

**EFFICIENCY OF MONITORING AND EVALUATION IN ROAD SECTORS
PERFORMANCE: CASE OF TARURA ROAD PROJECTS IN DODOMA
MUNICIPAL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN
MONITORING AND EVALUATION OF THE OPEN UNIVERSITY OF
TANZANIA**

2019

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: "Efficiency of Monitoring and Evaluation in Road Sectors Performance: Case of TARURA Projects in Dodoma Municipal." In partial fulfillment of the requirements of the awards degree of Masters of Arts in Monitoring and Evaluation of the Open University of Tanzania.

í í í í í í í í í í í í í í í ..

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(Supervisor)

í í í í í í í í í í í í í í ...

Date

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DECLARATION

I, Benedictor Libaba, do hereby declare that this dissertation is my own original work, except where stated otherwise, and that the same work has not been submitted for an academic award to any University or Institution for Higher Learning.

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Signature

í í í í í í í í í í í í í í

Date

DEDICATION

I dedicate this thesis to my family members, relatives and all generations to come. It is dedicated to all our journeys in learning to thrive. öYour strength is your determination.ö

AKNOWLEDGEMENT

I would like to express my special thanks to my Supervisor Prof. Deus Ngaruko who helped me in doing this research Efficiency of Monitoring and Evaluation in road sectors performance: Case of TARURA project in Dodoma Municipal His help and guidance deserve my deepest gratitude; otherwise it would have been difficult to keep this work end. I thank him for his extensive help for providing me with valuable suggestions and inputs at various stages of my thesis.

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ABSTRACT

This dissertation study, "Efficiency of monitoring and Evaluation in road sectors performance: Case of TARURA road projects in Dodoma Municipal." The study identifies the efficiency of Monitoring and Evaluation in TARURA road projects in Dodoma, and suggested the best approach to enhance road performance. A total of 82 respondents were chosen from different levels. Both qualitative and quantitative data were obtained through questionnaires from the interviews done. Questionnaires and interviews have been used as tools for data collection, and analysis was done through Statistical package (SPSS). Findings of the study showed that there were no Prompt disbursement of funds, resources did not allocated in the right quantities for the planned activities, projects did not begin and closed on time as per prescribed plan, public funds for the sector was not adequate for addressing the sector issue and agency did not provide M&E training for staff. Funds was of the most important, its omission is fatal to project execution. Right amount of funds should be timely available to project to enable its implementation so as to produce desirable results. Performance of road projects will not be happened if M&E tools and M&E efficiency dismissed. Evidence from engineers depict that, the funds received from the Local Government Authority (LGAs) is less than expected. For instance in Dodoma Municipal road maintenance needed 200 billion shillings in financial year but only receive thirty percent of it. And those 30% obtained available in lump sum this undermine the performance of TARURA road projects. It is therefore difficult for TARURA to reach success in its projects. Researcher recommends the budget funds to be transferred immediately to implement development activities on time.

TABLE OF CONTENTS

CERTIFICATION.....	ii
COPYRIGHT	iii
DECLARATION	iv
DEDICATION	v
AKNOWLEDGEMENT.....	vi
ABSTRACT	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES.....	xiv
LIST OF FIGURES	xv
LIST OF ABBREVIATIONS.....	xvi
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Chapter Overview	1
1.2 Background Information.....	1
1.2.1 Monitoring and Evaluation in Tanzania and its Challenges	3
1.3 Statement of the Problem.....	5
1.4 Objectives of the Study.....	6
1.4.1 General Objective.....	6
1.4.2 Specific Objectives.....	6
1.5 Research Question.....	7
1.6 Significance of the Study.....	7
1.7 Scope of the Study.....	8
1.8 Limitation and Delimitation.....	8

1.9	Organization of the Study	8
CHAPTER TWO		10
LITERATURE REVIEW.....		10
2.1	Introduction.....	10
2.2	Definitions of Concept.....	10
2.2.1	Monitoring	10
2.2.2	Evaluation	10
2.2.3	Monitoring and Evaluation	10
2.2.4	Efficiency.....	11
2.3	Relationship between M&E and Efficiency	11
2.4	Significance of Monitoring and Evaluation in Project Performance	12
2.4.1	Roles of Monitoring	12
2.4.2	Roles of Evaluation	12
2.4.3	Performance of Road Sectors.....	13
2.5	Theoretical Literature Review	14
2.5.1	Theory.....	14
2.5.2	Theoretical Literature Review	14
2.5.3	Theory of Change.....	14
2.5.4	Participatory Theory.....	15
2.5.5	Programs Theory	15
2.5.6	Evaluation Theory	15
2.5.7	Policy Review	16
2.6	Monitoring Project in Local Government.....	17
2.7	Challenges for Monitoring Project and Evaluation in Local Government ...	17

2.8	Different features of Monitoring and Evaluation.....	18
2.9	For the Effective M&E System the followings are the Distinctive Characteristics Features:.....	18
2.10	Standard Criteria for Good M&E System	19
2.11	Conceptual Framework.....	23
2.12	Research Gap	24
	CHAPTER THREE.....	26
	RESEARCH METHODOLOGY	26
3.1	Introduction.....	26
3.2	Research Philosophy	26
3.3	Research Design.....	26
3.4	Areas of Study.....	27
3.5	Universe, Sample and Sampling Techniques.....	28
3.5.1	Survey Universe	28
3.5.2	Simple Random Sampling	28
3.5.3	Non-Probability Technique.....	28
3.6	Sampling Unit	29
3.7	Data Collection Methods	29
3.7.1	Primary Data	30
3.7.2	Secondary Data	30
3.8	Questionnaires.....	30
3.8.1	Interviews.....	31
3.8.2	Documentary Review	31
3.9	Measuring Procedures of Variables	31

3.10	Validity and Reliability	32
3.12	Data Analysis Plan	32
CHAPTER FOUR		34
RESEARCH FINDINGS AND INTERPRETATION.....		34
4.1	Introduction.....	34
4.2	Response Rate	34
4.3	Background Information.....	35
4.4	Efficiency of Monitoring and Evaluation in Road Sectors Performance	36
4.4.1	Road Sectors Assess Performance Results	36
4.4.3	Public Fund for the Sector Adequate for Addressing the Sector Issue	37
4.4.4	Resources Allocated in the Right Quantities and Quality for the Planned Activities	38
4.4.5	Projects begin and closed on Time as per Prescribed Plan.....	39
4.5	To Identify the Relationship between M&E and Efficiency for Road Projects at Dodoma Municipal.....	39
4.5.1	Poor Organizational Management in M&E Influence Project Efficiency.....	40
4.5.2	Bad Perception of M&E Influence Project Efficiency	40
4.5.3	Poor M&E Performance Indicators Influence Project Efficiency.....	41
4.5.4	Project Efficiency Depend on M&E.....	42
4.6	To Examine the Best Approaches in Enhancing the M&E Efficiency Applied in Road Projects at Dodoma Municipal	42
4.6.1	For M&E Plans in TARURA there are Indicators (SMART) that are Linked to the Project Objectives	42

4.6.2	Having M&E Department in the Agency	43
4.6.3	Resources available on Time for planned M&E Activities	44
4.6.4	Work Descriptions for Staff in M&E clearly defined and documented	44
4.6.5	Institution Regularly Analyze Report to Evaluate Achievements	45
4.6.6	M&E Data Available to Staff/Managers to assist in Decision-Making and Program Planning	46
4.6.7	Lesson Learned and Accountability put in Effect.....	46
4.6.8	M&E Execution Produce Desirable Report.....	47
4.6.9	Agency Provide M&E Training for Staff	47
4.6.10	Information Captured on Time while Project Activities Implemented	48
4.7	Discussion of Findings	50
4.7.1	Prompt Disbursement of Funds.....	50
4.7.2	Resources Allocated in the Right Quantities and Quality for the Planned Activities.....	51
4.7.3	Projects begin and Closed on Time as per Prescribed Plan.....	52
4.7.4	Public Fund for the Sector Adequate for Addressing the Sector Issue	52
4.7.5	Agency Provide M&E Training for Staff.....	53
4.7.6	Findings in my Interview with Maintenance Manager.....	53
4.7.7	Shortage of Human Resources.....	54
	CHAPTER FIVE	55
	CONCLUSION AND RECOMMENDATIONS.....	55
5.1	Summary of Findings	55
5.1.1	To Examine Efficiency of Monitoring and Evaluation in Road Sectors Performance.....	55

5.2	Relationship between M&E and Efficiency for Road Projects at Dodoma Municipal.....	56
5.3	Approaches in Enhancing the M&E Efficiency Applied in Road Projects at Dodoma Municipal.....	57
5.6	Discussion of Findings	60
5.6.1	To the Government.....	60
5.6.2	Recommendation for Further Research.....	60
5.6.3	Limitation of the Study.....	60
5.6.4	Conclusion	61
	REFERENCES	62
	APPENDICES.....	72

LIST OF TABLES

Table 2.1: Status of Roads: Road Network Conditions Summary as of December 2016	17
Table 4.1: Response Rate	34
Table 4.3: Age Distribution	35
Table 4.4: Level of Education	36
Table 4.5: Road Sector Assess Performance Results	37
Table 4.7: Public Fund for the Sector adequate for Addressing the Sector Issue	38
Table 4.8: Resources Allocated in the Right Quantities and Quality for the Planned Activities	38
Table 4.11: Bad Perception of M&E Influence Project Efficiency	41
Table 4.12: Poor M&E Performance Indicators Influence Project Efficiency	41
Table 4.13: Project Efficiency Depend on M&E	42
Table 4.18: Institution Regularly Analyze Report to Evaluate Achievements	45
Table 4.17: Work Descriptions for STAFF in M&E Clearly Defined and Documented	45
Table 4.19: M&E Data Available to Staff/Managers to assist in Decision-Making and Program Planning	46
Table 4.20: Lesson Learned and Accountability put in Effect	47
Table 4.21: M&E Execution Produce Desirable Report	47
Table 4.22: Agency Provide M&E Training for Staff	48

LIST OF FIGURES

Figure 1:1 Map of Tanzania Showing the Study Area 27

LIST OF ABBREVIATIONS

AfDB	African Development Bank
CAG	Controller Auditor General
CEDPA	Centre for Development and Population Activities
IFRC	International Federation of Red Cross Foundation and Red Crescent Societies
IMF	International Monetary Fund
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MKUKUTA	Mkakati WaKukuza Uchumina Kupunguza Umasikini Tanzania
MoW	Ministry of Works
NSGRP	National Strategy for Growth and Poverty
PCA	Principle Component Analysis
PMO-RALG	Prime Minister Office Regional Administrative and Local Government
PMS	Poverty Monitoring System
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
RBM	Result Based Management
RFB	Road Fund Board
SMART	Suitable Measurable Attainable Reliable Timely
SPSS	Statistical Package for Social Sciences
SUMATRA	Surface and Marine Transport Regulatory Authority
TANROADS	Tanzania National Roads Agency

TARURA	Tanzania Rural and Urban Roads Agency
TOR	Terms of Reference
TWGs	Technical Working Groups
UNDG	United Nation Development Goal
UNDP	United Nation Development Program
URT	United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter focuses on the background of the problem, statement of the problems objectives of the study, research questions, and significance of the study, scope and limitation and delimitation of the study, definition of the key terms and organization of the study.

