

**EXAMINING FACTORS INFLUENCING PERFORMANCE OF PROJECTS
IMPLEMENTATION, MONITORING AND EVALUATION
IN PUBLIC INSTITUTION: A CASE OF TEMEKE MUNICIPAL COUNCIL**

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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania the research dissertation entitled: “*Examining Factors Influencing Performance of Projects Implementation, Monitoring and Evaluation in Public Institution: A Case of Temeke Municipal Council in Dar es Salaam*”. In Partial Fulfillment of the requirements for the Degree of Master of Project Management of the Open University of Tanzania.

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DECLARATION

I, **Elizabeth Bonus Mdalangwila**, do hereby declare that the work presented in this dissertation is original. It has never been presented to any other university or institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as original mine. It is hereby presented in partial fulfilment of the requirements for the Degree of Masters of Project Management (MPM) of the Open University of Tanzania.

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Signature

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Date

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ABSTRACT

This study intended to examine factors influencing the performance of projects implementation, monitoring and evaluation in the public institution. A Case of Temeke Municipal Council in Dar es Salaam. The literature review shows that there are several factors influencing the performance of project implementation, monitoring and evaluation of the performance of public institutions. The theories used in this study include Relational Contract Theory and Principle of Management Theory. Hypotheses were developed and verified the five factors were found through rigorous statistical tests to significantly positively influence the performance of projects implementation, monitoring and evaluation in project performance in public institutions. This study used a quantitative approach and exploratory design, a sample size of 100 respondents was used to collect data, a random sampling method was used and questionnaire data collection method, the data analyzed through the SPSS regression model to test the hypotheses of the study. Findings show that project implementation, monitoring and evaluation in Tanzania have a significant positive influencing performance on project performance in public institutions. Therefore, the study concludes that projects performance in public institutions under investigation discovered that the projects implementation, monitoring and evaluations triggered by factors influencing projects implementation as good culture in project management; project implementation influenced by competencies and skills of manager. The study recommends that the project managers should provide the skill to other staffs, resources and facilities' during the period of monitoring and evaluation in order to get sustainable projects.

Keywords: *Projects implementation, monitoring and evaluation, public institution*

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LIST OF ABBREVIATIONS

BOQ	Bill of Quantities
CAG	Controller and Auditor General
M&E	Monitoring and Evaluation
PPRA	Public Procurement Regulatory Authority
RCT	Relational Contract Theory
URT	United Republic of Tanzania
VfD	Virtual Fiscal Device

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This chapter generally discusses the background to this research, identifies the context of the research, explains why this particular research topic is important, justifies the need for conducting the research, and provides an overview of what the research is intended to accomplish. Likewise, a statement of the problem was included that highlights the topic addressed by this study, as well as the general and specific objectives, questions or general hypotheses of the study, the importance of the study, its scope and its environment.

A project, in its basic definition, is a temporary activity carried out by people who work together to develop a unique product or service within a specific time and budget to produce identifiable products (Project Management Institute, 2020). The success of the project is defined in terms of time, budget and deliverables (Eveleens & Verhoef, 2020). According to Antill (2019), a project is only successful if it is completed on time and within budget, meets the deliverables that were previously established and approved and are used by the clients for whom the project is intended. Usually, a project requires resources to complete. In many cases, the implementation of the project depends on a comprehensive plan that takes external factors and constraints into account. The main part of project management is the planning, execution and control of projects. For large projects, it is often necessary to create a specific temporary structure that includes a project team and one or more

work teams (Sauer et al. 2017). Large projects can be broken down into smaller projects, and software is a collection of such projects.

Implementation is the stage in which all planned activities are carried out. Before launching a project, implementers, led by a project committee or executives, must assess its strengths and weaknesses, including internal strengths, opportunities, and threats from external forces. The project is a strategic issue for the development and expansion of any nation, especially in a developing economy. It also represents a large part of the government budget used in the development of the project. Since the government spends a lot of money on project implementation, good project management is important to ensure the performance and development of the national economy (Bathale 2017). However, project success will not be achieved without effective planning, monitoring and evaluation and clear project management implementation. The amount of success in project implementation largely depends on political stability, respect for the contracting party, correct use of tender documents, and technical and risk management (Amarri and Boussabine, 2017).

Around the world, the results of several projects continue to be below expectations. A lot of money was invested in these programs, but there was no visible impact or result. According to (Karlsen et al. 2019), only 47% of the teams achieve 70-89% of their goals. About 20% of the teams said they only achieve 50-69% of their goals (Geneca, 2017). Similarly, only 64 per cent of plans achieve their objectives (Project Management Institute, 2015). 70% of companies report at least one failed project in 2019 (KPMG, 2022). (Institute of Project Management, 2017). According to the

2019 DBE Annual Performance Report, only 29% of DBE-funded projects were classified as successful, while the remaining 71% were classified as failures. Similarly, according to Nelson's annual performance report (2021), the ratio of Bank projects to efficiency as of June 30, 2013, is 31% and drops to 28% in the Bank's Commercial Credit Process, which is big. the Bank's loan processing unit and where more than 75% of the Bank's total annual loans are issued to borrowers (Miles & Huberman, 2020).

Project failure, regardless of cause, will increase country costs because permanent investments in projects are specific to their intended purpose and are difficult to liquidate or require high replacement costs. In addition, it reduces the number of loans that the Bank can finance other projects that may be important for the development of the country's economy. To be able to deal with internal and external parameters/factors in the project environment that have an impact on the implementation of the project, it was important to examine, identify and understand these parameters/factors and determine how much they contributed to the execution of the project, i.e. success. or failure.

In the past, many studies were done that only addressed the factors that contributed to the failure of the project as a whole. Much of the research focuses on the causes of project delays and cost overruns. Smith (1998) cited poor communication, lack of project management experience, equipment procurement delays, lack of project management training, and ineffective project selection processes as major causes of project failure. projects by studying the causes of project failure. According to the

World Bank (2017), project performance includes poor project writing, poor project management, lack of technology, corruption, and poor relationship management. According to Abiodun (2017), the success of projects in developing countries and around the world is hampered by poor and unprofessional planning, poor monitoring and evaluation, poor estimates, ambiguity in project definition, management Poor and long lead times.

Many African countries have agreed that cost increases, payments for incomplete projects and non-compliance with PPA requirements are among the problems affecting the implementation of work projects in developing countries (Prempeh, 2016). In Uganda, contractor negligence, poor site management, poor monitoring, and project cancellations harm projects (Basheka and Byaruhanga, 2017).

Projects in developing countries have recently received a lot of attention as an important aspect of economic development, especially in the infrastructure, health and education sectors, as well as in other sectors to smooth government processes towards economic development (McKevitt, 2015). However, many initiatives around the world have not been completed to the appropriate level (Bathale, 2017). For example, road structures do not last long before developing cracks and potholes, prompting Tanzanian President Hayati, and Dr. John Pombe Joseph Magufuli, to oppose wasting public funds on shoddy projects (PPRA, 2017).

However, many projects have ended with poor implementation; Various reasons have been suggested as obstacles, such as changes in the plan, poor follow-up and evaluation of the drawings, incorrect definition of the bill of quantities (BOQ), poor

coordination among the participants, and poor management (Mwakajo and Kidombo, 2017). According to Rida (2015), many developing countries, including Tanzania, face various obstacles in providing projects, resulting in the loss of millions of public dollars due to project cancellations and incomplete businesses.

Despite the efforts made to increase the efficiency of project development. However, effective contract management remains a challenge for many developing countries. For example, recent investigations and audit reports from CAG and PPRA show that several projects, such as construction projects, water projects, and road construction in Tanzanian public institutions, were not successfully owned (URT, 2020). As a result, the purpose of this study was to determine the factors that affect the performance of project implementation, monitoring and evaluation.

1.2 Statement of the Problem

Project performance is complex and involves high risk. Companies and governments all around the world are losing vast sums of money due to project failure (Domoah, 2015). Several factors are responsibility for inadequate project implementation in public institutions, among them including the following: lack of staff technical skills in project management implementation, indicating that technical skills are insufficient and that technical skill is essential in project implementation and management (Cuellar, 2019). Ineffective stakeholders' involvement in project implementation, with the level of involvement remaining low (Boucher, 2019). On the influence of resource mobilisation on project implementation, it is demonstrated that insufficient resource allocation might lead to significant failure in project

management implementation (Robinson, 2021). Concerning the foregoing, it is shown that weak leadership is causing project implementation to stall to the greatest extent possible (Johnson, 2021).

The study also identifies various obstacles impacting successful project monitoring in Tanzanian public institutions, particularly Temeke Municipal Council, including a lack of training for individuals assigned with monitoring operations and an unclear institutional framework for doing so (Assem & Mario 2018). Other factors, such as not incorporating monitoring budgets into project budgets, limited involvement of primary stakeholders, and political interference, revealed that staff with less experience and insufficient training have an impact on human resources and do not contribute to the effectiveness of monitoring in public projects (Alshami, 2017).

Furthermore, with the importance of monitoring workers in public projects, the number of monitored workers in public projects is not enough (Morakinyo and Afolabi, 2017). For example, the CAG report for the fiscal year ending 2017/2018 revealed that the implementation of various projects totals 3,187,957,259/=Tanzanian Shillings in 26 public institutions fell short of expectations due to the absence of management. Adequate, monitoring and deficiencies. Evaluation, financial delayed release; low community participation and poor management of relationships with contractors. The success of the project depends to a large extent on the strategy used by the company to implement and execute it. Projects are generally considered successful when they are completed on time, on budget, and to specification (Morakinyo and Afolabi, 2017).

The implementation of the international project continues to face the same challenges. Although various attempts have been made to improve project performance, challenges still exist. Many studies have been conducted to investigate the factors that affect project performance in developing countries (Abiodun, 2017; Malala, 2015; Shahid 2015). Therefore, this study aimed to determine the factors that affect the performance of the implementation monitoring and evaluation of public projects.

1.3 Research Objective

1.3.1 General Objective

The general objective of this study was to determine factors influencing the performance of project implementation, monitoring and evaluation in public institution.

1.3.2 Specific Objectives

- i) To examine factors influencing projects implementation on project performance in a public institution
- ii) To examine the influence of project monitoring on project performance in a public institution
- iii) To determine the influence of projects evaluation on project performance in a public institution

1.4 Research Question

1.4.1 General Research Question

What are the factors influencing the performance of project implementation,

monitoring and evaluation?

1.4.2 Specific Research Question

- i) What are the factors that influence project implementation toward project Performance in a public institution?
- ii) To what extent does project monitoring influence project performance in a public institution?
- iii) How does project evaluation influence the performance of the project in a public institution?

1.5 Significance of the Study

Good project management enables government agencies to protect public funds by achieving the basic principle of contracting, which is VfD. This study will be useful in the following ways:

Academics, the research will increase your understanding of project performance. It provides an opportunity for other scholars (academics) to use it as a benchmark in other related fields, as well as to make recommendations for improving project management.

The government and policymakers, since this sector has a great contribution to supporting the development of the nation, the research will help the government and policymakers to take the necessary measures to implement projects in public institutions.

