M&E is used to regularly check and evaluate the processes and the results (outputs, outcomes, and impact) of a program and to find out whether progress is being made toward the targets and defined objectives. When M&E detects that the performance of any program component is below expectations, actions to prevent and/or correct the problems should be initiated. Used this way, M&E is a tool for continuous improvement of a plan's performance while at the same time facilitating reporting, accountability, and transparency (Mussa, 2020).

Secondly, M&E is used to inform donors about the program's effectiveness and efficiency. Donors require information that justifies how the funds were spent and what were the achievements. M&E is also used to compare programs objectively. Monitoring is the routine tracking of the key elements of program/project performance through routine record keeping, routine regular reporting, or continuously established surveillance systems. Monitoring and evaluation are related: monitoring contributes to the evaluation and can inform the evaluator where to focus in the in-depth evaluation. It is important to select a limited number of monitoring indicators that will be used by implementers and managers for decision-making (Mussa, 2020)

The same idea was added by La Londe (2018) who argues that to outsourcing to the right location. The absolute lowest direct cost is not always the best thing to do. Measure effectiveness and ensure proper business controls. This is a matter of getting the right tools developed and in place. It includes conducting periodic supplier audits to correct compliance errors. Such audits should not simply be punitive but should address the underlying issues that create the errors. As indicated earlier, service purchases are much less likely to be supported by internal information technology than material purchases. Organizations should

install systems to inspect service transactions to control compliance errors, as they have done for materials.

Procurement Monitoring and Verification is a comprehensive service of loss prevention and anti-corruption measures that have been successfully implemented in several countries. It has deterred wrongdoing and generated significant savings. Wittig (2019) adds that Procurement Monitoring and Verification (PMV). Adds transparency provides fraud and corruption prevention to the procurement cycle; increases efficiency and productivity; Generates savings over original cost estimates; while improving the overall quality of goods and services.

PMV is a formidable tool for fighting inefficiency, graft, and corruption at all levels. Furthermore, it enables governments and the private sector to save money and obtain maximum benefits from their procurement by promoting transparent and competitive processes. There is also the potential for substantial cost reduction simply by catching errors that result in over-billing. Further cost reduction may be forthcoming by reducing the supply base and leveraging purchases from the best available sources, across businesses (Wittig, 2019).

As a company gains leverage and visibility as a customer, there is an increased opportunity for improved customer service. Better buyer-supplier relationships may be pursued as the buying and supplying firms become more important to each other. Due to improved supplier relationships and better visibility, services supply management may develop a better understanding of services costs and work more effectively with services suppliers to improve the cost of services purchases (Lisa et al, 2017)

2.2.3 Project evaluation

Project evaluation is a systematic and objective assessment of an ongoing or completed project. The aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability. Evaluation of a project is a continuous process of ensuring that: a project and its monitoring systems in use in the country are properly implemented to meet the intended objectives; obstacles towards achieving intended objectives are identified and mitigated; and feedback is provided to all those involved in the system for further improvement (RS Malinga, 2021)

It is recognized that without effective monitoring arrangements, contracts for goods, services, and works, are unlikely to deliver the best value for money. All strategic contracts will be monitored to ensure that all of the requirements of the organization are met; including individual users' needs set out within the specifications. Key performance indicators will be an important element of the monitoring arrangements (Derbyshire Constabulary, 2020)

With the increasingly poor service delivery in public sector organizations, procurement monitoring should be emphasized to streamline the entire procurement system and improve sector efficiency. Tracking key aspects of procurement and supply management (PSM) and taking corrective action when required as a means to continuously improve the effectiveness of a program or a system as supported by RS Malinga, (2021)

This monitoring should cover different components of the PSM system. It must be noted that just monitoring does not improve the project's performance. M&E shows the strengths and weaknesses of the project. If the measurements are below the target this should trigger the responsible person to investigate and correct the problem. This is how monitoring can assist in the ongoing quality assurance of the project. Trained human resources in sufficient

numbers, and financial and other resources for the effective implementation of the M&E system should be available. 5-10% of the program costs are recommended to be allocated to M&E activities (Working Document for Field Testing, 2019)

Evaluation is the episodic assessment of the changes in targeted results related to the program. It is more difficult and more time and money-consuming than monitoring due to its methodological rigor required in avoiding wrong conclusions. Monitoring and evaluation take place at regular intervals: the interval is shorter for monitoring and longer for evaluation. Until recently, monitoring has been receiving serious attention as it is adduced to reflect the programmers' outcomes and impacts (Cloete, 2021).

It is illuminated in the above definition that before monitoring takes place there should be specified benchmarks and set out goals and objectives the program of action seeks to attain.

Monitoring is deemed very important in ensuring the successful implementation of projects.

Historically and in practice, most project problems (mistakes or built-in corrupt measures) occur in the early stages of the process. To help guard against corruption and inefficiency, it is critical to begin monitoring the process at the planning stage of each procurement activity. PMV focuses responsibility on the user/requester, at the beginning and end of the cycle, through the implementation of the concept of total cost of ownership which ensures the establishment of proper accountability, and the maximization of savings, supplemented by internal controls and speed of execution (Agaba et al, 2018).

Social accountability tools and actions include participatory planning, budget monitoring, expenditure tracking, procurement monitoring, and citizen report cards, among others. These tools can be used to improve procurement monitoring, which looks at bringing about greater transparency in the procurement cycle to uncover and prevent fraud and corruption and to

improve efficiency, productivity, and quality in the delivery of goods and services Public Monitoring Forum, (2020). Once the legal and institutional framework is in place and practitioners have been made familiar with the requirements through guidance and training, the process of monitoring compliance and taking action against malpractices can begin (Agaba et al 2018)

A key requirement is to establish an effective system of monitoring and evaluation that is based on reliable and comprehensive statistical data covering the value and type of procurements transacted and the procurement process itself. Such data, together with the findings of procurement audits and special investigations in response to complaints and other information, provide an important means of detecting anomalies and malpractices which demonstrate that transparency and integrity have been compromised. The monitoring and evaluation system should also determine the risks and vulnerable points at each stage of the procurement process (Derbyshire Constabulary, 2020).

2.3.4 Project performance

The overall measurement of whether a project has met objectives and requirements of scope, cost, schedule and business performance measure impact. However milestones completed on-time, on-budget and stakeholder perception of value (UNDP, 2020). The project management literature has long been concerned with developing a better understanding of the nature of project success (Clinton, A 2021). During the last two decades, attention has turned from project delivery to the goal and purpose of projects and how they create benefits for various parties (ADB, 2017). Aslan (2020) offered a compound definition of project success: (1) meeting time, budget, and other requirements (efficiency), (2) impact on team,

(3) impact on the customer, (4) benefit to the performing organization, and (5) preparation for the future. Similarly, Kirui, (2018) suggested categorizing stakeholders into three main groups senior management, project core team, and project recipient based on the groups' perceptions of project success.

2.4 Theoretical perspective/Literature review

The study will be guided by three theories that are agency theory, equity theory, and theory of change.

2.4.1 Agency Theory

Agency theory was pioneered by Stephen Ross in 1973 and formalized by Jensen & Meckling in 1976. Under this framework, the focus is on the relationship between agents and principals. The proponents of the theory argue that there are three ways in which agents may differ from their principals (Win-XP, 2022)

First, the agents may have different preferences from their principal, such as willingness to work. Second, agents may have different incentives from the principal. Agents may have a different stake in the outcome or may receive different rewards than the principal (Thwala, 2018). Third, agents may have information that is unavailable to the principal or vice versa. These types of divergences may give rise to problems relating to monitoring, incentives, coordination, and strategy (Michael et al, 2017)

This idea intimates that even though the Luzira Upper Prison Tailoring Work Shop project may well stipulate project M/E plans, monitoring, and evaluation methodologies, it is easy to fail to perform efficiently, effectively or have an impact that is sustainable because of the agents in project monitoring and evaluation or the interests of the principals which differs fundamentally.

Monitoring and Evaluation (M&E) is a continuous management function to assess if progress

is made in achieving expected results, to spot bottlenecks in implementation and to highlight whether there are any unintended effects (positive or negative) from an investment plan, programme or project (“project/plan”) and its activities (Change James 2021) The processes of planning, monitoring and evaluation make up the Result-Based Management (RBM) approach, which is intended to aid decision-making towards explicit goals (see RBM). Planning helps to focus on results that matter, while M&E facilitates learning from past successes and challenges and those encountered during implementation.

2.4.2 Equity Theory

Adams' Equity Theory was developed by John Stacey Adams in 1963. According to the theory, finding this fair balance serves to ensure a strong and productive relationship is achieved with the employee, with the overall result being contented, motivated employees. If an employee feels that their input at the workplace is not equal at the workplace absenteeism will creep in and they perform below par (Greenberg, 2019). Training is essential in improving the performance of employees as well as supporting them; it also helps in identifying their competencies so that they can perform a task and evaluate how they perform (Wagonhurst, 2022).

According to Susan (2021), "relevance, efficiency, effectiveness, sustainability and impact measures, could be used to measure evaluation of the training programs. This could be done through designing a logical framework that shows the activities, predictable outputs, M&E tasks, verification measures, the action centers, resource requirements, and the time frame" (Susan, 2019). This theory emphasizes the significance of the relationship between the training of employee performance at the workplace. Specifically, managers should understand the success of the projects can be influenced greatly by training employees on monitoring and

evaluation (Almarri, 2020). Estelle (2019) defined M&E as a systematic collection and an analysis of information and the processes to determine the extent to which goals and milestones are being met and analyzed for any discrepancies. According to Kissi, E (2019) M&E is one of the most relevant tools that influence the performance and successful completion of projects. Mahendran, M (2021) further iterated that M&E always aims at improving the efficiency and effectiveness of a project. M&E is discrete, yet complementary, and is closely linked to functions in projects (Lahey R.2020).

2.4.3 Theory of Change

The term 'Theory of Change' first emerged in the 1990s. Its purpose at that time was to address some of the problems evaluators faced when trying to assess the impact of the complex social development program. These included poorly articulated assumptions, a lack of clarity about how change processes unfolded, and insufficient attention being given to the sequence of changes necessary for long-term goals to be reached Theory of Change thinking has progressed rapidly since then and is becoming increasingly popular (O'Flynn, 2019).