1.2 Background Information

Tanzania is one of the countries which undertook road sector reform in early 1990s to secure improvements in road sector performance. To make this happened Road Fund (RF) and Road Fund Board (RFB) was formed by the Roads and Fuels Tolls Act, CAP 220. As part from this reform, Tanzania National Road Agencies (TANROADS) was established on July 2000. This plan was included in vision 2025 as strategy of transport policy (Kumar, 2002). The trunk and regional roads managed by TANROADS while Local government which is under Prime Minister Office supervises town, district and feeder roads. TARURA was then established to be in charge to undertake road maintenance. Road Fund financial source was from levy on fuel and haulage overloaded charge.

Apart from the financial stability the overall road rehabilitation improvements become marginal (RFB, 2017).According to IPP media (IPP-MEDIA, 2019), Government estimates, more than 1 trillion/- is needed to expand Dodoma infrastructure to accommodate an influx of thousands of civil servants and perhaps

millions of private sector workers looking to tap into Dodoma's mushrooming economic and commercial opportunities. "On infrastructure, we specifically asked them to finance the construction of ring roads in Dodoma to make movements in and around the city easier." Tanzania Rural-Urban Road Agency (TARURA) was established in Dodoma, on June 2017 (Citizen, 2017). In its inauguration the Prime Minister gave directive, "There was bureaucracies regarding the roads most of them were reconstructed below standard and a lot of funds were embezzle no one is accountable."

According to IPP media source (IPP-MEDIA, Guardian, 2018), Government plans to improve road infrastructure in Dodoma through TARURA. They succeed to improve bitumen roads to change the image of Dodoma city. TARURA strategies report of road building and improvement in Dodoma 2018/2019 and 2019/2020 shows, the agency is working on 892.41 kilometers, major district roads take up 371.99 kilometers and feeder roads 395.65units.

Bitumen takes up to 56% of total network. The road under TARURA in Dodoma city comprise of 60% of all network which were funded by Dodoma city council and external stakeholders. Strengthening to improve roads performance need stable monitoring so as to increase efficiency and accountability. Apart from road improvement tasks, TARURA also has the ability to keep regular road maintenance from the road funds. Despite high economic growth rate of 7% per annum from 2005-10 the efficient and quality of passable roads has been satisfactory in Tanzania (AfDB, Tanzania Transport Sector Review, 2013).

1.2.1 Monitoring and Evaluation in Tanzania and its Challenges

The M&E system establishment is well structure in the Poverty Reduction Strategy Paper (PRSP I) on the country development agenda established in 2001 and reviewed in 2004. Aim to assess objectives achievements toward intervention of Ministries Departments and Agencies (MDAs) (URT, NSGRP, 2010). Monitoring and Evaluation (M&E) is crucial to economic growth of Tanzanian government. In 2011, International Monetary Fund (IMF) in collaboration with United Republic of Tanzania (URT) introduce strategies focus on improving economic growth, reducing poverty and enhance standard of human living to corporate with country development vision of 2025.

Aim to transform Tanzania into middle income level. Hence National Strategy for Growth and Poverty Reduction (NSGRP) was introduced in 2001 (NSGRP, 2005).Introduction of Poverty Monitoring System (PMS) was to encompass stakeholdersøneeds to ensure them with availability of reliable data. New challenges increase demand for data analysis and use. These data were generated by Technical Working Groups (TWGs) namely Routine data, Survey and Census, Dissemination, Research and Analysis in facilitation of government policy (Ibid).A number of issues were emerged due to implementation of the system.

Budget constraints, capacity building, demands for quality and reliable data source, poor dissemination systems, establishment of poverty baseline, measuring program impact just to mention the few. These, seems to be an obstacle to M&E establishment (URT, Strengthening The Linkage Between MKUKUTA and MDAs M&E System, 2007). Tanzania Road Agency was established in July, 2000 with

responsibility to formulate policy, makes plans and regulations on roads standards.

TANROADS is under Ministry of Works (MoW) is responsible to monitor all road funds, establish performance monitoring indicators which measure progress of roads implementation and assess road maintenance needs. Improving transportation network is a key priority of the Government of Tanzania. Tanzania National Transport Policy goals includes, increase transportation of goods in bulk especially by train, extension of sea and lake ports, enhance urban transportation system and reduce traffic jam, develop advance road system and improving private and public partnerships. (Kumar, 2002).

In Tanzania road is a major system of transportation used by 90% of passengers and more than 75% of goods in bulk are carried by it. According to TANROADS, road network system in Tanzania is 86,472kms of which 12,786km escalates main route network and 21,105km are regional roads under Tanzania Roads Agency. Other parts remain under supervision of Prime Minister's Office Regional and Administrative and Local Government (PMO-RALG) (SUMATRA, 2017). Tanzania has experience rapid economic growth in recent years. Where, the rate increased by 3.5% in the 1990s to 7% in the 2000s at the same time population growth increased by 3% annually.

More than 66.7% of the population lives under poverty margin. 33.3% live under consumption of 1 dollar a day. Despite of economic growth still country experience suffice poverty reduction level. While government spending donors' funds and resources to fight poverty so as to improve social welfare, demands for good living

standard is enormous. This led to massive pressure to control public investments. There is a need to improve social sectors so as to increase the quality of services government offer.

More important this reflects performance of M&E based on results in the government sectors (Denmark, nd). Tanzania initiated changes in road sector due to introduction of Roads Act, No 13 of 2007, aimed to rehabilitate and increase efficiency to roads user. This synchronizes with the devolving of power by central government to local and regional administration to Tanzania Rural and Urban Roads Agency (TARURA) during 1990s. A number of initiatives were taken introducing toll check-point station for collection of revenue. Poor monitoring impedes to reach desirable outcome (RFB, 2017).

1.3 Statement of the Problem

M&E in context to results provides a lesson and accountability criteria. Failure to achieve results is a broad change to management intervention. Either changes in management operations or shifting from old fashion traditional way. A key outcome measure to RBM is prosperous changes and improvement of economic welfare (UNDP, 2002).M&E in Tanzania is much more interfered by the politicians. Controller and Audit General were frequently harassed by the Government and National Assembly sometimes does not comply with the report submitted by controller office. In order to improve efficiency and accountability CAG office should be work independent in isolation of the government pillars.

The CAG report should be given much consideration to rescue tax payers' money, donors' and public funds which were still embezzled. The government has been

trying to improve road sectors. But these roads are very short-lived since it doesn't reach its lifespan. So, a lot of money is lost for regular maintenance and causing many roads to be impassable, especially during the rainy season because of lack of funds. Tanzania Road Fund Board spends yearly US\$400 million which is more than 920 trillion Tanzanian shillings on roads maintenance contracts (Asher et al., 2019).

The problem is that these roads are not built under the required standards so that the Government is making big losses and experiencing bad misuse of taxpayers' money. Therefore, there is a need to increase the efficiency of road projects management aims to restrict sunken funds. Built roads below standard have been a serious issue in many government road projects. It is quite possible that the problem is either caused by poor supervision, limited budget, corruption and use of poor construction materials, human resource problems or project overrun. So, the researcher finding out the root cause of the problem and suggesting its preferably solution.

1.4 Objectives of the Study

1.4.1 General Objective

The main objective is to study Efficiency of Monitoring and Evaluation in road sectors performance: Case of TARURA road projects in Dodoma Municipal.

1.4.2 Specific Objectives

- i. To examine efficiency of Monitoring and Evaluation in road sectors performance.
- ii. To identify the relationship between efficiency of M&E and road sectors performance.

- iii. To examine the best approaches in enhancing the M&E efficiency applied in road projects at Dodoma Municipal.
- iv. To assess information sharing on project implementation.
- v. To determine enhancement of capacity and data management on project implementation.

1.5 Research Question

Based on the above specific objectives of the study, the following are the research questions:

- i. What do efficiency of Monitoring and Evaluation mean in road sectors?
- ii. What is the relationship between efficiency of M&E and road sectors performance?
- iii. What are the best approaches in enhancing M&E efficiency applied in road projects at Dodoma Municipal?
- iv. What is information sharing on project implementation?
- v. How enhancement of capacity and data management on project implemented?

1.6 Significance of the Study

This study is providing the relevant lessons to all M&E stakeholders and experts in Tanzania to introduce sufficient M&E efficiency practices in all development projects to achieve its results. Basically the findings insight other researcher on the same subjectadvising areas which needs further attention to study. Also, the study suggesting on the best way in Practicing M&E efficiency in road projects at Dodoma Municipal. Lesson learned help TARURA, in Dodoma Municipal to improve

efficiency M&E in road projects. Finally, the study is very potential for the researcher for the Partial fulfillment for the requirement of Mastersø Degree of Monitoring and Evaluation (M&E) of The Open University of Tanzania.

1.7 Scope of the Study

The study was conducted at Dodoma Municipal. The researcher had chosen the area because of its convenient to get required data. Also, the area was suitable for study. Due to the government decision of shifting the Capital from Dar es Salaam to Dodoma researcher want to study how TARURA prepare to maintain its roads performance in the Municipal to accommodate influx of thousands of civil servants and perhaps millions of private sector workers looking to tap into Dodoma's mushrooming economic and commercial opportunities.

1.8 Limitation and Delimitation

The study of Efficiency of Monitoring and Evaluation (M&E) in road sectors had a great significance to both M&E experts and stakeholders. According to the nature of studied environment it was very difficult to interview each 93 respondents hence easiest way was by using social media. Financial resources was the main constraint hence a researcher conducted a research in a limited fund available.

1.9 Organization of the Study

This research study involves only five chapters, whereby chapter one includes the Background of research problem of M&E efficiency in road sector, the statement of research problem, showing the objectives. Then research questions, justification of research to the general knowledge. Chapter two comprises conceptual definitions,

then theoretical literature review. Then Empirical literature review from the World, Sub-Saharan Africa and home country Tanzania. Policy review from the transport sector nexus to M&E, research gap then Conceptual and Theoretical framework as a guide. Chapter three covers research philosophy and research plan, survey universe, sampling design and its procedures, methods of data collection and data analysis using SPSS. Chapter four comprises the Analysis and Interpretation of the findings. Chapter five summarize, concluding and providing the recommendation about the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter review different literature related to study. It organized in six parts namely introduction, definition of concepts, theoretical literature review, empirical literature review, conceptual literature review and research gap.

2.2 Definitions of Concept

2.2.1 Monitoring

Monitoring is routine gatherings of information that enable to acquire feedback of any threat which likely to hinder ongoing intervention (Wikipedia, Monitoring and Evaluation, 2019). In elaborating this concept, (WorldBank, World Bank Small Grant Program, 2019) defines Monitoring as ongoing process that early in the beginning provides management with a desirable information that can interfere program activities to produce expected outcome.

2.2.2 Evaluation

Evaluation is an assessment of observing if the resources were used in right way to achieve the expected results of a certain program. Basically used as a learning platform when the program has been executed (IFRC, 2011).

2.2.3 Monitoring and Evaluation

Monitoring and Evaluation (M&E) is steps towards achieving a certain project objectives and gives expected outcome. Its aim is to foster existing and prospect success of management activities (Wikipedia, Monitoring and Evaluation, 2019).