There is an urgent need for social projects to include monitoring and evaluation procedures in the management and evaluation of the performance of the project and program in general to achieve its goals, objectives and results.

This study will be very important because it will look at how the Temeke City Government manages and reviews its projects to ensure that project objectives are met. It will be used by county authorities, especially M&E professionals, to improve their M&E capabilities.

The study will be valuable to project managers and policymakers in developing successful M&E practices. The research will help the government and other stakeholders by giving them the knowledge they need to plan at the local level. Project managers will know the factors that can affect the success of these initiatives and will know how to deal with them. The study would contribute to the current body of information on M&E, benefit academics, and facilitate future M&E research in the public sector. It will serve as both a primary and secondary source in such cases, creating a solid foundation for further learning in the area.

1.6 Scope of the Study

The study's focus was limited to factors influencing the implementation, Monitoring and Evaluation of Projects funded by the Government of Temeke municipality. The study's goal is to reach 100 people chosen at random from the general community. Project Management Committee members, District planning and development officer, Fund Manager, municipal procurement officials, and Engineers were the units of observation.

1.7 Organization of the Study

This research proposal was divided into five chapters. The first chapter introduces the study's background information while briefly outlining the important factors, a statement of the research problem, the objectives of the study and research questions, the relevance of the research and its organisation. The second chapter contains a literature review that includes theoretical and empirical literature reviews on project effectiveness implementation, monitoring and evaluation, research gaps were identified, and the conceptual framework of the study was drawn, and the third chapter covered the study's research methodology.

The chapter discusses the research approach, design, target population, sampling procedure, data collection instruments, data collection procedure, pre-testing, data analysis, and ethical considerations, the data analysis presentation and discussion in chapter four, and the summary, conclusion, and recommendation in chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter identifies and provides a discussion of the theories driving the research, as well as a review of the empirical literature on the relationship between key variables. This chapter specifically discusses knowledge and professional findings related to factors affecting project implementation, monitoring and evaluation. At the end of the chapter, a summary of the reviewed studies was presented, along with the conceptual framework in which the relationships were tested.

2.2 Conceptual Definitions

2.2.1 Projects

According to Assem and Mario (2018), a project is a set of activities (or, more commonly, a group of linked activities) performed according to a plan to achieve an intended goal within a given period and nearby. Start and completion dates, end objectives to be accomplished, number of planned and integrated activities, budget, and project management team are all features of projects.

2.2.2 Project Implementation

A project is considered successful if it is completed on time (time criteria), within budget (financial criteria), meets nearly all of the previously set objectives (effectiveness criteria), and is accepted and used by the clients who created the project (customer satisfaction criteria). A project, by definition, has a fixed completion date, a set budget, and a set of performance requirements.

Furthermore, the project is often customer-focused, whether inside or external to the organisation and its project team. As a result, it appears natural that any evaluation of project implementation performance should include, among other things, these four criteria. According to Slevin (2019), managerial support for projects, or indeed any execution, has long been seen as critical in deciding their success or failure. According to Beck (2006), project management is dependent on top management not just for authority, advice, and support, but also as the final method of implementing top management aims or objectives for the organisation.

2.2.3 Project Monitoring

Monitoring is described as continuing activity that involves the systematic gathering of data on certain indicators to tell management and key stakeholders about the degree of development and success of an ongoing programme or project (Guijt, 2018). Project monitoring is the practice of closely examining the whole project management life cycle and ensuring that project activities are on track. The project's success is dependent on a well-defined framework (Ndakwa, 2016). Information registration, collecting, measurement, analysis, and sharing is a continual and methodical process.

Monitoring is a continuous process that involves the methodical gathering of data on certain indicators to give managers and key stakeholders info on the degree of attainment of objectives and progress in the utilisation of allotted money. An indicator is a quantitative or qualitative feature that allows you to quantify the change generated by an intervention in comparison to what was previously measured. It

provides a fundamental and dependable foundation for assessing success, change, or performance.

2.2.4 Project Evaluation

Evaluation is a systematic and target examination of ongoing or completed operations, and programme policies, including the planning, adoption and results. Evaluations must give trustworthy and valuable information that enables the incorporation of learnt lessons into decision-making (Jaszczolt, 2019). A systematic and unbiased analysis of human behaviour in research would enhance policy, practice and accountability. This is an unbiased assessment of a current or recently concluded project, programme, or policy, including its design, execution, and outcomes. It answers the inquiry, "What has happened as a result?" Evaluation Analyses why the predicted results were or were not met, as well as the precise contributions of activities to the outcomes.

2.2.5 Monitoring and Evaluation Systems

Evaluation and monitoring are two distinct but complementary approaches (Gorgens & Kusek, 2019). Then it is a process of gathering and analysing information from ongoing initiatives and comparing the project's achievements or impacts to the project's or program's objectives (Hunter, 2019). In contrast, the M&E system is a set of interrelated parts that serve the common purpose of monitoring the execution and results of a project or programme in organisations (Samdi, 2017).

As a result, monitoring and evaluation are interwoven systems of reflection and

communication that aid in programme execution. The Monitoring and Evaluation System is divided into four parts: creating the M&E system, executing the M&E system, involving programme stakeholders, and disseminating M&E outcomes (Guijt et al., 2002). According to Briceno (2010), "an effective M&E system should be self-sufficient enough to be externally credible and socially legitimate, but not so self-sufficient that it loses relevance." As a result, it must be able to influence policymaking through suggestions based on lessons learned, as well as be long-term to meet the demands of stakeholders inside the organisation.

2.3 Theoretical Framework

The study at hand was directed by three theories in explaining the elements influencing project implementation, monitoring, and assessment, which are as follows:

2.3.1 Relational Contract Theory (RCT)

In 1970, Mack Nail founded the relational contract theory, underlining the importance of norms in determining how economic exchanges take place in practice and introducing the concept of connection. Mack Nail aims to explain the various 11 criteria for increased performance in contract and operation. The thesis was simply based on the idea that all contracts based on relational governance, rather than contractual governance, considerably enhance the success of construction projects. Relational governance is defined by norms such as communication, trust, respect, and ideals. The use of these factors in construction projects may affect performance (Diathesopoulos, 2010).

In this study, the relational agreement theory was used to support relationship management in construction projects, with a focus on trust and communication variables, to determine whether the relational contract affects construction projects through relationship management between contract participants.

2.3.2 Henry Gantt's Theory

According to Jupta (2003), Gantt's idea takes the form of a chart. A Gantt chart is a bar chart that displays the progression of time through the phases of a project. The charts may be simple or complex, depending on the needs of the project manager and team. Henry Gantt's management theory necessitates the use of both resources and time while examining projects (Kanz, 2005). Scientific management, developed by Henry Gantt, is a strategy that incorporates benchmarks in a project to guarantee that it is finished properly. What are your project's milestones and deadlines? How much time is required to fulfil each milestone deadline? This theory has therefore a direct impact on project performance if it is not employed, project completion is jeopardised.

2.3.3 Henri Fayol Principal of Management Theory

A principle is a fundamental reality (Lanz, 2007). It establishes the causal relationship between two or more variables in a given situation. They serve as a guide for thinking and action. As a result, management principles are logic-based statements of the basic truth that serve as standards for managerial decision-making and behaviour. This has an impact on organisational governance and decision-making. Fayol's six core management functions, which correspond to the principles,

are as follows: Forecasting, planning, organising, commanding, coordinating, and controlling are all aspects of management.

The premise of Early Management Theory has a direct association with project success or failure. This principle, if executed by project managers, will result in a successful phenomenon. As a result, this theory is particularly relevant to project execution; monitoring and assessment. This is due to Henri Fayol's establishment of five management roles: planning, organising, command, coordination, and control. One of the six industrial tasks outlined in management theory is "management," which consists of these five roles. Henri Fayol is largely considered to be the father of contemporary management. While an existing project is in progress, the same tasks are required: project planning, project organising, project coordination, and project management, which includes monitoring and evaluation.

2.4 The Factors Influencing Projects Implementation on Project Performance

2.4.1 Project Management Culture

Several researchers have examined organisational factors that affect project performance and results. According to Faridi and El-Sayegh (2016), project management culture refers to an organisational mindset that views projects as the primary means of achieving objectives (Lindbergh 2009). In 2008, Morrison and Brown supported this viewpoint. Project managers rely on the principles, practises, structures, tools, and resources of the project management culture to meet project deadlines (Rollins & Roberts 1998). According to Abushaban (2009), project management culture may help organisations achieve their strategic goals.

Furthermore, some academics have contended that there is a link between project management performance (project management culture practises) and project success.

H1: There is a significant direct relationship between good culture in project management and project implementation performance in public institutions

2.4.2 Competencies and Skills of Project Manager

One of the factors that influence project success is hiring competent project managers Langdon (2007-2008) described project manager competency as the following: knowledge (what the project manager understands about project management), performance (how the project manager applies his or her knowledge), and personal (how the project manager behaves when managing the project). "Competent project managers regularly utilize their project management skills and personal conduct to boost the chance of delivering projects that match stockholder's criteria framework," writes Pinto (2010).

H2: There is a significant direct relationship between the competencies and skills of project managers and project implementation performance in public institutions

2.4.3 Values

Values are the essence of society and can be defined as ideas and values that allow people to choose between two things, such as good and evil. In addition, ethics are principles that govern the actions of employees in various situations (Hofstede,

2010). Successful companies have a clear and comprehensive set of values that all employees are aware of and can contribute to (Heathfield, 2014).

Abu Dhabi Police defined its values as follows: integrity and honesty to maintain the highest standards of integrity and honesty at all times, and will preserve human rights, the right to provide fair and reasonable services to all groups in the society, to recognize the achievements to appreciate and evaluate the success achieved. Individuals and communities, fostering team spirit and motivation programs at all levels, effective communication believing that effective communication will bring better results.

H3: There is a significant direct relationship between staff integrity and high honesty levels and project implementation performance in public institutions

2.4.4 Financing Process and Its Influence on Project Implementation

Funding processes at state corporations encounter several problems that can entail delays and, in certain cases, project standstill (Mutuma, 2015). The Ministry of Finance, which is in charge of disbursing cash to state-owned enterprises, is constrained by bureaucratic procedures. As a result, the state suffers a significant loss of cash that could otherwise be used for economic growth. (Sutiyono et al., 2017) found that the approval procedure has an impact on the success of project execution in research of financial management in state entities in Indonesia.

According to Jones (2018), "a well-defined and goal-driven funding procedure allows for easy project execution." A funding procedure is what determines whether

a project will go in the correct or wrong route. According to Ramshadhi (2015), to ensure good project execution, top-level management must collaborate with the Ministry of Finance during the funding process. According to Wanyonyi (2016), the Ministry of Finance in Kenya is in charge of disbursing monies set aside for project implementation in state enterprises. There have been several instances of corruption and theft of cash harming this vital service. This has an impact on the funding of projects in state businesses (Wanyonyi, 2016).

