

**THE ROLE OF PARTICIPATORY MONITORING AND EVALUATION IN
PROJECT PERFORMANCE IN TANZANIA: A CASE OF TANZANIA
SOCIAL ACTION FUND PROJECT IN BUNDA, MARA**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled; **“The Role of Participatory Monitoring and Evaluation in project performance in Tanzania, A Case of TASAF in Bunda, Mara”** in partial fulfillment of the requirements for the award of Master’s degree of Arts in Monitoring and Evaluation (MAME).

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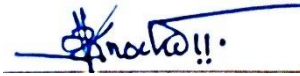
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I, **Enock Edward Rutaihwa**, declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Arts in Monitoring and Evaluation (MAME).



Signature

3rd November, 2023.....
Date

DEDICATION

This work is dedicated to my family: Edward Rwegoshora (Father), Feliciana Lukeisa (mother), Anna Rutaihwa (wife), Beyonce Enock (daughter), Nathan & Alfa Enock (sons) who sorely supported me during the whole period of my studies.

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I devote deep gratitude to Bunda district council, TASAF coordinator and all other respondents for their cooperation throughout data collection period.

ABSTRACT

The study thought-out at examining the role of Participatory Monitoring & Evaluation in project performance in Tanzania, a case study of Tanzania Social Action Fund in Bunda, Mara. The growing demand for organizations and government to improve project outcome has increased the interest of Participatory Monitoring and Evaluation. The objective of this study was to analyze the role of Participatory Monitoring and Evaluation in project performance in Tanzania. A case of TASAF in Bunda, Mara and thus examined the PM&E knowledge gap that is viewed through the implementation of the project. The study employed a descriptive research design with a total of 75 respondents involved. The findings establishes that communities and stakeholders are fully engaged in the identification of the project support beneficiaries with 83% support from the respondents but their participation in planning were extensively limited with 72% of the respondents arguing that. Also, 72% of the respondents argued that the execution of the projects lacks participatory practices in monitoring and evaluation and in most cases the monitoring and evaluation is done by the LGA leaders and project officials. In addition, the study findings reveals a series of challenges facing the project in implementing effective PM&E activities and hence recommends the inclusive engagement of communities and stakeholders in Monitoring and Evaluation activities and providing PM&E related sensitization and training to project support staff and the community.

Keywords: *Participatory Monitoring and Evaluation, Evaluation, Monitoring, Project.*

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LIST OF ABBREVIATIONS

NGO	Non-Governmental Organization
LOGFRAME	Logical Framework
M&E	Monitoring and Evaluation
PM	Project Management
PM&E	Participatory Monitoring & Evaluation
ToC	Theory of Change
WB	World Bank
LGA	Local Government Authority
TASAF	Tanzania Social Action Fund
MDGs	Millennium Development Goals
MKUKUTA	Mkakati wa Kukuza Uchumi na Kuondoa Umaskini Tanzania
UN	United Nations
UNDP	United Nations Development Plan
IFRC	International Federation of Red Cross and Red Crescent Societies
PRA	Participatory rural appraisal
FYDP	Five Year Development Plan
FGD	Focus group discussions
SRS	Systematic random sampling
PLA	Participatory Learning and Action

CHAPTER ONE

INTRODUCTION

1.1 Background Information

Participatory Monitoring and Evaluation (PM&E) is a strategic approach to management that provides government officials, executives, workforces, and stakeholders at various levels with a set of tools and techniques. This approach allows them to frequently plan, endlessly monitor, periodically measure, and review the performance of an institution or project in terms of its efficiency, effectiveness, and impact. PM&E has become an increasingly significant tool in global efforts to achieve project sustainability.

It is either a process in which stakeholders are engaged in various activities, including self-assessment, knowledge generation, defining M&E objectives and indicators, collecting and analyzing data, and taking actions based on lessons learned from the process (Rossman, 2012). Moreover, PM&E provides stakeholders with opportunities to participate in M&E activities throughout the stages of design, implementation, and utilization of results. This involvement aims to enhance the outcomes of initiatives implemented by both government and private sectors.

Over the last few decades, there have been community acceptances while the priorities of the local community have been widely accepted. This approach influenced the practice of working "by and with" community local groups as straight receivers of development initiatives. For instance, the Tanzania Social Action Fund (TASAF), a government-led project that aims to reduce poverty and vulnerability among poor households in Tanzania was established by the Government of Tanzania

in 2000 to foster collaborative efforts in poverty reduction programs (article.sciencepublishinggroup.com).

Since then TASAF has gone through three phases with the first one covering (2000-2005) period and focused on providing social services transfer, enhancing local community capacity, and supplementing households facing food insecurity in rural and semi-urban areas, Phase two covered (2005-2010), aimed at addressing the deficiency or scarcity of social services and income poverty within households in rural and urban areas and the phase three covered (2013 to date) aiming at consolidating the achievements of the previously implemented programs and thus introducing social safety through the Productive Social Safety Net (PSSN).

During the implementation of TASAF projects, it remains crucial to ensure that the monitoring and evaluation processes are participatory. This means that the community members and stakeholders should actively and collaboratively participate in monitoring and evaluating the projects. “While some project management experts view monitoring as an ongoing activity throughout the project period, many business schools now consider the monitoring and evaluation (M&E) stage as a distinct phase” (Cornwall and Pratt, 2003).

According to www.iajournals.org, “the purpose of PM&E is to improve capacity building, increase efficiency and effectiveness, promote transparency and accountability, encourage coordination of data collection and supervision, create new partnerships, and lead to empowerment and sustainability. PM&E holds significance within an organization and the government as it enables the involvement of

beneficiaries in the monitoring and evaluation process, enhancing its reliability and providing valuable feedback and ideas for corrective actions”. According to Gakure, Mukuria, and Kithae (2013), "PM&E strengthens ownership regarding successful outcomes of planned initiatives, increases the motivation of stakeholders to contribute ideas to corrective actions, and contributes to the learning of all staff involved."

“The principle of participation emphasizes the creation of structures and processes that include those most directly affected by the program and often those most frequently powerless and/or voiceless in program design and implementation” (Rossman, 2015). Furthermore, according to (Guijt & Gaventa, 1998), “Particular interest has been growing in PM&E to counter more traditional of centralized or hierarchical approach to a decentralized or grassroots approach to evaluation. The emphasis here is on deepening participation, a process that is intrinsically linked to learning and empowerment by involving local people, development agencies, and policy makers in deciding together how progress should be measured, and results acted upon”.

“In Tanzania, M&E concepts and practices were introduced in response to internal and external pressures for improved accountability and transparency, with the aim of enhancing service delivery, ensuring responsible use of taxpayers' funds, and delivering on promises made to the public” (URT, 2014). Consequently, “the Public Service Management and Employment Policy (PSMEP) of 1998, revised in 2008, emphasized the need for public institutions to establish robust PM&E systems to proactively address administrative challenges and address stakeholders' concerns”

(URT, 2014).

The implementation of PM&E in public support projects within local communities is often hindered by limited management techniques and funding that assume long-term administrative and political procedures for planning and execution. According to the World Bank (2013), “there was a tendency during TASAF II implementation to favor service poor sub projects and thus ignoring other beneficiary groups. This was a result of a service gap which was established during TASAF I districts and later adopted by new TASAF II LGAs who wanted to have the same” page 66.

This study provides an understanding of how “participatory monitoring and evaluation” has influenced the performance of governmental public projects, specifically focusing on the TASAF project in Bunda district council. It aims to address the knowledge gap in PM&E by examining the implementation of the TASAF project. This highlights the fact that it is unrealistic to expect projects to be of sufficient quality and bring significant benefits without proper implementation of participatory monitoring and evaluation skills.

1.2 Statement of the Problem

The performance and success of governmental public projects in Tanzania, such as the (TASAF) subprojects has somehow played a role in mitigating poverty among vulnerable groups. However, one common issue with these programs is the lack of community involvement-driven mechanisms (community participation), which hampers their long-term sustainability.

While there are studies that have looked at different aspects of participatory monitoring and evaluation in TASAF projects such as Darabe (2020) who looked at “the role of TASAF project in reducing rural poverty in Tanzania”, Alfayo (2019) who assessed “the contribution of TASAF II in the livelihood of local community”, Mselle (2014) who assessed “the level of community participation in the planning and implementation of TASAF funded sub-projects” and Mgoba (2020) who explored the “effectiveness of PM&E on achievement of community-based water project in Tanzania” . These studies have not covered how PM&E impacts developmental projects in Tanzania and its significance to projects performance thus creating a knowledge gap. This study therefore filled the gap by examining the role of PM&E in project performance in Tanzania by casing TASAF project in Bunda, Mara.

1.3 Objectives

1.3.1 Study General Objective

The main objective of this study was to analyze the role of Participatory Monitoring and Evaluation (PM&E) in project performance in Tanzania, a case of TASAF project in Bunda, Mara.

1.3.2 Specific Objectives

- i. To examine the extent to which participatory monitoring and evaluation is integrated into the TASAF project and the way it contributes to project performance.
- ii. To assess the level of community and or stakeholder participation in the monitoring and evaluation process and its impact on TASAF project

performance.

- iii. To identify the challenges and constraints faced in implementing participatory monitoring and evaluation in the TASAF project.

1.4 Research Questions

- i. How is participatory monitoring and evaluation integrated into the TASAF project?
- ii. How does community and or stakeholder participation in the monitoring and evaluation process impact TASAF project performance?
- iii. What are the challenges and constraints faced in implementing participatory monitoring and evaluation in the TASAF project?

1.5 Significance of the Study

This study aimed at examining and raises awareness about the crucial role of participatory monitoring and evaluation in enhancing the performance of governmental and non-governmental projects in Tanzania, specifically focusing on TASAF. This study will increase understanding among stakeholders, including local communities, regarding the benefits and significance of their active involvement in monitoring and evaluation of the implemented projects. Hence fostering inclusiveness and ownership in project implementation by central and local government authorities, NGOs, and communities.

Through its findings and recommendations, the research will advocate for the implementation of participatory monitoring and evaluation practices, promoting active engagement of all stakeholders throughout the project lifecycle, thus, enhancing project outcomes, effectiveness, and sustainability. Ultimately, the

research will contribute into references and inspire other scholars to convey out study on same or similar subjects.

1.6 Scope of the Study

This study was conducted in Nyamang'uta ward found in Bunda District Council and focused in examining the role of PM&E in project performance in Tanzania, a case of TASAF project. The study covered a total of 75 respondents examined integration of participatory monitoring and evaluation into the TASAF project and its contribution in the project performance. Also examined the level of community and or stakeholder engagement in the M&E process and its impact on TASAF project performance and assessing the challenges and constraints faced in implementing PM&E in the TASAF project.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter encompasses a comprehensive exploration of various theories, perceptions, and empirical studies associated with the topic under investigation, drawing upon the theories and works of other scholars. Additionally, this chapter also includes the explanation of definitions of terms and concepts. "Literature review can be viewed as a critical look at what has been written on a topic by accredited scholars and researchers. It should be noted that, literature reviews should not only be simply a description of what others have published in the form of a set of summaries, but also should be seen and take the form of a critical argument, showing insight and a consciousness of differing point of view, theories and approach" (Waihenya, et al. 2018).

2.2 Definition of Term and Concepts

This section examines the fundamental concepts utilized in the study, offering the reader a clear understanding of their precise meanings. It is important to note that these concepts may differ in their specific usage across different organizations.

2.2.1 Project

According to PMBOK, a project is described as a "temporary Endeavor with a beginning and an end, aiming to create a unique product, service, or result." Furthermore, it emphasizes that projects are progressively elaborated. This definition implies that projects have a limited duration and are not intended to continue indefinitely. Regardless of the length of time they take, projects have a predefined

purpose. They are established to address specific problems and efficiently achieve specific goals (Abyad, 2018).