Theories of Change may be set at the organizational, program, or sometimes project levels. They can be developed and used in many ways for different purposes. However, they are perhaps most useful for complex organizations and programs involving multiple partners, as they enable a shared understanding of how change happens and an organization or program's role in bringing about change James (2021). The results of these discussions are often presented as a conceptual map that illustrates the linkages between an organization's work and the desired medium and long-term changes it seeks to influence. This can be done in different ways, but at present, three types of conceptual processes are most often used (Jones, 2020)

The most well-known conceptual pathway is the causal chain. It describes a succession of elements inputs, activities, outputs, outcomes, impacts – with different elements in combination leading to the next element. Objectives trees and impact pathways are both types of causal chains. Causal chains can range from simple logic models, such as the ones contained in a logical framework, to much more complex flow charts and diagrams with arrows pointing in all directions Kissi, E. (2019). INTRAC believes that, at its best, the Theory of Change provides the opportunity to think more clearly and strategically about how to contribute to significant, lasting changes for those who have the power to influence change, positively or negatively;

Critically the theory of Change has no specific guidelines or recommendations for data collection. But when done properly it helps lay out a framework within which planning, monitoring, evaluation, impact assessment, learning, and improving can all take place more effectively. It is also important to note that many methodologies used for evaluation (e.g., process tracing, contribution analysis, realist evaluation) require Theories of Change to be developed as part of the evaluation (Vincent, 2019)

This does not mean that Theory of Change thinking necessarily makes monitoring and evaluation easier. On the contrary, it sometimes makes it much more difficult. But, if done properly, it makes it more useful because it better reflects the reality of what is happening (Green 2019). Theory of Change debates Supporters of the Theory of Change thinking see many benefits in the approach see James (2021), It develops a common understanding amongst all stakeholders of what an organization or program is trying to change and how, It can strengthen the clarity, effectiveness, and focus of organizations and programs, Also, it provides a framework for monitoring, evaluation, and impact assessment, which helps to improve partnerships by identifying strategic partners and supporting transparent

conversations around change. As a product, a theory of Change can be used to communicate work clearly to others. This help to empower people to become more active and involved in programs and explicitly deal with long-held assumptions, Theory of Change thinking can also support innovation and 'out of the box thinking, Ramachandran (2021). Indeed, its supporter's Theory of Change thinking presents exciting and powerful potential for CSOs to address the uncertainties and complexities of social development in a new and radical way.

Others, however, are more cautious, and worry that Theory of Change thinking may be merely a fad that soon becomes a tick-boxing exercise to suit donors – 'log frames on steroids' as Green (2019) fears. Others, e.g., Macleod (2021), points out that it is not particularly new and that there are many examples of organizations in history that have had clear and explicit ideas of how change happens and their role within that, such as the Anti-Slavery Society (formed in 1823) or more latterly the Jubilee 2000 debt campaign (Vincent, et al 2019) Some are also concerned that Theories of Change often involve a large amount of time and resources if they are to be done effectively, and that this might be difficult for staff that are already under extreme time pressures. Whilst, not a problem if staff genuinely desire to develop Theories of Change, it becomes a problem if external organizations begin to demand Theories of Change as a condition of funding, against the wishes of those staff (Kirui, M. 2018)

INTRAC is a not-for-profit organization that builds the skills and knowledge of civil society organizations to be more effective in addressing poverty and inequality. Since 1992 INTRAC has provided specialist support in monitoring and evaluation, working with people to develop their M&E approaches and tools, based on their needs. We encourage appropriate and practical M&E, based on understanding what works in different contexts (Engle, 2019)

2.5 Empirical Literature Review

Monitoring and Evaluation (M&E) is a continuous management function to assess if progress is made in achieving expected results, to spot bottlenecks in implementation, and to highlight whether there are any unintended effects (positive or negative) from an investment plan, program, or project ("project/plan") and its activities (Webcpa, 2021).

According to Billington et al (2021) processes of planning, monitoring and evaluation make up the Result-Based Management (RBM) approach, which is intended to aid decision-making towards explicit goals (see RBM). Planning helps to focus on results that matter, while M&E facilitates learning from past successes and challenges and those encountered during implementation. The consequences of poor or lack of project planning can never, therefore, be amusing.

Elements of an M&E system which if developed together with all key stakeholders will encourage participation and increased ownership of a project/plan - are (a) Result Frameworks or log frames ("RF"), which are tools to organize intended results, i.e. measurable development changes. RFs inform the development of the M&E plan and both must be consistent with each other (see RBM); (b) the M&E plan, which contains a description of the functions, required to gather the relevant data on the set indicators and the required methods and tools to do so (Basheka, 2021)

The M&E plan is used to systematically organize the collection of specific data to be assessed, indicating the roles and responsibilities of project/plan stakeholders. It ensures that relevant progress and performance information is collected processed and analyzed regularly to allow for real-time, evidence-based decision-making; (c) the various processes and

methods for monitoring (such as regular input and output data gathering and review, participatory monitoring, process monitoring) and for evaluation (including impact evaluation and thematic, surveys, economic analysis of efficiency (see FEA); and (d) the Management Information System, which is an organized repository of data (often dereferenced) to assist managing key numeric information related to the project/plan and the analysis (Lisa et al, 2017)

This unit explains the nature and purposes of project monitoring and evaluation (M&E) and the differences between these two complementary but distinct activities. It discusses what can go wrong with project M&E systems and sets out a framework of concepts and principles that can aid the design and implementation of effective project M&E. In doing so it provides the core of a 'guidance manual' or 'handbook' for professional work in this field. How to plan and implement a project M&E system is explained in some detail through a review of the main steps and approaches required. The role of participation in M&E design and implementation is considered, and the unit concludes with a discussion of how to create a learning environment for project managers and project implementation (Billington et al 2021)

Monitoring systems provide managers and other stakeholders with regular information on progress relative to targets and outcomes. This enables managers to keep track of progress, identify any problems, alter operations to take account of experience, develop any budgetary requests and justify them. This enables the early identification of problems so that solutions can be proposed. It is considered to be a critical part of good management. Periodic evaluation is also considered to be good practice and can be used to investigate and analyze why targets are or are not being achieved. It looks at the cause and effect of situations and trends which are recorded within monitoring. Periodic and formal evaluation is vital for internal

reporting and auditing. Not only that fact but also requested by funding agencies often as mid-term and final evaluations on external stakeholders and funding agencies that are accountable to donors or are part of the public sector need to see results and demonstrable impacts. However, it should be recognized that ongoing or 'informal' evaluation should always be available as a tool to managers, not only to meet the requirements of governments and donors but also as a means of understanding when and why things are going right or wrong during project implementation. M&E is also important for incorporating the views of stakeholders, particularly the target population and can be a further mechanism to encourage participation and increased ownership of a project (Webcpa, 2021)

Evaluation, on the other hand, gives information about why the project is or is not achieving its targets and objectives (Harwell M.C 2021). Some evaluations are carried out to determine whether a project has met (or is meeting) its goals. Others examine whether or not the project hypothesis was valid, and whether or not it addressed the priority needs of the target population. Depending on the purpose of a particular evaluation, it might assess other areas such as achievement of intended goals, cost-efficiency, effectiveness, impact, and/or sustainability. Evaluations address: 'why' questions, that is, what caused the changes being monitored; 'how' questions, or what was the sequence or process that led to successful (or unsuccessful) outcomes; and 'compliance and accountability' questions, that is, did the promised activities take place and as planned? Evaluations are more analytical than monitoring and seek to address issues of causality. A baseline study is the first phase of a project evaluation. It is used to measure the 'starting or reference points of indicators of effect and impact (Hillson, D. 2019)

2.5.1 Monitoring and Evaluation of Public projects in Global

The initiative by the government of Nepal on improving its national M&E system, in which institutional arrangements and procedural reforms were made under the Fifth Plan (1975–1980) and the Eighth Plan (1992–1997) to strengthen the system, the presence of many reforms reveal that, there was the struggle of monitoring and evaluation capacity and competency to attain the expected outcome and output of the public project which made possible through the use of data collection, analysis, and program report writing as reported by ADB (2017).

The above argument was revealed in the thirteenth plan (2013–2016) which emphasizes the importance of M&E as a management tool for evidence-based policymaking, greater public accountability, and effective development planning and implementation whereby Nepal introduced monitoring and evaluation to be used as a tool for evidence-based policymaking which increased public accountability, and for effective implementation of development policies and public projects as the result of M&E policy guidelines (2013) to be issued by the government ADB (2017)

The present situation regarding Nepal's M&E methods and systems comprise the followings, M&E forms to systematize, simplify, and harmonize the various M&E initiatives at the different levels of government, technical audit to identify shortfalls and weaknesses in selected infrastructure-related projects and to point out necessary improvements through technical analyses of cost estimates, design features, technology, and materials used, performance-based budget release system. Linking budget release to project performance; and lastly public expenditure tracking survey (PETS) for tracing the course of budget and project implementation to determine whether program resources and budgets reach relevant

agencies and target groups on time with the help of clearly designed data collection and analysis tools which facilitate sound report for decision making (USAID, 2017)

Also, in the United States of America, there is the department whose primary consideration in selecting a public project, management operation, process, or service for evaluation should be the information needs of the commissioning bureau or independent office, which should prioritize those needs and then decide what should be evaluated (USA, Department of State Program and Project Design, Monitoring, and Evaluation Policy, 2017)

So, when planning for monitoring and evaluation, keep stakeholders in mind with the following, Usefulness whereby the information, ideas, and recommendations generated by monitoring and evaluations which resulted after data collection followed by analysis should serve the needs of the nation in general, and the commissioning units.

Monitoring and evaluations should help the USA improve its management practices and procedures as well as its ongoing activities by critically examining their functioning and the factors that affect them since evaluation findings should also be considered when formulating new policies and priorities (USA, The Millennium Challenge Corporation's (MCC) Monitoring and Evaluation (M&E) Policy, 2017). Monitoring and evaluations should be evidence-based, meaning they should be based on verifiable data and information that has been gathered using the standards of professional monitoring and evaluation practices as the data can be both qualitative and quantitative as indicated by Lahey (2020).