A budget must be prepared before a state company begins to work on a project. Throughout the budget planning process, top management engages in programme prioritisation and tradeoffs. This ensures that the budget aligns with the budgetary goals and policies of the state governments. Before any funds are committed to a project, the Budget Approval Committee must meet and reach an agreement. In rare circumstances, a project is awarded a budget that is less than what it requested. This budget restriction does not account for the fact that everything in a budget plan is financially covered. According to Ramjiir (2009), the Budget Allocation Committee in Kenyan state enterprises often focuses too much on cost reduction, therefore cost-effective alternatives must be adopted. This committee must guarantee that budgetary restrictions are included in the project execution process from the start. With budgetary limitations in place, it is simpler to minimise delays and cost overruns, which are unavoidable in most projects.

H4: There is a significant direct relationship between Financing Process and its influence and project implementation performance in public institutions

2.4.5 Project Management Structures and Their Influence on the Implementation of Projects

Sheather and Waldersee (2016) state that project team members, particularly project managers, must be dedicated to both monitoring and regulating the project implementation process. The project team is in charge of project implementation monitoring and assessment during the course of the project. The evaluation process comprises several actions ranging from a full examination of the consumer's needs, requirements, and expected outcomes. A flexible framework that aids project managers in setting up and managing all project implementation stages is required for successful project monitoring and assessment.

Customizing the project implementation process to meet the individual needs and objectives of a project allows top management to guarantee that all implementation activities are properly specified and then carried out. The implementation of projects in state enterprises is influenced by several project management difficulties, such as the harmonization of various sections. The harmonization of several departments is an essential component of the project management system. This is because most initiatives done by state-owned businesses need the participation of many agencies.

This department must be synced to work jointly for effective project implementation to be a reality. Despite personnel being from different departments, they must recognise that they need to work collectively to achieve the objectives of a project. Achieving project coordination requires a project management framework that facilitates open communication, especially when communicating with upper

management. Department coordination necessitates that every single employee working on the project understands their position in the implementation process. This allowed them to complete their responsibilities on schedule and under budget, ensuring that no other departments were inconvenienced.

H5 There is a significant direct relationship between Project management structures' influence and project implementation performance in public institutions

2.4.6 Public Procurement System and Its Influence on Project Implementation

According to Jones (2010), efficient procurement is a critical aspect of ensuring that a project is implemented properly. Without a well-defined procurement system, there is little possibility that a project will meet its objectives, finish on time, and stay within its budgeted allotment. As part of its developmental responsibility, a state company focused on building its capability and administering procurement transparently and effectively. It is the top management that can assist assure good governance of the project implementation process from start to finish.

According to Bosen (2016), project participants are needed to assess the capacity of the project implementation unit to help administrate the procurement process. Procurement capacity evaluation is critical to ensuring efficient project execution and begins with a collaborative assessment with other funders, in this case, the government. After that, the evaluation should look into other crucial areas such as the adequacy of the laws, control systems, and rules and regulations (Country Procurement Assessment Report (CPAR, 2012).

H6: There is a significant direct relationship between Public Procurement System influence and project performance in public institutions

2.5 The Factors Influencing Project Monitoring on Project Performance

2.5.1 Training and Monitoring Activities

The technical ability of the organisation to conduct the evaluation, the significance and involvement of its human resources in the policy-making process, and their willingness to influence the options can all have a big impact on how they are designed, presented, and acknowledged evaluation studies. Vanessa and Gala (2018). Clear job descriptions and titles that are suitable to the resources' competencies should be supplied to project human resources; if they are insufficient, training in the required skills should be arranged. On-site assistance is frequently and heavily required for projects with external workers that are sent out to handle project tasks alone. Reijer et al., 2019; Ramesh, 2018)

H1 There is a significant direct relationship between a competent human resource in project monitoring and project performance in public institutions

2.5.2 Budgetary Allocation for Project Monitoring

The project budget must include enough transparent funding for monitoring and evaluation activities. The monitoring and evaluation budget may be explicitly established within the total project budget to provide the monitoring and evaluation function in project management its proper prominence (Gyorkos, 2013; McCoy, 2015). 5–10% of the entire budget should go towards monitoring and evaluation. IFRC (2011), AIDS Alliance (2016), Kelly and Magongo (2014)

H2 There is a significant direct relationship between project budgetary allocation for monitoring and project performance in public institutions

2.5.3 Stakeholder Participation in Monitoring

Discussions about the what, how, and why of programme activities empower stakeholders and encourage meaningful participation from a variety of stakeholder groups. Trumpson, (2003). Stakeholder involvement entails giving development beneficiaries the tools they need to identify resources and requirements, plan resources, and carry out a real development plan. The preparation of assessment updates should include stakeholder input, according to Chambers (1997) and Chitere (1994).

With the backing of high-level collaborators, this cooperation should begin early in the assessment process and draw political players interested in learning about or employing methods to show success. The intended beneficiaries, who are the key players in your growth and the finest experts on your issue, may considerably enhance the overall impact evaluation process, notably the analysis and the interpretation, according to Jones (2008) and Proudlock (2009). Outcomes Stakeholder interaction, though, needs to be handled carefully. Too many stakeholders can have a disproportionate impact on the assessment, while too few can result in assessors taking control of the process Patton (2008).

H3 There is a significant direct relationship between full stakeholder participation in project monitoring and project performance in public institutions

2.5.4 Politics in Municipal Project Monitoring

Decisions on the goal and scope of impact evaluations are political, and they have significant implications for the selection of acceptable methodology, the types of knowledge and conclusions obtained, as well as their follow-up and usage. It is also critical to allow enough time for all stakeholders to participate meaningfully in determining the aim and scope of impact evaluations. Patton (2008), Sandison (2006), and Proudlock (2009). The essential question is whether the effect evaluation question is relevant to these demands. If they are not, there is a good chance that monitoring was seen.

H4 There is a significant direct relationship between good politics in municipal project monitoring and project performance in public institutions

2.6 Factors Influencing Projects Evaluation on Project Performance

Interest in the use of M&E findings is increasing in Vietnam, particularly in the public sector. Many studies have been made available to policymakers and foreign funders to promote their use of M&E results to strengthen poverty reduction and SEDP implementation. Annual Progress Reports for the Comprehensive Poverty Reduction and Growth Strategy¹ and SEDP Annual Reports are two examples. The former often contains a review of the preceding year's successes and problems, including an assessment of macro policies, programme implementation processes, and outputs accomplished in terms of economic development and poverty reduction. These publicly available reports encourage the government to utilise evaluation results to make informed choices. Yet, several elements have an impact on project

performance during the appraisal process.

2.6.1 Evaluation Use Versus Evaluation Influence

Since the 1970s, substantial study on assessment usage has been conducted. Many studies divided assessment usage by purpose, with the five most prevalent categories being instrumental, conceptual, persuasive, procedural, and imposed (Weiss et al., 2015). In the 2010s, several sorts of assessment usage dominated the evaluation literature. Studying and classifying diverse uses enables better knowledge and comprehension of assessment usage, which in turn promotes appropriate behaviours (Alkin and Taut, 2013). The concept of assessment use has been expanded by several scholars to include "evaluation influence" (Henry, 2014). Evaluation influence research, which dates from the 2000s, is relatively new compared to evaluation usage research. Mark (2011, p. 113) defines evaluation influence as "changes that occur at the site and broad period of the assessment as well as changes that occur elsewhere and subsequently," which is one of the scholars that argue for a better notion than evaluation utilisation.

Furthermore, Mark (2004) developed the concept of evaluation effect to characterise the processes by which assessment methods and outcomes affect attitudes, motivations, and behaviours, which subsequently result in social advancement.

H1 There is a significant direct relationship between evaluation use versus evaluation influence and project evaluation performance in public institutions

2.6.2 The Involvement of Evaluation Partners

Evaluation Participation Evaluation is important for partner donor agencies. They want to know if they made a good investment in allocating funds to programs with defined progress and acceptable performance targets. When preparing the evaluation, the perspectives and objectives of the donors should be considered project management and commercial channels. The results of the evaluation help the responsible officer of the partner's donor agency and the project manager to make the right decisions during the implementation of the project and to identify what works and what does not work effectively.

The administrative and technical project implementers the partner donor agency field office, the technical specialist, and the partner donor agency technical unit at headquarters—play a crucial role in ensuring that the evaluation's findings are applied to the planning and execution of other ongoing and future projects. The Office's implementation of its defined agenda, notably through technical cooperation efforts, is of importance to the Governing Board.

The Governing Council is concerned that the initiatives are measured against internationally accepted best practices and are in line with the goals of the donor organisations. An overview of all independent project evaluations completed during the reporting period, a summary of chosen project assessments, lessons learned, and appropriate follow-up are all included in the annual evaluation report that partner donor agencies send to the Governing Council in November.

H2: There is a significant direct relationship between the involvement of

evaluation partners and project evaluation performance in public institutions

2.6.3 Strengthening Credibility and Accountability

Most projects must demonstrate to donors and the Governing Body that their technical cooperation activity has produced benefits. An effective review procedure improves the Office's reputation, accountability to its partners and members, and openness. To guarantee objectivity and validity, programmes must undergo independent review. The project assessment policy guarantees impartial, thorough, and independent evaluations: They must be carried out by an outside evaluation expert, and choices about the independent assessment should not be made at the same time as those regarding project planning and execution. All significant project participants are included here, including the project manager, the project officer, technical limitations, sponsors, and national partners. As a result, an impartial assessment manager drafts the terms of reference, chooses an evaluation consultant, and distributes the report to all pertinent parties who offer comments from a variety of angles. Before the final report is made available to funders and other stakeholders, the lead evaluation unit chosen for the sector or area supervises the process, authorises the choice of the ToR and evaluators, and examines the final report. To ensure that the assessment addresses the concerns of all stakeholders is helpful to them, and is carried out in an objective and balanced manner, the entire process is established and managed transparently and inclusively.

H3: There is a significant direct relationship between the strengthening credibility and accountability in the evaluation and project evaluation performance in public

2.6.4 Professional and Ethical Conduct

All personnel involved in the design, implementation, and management of evaluation activities must be held to high professional standards and strong ethical values. Audits must be performed in a trusted environment. Confidential information must be handled responsibly and whistleblowers must not face loss as a result of their cooperation.

It is part of the evaluation principles of the United Nations system: Ethics in Evaluation; Personal and professional integrity of the evaluators is required. Testers must guarantee that sensitive content cannot be traced back to its source and respect the right of organisations and people to reveal secret information. Appraisers must be attentive to the beliefs, manners, and customs of the social and cultural milieu in which they operate. Evaluators must make sure that the people taking part in the evaluation have the chance to evaluate the allegations made against them. In line with the United Nations Declaration of Human Rights, evaluators are required to remain watchful and address concerns of discrimination and gender inequality. Such circumstances ought to be transparently brought to the notice of the relevant investigative authorities. Additionally, appraisers must combine the appraisal of management responsibilities with proper regard for this concept and are not obligated to assess the performance of specific persons.