2.2.2 Monitoring

According to Pallangyo (2020), “Monitoring can be defined as a systematic and continuous assessment of the progress of a specific task or project over time. It involves checking whether things are proceeding according to plan and allows for procedural adjustments to be made”. According to the International Federation of Red Cross and Red Crescent Societies (IFRC) in their 4th edition Project/Program Monitoring and Evaluation guide published in 2007, “monitoring is an ongoing process that entails the collection and analysis of information to evaluate the effectiveness of a project, program, or policy in relation to the anticipated outcomes”.

Monitoring plays a crucial role in providing executives and key stakeholders with organized feedback and timely indicators of progress or deviations from the intended outcomes. It is a continuous task that involves the planned collection of information using measured indicators, which offer an organization and its key stakeholders’ insights into the extent of progress, achievement of objectives, and effective utilization of allocated resources (Pallangyo, 2020).

2.2.3 Evaluation

“Evaluation is the systematic and self-governing assessment of an on-going or accomplished project, program or policy, its design, implementation and outcomes. Evaluation hits the viability and attainment of objectives’ effectiveness, efficiency,

impact as well as their sustainability. Evaluation should offer facts that are honest, truthful and beneficial, smoothing the incorporation of lessons learned towards decision-making process for both donors and beneficiaries of the intervention” (Pallangyo, 2020).

“Evaluation can be described as a periodic, systematic, rigorous, and reliable process that utilizes structured systems to assess the strategy, execution, and conclusions of a specific intervention. Its purpose is towards determining the relevance and achievement of purposes, effectiveness, efficiency, impact, and sustainability” Schunk and Ertmer (2000). Within the context of this study, evaluation refers to the organized and objective assessment of continuing and/or accomplished interventions or projects, taking into consideration their design, implementation, and overall system capabilities. The evaluation process incorporates standards such as objectives, effectiveness, efficiency, impact, and sustainability to measure and evaluate the intervention or project's performance.

2.2.4 Participatory Monitoring and Evaluation

Participation refers to the active participation of stakeholders in decision-making, resource allocation, execution, and control of development initiatives. According to Onyango (2018) “Participatory monitoring and evaluation (PM&E) involve a collaborative process of self-assessment, collective knowledge generation, and cooperative action, where stakeholders in a program or intervention play a substantive role in identifying monitoring and evaluation issues, collecting and analysing data, and taking action based on the findings. In the development context, PM&E aims to empower primary stakeholders by honouring their perspectives,

voices, preferences, and decisions”.

According to Matsiliza (2012) “Participatory monitoring and evaluation (PM&E) is a process in which stakeholders at various levels actively engage in monitoring or evaluating a specific project, program, or policy. It emphasizes sharing control over the content, process, and results of the monitoring and evaluation activities, as well as involving stakeholders in the identification and implementation of corrective actions. PM&E focuses on the active engagement of primary stakeholders”.

2.3 Theoretical Literature Review

2.3.1. Theory of Change

The study was guided by the Participatory Learning and Action (PLA) Theory of Change (ToC), which was developed by the “International Institute for Environment and Development in 1980”. This approach was initially developed to address the limitations of traditional research methods that did not actively engage the community members in the implementation of projects. The PLA approach emphasizes the active involvement of community members in the execution process, utilizing participatory methods for learning and action. While various individuals and organizations have contributed to the development of PLA, Robert Chambers (1994), a renowned development practitioner and scholar, is widely associated with the approach.

According to Brest (2010), “a Theory of Change establishes long-term goals and then works backward to identify the necessary preconditions for achieving those goals. It provides an explanation of the change process by outlining the causal

relationships between different outcomes at various stages, including shorter-term, intermediate, and longer-term outcomes”. These identified changes are organized into an "outcomes pathway" that presents each outcome in a logical relationship to others, following a chronological flow. “Developing such a Theory of Change framework facilitates the establishment of clear guidelines for monitoring and evaluation” as highlighted by James (2011).

Additionally, a Theory of Change recognizes the importance of necessary resources for driving change, which are referred to as assumptions. These assumptions are associated with different stages of the Theory of Change, including the link between inputs and outputs, outputs and outcomes, and outcomes and impacts. In this study, the assumptions were examined in relation to the different stages of the Theory of Change framework.

The Theory of Change originated within the field of Participatory Monitoring and Evaluation. Over the years, it has proven to be a valuable approach for evaluating a wide range of projects and organizations. When applied during the Monitoring and Evaluation stage of project implementation, a Theory of Change provides feedback on whether a program is progressing as planned towards achieving the intended change. The Theory of Change highlights the importance of recognizing the need for improvement in capacity development for Participatory Monitoring and Evaluation (PM&E) if desired outcomes are to be achieved. It suggests that there is a pressing need to revise the current approach in order to enhance PM&E capacity and achieve the desired results.

“This theory emphasizes the importance of investing in programs that can bring about desired changes in society through the active participation and involvement of all stakeholders from the program's inception” Reed (2008). Also, based on (Chris et al, 2011) research “the study found it most appropriate to use TOC because it is focused not just on generating knowledge about whether a program is effective, but also on explaining what methods it uses to be effective”.

2.4 Empirical Literature Review

Numerous studies have explored the impact of PM&E on project performance with the likes of PM&E Influence in Project Performance Globally and national level. These studies have demonstrated the vital of incorporating diverse sources of information and perspective for researchers and decision-makers to comprehensively understand and adapt evidence to specific contexts, leading to more effective interventions. “Consequently, some of the studies have revealed that it is essential to support districts in establishing crosscutting and regular platforms to share related information by bring together stakeholders from various areas. This collaborative approach is crucial for ensuring the successful implementation of complex development interventions”, Kananura, et al. (2017).

2.4.1 PM&E Influence in Project Performance Globally

“Participatory Monitoring and Evaluation (PM&E) has gained widespread recognition and adoption in international development and community-based projects. Its utilization serves as a valuable tool for primary stakeholders to actively engage in reflecting upon and assessing the changes that occur during the implementation of development interventions”. (Estrella et al., 2000). According to

Estrella and Gaventa (1998), “the origins of participatory monitoring and evaluation (PM&E) studies can be traced back to the field of agriculture and rural development in the mid-1960s and 1970s. However, the concept of PM&E itself is not entirely new, as it draws upon a rich tradition of participatory research that spans over three decades. This tradition encompasses various approaches such as farming, participatory action and learning, and participatory rural appraisal (PRA)”.

The adoption of PM&E by organizations like the “World Bank”, the “Food and Agriculture Organization (FAO)”, the “United States Agency for International Development (USAID)”, the “Danish International Development Agency”, and the “UK Department for International Development (DFID)”, amongst others and agencies reflects the growing understanding of the importance of participatory approaches and the need for inclusive and effective monitoring and evaluation practices in development initiatives. This recognition has paved the way for integrating participatory principles and methodologies into the mainstream of development work and policy-making processes.

According to Jackson & Kassam (1998), “PM&E is process of self-assessment, knowledge generation and collective action whereby stakeholders in a program work together to identify monitoring issues, engage in data collection and analysis data and take action as result of what they have learnt throughout the process”. “In PM&E, stakeholders including primary project beneficiaries are involved in monitoring and evaluation of projects, program or policy, they also share authority in decision making and in taking collective actions” (World Bank, 2010).

“South Africa being one of the African countries that are practicing PM&E in government and local NGOs has borrowed best practices from developed countries like Canada, United Kingdom and United States among others. This will be done by the department of Monitoring and Evaluation in full support of the government”. Also, according to Muriungi, (2015) & Naidoo, (2010), “the system has improved service delivery to the people with various check points on loop holes that include impromptu visits on government ministries, service delivery points e.g., health facilities and police station; training of staff on M&E and also creation of a hotline by the president for the public to allow citizens to log their complaints and queries regarding service delivery”.

“During the monitoring visits, the teams interview users and staff as well for their view on system performance and a score card is produced for each facility, as well as an improvement plan” (World Bank, 2012). In this case, “the people are fully involved in Monitoring and Evaluation process hence enabling the stakeholders to analyse, reflect, develop strategies and draw common conclusion on corrective measures to be taken in future projects” (Kinyanjui et al., 2015).

In a study conducted by Muriungi (2015) in Kenya, “the focus was on exploring the significance of participatory monitoring and evaluation (PM&E) programs within government corporations. The findings of the study revealed that several factors acted as barriers to the effective implementation of PM&E. These included constraints such as limited time availability, insufficient M&E skills, inadequate compensation, insufficient funding, understaffing, lack of necessary skills, technological challenges, limited awareness, and poor infrastructure. However, the

study did not explicitly delve into the ways in which PM&E can enhance project performance. As a result, there is an opportunity to conduct further research and examine the role of PM&E in improving project performance within our own country. By addressing this research gap, we can gain a deeper understanding of how PM&E can positively impact project outcomes and contribute to more successful and effective development initiatives”.

Singh 2009 “emphasizes that planning should not be solely entrusted to the government but should be decentralized, involving the active participation of the people. Additionally, organizations should also play a role in monitoring and evaluation processes. The study further indicates that this decentralized approach leads to the achievement of quality work, thereby contributing to the fulfillment of objectives”. Abugah (2011) “supports this notion by highlighting that participatory monitoring and evaluation (PM&E) encourages a bottom-up development approach, wherein the people themselves prioritize development agendas. This approach empowers communities to have a greater say in shaping their own development and ensures that their needs and aspirations are taken into consideration”.

The increasing focus on participatory approaches in development has led to the acknowledgment that M&E processes should also adopt a participatory approach. Traditionally, M&E has relied on external experts who assess performance based on predetermined indicators, applying standardized procedures and tools. In contrast, PM&E actively involves primary stakeholders and provides alternative methods for assessing and learning from changes in a more inclusive manner. “PM&E takes into account the perspectives and aspirations of those who are most directly affected by

the development initiatives, ensuring their voices are heard and valued” (WORLD BANK, 2010b). This shift towards PM&E recognizes the importance of participatory decision-making and highlights the need to incorporate diverse perspectives in the monitoring and evaluation processes to ensure a more comprehensive and inclusive approach to development.

According to Nimo Jamaal (2018) assessment “on the effects of participatory monitoring and evaluation on project performance at Kenya marine and fisheries research institute shown that lack of proper training on M&E and inappropriate tools inhibit participatory monitoring and evaluation, untrained staff had a challenge in implementation of M&E thus poor results whereas trained and knowledgeable teams or stakeholders were key in ensuring quality M&E and implementation of all projects on keys issues like quality feedback and information on program planning and design”.

2.4.2 PM&E Influence in Project Performance at National Level

In Tanzania, there has been a consistent interest in involving communities and stakeholders in the M&E processes of development projects. The government recognizes the importance of PM&E and has incorporated aspects of it into “national strategies, planning, policies, and programs” (URT, 2012). For instance, “the Tanzania Five Year Development Plan (FYDP, 2016/2021)” emphasizes the participation of various actors in M&E to enhance coordination, organization, and effective implementation of projects. However, the plan does not provide a clear explanation of how these actors will be engaged in monitoring and evaluating the implemented projects. Therefore, it is crucial to examine the role of PM&E in

project performance in order to advance a improved understanding of how it can contribute to successful project outcomes. By exploring the impact of PM&E, we can identify ways to actively engage stakeholders in monitoring and evaluation processes and enhances the overall effectiveness of development initiatives in Tanzania.

According to Mselle (2014), “the research conducted on community participation in TASAF-funded sub-projects revealed that there was generally a low level of community involvement in the preparation and planning stages of the implemented projects. The study found that most of the work was carried out by officers at the council level, indicating a lack of consideration for the perspectives and input of the communities and stakeholders in project monitoring and evaluation. This indicates an inadequate use of participatory monitoring and evaluation (PM&E) in managing community-based projects.