2.2.4 Efficiency

Efficiency means best use of resources and time when projects were implemented to accomplish activities with achievements (Wikipedia, Efficiency, 2019). Efficiency usually measured during initiation stage, implementation or completion to examine if the project were delivered in progress and utilize resources as per prescribed budget. This increase stakeholders confidence and trust (IFRC, 2011). Despite massive investment in road projects, still the sector experience different challenges like quality passable roads, time for project completion, bid cost and poor maintenance (URT, TOR, 2015).

According to (Mavenlink, 2012) there are ten important features to project efficiency which includes, rules and regulation, plan, funds, projection, principal official, team, responses, update information, job description and declaration. There were six ways to improve project management team to mention, ðsystem use and application, focus on progress, control your team, capacity building and technical know-how, (Leankor, 2019). The Controller Auditor General (CAG) approves major problems caused roads inefficiency in Tanzania, project overruns, high project cost, poor supervision, poor quality, lack of transparency and accountability, involving consultants in multiple projects from design to M&E (URT, Performance Audit Report, 2010).

2.3 Relationship between M&E and Efficiency

If you want to relate M&E and efficiency you should direct refer to the log frame. Logical framework is a table summarizes project activities in logical order starting from input, output, outcome and impact (IFRC, 2011). Every project conducted in

order to achieve certain results. A result is an outcome achieved by project intervention. This result can either be positive or negative. M&E is a tool which can lead a program to get result, whether be a positive or negative depends to management conduct. Project has four life stages namely initiation, planning, implementation and closure. Monitoring as a routine gathering of data is conducted during planning and project implementation while evaluation as a periodic assessment of project is taking place in all project lifecycle (UNDG, 2011).

When project closed manager need to know if the project activities produced a desirable results. Consultant will assess to know efficiency, effectiveness, relevance, impact and sustainability achieved. Efficiency usually measured during initiation stage, implementation or completion to examine if the project were delivered in progress and utilize resources as per prescribed budget. This increase stakeholders confidence and trust (IFRC, 2011).

2.4 Significance of Monitoring and Evaluation in Project Performance

2.4.1 Roles of Monitoring

- i. Define project objectives
- ii. Integrate project activities according to plan
- iii. Set project on track
- iv. Collect information
- v. Control resources
- vi. provide routine report

2.4.2 Roles of Evaluation

- i. Assess results

- ii. Lesson platform
- iii. Promote accountability
- iv. Reset project objectives
- v. Check project capability (Wikipedia, Monitoring and Evaluation, 2019)

2.4.3 Performance of Road Sectors

According to (PPIF, 2019) performance of road sector comprised of budget, institutional structure, geographical characteristics, demand of service, land in monetary worth and innovation. Importance of having performance is to assess road quality, user service satisfaction, effectiveness and efficiency. Karlaftis Matthew and Kepaptisoglou (OECD, 2012-10), recognize tools for measuring road performance as policy formulation, needs assessment, capital budgeting, project programming of maintenance, monitoring maintenance and monitoring performance. Measurements of performance will be recognized by using objectives performance indicators.

According to Comprehensive Transport and Trade System Development Master Plan volume 3(URT, Transport Master Plan, 2002), Project implementation challenges that facing road sector affect performance and progresses are:

- i. Length procedures of procurement approval delays payment to contractors.
Hence prompt disbursement of funds needed.
- ii. Poor monitoring and wrong design data cause by contractors and engineers
- iii. Insufficient and poor construction equipment
- iv. Insufficient technical staffs
- v. Overloaded vehicles to passable roads
- vi. Destroying road signs in urban and rural areas.

In its review to transport sector in Tanzania, African Development Bank recognize M&E as an important component in road sector success. The road framework was developed to maintain road efficiency and effectiveness but no implementation due to absence of resources (AfDB, Transport Sector Review, 2013)

2.5 Theoretical Literature Review

2.5.1 Theory

Theory is a hypothesis of ideas which justify a certain phenomenon and interrelated variables (Mouza, 2019).

2.5.2 Theoretical Literature Review

A Literature review aims at revising all previous literature from other scholars which relate to the topic concerned. Theoretical literature review helps the researcher to deeply examine nexus of theories set forth and being tested to establish new theory (UniversityLibraries, 2019).

2.5.3 Theory of Change

In the development context the theory come into swing from 1970s onwards. In fact it explains changes resulted from the program intervention. It tries to connect programs effects expectation if reveal the program itself of else thereof. Theory speculate causes of desirable program results if is due to the intervention (JSRP, 2012).It explain the relationship between system components in periodic time in sequential order and the links between them and it can be developed before or after the project intervention (Wikipedia, Theory of Change, 2019).

2.5.4 Participatory Theory

A kernel of this theory is an act of engaging community in development activities so as make sense of ownership of project and sound like it belongs to them. It involves sharing experience with them; recognize them, formulation of joint plan to all development activities which lies within their environment (AfDB, Effectiveness of Participatory Approach, 2015).

2.5.5 Programs Theory

All program intervention expected to make changes in societies. To know if programs make changes usually caused by different activities. Within these activities there must be most preferable which directly brings to program results. These direct activities do considered as a program theory. So, this is a supposition that project design will lead you to the expected outcome (Solutions S. , 2019).

2.5.6 Evaluation Theory

This theory describe that, only intervention will results to program change but no other thing else. This intervention is what accelerates transformation. Hence, evaluator is not real interested about results but rather interested with underlying factors which cause those results to happen (Canada, 2012).According to (IFRC, 2011), evaluation can be categorized according to time which is formative, summative, ex-post and final evaluation. Who conduct either internal or external consultant, participatory and joint evaluation. Methodology: either real-time, meta-evaluation, thematic, cluster or impact evaluations.

2.5.7 Policy Review

According to (BusinessDictionary.com, 2019), Policy is the theories that were officially set forth by a certain government in order to achieve a certain objectives for the interest of its citizens.

2.5.7.1 Transport Policy 2003

The United Republic of Tanzania Ministry of Communication and Transport has a National Transport Policy of 2003. Its vision is to become more advance in having large and secure transport system with existence efficiency to yield stakeholders needs. It will ensure with proper roads maintenance and rehabilitation so as to facilitate economy (URT, National Transport Policy, 2003).

2.5.7.2 Road Safety Policy 2009

The Policy initiated road safety issues. This policy fosters the government to set up safety measures to reduce roads fatality and raise safety to road users. Ensure proper road use regulations to pedestrian, regular inspections of vehicles and set road safety strategies (URT, Road Institutional Framework, 2009). The policy vision is to have safe road with regard to international standards (SUMATRA, 2017).

Table 1.1: Status of Road: Road Network in Mainland Tanzania

S/NO	Road Class	Paved	Unpaved	Total	%of Paved
1	Trunk Roads	7,646.0	5,140.0	12,786	59.8
2	Regional Roads	1,398.0	20,816.0	22,214	6.3
3	District Roads	981	51,600	52,581	1.9
	Total	10,025	77,566	87,581	11.0

Source: Road Fund, (2015).

Table 2.1: Status of Roads: Road Network Conditions Summary as of December 2016

Road Class	Good		Fair		Poor		Total	
	Km	%	Km	%	Km	%	Km	%
Regional Paved	697	65%	314	29%	69	6%	1,080	100%
Trunk Paved	4,622	74%	1,246	20%	402	6%	6,270	100%
Regional Unpaved	5,090	25%	11,928	58%	3,398	17%	20,415	100%
Trunk Unpaved	921	26%	2,140	59%	539	15%	3,600	100%
Total	11,330	36%	15,627	50%	4,408	14%	31,366	100%

Source: ERB, (2016).

2.6 Monitoring Project in Local Government

It is very important stage of project implementation. This is the process whereby project team and manager fulfill project objectives to achieve identifiable results. Monitoring is a routine process which allow tracking of uncertainty or threat which can cause project activities to go away of its original track. So, it will ensure sufficient expenditure and resources run according to the prescribed plan and mitigate any possible risks (Knowledgehut-Blog, 2019). Manager can't make decision without data. These data collected during monitoring process will enable project manager to re-plan project activities if data predict failure. Performance of the team will be regulated and recommendation for resolution made (Ibid). In Local government this system (poverty monitoring system) is linked to economic growth and consolidates Local Government sectors. National assembly is responsible to monitor all government projects with the frequency auditing by the Controller Auditor General (URT, MKUKUTA, 2007).

2.7 Challenges for Monitoring Project and Evaluation in Local Government

There are several challenges faces Local Government in practicing Monitoring and Evaluation in its projects:

- i. Strength the linkage between the Central and Local government monitoring

system

- ii. Improvement of data quality management
- iii. Improving stakeholders engagement in different government projects
- iv. Government should foster invest in research activities
- v. Poverty indicators are too contradictive to find results. Real definition of poverty should be modified (Ibid).

2.8 Different features of Monitoring and Evaluation

According to M&E (Studies, 2019) well-designed Monitoring and Evaluation system precisely explain the following:

- i. Data collection methods
- ii. Aim of collecting data
- iii. Specify category of data to be collected
- iv. Periodic time for data collection

2.9 For the Effective M&E System the followings are the Distinctive

Characteristics Features:

- i. Can measure output in quality and quantity
- ii. Can give direction of the project activities
- iii. Identify degree of risk before it happen
- iv. Include budget
- v. Keep up to date
- vi. Truck with effective policy
- vii. Decision maker
- viii. Accountable

- ix. Report results and recommend

2.10 Standard Criteria for Good M&E System:

- i. It is useful and can benefit the intended user
- ii. When use it is likely to achieve results
- iii. Has sense of ownership
- iv. Give correct details

2.10.1 Empirical Literature Review

This is the area where a researcher familiarizes with the background studies about the problem and gap exists (ResearchGate, 2017).

2.10.2 Experience Studies in America and other Developed Countries

Monitoring and Evaluation (M&E) is an important measure of results based management (IFRC, 2011). Results based management is a way of managing project/program based on outcome and the devices to measure and achieves results. RBM plays a great role in justifying clear ways to regulate an intervention so as to achieve better results. Hence we can know if a program made a difference (Ibid).The increased importance on the outcome based generates some major changes in interest, perception and application of Monitoring and Evaluation systems. Importance focused on the results based management. Aim at achieving planned objectives in progress with results oriented and lesson learned (UNDP, 2002).

Traditional way of evaluating project is by measuring first level of achievement in terms of output. A call to prove justification goes beyond demanding towards the

second level achievement of results. Approach is to link integrations between output and outcome during the process of achieving results. This precisely shows that Monitoring and Evaluation takes place at two different level of analysis in closely related stage. Monitoring aimed at checking the development of performance of an ongoing intervention giving out early information about the threat impede to achieve results. Evaluation attempt to check if predicted results were achieved according to prescribed plan and providing lesson (Ibid).

Monitoring should be designed at the initial stage of project life cycle. The task of supervising is responsibly of staffs who work under supervisor. The project manager is responsible to all project activities. The donor is responsible to monitor through field visits and review progress reports to check if everything is under control. Evaluation is done by external evaluator to increase efficiency and accountability and check if the project activities were implemented in cost effective manner (CEDPA, 1994). Monitoring and Evaluation was originated around 11th century in UK to evaluate land and resources owned by the government at that time (Marchant, 2008).