This is linked with independence and Integrity mind whereby bureaus should ensure that monitors and evaluators and other implementing partners are free from any pressure or bureaucratic interference since independence does not, however, imply isolation from managers so active engagement of bureau staff and managers, as well as implementing

partners, is necessary to conduct monitoring and evaluation, but personnel should not improperly interfere with the outcomes, Lahey (2020)

This is supported by Lian (2022) in the study titled updating the Model for Monitoring and Evaluation of Involuntary Resettlement Based on the Experience of China as addressed that construction projects are regarded as a kind of modern technology-intensive practice examining the superior of the technological economy. The various associated opportunities, humans should also be aware of the formidable destructive power and potential risks associated with the negative effects of modern science and technology; hence the governance of involuntary resettlement risk is driven by project owners, lending institutions, and state power and can be regarded as a kind of engineering, social, and political practice (Lian, 2022)

Shi (2022) supported the above study when arguing that, M&E of involuntary resettlement is a kind of resettlement risk governance undertaken by independent agencies during the resettlement implementation phase and should be endowed with the three previously mentioned characteristics. In terms of risk prevention and control, it is important to collect, predict, and anticipate various possible resettlement risks as fully and comprehensively as possible and guarantee the timeliness of the information collected whereby M&E of involuntary resettlement should safeguard all legitimate rights and interests of APs from being affected and propose corresponding measures (Shi, 2022)

When addressing recent changes made in these recent years, Xining (2020) reported that recent China has emerged as a "non-traditional" development partner with its philosophies and methodologies to build more trust and alignment in the multilateral system, China-Africa projects need to be self-critical and implement proper M&E to generate evidence transparently to systematically learn from past development efforts, to double down on strengths and avoid

known mistakes. In April 2018, China formally established its first independent foreign aid agency: the China International Development Cooperation Agency (CIDCA). Compared to the long history of USAID (founded in 1961), DFID (founded in 1997), and Japan's International Cooperation Agency (founded in 1974)

China still has a long way to go to build its institutional and technical capacity since has been sending out medical teams and providing product donations such as drugs, equipment, and vaccines to most African countries also Chinese sponsored Agricultural Technology Demonstration Centers (ATDC) are located across the continent, so monitoring and evaluation aim to track notable achievements, pockets of successes and also valuable lessons learned from failures that need to be documented and studied (Xinqing, 2020)

2.5.2 Monitoring and Evaluation in public projects in Africa.

Ghana has pursued decentralization since 1988, but its implementation of public projects continues to face challenges and it's observed that participatory monitoring and evaluation are the tools that can help public projects to be more effective in the planning and management of development projects (Akanbang, 2021)

The government of Ghana has worked together over the years in building capacity and sharing ideas on how to build a functional and effective national Monitoring and Evaluation (M&E system) for effective public service delivery, strengthening government accountability to its citizens, ensuring that policy formulation and decision-making are based on evidence which generated through data collection and analysis, in which results are achieved concerning its growth and development targets (Akanbang (2021).

The extent of progress being made toward the achievement of the objectives of interventions through Monitoring and Evaluation (M&E) is critical. M&E is the main instrument for assessing

the extent to which the government has done what it pledged to do within the context of its development policy framework and plans at the national, sector regional, and district levels respectively in public projects since the purpose of every government is to add value to the lives of the people it serves and this can be achieved through good policy making. A public policy is a statement of intent (usually in a written document), whereby the government stipulates decisions, actions, and other matters that will be beneficial to society, the pursuit of evidence-based policy formulation is based on the premise that policy decisions should be better informed by systematic evidence from the national M&E system (Kissi, 2019)

Tanner (2018) argued that; purpose Monitoring and evaluation of public projects is a very important aspect of project execution and management. This is because proper monitoring and evaluation practices have a significant effect on the successful delivery of public projects, studies examined the impact of project M&E practices on construction project success criteria whereby findings result showed that M&E practices had a positive statistically significant relationship with construction project success criteria. In addition, health and safety performance and public project scope showed a strong significant relationship with M&E practice, implying that, in developing countries, these two main constructs should be given critical attention in achieving public project success (Tannor, 2018)

Aligning with the above study, Callistus (2016) found that in construction projects, monitoring and evaluation is a vital process in the public project delivery which is aimed at ensuring the major objectives and goals are achieved. However, the implementation of monitoring and evaluation in the Ghanaian construction public project has seen numerous challenges and as a result, the poor performance of the public projects due to weak institutional capacity, limited resources and budgetary allocations for monitoring & evaluation.

Weak linkage between planning, budgeting and monitoring & evaluation, weak demand for and utilization of monitoring and evaluation results and finally, poor data quality, data gaps and inconsistencies were identified as the most significant contributing factors to the implementation if will be addressed in Ghana public projects, (Callistus, 2019)

Also, the above argument evident observed in South Africa, since Clinton (2021) a scholar in South Africa argued that, the role of monitoring and evaluation in project implementation has given much attention by all stakeholders' undertaking key roles in ensuring health and safety compliance, achievement of public project quality and delivery to project time as well as cost.

It is therefore recommended that stakeholders involved monitoring and evaluation should undergo capacity building on strategies and new methods for effective monitoring and evaluation to guarantee projects success as well as allocation of funds for monitoring and evaluation (Clinton, 2021)

South Africa experiences incidents of citizen discontent expressed in the form of service-delivery protests in which to further the pursuit of higher levels of performance, the need for effective monitoring and evaluation. Government initiatives has become amplified to integral parts of a management process that have to be undertaken in order to achieve success monitoring and evaluation promote accountability in the public sector projects which through this reality has encouraged the South African government to develop what it refers to as a Government-wide monitoring and evaluation system (GWM&ES) a signal of the South African government's preference for a participatory M&E approach (Clinton (2021).

In a bid to improve service delivery in South Africa, the government has created a government-wide monitoring and evaluation (M&E) system that would help gauge performance across all spheres of government. This has compelled public sector institutions to adopt and implement M&E systems mandatorily, even when they are not necessarily ready

for it. The unpreparedness inevitably perforates the ability of M&E systems to credibly support performance improvement in public sector institutions and it is problematic. To some extent, the practice of M&E in the public sector seems to be for purposes of compliance rather than the ideal of performance improvement. This qualitative study investigates the readiness of South African public sector institutions for M&E, through the perspectives of Managers primarily in the M&E space (Eresia-Eke, 2019)

2.5.3 Monitoring and Evaluation in public projects in East Africa.

According to the report from e-NIMES-Kenya (2021) in Kenya, M&E of government projects conducted under the auspices of National Integrated Monitoring and Evaluation System (NIMES), County Integrated Monitoring and Evaluation System (CIMES) framework at the national and county levels respectively. The key products of NIMES include annual progress reports on medium term plans and fast tracking the preparation of M&E reports at the National and County level in which strategic plans and indicators are uploaded and their implementation tracked.

Also, NIMES has shown various achievements reported through various visuals including traffic lights on a dash board on a real time basis but monitoring and evaluation tend to lack the necessary material and human resources to enable them to function. The situation may even be more serious in the public sector where political considerations are a major part of the traditional base for decision-making and resource allocation (e-NIMES-Kenya, 2021)

The study above supported by Sanganyi (2019), on her study about implementation of monitoring and evaluation in infrastructure projects in public secondary schools in Mombasa County, Kenya which addressed that monitoring and evaluation (M&E) has become an increasingly important tool acting as a check and balance machinery in the process of public

projects sustainability criteria. And, finally the bodies concerned with projects M&E should concentrate on employing qualified personnel for M&E and set aside allocated time that can allow better training, research and planning of M&E.

2.5.4 Monitoring and Evaluation in public projects in Tanzania

In Tanzania monitoring and evaluation are used by governments to track progress, measure and evaluate outcomes of public projects. Government can improve their performance, effectiveness and achieving results in public project success by strengthening their monitoring and evaluation systems (Mpawe, 2020)

Regardless of the argument of Mpawe, still there some project in Tanzania are not useful and sustainable as stipulated by CAG report,2021 which addressed that lack of monitoring and evaluation process led to inadequate sustainability of public projects as the Audit Team noted that, gas, water and plumbing systems construction public project were not functioning even after being rehabilitated; completed and commissioned buildings were not used for intended purpose and existence of early defects after project completion (CAG, 2021)

On the other hand, Mussa (2020) supported the CAG report of finding by arguing that, the government organizations do not employ monitoring and evaluation systems and those having these systems lack a systematic early informing mechanism of the projects' progress.

Also, the study above stipulates about currently situation in the Ministry of Health, whose monitors and evaluates its projects manually due to this they face the risks and challenges during the implementation of projects because of a lack of having timely adoption of remedial action and insufficient of data. Monitoring and evaluation staffs spent a lot of time in manual work, manual compilation of data, due to data being in separate systems, delay in submission of data, data is lost between primary registries to monthly summaries, from monthly to

quarterly summaries, system does not contain all details about projects as well as budget information, no early alert information about the status of the project, poor information sharing among stakeholder (Mussa, 2020)

Furthermore, NOAT (2021) stipulated also, lack of competent team in monitoring and evaluation of the project in most force account project led to increases cost as observed that cost of Labour charge at Tanga Technical SS was 43% of the total project cost while the audit expected to find the labour cost not exceeding 23% of the total project cost as compared to Galanos SS and Usagara SS who incurred labour charge at 23% and 19% respectively.

Construction activities at Galanos SS, Usagara SS and Tanga Technical SS were of the same nature and executed by the same kind of labour force in Tanga City Council. As a result, Tanga Technical SS would have saved TZS 422,303,177 if the labour charge was at 23%. This was attributed to the engineer's estimate that provided the labour charge provision of 40% of material cost in the material schedule (NOAT, 2021)

2.6 Research Gap

A study from Nepal by ADB in 2017 addressed initiative taken by the government of Nepal on improving its national M&E system, in which institutional arrangements and procedural reforms were made to strengthen the system which helped the government project to attain economy, efficiency and effectiveness. The presence of many reforms reveals that, there were struggles of monitoring and evaluation capacity and competency to attain the expected outcome and output of the public project which made possible through the use of data collection, analysis and project report writing.

The reform emphasizes the importance of M&E as a management tool for evidence-based policy making, greater public accountability, and effective development planning and

implementation whereby Nepal introduced monitoring and evaluation to be used as a tool for evidence-based policy making which increased public accountability, and for effective implementation of development policies and public projects as the result of M&E policy guidelines (2013) to be issued by the government (ADB, 2017)

Previous studies conducted in Tanzania by Musa in 2020 study reveal the need for monitoring and evaluation activities because most of the government organizations do not employ monitoring and evaluation systems and those having these systems lack a systematic early informing mechanism of the projects' progress. Also, (Mpawe, 2020) reveal that, lack of monitoring and evaluation process led to inadequate sustainability of public projects as the Audit Team noted that, project in Tanzania are not useful and sustainable as stipulated by CAG report,2021 which addressed that lack of monitoring and evaluation process including tracking progress skills such data collection.

Also addressed the issues of analysis and report writing led to inadequate sustainability of public projects as the Audit Team noted that, gas, water and plumbing systems construction public project were not functioning even after being rehabilitated; completed and commissioned buildings were not used for intended purpose and existence of early defects after project completion (CAG, 2021)

So, lack of competent team in monitoring and evaluation of the public project which able to collect data, analyse data and manage to report data clearly resulted to increases cost due incompetence to monitors project resources.Current study in Tanzania does not explain on the effects of monitoring and evaluation at once in successful of public project and this remain as gap on which the findings from this study will cement on existence of knowledge gap on public projects in Tanzania specifically Mbinga district council. From the reviewed literatures, the researcher came up with the research questions that guided the study including; What is

the effect of planning on the performance of Public Projects in the Mbinga District? What is the effect of project monitoring on the performance of Public Projects in Mbinga District? And What is the effect of project evaluation on the performance of Public Projects in Mbinga District?