Based on the study findings, Mselle (2014) recommended that local authorities should actively involve the community in all stages of the planning process. Community involvement during the project development/planning stage was deemed crucial as it provided beneficiaries with knowledge, experience, and a greater sense of commitment to the project's objectives. By actively involving the community in project preparation and planning, a sense of ownership was fostered, leading to long-term sustainability of the projects.

Also, the study recommended that “both the village leaders and community members committee should be provided with training (seminars) by local government to clear

misunderstanding of their role in TASAF funded projects”. This study did not point out the role of PM&E on project performance as for instance the instead of providing trainings to community members by the local government then the local government and the project implementers should incorporate the role of PM&E in their plans and in particular M&E plan.

According to Mgoba (2020), who conducted a research study about the effectiveness of PM&E in achieving “community-based water projects in Tanzania”, the researcher provided several recommendations. Including the need to strengthen PM&E practices for both governmental and non-governmental funded community-based water projects. The aim of this recommendation is to improve the overall achievement and success of these projects. The study emphasized that capacity building among local communities is essential, enabling them to effectively manage the projects even in the absence of external support. The study further emphasized that the recommendation is a policy issue requiring concerted efforts at all levels of the government. However, this research did not provide a clear analysis of the role played by PM&E in promoting transparency in Public-Private Partnership (PPP) projects undertaken by the institutions. This aspect is important in exploring how public management and accountability influence project outcomes. Therefore, there is still a need to examine the role of PM&E in project performance, including projects implemented by programs like TASAF.

According to TASAF-VPO (2018-2019) audit report “TASAF Management Unit (TMU) is responsible for managing the day-to-day operation of the Program and is answerable to the NSC”. The roles of the TMU include the development of policies,

procedures and guidance, preparation of work plans and budgets; timely disbursement of funds; monitoring and evaluation of the program; and thorough accounting and reporting on the program funds and preparation of other reports for various stakeholders.

However, the report does not capture the role of the community and stakeholders in relation to TASAF project performance. This observation suggests that the consideration of PM&E is not well incorporated by the project implementing partners, including the government. As a result, there is a need to examine the role of PM&E in the context of TASAF projects. By conducting a thorough examination of PM&E role, stakeholders' involvement, and the impact on project performance, valuable insights can be gained to enhance the effectiveness and accountability of TASAF projects.

In Chakuvunga's assessment (2019) of the implementation of TASAF water projects, it was found that TASAF collaborates with villagers to identify and address social needs or challenges within their communities. This process involves sensitizing local communities to debate and identify the specific challenges they face. Furthermore, the implementation of TASAF water projects includes the participation of community members in selecting project locations, overseeing construction, cost sharing, and ensuring the security of the projects.

However, the assessment indicates that community members and various stakeholders are not extensively involved in monitoring and evaluating the projects. This lack of participation has resulted in poor sustainability of the implemented

projects. Consequently, there is a pressing need to assess the role of PM&E in project performance. Moreover, the adoption then implementation of PM&E faces several challenges with among them being social, technological, political, capacity development and economic. Hence this study will take into account how such challenges affect the contribution of PM&E in project performance for in particular TASAF project.

2.5 Knowledge Gap from Reviewed Literature

Through the studied literatures understood that, the establishment of PM&E system covers a recipe of building chunks that counterpart each other. However, there has been rising attention among scholars and development experts in the recent years over PM&E in various aspects. Broadly, it can be said that much has been done in relation to monitoring and evaluation because many studies relied on the contribution of monitoring and evaluation on community development projects and the factors leading to effective monitoring and evaluation. With the done and reviewed studies, there has been lack of findings regarding PM&E support to project performance in Tanzania. Therefore, this study aims to examine the role of PM&E in project performance in Tanzania. A case of TASAF project in Bunda, Mara.

2.6 Conceptual Framework

“A conceptual framework is a structure consisting of interconnected concepts that collectively provide a comprehensive understanding of a phenomenon or multiple phenomena” (Jabareen, 2009). It serves as an analytical tool with various adaptations and frameworks, enabling conceptual distinctions and the organization of ideas. A

well-developed conceptual framework captures tangible aspects and facilitates easy recall and application. Moreover, a conceptual framework can be seen as a structure of thoughtful and purposes that guide the formation of a consistent set of guidelines and standards. It is utilized to outline potential courses of action or present a desired approach to an idea or concept. According to Grants (2014), “a conceptual framework provides a logical structure of interconnected concepts that visually depict how ideas in a study relate to one another within the theoretical framework”.

In this research study, the objective is to investigate the role of PM&E on project performance in Tanzania, specifically focusing on the case of TASAF in Bunda. The study aims to examine various independent variables that can potentially influence PM&E, including stakeholder participation, capacity building, communication and information sharing, resource allocation, learning and adaptation, and accountability mechanisms. These variables are believed to have an effect on the state of PM&E in project performance in Tanzania.

The intervening variable in this context of the independent variables mentioned, which are believed to influence or impact project performance through PM&E, can be framed as "PM&E Effectiveness." PM&E effectiveness refers to the degree to which the implementation of PM&E practices and processes effectively contributes to improved project performance. Consequently, the dependent variable in this study will be the actual project performance itself, which represents the outcome or result influenced by the aforementioned independent variables.

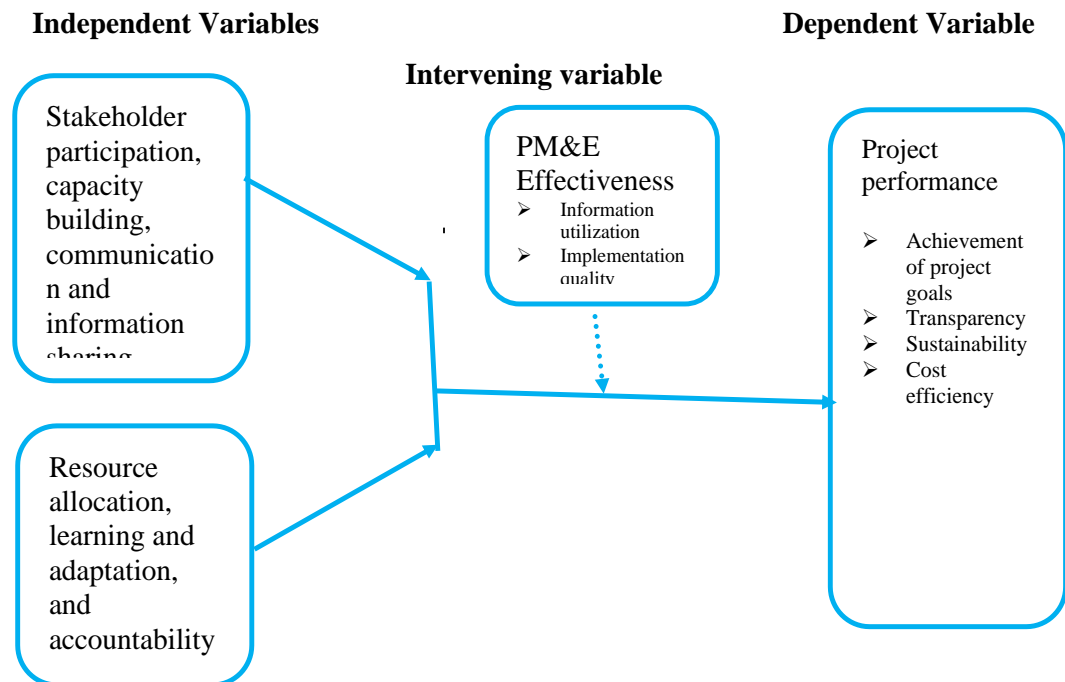


Figure 2.1: Conceptual Framework for the Role of PM&E in Project Performance

Source: Researcher own constructs (2023).

The above conceptual framework indicates that the independent variable part of the PM&E allows participation of people (stakeholder and communities) at all levels of project including initiation, planning, execution, Monitoring and Evaluation. This comprises the role of PM&E in project performance in Tanzania. The independent variable part of the PM&E affects the dependent variable by influencing local community empowerment and ownership of the projects. This in turn encourages accountability, transparency, timely productivity of the program hence contributing to sustainability. However, there are intervening variables like PM&E effectiveness, implementation quality and information utilization, which affect the connectivity between the independent and dependent variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter digs into various aspects related to the study, including the study area, research design, study population, sample size, sampling procedures, data collection procedures, and data analysis techniques. It also encompasses discussions on approaches and tools for data collection, data analysis procedures, instrument reliability, instrument validity, and ethical considerations relevant to the study. By exploring these areas, a comprehensive understanding of the research methodology and its various components is provided.

3.2 Study Area

This study examines the role of PM&E in project performance specifically within the context of Bunda district council in Tanzania. Bunda district council is one of the six districts that make up the Mara region. The study focuses on a particular ward in Bunda district called Nyamang'uta, which consists of five villages: Nyangere, Kambubu, Nyabuzume, Sarawe, and Kiloreli. The choice to conduct the study in Bunda district council was based on the observation that the allocated funds for PM&E were redirected and utilized for the construction of an Intensive Care Unit (ICU), as stated in the Ministry of Finance and Planning (MOF-Tanzania) M&E report on the “implementation of the Tanzania COVID-19 social economic response and recovery plan” - September 2022. This redirection of funds indicates a lack of PM&E engagement in the implementation of projects in the district.

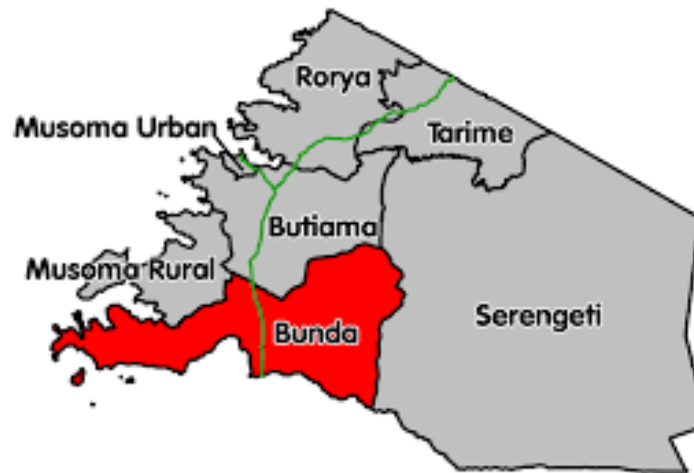


Figure 3.1: The Map of Mara Region

3.3 Research Design

“The research design refers to a structured approach that determines the arrangement of conditions for data collection and analysis, with the goal of combining the relevance of the research purpose with efficiency” (Kothari, 2014). It serves as a framework that outlines what data will be collected, how they will be collected, and how they will be analyzed and presented. In this study, the cross-sectional research design was utilized, which involved collecting data at a single point in time. The choice of the cross-sectional design was driven by its advantages in terms of time and cost savings. With this design, data collection only occurred once hence reducing the resources and effort required for multiple data collection sessions.

3.4 Research Approach

Kothari (2004) establishes the existence of two distinct research approaches: quantitative and qualitative. The qualitative approach focuses on the assessment of opinions, attitudes, and behaviors, while the quantitative approach “is concerned

with data that can be presented in numerical form. In examining the role of PM&E in project performance, both qualitative and quantitative methods were employed due to their complementary nature”. The qualitative approach primarily served to defines subjective assessments, analyze and interpret attitudes, opinions, and behaviors expressed by respondents during interviews and focus group discussions with TASAF saving group members.

On the other hand, quantitative methods were utilized to numerical data, which was statistically analyzed to achieve the project's objectives. Amin (2005) “Descriptive statistics such as frequencies and percentages were employed, along with inferential statistics, which involved testing hypotheses using correlations and coefficients of determination”.

