

**THE IMPACT OF MONITORING AND EVALUATION SYSTEM ON THE
PERFORMANCE OF LOCAL GOVERNMENT PROJECTS IN TANZANIA:
A CASE OF HAI DISTRICT**

BEATRICE PETER

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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 Impact of Monitoring and Evaluation System on the Performance of Local Government Projects in Tanzania, a Case of Hai District”** in partial fulfillment of the requirements for the award of degree of Master of Arts in Monitoring and Evaluation (MAME).

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Dr. Emmanuel Mallya
(Supervisor)

.....

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DECLARATION

I, **Beatrice Peter**, declare that, the work presented in this dissertation is my own, that it has never been presented for assessment to any other University or Institution. All direct or indirect sources used are acknowledged as references. The dissertation is hereby presented in partial fulfilment of the requirement for the Degree of Masters of Arts in Monitoring and Evaluation (MAM&E).



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Signature

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First, I thank God for His protection and guidance from start to the completion of this study. Without His graces, I would not be able to accomplish. I wish to express my special gratitude to the supervisor of my study, Dr. Emmanuel Mallya; for his great contribution to this report. He was always helpful in guiding how best to accomplish it. This research study is the final result of multiple individuals, whereby this particular study could not have been produced without their help.

May God Almighty bless them forever!

ABSTRACT

This study assessed the impact of the monitoring and evaluation system on the performance of local government projects in Tanzania, a case of Hai district. The study was guided by three specific objectives which were; To examine the effectiveness of the M&E system on the performance of local government projects in Hai district; To examine the effectiveness of M&E planning design in implementing the M&E system and to examine the challenges facing local government authorities in instituting M&E systems. Descriptive study research design was adopted while the area of study was Hai district, Kilimanjaro region. Sampling techniques used in the study were systematic random sampling. Sample sizes was 61 employees from Hai district office. Data collection technique included questionnaires while data analysis was through quantitative forms with the aid of SPSS programme (version 23). The findings showed that effectiveness of the M&E system on the performance of projects helps the organization to plan, manage, and evaluate the ongoing projects in order to meet the intended objective. Monitoring and Evaluation plan consist of M&E plan, M&E implementation, achieving a set goals, also findings show that lack of M&E expertise, lack of competence, political influence on project, lack of M&E department, poor M&E indicators are the challenges facing local government authorities in instituting M&E system, hence organization fail to meet its objectives. Thus, it is recommended that the local government should establish M&E department in order to raise awareness and promote efficiency of public projects and policies, and establishment of monitoring and evaluation policy in order to accommodate the effective of monitoring and evaluation system in the government.

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

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LIST OF ABBREVIATIONS

AfDB	African Development Bank
CD	Community Development
GDP	Gross Domestic per Capita
SPSS	Statistical Package for Social Sciences
SEM	Structural equation modeling
UNDP	United Nations Development programme
USD	United States Dollar
URT	United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.1 Overview

An effective state is essential for achieving sustainable socio-economic development. There are growing pressures on governments and organizations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability, and transparency in delivering tangible results. Effective service delivery is measured by monitoring and evaluation. Therefore, assessing the impact of an effective monitoring and evaluation System is one of the most important steps for the organization to take on the path forward to developing successful projects and service delivery. This part intends to explain the need for assessing the impact of monitoring and evaluation in the public organization case of the Hai District Council.

1.2 Background of the Study

According to Pinto and Slevin (2019), effective Project Management offers great potential for improving overall organizational performance by enhancing the prospects for project performance and minimizing the likelihood of failure. Project performance may be a complex and often illusory construct, but it is of crucial importance to effective project implementation. Cost, schedule, and quality are the main indicators of performance in any project. These indicators are highly interrelated and require some balance and trade-off among them to achieve efficient overall control over project performance. Evaluating project performance can thus mean very many things (Khan, 2016). Projects which realize the cost, scope,

schedule and quality objectives are good performers and those that do not are failures. Measure of Success or failure is hardly very practical for most projects. Project performance can be measured through monitoring and evaluation systems which must begin with management commitment (Boakye & Liu, 2016).