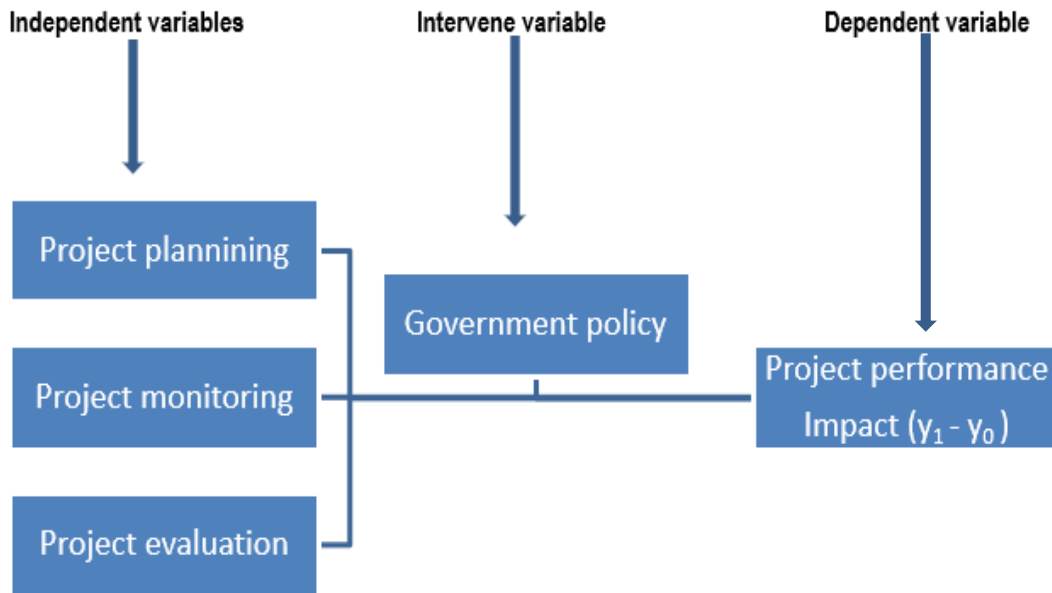
2.7 Conceptual framework

The study will be based on two main concepts that is project monitoring and evaluation as the independent variable and performance as the dependent variable. Slack et al (2019), ascertains that project monitoring and evaluation tends run. Monitoring and evaluation are, in fact, two distinct sets of organizational activities, related but not identical. McArthur (2017) defines monitoring as a continuous process of collecting and analyzing information to compare how well a project, a program or policy is being implemented against expected results.

Evaluation on the other hand, is the comparison of actual project impacts against the agreed strategic plans. It looks at what you set out to do, at what you have accomplished, and how you accomplished it (IFRCS, 2017). Project monitoring and evaluation will be measured using M/E planning, Monitoring and Evaluation. On the other hand, performance will Bernadine, Kane et al 2020, regard performance as simply the record of outcomes achieved (Brumbach (2018).

However, looks at performance from a broader perspective and refers to it as both the behaviours and results of manpower when executing a task. Accordingly, in this study, performance will operationally be measured by impacts (Y1–Y0).

Figure 1.1 Conceptual Frameworks



Source: Constructed from literature review and modified through theories.

From the conceptual framework in Figure 1.1, it is hypothesized that project monitoring and evaluation has an effect on performance. If the organization conducts project planning, project monitoring and project evaluation, this can influence its project performance in terms of impact. However, the influence can be mitigated by government policy.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

Chapter three covers the research approach, research design, study location, targeted population of the study, sampling techniques, sample size, data collection methods and tools, data analysis, data validity, data reliability, and ethical considerations of the research.

3.2 Research Design

The current study used descriptive survey research design. According to Mahendran (2021) the research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. Descriptive survey research design was used to get the respondents own experience. The design was chosen due to the fact that it reports things the way they are from the field. Therefore, descriptive survey research design helped to achieve the main objective of the study.

3.3 Research Approach

In carrying out this research the researcher employed the quantitative approach. This approach involves the generation of data in a quantitative form which can be subjected to rigorous quantitative analysis formally and rigidly. (Ucuk, 2021). So, quantitative research was used in this study since the researcher collected information which were analyzed numerically, the results of which were typically presented using statistics, tables and graphs.

3.4 Area of the study

The study was conducted in Mbinga District Council in Tanzania. The researcher chose Mbinga District Council because it is among the growing towns in Tanzania and implementing the social infrastructure projects like construction of District Hospital, New District Office (Boma), Secondary Schools, health centers and maintenance of primary schools. The researcher also chose the study area he is an employee at the planning department. The experience the researcher has in the study area helped him collect adequate information for the study.

3.5 Population, Sample and Sampling Techniques

3.5.1 Population

The target population consist of all the project implementation teams within the Mbinga district council since they possess some common characteristics established by the researcher (<https://mbingadc.go.tz>, 2022) Therefore, the public project implementation team in Mbinga district council was the target population due to their familiarity with executing the project, and project management is an integral part of their work, so to accomplish the study total population of 295 people. A complete and updated list of project managers, planning units, project accounting officers, and benefits of the selected public projects are provided information and selected the most appropriate respondents for the research.

3.5.2 Sample size

According to Almarri, K. (2020), sample refers to the number of subjects that represent the larger group. A sample size is a group of subjects that are selected from the general population and is considered a representative of the real population for that specific study. The size of the sample is very important for getting accurate, statistically significant results

and running the study successfully. Sample is defined as subset of units selected from a larger set of the same units. In this study, the sample size was obtained using the Yaro Yamane, 1995 Statistical formula; from the formula below, out of the total population of 295 and the confidence level was 95% hence allowing a 5% error and, 0.05 level of statistical significance, the above sample size computed as the illustration below.

$$n = N / (1 + N (e)^2)$$

Whereby,

n = the sample size

N = the finite population = 295

e = the level of significance

1 = constant

The researcher decided to study the population of a total of 295 with a tolerable limit of error or a level of significance of 0.05, Therefore, from the formula

$$n = N / (1 + N (e)^2),$$

$$n = 295 / (1 + 295 (0.05)^2)$$

$$n = 168. \text{ Hence, the sample size was 168 respondents.}$$

Table 3. 1: Distribution of sample

Category of respondents	Target Population	Sample Size
Project accounting officers	17	17
Project supervisors	17	17
Project implementation team	255	128
District planning unit	6	6
Total	295	168

Source: Researcher (2022)

3.5.3 Sampling Technique

Purposive sampling techniques and random sampling techniques whereby randomly generated numbers chosen to generate a sample (Mete, 2021), but also purposive sampling used to bring key public project implementation teams from Mbinga district council, district planning units, so the study adopted purposive sampling since need only people with information related with study and to obtain the correct information.

3.6 Types and Sources of Data

The study used only primary data from respondents. The researcher gathered primary data through a self-administered questionnaire.

3.7 Research instrument

The study employed the use of a questionnaire to collect primary data since it collected information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals, Mahendran (2021). Questionnaires have also the added advantage of being less costly and used less time as instruments of data collected because respondents used a short time to respond to the question and respondents select among two languages English and Kiswahili language. The questionnaires were semi-structured and self-administered to the sampled population. The self-administered questionnaire has also the advantage of allowing the participants to respond to the questions by themselves and at their own pace, they ease the respondents' burden by giving them the time to think through their responses.

3.8 Data Analysis Methods

The data collected analysed using quantitatively through descriptive and inferential statistics using Stata and Microsoft excel, Descriptive statistics of the study variables was computed

and presented in the form of the mean, maximum, minimum, and standard deviation whereas an inferential statistical model was being used to conclude.

3.8.1 Regression model and Model Specification

The researcher of this study observed the linear nature of between independent variables and dependent variable signifies the study to be analysed through regression which resulted from the function below.

$$Y = f(pp., pm, pe, gp) + \varepsilon$$

Whereby

pp = Project planning

pm = Project monitoring

pe = Project evaluation

Y = Project performance

From the function above, the data obtained cast through regression equation as shown

Below;

$$Y = \beta_0 + B_1 X_1 + B_2 X_2 + B_3 X_3 + \varepsilon$$

But

X₁ Project planning

X₂ Project monitoring

X₃ Project evaluation

Y Project performance

Before running regression, there was a series of diagnostic tests performed to assess the validity of the model. These include the normality test, heteroskedasticity test, serial

correlation test, and multi-co linearity test, the statistical tools that were being used in carrying out these analyses and tests are Stata statistical software.

3.9 Reliability and Validity of the Study

3.9.1 Validity of data

According to Middleton (2020), validity, refers to how accurately a method measures what it is intended to measure. If research has high validity that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world. In this study validity of data collection instruments was ensured through expert review

3.9.2 Correlational Analysis

Serial correlation is the relationship between given variables which are public project performance as the dependent, so serial correlation helped a researcher to determine either a positive or negative relationship between a dependent variable and independent variable one after another measured over different periods. In regard to this study the Durbin-Watson test and Pearson correlation were employed.

3.9.3 Tests for Regression Assumptions: multicollinearity and homoscedasticity

Normality tests were used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed, different tests used to test normality which is drawing a stem-and-leaf plot, scatterplot, box-plot, histogram, probability-probability (P-P) plot, and quantile-quantile (Q-Q) plot Shapiro-Wilk test which state that if the p-value is less or equal to 0.05 hypothesis is rejected, and the Jarque Bera test which state if the p-value is lower than the Chi (2) value then the null hypothesis cannot be rejected and the residuals are normality distributed.

Several measures employed to ensure that the results are free from material errors from the collection of secondary data to the interpretation of the results. Such measures included a prior review of collected data by the supervisor and the collection of those data is taken from a trustworthy source such as Mbinga district officials. The measurement done to ensure that if repeated a second time would give the same results as it did the first time. If the results are different, then the measurement is un-receivable.

3.9.4 Multicollinearity

Multicollinearity is defined as the occurrence of high intercorrelations among two or more independent variables in a multiple regression model which is when independent variables are correlated and cause a problem in interpretation since they are independent variables. There is a different test for multicollinearity like the variance inflation factor which identifies a correlation between independent variables and the strength of that correlation, which starts at 1 and has no limit, a value of 1 indicated that there is no correlation between this independent variable and any others.

VIFs between 1 and 5 suggest that there is a moderate correlation, but it is not severe enough to warrant corrective measures. VIFs greater than 5 represent critical levels of multicollinearity where the coefficients are poorly estimated and the p-values are questionable.

3.9.5 Homoscedasticity

Homoscedasticity based on this study defined as the situation in which the error term, noise or random disturbance in the relationship between the independent variables and the dependent variable is the same across all values of the independent variables. There are various methods to test for homoscedastic but for this model, Szroeter's test was used where H_0 : variance constant and H_a : variance monotonic in a variable, also the scatter plot was a good

way to check whether the data are homoscedastic that is residuals are equal across the regression line. If the model is well fitted, there should be no pattern to the residual plotted against the fitted values but if the variance of the residual is not constant, then the residual is to be heteroscedastic, which was through a graphical plot between residual versus fitted (predicted) values.