3.5 Study Population

In this particular study, the population under study consisted of various key entities, namely local government authorities (including the heads of TASAF and community development departments, ward and village executive officers, TASAF beneficiaries from a selected ward in Nyamang’uta (comprising supported households, saving group), community stakeholders and non- TASAF beneficiaries

3.6 Sampling Procedures

3.6.1 Sampling Unit

The study targeted both gender populations (males and females) who are members of the community development initiative interventions under TASAF. Participants were selected for comparison purposes in various issues.

3.6.2 Sample Size

“A sample size is basically a subset of the population and therefore it is a portion that represents a whole population” (Kadam, et al, 2010). “The concept of sample arises from the inability of the researchers to test all the individuals in a given population. Generally, the sample size should neither be extremely large nor too small as it should be optimal. An optimal sample size is one which accomplishes the needs of efficiency representativeness, reliability and flexibility” (Kadam et al, 2010). Slovene’s formula was proposed by Magigi (2015) to “calculate appropriate sample of the study which is optimal”. Thus, the Slovene’s formula can be identified as

$$n \approx \frac{N}{(1+N(\varepsilon)^2)}$$

Where n = Sample size

N = Population

e = Level of precision (5 – 10%)

Then N=300, e=10% n=?

Thus, from formula

$$n \approx \frac{300}{(1+300(10\%)^2)}$$

n=75

Table 3.1: Sample Size of the Study

No.	Stratum	Target Population	Sample size
1	Local government authority leaders (District TASAF coordinators, WEO, VEO, VC)	15	4
2	TASAF beneficiaries (caregivers and TASAF saving group)	180	50
3	Stakeholders (NGOs, FBOs, CSOs)	30	1
4	TASAF Village saving group	25	5
5	Community members who are non-TASAF beneficiaries	50	15
Total		300	75

Source: Researcher (2023).

3.7 Sampling Methods

For the purposes of gathering related and applicable or relevant data, this study employed two types of sampling procedures; these are purposive sampling and systematic random sampling (SRS).

3.7.1 Purposive Sampling

Purposive sampling, as described by Kumar (2005), is a “suitable approach when the researcher possesses knowledge of individuals who can provide information relevant to the research questions”. In this study, purposive sampling was employed because it is “recommended when selecting sample elements and locations based on specific criteria or characteristics” (Kothari, 2009). The researcher opted for this method to ensure that participants who are well-informed and experienced with TASAF were included in the study, thereby enhancing the quality of the collected data. Key informants such as TASAF officers, stakeholders, and non-TASAF beneficiaries were targeted through this sampling technique. The rationale behind involving participants with experience in the phenomenon is that Participatory Monitoring and Evaluation requires specific qualifications to effectively carry out the assigned

functions.

3.7.2 Systematic Random Sampling

To conveniently select study participants, the systematic random sampling method was employed, reducing bias in the selection process. This method was chosen due to its ease of execution, cost-effectiveness, and suitability for large populations (Etikan & Bala, 2017). Specifically, for this study, members from the village TASAF groups and TASAF beneficiaries were selected using the systematic random sampling method.

During focus group discussions (FGDs) and the collection of required members for discussion, the systematic random sampling (SRS) technique was utilized. The researcher obtained a comprehensive list of all TASAF beneficiaries and groups in Nyamang'uta ward. Microsoft Excel, a computer program, was then used to facilitate the sample selection process. The “RAND function in Excel” was employed to allocate a random number to each cell, followed by the use of an Index Rank formula to select a limited number of cells. Subsequently, direct visits were made to the homes of the selected participants, ensuring their inclusion in the study.

3.8 Sources of Data

There are two sources of data which are primary and secondary sources. Primary data was collected using questionnaires, interviews and observations. Various documents were studied and revised to gather secondary information. Secondary sources encompassed of books, journals and academic literature.

3.8.1 Primary Data

In the present study, primary data was collected through direct interviews with project beneficiaries, local government authority (LGA) staff, stakeholders, and community members. Structured questionnaires and checklists were utilized to guide the interviews, while a reconnaissance survey was conducted to further collect relevant information. During the interviews, various questions were posed to elicit pertinent answers for the study. The use of primary data enabled the researcher to obtain firsthand information, ensuring the freshness and originality of the data collected.

3.8.1.1 Questionnaire

In this particular study, the researcher opted to administer questionnaires to the beneficiaries and none beneficiaries of TASAF project due to their large number. This method facilitated easy access to the sampled respondents. A total of 65 questionnaires were distributed to the respondents, which were subsequently filled out and collected.

3.8.1.2 Interviews

The researcher utilized a combination of structured and unstructured questions to gather first-hand information. This approach was chosen to ensure the acquisition of accurate and timely data by employing a set of predetermined questions and friendly note-taking techniques. The study adopted this method to prioritize the participants' perspectives (the emic perspective) regarding the phenomenon of interest, rather than the researcher's viewpoint (the etic perspective).

The interviews were conducted face-to-face between the researcher and the respondents, using interview schedules. This method was selected to obtain detailed information from key informants involved in the study. A total of 70 interviews were conducted, including TASAF project officials, stakeholders, and both TASAF and non-TASAF beneficiaries.

3.8.1.3 Focus Group Discussion

The questions were posed in an interactive group setting, allowing participants to freely engage in conversation with one another. The primary objective of utilizing focus groups in research is to tap into respondents' attitudes, feelings, beliefs, experiences, and reactions in a manner that may not be feasible through alternative approaches such as observation, one-on-one interviews, or questionnaire surveys. In contrast to individual interviews that aim to capture individual perspectives, beliefs, and emotions, focus groups yield a multitude of viewpoints and emotional processes within a group context.

In this particular study, focus group discussions were employed to evaluate the perceptions of five members from village saving groups who shared specific characteristics relevant to the study. The discussions were carefully organized and structured to gather information on participant viewpoints within a defined area of interest. The study focused on group discussions as a means to obtain comprehensive insights from both male and female respondents.

3.8.2 Secondary Data

In the context of this study, secondary data was collected from a variety of published and unpublished sources, including books, theses, journals, magazines, and articles.

District TASAF implementation guide, reports and internet sources like the national project reports were also utilized to gather secondary data. The inclusion of secondary data in the study was beneficial as it helped to complement and supplement the primary sources of data and information. By incorporating secondary data, the researcher was able to access existing knowledge and insights relevant to the research topic, enhancing the depth and breadth of the study's findings.

In this study, the researcher cross-checked various documents related to TASAF-funded projects that were available in the study area. This technique allowed the researchers to gather specific and relevant information of interest from the offices of TASAF stakeholders, including the Bunda District Council. The documents reviewed included those from Village Executive Officers' (VEOs) offices, Ward Executive Officers' (WEO) offices, Community Management Committees (CMC), the Bunda District Council office and other project-related documents. By examining these documents, the study could access valuable data and insights related to the role of PM&E in TASAF projects performance in the study area.

The researcher chose to utilize this method of data collection because it is time and cost-effective. It allowed for the establishment of a solid foundation for discussing the study's results in relation to previous findings regarding how PM&E supports project performance.

3.10 Data Analysis, Interpretation and Presentation

Data analysis involves the procedure of arranging, organizing, and deriving significance from gathered data. In this study, the data were analyzed using various

techniques, including editing, coding, classification, and tabulation. Quantitative data analysis was executed using Microsoft Excel, facilitating the identification of trends, frequencies, and percentages. Factor analysis and cluster analysis were also employed as data analysis methods, helping to uncover the fundamental structure of a set of variables and group related variables into factors, as well as classify data points into distinct groups based on similarities.

The presentation of quantitative data was achieved through frequency distribution tables, aligning with the research objectives. For the qualitative data, the researcher utilized thematic content analysis to interpret and examine the information. This method involved systematically categorizing and interpreting textual data, such as interview transcripts or open-ended survey responses, to recognize patterns and themes. Additionally, the thematic analysis approach was used to identify recurring themes, patterns, or concepts within the qualitative data, enabling researchers to interpret the underlying significance of the information. Furthermore, the qualitative Comparative Analysis (QCA) method was applied to compare multiple cases and recognize the combinations of conditions leading to a specific outcome.

3.11 Ethical Considerations of the Study

According to Grady (2010), ethics pertains to the moral principles and values that differentiate right from wrong behaviour. In this study, all significant ethical considerations were taken into account during the data collection process. This involved obtaining the necessary research authorization letter from the Open University of Tanzania and presenting it to the appropriate authorities, such as the Bunda district council DED's office. Additionally, the targeted participants were

informed in advance over the intention of the study. Confidentiality and privacy of the respondents were upheld throughout the research, ensuring that their personal information was kept secure. The researcher prioritized the well-being and protection of the respondents, making sure that no harm came to them as a result of their involvement.

Participation in the study was entirely voluntary, with only those individuals who expressed their willingness involved in the study. The researcher provided transparent and accurate information on why the research, avoiding any form of dishonesty or withholding of information. Moreover, the researcher ensured that participants were not coerced or manipulated into engaging in activities that could undermine their self-confidence or self-determination.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

This chapter involves presentation and discussion of findings of the study. The chapter is divided into five (5) sections. The first section is about the demographic information of respondents. The second section involves awareness of the respondents on the existence of TASAF project. The third section provides the discussion on the first objective of the research which is “the extent to which participatory monitoring and evaluation is integrated into the TASAF project and how it contributes to project performance.” The fourth section covers the second objective of this study which is “the level of community and or stakeholder participation in the monitoring and evaluation process and its impact on TASAF project performance.” Lastly, the fifth section provides the discussions on the results of the third objective of this study which is “the challenges and constraints faced in implementing participatory monitoring and evaluation in the TASAF project”

4.2 Demographic Information

This part provides insights into the demographic characteristics of participants, categorized by gender and age. Data was gathered from respondents, their details were compiled, and the findings are expounded upon and showcased within this part.

4.2.1 Gender of the Respondents

The gender distribution of participants was acquired through field data collection, with all 75 respondents providing their gender information. The data regarding the respondents' genders is displayed in Table 4.1.

Table 4.1: Gender of Respondents (N=75)

Gender	Frequency	Percent
Male	39	52
Females	36	48
Total	75	100

Source: Field Data (2023).

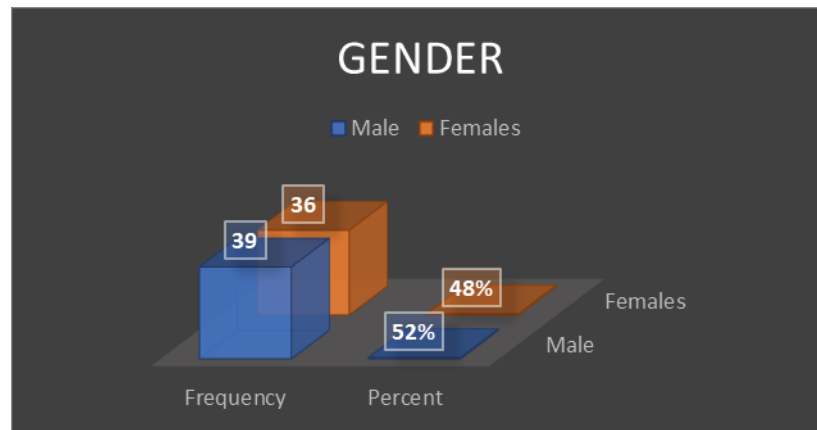
**Figure 4.1: Gender of the Respondents**

Table 4.1 presents the gender of respondents consulted during data collection in the field. The information shows that there were 36 women and 39 men involved in the study. This suggests that the study involved men at 52% and women at 48% and there was no bisexual respondent. This representativeness of the gender in the study was intentional in that the researcher provided equal chance to both men and women to connect the views of both men and women. Understanding about TASAF performance issues would differ depending on the sex of respondents since the dimensions and priority areas of project performance may be affected by gender differences.

4.2.2 Age of the Respondents

Throughout the data collection process, the researcher considered it essential to gather information about the age of each respondent. This was undertaken to gauge

the diversity within the sample across different age categories, as depicted in Table 4.2.