Important M&E ground was laid by the United States around 1960s. Including with the recent Government Performance Act (GPRA) of 1993. Formalization of the M&E system in Canada was back to 1969 whereby in 1977 evaluation policy was established. Demand for results come to existence in the 1990s were evolution from the traditional way perished. Effort to introduce monitoring modal to govern the sectors formalized in 1970s in Mexico. In Latin America experience to Costa Rica the system was used to strengthen budget, planning and evaluation system where

formalized in 1974. In South Africa M&E evolved in 1994 boost by the independence and democratization (WorldBank, Challenges in M&E, 2010).

Road is among the back-bone of American transportation network. It serves as a central organ to country economy, it account of 88% of the user comparing to others. Local government own 77% of the system while 3.7% of road network owned by the federal government. Apart of its critical network, to maintain its standard is inadequate. Lack of enough funds, fluctuation of fuel taxes, poor project selection, and inefficient project delivery still challenges the system. Many project budgets overrun and not complete within timeframe. This inefficiency costs the country more than \$3.7 trillion (CED, 2017). The road networks keep community closer than any other transportation mode in the United Kingdom used by 90% of passengers. Over the years the quality of road network decrease in quality and faced with challenges like noisy, air pollution and traffic jam.

Local roads are maintained by the Local Authorities (GoV.UK, 2019).Fund Act 1909 was introduced to enable tax collection to all vehicles for road improvements and maintenance. The department of transportation allocates funds for road maintenance and development. Meanwhile the government does not intend to build new road network rather it maintains its efficiency and effectiveness (Felkert-Ahalt, 2014).Maintenance of road projects in America is quite needed to maintain standard. Infrastructure was privatized mostly in outside America and Europe to increase efficiency. In order to achieve results in road sectors government shift risk to private business through public-private partnership (PPP). Just in making comparison when government project implemented still were embed with budget overrun hence lack

efficiency (Edwards, 2013).

2.10.3 Experience Studies in Sub-Saharan Africa

Implementation of road projects in Sub-Saharan Africa is of keen stage. Most areas condition is very poor and poverty is extremely high. Despite of the donors support in road maintenance to upgrade the system many states lack road network policy. Building infrastructure is a gateway to African economy. According to the report from the World Bank (Chuhan-Pole, 2019)quote, "The analysis shows that the impact of public investment on economic growth can be improved if countries implement policies that make public more efficient." That according to World Bank led Economist.

That means there is a need to have reliable M&E to improve efficiency. Sub-Saharan African has adequate transportation network system and lack maintenance. Road dominate infrastructure network in most African countries. According to World Bank the sector carries about US\$ 200 billion of trade in goods. Total km square of road network in Sub-Saharan Africa is about 2.8 million km; from it 0.8 million km is paved road. Only 27 countries out of the continent have road fund to maintain road quality and regular maintenance, that means road efficiency is still marginal (Exim Bank, 2019).

2.10.4 Experience Studies in Home Country Tanzania

The United Republic of Tanzania Ministry of Communication and Transport has a National Transport Policy of 2003. Its vision is to become more advance in having large and secure transport system with existence efficiency to yield stakeholders

needs (URT, National Transport Policy, 2003). Efficient infrastructure is critical issue in Tanzanian economic agenda. According to Tanzania Transport sector reviewed by (AfDB, Tanzania Transport Sector Review, 2013) , to maintain the roads standard and quality special fund was introduced. The key operation issue was failed to be attained by the Road Funds. Linking M&E to success was one of the issues impede transport sector. Responsibility to achieve efficiency in road sectors remained in the hands of the government.

2.11 Conceptual Framework

Conceptual framework is the combination of components which a researcher used to explain perception of his idea. It is just the connection of variables of the study concerned or blueprint of the study (SimplyEducate.Me, 2019). Below is a guided framework (See Figure 2.1) which shows the relationships between variables that influence road sectors performance and how they relate. It helps to explain how M&E tools and Efficient M&E variables led to road sectors performance.

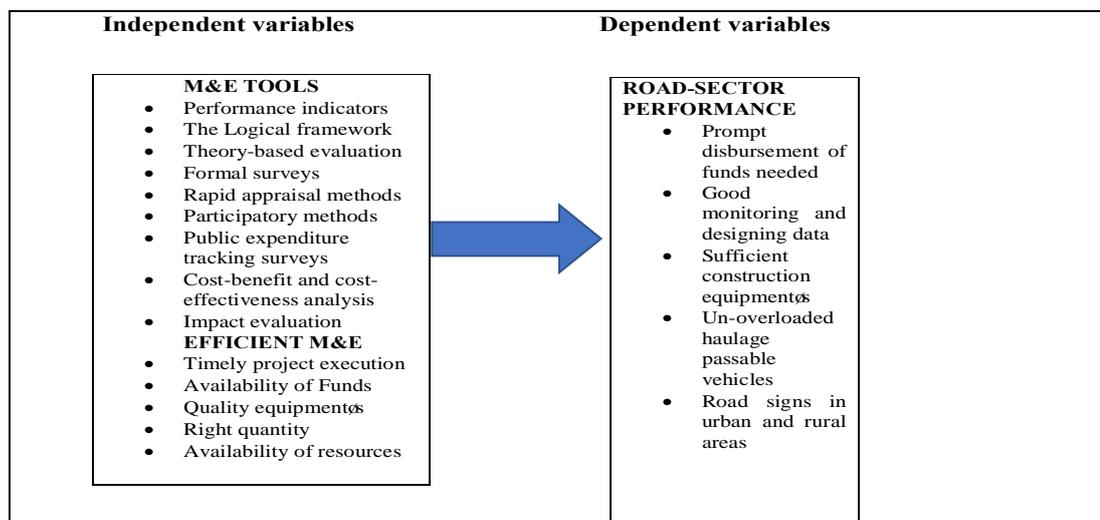


Figure 1.1: Conceptual Framework for Monitoring and Evaluation
 Source: World Bank, Washington DC (2002).

2.11.1 Theoretical Framework

Theoretical view acts as a benchmark of your hypothesis and offer proof of your idea by studying and reviewing other scholars who wrote about the same topic as you. This help to show that, your idea was based on fact and not personal view (Solutions S. , 2019), and how it connected to theories. According to Walden University Library (Press, 2018) which quotes Grant and Osanloosaid, "Without a theoretical framework, the structure and vision for a study is unclear, much like a house that cannot be constructed without a blueprint. By contrast a research plan that contains a theoretical framework allows the dissertation study to be strong and structured with an organized flow from one chapter to the next." This stage is also relevant for researcher to connect his idea with a gap expected to fill. This stand for key aspects of road sectors performance to be considered. Prompt disbursement of funds needed, good monitoring and designing data, sufficient construction equipment, un-overloaded haulage passable vehicles and road signs in urban and rural areas (URT, Performance Audit Report, 2010).

2.12 Research Gap

There is a recent study conducted by Kariuki Kenneth Gitahi on Determinants Influencing Monitoring and Evaluation Processes of Road Construction Projects in Kenya National Highways Authority (KeNHA), Central Region, Kenya (Gitahi, 2015). Researcher focus on key determinants that influence efficiency of monitoring and evaluation studies and processes of road infrastructure. Also, (Dr. Charles Kamau, Bin Human, May 29, 2015) focus on factors which contribute to project success Efficacy of Monitoring and Evaluation Function in Achieving Project

Success in Kenya: A Conceptual Framework. Scholars like (Byaruhanga, 2017), wrote on Contractor Selection Monitoring and Performance of Road Infrastructure Projects in Uganda: Researcher examines the relationship between contractor selection and contractor monitoring on performance of national road infrastructure projects. A gap on efficiency of monitoring and evaluation in road performance can be discussed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with methodology which was applied in carrying out the study. It organized as follows: research design, area of study, population, sample and sampling techniques, data collection methods and instruments, validity and reliability of data collection techniques and data analysis.

3.2 Research Philosophy

According to (Crossman, 2018) Positivism is an approach that uses scientific proof to disclose the information about the way in which a certain community works. It uses statistical information, empirical data and qualitative methods to reveal the truth. Positivists refuse to consider theories as the only source of knowledge to solve problems and prefer using scientific methods (Publisher, 2019). They affirm that true knowledge obtained from the scientific approach either by experiencing the situation or by observing it (Mastin, 2019). They believe this is the only way to solve the problem of humankind (Philosophyterms.com, 2019). In generating hypothesis the study use Participatory theory and Theory of change because it is easier to produce required data.

3.3 Research Design

The study use positivism philosophy as a guiding view. This is the particular procedures chosen by researcher for the purpose of collecting and analyzing required information to alter research problem. It is a blue-print of a general plan of the research (Kothari, C.R, 1990). According to (Creswell, n.d) he recommends the

framework to include qualitative, quantitative and mixed methods in designing proposal. To describe causal relationship between Efficiency M&E and Road sectors performance variables, researcher applies exploratory study.

3.4 Areas of Study

The study on the Efficiency of Monitoring and Evaluation in Road Sectors Performance was conducted at Dodoma Municipal; Dodoma is Municipal with good urban setting. It is situated on the Eastern edge of the Southern highlands. Since, it was approved officially to be the state headquarters; pressure for constructions of infrastructures became very high. This depict that, there is a need of having much stable M&E for road projects in urban setting.

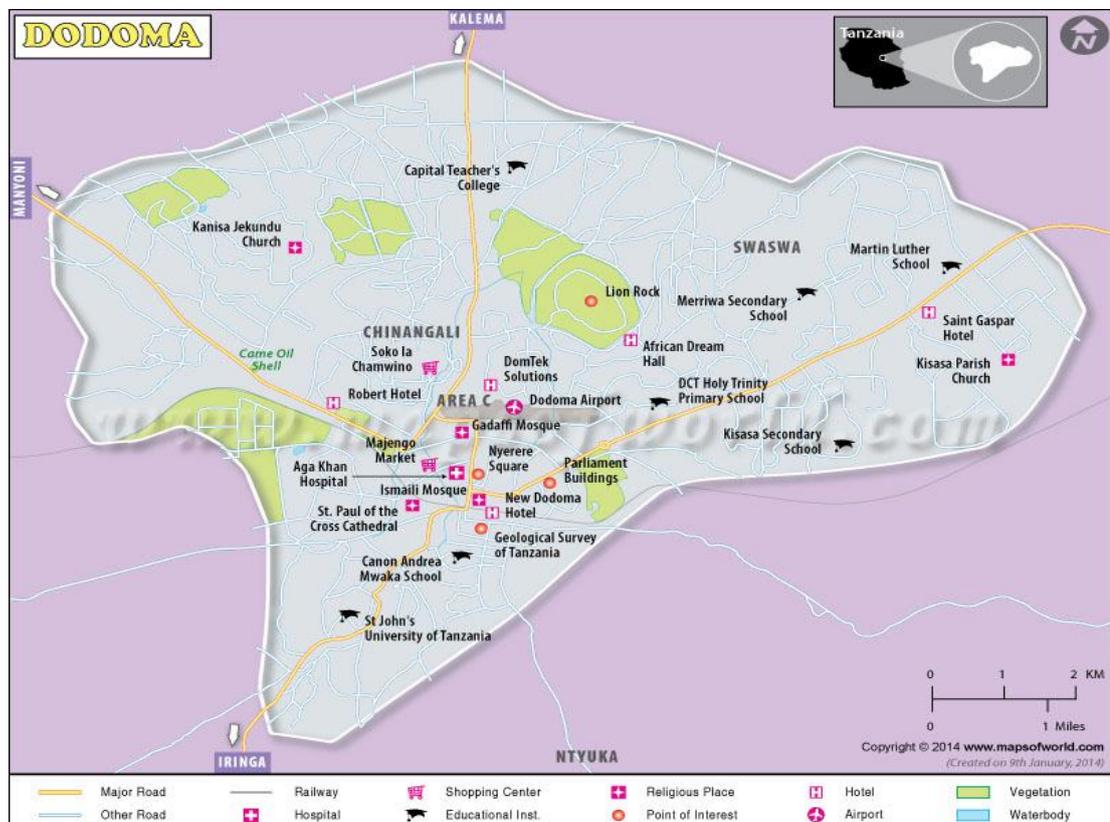


Figure 1:1 Map of Tanzania Showing the Study Area

Source: mapsofworld.com, (2019).