3.10 Reliability

According to Thwala, D (2018) reliability concerns the extent to which a measurement of a phenomenon provides stable and consistent result. Reliability is also concerned with repeatability. Testing for reliability is important as it refers to the consistency across the parts of a measuring instrument. A scale is said to have high internal consistency reliability if the items of a scale hang together and measure the same construct. The most commonly used internal consistency measure is the Cronbach Alpha coefficient. It is viewed as the most appropriate measure of reliability when making use of Likert scales. Pilot study was conducted.

3.11 Ethical Consideration

The researcher adhered to ethical issues in research by seeking the consent of the institution that is Arusha Institute of Accountancy. The researcher made ensure that the information provided by the respondents for this study treated with confidentiality to ensure confidentiality, the data secured by a password to control access.

CHAPTER FOUR

FINDINGS AND DISCUSSION OF THE RESULTS

4.0 Introduction

This chapter presents the findings of the study. Findings are presented in response to the specific research questions. The chapter presents and discusses findings generated from data analysis. In this study, a total of 204 questionnaires were distributed to the respondents. 168 (96.4%) questionnaires were filled and returned for analysis while only 3.6% which was equivalent to 6 respondents were not returned. Analysis of questionnaire data was done on Excel and STATA version 11.2 so as to generate descriptive and inferential statistics.

4.1 Reliability Results

Pilot study was conducted, the reliability of the questionnaires was tested and results yielded the Cronbach's Alpha as shown in table 3.2 below.

Table 3.2: Reliability Test Results

Objectives	Cronbach's Alpha
Project planning on project performance	.793
Project monitoring on project performance	.821
Project evaluation on project performance	.856

Source: Field Data (2022).

These findings indicated that the Cronbach's Alpha for all items was above 0.7 denoting that the instruments used to collect data were reliable.

4.2 Descriptive statistics

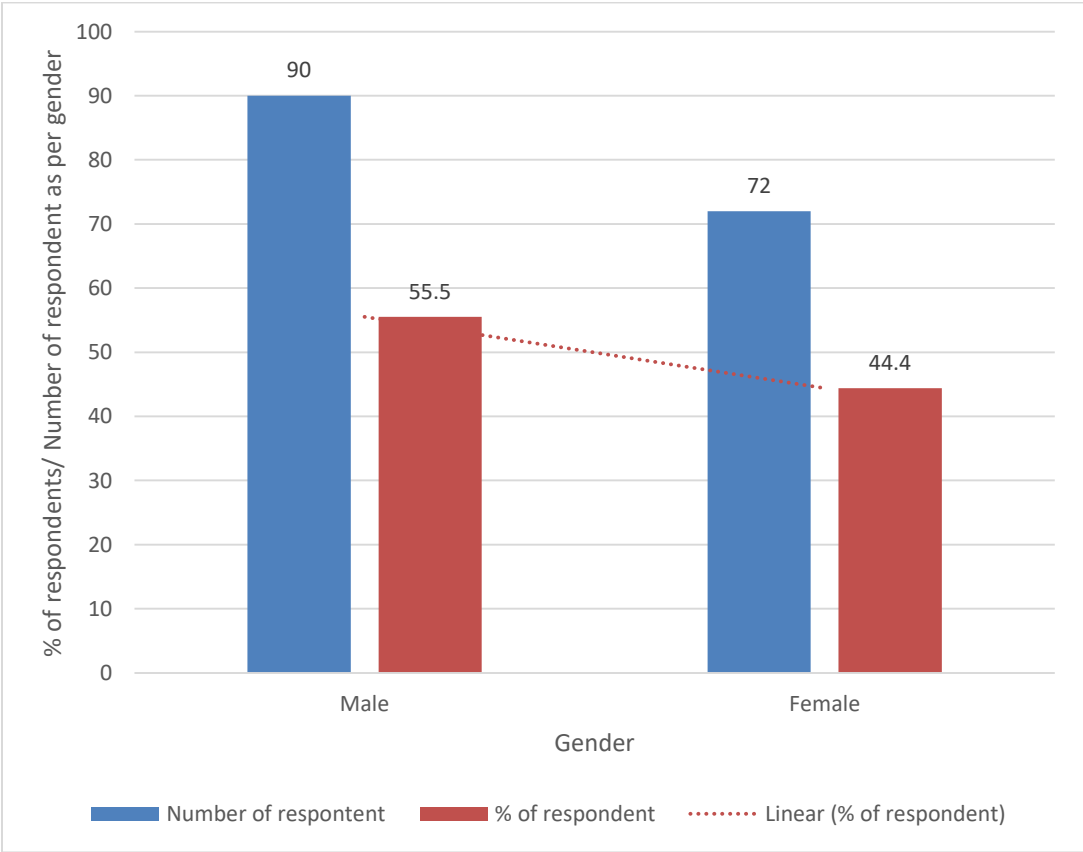
Descriptive statistics consists of three basic categories of measures, measures of central tendency, measures of variability (or spread), and frequency distribution. Measures of central tendency describe the center of the data set (mean, median, and mode). Measure of frequency (count, percent and frequency), measure of variation (range, variance and standard deviation), measure of position (percentile ranks, quartile ranks).

This was used to describe the summaries of samples and measures as a basis for the quantitative analysis of data. It was used to find out the fundamental features of the research findings, and give a simple summary and graphical presentation of the data.

4.2 Demographic data

The study included in its sample respondents with different characteristics. Respondents were categorized according to gender, age, project experience, and lastly, education level. This demographic is a subset of descriptive statistics because represents gender distribution of the respondents. The selection of the mentioned demographic data was important so as to determine the respondents' characteristics. In terms of the gender of respondents, for this research male respondents were 90 or 55.5% of the total and female were 72 or 44.4% of the total.

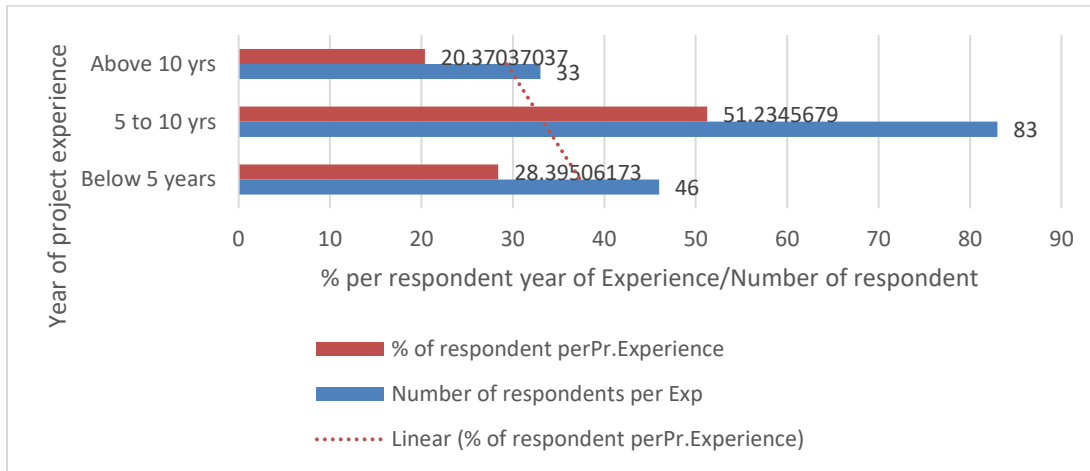
Figure 4.1: Gender distribution of the respondents.



Source: Research 2022

Also, the author presented bio data of respondent project experience and status as follows, below five years were 46 equivalents to 28.3950 %, five to ten years was 83 which was equivalent to 51.23 %, and above ten years was 33 which was equivalent to 20.37%.

Figure 4.2 below showing project experience status.



Source: Researcher 2022

Apart from the percentage allocation of every bio-data of the respondents who participated to answer a questionnaire, the researcher provides a piece of detailed information about statistical information of the respondent to show the mean, standard deviation, variance, skewness, and lastly kurtosis with the only reason to determine bio-data with high expectation as shown below.

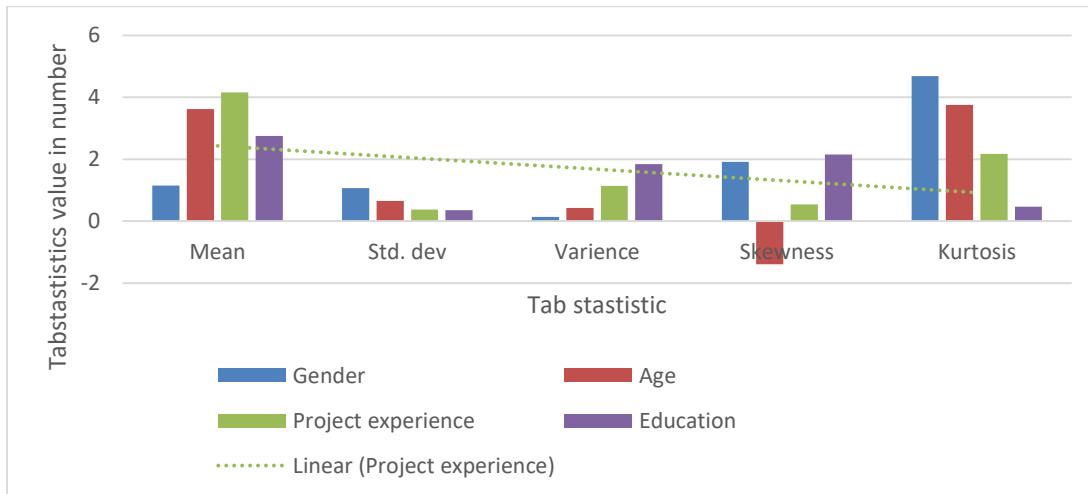
Table 4.1: below showing descriptive data of the sample population

Bio-data/ Tab-statistics	Mean	Std. dev.	Variance	Skewness	Kurtosis
Gender	1.1538	1.06818	0.141	1.9188	4.6818
Age	3.6154	0.6504	0.4231	-1.3876	3.7507
Project experience	4.1538	0.3755	1.141	0.5431	2.1739
Education	2.75	0.356801	1.840909	2.15775	0.470434

Source: Research 2022

Regarding the information gathered by the author as per table 4.1, the author of this study presented an analytical graph to present the above findings, in which gender had the mean score value of 1.1538, age had the mean score of 3.6154 and lastly was education had mean score value of 2.75 as presented in figure 4.3 below.

Graph 4.3: below showing Bio-data



Source: Research 2022

Figure 4.3 demonstrate that project experience has the highest mean score of 4.153 and the smallest standard deviation of 0.3755, this implies that project experience has the highest expectation to the explained factor that is the dependent variable which was public project performance, hence author reveals that, public project performance in demographic factor was the function of project experience as aligned by different scholar below.