Table 4.2: Age of Respondents (N=75)

Age category of the respondents	LGA officers, Stakeholder and saving group		TASAF beneficiaries		Non- TASAF beneficiaries	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
15-24	0	0%	0	0%	0	0%
25-34	1	10%	3	6%	2	13%
35-44	3	30%	9	18%	3	20%
45-54	4	40%	17	34%	4	27%
55-64	1	10%	12	24%	4	27%
65+	1	10%	9	18%	2	13%
Total	10	100%	50	100%	15	100%

Source: Field Data (2023).

The data presented in Table 4.2 illustrates the distribution of respondents' ages across various ranges: 15-24, 25-34, 35-44, 45-54, 55-64, and 65 and above. Among these age brackets, a significant number of respondents, specifically 25 individuals, fell within the 45-54 age categories. This group constitutes approximately 33.3% of the total 75 respondents. The prevalence of respondents in the 45-54 age groups might be attributed to social and economic factors. Individuals within this age range often possess substantial economic influence and are actively engaged in social events within Tanzanian communities. Consequently, this age group doesn't primarily constitute the dominant demographic among TASAF beneficiaries.

4.3 Awareness of the Respondents on the Existence of TASAF Project

4.3.1. Community Awareness on the Currently Existing TASAF Interventions

In this part, the researcher aimed at assessing the community (respondents) awareness on the available TASAF project's objectives and interventions/activities carried out in Nyamang'uta ward. The responses are presented under Table 4.3.

Table 4.3: Awareness of the Respondents on the Existence of TASAF Project, its Objectives and Implemented Activities

	TASAF Beneficiaries		Non TASAF beneficiaries		Stakeholder and LGA		Saving groups		Total		Percent	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Presence of any TASAF project or intervention currently occurring or implemented	50	0	15	0	5	0	5	0	75	0	100%	0%
Aware of the objectives of the TASAF project	36	14	5	10	2	3	3	2	46	29	61.3%	38.7%
Aware of the activities implemented by the TASAF project	50	0	9	6	5	0	5	0	69	6	92%	8%

Source: Field Data (2023).

The study's findings revealed that TASAF is widely recognized across the five visited villages, namely Kambubu, Sarawe, Nyangere, Nyabuzume, and Kiloreli. When it comes to the awareness of local community members regarding ongoing TASAF projects or interventions, the entire sample of 75 respondents, accounting for 100%, acknowledged being aware of these activities (as shown in Table 4.3). Additionally, concerning respondents' understanding of the objectives of the TASAF project, 61.3% indicated familiarity with these objectives, while 38.7% reported not being acquainted with them (as outlined in Table 4.3). Furthermore, concerning respondents' familiarity with TASAF project activities, a substantial 92% of participants claimed awareness of the currently implemented TASAF initiatives, whereas 8% admitted not having familiarity with them (as illustrated in Table 4.3).

The study's results indicate that a majority of community members in all five villages of Nyamang'uta ward are knowledgeable about the ongoing TASAF

activities or interventions. However, a notable proportion (38.7%) lacks comprehension regarding the objectives of the TASAF project. This knowledge gap could be attributed to the absence of comprehensive community involvement in the projects. Consequently, recognizing the significance of community engagement is essential for enhancing TASAF project performance, and this aspect should be given due consideration (as illustrated in Table 4.3).

4.4 Perceptions Regarding the Incorporation of PM&E into the TASAF Project and Its Impact on Project Performance

4.4.1 Level of Community and Stakeholders' Involvement in Project Beneficiaries' Identification, Planning and Implementation of TASAF Projects

The study assessed the level of community and or stakeholder involvement in the initial planning for PM&E process and project beneficiary identification. The respondents were subjected to YES or NO on the levels of their agreement or disagreement on the various aspects. As indicated in Table 4.4.

Table 4.4: Community and Stakeholders Involvement in PM&E

	TASAF Beneficiaries		Non TASAF beneficiaries		Stakeholder and LGA		Saving groups		Total		Percent	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Involvement in the initial design and identification of project beneficiaries.	43	7	11	4	5	0	3	2	62	13	83%	17%
Planning for PM&E process	14	36	4	11	3	2	0	5	21	54	28%	72%

Source: Field Data (2023).

The study findings indicated that the identification of beneficiaries for the TASAF project involves active engagement of the majority of communities and stakeholders, with beneficiaries being selected through village public meetings. This was corroborated by the responses of 62 participants (83%), as opposed to 13 respondents (17%) who stated that community members and stakeholders were not extensively engaged in the process (as depicted in Table 4.4).

Moreover, the research findings revealed that community involvement was limited during the planning stages. Stakeholders and the broader community, however, were not extensively involved but the planning stage involved local and central government authorities only. This suggests that while participatory monitoring and evaluation (PM&E) is integrated into the TASAF project during beneficiary identification processes, it appears less prominent in the planning phases.

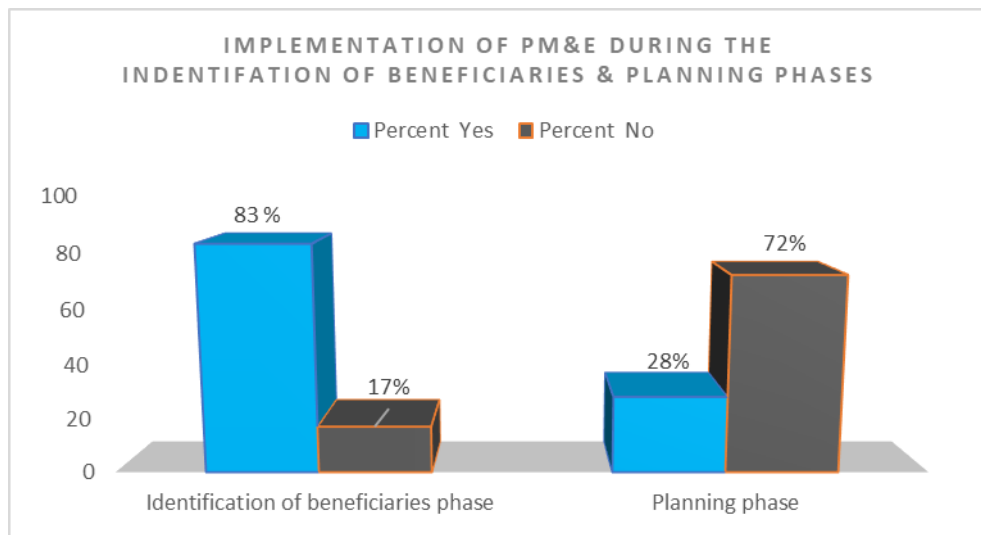


Figure 4.2: Community and Stakeholders Involvement in PM&E

4.4.1.1 Summary

According to the above findings, it is clearly evident that the community and stakeholders were not adequately involved in planning processes of the TASAF

projects. According to the results, it appears that just 28 percent of individuals participated, while 72 percent of respondents were insufficiently engaged in the planning of the PM&E process. This lack of involvement could potentially have adverse consequences on the implementation phase as it might lead to the oversight of community needs.

4.4.2 Level of Integrating PM&E in the Implementation of TASAF Project

Under this part, the researcher's objective was to weigh the degree to which PM&E is integrated into the implementation, monitoring, and evaluation of the TASAF project. This is analyzed in the table 4.5 below.

Table 4.5: Community and Stakeholder Involvement in Implementation, Monitoring and Evaluation of the TASAF Projects

Statements	Strongly Agree		Agree		Strongly disagree		Disagree		Neutral	
	Frequ ency	%	Frequ ency	%	Frequ ency	%	Frequ ency	%	Frequ ency	%
The communities and stakeholders are involved in the implementation of TASAF project	2	2.7%	17	22.7%	29	38.9%	21	28%	6	8%
The communities and stakeholders are involved in the Monitoring and evaluation of the TASAF project	2	2.7%	15	20%	34	45.3%	20	26.7%	4	5.3%

Source: Field Data (2023).

The study's findings revealed that the implementation phase of the TASAF project lacks a participatory approach. A substantial 67% of the respondents disagreed with the notion that all essential stakeholders are involved in the project's implementation. Instead, the majority of respondents indicated that there is limited engagement of

both communities and stakeholders. Conversely, 26% of the respondents agreed that the TASAF project's implementation involves a degree of participation, highlighting the involvement of community leaders, Local Government Authority (LGA) representatives, and a select number of non-TASAF beneficiaries from benefiting households (Table 4.5).

Furthermore, when it comes to the monitoring and evaluation process of TASAF projects, 72% of the respondents argued that it lacks participatory practices. This deficiency has contributed to a lack of sustainability among the beneficiaries served. In contrast, 23% of the respondents noted that the monitoring and evaluation process is somewhat participatory, with some involvement from community leaders and a limited number of community members (Table 4.5).

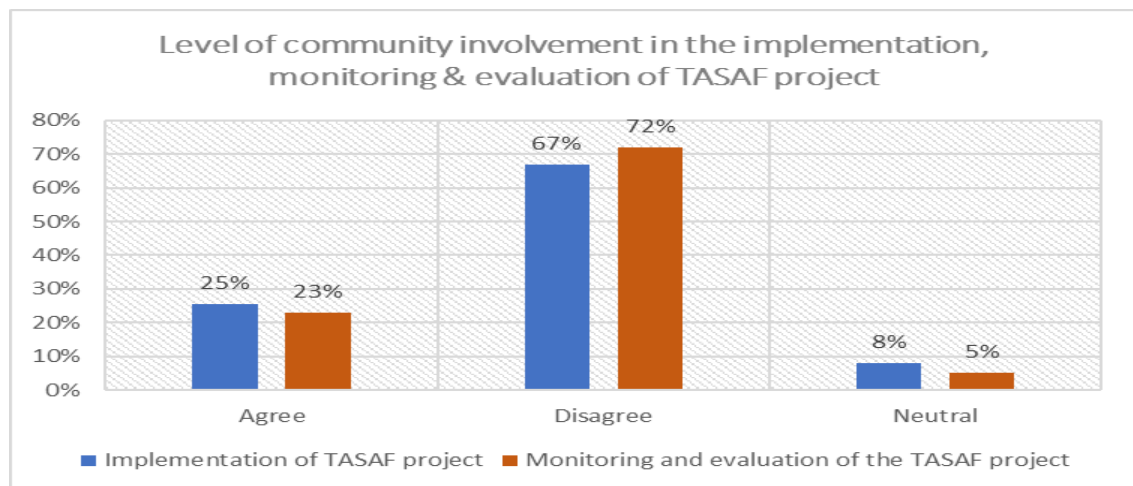


Figure 4.3: Community Engagement in Implementing, Monitoring and Evaluating TASAF Projects

The study's findings underscore that the implementation of TASAF projects lacks effective PM&E integration. Consequently, the local council must consider enhancing the engagement of community members and other stakeholders to address this deficiency.

4.4.3 The Contribution of PM&E on TASAF Project Performance in Bunda

PM&E play several roles in the performance of the TASAF projects. This section will reflect the purpose and benefits of instituting PM&E in the project from its initiation to the closure phases. This is analyzed in the table 4.6.

Table 4.6: PM&E Contribution in TASAF Project Performance

Contributions	Frequencies	Percentages
Enhanced community and stakeholder Engagement and Ownership	20	26.7%
Identification of implementation obstacles	22	29.3%
Improved Accountability	10	13.3%
Empowerment communities and promotes sustainability	13	17.4%
Quality Improvement	7	9.3%
Learning and Knowledge Sharing	3	4%
Total	75	100%

Source: Field Data, (2023).