3.5 Universe, Sample and Sampling Techniques

3.5.1 Survey Universe

Obviously it is not easy to reach all desirable universe/population to gain valuable insight of your survey. Usually a certain unit is selected to represent the whole (checkmarket.com, 2019). This is just the part of the universe in which a researcher collects information (Glosbe, 2019). The study involves 93 respondents from different sections of all TARURA offices.

3.5.2 Simple Random Sampling

This technique will give participants equal chance of participation. Sample group selected from the universe has a chance of being selected (Valerie et al., 2019). According to Simple Random Sampling is sampling technique whereby a sample unit selected for study from the large group are chosen by chance. In this research researcher apply simple random sampling technique whereby the respondents have equal chance of being selected to involve in research. This help to justify the outcome of the universe and enable the researcher to apply statistical methods to analyze the outcome (Stattrek.com, 2019).

3.5.3 Non-Probability Technique

Unlike previous technique this method does not give participants equal chance of being selected. Sample usually selected on purpose (Explorable.com, 2019). In order to account Efficiency of Monitoring and Evaluation in Road sectors performance, purposive sampling was applied. This help the researcher to find respondents with a precise background knowledge of the topic when comes to specific matters.

3.6 Sampling Unit

According to (Kothari, C.R, 1990) sampling is a process of selection only part in a large group which is fixed for the case in question but may vary in other cases. In order to achieve outcome (N) sample size (n) should be most conducive, not too small not too big. Standard of accuracy require large group. Researcher interviewed 93respondents. The formula to calculate the sample size $N = n / (1+Ne^2)$ was used (checkmarket.com, 2019):

Whereby: n = Number of sample, N=Total population, e = Margin error

$$n = \frac{N}{1+N(e)^2}$$

But,

$$n = ? \quad N = 1300, \quad e = 10\% = 0.1$$

So,

$$n = 1300 / (1 + 1300 * 0.1^2) = 92.857 \approx 93$$

Therefore, the studies use 93 respondents from all departments to represent all workers.

Table 3.1: Shows the Sample Size for the Study in Dodoma Municipal

S/N	Type of Respondents	No. of Respondents
1	Maintenance Manager	1
2	Project Engineers	3
3	Planning Manager	1
4	Municipal Officials including Construction Department	88
	Total	93

Source: Owned Constructed, (2019)

3.7 Data Collection Methods

Researcher applies both primary and secondary methods to collect data were qualitative and quantitative data brought.

3.7.1 Primary Data

Primary data are those collected directly by a researcher himself when he goes to the field for the first time by using various data collection methods (Statistics, 2019). These data are collected by the researcher himself for the specific reasons of his studies. If the obtained data do not comply with researcher needs, researcher may recollect them again though it cost. In other way these are fresh data gathered and collected by researcher for the first time (WordPress.com, 2019). This includes Efficiency of Monitoring and Evaluation in Road sectors performance and relationship between M&E and efficiency for road projects at Dodoma Municipal.

3.7.2 Secondary Data

Secondary data are those which have been collected by other researcher a while but can be used to facilitate ongoing research. On the other hand this is ready made available data (WhatIs.com, 2019). These are a lot of data collected on regular basis in everyday life and recorded for future use. Example: in hospitals, police stations, schools and many more. Secondary data is ready made data and easy to have them, and identify changes since it takes time to collected (Health, 2015). Researcher reviews all literature concerning the M&E, road policy, road constructions efficiency and related subjects.

3.8 Questionnaires

This is a tool used to record personal conversation conducted between two people, interviewee and interviewer (Abawi, 2017). Contain both close and open-handed question designed to meet researcher goal and objectives. Questionnaires were distributed at different sections of TARURA agency offices at Dodoma Municipal.

The researcher uses this method to provide harmonious relationship and providing common understanding to get the right information.

3.8.1 Interviews

This is a tool which can be used to collect results of respondent. TARURA officials were interviewed. The obtained information was added to the questionnaire to provide robust fact.

3.8.2 Documentary Review

This examines existing documents and find out primary reasons facing topic of the study. Use of outside source for analysis to support researcher work, documents like periodic reports, policy manuals, strategic plans, handbook and training materials was reviewed (Triad3, 2016).

3.9 Measuring Procedures of Variables

Both qualitative and quantitative data gathered by the researcher. Qualitative data are those obtained by expression while quantitative data encountered by using figures or numerals (Pickell, 2019). Road sectors performance variables like prompt disbursement of funds needed, good monitoring and designing data, sufficient construction equipment was measured. Efficiency M&E is independent variable while road sectors performance is dependent variable. Questions to interviewer were asked; variables were measured by providing questionnaires to ensure validity and reliability of the findings.

3.10 Validity and Reliability

Validity applied to an instrument when producing intended results. It can exactly measure the same scale without error to give the right answer. Validity of this study accomplished by availability of subject matter by selecting proper population sample which 93 respondents. Not only that but also the study outcome resemble with other studies done by different scholars for the intention of closely associate with other works. Reliability means can produce the same results when measured at different time in different place. If an instrument producing valid measurements that means it is reliable no matter you measure in different times (Pinellas and Florida, 2019). The reliability of the research was occur when questionnaires of the same questions was prepared to all respondents. Also detailed examination done to ensure the data required to be similar to what researcher thought the data collected by using questionnaire and interview methods to be neutral so as to nullify participants some errors.

3.11 Likert Scale

A Likert scale used to measure the strength or feeling position of a person by showing how much they agree or disagree with a particular statement.(McLeod, 2019). Researcher used this five point scale to measure the respondents' views about Efficiency of Monitoring and Evaluation in Road Sectors Performance at TARURA offices in Dodoma Municipal with respect to the Specific objectives of the study.

3.12 Data Analysis Plan

Responses obtained in the field during the research study we rerecorded on Statistical Package for Social Sciences (SPSS). SPSS was chosen for qualitative and

quantitative data because the study employed Descriptive methodology, it can take data from various type of file and use them to generate tabulated reports and charts. It also produce complete analysis in terms of Ratio, Age and Education Level. Also Descriptive Methodology is simple to use and interpret data. Gathered data were fixed into the tables provided framework for analysis and interpretation in the following chapter.

CHAPTER FOUR

RESEARCH FINDINGS AND INTERPRETATION

4.1 Introduction

This chapter presents analysis and discussion of research findings Efficiency in Monitoring and Evaluation in road sectors performance: Case of TARURA road projects in Dodoma Municipal. The findings are presented and analyzed in relation to the specific objectives of the study. The results from the analysis could be applied as a fundamental for all entire institutions, National, International and local institutions to improve road sectors performance through practice efficiency M&E and tools applied to attain quality and passable roads in any third world countries.

4.2 Response Rate

In survey research is also known as completion rate or return rate is the number of people interviewed divided by the unit sample expressed in percentage (WIKIPEDIA, 2019). Basically a low rate of response can cause sampling bias to non-response participants with regards to outcome results (Lindemann, 2018). Response reviewed as indicator of survey quality, survey with low response rate about 20% had inaccurate measurements than high rate of about 70% (ibid). In this study researcher identified potential participants and applied drop and pick method to give respondents ample time to fill the questionnaires. In this study, rate of response was satisfactory.

Table 4.1: Response Rate

Questionnaires and interviewed Administered	Questionnaires and interviewed filled and Returned	Percentage
93	82	88.2%

Source: Field Data, (2019).

4.3 Background Information

Background information examined in this study is Gender of respondents, Level of education and Ages (Years). Examination of respondents' background information are organized and presented in Tables below.

Table 4.2: Gender of Respondent

		Frequency	Percent
Valid	Male	57	69.5
	Female	25	30.5
	Total	82	100.0

Source: Field Data, (2019)

Survey sample shows number of male and female respondents. As indicated in Table 4.2 males are 57(69.5%) and females are 25(30.5%). The results show that both male and female respondents were interviewed.

Table 4.3: Age Distribution

		Frequency	Percent
Valid	18-25	34	41.5
	26-40	27	32.9
	41-60	17	20.7
	Above 61	4	4.9
	Total	82	100.0

Source: Field Data, (2019)

The age distribution of the respondents ranges in years. As indicated in the Table 4.3, age range from 18-25 were 34(41.5%), 26-40 were 27(32.9%), 41-60 were 17(20.7) and above 61 were 4(4.9%). The findings show that all age group were actively participated.

Table 4.4: Level of Education

		Frequency	Percent
Valid	Secondary	3	3.7
	University/College	79	96.3
	Total	82	100.0

Source: Field data, (2019)

The results in the Table 4.4 show that 3(3.7%) of the respondents had attained secondary education and 79(96.3%) of respondents had University/College education. This depicts that all respondents were at least attain formal education. Involvement of educated respondents provide rich source of information in the study area.

4.4 Efficiency of Monitoring and Evaluation in Road Sectors Performance

The first objective from this study is to examine efficiency of Monitoring and Evaluation in road sectors performance, the questions were asked as with respect to this objective.

4.4.1 Road Sectors Assess Performance Results

The intention of the question was to find out Efficiency of Monitoring and Evaluation in road sectors performance in TARURA road project at Dodoma Municipal. To achieve this, the questions were asked to the respondents if road sector assess performance results. The findings show that, 45(54.9%) of respondents agree, 4(4.9%) were neutral, 32(39.0%) were strongly agree and 1(1.2%) of respondents was strongly disagree. This indicates that TARURA assess its road projects so as to attain good performance.

Table 4.5: Road Sector Assess Performance Results

		Frequency	Percent
Valid	Agree	45	54.9
	Neutral	4	4.9
	strongly agree	32	39.0
	strongly disagree	1	1.2
	Total	82	100.0

Source: Field Data, (2019).

4.4.2 Services provided by TARURA Efficiently, including Responsiveness to user Demand

The respondents were asked to respond if Services provided by TARURA efficiently, including responsiveness to user demand. The findings depict that 53(64.6%) of respondents agree, 2(2.4%) of the respondents were neutral, 26(31.7%) were strongly agree, 1(1.2%) of the respondents was strongly disagree. The findings shows that Services provided by TARURA were efficiently, including responsiveness to user demand.

Table 4.6: Services provided by TARURA Efficiently, including Responsiveness to user Demand

		Frequency	Percent
Valid	Agree	53	64.6
	Neutral	2	2.4
	strongly agree	26	31.7
	strongly disagree	1	1.2
	Total	82	100.0

Source: Field Data, (2019).