Muhammad (2022) argued that project managers' breadth of experience positively affects their ability to lead project teams and foster project performance. Regarding the finding, when people are exposed to different types of project experiences, tend to consolidate the underlying knowledge gained from those experiences into broader schemes to develop better

mental models of how customers' business processes and needs map into the specific functions (Muhammad, 2022)

4.3 Effect of planning on the performance of the public project

Project planning is one of the primary functions of project M&E with the potential to contribute to the success of service delivery. It is a function that sets in motion the entire acquisition. Despite this importance, very limited scientific research has been done to examine the extent to which efforts in project planning can contribute to project performance. There are many factors in project planning but to mention a few as addressed by the author of this study, these included the client's goals., client's budget., client timeline, client expectations then Design monitoring tools, identifying stakeholders, and lastly was to Help to realize key performance indicators, these factors presented by Table 4.2 Graph showing the effect of planning on the performance of the public project.

Table 4.2 below showing the effect of planning on the performance of the public project

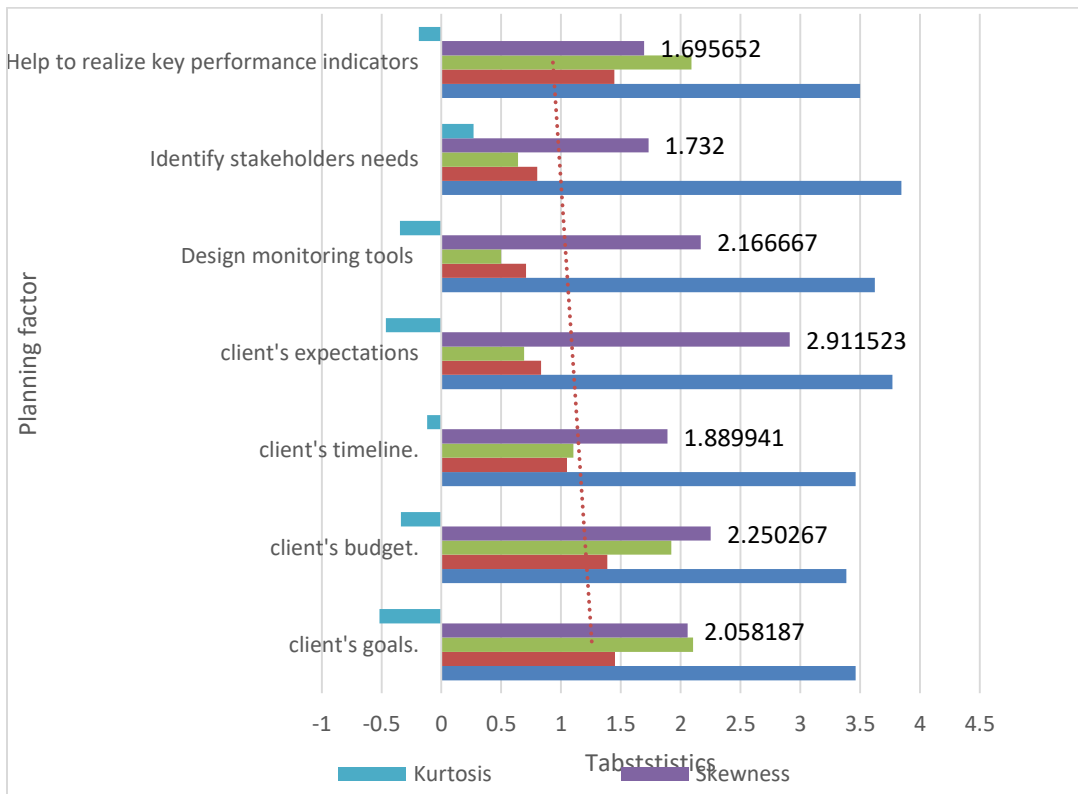
Planning	Mean	Std. dev.	Variance	Skewness	Kurtosis
Consider the client's goals.	3.461538	1.450022	2.102564	2.058187	-0.51815
Consider the client's budget.	3.384615	1.38675	1.923077	2.250267	-0.33717
Consider the client's timeline.	3.461538	1.050031	1.102564	1.889941	-0.11969
consider the client's expectations	3.769231	0.83205	0.692308	2.911523	-0.46509
Design monitoring tools	3.6238489	0.707107	0.5	2.166667	-0.34567
Identify stakeholders needs	3.846154	0.800641	0.641026	1.732	0.27
Help to realize key performance indicators	3.5	1.445998	2.090909	1.695652	-0.18843

Source: Research 2022

The author's finding from table 4.2 reveals that stakeholder needs identification has the highest mean score of 3.846154 and the smallest standard deviation was 0.800641, this

signifies that public projects performance in alignment with the project planning is the function of stakeholder needs identification, author reveals that public project performance influence by stakeholder need identification as presented by figure 4.5 below.

Figure 4.4: Graph showing the effect of planning on the public project performance



Source: Research 2022

Based on the fact above, identifying the stakeholder needs revealed as the most important factor for the public project performance as aligned with different views from other scholars below, Chong (2022) argued that a project's stakeholders are the people or groups who have something to gain (or loss) from public project's outcome (Chong, 2022)

Kyemaa, (2022) argued that the project manager and project team are responsible to keep all stakeholders informed, involved, and on board, throughout the project's progression since

stakeholder happiness is one of the key metrics of a successful project, hence it is vital to stakeholder needs to be known early at the beginning of the project (Kyewaa, 2022).

Jawed (2022) addressed that, ultimately managing complex stakeholder relationships is one of the key skills of a project manager. But with so many different interests, perspectives, and personalities to juggle, it's no easy feat for the management but if the project management team identified the stakeholder's needs, helps to manage stakeholders (Jawed, 2022)

Turner (2022) addressed that, identifying what stakeholders are and their need, help to draw a project charter and any other project plans and documentation to compile a full list of your project stakeholders, both internal and external without forgetting that some stakeholders won't come into play until later in the project lifecycle but if project manager and the team can anticipate who they'll be in advance, they can start to get their buy-in, build the relationship from the outset, and help them to feel involved from the beginning for public project performance (Turner., 2022)

Harwell (2021) argued that it is obvious that projects that come to a successful end are most often achieved by fulfilling the requirements of stakeholders. Stakeholders' participation and expectations are not the same within a project. Also, their degree of involvement and influence is different. A project cannot be completed without the support of its key stakeholders. Therefore, as a project manager, you need to identify and classify stakeholders to deal with them according to their effect on the project (Harwel, 2021)

4.4 Effect of project monitoring on the performance of the public project

Findings revealed that project monitoring has a positive relationship with public projects, although the author of this study takes a look at different factors in project monitoring to realize which factor matter at most for the performance of the public project, the researcher

used descriptive statistics to realize under the rule of mean and standard deviation where the factor with highest mean score and smallest standard deviation as per table 4.3 below.

Descriptive result from the table 4.3 reveal that, project monitoring lead to the project usefulness, hence ensure performance of the project, this imply that to attain usefulness to public project specifically in Mbinga district, monitoring of the project need to be strengthened toward project performance, below are graphical presentation of the factors under monitoring of the project.

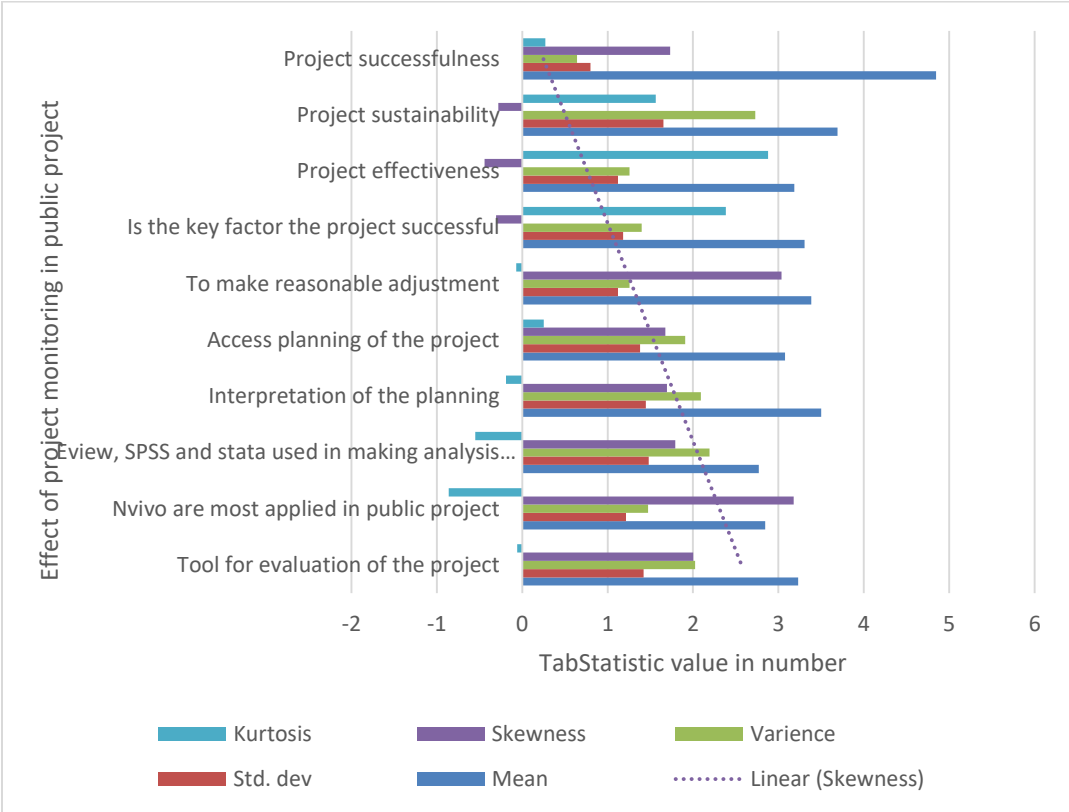
Table 4.3: Effect of project monitoring on the performance of the public project

Monitoring	Mean	Std. dev.	Variance	Skewnes s	Kurtosis
Tool for evaluation of the project	3.230769	1.42325	2.025641	2.002844	-0.05981
Nvivo is most applied in public project	2.846154	1.214232	1.474359	3.178563	-0.86178
Eview, SPSS, and stata are used in making an analysis of every public project	2.769231	1.480644	2.192308	1.794142	-0.55117
Interpretation of the planning	3.5	1.445998	2.090909	1.695652	-0.18843
Access planning of the project	3.076923	1.38212	1.910256	1.67774	0.253097
To make a reasonable adjustment	3.384615	1.120897	1.25641	3.035714	-0.06997
Is the key factor to the project successful	3.3078	1.1821	1.3974	-0.3075	2.3839

Project Effectiveness	3.1846	1.1209	1.2564	-0.4395	2.8773
Project sustainability	3.6923	1.6525	2.7308	-0.2811	1.565
Project successfulness	4.846154	0.800641	0.641026	1.732	0.27

Source: Research 2022

Figure 4.5 Effect of monitoring on public projects performance.