The basic framework of measures of the project performance may include financial impact, return on investment, on-time completion, business performance impact, on-budget completion, perception of participation and quality (Barr, 2015). Harrin (2017) notes that benchmarks of a project's success are the principles upon which every project is judged during completion to establish if it is successful. For project success, one must define what success looks like based on either budget, quality or customer satisfaction as essential among other aspects. It is important to study the need to initiate a given project, create the goals and map how these goals have achieved. An M&E system involves; first, understanding the project and why it should be started, then choosing the indicators to use in measuring the success of the output at each level. Then a clear definition of how these indicators have measured is given, creating the tools for measuring the indicators and finally defining the responsibilities of each project staff (Khan, 2016).

Monitoring and evaluating program performance enables improvement of output and outcome while heartening the allocation of resources in the direction where they have the greatest impact. Monitoring and evaluation can play a crucial role in keeping programs or projects on track, creating the basis for assessing priorities and creating an evidence base for current and future programs or projects through systematic collection and analysis of information on the implementation of a project

(Kerzner, 2022).

According to Ngasongwa (1988), Monitoring and evaluation have been management tools for planning, decision making and economic policy management in today's world. Mackay, 2007 said that governments in the world are working towards entrenching Monitoring and Evaluation (M&E) in their economic governance system. Data from the literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare (Mchomvu, 2022).

The Government of Tanzania established Monitoring and Evaluation concepts and practices as part and parcel of the above global trends in the early 1990s (GoT., 2014). In recognition of the importance of Monitoring and Evaluation Systems in providing a continuous flow of information on performance feedback to policy and decision-makers, stakeholders the Government of Tanzania promulgated the Public Service Management and Employment Policy 1998 that set the need for public institutions to have in place healthy M&E systems, to be able to anticipate and solve management problems and respond to stakeholders demands.

The M&E system provides results in better transparency and accountability to the organization and ensures resources are used effectively for better outcomes and impact of the project. This study has used performance-based monitoring and evaluation to assess the effectiveness of the monitoring and evaluation system used in the Hai district. Performance-based M&E entails the assessment of achievements against the planned goals/objectives of the organization.

1.3 Statement of the Problem

Ever since monitoring and evaluation started getting an emphasis in Tanzania, little has been done to assess its effects. The World Bank analysis of sector-wide approaches in 6 developing countries identified the contributions of M&E systems in Africa including Tanzania is still low (Mhina, 2017), also it has been noticed that there are challenges facing M&E systems which include an absence of transparency and accountability, capacity building, programme evaluation and the design of M&E system (Felix, 2018). The lack of an effective M&E system in local government makes these projects not bring positive results intended in society.

To assess the performance of development projects, organization processes should establish well-founded project review and reporting systems. Optimum use of those systems should demonstrate quality performance, transparency and accountability. However, result-based monitoring and evaluation, in developing countries, do not indicate adequate evidence of project evaluations. The evidence of some monitoring and evaluation, quality outcomes and effectiveness of projects is rather weak (Herpes, 2017).

In many projects, there are inapt design, poor coordination in departments, unclear roles, lack of strong performance culture, lack of performance measurements, insufficient M&E training, inadequate M&E systems, lack of M&E framework in some counties, meagre use of performance evidence, disjointed M & E systems, poor infrastructure and non-existent ownership (Ndonga, 2016). Therefore, this study sought to investigate the impact of the monitoring and evaluation system on the

performance of local government projects in Hai district, however current Hai district have not yet established M&E system, besides there are few studies of the M&E system in a local government project in Tanzania that examine the effectiveness of M&E system, as scholars like Felix (2018), Herpes, (2017), Ndonga, (2016). Aziz (2018) Casley et al (2004) and Mhina (2017) didn't explain the effectiveness of the M&E system in local government projects since there are a lot of projects conducted.

1.4 Main Objective

To evaluate the impact of the M&E system on the performance of local government projects in Tanzania.

1.4.1 Specific Objective

- i. To examine the effectiveness of the M&E system on the performance of local government projects in the Hai district.
- ii. To examine the effectiveness of M&E planning design in implementing the M&E system.
- iii. To examine the challenges facing local government authorities in instituting M&E systems

1.4.2 Research Questions

- i. What is the effectiveness of the M&E system on the performance of local government projects in the Hai district?
- ii. What is the effectiveness of the M&E planning design in implementing the M&E system?

- iii. What are the challenges facing local government authorities in instituting the M&E system?