4.4.3 Public Fund for the Sector Adequate for Addressing the Sector Issue

A question was asked to the respondents if Public funds for the sector adequate for the addressing the sector issue. The findings show that 6(7.3%) of respondents agree,

44(53.7%) of the respondents disagree, 6(7.3%) of respondents were neutral, 1(1.2%) was strongly agree and 25(30.5%) of the respondents were strongly disagree. The findings revealed that Public funds for the sector were not adequate for addressing the sector issue.

Table 4.7: Public Fund for the Sector adequate for Addressing the Sector Issue

		Frequency	Percent
Valid	Agree	6	7.3
	Disagree	44	53.7
	Neutral	6	7.3
	strongly agree	1	1.2
	strongly disagree	25	30.5
	Total	82	100.0

Source: Field Data, (2019).

4.4.4 Resources Allocated in the Right Quantities and Quality for the Planned Activities

Table 4.8: Resources Allocated in the Right Quantities and Quality for the Planned Activities

		Frequency	Percent
Valid	Agree	5	6.1
	Disagree	37	45.1
	Neutral	18	22.0
	strongly agree	4	4.9
	strongly disagree	18	22.0
	Total	82	100.0

Source: Field data, (2019)

The question was asked if resources allocated in the right quantities and quality for the planned activities. The findings show that 5(6.1%) of respondents were agree, 37(45.1%) of respondents were disagree, 18(22.0%) of respondents were neutral,

4(4.9%) of respondents were strongly agree and 18(22.0%) of respondents were strongly disagree. The findings indicate that resources did not allocate in the right quantities for the planned activities.

4.4.5 Projects begin and closed on Time as per Prescribed Plan

The respondents were asked if Projects begin and closed on time as per prescribed plan. The findings show that 17(20.7%) of respondents were agree, 31(37.8%) of the respondents were disagree, 22(26.8%) of the respondents were disagree, 22(26.8%) of the respondents were neutral, 3(3.7%) of the respondents were strongly agree and 9(11.0%) of the respondents were strongly agree. This implied that Projects did not begin and closed on time as per prescribed plan.

Table 4.9: Projects begin and closed on Time as per Prescribed Plan

		Frequency	Percent
Valid	agree	17	20.7
	disagree	31	37.8
	neutral	22	26.8
	strongly agree	3	3.7
	strongly agree	9	11.0
	Total	82	100.0

Source: Field Data, (2019).

4.5 To Identify the Relationship between M&E and Efficiency for Road Projects at Dodoma Municipal

The second objective intended to find out the relationship between M&E efficiency for road projects at Dodoma Municipal. The following questions were intended to measure understanding on whether M&E have relation in performance in road projects or not.

4.5.1 Poor Organizational Management in M&E Influence Project Efficiency

The question was posed to the respondents to ask if Poor organizational management in M&E influence project efficiency. The findings show that 8(9.8%) of the respondents were agree, 37(45.1%) of the respondents were disagree, 27(32.9%) of the respondents were neutral, 2(2.4%) of the respondents were strongly agree and 8(9.8%) of the respondents were strongly disagree. This depict that there is no relationship by which poor organizational management in M&E to influence project efficiency.

Table 4.10: Poor Organizational Management in M&E Influence Project Efficiency

		Frequency	Percent
Valid	agree	8	9.8
	disagree	37	45.1
	neutral	27	32.9
	strongly agree	2	2.4
	strongly disagree	8	9.8
	Total	82	100.0

Source: Field Data, (2019).

4.5.2 Bad Perception of M&E Influence Project Efficiency

The respondents were asked if Bad perception of M&E influence project efficiency. The findings show that 6(7.3%) of the respondents were agree, 38(46.3%) of the respondents were disagree, 27(32.9%) of the respondents were neutral, 1(1.2%) of the respondents was strongly agree and 10(12.2%) of the respondent were strongly disagree. This indicated that, Bad perception of M&E did not influence project efficiency

Table 4.11: Bad Perception of M&E Influence Project Efficiency

		Frequency	Percent
Valid	agree	6	7.3
	disagree	38	46.3
	neutral	27	32.9
	strongly agree	1	1.2
	strongly disagree	10	12.2
	Total	82	100.0

Source: Field Data, (2019).

4.5.3 Poor M&E Performance Indicators Influence Project Efficiency

The question was asked if Poor M&E performance indicators influence project efficiency. The findings show that 5(6.1%) of the respondents were agree, 39(47.6%) of the respondents were disagree, 25(30.5%) of the respondents were neutral, 1(1.2%) of the respondents was strongly agree and 12(14.6%) of the respondents were strongly disagree. This implies that Poor M&E performance indicators does not influence project efficiency.

Table 4.12: Poor M&E Performance Indicators Influence Project Efficiency

		Frequency	Percent
Valid	agree	5	6.1
	disagree	39	47.6
	neutral	25	30.5
	strongly agree	1	1.2
	strongly disagree	12	14.6
	Total	82	100.0

Source: Field data, (2019).

4.5.4 Project Efficiency Depend on M&E

The question was asked if Project efficiency depend on M&E. The findings from the respondents show that 57(69.5%) of the respondents were agree, 8(9.8%) of the respondents were neutral, 16(19.5%) of the respondents were strongly agree, 1(1.2%) was strongly disagree. This shows that Project efficiency depend on M&E.

Table 4.13: Project Efficiency Depend on M&E

		Frequency	Percent
Valid	agree	57	69.5
	neutral	8	9.8
	strongly agree	16	19.5
	strongly disagree	1	1.2
	Total	82	100.0

Source: Field Data, (2019)

4.6 To Examine the Best Approaches in Enhancing the M&E Efficiency Applied in Road Projects at Dodoma Municipal

The third objective from this study aimed at finding the best approaches in enhancing the M&E efficiency applied in road projects at Dodoma Municipal. The following questions were asked to the respondents as per objectives described.

4.6.1 For M&E Plans in TARURA there are Indicators (SMART) that are linked to the Project Objectives

The question was asked to the respondents For M&E plans in TARURA if there are indicators (SMART) that are linked to the project objectives. The findings show that 47(57.3%) of respondents were agree, 1(1.2%) of the respondents was disagree, 7(8.5%) of respondents were neutral, 26(31.7%) of the respondents were strongly

agree and 1(1.2%) of respondents was strongly disagree. The findings revealed that, For M&E plans in TARURA there are indicators (SMART) that are linked to the project objectives.

Table 4.14: For M&E Plans in TARURA there are Indicators (SMART) that are linked to the Project Objectives

		Frequency	Percent
Valid	agree	47	57.3
	disagree	1	1.2
	neutral	7	8.5
	Strongly agree	26	31.7
	strongly disagree	1	1.2
	Total	82	100.0

Source: Field Data, (2019).

4.6.2 Having M&E Department in the Agency

Table 4.15: Having M&E Department in the Agency

		Frequency	Percent
Valid	agree	41	50.0
	disagree	19	23.2
	neutral	13	15.9
	strongly agree	4	4.9
	strongly agree	5	6.1
	Total	82	100.0

Source: Field Data, (2019)

A question was asked to the respondents if having M&E department in their agency. The findings show that 41(50.0%) of the respondents were agree, 19(23.2%) of respondents were disagree, 13(15.9%) of respondents were neutral, 4(4.9%) of the respondents were strongly agree and 5(6.1%) of the respondents were strongly agree. This implies that there is M&E department at the agency.

4.6.3 Resources available on Time for planned M&E Activities

The respondents were asked if Resources available on time for planned M&E Activities. The findings show that 4(4.9%) of the respondents were agree, 45(54.9%) of the respondents were disagree, 21(25.6%) of the respondents were neutral, 1(1.2%) of the respondents was strongly agree and 11(13.4%) of the respondents were strongly disagree. This shows that resources did not available on time for planned M&E Activities.

Table 4.16: Resources available on time for planned M&E Activities

		Frequency	Percent
Valid	Agree	4	4.9
	Disagree	45	54.9
	Neutral	21	25.6
	strongly agree	1	1.2
	strongly disagree	11	13.4
	Total	82	100.0

Source: Field Data, (2019).

4.6.4 Work Descriptions for Staff in M&E clearly defined and documented

The respondents were asked if Work descriptions for staff in M&E clearly defined and documented. The findings show that 32(39.0%) of respondents were agree, 14(17.1%) of the respondents were disagree, 28(34.1%) of the respondents were neutral, 1(1.2%) of respondents was strongly agree, 1(1.2%) of the respondents was strongly disagree, 7(8.5%) of the respondents were strongly disagree. This implied that, Work descriptions for staff in M&E clearly defined and documented.

Table 4.17: Work Descriptions for STAFF in M&E Clearly Defined and Documented

		Frequency	Percent
Valid	Agree	32	39.0
	Disagree	14	17.1
	Neutral	28	34.1
	strongly agree	1	1.2
	strongly disagree	7	8.5
	Total	82	100

Source: Field Data, (2019).

4.6.5 Institution Regularly Analyze Report to Evaluate Achievements

A question was asked to the respondents if Institution Regularly Analyze Report to Evaluate Achievements. The findings show that, 59(72.0%) of the respondents were agree, 2(2.4%) of the respondents were disagree, 5(6.1%) of the respondents were neutral, 15(18.3%) of the respondents were strongly agree, 1(1.2%) of the respondents was strongly disagree. This implied that Institution Regularly Analyze Report to Evaluate Achievements.

Table 4.18: Institution Regularly Analyze Report to Evaluate Achievements

		Frequency	Percent
Valid	agree	59	72.0
	disagree	2	2.4
	neutral	5	6.1
	strongly agree	15	18.3
	strongly disagree	1	1.2
	Total	82	100.0

Source: Field Data, (2019).

4.6.6 M&E Data Available to Staff/Managers to assist in Decision-Making and Program Planning

A question were asked to the respondents if M&E data available to staff/managers to assist in decision-making and program planning. The findings show that, 39(47.6%) of the respondents were agree, 14(17.1%) of the respondents were neutral, 27(32.9%) of the respondents were strongly agree, 2(2.4%) of the respondents were strongly disagree. This implied that M&E data available to staff/managers to assist in decision-making and program planning.

Table 4.19: M&E Data Available to Staff/Managers to assist in Decision-Making and Program Planning

		Frequency	Percent
Valid	agree	39	47.6
	neutral	14	17.1
	strongly agree	27	32.9
	strongly disagree	2	2.4
	Total	82	100.0

Source: Field data, (2019)

4.6.7 Lesson Learned and Accountability put in Effect

The question was asked to the respondents if Lesson learned and accountability put in effect. The findings show that 52(63.4%) of the respondents were agree, 2(2.4%) of the respondents were disagree, 11(13.4%) of the respondents were neutral, 15(18.3%) of the respondents were strongly agree, 2(2.4%) of the respondents were strongly disagree. This shows that Lesson learned and accountability put in effect.

Table 4.20: Lesson Learned and Accountability put in Effect

		Frequency	Percent
Valid	agree	52	63.4
	disagree	2	2.4
	neutral	11	13.4
	strongly agree	15	18.3
	strongly disagree	2	2.4
	Total	82	100.0

Source: Field Data, (2019).