Source: Research 2022

4.5 Effect of project evaluation on the performance of the public project

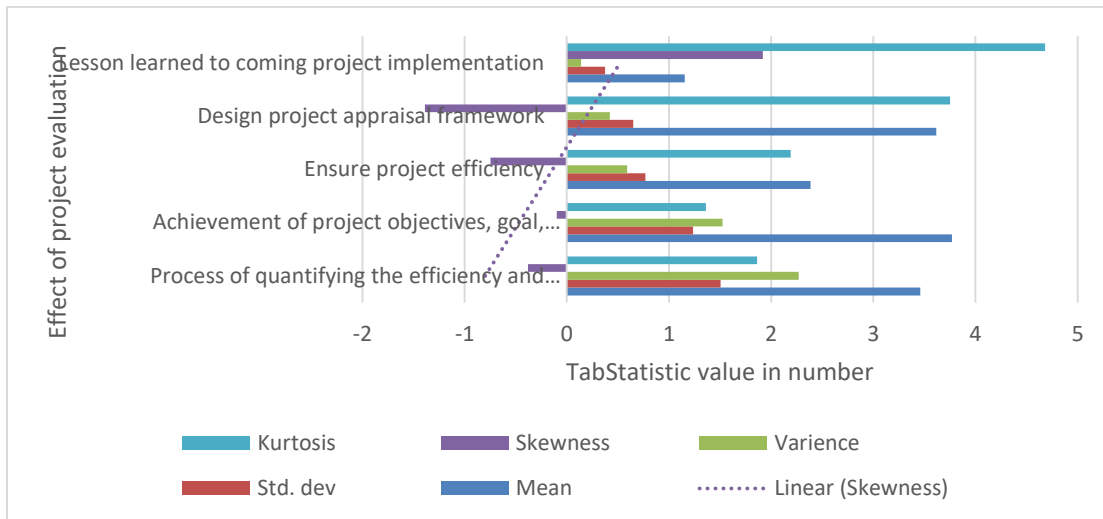
Finding reveal that, project evaluation has positive relationship with performance of the public project, finding showed that, achievement of project objectives, goals, development effectiveness, efficiency, impact, and sustainability had the mean score of 3.7692 which was the highest mean score which implies project evaluation has positive impact toward attaining project sustainability as illustrated in table below.

Table4.4 Descriptive result table showing the effect of project evaluation on public projects performance.

project evaluation	Mean	Std. dev.	Variance	Skewness	Kurtosis
Process of quantifying the efficiency and effectiveness	3.4615	1.5064	2.2692	-0.3801	1.863
Achievement of project objectives, goals, development effectiveness, efficiency, impact, and sustainability	3.7692	1.2351	1.5256	-0.0996	1.3619
Ensure project efficiency	2.3846	0.7679	0.5897	-0.7479	2.1914
Design project appraisal framework	3.6154	0.6504	0.4231	-1.3876	3.7507
Lesson learned to coming project implementation	1.1538	0.3755	0.141	1.9188	4.6818

Source: Research 2022

Figure 4.7: Graph showing the effect of project evaluation on public project performance.



Source: Research 2022

As the figure above illustrate, project evaluation resulted to achievement of project objectives, goals, development effectiveness, efficiency, impact, and sustainability, this finding aligned with those of Hodges (2022) argued that, evaluation is all part of results-based project management. The key idea underlying project cycle management, and specifically monitoring and evaluation, is to help those responsible for managing the resources and activities of a project to enhance development results along a continuum, from short-term to long-term. Managing for impact means steering project interventions towards sustainable, longer-term impact along a plausibly linked chain of results: inputs produce outputs that engender outcomes that contribute to impact (Hodges, 2022)

Also, Njenga (2022) addressed that, participatory evaluation involving the local partners and the beneficiaries strengthens them capacities and ownership of the project and thereby increases a project's sustainability. It also assesses how a project is motivating and

supporting national constituents and other partners to meet the decent work-related needs of the intended beneficiaries (Njenga, 2022)

4.6 Model diagnostic test.

The regression model passed through different diagnostic tests including the serial correlation test and observed that 3.36 VIF, hence VIFs between 1 and 5 suggest that there is a moderate correlation, but it is not severe enough to warrant corrective measures.

Variable	VIF	1/VIF
Public project performance	3.36	0.297321
Intercept	3.36	0.297321
Mean VIF	3.36	

Table 4.6 VIF result table

Variable	Obs	W	V	Z	Prob>z
Public project performance	60	0.52761	10.784	4.777	0.000
Planning	60	0.43364	12.93	5.141	0.000
Monitoring	60	0.54844	10.309	4.686	0.000
Evaluation	60	0.86497	1.594	1.974	0.000

Source: Research 2022

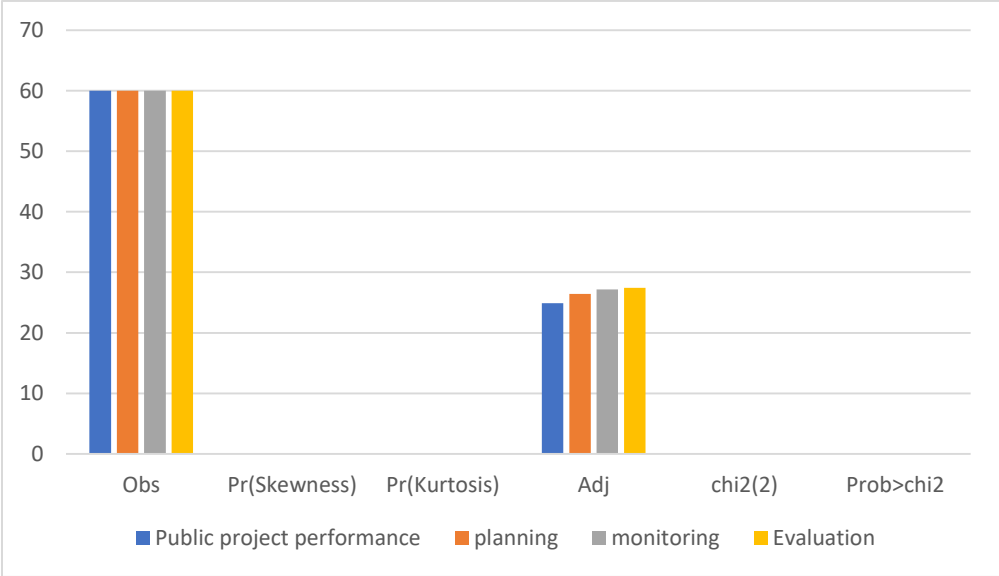
Table 4.7 Shapiro-Wilk W test for normal data

Independent variables	VIEW	1/VIF
planning	1.01	0.994845
monitoring	1.01	0.994845
Evaluation	1.01	0.994845
Mean VIF	1.01	

Source: Research 2022

Results show that the Shapiro-Wilk test was the most powerful normality test since the Shapiro-Wilk Test helped the study on knowing whether a population was normally distributed or not, so based on the rule of thumb stated as the Prob < W value listed in the output the p-value. If the chosen alpha level is 0.05 and the p-value is less than 0.05, then the null hypothesis that the data are normally distributed is rejected. If the p-value is greater than 0.05, then the null hypothesis is not rejected hence the result above in figure 4.7 show the test is significant since the p-value is less than 0.05 and it tells us that the distribution of the sample was significantly normally distributed.

Figure 4.8: Skewness/Kurtosis tests for Normality



Source: Research 2022

Since multicollinearity occurs when independent variables in a regression model are correlated, to avoid it multicollinearity was tested through VIF because independent variables should be independent so if the degree of correlation between variables is high enough, it can cause problems when fitting the model and interpreting the results.

Hence in table 4.8 variance inflation factors for a regression model show that VIF value of 1.01 which means that there was no correlation between the predictor or independent variable and the remaining predictor variables that are independent as depicted from the general rule of thumb that VIFs exceeding 4 warrant further investigation, while VIFs exceeding 10 are signs of serious multicollinearity requiring correction which signify that selected independent variables labor turnover, social impact and lesson learned was real independent and fit to explain tourism sector performance as dependent variable since there was no multicollinearity existed between independent variables.

Based on the rule of thumb which explains that the skewness for a normal distribution is zero, and any symmetric data should have a skewness near zero whereby negative values for the skewness indicate data that are skewed left and positive values for the skewness indicate data that are skewed right, while kurtosis is measured against the normal distribution and if the kurtosis is close to 0 then a normal distribution is often assumed and it called mesokurtic distributions but if the kurtosis is less than zero, then the distribution is light tails and is called a platykurtic distribution, so based to the table of result about skewness and kurtosis which show value 0 signified normally distributed data.

4.7. Regression result

The results of R square = 67.8 % is a suitable fitted level to explain the model. This is interpreted as that; project planning, project monitoring, and project evaluation explain public project performance specifically in the Mbinga district by 67.8 % while other unidentified factors can explain public project performance in the Mbinga district by only 32.2 %.

In to the regression result table below, monitoring has coefficient value of 0.213 which is a positive value, this imply that, planning has positive relationship toward performance of public

project, but also planning observed to be significantly to explain performance of public project since t-statistics has value of 2.11 which was above 1.96 as per rule of thumb which state that if t-statistics is greater than 1.96 signify that the variable is significant to explain dependent variable in which to study was performance of public project.

Also, regression result table showed monitoring has coefficient value of 6.143 which is a positive value, this imply that, monitoring has positive relationship toward performance of public project, but also monitoring observed to be significantly to explain performance of public project since t-statistics has value of 2.97 which was above 1.96 as per rule of thumb which state that if t-statistics is greater than 1.96 signify that the variable is significant to explain dependent variable in which to study was performance of public project.

Furthermore, author found that, evaluation has coefficient value of 3.714 which is a positive value, this imply that, monitoring has positive relationship toward performance of public project, but also monitoring observed to be significantly to explain performance of public project since t-statistics has value of 21.97 which was above 1.96 as per rule of thumb which state that if t-statistics is greater than 1.96 signify that the variable is significant to explain dependent variable in which to study was performance of public project.