1.5 Scope of the Study

The study was conducted in the Hai district in Kilimanjaro with coverage area of 348 square meters, it is bordered to the southwest by the Meru District of Arusha Region, to the west by the Siha District, and to the east by the Moshi Urban District and Moshi Rural District and the targeted population consists of 61 staff, respondents were selected from 150 Hai district employees.

1.6 Significance of the Study

The findings from the study are expected to be of great significance to the local government projects in Tanzania since the absence of a national evaluation policy has led to ill-informed programs and policy planning, efficiency and effectiveness in policies and development programme implementation and accountability, the private sector, international donors, central government as well as public sectors.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with some of the theoretical and empirical works of literature, published and unpublished documents such as books, journals, certified research papers, dissertations and magazines on this topic.

2.2 Conceptual Terms of the Study

2.2.1 Monitoring

Although monitoring and evaluation are viewed as related, they are distinct functions. Monitoring is viewed as a process that provides information and ensures the use of such information by management to assess project effects both intentional and unintentional and their impact. It aims at determining whether or not the intended objectives have been met. The evaluation draws on the data and information generated by the monitoring system as a way of analyzing the trends in the effects and impact of the project. In some cases, it should be noted that monitoring data might reveal a significant departure from the project expectations, which may be a warranty (UNDP, 2009).

UNDP, (2009) Monitoring is the continuous assessment of a programme or project concerning the agreed implementation schedule. It is also a good management tool which should if used properly, provide continuous feedback on the project implementation as well as assist in the identification of potential successes and constraints to facilitate timely decisions. Unfortunately, in many projects, the role of this is barely understood and therefore negatively impacts the projects. Monitoring is

not only concerned with the transformation of inputs into outputs.

2.2.2 Evaluation

UNDP, (2009) The process determines as systematically and as objectively as possible the relevance, effectiveness, efficiency, sustainability and impact of activities in the light of a project/programme performance, focusing on the analysis of the progress made towards the achievement of the stated objectives. In most cases, evaluation is not emphasized projects, as what is normally considered is monitoring. Purpose of Evaluation: Evaluation has several purposes, which include the following; It assists in determining the degree of achievement of the objectives, it determines and identifies the problems associated with programme planning and implementation, it generates data that allows for cumulative learning which, in turn, contributes to better-designed programmes, improved management and a better assessment of their impact. The keywords in this scenario are lessons learned, it assists in the reformulation of objectives, policies, and strategies in projects/programmes.

2.2.3 Monitoring and Evaluation System (M&E)

a series of policies, practices and processes that enable the coherent and effective collection, analysis and use of monitoring and evaluation information (Simister 2009). M&E systems may be designed to cover many different levels. For example, most projects and programmes have M&E systems. But a system may also cover the entire work of an organisation, or its work within a country, region or sector. M&E systems often overlap. For instance, a country may have a different level of M&E system. In this study as a general rule, the M&E system helps to develop a system to

monitor and evaluate various projects in the local government where there is still little motivation to check the performance of the projects being carried out.

2.2.4 Project

A common concept used in daily conversation by individuals and groups. Nevertheless, defining a project is not an easy task. One eclectic definition sees the project as a "planned undertaking of a set of integrated and coordinated activities designed to achieve some declared objectives within a given budget and period" For Lawal and Onohaeb (2010), a project is an interrelated set of non-repetitive activities that has definite starting and ending points which result in a unique product." Some elements of a project can be drawn from the above definitions. These include goal orientation, a time frame for commencement and conclusion; a coordinated approach to dealing with it, and a particular set of challenges and outputs that are measurable. A set of constraints attend the execution of the project. This could come from the very intricate process of project initiation, financing, execution, time constraints, the need to keep costs low and political and government instability, among others. All these, make it necessary for there to be proper management of projects. Project management, therefore, may refer to the network of managerial activities needed for translating and transforming project plans.

2.3 Theoretical Review

2.3.1 Program Theory

The theory was developed by Weiss (1972) and recommended the use of flow diagrams to model the sequence of steps between a program intervention and the desired results during monitoring and evaluation. This is the informal model that

helps the evaluator to identify the variable to be included in the assessment, discover where the sequence breaks down in the chain of events, and stay tuned for changes in program implementation that are likely to occur.

The Importance of Program Theory in Project Performance

The theory was a pragmatic tool in M&E for several years; the theory was first known for its conclusive technique in fixing problems and addressing the need to conduct assessments that complement the results. Sethi and Philippines (2016) argue that the theory provides a tool for the control of influential areas in assessment. Different transactions of organizations involve the human service programs designed to establish the needs of society, these programs are subject and dynamic to change on the grounds of a prearranged phenomenon.