H4: There is a significant direct relationship between professional and ethical conduct and project evaluation performance in public institutions

2.6.5 Financing for Project Evaluations

Project reviews and evaluations must be paid for with project funds. The sponsor's designated official will ensure that sufficient funds are available to implement the required monitoring and evaluation program outlined in the original project proposal. Funds should be set aside to establish a monitoring and evaluation system that includes individual and internal evaluations. For this purpose, the project budget line 16 should be allocated at least 5% of the total project budget. A minimum of 2% of the total project spend must be allocated to this budget line for an independent evaluation, which must be allocated to this budget line. Unlike other budgeting methods, the resources under the 16.50 budget line are controlled by the evaluation manager rather than the project manager.

H5: There is a significant direct relationship between financing for project evaluations and project evaluation performance in public institutions

2.7 Empirical Review

Research done by Nyanje and Wanyoinke (2016) on variables influencing NGO project implementation discovered a variety of factors influencing NGO project implementation. The exchange of information among stakeholders has an impact on the efficient implementation of NGO programmes. The focus of communication inside and between project teams should be on providing appropriate and clear information. Communication should generate a shared and mutually advantageous perception for the NGO project implementation. As a result, a communication breakdown might have a severe influence on project implementation.

Therefore, the communication planning process should be inclusive to encourage ownership by all stakeholders. This will assist to reduce the amount of time required to settle difficulties or disagreements during project execution. The speed with which project resources are deployed, the sufficiency of project scheduling and project stakeholders, and the comprehension of project timescales all have an impact on NGO project execution. Moreover, project finance, project management quality, working atmosphere, sufficient resource allocation, and project team organisation are all essential elements influencing NGO project implementation.

According to Prabhakar (2008), one of the parameters that contribute to the success of the project is monitoring and feedback. Similarly, Papke-Shields et al. (2010) found that, among other things, regularly monitoring project progress seems to increase the probability of project success. Monitoring and control, according to their investigations, were important in the scope, time, cost, quality, human resources, communication and risk management of the project.

Hwang and Lim (2013) agreed that monitoring and evaluation, budget and schedule performance, and best practices can lead to project success. Similarly, one of the elements of the project management method whose main objective is to achieve the success of the project was to monitor the progress of the project (Chin, 2012). Belieu et al. (2013) found that success criteria influence the positive effects of project implementation. These need to be identified before project implementation, starting with the idea phase.

However, because the project configuration changes, the success variables can vary

in the degree of impact over time. Therefore, constant monitoring of these criteria is required, and the project manager must influence specific aspects as necessary to increase the probability of achieving the success criteria.

According to the CAG report for the fiscal year that concluded in 2017–18, a large number of projects at public institutions were improperly carried out because there was a shortage of qualified people. Additionally, the water sector development programme and 32 projects totalling TZS 52,497,989,455 that were funded by the 12 Roads Fund were delayed, making VfM unavailable at public institutions. In addition, despite receiving funding of TZS 15,048,767,538, no development projects were launched in the fiscal year that ended in 2015–16; this might have an impact on project success given how quickly markets shift. According to Sarmiento and Renneboog (2016) and Harazika and Ranjan (2017), the Theory of Transaction expenses provides a theoretical foundation for expenses in construction projects by dividing costs into two types (internal and external costs) that need to be maintained to a minimum for projects to be successful. The PE is in charge of making sure that public projects are finished on schedule and efficiently (URT, 2016).

2.8 Research Gap

There are several study activities underway in response to determining variables impacting project execution, monitoring, and evaluation examples (Morakinyo and Afolabi, 2017; Alshami, 2017; McKevitt, 2015; Matta and Ashkenas, 2015). The major three indicators of building projects used as performance metrics in this study are cost, quality, and time. Beleiu et al. (2013) discovered that success variables

influence the good effects of project implementation. Nonetheless, the majority of them have touched little on topics concerning the influence of performance metrics. While some of these studies attempted to focus on the overall contribution, Hwang and Lim (2013) demonstrated that monitoring and assessing, budget performance, schedule performance, and quality performance may all lead to project success. However, this scenario has created worries, necessitating the need to undertake this study to determine whether or not variables impact project execution, monitoring, and assessment in Tanzanian public institutions.

2.9 Conceptual Framework

A conceptual framework, according to Mugenda (2012), is the basic structure that provides the study with its form and shape and binds all the pieces in the logical arrangement together. The following conceptual framework was created to address issues for project execution, monitoring, and assessment in Tanzania (see, Figure 2.1).

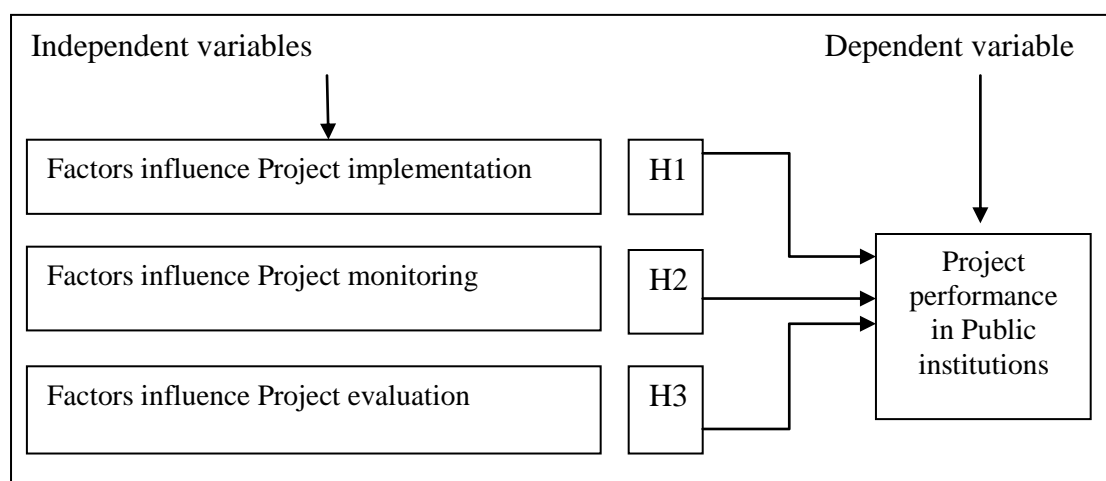


Figure 2.1: Conceptual framework

Source: Developed by researcher 2023

Figure 2:1 above depicts the factors for this investigation. This study's independent variables are project implementation, project monitoring, and project assessment. The dependent variable is the project's performance in Tanzania. As a result, it was hypothesized that by analyzing and demonstrating a direct association between independent factors such as project execution, project monitoring, and project assessment and project performance in Tanzania. Additionally, project performance in Tanzania demonstrates that only competent project execution, project monitoring, and project assessment may result in positive performance and achievement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

The chapter covers the study methodology that was used to assist complete the study and achieve the study's objectives. The approach includes measures performed in practice to develop knowledge gap-filling for that topic, which implies that everything said in the chapter was practiced as stated in the knowledge gap-filling realization. In such cases, the chapter includes the following:

3.2 Research Philosophy

The study used positivism research philosophy due to the fact that the researcher believes that observations as well as measurements has provided objective information that can enhanced knowledgeable decision making in the public institution projects implementation. However, Kothari (2014) noted that empirical evidence is the main basis of knowledge. On other hand, the researcher enabled to conduct a study that would provide results applicable for decision making in appropriate public institution projects.

3.3 Research Approach

The approach of the study is quantitative because this technique reveals causal link assessment. It was accomplished using inferential statistical analysis since the study employed explanatory study designs. This method makes it simple to analyse the study's data by using mathematical data given in the form of a table, figure, frequency, and percentages (Newman, 2018).

3.4 Research Design

Research design is the plan on how the researcher used systematically to collect and analyze data from the field for the aim of answering the research questions (Kumar, et al, 2015). On other hand, research design is the roadmap through the research process is conducted for the aim of explaining the social phenomena under investigation (Kothari, 2014). Thus, this study adopted descriptive research design due to the fact that this descriptive research described phenomena as it exists as well as this study would base on the systematic collection, presentation of data to give a clear picture of a particular situation and attempted to obtain a complete, accurate description of factors influencing the performance of projects implementation, monitoring and evaluation in the public institution in Tanzania.

Therefore, this study adopted a case study research design due to the fact that data from the case study are comprehensive as well as reliable to the study and it has ability to describe issues in depth manner, help the researcher to get information which is purposive and comprehensive to the factors influencing the performance of projects implementation, monitoring and evaluation in the public institution

3.4.1 Area of the Study

The area selected for the research was done in various public projects at Temeke Municipal Dar es Salaam in Tanzania since it is an entity that is vital in stimulating the development and collection of information needed to appropriately fill the gap. The location was chosen because the Temeke Municipality was beneficial and significant in ensuring the considerable creation of primary data, which is adequate

for the realisation of the gap that needed to be filled in the Tanzanian realm.

3.4.2 Population of the Study

A population is a specific group of people in which a researcher is interested. Creswell (2013) defines a population as a collection of people who share some identifying attribute and are being examined. Temeke Municipal in Dar es Salaam chose these persons based on the belief that they have important and relevant information connected to the research since they are in regular touch with and directly deal with clients. Members of the Project Management Committee, District planning and development officials, Fund Managers, procurement officers, and engineers are all involved because they have knowledge and skills in project construction, implementation, monitoring, and evaluation operations. Customers are also included in the research since they are the ones that use the project building businesses; hence, they have experience and important knowledge about the study difficulties. The researchers acknowledge that such populations have a comprehensive comprehension of the situation and supply extensive data depending on the subject under investigation.

Table 3.1: Target population

S/No.	Category	Target population
1	Project Management Committee members	10
2	District planning and development officers	5
3	Fund Managers	5
5	Municipal procurement officers	10
6	Municipal monitoring and evaluation experts	10
7	Project construction companies' managers	5
8	Project construction company's staff	90
	Total	135

3.4.3 Sample and Sampling Techniques

The sampling design involves the popularisation of the study whereas the sample size was assumed to be generated (Sarndal, 1992). Participants in the particular organisation chosen as the research case were enrolled in the study population for the creation of enough primary data to cover the study knowledge gap.

3.4.4 Sampling Frame

The sampling unit includes the subjects that were employed and used in the information-generating process to generate primary data (Bailey, 2008). Depending on the demands and objectives of the study, they may incorporate a variety of actors such as things, solutions, humans, creatures, plants, and others. Individuals from the Project Management Committee, district planning and development officers, fund managers, municipal procurement officers, engineers, municipal monitoring and evaluation experts, project construction company managers, and project construction company staff participated in the study. As a unit of analysis

3.4.5 Sample Size

The sample size is the actual number of participants in the research who were chosen deliberately to gather primary data on the topic under consideration (Emmel, 2013). According to Adam and Kamuzora (2008), the sample size is the number of items taken from a population. The sample included Project Management Committee members, district planning and development officers, fund managers, municipal procurement officers, municipal monitoring and evaluation experts, project construction company managers, and project construction company staff, all of

whom were expected to be credible sources of information. In this experiment, Glenn used Yamane's (1967) formula (2013). Those in favour called for calculating the sample size of the study using a simple formula. As a result of this, the formula.

Therefore, the formula= $N/(1+Ne^2)$ was used to generate the sample for this study.

Here: n= number of samples, N= total population, e = tolerance of error or certainty

In that case: N = 135, e = 5%, n = ?