4.6.8 M&E Execution Produce Desirable Report

The question was asked to the respondents if M&E execution produces desirable report. The findings show that 48(58.5%) of the respondents were agree, 4(4.9%) of the respondents disagree, 10(12.2%) of the respondents were neutral and 20(24.4%) of the respondents were strongly agree. This implied that M&E execution produce desirable report.

Table 4.21: M&E Execution Produce Desirable Report

		Frequency	Percent
Valid	agree	48	58.5
	disagree	4	4.9
	neutral	10	12.2
	strongly agree	20	24.4
	Total	82	100.0

Source: Field Data, (2019).

4.6.9 Agency Provide M&E Training for Staff

The respondents were asked if Agency provide M&E training for staff. The findings show that 7(8.5%) of the respondents were agree, 39(47.8%) of the respondents were disagree, 6(7.3%) of the respondents were neutral, 4(4.9%) of the respondents were strongly agree and 26(31.7%) of the respondents were strongly disagree. This

implied that Agency did not provide M&E training for staff.

Table 4.22: Agency Provide M&E Training for Staff

		Frequency	Percent
Valid	agree	7	8.5
	disagree	39	47.6
	neutral	6	7.3
	strongly agree	4	4.9
	strongly disagree	26	31.7
	Total	82	100.0

Source: Field Data, (2019)

4.6.10 Information Captured on Time while Project Activities Implemented

The question was posed to the respondents if Information captured on time while project activities implemented. The findings shows that, 54(65.9%) of the respondents were agree. 4(4.9%) of the respondents were disagree, 12(14.6%) of the respondents were neutral, 11(13.4%) of the respondents were strongly agree and 1(1.2%) of the respondents was strongly disagree. This implied that Information captured on time while project activities implemented.

Table 4.23: Information Captured on Time while Project Activities Implemented

		Frequency	Percent
Valid	Agree	54	65.9
	Disagree	4	4.9
	Neutral	12	14.6
	strongly agree	11	13.4
	strongly disagree	1	1.2
	Total	82	100.0

Source: Field Data, (2019).

4.6.11 Database Used by the Staff to Implement Program

The question was asked to the respondents if Database used by the staff to implement program. The findings show that 52(63.4%) of the respondents were agree, 3(3.7%) of the respondents were neutral, 27(32.9%) of the respondents were strongly agree. This implied that Database used by the staff to implement program.

Table 4.24: Database Used by the Staff to Implement Program

		Frequency	Percent
Valid	agree	52	63.4
	neutral	3	3.7
	strongly agree	27	32.9
	Total	82	100.0

Source: Field Data, (2019)

4.6.12 Data Arranged in Proper Way

A question was asked to the respondents if Data arranged in proper way. The findings show that 46(56.1%) of the respondents were agree, 1(1.2%) of the respondents was agree, 5(6.1%) of the respondents were neutral and 30(36.6%) of the respondents were strongly agree. This shows that Data arranged in proper way.

Table 4.25: Data Arranged in Proper Way

		Frequency	Percent
Valid	agree	46	56.1
	disagree	1	1.2
	neutral	5	6.1
	strongly agree	30	36.6
	Total	82	100.0

Source: Field Data, (2019)

4.7 Discussion of Findings

Monitoring and Evaluation provides useful guidance to any project performance. Efficiency in road sector performance greatly depends on timely project execution, prompt disbursement of funds, quality construction equipment, right quantity and availability of resources.

4.7.1 Prompt Disbursement of Funds

The findings from the study show that there are weaknesses in existing Efficiency of Monitoring and Evaluation in road sector performance in TARURA road projects in Dodoma Municipal. Public funds for the sector were not adequate for addressing the sector issue. TARURA received maintenance funds from Road Fund Board which its financial source was from levy on fuel and haulage overloaded charge (RFB, 2017). The road under TARURA in Dodoma city comprise of 60% of all network which were funded by Dodoma city council and external stakeholders. Strengthening to improve roads performance need stable monitoring so as to increase efficiency and accountability (AfDB, Tanzania Transport Sector Review, 2013).

Tanzania Rural-Urban Road Agency (TARURA) was established in Dodoma, on June 2017 (CITIZEN, 2017). In its inauguration the Prime Minister gave directive, "There was bureaucracies regarding the roads most of them were reconstructed below standard and a lot of funds were embezzle no one is accountable." (IPP-MEDIA, Guardian, 2018). TARURA is a supervisor in road sector maintenance. She has a responsibility to announce tender and sub-contracting its responsibilities to a tender winning contractor. The problem starts to begin when TARURA enter into contracts through favoritism done by government officials who lacked integrity and

results to poor workmanship (CITIZENS, 2019).

In the Annual General Report of the Controller and Auditor General on the Audit of the Financial Statements of Central Government for the year ended 30th June 2018 page 144 noted that, "total of TZS 6,655,417,488.24 was not transferred to the Agency by the Local Government Authorities (LGA). The funds were in respect of retention money, liquidated damages collections and other borrowed funds from road maintenance projects" (CAG, 2018). See the Table below;

Table 4.26: Funds yet to be Transferred to TARURA

Item	Required transferred Amount (TZS) A	Amount transferred (TZS) B	Not transferred (TZS) [A-B]
Retention money	7,509,391,547.74	1,880,176,359.37	5,629,215,188.37
Liquidated damaged	336,551,627.05	12,701,368.35	230,576,773.76
Borrowed funds	1,089,460,033.14	293,834,507.03	795,625,526.11
Total	8,935,403,207.93	2,186,712,234.75	6,655,417,488.24

Source, Management Letter

This finding is also in line with Samuel K. Ansahon Causes and effects of delayed payments by clients on construction projects in Ghana (Ansah, 2011) which provides recommendation on failure to receive payment on time. Suggested results indicated that, "Most serious effects of delayed payment are delay in projects progress, create financial hardship for the company hence sub-contractors refused to continue works on progress."

4.7.2 Resources Allocated in the Right Quantities and Quality for the Planned Activities

The findings show that 5(6.1%) of respondents were agree, 37(45.1%) of respondents were disagree, 18(22.0%) of respondents were neutral, 4(4.9%) of

respondents were strongly agree and 18(22.0%) of respondents were strongly disagree. The findings show that resources did not allocated in the right quantities for the planned activities. This finding resemble to Charles E Mendoza from University of Florida (Mendoza, 1995) on his study on, "Resource planning and resources allocation in construction industry" which argued many project suffer unavoidable delays from inadequate resources planning. He further explained that, "In the planning phase, we must identify the required resources needed to complete project. After identifying we must able to allocate them in order to undertake construction operation."

4.7.3 Projects begin and Closed on Time as per Prescribed Plan

The findings show that 17(20.7%) of respondents were agree, 31(37.8%) of the respondents were disagree, 22(26.8%) of the respondents were disagree, 22(26.8%) of the respondents were neutral, 3(3.7%) of the respondents were strongly agree and 9(11.0%) of the respondents were strongly agree. This implied that Projects did not begin and closed on time as per prescribed plan. SomduthSujeebun from the University of Mauritius (Sujeebun, 2014) in his tentative question: On what are the causes of delays in projects? Answer reveals that, "Untimely payment for the work installed may force the contractor to reduce his forces thus slowing the progress of work."

4.7.4 Public Fund for the Sector Adequate for Addressing the Sector Issue

The findings show that 6(7.3%) of respondents agree, 44(53.7%) of the respondents disagree, 6(7.3%) of respondents were neutral, 1(1.2%) was strongly agree and 25(30.5%) of the respondents were strongly disagree. The findings revealed that

Public funds for the sector were not adequate for addressing the sector issue. This finding also reveals Minister for Works, Transport and Communication Isack Kamwelwe at the opening of meeting of the Road Board says, "There was shortage of funds for building roads (GUARDIAN, 2018).

4.7.5 Agency Provide M&E Training for Staff

The findings show that 7(8.5%) of the respondents were agree, 39(47.8%) of the respondents were disagree, 6(7.3%) of the respondents were neutral, 4(4.9%) of the respondents were strongly agree and 26(31.7%) of the respondents were strongly disagree. This implied that Agency did not provide M&E training for staff. This findings reveal research (Mohd Saidn et al, 2008) from University of Technology Malaysia on Development of safety culture in the construction industry: The leadership and training roles which concluded that, "Construction firms and safety experts recognize leadership as the main influential factor in the development of safety culture, followed by training and education, this shows training and education are of great importance to the development of safety culture in construction firms."

4.7.6 Findings in my Interview with Maintenance Manager

Researcher got a chance to interview Maintenance Manager in his office in Dodoma. Researcher wanted to know why periodic roads maintenance happened. And he replied, "The biggest thing is a budget deficit in the projects. We need to be given 242 billion per year to enable us to cover a road networks of up to 120,000 km but the amount we get is only 30 percent. Not only have that but also in professional roads needed to be repaired on time. Professional rehabilitation is in two types,

sealing patching or paving the rear. So, if the roads maintained on time as per prescribed conditions the possibility of long-lasting is high because its construction is too scientific and need laboratory test to measure quality in its execution.

4.7.7 Shortage of Human Resources

Most of the interviewees when asked about suggest approach to be used to improve M&E efficiency in road project performance in Dodoma Municipal suggest increasing human resources. My interview with the Engineers in the Directorate of Urban roads department says "We are unable to supervising the projects on time when we are supposed to do so because we are few." According to IPP media source (GUARDIAN, 2018), Minister for Works, Transport and Communication Isack Kamwelwe at the opening of meeting of the Road Board says, "There was shortage of funds for building roads and experts, particular engineers, including equipment" to test standards of works undertaken in some district councils.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study aimed at studying Efficiency of monitoring and Evaluation in road sectors performance: Case of TARURA road projects in Dodoma Municipal. The purpose of this chapter is to provide a summary, conclusion and recommendations of the study in terms of data which have been collected and analyzed with regards to the research questions and specific objectives. This aims to identify best approaches in improving road sector performance in Dodoma Municipal. The study reviewed various sources of information written by various scholars about the topic around the globe. Different textbooks, journals, newspapers and internet sources have been revealed. All these sources provide background information to bridge the study gap.

The research methodology relate about the data collection was employed and the study included 82 respondents whereas sampling techniques and data collection methods were employed both primary and secondary methods. Responses obtained in the field during the research study were recorded on Statistical Package for Social Sciences (SPSS). The researcher presented the analysis and discussed the findings of the study. This chapter is divided into three objectives based on the study.

5.1.1 To Examine Efficiency of Monitoring and Evaluation in Road Sectors Performance

The findings from Table 4.5 shows that, 45(54.9%) of respondents agree, 4(4.9%) were neutral, 32(39.0%) were strongly agree and 1(1.2%) of respondents was strongly disagree. This indicates that TARURA assess its road projects so as to attain

good performance. The findings from Table 4.6 reveal that 53(64.6%) of respondents agree, 2(2.4%) of the respondents were neutral, 26(31.7%) were strongly agree, 1(1.2%) of the respondents was strongly disagree. The findings shows that Services provided by TARURA were efficiently, including responsiveness to user demand.