Table 4.5 Value of R-square in Regression Result table

	Ss	Df	Number of observations = 60	
			MS	F (1, 17) = 120.01
				Prob > F = 0.0000
Model	6.04E+15	1	3.95E+02	R-squared = 0.6782
Residual	1.32E+14	13	5.65E+02	Adj R-squared = 0.6319
				Conf. Interval]

Public project performance	Coef	Coef. Std.	T	P>t	[95% conf. interval
Planning	0.213	0.038	2.11	0.000	48.38519 59.38821
Monitoring	6.143	0.047	2.97	0.001	0.2094937 4.334562
Evaluation	3.714	1.073	1.97	0.000	37.8341 49.63819

Source: research 2022

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary, conclusions and recommendations of the study. The Summary of research findings has been presented about the research objectives that guided the study. Conclusions and recommendations were presented based on the research findings presented in chapter four.

5.1 Summary

This study assessed the effects of monitoring and evaluation on the performance of Public Projects in Tanzania a case of social infrastructure public projects in Mbinga District.

Findings about the effect of planning on the performance of the public project indicated that stakeholder needs identification was identified to be the most planning factor that influences performance of the public projects in Tanzania. This means public projects performance in alignment with the project planning is the function of stakeholder needs identification.

Findings about the effect of project monitoring on the performance of the public project found that project monitoring has a positive relationship with public projects. It was further noted that project monitoring lead to the project usefulness, hence ensure performance of the project, this imply that to attain usefulness to public project specifically in Mbinga district.

Findings about the effect of project evaluation on the performance of the public project revealed that project evaluation has positive relationship with performance of the public project. The study realized that achievement of project objectives, goals, development effectiveness, efficiency, impact, and sustainability were significantly influenced in attaining project sustainability.

Generally, the findings indicated that planning, monitoring, and evaluation have a positive relationship with the performance of public project specifically social infrastructure public projects in Mbinga district.

5.2 Conclusions

Following the findings presented in chapter four, the following conclusions were made;

First, the study concluded that there the effect of planning on the performance of the public project can be realized through factors in project planning including the client's goals, client's budget, client timeline, client expectations then Design monitoring tools, identifying stakeholders.

Second, the study further concluded that project monitoring has a positive relationship with public projects since project monitoring lead to the project usefulness, hence ensure performance of the project, this imply that to attain usefulness to public project specifically in Mbinga district.

Third, the study also concluded that project evaluation has positive relationship with performance of the public project. For instance, achievement of project objectives, goals, development effectiveness, efficiency, impact, and sustainability were seem to be vital toward attaining project sustainability.

5.3 Recommendation and Policy Implication.

Due to the positive relationship between project planning, project monitoring, and project evaluation toward the performance of the social infrastructure public projects in Mbinga District,

The study recommended that monitoring of the project need to be strengthened toward project performance in Mbinga District. This should be done in line with the use of experts and adherence to monitoring procedures.

The study recommended that the ministry responsible for civil public servants in the government of the United Republic of Tanzania should recognize the importance of monitoring experts in the public office instead of politicians and other workers who manage projects without the skills to manage the projects, which leads to the government losing huge amounts of money that would have brought development to the nation as a whole.

Moreover, the study recommended that the government should see the need to empower economists in the area of projects so that they can manage projects smartly, but in parallel with the curriculum in colleges students studying economics should be taught to plan and manage projects.

5.4 Areas for further research

Despite work accomplishment, there were several challenges the author of the study encountered such as delays in respondents filling the questionnaire on time due to the work schedule, time constraints, and limited budget to cover a large area. So, analysis and findings from this study should not be conclusive but there is a need for further studies in the following area carrying out further research on the same topic using a large sample, carrying out a similar study to current and including other macroeconomic variables and non-macroeconomics variables.

Carrying out a similar study using the same variables but a different model and theory adoption, analytical models carrying out similar studies using the same variables or increasing number sample size, but recent room to cover is whether effects of monitoring and evaluation on the performance of public projects in Tanzania a case of social infrastructure public projects in Mbinga District.

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APPENDICES

APPENDIX I: QUESTIONNAIRES

Dear Respondent,

My name is Paul Kilian. I am a student at the Institute of Accountancy Arusha pursuing a degree in Masters of Science in project planning management. I am undertaking research **THE EFFECTS OF MONITORING AND EVALUATION ON THE PUBLIC PROJECT PERFORMANCE: THE CASE OF SOCIAL INFRASTRUCTURE PUBLIC PROJECT IN MBINGA DISTRICT COUNCIL**. You have been selected to participate in this study to obtain your perceptions and views regarding to this study. There are no good or wrong answers but your honest participation in answering the questions will assist in **THE EFFECTS OF MONITORING AND EVALUATION ON THE PUBLIC PROJECT PERFORMANCE: THE CASE OF SOCIAL INFRASTRUCTURE PUBLIC PROJECT IN MBINGA DISTRICT COUNCIL**. The information provided will be treated confidentially. Don't write your name in this questionnaire.

Thank you!

SECTION A. DEMOGRAPHIC INFORMATION: Kindly tick (✓) appropriate option

1. **Gender:** Male [] Female []
2. **Age:** Below 20 [] 21 to 25 [] 26 to 30 [] 31 to 35 [] 36 to 40 [] Above 40 []
3. **Project experience:** Below 5 years [] 5 to 10 [] Above 10 []
4. **Education:** None [] Primary [] Secondary [] Tertiary []

SECTION B: THE EFFECTS OF MONITORING AND EVALUATION ON THE PUBLIC PROJECTS PERFORMANCE.

Research Objective one: To assess the effect of Planning on the public project performance.

Kindly tick (√) in the box the response that best describes your response using the following key 1- Strongly Disagree 2=Disagree 3= Agree 4= Strongly Agree

Planning	1	2	3	4
Consider the client's goals.				
Consider the client's budget.				
Consider the client's timeline.				
consider the client's expectations				
Design monitoring tools				
Identify stakeholders				
Help to realize key performance indicators				

Research Objective two: To examine the effect of project monitoring on public project performance.

Kindly tick (√) in the box the response that best describes your response using the following key 1- Strongly Disagree 2=Disagree 3= Agree 4= Strongly Agree

Monitoring	1	2	3	4
Tool for evaluation of the project				
Nvivo are most applied in public project				

Eview, SPSS and stata used in making analysis to every public project				
Interpretation of the planning				
Access planning of the project				
To make reasonable adjustment				
Is the key factor the project successful				
Project effectiveness				
Project sustainability				
Project usefulness				

Research Objective three: To identify the influence of monitoring and evaluation's human capacity/competency on Public Project Outcome.

Kindly tick (√) in the box the response that best describes your response using the following key 1- Strongly Disagree2=Disagree3= Agree4= Strongly Agree

Research Objective four: To examine the effect of project evaluation on the performance of Public Project.

Kindly tick (√) in the box the response that best describes your response using the following key 1- Strongly Disagree2=Disagree3= Agree4= Strongly Agree

project evaluation	1	2	3	4
Process of quantifying the efficiency and effectiveness				
Achievement of project objectives. development effectiveness, efficiency, impact and sustainability				
Ensure project efficiency				

Design project appraisal framework				
Lesson learned to coming project implementation				

SEHEMU B: MADHARA YA UFUATILIAJI NA TATHMINI JUU YA PERFORMANCE YA MRADI WA UMMA.

Lengo la Utafiti moja: Kutathmini athari za Mipango juu ya utendaji wa mradi wa umma.

Kindly tick (√) kwenye sanduku jibu ambalo linaelezea vyema jibu lako kwa kutumia ufunguo ufuatao 1- Kutokubaliana sana2=Disagree3= Agree4= Kukubaliana kwa nguvu

Mipango	1	2	3	4
Fikiria malengo ya mteja.				
Fikiria bajeti ya mteja.				
Fikiria ratiba ya mteja.				
Zingatia matarajio ya mteja				
Kubuni zana za ufuatiliaji				
Kutambua wadau				
Msaada wa kutambua viashiria muhimu vya utendaji				

Lengo la Utafiti la Pili: Kuchunguza athari za ufuatiliaji wa mradi juu ya utendaji wa mradi wa umma.

Kindly tick (√) kwenye sanduku jibu ambalo linaelezea vyema jibu lako kwa kutumia ufunguo ufuatao 1- Kutokubaliana sana2=Disagree3= Agree4= Kukubaliana kwa nguvu

Ufuatiliaji	1	2	3	4
Chombo cha tathmini ya mradi				

Nvivo hutumiwa zaidi katika mradi wa umma				
Ushahidi, SPSS na stata kutumika katika kufanya uchambuzi kwa kila mradi wa umma				
Tafsiri ya mipango				
Upangaji wa upatikanaji wa mradi				
Kufanya marekebisho ya kuridhisha				
Je, jambo muhimu ambalo mradi umefanikiwa				
Ufanisi wa mradi				
Uendeleu wa mradi				
Manufaa ya mradi				

Lengo la Utafiti tatu: Kutambua ushawishi wa ufuatiliaji na tathmini ya uwezo wa binadamu / uwezo juu ya Matokeo ya Mradi wa Umma.

Kindly tick (√) kwenye sanduku jibu ambalo linaelezea vyema jibu lako kwa kutumia ufunguo ufuatao 1- Kutokubaliana sana 2=Disagree 3= Agree 4= Kukubaliana kwa nguvu

Lengo la Utafiti nne: Kuchunguza athari za tathmini ya mradi juu ya utendaji wa Mradi wa Umma.

Kindly tick (√) kwenye sanduku jibu ambalo linaelezea vyema jibu lako kwa kutumia ufunguo ufuatao 1- Kutokubaliana sana 2=Disagree 3= Agree 4= Kukubaliana kwa nguvu

tathmini ya mradi	1	2	3	4
Mchakato wa kupima ufanisi na ufanisi				
Mafanikio ya malengo ya mradi. ufanisi wa maendeleo, ufanisi, athari na uendeleu				

Kuhakikisha ufanisi wa mradi				
Sanifu mfumo wa tathmini ya mradi				
Somo la kujifunza kuja kwa utekelezaji wa mradi				

APPENDIX II: RESEARCH ACTION PLAN AND RESEARCH BUDGET

RESEARCH ACTION PLAN

S/N	ACTIVITIES	August	August	August	August	August-	August	September	October	October	November
01	Formulating and refining research problem										
02	Literature review										
03	Research proposal drafting										
04	Refining the proposal with Supervisor's comments.										
05	Proposal submission and defense										
06	Data collection										

	and data analysis.										
07	Research report writing and refining										
08	Final report defense and collections										
09	Binding and submissions.										

RESEARCH BUDGET.

The following is a proposed budget needed to carry out the research activities.

S/NO	ITEM DESCRIPTIONS	QUANTITY	RATE-Tzs	AMOUNT-Tzs
01.	Data collectors	2 Persons	300,000	600,000
02.	Travel and meals	1 Item	250,000	250,000
03.	Printing and stationeries.	1 Item	200,000	200,000
04.	Communication expenses.	1 Item	100,000	100,000
05	Materials and equipment	1 Item	200,000	200,000
06	Contingencies.	1 Item	150,000	150,000
			Total	1,500,000