From the formula: $n = 135 / (1+135*0.05^2)$

$n = 135 / (1+135) (0.0025)$

$n = 1+135 \times 0.0025$

$135 / 1+ 0.3375$

$n=100$

Therefore, the sample size of this study was 100 respondents.

Table 3.2: Sample size distribution

S/No.	Components of participants	Sample size taken
1.	Project Management Committee members	10
2.	District planning and development officers	7
3.	Fund Managers	5
4.	Municipal procurement officers	6
5	Municipal monitoring and evaluation experts	9
6	Project construction companies' managers	13
7	Project construction company's staff	50
8	total	100

3.4.6 Sample Procedure

The method employed in the study's design to support the choice of the appropriate sample size is known as the sampling process (Kothari, 2004). Purposive sampling

was utilised in the study since participants needed to be knowledgeable about the topic to offer appropriate and trustworthy primary data.

3.5 Data Collection

Kothari (1990) and Kombo (2006:95) described data-collecting methods as instruments used by researchers to obtain data from respondents in the field. Data for this study were gathered through surveys and documentary analysis. As a result, both primary and secondary data were gathered (Saunders et al, 2007).

3.5.1 Primary Data

Primary data is information that researchers have obtained directly from primary sources through experiments, surveys, and interviews. The greatest kind of data for the study is primary data, which is frequently gleaned from a data source (Kothari 2014). To fit the goals or requirements of a certain study, primary data sources are frequently chosen and altered. Additionally, the goal of the study and the intended audience was established before selecting the data-gathering source.

3.5.2 Tool Used To Collect Data

Questionnaires were employed to obtain primary data in this investigation. A questionnaire is a collection of questions printed on paper that seeks responses on the topic under consideration (Kothari and Garg 2014). The instrument is generally a piece of paper that is given to the respondents to fill out without being aided or influenced by the researcher. The approach is used to collect data from responders in a short amount of time. Nonetheless, because the study requires quantitative data, the

questionnaire is the only major data-gathering technique that can yield such information.

However, primary data was gathered via structured questionnaires. A questionnaire was constructed in such a way that responders could answer the questions quickly and easily. For stance, the Likert Scale used for locus controls of the adolescent students toward academic performance contents including 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4 = Agree and 5 = Strongly Agree.

3.5.3 Data Analysis

The obtained data were quantitatively organized before being calculated in SPSS multiple regression to provide accurate statistical analysis tests to display the results and encourage the filling of knowledge gaps (Kothari, 2014). Descriptive data are first prepared to demonstrate the profile of the respondents. The association between the research variables was then demonstrated using multiple regression analysis.

3.5.4 Variables and Measurement Procedures

The study employed an objective variable using the Likert scale technique provided in the survey as the data collecting instrument, allowing for the development of relevant quantitative data importance to undertake inferential analysis to cover the study knowledge gap. The measures were taken on a five-point scale ranging from strongly disagrees to disagree.

3.6 Validity

These are measures that are important to facilitate the availability of quality data in

promoting the reporting process (Mugenda and Mugenda 2015). The purpose of these steps is to determine the precision and consistency of the research variables, which are tested to stimulate the development and production of knowledge. Initially, validity was performed before reliability to assess the precision of the research variables using a pilot testing strategy before collecting data for questionnaire validation. After data collection and calculation, a reliability analysis was performed to assess the stability of the research variables, which were measured and obtained using Cronbach's Alpha test.

3.7 Data Reliability

An important need for accurate measurement is reliability, and a measuring instrument is trustworthy if it yields accurate data (Saunders et al. 2014). Coding errors and instrument ambiguity are found using reliability. The results showed that the study had a high degree of reliability and internal consistency. Additionally, the findings indicate that factors influencing project monitoring have a Cronbach's alpha of 0.529, while that influencing project evaluation has a Cronbach's alpha of 0.514, and that influencing project performance have a Cronbach's alpha of 0.530.3.10 Ethical Issues.

The study followed ethical standards, although it was also to the board's guidelines (Human, 2014). The method of obtaining information is a well-respected procedure.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

The study used a quantitative method for data analysis and research results was obtained through questionnaires. The study aims to address three research objectives: to investigate the factors that affect project implementation on project performance in public institutions, to investigate the effects of project monitoring on project performance in public institutions, and to determine the influence of project evaluation on project performance in public institutions. public future. institutions in Tanzania. The study sample was selected through the simple random sampling method. The results of the study were based on questionnaires given to various stakeholders, including (10) Project Management Committee Members, (7) District Planning and Development Officers, (5) Fund Administrators, (6) Procurement Officers Municipal, (9) monitoring and evaluation of the Municipality. experts, (13) managers of project construction companies and (50) employees of project construction companies. These results are presented systematically according to the order of the sections of the questionnaire, showing the characteristics of the implementation of the project in Tanzania in terms of the performance of the project in public institutions based on the research questions. Each chapter begins with an introduction, which is followed by a brief summary of the parameters. The results are discussed about the previous literature and the comments and thoughts of the researcher himself are presented. As the research hypotheses are tested and the overall results are reviewed, these results are further evaluated and discussed.

Finally, in Chapter 5, the results are presented, leading to a final explanation of the factors that affect project implementation and project performance in public institutions.

4.2 Demographic Profile

The study considered the demographic features of the respondents. Specifically, the study focused on the following variables: respondents' age, respondents' sex or gender categorization, respondents' education levels, and respondents' employment experiences. The participants are listed in Table 4.1 below:

Table 4.1: Characteristics of participants by age, sex, education and occupation

Variables	Participants	Percentages (%)
Age in years		
18-25	24	24
26-32	19	19
33-40	11	11
41-45	37	37
46-50and above	14	14
Total	100	100
Sex		
Female	16	16
Male	84	84
Total	100	100
Education:		
Secondary Education	11	11
College Education	49	49
University Education	40	40
Total	100	100
Duration of respondents in the office		
Between 1-5 years	41	41
Between 6-10 years	23	23
Between 11-15 years	34	34
Between 16- and + years	2	2
Total	100	100

Source: Field data 2023

Based on the information provided in Table 4.1, this study divided the participants into five groups. The results show that the age groups varied, with 37% between the ages of 41 and 45 years, and between 18 and 20 years comprising 24% of the participants. The second largest age group was 21-25 years old at 19%, followed by 36-40 years old at 11%. The characteristics of the participants show that 16% were women, while 84% were men. Regarding education, 49% had completed a university education, 40% had a university education and 11% had secondary education. Additionally, 41% had 1 to 5 years of work experience, 34% had 11 to 15 years of experience, 23% had 6 to 10 years of experience, and 2% had 16 years of experience or more in their offices.

Table 4.2: Descriptive statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Age of respondent	100	2.90	.167	1.395
Sex of respondent	100	1.84	.044	.367
Education of respondent	100	1.97	.106	.884
Working experience	100	1.96	.109	.908
Valid N (list-wise)				

Source; field data 2023

The study results revealed that the age of the respondents had a high mean of 2.90 and a standard deviation of 1.395. The occupation of the respondents had a mean of 2.50 with a standard deviation of 0.757. The education level of the respondents had a mean of 1.97 with a standard deviation of 0.884. The working experience of the respondents had a mean of 1.96 with a standard deviation of 0.908. Lastly, the sex of the respondents had a mean of 1.84 with a standard deviation of 0.367.

4.3 Correlation Results

The correlation analysis revealed a strong positive relationship ($R = 0.647$) between project implementation, project monitoring, project evaluation, and project performance in public institutions. The R square value of 0.418 indicates that the factors influencing project implementation, monitoring, and evaluation have a significant impact on project performance in public institutions. The adjusted R square value of 0.391 suggests that the model is a good fit for project implementation, monitoring, evaluation, and performance in public institutions.

Table 4.3: Correlation result summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.647 ^a	0.418	.391	.53764

Source; field data 2023

Predictors: (constant), factors influence projects implementation, factors influence project monitoring, and factors influence projects evaluation in a public institution

4.4 Reliability Statistics

The reliability test was conducted to identify coding errors and ambiguity in the research instruments. The results indicated a good internal consistency reliability for the study. The Cronbach's alpha coefficient for the factors influencing project implementation was 0.631, for the factors influencing project monitoring was 0.529, for the factors influencing project evaluation was 0.514, and for the project evaluation in public institution performance was 0.530.

Table 4.4: Shows the reliability test result

Variables	Cronbach's Alpha	N of Items
Factors influence projects implementation	.631	5
Factors influence projects monitoring	.529	5
Factors influence projects evaluation	.514	5

Source: Field data 2023

4.5 The Factors Influencing Projects Implementation on Project Performance

The respondents were asked to indicate their level of recommendation regarding the factors influencing project implementation on project performance in public institutions, using a rating scale from 1 (strongly disagree) to 5 (strongly agree). The responses were recorded in Table 4.5 below. Based on the results provided by the respondents, the following observations can be made:

Table 4.5: Factors influencing projects implementation on project performance

	Factors Influencing projects implementation on project performance in public institutions	1	2	3	4	5
1	Good culture in project management influences the implementation	5%	2%	2%	26%	65%
2	Project implementation is influenced the by competencies and skills of the manager	2%	1%	2%	17%	78%
3	Staff integrity and honesty influence project implementation performance	4%	3%	3%	23%	67%
4	A good financing process influences project implementation	3%	2%	1%	34%	60%
5	Proper project management structures influence projects implementation	3%	2%	5%	39%	51%

Source: field data 2022

In this field study, the influence of good culture in project management on project performance in public institutions was tested among the respondents. The results indicate that 65% of the respondents strongly agreed that good culture in project

management has a positive influence on project implementation and subsequently on project performance in public institutions, while 26% agreed, 2% disagreed and 2% strongly disagreed with this notion.

Another variable that was tested in this study is the influence of competencies and skills of project managers on project implementation and subsequently on project performance in public institutions. Based on their responses, 78% of the respondents strongly agreed that the competencies and skills of project managers have a positive influence on project performance in public institutions, while 17% agreed. However, 2% of the respondents strongly disagreed and 1% of respondents believed the competencies and skills of project managers had no positive influence on project implementation and subsequently on project performance in public institutions.

Staff integrity and honesty's impact on project implementation performance and its influence on project performance in public institutions were tested in this study, and respondents were allowed to provide their opinions. Based on their responses, the following findings were obtained: 67% of respondents strongly agreed, and 23% agreed that staff integrity and honesty have a positive influence on project implementation performance, which in turn positively affects project performance in public institutions. 3% of the respondents remained neutral and did not express any agreement or disagreement, while 3% strongly disagreed that staff integrity and honesty have a positive influence on project implementation performance and project performance in public institutions.

Another variable tested in this study was the influence of good financing processes on project implementation and performance in public institutions. Respondents were allowed to provide their opinions, and based on their responses, 60% of them strongly agreed that good financing processes have a positive influence on project implementation and performance in public institutions. 23% agreed with this statement, while 3% remained neutral and 3% did not agree that good financing processes have an influence on project implementation and performance in public institutions.

the influence of proper project management structures on project implementation performance in public institutions was tested among respondents. Results showed that 51% of respondents strongly agreed, 39% agreed, and 5% disagreed that proper project management structures influence project implementation performance in public institutions. Additionally, 2% of respondents strongly disagreed that proper project management structures have any influence on project implementation and project performance in public institutions.