The findings from the Table 4.7 depict that 6(7.3%) of respondents agree, 44(53.7%) of the respondents disagree, 6(7.3%) of respondents were neutral, 1(1.2%) was strongly agree and 25(30.5%) of the respondents were strongly disagree. The findings revealed that Public funds for the sector were not adequate for addressing the sector issue. The findings from the Table 4.8 reveal that 5(6.1%) of respondents were agree, 37(45.1%) of respondents were disagree, 18(22.0%) of respondents were neutral, 4(4.9%) of respondents were strongly agree and 18(22.0%) of respondents were strongly disagree. The findings show that resources did not allocated in the right quantities for the planned activities. The findings from the Table 4.9 show that 17(20.7%) of respondents were agree, 31(37.8%) of the respondents were disagree, 22(26.8%) of the respondents were disagree, 22(26.8%) of the respondents were neutral, 3(3.7%) of the respondents were strongly agree and 9(11.0%) of the respondents were strongly agree. This implied that Projects did not begin and closed on time as per prescribed plan.

5.2 Relationship between M&E and Efficiency for Road Projects at Dodoma

Municipal

The findings from the Table 4.10 show that 8(9.8%) of the respondents were agree, 37(45.1%) of the respondents were disagree, 27(32.9%) of the respondents were neutral, 2(2.4%) of the respondents were strongly agree and 8(9.8%) of the

respondents were strongly disagree. This depicts that there is no relationship in organizational management in M&E to influence project efficiency. The findings from the Table 4.11 show that 6(7.3%) of the respondents were agree, 38(46.3%) of the respondents were disagree, 27(32.9%) of the respondents were neutral, 1(1.2%) of the respondents was strongly agree and 10(12.2%) of the respondent were strongly disagree. This indicated that, Bad perception of M&E did not influence project efficiency.

The findings from the Table 4.12 show that 5(6.1%) of the respondents were agree, 39(47.6%) of the respondents were disagree, 25(30.5%) of the respondents were neutral, 1(1.2%) of the respondents was strongly agree and 12(14.6%) of the respondents were strongly disagree. This implies that Poor M&E performance indicators do not influence project efficiency. The findings from the Table 4.13 respondents show that 57(69.5%) of the respondents were agree, 8(9.8%) of the respondents were neutral, 16(19.5%) of the respondents were strongly agree, 1(1.2%) was strongly disagree. This shows that Project efficiency depend on M&E.

5.3 Approaches in Enhancing the M&E Efficiency Applied in Road Projects at Dodoma Municipal

The findings from the Table 4.14 show that 47(57.3%) of the respondents were agree, 1(1.2%) of the respondents was disagree, 7(8.5%) of the respondents were neutral, 26(31.7%) of the respondents were strongly agree and 1(1.2%) of the respondents was strongly disagree. This implied that For M&E plans in TARURA there are indicators (SMART) that are linked to the project objectives. The findings from the table 4.15 depict that 41(50.0%) of the respondents were agree, 19(23.2%)

of the respondents was disagree, 13(15.9%) of the respondents were neutral, 4(4.9%) of the respondents were strongly agree and 5(6.1%) of the respondents were strongly disagree. This implied there is M&E department at the agency.

The findings from the table 4.16 depict that 4(4.9%) of the respondents were agree, 45(54.9%) of the respondents was disagree, 21(25.6%) of the respondents were neutral, 1(1.2%) of the respondents was strongly agree and 11(13.4%) of the respondents were strongly disagree. This shows that resources did not available on time for planned M&E activities. The findings from the table 4.17 depict that 32(39.0%) of the respondents were agree, 14(17.1%) of the respondents was disagree, 28(34.1%) of the respondents were neutral, 1(1.2%) of the respondents was strongly agree and 7(8.5%) of the respondents were strongly disagree. This depict that the work descriptions of staff in M&E clearly defined and documented.

5.4 To assess Information sharing on Project Implementation

The findings from the Table 4.18 show that 59(72.0%) of the respondents were agree, 2(2.4%) of the respondents were disagree, 5(6.1%) of the respondents were neutral, 15(18.3%) of the respondents were strongly agree and 1(1.2%) of the respondents was strongly disagree. This depict that institutional general analyze report to evaluate achievement. The findings from the table 4.19 depict that 39(47.6%) of the respondents were agree, 14(17.1%) of the respondents were neutral, 27(32.9%) of the respondents were strongly agree, 2(2.4%) of the respondents were strongly disagree. This depict that the M&E data available to staff/managers to assist in decision-making and program planning.

The findings from the Table 4.20 show that 52(63.4%) of the respondents were agree, 2(2.4%) of the respondents were disagree, 11(13.4%) of the respondents were neutral, 15(18.3%) of the respondents were strongly agree and 2(2.4%) of the respondents were strongly disagree. This depict that lesson learned and accountability put in effect. The findings from the Table 4.21 reveal that 48(58.5%) of respondents were agree, 4(4.9%) of respondents were disagree, 10(12.2%) of respondents were neutral, 4(4.9%) of respondents were strongly agree and 20(24.4%) of respondents were strongly disagree. The findings show that M&E execution produce desirable report.

5.5 To determine enhancement of Capacity and Data Management on Project Implementation

The findings from the Table 4.22 show that 7(8.5%) of the respondents were agree, 2(2.4%) of the respondents were disagree, 39(47.6%) of the respondents were neutral, 6(7.3%) of the respondents were strongly agree and 4(4.9%) of the respondents were strongly disagree. This depict that Agency does not provide M&E training to staff. The findings from the Table 4.23 reveal that 54(65.9%) of respondents were agree, 4(4.9%) of respondents were disagree, 12(14.6%) of respondents were neutral, 11(13.4%) of respondents were strongly agree and 1(1.2%) of respondents was strongly disagree. The findings show that information captured on time while project activities implemented.

The findings from the Table 4.24 depict that 52(63.4%) of respondents agree, 3(3.7%) of the respondents neutral, 6(7.3%) of respondents were strongly agree, 27(32.9%) were strongly agree. The findings revealed that agency have database

used by the staff to implement the program. The findings from the Table 4.25 show that 46(56.1%) of the respondents were agree, 1(1.2%) of the respondents was disagree, 5(6.1%) of the respondents were neutral, 30(36.6%) of the respondents were strongly. This depict that Institutional data arranged in proper way.

5.6 Discussion of Findings

5.6.1 To the Government

The government should provide enough resources (funds) on time so as to enable TARURA to implement its road projects. Allocation of funds for the sectors should be done to provide the room for sector performance. Also agency should provide M&E training to its staff so as to enabling them to implement the project in competence. This will provide them with capacity to monitor and evaluate programs with desirable skills. Eventually producing desirable performance to improve road efficiency.

5.6.2 Recommendation for Further Research

The empirical studies point out a number of relevant issues that the researcher did not investigate, but which might be important for further research on examining Efficiency of Monitoring and Evaluation in road sectors performance: Case of TARURA road projects in Dodoma Municipal. This study was conducted in Dodoma Municipal in Tanzania other studies may be done in other district to obtain more information on it.

5.6.3 Limitation of the Study

The study on Efficiency of monitoring and Evaluation in road sectors performance:

Case of TARURA road projects in Dodoma Municipal did in vicinity to the respondents offices hence no objection in data collection though the researcher gets consultation from Human resources office to get support. Questionnaires were distributed at different sections of TARURA agency offices at Dodoma Municipal. The researcher uses this method to provide harmonious relationship and providing common understanding to get the right information. Some respondents failed to collaborate with researcher, hence researcher neglect them in order to avoid damaging research results.

5.6.4 Conclusion

Based on research objectives it was concluded that, efficiency depends much on timely project execution, availability of funds, availability of resources, quality equipments and right quantity. Funds was of the most important, its omission is fatal to project execution. Right amount of funds should be timely available to project to enable its implementation so as to produce desirable results. Performance of road projects never happened if M&E tools and M&E efficiency dismissed.

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PART- 2: EFFECIENCY OF MONITORING AND EVALUATION						
(You can put SD = strongly disagree, D = disagree, N = neutral, A = agree, and SA = strongly agree.)						
No	2A: EFFICIENCY OF MONITORING AND EVALUATION IN ROAD SECTORS PERFORMANCE.	SD	D	N	A	SA
1	Did road sector assess performance results?					
2	Are services provided by TARURA efficiently, including responsiveness to user demand?					
3	Is a public funds for the sector adequate for addressing the sector issue?					
4	Are resources allocated in the right quantities and quality for planned activities?					
5	Did projects begin and closed on time as per prescribed plan?					
No	2B: RELATIONSHIP BETWEEN M&E AND EFFIECIENCY FOR ROAD PROJECTS	SD	D	N	A	SA
1	Did poor organizational management in M&E influence project efficiency?					
2	Did bad perception of M&E influence project efficiency?					
3	Did poor M&E performance indicators influence project efficiency?					
4	Did project efficiency depend on M&E?					

PART- 3: BEST APPROACHES IN ENHANCING THE M&E EFFICIENCY IN ROAD PROJECTS						
No	3A: MONITORING AND EVALUATION PLANNING IN ROAD SECTORS PERFORMANCE.	SD	D	N	A	SA
1	For M&E plans in TARURA are there indicators (SMART) that are linked to the project objectives?					
2	Do you have M&E department in your agency?					
3	Are resources available on time for planned M&E activities?					

4	Are the work descriptions of staff in M&E clearly defined and documented?					
3B. INFORMATION SHARING ON PROJECT IMPLEMENTATION						
1	Does your institution regularly analyze report to evaluate achievements?					
2	Is M&E data available to staff/managers to assist in decision-making and program planning?					
3	Did lesson learned and accountability put in effect?					
4	Is M&E execution produce desirable report?					
3C. ENHANCING CAPACITY AND DATA MANAGEMENT ON PROJECT IMPLEMENTATION						
1	Does your agency provide M&E training for staff?					
2	Is information captured on time while project activities implemented?					
3	Do you have database used by the staff to implement program?					
4	Is your data arranged in proper way?					

If you have any additional comments, you may attach.

I THANK YOU FOR YOUR TIME AND COOPERATION

Researcher

Appendix II: Interview

Introduction: Greetings!

Intention: It is my pleasure to speak with you. My name is Benedictor Libaba, from The Open University of Tanzania. I pursue my Masters of Arts in Monitoring and Evaluation (M&E). I am here for an interview with you. This interview is the part of my research study, **Efficiency of Monitoring and Evaluation in road sectors performance: Case of TARURA road projects in Dodoma Municipal**. I am fortunate with your experience and skills to broaden my horizon in such a field and therefore I would like to ask you some questions.

- (i) In which departments do you belong?
- (ii) What is your post title?
- (iii) How long have you served in TARURA
- (iv) Which approach TARURA agency chose while executing projects in urban?
- (v) Who is responsible for supervising and monitoring road projects?
- (vi) Is there independent budget towards M&E in your institution? Yes/No
- (vii) From your experience how do you measure efficiency of M&E to projects executed by TARURA?
- (viii) What major obstacle do TARURA faced in relation to M&E?
- (ix) What suggested approach to be used to improve M&E efficiency in road project performance in your agency?
- (x) When do you monitoring projects and how reports disseminated to stakeholders?
- (xi) What is your view on collected data quality?
- (xii) Suggest ways to avoid the situations.

(xiii) Do M&E department staffs enough to perform their works in road projects?

Yes/No

It was a pleasure meeting you, I appreciate your time today and I hope to be in touch in the future.