Enhanced Community and Stakeholder Engagement and Ownership

The 26.7% of those surveyed contended that the active engagement of communities and stakeholders in the monitoring and evaluation procedures of the TASAF project results in the cultivation of a feeling of possession and dedication towards the project's achievement. Furthermore, involving communities and stakeholders allows for immediate input on project activities and results, facilitating quick adaptations and enhancements by project managers. This proactive approach prevents the escalation of problems and guarantees the project's adherence to its course, ultimately fostering heightened motivation, cooperation, and a collective commitment to attaining the project's desired aims (Table 4.6).

Identification of implementation obstacles

The 29.3% of the surveyed participants stated that the active participation of communities and stakeholders in monitoring and evaluating the TASAF project aids

in the recognition of obstacles and hindrances that might not be readily evident to project managers. This early recognition facilitates preemptive troubleshooting, diminishing the chances of project setbacks or shortcomings. This viewpoint is highlighted in the findings of Table 4.6.

Improved Accountability: As indicated by 13.3% of the respondents (Table 4.6), active engagement of communities or stakeholders in monitoring and evaluating project advancement leads to a heightened sense of responsibility across all parties involved. This approach plays a vital role in ending the mishandling of resources, fostering transparency, and fostering a culture of accountability. PM&E offer a streamlined method for the project to publicly communicate achieved outcomes and stands out as an effective means of presenting essential evidence to support robust accountability.

Empowerment communities and promotes sustainability: According to 17.4% of the respondent argument, PM&E give communities and stakeholders more power by involving them in making decisions of the implemented projects including TASAF. This can also help them learn new skills and knowledge about how to carry out project goals, manages activities, and share feedback. This all contributes to making sure that the good results of the project last even after it's done. When communities and stakeholders really understand what the project is trying to achieve, how it works, and the benefits it brings, they're more likely to keep supporting and maintaining its results even after the project is finished (Table 4.6).

Quality Improvement: Involving communities and stakeholders in monitoring and evaluating the outcomes and results of the TASAF project promotes a strong

emphasis on quality through Participatory Monitoring and Evaluation (PM&E). This approach allows communities and stakeholders to offer valuable perspectives on whether the project is actually delivering the expected advantages and fulfilling their requirements. Therefore, this involvement serves as a way to guarantee quality. This viewpoint was supported by 9.3% of the participants, as indicated in Table 4.6.

Learning and Knowledge Sharing: PM&E foster a culture of learning among the TASAF project team, communities and stakeholders. Valuable insights gained from the monitoring and evaluation process can be shared within the organization and with other projects, leading to constant enhancement across the field. PM&E facilitates the transformation of prior experiences into current planning for institutions or projects. These lessons frequently reveal strengths or weaknesses in the planning, design, and implementation stages, which significantly influence the performance, outcomes, and impacts of the project, as noted by Kusek and Rist (2004:226). Within PM&E, the accuracy of collected data and the authenticity of evidence play a pivotal role in learning and shaping policy decisions. This viewpoint garnered support from 4% of the participants, as indicated in Table 4.6.

4.4.3.1 Summarization of the PM&E Contribution in TASAF Project Performance

In a broad sense, the majority of respondents who participated in the survey (89%) hold the view that the integration of Participatory Monitoring and Evaluation (PM&E) significantly contributes to the performance of the TASAF project. This sentiment is reflected in Figure 4.5, where 89% of participants expressed agreement regarding the substantial impact of well-integrated PM&E on TASAF project

performance. Conversely, 11% maintained a neutral standpoint, while none of the respondents disagreed with this perspective.

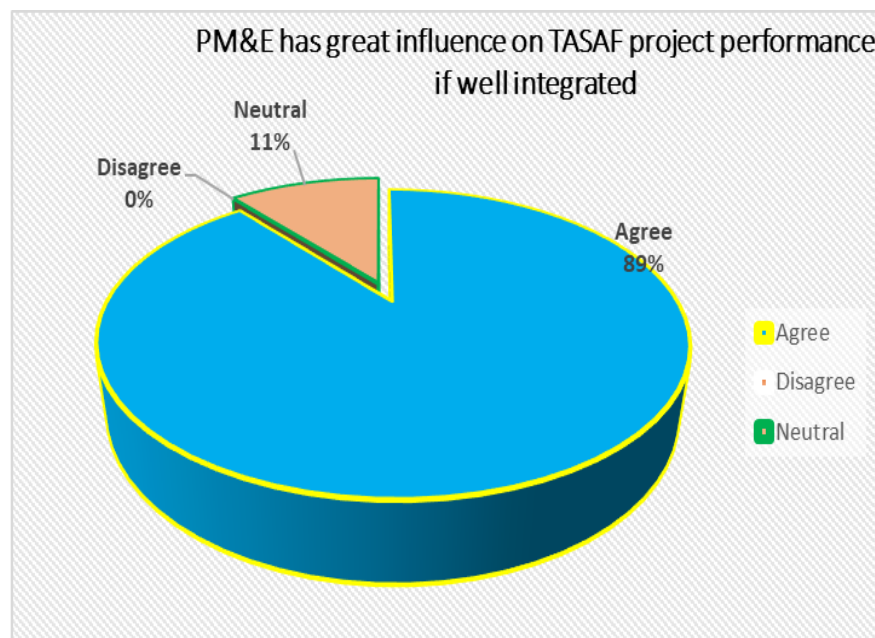


Figure 4.4: Respondents Perception on Whether PM&E Contributes to TASAF Project Performance

4.5 Involvement of the Community and Stakeholders in the Monitoring and Evaluation Process of the TASAF Project

The second objective of this study was to assess the level of community and or stakeholder participation in the monitoring and evaluation process and its impact on TASAF project performance

4.5.1 The Level of Community and or Stakeholder Participation

The level of community and stakeholder participation in monitoring and evaluation processes of the TASAF project is analyzed in Table 4.7 and described below.

Table 4.7: The Level of Community and or Stakeholder Participation

	Who monitors and or evaluates the progress of TASAF project and or supported beneficiaries			Extent to which community members or stakeholders participate in monitoring/evaluating TASAF project		
	LGA/TASAF officials only	LGA/TASAF officials and few community members	LGA/TASAF officials and all/most of the Community members	Highly participating	Moderately participating	Less/Not participating
Frequency	47	23	5	6	24	45
Percent	63%	31%	7%	8%	32%	60%

Source: Field Data (2023)

The assessment encompassed two inquiries: (i) Who monitors and or evaluates the progress of TASAF project and or supported beneficiaries and (ii) Extent to which community members or stakeholders participate in monitoring/evaluating TASAF project. The study's outcomes yielded the following results: Regarding the entities accountable for monitoring and evaluating the progress of TASAF projects and their beneficiaries: 63% of respondents (47 individuals) indicated that this responsibility exclusively rests with LGA/TASAF officials, 31% of respondents (23 individuals) mentioned that it involves LGA and TASAF officials along with a select number of community members. 7% of respondents (5 individuals) stated that the accountability encompasses LGA, TASAF officials, and either all or the majority of community members (as depicted in Table 4.7).

Regarding the extent of involvement of community members or stakeholders in monitoring and evaluating the project: 8% of respondents (6 individuals) pointed out that community members are deeply engaged, 32% of respondents (24 individuals) indicated that community members have a moderate level of participation and 60%

of respondents (45 individuals) reported that community members participate to a lesser extent or not at all (as illustrated in Table 4.7).

4.5.2 The Impact of Stakeholder and Communities' Participation

The impact of stakeholder and community participation corresponds with the contribution of PM&E in TASAF project performance and Table 4.8 below highlights the impact.

Table 4.8: The Impact of Engaging Stakeholder and Communities in the Project Monitoring and Evaluation Processes

The impact of engaging stakeholder and communities in the project monitoring and evaluation processes				
	Enhanced Ownership and Buy-In	Improved Accountability	Early Issue Identification	Informed Decision-Making
Frequency	31	19	13	12
Percent	41%	25%	17%	16%

Source: Field Data (2023).

4.5.2.1. Enhanced Ownership and Buy-In

Regarding the influence of involving stakeholders and communities, 41% of the respondents asserted that such engagement cultivates a sense of ownership and commitment. This heightened involvement leads to increased dedication and backing for the project's success. As a result, managing the project's performance becomes more seamless (Table 4.8).

4.5.2.2. Improved Accountability

In terms of enhancing accountability, 25% of the respondents emphasized that involving community members and stakeholders fosters transparency and responsibility. This engagement prompts stakeholders to hold the project to higher

standards of accountability, and project teams are more inclined to fulfill their commitments to these stakeholders (as depicted in Table 4.8).

4.5.2.3. Early Issue Identification

The implementation of a project necessitates the management of potential risks that could impact its progress. Among the respondents, 17% put forth the viewpoint that involving stakeholders and communities enables the swift identification of challenges or issues at an early stage. This proactive approach allows project teams to promptly address these concerns and avert the development of more significant problems that could potentially arise (as outlined in Table 4.8).

4.5.2.4. Informed Decision-Making

Regarding the aspect of informed decision-making, 16% of the respondents contended that involving active communities and engaged stakeholders offers valuable perspectives that inform strategic decisions. This process ensures that actions are matching with local priorities and realities. Such involvement aids in efficient resource allocation, risk reduction, practical planning, and even diminishes the potential for conflicts to arise (as presented in Table 4.8).

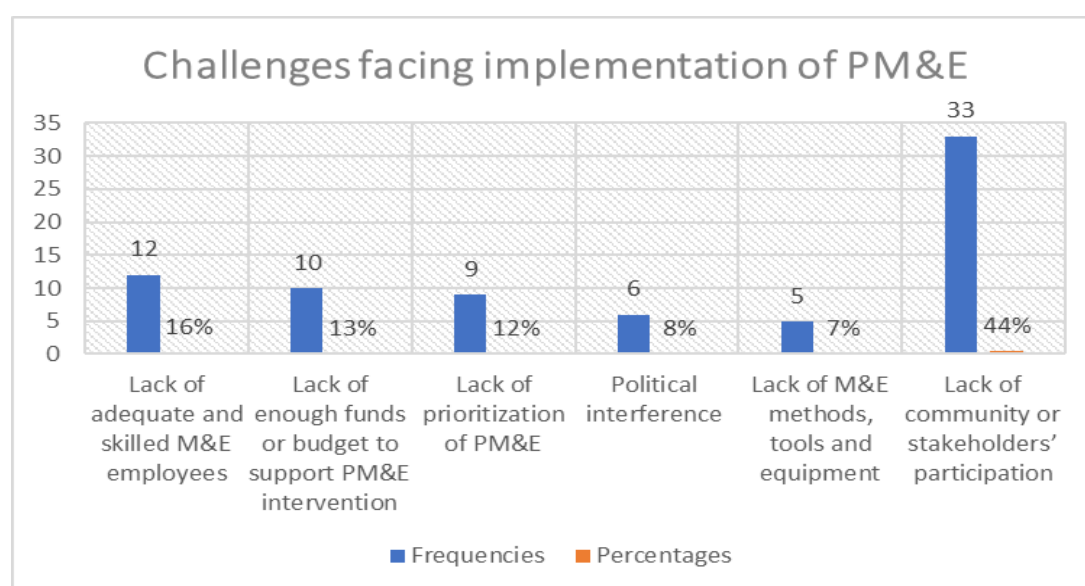
4.6 Challenges and Constraints facing the Implementation of PM&E in TASAF Project

The third objective of this study was to identify the challenges and constraints faced in implementing participatory monitoring and evaluation in the TASAF project (Table 4.9).

Table 4.9: Challenges facing Implementation of PM&E

Challenges	Frequencies	Percentages
Lack of adequate and skilled M&E employees	12	16%
Lack of enough funds or budget to support PM&E intervention	10	13%
Lack of prioritization of PM&E	9	12%
Political interference	6	8%
Lack of M&E methods, tools and equipment	5	7%
Lack of community or stakeholders' participation	33	44%
Total	75	100%

Source: Field Data, (2023).