4.6 Factors Influence Projects Monitoring On Project Performance

The respondents are required to identify to what extent they recommend the influence of project monitoring on project performance in public institutions by circle 1=strongly agree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree from Table 4.6, respondents had given their responses according to the nature of the question which was asked as shown in results below;

Table 4.6: Factors influence projects monitoring on project performance in public institutions

		1	2	3	4	5
1	staff timely training has influenced project monitoring activities	2%	5%	15%	28%	50%
2	adequate budgetary allocation influence project monitoring performance	3%	6%	8%	20%	63%
3	extensive stakeholder participation influence monitoring performance	4%	1%	12%	16%	67%
4	participatory politics in projects influence monitoring performance	4%	5%	7%	24%	62%
5	effectiveness of management arrangements influences project monitoring	2%	7%	2%	20%	69%

Source: Field data, 2023

Staff's timely training has influenced project monitoring activities on project performance in public institutions have been tested against the respondents in the field study. Whereby 50% of respondents strongly agreed on the above factors and agreed that staff timely training on project monitoring activities on project performance in public institutions. While 15% of the respondents had become neutral means, they agreed or disagreed and 5% of respondents had only disagreed that tasteful training has an influence on project monitoring activities on project performance in public institutions.

Connected to the above point, adequate budgetary allocation influence project monitoring performance on project performance in public institutions has been tested against the respondents in the field. Whereby 63% of respondents strongly agreed that adequate budgetary allocation influence project monitoring performance on project performance 20% had ed that adequate budgetary allocation influence project monitoring performance on project performance. While 8% of the respondents had

become neutral and 6% of respondents strongly disagreed that adequate budgetary allocation influence project monitoring performance on project performance in public institutions.

Moreover, extensive stakeholder participation influences the monitoring performance on project performance in public institutions also, tested against the respondents in the field study. Whereby 67% of respondents strongly agreed that extensive stakeholder participation influences the monitoring performance on project performance in public institutions, 16% and agreed that extensive stakeholder participation influences the monitoring performance of project performance in public institutions. While 12% of the respondents had become neutral and 4% of respondents had strongly disagreed that extensive stakeholder participation influenced monitoring performance and had no influence on project performance in public institutions

Participatory politics in projects constructions had influence monitoring performance on project performance in public institutions have been tested against the respondents in the field study whereby 62% of respondents had strongly agreed that Participatory politics in projects constructions had influence monitoring performance on project performance in public institutions, 24% had agreed to the issue of participatory politics in projects constructions had influence monitoring performance and 7% had provided neutral responses, while 5% of respondents had strongly disagreed and 4% had disagreed on participatory politics in projects constructions had influence monitoring performance on project performance in public institutions

The effectiveness of management arrangements influencing project monitoring has been tested against the respondents in the field study. Therefore, 69% of respondents strongly agreed that the effectiveness of management arrangements influenced project monitoring had influence monitoring performance on project performance in public institutions, 20% agreed Effectiveness of management arrangements influenced project monitoring and 2% provided neutral responses, while 7% of respondents had strongly disagreed and 2% had disagreed on effectiveness of management arrangements influence project monitoring institutions.

4.7 Factors Influence Projects Evaluation on Project Performance in Public Institutions

The respondents are required to identify to what extent they recommend the influence of project evaluation on project performance in public institutions by circle 1=strongly agree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree from Table 4.6, respondents had given their responses according to the nature of the question which was asked as shown in results below;

Table 4.7: Factors influence projects evaluation on project performance in public institutions

S/N	Factors influence projects evaluation on project performance in public institutions	1	2	3	4	5
1	evaluation use versus evaluation influence has an impact on project activities	1%	4%	10%	34%	50%
2	the involvement of evaluation partners influences evaluation performance	3%	6%	8%	20%	63%
3	strengthening credibility, accountability influence evaluation performance	3%	2%	9%	18%	68%
4	professional and ethical conduct has influenced evaluation performance	2%	7%	5%	25%	63%
5	timely financing for project evaluations influences project performance	1%	9%	17%	23%	49%

Source: Field data 2023

From the field study, the following data were collected; evaluation use versus evaluation influence has an impact on projects evaluation toward project performance in public institutions has been tested against the respondents in the field study. 50% of respondents strongly agreed, and 34% agreed that evaluation use versus evaluation influence has an impact on project evaluation toward project performance. While 10% of the respondents had become neutral and 4% of respondents strongly disagreed that evaluation use versus evaluation influence has an impact on project evaluation toward project performance.

The involvement of evaluation partners influence evaluation performance on project performance in public institutions has been tested against the respondents in the field study. The findings show that 63% of respondents strongly agreed that the involvement of evaluation partners influences evaluation performance on project performance in public institutions; 20% agreed that the involvement of evaluation partners influences evaluation performance on project performance in public institutions. However, 8% of the respondents had become neutral whether agreed or disagreed and 6% of respondents strongly disagreed that the involvement of evaluation partners influences evaluation performance has not influenced project performance in public institutions.

Strengthening credibility and accountability influence evaluation performance tested against the respondents in the field. Whereby 68% of respondents strongly agreed that strengthening credibility and accountability influence evaluation performance on project performance in public institutions; whereas 18% agreed on strengthening

credibility, and accountability influences evaluation performance on project performance in public institutions. However, 9% of the respondents had become neutral whether agreed or disagreed; 4% of respondents strongly disagreed that the strengthening credibility, and accountability influence evaluation performance has not influenced project performance in public institutions.

Professional and ethical conduct has influence evaluation performance on project performance in public institutions has been tested against the respondents in the field study with which 63% of respondents had strongly agreed that professional and ethical conduct has influence evaluation performance on project performance in public institutions; 25% had agreed on the issue of professional and ethical conduct has influence evaluation performance on project performance in public institutions and 5% had neutral, while 3% of respondents had strongly disagreed and 4% had disagreed on professional and ethical conduct has influence evaluation performance on project performance in public institutions.

Timely financing for project evaluations influence project performance in public institutions has been tested against the respondents in the field study 49 % of respondents had strongly agreed that timely financing for project evaluations influences project performance in public institutions; 23% agreed trim that financing for project evaluations influence project performance in public institutions and 17% had neutral, while 9% of respondents had strongly disagreed and 1% had disagreed on timely financing for project evaluations has not influence project performance in public institutions.

4.8 Model of Summary

The model of summary shows that $R = 0.658$, which means that there is a strong positive relationship between factors that influence project implementation, factors that influence project monitoring, factors that influence project evaluation and project performance in public institutions. Whereby R square = 0.429 is a factor influencing projects implementation, factors influence projects monitoring and adjusted R square = 0.391 shown that factors influence projects implementation, factors influence projects monitoring, factors influence projects evaluation in project performance in public institutions are fit to this model.

Table 4.8: Mode of summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.658 ^a	0.429	.391	.53764

Source: Field data 2023

Predictors: (constant), factors influence project implementation, factors influence project monitoring, and factors influence project evaluation on the project performance in public institutions.

4.9 ANOVA Test

The model has a significant level of 0.000 and a significant value of $F = 15.569$, this showed that the model is acceptable. Furthermore, the results showed that this design is more effective and useful for this study. Therefore, the factors that affect the execution of the projects, the factors that affect monitoring the projects, and the fact that affect the evaluation of the projects in the performance of the projects in public institutions are consistent with this model.

Table 4.9: ANOVA test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.501	3	4.500	15.569	.000 ^a
	Residual	18.789	65	.289		
	Total	32.290	68			

Source; field data 2023

Predictors: (constant), factors influence project implementation, factors influence project monitoring, and factors influence project evaluation. Dependent on project performance in public institutions

4.10 Linear Regression Models

This model shows that factors that influence projects implementation, factors influence project monitoring, and factors influence projects evaluation had a significant level of 0.000, so these factors have the most significant influence on project performance in public institutions

Linear Regression Model obtained from Table 4.10

$$PPIPI = 0.910 + 0.179 FIPI + 0.051 FIPM + 0.054 FIPE$$

Whereby

PPIPI: Project Performance in Public Institutions

FIPI Factors Influence Projects Implementation

FIPM Factors Influence Projects Monitoring

FIPE Factors Influence projects Evaluation

Table 4.10: Factors influence projects implementation, monitoring, and evaluation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistic	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.910	0.471		1.931	0.058		
	Project implementation	0.179	0.097	0.198	1.849	0.069	0.608	1.285
	Project Monitoring	0.051	0.117	0.046	0.437	0.066	0.402	1.246
	Project Evaluation	0.054	0.119	0.049	0.428	0.069	0.505	1.237

Source: Field Data 2023

The interpretation of this model means that the category of factors that influence the increase in the execution of projects would lead to an increase of 0.179 in the performance of the project in public institutions. The category of factors that affect the increase in project monitoring would lead to an increase of 0.051 in the performance of projects in public institutions. The category of factors that influence the increase in project evaluation *can lead to an increase of 0.054 in project performance in public institutions.*

Table 4.11: Dependent variable: project performance in public institutions

4.12 Collinearity Diagnostics							
Model Dimension	Eigenvalue	Condition Index	Variance Proportions				
			Constant	project implementation	project monitoring	project evaluation	
1	3.943	1.000	.00	.00	.00	.00	
2	.023	13.035	.02	.86	.01	.01	
3	.021	13.574	.15	.14	.28	.29	
4	.013	17.681	.83	.00	.71	.74	

Source: Field data 2023

A. Dependent Variable poverty reduction

The results of Table 4.11 have shown that there is a positive correlation between

project implementation and project performance in public institutions, 0.608 is the Tolerance coefficient of this effect. However, the positive sign of collinearity means that project implementation and project performance in public institutions have higher project effectiveness in public institutions.

The results of Table 4.11 have shown that there is a positive correlation between the follow-up of influence projects on the performance of projects in public institutions 0.402 is the Tolerance coefficient of this element. However, the positive sign of cooperation means that project monitoring has a significant impact on project performance in public institutions.

The results of Table 4.11 have shown that there is a positive correlation between the evaluations of the influence of the project on the performance of the project in public institutions 0.505 is the Tolerance coefficient of this factor. However, the positive sign of collinearity indicates that the influence of project evaluations on project performance has a significant impact on project performance in public institutions. Therefore, the factors affect the implementation of the projects, the factors affect monitoring the projects and the factors affect the evaluation of the projects.

4.11 Findings Discussion

This part is typically concerned with the discussion of the findings presented above according to the study variables.

4.12 Factors Influencing Projects Implementation on Project Performance

This difference that a good culture in project management affects the performance of

projects in public institutions was tested with respondents in a field study where 65% of respondents strongly agreed and 26% agreed that a good project management culture positively affects project implementation and had a positive impact on project execution. Positive impact on the performance of projects in public institutions

The previous information has been confirmed by (Denison and Mishra, 2019), who affirm that organizational culture is a set of beliefs, values, principles, attitudes and ideas that prevail in the company and do not need to be created. This set of factors affects the behaviour of people and the performance of tasks (Schein, 2020). The culture that unites individuals in a company is inextricably linked to the organization's project performance. This is important to implement the objective and strategy of the public institution, as well as to increase the efficiency of the organization and manage change.

Linked to the above, good organizational culture and good project management, as well as subconsciousness affect the expectations, attitudes and behaviour of employees. It directs their behaviour in predictable ways in a non-verbal and invisible way. Therefore, culture can be used to include everything that is outside of the written contract, which functions as a psychological contract that includes the handling of various situations (Camerer & Vepsalainen, 2018). Influencing and reinforcing certain attitudes and behaviours of employees may not be beneficial to productive activities and may work against them. It could be said that technology can also help an organization work by strengthening human relations.

Therefore, from the reviewed literature, it is accepted that cultural influence has recently received a lot of attention from academics due to its important role in the success or failure of a project. Many empirical studies in the construction industry have looked at the impact of culture on project management. According to research, the most important cultural factor affecting project performance is the contractor's commitment to contract commitments. Goal setting and dependency, contract or commitment, and employee orientation lead to higher overall performance and employee satisfaction. Massani, (2019).

The influence of project implementation due to the skill and knowledge of project managers had a positive effect on project performance in public institutions. According to the responses of the respondents who had these results, 78% of respondents strongly agreed and 17% agreed that the ability and knowledge of project managers positively influenced project performance in public institutions.

This interpretation is supported by various scholars, for example (Gwadoya, 2019) on Factors Affecting the Effective Implementation of Monitoring and Evaluation in Donor-Funded Projects in Kenya found that many projects funded or initiated by many donors ended up collapsing. Within the project period, while others that survived the project period have made no further progress after the cessation of donor support. This has been attributed to the lack of well-designed RBM plans to ensure the effective implementation of M&E practices.

Results-based monitoring and evaluation are very challenging and require a level of

technical capacity that is often unavailable in developing countries. The challenge is even greater in third-world countries and countries that have experienced frequent civil unrest. The reality is that many countries and organizations lack the necessary capacity (FAO, 2018). In Africa and other third-world countries, despite the importance of measuring results, it is clear that many governments and non-governmental organizations do not have an effective system for Results-Based Monitoring and Evaluation and are not ready to invest. the capacity of your employees, allocate a certain amount of budget. ignored by careful donors (Campo, 2015).

The integrity and honesty of the employees affect the performance of the project execution and had a positive influence on the performance of the project in public institutions, this was another criterion tested in this study where the respondents had the opportunity to respond. According to their responses, 67% of those surveyed strongly agreed; 23 per cent agreed that the integrity and honesty of employees affect project implementation performance and had a positive influence on project performance in public institutions. Kagiri, (2017) shows that technical knowledge is a factor from whose results it can be said that technical knowledge is important in the implementation of GBR&E. This is an indication that without the proper technical knowledge, the RBM&E implementation is successful.

4.13 Factors Influence Projects Monitoring on Project Performance in Public Institutions

The respondent is required to identify to what extent you recommend the influence of

project monitoring on project performance in public institutions. Therefore, variables such as staff timely training have influenced project monitoring activities on project performance in public institutions and have been tested against the respondents in the field study. However, 50% of respondents strongly agreed on the above factors, and 28% agreed that staff timely training has an influence on project monitoring activities on project performance in public institutions.

That is why UNICEF 2014 revealed that having full-time trained personnel dedicated to Monitoring and Evaluation is the most important factor affecting the quality and usefulness of project, program or policy outcome measures. Therefore, UNICEF Asia wanted to establish a professional evaluation course in at least one of the region's academic institutions to improve access to professional evaluators and strengthen evaluation resources.

Related to the above argument, proper budget allocation affects project monitoring performance in project performance in public institutions and has been tested with respondents in the field. Where 63% of respondents strongly agreed that proper budget allocation affects project monitoring performance, 20% agreed that proper budget allocation affects project performance monitoring. project in project performance. HFHK established a Monitoring and Evaluation unit under the Quality Assurance department in 2014. This unit faces several challenges that make it difficult to implement Results-Based Monitoring and Evaluation. It is because of this situation that the study seeks to know the factors that affect the implementation of

RBM&E in its Program and the lessons that can be learned from other interested parties in the developing world.

In addition, greater stakeholder participation also affects the monitoring of project performance in public institutions, compared to respondents in a field study. Where 67 per cent of respondents strongly agreed that high stakeholder engagement affects project performance monitoring performance in public institutions, and 16% agreed that high stakeholder engagement stakeholders affect the performance of project performance monitoring in public institutions.

Engaging stakeholders in discussions about the what, how, and why of program activities often empowers them, and also promotes meaningful participation and tools for various stakeholder groups, Donaldson, (2013). Stakeholder participation means empowering development beneficiaries in terms of identifying resources and needs, planning the use of resources, and implementing development plans.

Chambers, (1997); Chitere, (1994) An example of good practice shows that the main factor that makes possible the renewal of the evaluation is the participation of the interested parties. This engagement should be carried into the early stages of the Evaluation process, including supporting high-level champions and engaging political actors interested in learning or using tools to demonstrate effectiveness.

Those, (2018); Proudlock (2019) also found that the entire impact evaluation process, and especially the analysis and interpretation of the results, can be significantly

improved with the involvement of the intended beneficiaries, who are, after all, the main stakeholders. in its development and the best judges of its situation. However, stakeholder participation must be managed carefully, as too much stakeholder participation can lead to undue influence on the evaluation, and too little can lead to evaluators dominating the process.

4.14 Factors Influence Projects Evaluation of Project Performance

The interviewee should specify to what extent they agreed about the factors that affect the project evaluation on the performance of the project in public institutions. From the field research, the following data were collected; the use of evaluation versus the influence of evaluation has an impact on project evaluation towards project performance in public institutions has been tested against respondents in a field study. 50% of respondents strongly agreed, and 34% agreed that the use of evaluation versus evaluation influence has an impact on project evaluation towards project performance.

Prior research has been done largely since the 1970s on the use of assessment. Various studies have classified the use of evaluation according to purpose, and the five most common types include instrument, concept, influence, process and established use (Weiss et al., 2015). These types of evaluation use dominated the evaluation literature in the 2010s. Research and differentiation of different types of use help improve knowledge and understanding of evaluation use and thus promote the appropriate practice.

Linked to above, Alkin and Taut, (2013). Some scholars have tried to expand the concept of evaluation used to a broader construct called "evaluative influence" (Henry, 2014). Compared to the use of evaluation, research on the influence of evaluation is more recent and started in the 2000s. Among scholars who want a better concept than the use of evaluation, Mark (2011) explains that "the influence of evaluation includes all the variables that have the general time of evaluation and changes occurring elsewhere and later". Additionally, Mark (2014) developed a theory of evaluation influence that aims to capture the change processes through which evaluation results in influencing, motivations and actions, which in turn translate into social improvement.

Participation of evaluation partners affects evaluation performance on project performance in public institutions and has been tested against respondents in field research. The results show that 63% of those surveyed strongly agreed that the participation of the evaluating partners affects the performance of the evaluation on the performance of projects in public institutions; 20 per cent agreed that the participation of evaluation partners affects the evaluation performance of the project in public institutions.

However, it is meant to gauge how well the evaluation partners' donor agencies participated. They want to know if their decision to allocate project cash for specified goals of development and decent work was a wise one. When preparing for the evaluation, donors' priorities and techniques should be properly considered. The evaluation's findings assist the project manager and the accountable officer of the

partner donor organisations in making the best decisions for the project's execution and in determining what works and what doesn't. Mark (2018). The project's management and technical headquarters, the technical expert, and the field office of the donor agency all play important roles in ensuring that the evaluation's lessons are applied to the planning and execution of current and future projects.

The Governing Body is interested in learning how the Office is successfully carrying out the allocated plan, especially through initiatives involving technical collaboration. The Governing Council is concerned that the projects are reviewed by globally recognised best practices and are in line with the strategies of the donor organisations. A summary of all independent project evaluations conducted during the reporting period, highlights of selected project evaluations, lessons learned, and effectiveness monitoring are included in the annual evaluation report that partner donor organisations submit to the Governing Council meeting in November (Third, 2015).

Strengthening credibility and accountability affects the performance of the evaluation compared to respondents in the field. Where 68% of those surveyed fully agreed that strengthening trust and accountability affects the performance of project performance evaluation in public institutions; where 18% agreed to strengthen trust, and accountability affects the performance evaluation of the performance of projects in public institutions.

Most projects have to prove to their funders and the Governing Body that their

technical cooperation activity has produced results. A sound assessment procedure helps the Office build credibility by increasing its openness and responsibility to its partners and members. Projects undergo independent reviews to guarantee objectivity and trustworthiness. The project evaluation policy guarantees objective, excellent independent evaluations: An outside assessment specialist must conduct them; Separate decision-making processes should be used for project design and implementation and independent evaluation (Proudlock 2019)

This includes all key project stakeholders, that is project management, project officer, technical constraints, donors and national partners. Therefore, the independent evaluation manager drafts the terms of reference, selects the evaluation consultant and distributes the report to all key stakeholders, providing information for a balanced perspective (Patrick 2020).

Ethical and professional conduct has an influence on performance Evaluation of project performance in public institutions has been tested with respondents in a field study where 63 per cent of respondents strongly agreed that ethical and professional conduct affects the performance of the evaluation the performance of projects in public institutions; 25% agreed on the issue of professional ethics and ethics influence the performance of the evaluation in the performance of projects in public institutions and 5% were neutral.

Good professional standards and solid ethical principles must serve as guidance for everyone participating in the design, administration, and management of assessment operations. Honesty must be used in the evaluation. Responsible handling of

confidential material is required, and whistleblowers must not run the danger of having the rewards of their collaboration withheld. (Omar 2020). The following are quotes from the United Nations System Evaluation Principles: Ethics of Evaluation; Evaluators must be honest in both their personal and professional lives; Advisors must respect the freedom of institutions and individuals to divulge sensitive information and must take steps to make sure that sensitive data cannot be used to identify the source of the information.

The option for people participating in the evaluation to review the information that has been ascribed to them must be provided by the evaluators; Evaluators need to be mindful of the values, mannerisms, and social and cultural context in which they operate. Assessments can turn up evidence of wrongdoing, therefore evaluators must take caution and address concerns of discrimination and gender equality to the United Nations Declaration of Human Rights. These situations must be subtly disclosed to the relevant investigation body. Evaluators must standardise the evaluation of management activities based on the idea that they are not expected to judge the personal performance of individuals (Ahamada, 2015)

4.15 Chapter Concluding Remarks

Chapter four was concerned with data analysis, presentation and discussion of the findings according to the study variables. The next chapter five is concerned with the summary, conclusion and recommendation on the factors influencing project implementation on project performance in public institutions in Tanzania and Temeke municipal specifically.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This study is assessing a comprehensive set of variables providing an understanding of and developing a framework of the examining factors influencing the performance of projects implementation, monitoring and evaluation in a public institution; a case of Temeke Municipal Council in Dar es Salaam in Tanzania. The study's findings from quantitative data present a dynamic picture of factors influencing the performance of project implementation, monitoring and evaluation in a public institution. In this concluding chapter, the findings are presented in summary, as conclusions and recommendations of the research findings as presented and discussed in the previous chapter four.