**Figure 4.5: The Challenges facing the Implementation of PM&E**

4.6.1 Lack of Adequate and Skilled M&E Employees

Employees play a pivotal role in the execution of participatory monitoring and evaluation activities within any project, including the TASAF initiative. The study's findings brought to light that 16% of the respondents indicated that TASAF faces a shortage of adequate Monitoring and Evaluation (M&E) officers to carry out various PM&E tasks across the diverse projects undertaken by TASAF (as detailed in Table 4.9). An interview with the TASAF district coordinator confirmed this issue,

highlighting that the TASAF department lacks M&E officers primarily due to the organization's limitation in recruiting employees. The process of hiring staff is channelled through the Public Sector Recruitment Secretariat (PSRS), and currently, no M&E officers have been assigned to TASAF. Consequently, the integration of PM&E into project performance becomes challenging due to this staffing constraint.

Monitoring and evaluation necessitates specialized skills and expertise, encompassing aspects such as the design of M&E frameworks, formulation of indicators (both qualitative and quantitative), and the creation of data collection instruments like questionnaires and focus group discussion guides. Moreover, proficiency in data collection methods like conducting interviews and facilitating focus group discussions, as well as data analysis and report writing skills, are essential.

The study highlighted that TASAF lack M&E officer component, making it challenging for them to fulfill their PM&E roles. This discrepancy in skills can impact the successful implementation of TASAF projects. In the study conducted by Muzinda (2007), “a notable concern raised by various researchers” (Hughes d’ach, 2002; Gibbs, et al., 2002) “revolves around the deficiency in adequate monitoring and evaluation expertise or capability among local NGOs. Monitoring and evaluation demand specialized skills and proficiency, including but not limited to the design of monitoring and evaluation frameworks, specifically log frame design, the formulation of indicators encompassing both qualitative and quantitative aspects, and the development of data collection tools like questionnaires and focus group discussion guides”.

4.6.2 Lack of Enough Funds or Budget to Support PM&E Intervention

The results of the study revealed that the other challenge that faces TASAF in execution of its PM&E activities includes lack of enough funds from the government to support PM&E intervention. TASAF does not receive enough funds for M&E interventions and the low budget does not being released on time and thus becomes a challenge in execution of M&E activities.

According to (Gibbs et al., 2002: and Gilliam et al., 2003) “Lack of adequate financial resources to carry out monitoring and evaluation is another challenge faced by these local organizations. The little resources available are channeled to actual implementation of project activities monitoring and evaluation are looked at as an expense that they cannot afford”. Also, TASAF’s monitoring and evaluation is faced with inappropriate planning, lack of PM&E vision for leaders, lack of feedback mechanism as well as inadequate follow up of M&E reports (Table 4.9).

4.6.3 Lack of Prioritization of PM&E

The study's findings unveiled a notable challenge faced by TASAF in the execution of PM&E activities, which is the insufficient prioritization of PM&E by the government and collaborating partners. Many government officials and project managers tend to allocate less attention to involving communities and stakeholders during the implementation of their projects. Although community members and stakeholders were included in the process of identifying project beneficiaries, there are currently no established mechanisms in place for their engagement in the monitoring or evaluation phases of these projects. This deficiency may stem from a

lack of comprehensive awareness and comprehension regarding the role of PM&E in enhancing project performance. It's possible that some individuals may not be well-acquainted with the concept of participatory monitoring and evaluation or its associated advantages. This is highlighted by the perspective of 12% of respondents who asserted that TASAF management does not prioritize PM&E (as presented in Table 4.9).

4.6.4 Political Interference

The study findings brought to light that 8% of the respondents indicated that the implementation of the TASAF project is periodically influenced by political interests, and certain groups are served based on political preferences. While political factors can potentially have constructive effects on project implementation and evaluation, there are instances where government officials may manipulate or disregard PM&E findings to conform to their own objectives or to accommodate the interests of political parties (as outlined in Table 4.9).

4.6.5 Lack of M&E Methods, Tools and Equipment

The study findings unveiled a significant challenge encountered by TASAF in executing its PM&E activities, which is the absence of essential methods, tools, and equipment required for effective Monitoring and Evaluation (M&E) duties. The research results indicated that 7% of the respondents pointed out the deficiency of necessary methods, tools, and equipment within TASAF. In some instances, employees lack even basic resources like laptops to facilitate data collection and analysis (as presented in Table 4.9).

4.6.6 Lack of Community or Stakeholders' Participation

The study's results brought to light that 44% of the respondents held the view that communities and stakeholders are only partially engaged in the monitoring or evaluation of TASAF projects. This implies that the majority of Monitoring and Evaluation (M&E) activities are primarily conducted by TASAF employees, with limited input from other departmental M&E experts, community members who are not TASAF beneficiaries, stakeholders, and the beneficiaries of various projects undertaken by TASAF. This situation poses a challenge because the success of development projects hinges on the collaboration of diverse actors, including beneficiaries, non-beneficiaries, and various stakeholders. The lack of comprehensive involvement from these different groups can impact the effectiveness of the project (as shown in Table 4.9).

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Overview

This chapter comprises of summary of the findings from the research. The suggested findings in this chapter are basically reflecting the analysis and presentations made in chapter four of this study. The topic for this study was to analyse the role of Participatory Monitoring and Evaluation (PM&E) in project performance in Tanzania, a case of TASAF in Bunda, Mara. The study was guided by three specific objectives which are to examine the extent to which participatory monitoring and evaluation is integrated into the TASAF project and how it contributes to project performance, to assess the level of community and or stakeholder participation in the monitoring and evaluation process and its impact on TASAF project performance and to identify the challenges and constraints faced in implementing participatory monitoring and evaluation in the TASAF project.

5.2 Discussion of Findings

5.2.1 Objective One: To Examine the Extent to Which Participatory Monitoring and Evaluation is Integrated into the TASAF Project and How it Contributes to Project Performance

Firstly, the study assessed the levels of community and or stakeholder engagement in the TASAF project beneficiaries' identification and planning processes. The study findings indicated that communities and stakeholders were fully engaged in the identification of TASAF project support beneficiaries through public village meetings and was supported by 83% of the respondents. Also, the research findings

revealed that community and stakeholders' involvement was limited during the planning with not extensively involved. This was supported by 72% of the respondents who argued that the planning stage involved local and central government authorities only. This suggests that while participatory monitoring and evaluation (PM&E) is integrated into the TASAF project during beneficiary identification processes, it appears less prominent in the planning phases. This lack of involvement could potentially have adverse consequences on the implementation phase as it might lead to the oversight of community needs and thus having the project which does not meet the community needs.

Secondly, the study weighed up the degree to which PM&E is integrated into the implementation, monitoring, and evaluation of the TASAF project. The study's findings revealed that the implementation phases of the TASAF project lacks a participatory approach because a substantial 67% of the respondents disagreed with the notion that essential stakeholders are involved in the project's implementation. Instead, the majority of respondents indicated that there is limited engagement of both communities and stakeholders. Also, 72% of the respondents argued that the execution of the TASAF projects lacks participatory practices in monitoring and evaluation as in most cases the monitoring and evaluation is done by the LGA leaders and TASAF officials. This deficiency has contributed to a lack of sustainability among the beneficiaries served because they do not feel like owning the project.

The study's findings underscore that the implementation of TASAF projects lacks effective PM&E integration. Consequently, the local council must consider

enhancing the engagement of community members and other stakeholders to address this deficiency especially through monitoring and evaluation phases. Thirdly, this study examined the role played by PM&E in the performance of the TASAF projects.

The study findings revealed that PM&E emerges as a cornerstone in enhancing the performance of the TASAF project, with its impact spanning various dimensions. The engagement of communities and stakeholders, advocated by 26.7%, fosters a sense of commitment and ownership, while their real-time input bolsters adaptability, ultimately leading to heightened motivation and shared dedication to project objectives. This approach also serves as an effective early-warning system, as noted by 29.3%, enabling the timely identification and resolution of implementation obstacles.

The empowerment of communities and stakeholders, underscored by 17.4%, fuels sustainable outcomes through informed decision-making and skill development. Moreover, PM&E promotes accountability and transparency, backed by 13.3%, curbing mismanagement of resources and fostering a culture of responsibility. Ensuring quality benefits, supported by 9.3%, is achieved by involving communities and stakeholders in monitoring and evaluation, assuring alignment with expectations. Additionally, PM&E promotes organizational learning and knowledge sharing, enhancing projects and systems based on real insights, as acknowledged by 4%. Overall, PM&E acts as a transformative force in the TASAF project, nurturing engagement, accountability, empowerment, quality, and continuous improvement.

5.2.2 Objective Two: To Assess the Level of Community and or Stakeholder Participation in the Monitoring and Evaluation Process and its Impact on TASAF Project Performance

Firstly, the study assessed the level of community and stakeholder participation in monitoring and evaluation processes of the TASAF project. Regarding the entities accountable for monitoring and evaluating the progress of TASAF projects and their beneficiaries: 63% of respondents indicated that this responsibility exclusively rests with LGA/TASAF officials and reported that community members participate to a lesser extent or not at all.

Secondly, the study assessed the impact of stakeholder and community participation corresponds with the contribution of PM&E in TASAF project performance and the findings indicated that around 41% of respondents highlighted that such engagement fosters a deep sense of ownership and commitment, fuelling increased dedication and support for the project's success. This heightened involvement not only strengthens project performance management but also nurtures a stronger foundation for successful outcomes.

Moreover, accountability takes centre stage, with 25% of respondents emphasizing that including community members and stakeholders promotes transparency and responsibility. This engagement empowers stakeholders to uphold the project to higher standards, incentivizing project teams to uphold their obligations. Simultaneously, a proactive stance in identifying challenges early garners support from 17% of respondents. Involving stakeholders and communities facilitates the swift recognition of potential issues, enabling project teams to address concerns

promptly and prevent their escalation.

Overall, the findings underscore that active community and stakeholder engagement positively impact ownership, accountability, issue detection, and informed decision-making, collectively contributing to the project's overall success.

5.2.3 Objective Three: To Identify the Challenges and Constraints Faced in Implementing Participatory Monitoring and Evaluation in the TASAF Project

The study assessed the challenges and constraints faced in implementing PM&E in the TASAF project. The study findings revealed a series of challenges facing the TASAF project in implementing effective PM&E activities including the shortage of qualified Monitoring and Evaluation (M&E) officers which 16% of respondents highlighted. This scarcity of skilled personnel across diverse project tasks impedes the seamless integration of PM&E into project performance, attributed to constraints in recruiting due to institutional limitations.

Insufficient funding poses another significant challenge, with budgetary constraints delaying fund allocation for M&E interventions within TASAF. This issue resonates with the broader context of local organizations grappling with securing adequate financial resources for effective M&E initiatives, as noted in previous research. Moreover, the study underscores a lack of adequate prioritization of PM&E by TASAF management, as indicated by 12% of respondents. This lack of emphasis might stem from a limited understanding of PM&E value among stakeholders and decision-makers, potentially affecting the project's overall effectiveness.

Political influences are also evident, with 8% of respondents expressing that the TASAF project encounters intermittent political interference. While political considerations can sometimes positively impact projects, instances of manipulation or neglect of PM&E findings for political gains raise concerns about the integrity of the evaluation process. The lack of essential Monitoring and Evaluation methods, tools, and equipment further compounds challenges, identified by 7% of respondents. This deficiency hampers TASAF ability to carry out effective M&E duties, affecting data collection, analysis, and overall evaluation effectiveness.

Furthermore, the study underscores partial community and stakeholder engagement in project monitoring and evaluation, with 44% of respondents indicating limited involvement. This suggests that much of the M&E responsibilities rest with TASAF employees, potentially skewing perspectives and hindering collaboration with key stakeholders, beneficiaries, and external experts.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Summary of the Study

The study focused on three primary objectives. The first objective, examining the integration of Participatory Monitoring and Evaluation (PM&E) into the TASAF project which revealed substantial community engagement during the identification phase, yet limited involvement in project planning and implementation. This deficiency in participation has potentially led to overlooking community needs, risking a mismatch between the project and community expectations.