5.2 Summary

The study concerned examining factors influencing the performance of projects implementation, monitoring and evaluation in a public institution; a case of Temeke Municipal Council in Dar es Salaam in Tanzania. The study revealed that factors influencing projects implementation on project performance in public institutions such as good culture in project management influence implementation; project implementation influenced by competencies and skills of manager; staff integrity and honesty influence project implementation performance; good financing process influences project implementation and proper project management structures influence projects implementation have positively influenced the project

performance in a public institution

Also, the study shows that the factors influencing project monitoring on project performance in public institutions such as staff timely training influence project monitoring activities; adequate budgetary allocation influence project monitoring performance; extensive stakeholder participation influence monitoring performance

Participatory politics in projects influence monitoring performance and effectiveness of management arrangements influence project monitoring have positively influenced the project performance in a public institution in Temeke Municipal Council in Dar es Salaam in Tanzania

Moreover, the results have to show factors influencing projects evaluation on project performance in public institutions among others including the following; evaluation use versus evaluation influence has an impact on project activities; the involvement of evaluation partners influences evaluation performance; strengthening credibility, accountability influence evaluation performance; professional and ethical conduct has influence evaluation performance and timely financing for project evaluations influence project performance have positively influenced the project performance in a public institution in Temeke Municipal Council

5.3 Conclusions

Based on the study's findings, staff technical skills have an impact on monitoring and evaluation implementation because requisite skills play a major role in offering functional guidance in the construction of appropriate results-based performance

monitoring systems. The dedication of senior management is a crucial factor in the effective implementation of initiatives. As a public organisation, management serves as the core nervous system for the successful implementation of projects. It organises the operations of the monitoring and evaluation system of the monitoring and evaluation system assuring its success and controls the M&E human resource.

Although, at times, project monitoring and evaluation activities are perceived as a kind of bureaucratic management control. The project, as well as the monitoring and evaluation system, should be managed by senior management. It should also collaborate with other stakeholders, particularly workers, to ensure that they have the necessary expertise and training to operate the monitoring and assessment system. The institution's Board should also guarantee that the management puts the Public institutions into action.

5.4 Implications of the Findings

Based on the findings, policymakers and administrators may utilise this study as fresh input in their policies, laws, and administration as far as variables impacting the performance of project execution, monitoring, and assessment in Tanzanian public institutions. The study's findings are anticipated to provide insights into an empirical model that investigates the role of project execution and its problems in public project implementation and development.

Furthermore, the findings of this study have several concrete consequences for individual employees, supervisors, department heads, and business owners in terms of public project implementation yielding the required results. To assist public

project execution, management should examine policies, procedures, operational standards, and codes of behaviour.

5.5 Limitations of the Study

The huge limitation of the study faced was data availability and this study used questionnaires and document analysis as tools for data collection. Therefore, the impact of these unwell respondents providing data put the researcher in uncertain to meet with respondents because of fear from this time frame and other limitations about the coverage of the study typically covered the large public companies but it could be much better if coverage could be small and big successfully public companies' projects in Dar es Salaam. Whereby report would have portrayed more precise and accurate information about the project implementation in public company's challenges and opportunities faced in their business

5.6 Recommendations

It is evident that several factors influencing project implementation, monitoring and evaluation of public institutions projects. Therefore now, public institutions projects have numerous weaknesses, which if not redressed will seriously undermine the success of the fund. These include low levels of stakeholder participation in the monitoring and evaluation of projects being implemented and low representations of other groups; poor compliance with public institutions projects regulations and procedures; the powerful role of the politician who held other positions, which has in several cases, been abused; lack of transparency and accountability especially in the monitoring of project expenditure; lack of access to information which hampers the

ability of the public to effectively implementation, monitoring and evaluation of public institutions projects usage; and poor feedback mechanisms between the different committees and government organs in the monitoring and evaluation process.

The researcher has the following recommendations to make with regard to implementation, monitoring and evaluation of public institutions projects.

- i) **Training:** The findings found a critical lack of expertise in monitoring and evaluation of projects implemented by the public institutions. The respondents indicated majority of them were not trained in monitoring and evaluation. The Board in conjunction with the line ministries and the monitoring agencies within the ministry of National Planning and Vision 2030 should institute programmes to impact public institutions projects monitoring and evaluation skills amongst the various project committees.
- ii) **Budgetary Allocation:** The public institutions projects must clearly define what percentage of project cost would go to monitoring and evaluation. It is recommended that capacity building costs should clearly be delineated from monitoring and evaluation for the sake of accountability and transparency.
- iii) **Stakeholder Participation:** The primary beneficiaries need to be included even at project implementation stages. As of now they are confined to project conceptualization. After this the public institutions project office takes over all functions. They should play an active role since they are the consumers of the projects for the sake of sustainability. The term 'community' should equally define how the various marginalized groups such as the female

gender and disabled will be represented.

- iv) **Politics:** The influence of politicians should be controlled through an amendment of the public institutions. They should not get involved in the choice of constituency development fund committees. This will reduce cronyism, nepotism and use of project as a reward or otherwise for political gain. It is therefore recommended that the MPs play the watchdog role of monitoring the use of public projects and should not chair or influence any of the committees under this sphere of influences.

5.7 Area for Further Studies

Further research can be conducted to investigate factors affecting the implementation of result-based monitoring and evaluation in non-profit organizations in Tanzania

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APPENDICES

Appendix 1: Questionnaires

Dear respondents,

I am Elizabeth Mdalangwila, a student of Open University of Tanzania, pursuing a Degree of Masters in Project Management. I kindly request you to fill in this questionnaire. Your answers will help the researcher to understand your ideas, opinions and views about Factors Influencing Performance of Projects Implementation, Monitoring and Evaluation in Public Institution in Temeke Municipal Council. All the information given will be purely for academic purposes and will be treated with utmost confidentiality. It will be my pleasure for the cooperation rendered by you and the response given towards this research.

Please tick or fill accordingly.

Section A: Bio Data of Respondents

1. Your Sex (tick):

Male

Female

2. Age: please indicate your age (in years):

21-25 years

26-30 years

31-35 years

36-40 years

41-45 years

46-50 years

51- and above years

3. What is your highest education level? Please tick in the appropriate box

Masters level

Bachelors Level	<input type="checkbox"/>
Diploma Level	<input type="checkbox"/>
Certificate Level	<input type="checkbox"/>
Others (specify)	<input type="checkbox"/>

4. How long (in years) have you been working in this organisation? Number of years

Between 1-5 years	<input type="checkbox"/>
Between 6-10 years	<input type="checkbox"/>
Between 11-15 years	<input type="checkbox"/>
Between 16 + years	<input type="checkbox"/>

Section B: Tools of Collecting Data (Questionnaires) Based on Research Specific Objectives

5. To examine the factors influencing projects implementation on project performance in public institutions

The respondent is required to identify to what extent you recommend on the factors influencing projects implementation on project performance in public institutions.

By circle 1=strongly disagree, 2=disagree, 3=neutral 4 =agree and 5=strongly agree

	Factors influencing projects implementation on project performance in public institutions	1	2	3	4	5
1	good culture in project management has influence on its implementation					
2	project implementation influence by competencies, skills of project manager					
3	staff integrity and honesty influence project implementation performance					
4	good financing process has influence on project implementation					
5	proper project management structures influence projects implementation					
6	public procurement system has influence on project implementation					

6. To examine the influence of projects monitoring on project performance in public institution

The respondent is required to identify to what extent you recommend on the influence of projects monitoring on project performance in public institution.

By circle 1=strongly disagree, 2=disagree, 3=neutral 4 =agree and 5=strongly agree

	Factors influence of projects monitoring on project performance in public institutions	1	2	3	4	5
1	staff timely training has influence to project monitoring activities					
2	adequate budgetary allocation influence project monitoring performance					
3	extensive stakeholder participation influence monitoring performance					
4	participatory politics in projects influence monitoring performance					
5	effectiveness of management arrangements influences project monitoring					

7. To determine the influence of projects evaluation on project performance in public institution

The respondent is required to identify to what extent you recommend on the factors influence of projects evaluation on project performance in public institution.

By circle 1=strongly disagree, 2=disagree, 3=neutral 4 =agree and 5=strongly agree

	Factors influence of projects evaluation on project performance in public institutions	1	2	3	4	5
1	evaluation use versus evaluation influence has impact on project activities					
2	the involvement of evaluation partners influences evaluation performance					
3	strengthening credibility, accountability influence evaluation performance					
4	professional and ethical conduct has influence evaluation performance					
5	timely financing for project evaluations influence project performance					

Appendix 2: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
Dar es Salaam, Tanzania
<http://www.out.ac.tz>



Tel: 255-22-2668992/2668445
ext.2101
Fax: 255-22-2668759
E-mail: dpgs@out.ac.tz

Our Ref: PG201985726

Date: 12th August, 2022

DED,
Temeke Municipal Council,
P.O. Box 46343,
DAR ES SALAAM

RE: RESEARCH CLEARANCE

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



To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Elizabeth Bonus Mdalangwila, Reg No: PG201985726** pursuing a **Degree of Master of Project Management**. We hereby grant this clearance to conduct a research titled: *“Examining Factors Influencing Performance of Projects Implementation, Monitoring and Evaluation in Public Institution: A Case of Temeke Municipal Council in Dar es Salaam.”*, she will collect her data in Temeke Municipal Council from 15th September to 15th October, 2022.

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

Yours,

Prof. Magreth Bushesha
DIRECTOR OF POSTGRADUATE STUDIES

Appendix A: Letter of Permit


 THE UNITED REPUBLIC OF TANZANIA
 PRESIDENT'S OFFICE, REGIONAL
 ADMINISTRATION AND LOCAL GOVERNMENT

 TEMBEKE MUNICIPAL COUNCIL

In reply, please indicate

REF:

Date: 13/09/2022

TEMBEKE MUNICIPAL COUNCIL

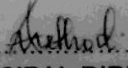
RE: RESEARCH PERMIT: ELIZABETH BONUS MHALANGWILA

Please refer to the heading above.

This is to inform you that, permission is granted to the above mentioned student/researcher from OPEN UNIVERSITY OF DSM to conduct researcher on EXAMINING FACTORS INFLUENCING PERFORMANCE OF PROTECT IMPLEMENTATION, MONITORING & EVALUATION IN PUBLIC INSTITUTION: A CASE OF TEMBEKE MUNICIPAL COUNCIL

The study will be conducted from 15/09/2022 to 15/10/2022 2023.

Please give with necessary assistance.


 For: MUNICIPAL DIRECTOR Municipal Director

92 Mandela Road / Taifa, P.O BOX 46343, Dar es Salaam, Telephone +255222928132, Fax +255222928137, Email tembeke@tembekemc.go.tz, Website www.tembekemc.go.tz