The second objective assessed the level of community involvement in the project's monitoring and evaluation, emphasizing the benefits of such engagement, including enhanced commitment, accountability, and early issue detection. The third objective identified the challenges and constraints faced during the implementation of PM&E whereas the likes of shortage of skilled M&E personnel, insufficient funding, and political influences were identified, underscoring the need for improved resource allocation and prioritization of PM&E within TASAF for more effective implementation.

The study findings shed light on the critical role of PM&E in ensuring project success, with active community engagement being pivotal for accountability and informed decision-making.

6.2 Conclusion

In conclusion, the study focused on the role of participatory monitoring and evaluation (PM&E) in the performance of developmental projects, using the TASAF

project in Bunda, Tanzania, as a case study. The findings of the study highlight the significant contribution of PM&E to the effectiveness and success of projects like TASAF.

The results demonstrate that when communities and stakeholders were actively engaged in the implementation of the TASAF project, there was a noticeable improvement in performance and overall satisfaction compared to areas where their involvement was limited or absent. Notably, the selection of TASAF support beneficiaries, which involved public meetings and community participation, led to the identification of beneficiaries from impoverished households. Conversely, the lack of comprehensive engagement of community members and stakeholders throughout the project phases like planning, implementation, monitoring, and evaluation resulted in lethargic progress and reduced project effectiveness. Many community groups that were not direct beneficiaries or local government authorities expressed limited interest in supporting and overseeing the progress of beneficiaries or projects, potentially endangering the project's long-term sustainability.

Furthermore, it became apparent that the TASAF project faced challenges due to a shortage of skilled personnel, particularly in the field of monitoring and evaluation. This lack of expertise and knowledge in PM&E hindered the successful implementation of PM&E practices within TASAF projects, presenting a hurdle in prioritizing PM&E effectively.

To address these issues, it is crucial for TASAF to attract and retain highly skilled professionals equipped with monitoring and evaluation knowledge. Additionally,

fostering community engagement throughout the project lifecycle and promoting participatory monitoring and evaluation methodologies are vital. The study also revealed that PM&E plays a pivotal role in enhancing project performance, fostering commitment, and imparting a sense of ownership. This, in turn, enhances adaptability and motivation, aligning stakeholders with project objectives. PM&E also acts as an early-warning system, aiding in the prompt identification and resolution of implementation challenges.

Moreover, PM&E contributes to sustainable outcomes by facilitating informed decision-making and skill development among community members. It promotes transparency, accountability, and responsible resource management, ensuring that projects meet expectations. Ultimately, the study underscores the transformative impact of PM&E in projects like TASAF, emphasising the importance of engagement, accountability, skill development, quality assurance, and continuous improvement.

6.3 Recommendations

The study highlights the pivotal role of Participatory Monitoring and Evaluation (PM&E) in project performance particularly casing TASAF project in Bunda district with several key recommendations being proposed. Firstly, in relation to integration of PM&E into TASAF project and community participation, it is crucial for LGA to foster inclusive engagement in Monitoring and Evaluation activities by actively involving relevant communities and stakeholders. This approach enables the project to benefit from diverse perspectives, facilitating the extraction of valuable insights and conflict resolution, ultimately enhancing project delivery accuracy. Moreover,

adopting a flexible approach that accommodates evolving stakeholder roles, skills, and contextual conditions over time is recommended, recognizing the dynamic nature of project interventions.

Furthermore, to mitigate the challenges faced during the implementation of PM&E, the study suggests initiating sensitization and training programs to familiarize community members and leaders with PM&E, clarifying roles, rights, and the desired levels of involvement. Evaluating the effectiveness of performance measurement systems is proposed as a means to optimize resource allocation. By incorporating PM&E practices, TASAF can cultivate transparency within its projects, shedding light on the impact of public management and enhancing decision-making processes. Encouraging a culture of innovation and openness, as well as organizing collaborative forums to facilitate stakeholder engagement and long-term strategic planning, are also integral steps suggested for TASAF's advancement.

In essence, by embracing these recommendations, TASAF can effectively harness the potential of PM&E to bolster project performance, ensure robust stakeholder engagement, and secure the sustained impact of their developmental initiatives.

6.4 Recommendations for Further Studies

The primary objective of this research is to examine how Participatory Monitoring and Evaluation (PM&E) influences project performance in Tanzania, using the case study of TASAF in Bunda, Mara. It's important to note that this study focused solely on one specific ward, Nyamang'uta, within the Bunda district. Given this limitation,

it is recommended that similar research be carried broadly to include more. This broader investigation would enable comparisons and the accumulation of additional empirical data. Conducting such studies across multiple wards would provide a more comprehensive understanding of the role of PM&E in project performance across Tanzania.

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APPENDICES

APPENDIX I: Questionnaire for TASAF officials

I am Enock Edward, currently enrolled as a student at the Open University of Tanzania. As part of my academic pursuit in the Masters degree program in monitoring and evaluation, I am engaged in a research Endeavor. The focus of my research is to explore the impact of Participatory Monitoring and Evaluation on project performance in Tanzania, specifically analysing the TASAF project in Bunda, Mara.

I assure you that the data collected through this questionnaire will be exclusively used for academic purposes and will not be utilized otherwise. I kindly request your valuable participation in completing this research questionnaire. Your insights and contributions to this study are immensely valuable and deeply appreciated.

A: Questionnaire for TASAF officials from district and ward level

Name of the Council: _____

Designation: _____

Sex:

Male [____]

Female [____]

1. When TASAF started its activities in the Council? _____

2. (a). How many projects have been funded by TASAF in your Council and Nyamang'uta ward? _____

(b). How the community is involved in project life cycle (from initiation, planning, implementation, monitoring, evaluation to closure)

3. What type of approaches are used in planning process? (Tick one)

(i) Bottom up approach [_____]

(ii) Top down approach [_____]

4. What is the process to identify TASAF supported beneficiaries

(i) _____

_____ (ii) _____

_____ (iii) _____

(iv) _____

5. What are the initiatives of Town council in improving community participation in monitoring and evaluation of TASAF funded projects (how non-TASAF beneficiaries and stakeholders are engaged in the project monitoring and evaluation.

6. (i) What problems do you always face in conducting participatory monitoring and evaluation interventions for TASAF funded projects?

a) _____

b) _____

c) _____

d) _____

(ii). How do you solve them?

a) _____

b) _____

c) _____

d) _____

i) What is the PM&E contribution in TASAF project performance

➤ Enhanced community and stakeholder Engagement and Ownership

➤ Identification of implementation obstacles

➤ Improved Accountability

➤ Empowerment communities and promotes sustainability

➤ Quality Improvement

➤ Learning and Knowledge Sharing

ii) What are the impacts of engaging stakeholder and communities in the project monitoring and evaluation processes.

- ✓ Enhanced Ownership and Buy-In
- ✓ Improved Accountability
- ✓ Early Issue Identification
- ✓ Informed Decision-Making

iii) What are the challenges facing the implementation of PM&E in TASAF projects?

- Lack of adequate and skilled M&E employees
- Lack of enough funds or budget to support PM&E intervention
- Lack of prioritization of PM&E
- Political interference
- Lack of M&E methods, tools and equipment
- Lack of community or stakeholders' participation

iv) What comments/suggestions do you have to improve the general performance of community participation in monitoring and evaluation of the TASAF projects in your Council

APPENDIX 2: Questionnaire for TASAF beneficiaries

B: Interview for TASAF project community beneficiaries

Village: _____ Date: _____

1. (i) Name of respondent _____

(ii) Gender: Male/Female _____

(ii) Age Category

Age	15-24 year	25- 34 years	35-44 year	45- 54 year	55- 44 year	65 and above
Tick						

2. What do you understand about TASAF project?

3. (i) As TASAF beneficiary, are you benefiting with the project? _____

(ii) How are you benefiting or how has the project changed your life?

(iii) Can you now sustain without more support from TASAF? _____ How?

4. Who is responsible to monitor the progress of TASAF project? (The extent to which participatory monitoring and evaluation is integrated into the TASAF project and how it contributes to project performance)

(i) _____

(ii) _____

(iii) _____

5. To what extent does community members or stakeholders participate in monitoring/evaluating the project?

6. Are you involved in monitoring and evaluation process?

Yes (____)

No (____)

If yes, what do you do in

a). Monitoring _____

b). Evaluation _____

7. What is the PM&E contribution in TASAF project performance

- Enhanced community and stakeholder Engagement and Ownership
- Identification of implementation obstacles
- Improved Accountability
- Empowerment communities and promotes sustainability
- Quality Improvement
- Learning and Knowledge Sharing

8. What are the impacts of engaging stakeholder and communities in the project monitoring and evaluation processes.

- ✓ Enhanced Ownership and Buy-In
- ✓ Improved Accountability
- ✓ Early Issue Identification
- ✓ Informed Decision-Making

9. What are the challenges facing the implementation of PM&E in TASAF projects?

- Lack of adequate and skilled M&E employees
- Lack of enough funds or budget to support PM&E intervention
- Lack of prioritization of PM&E
- Political interference
- Lack of M&E methods, tools and equipment
- Lack of community or stakeholders' participation

APPENDIX 3: Questionnaire for Non-TASAF Beneficiaries

C: Interview for non-project beneficiaries

Village: _____ Date: _____

1. (i) Name of respondent _____

(ii) Gender: Male/Female _____

(ii) Age Category

Age	15-24 year	25- years	34	35-44 year	45- year	54	55- 44 year	65 and above
Tick								

2. What do you understand about TASAF project?

3. (i) How were the TASAF project beneficiaries identified in your community?

(ii) Can people or beneficiaries supported by TASAF project sustain in case the project ends? How?

4. Who is responsible to monitor and or evaluate the progress of TASAF project and supported beneficiaries?

(i) _____

(ii) _____

(iii) _____

5. To what extent does community members or stakeholders participate in monitoring/evaluating the project?

6. Are you involved in monitoring and evaluation process of the TASAF project?

Yes (____)

No (____)

If yes, what do you do in

a). Monitoring _____

b). Evaluation _____

7. What is the PM&E contribution in TASAF project performance

- Enhanced community and stakeholder Engagement and Ownership
- Identification of implementation obstacles
- Improved Accountability
- Empowerment communities and promotes sustainability
- Quality Improvement
- Learning and Knowledge Sharing

8. What are the impacts of engaging stakeholder and communities in the project monitoring and evaluation processes.

- ✓ Enhanced Ownership and Buy-In
- ✓ Improved Accountability
- ✓ Early Issue Identification
- ✓ Informed Decision-Making

9. What are the challenges facing the implementation of PM&E in TASAF projects?

- Lack of adequate and skilled M&E employees
- Lack of enough funds or budget to support PM&E intervention
- Lack of prioritization of PM&E
- Political interference
- Lack of M&E methods, tools and equipment
- Lack of community or stakeholders' participation

APPENDIX 4: Questionnaire for FGD**D: Focus group discussion (FGD) interview**

Place _____ Date _____

Number of people interviewed (M_____, F_____)

Time started _____ finished _____

1. What do you understand about TASAF project?
2. As TASAF beneficiaries, are you benefiting with the project? How are you benefiting?
3. What do you understand about Participatory Monitoring and Evaluation of the TASAF project?
4. How are community members (non-TASAF beneficiaries) involved in implementing the TASAF project?
5. What do you think are the initiative to be taken by the Council officials to make Participatory Monitoring and Evaluation of the TASAF funded sub projects to be successful?
6. In your community what are the challenges towards implementing Participatory Monitoring and Evaluation of TASAF funded sub projects?