This theory is related to this study, because, during the monitoring and evaluation, monitoring specialists need to prepare a sequence of plans and a programme of activities to be monitored and evaluated and prepare a related plan to avoid monitor and evaluating what is not needed or any other minor activity that may not affect local government project performance. This theory is in the form of an organizational plan describing how to gather, configure and deploy resources and organize program activities to develop and maintain the desired service system

2.3.2 Theory of Change

The theory of change is part of the program theory that emerged in the 1990s as an improvement to the evaluation theory (Stein and Valters, 2012). A theory of change is a tool used for developing solutions to complex social problems. It provides a

comprehensive picture of early and intermediate-term changes that are needed to reach a long-term set goal (Anderson, 2005). It, therefore, provides a model of how a project should work, which can be tested. A theory of change is also a specific and measurable description of the change that forms the basis for planning, implementation and evaluation. Most projects have a theory of change although they are usually assumed (CARE, 2013). The theory of change helps in developing comprehensible frameworks for monitoring and evaluation projects. It is mainly used by local government in the implementation of donor's projects to articulate the long-term impact on projects (James, 2011)

The Importance of the Theory of Change in Project Performance

The theory is related to the study since it establishes a context for considering the connection between a systems mission, strategies and actual outcomes while creating links between who is being served, the strategies or activities that are being implemented, and when using the Theory of Change in Monitoring and Evaluation stage during the project implementation provided feedback on whether a project, programme is on track to accomplish the desired change in the local government projects.

2.3.3 Importance of Monitoring and Evaluation in Project Performance

Monitoring and evaluation is the fundamental tool of good programme management at all levels because it provides data on project progress and the effectiveness of activities. M&E improves project management and decision-making and allows accountability to stakeholders. It is an aid to planning future resource needs and activities. M&E provides data, which is useful for policy-making and advocacy.

M&E gives indicators of whether the project is progressing or not and if any obstacles need corrective measures (<http://www.ffund.org>). Bartle, (2007) emphasizes that M&E should be done at all levels of the project. International Finance Corporation, (2006) also sees M&E to be part of the design of programmes because it ensures systematic reporting; the process communicates results and shows accountability. "It measures efficiency and effectiveness, ensures effective allocation of resources, promotes continuous learning and improvement and provides information for improved decision making. (IFC, 2006).

Evaluation is done to keep track of programme activities and document the nature of delivery. It measures the routine of operations, which also help in making corrective measure during the programme. The evaluation also helps in the future planning of activities as far as resources are concerned. It ensures that activities are still on track in that everything goes according to plan. The evaluation also helps in the project efficiency because there was organization among programme machinery. Finally, the evaluation helped in the accountability and decision-making for future and current projects.

2.3.4 Relationship between M&E and Project efficiency

Project Monitoring and evaluation are considered essential tools to improve the quality of project management, given that the management of a complex project in the short and medium term implied corresponding strategies from a technical point of view, which are supposed to respect the criteria of efficiency, durability and safety sustainability (Lim and Mohamed, 1999). The follow-up activity helps project managers and staff understands if the project is progressing on time or if its

objectives, inputs, activities and timeline are being met (Solomon, 2007).

2.3.5 Project Monitoring and Evaluation Measurement Factors Staff Technical Skills in Project monitoring and Evaluation

McRae (2013) studied the role of monitoring and evaluation skills in managing infrastructure projects in Europe. The study asserted that the acquisition of M&E skills to boost the performance of construction firms in terms of quality and time taken to complete the projects. Training therefore; empowered people to make better decisions and provide better quality goods and services. Ghura (2013) pointed out that adequate and timely planning of M&E personnel prevents cost overruns in road infrastructure projects.

Leyman (2013) noted that the lack of staff with the M&E skills required to perform a task in infrastructure projects is another challenge in the implementation of projects. This is very critical to project success. This aspect was found lacking in most construction firms and led to projects being completed long after the time scheduled initially. Leyman said that skilled M&E human resources leads to the achievement of quality, productivity and efficiency in implementing infrastructure projects. The above studies focused on the implementation of road projects and not the performance of road projects and were also done in other countries

2.3.5 Budget Allocation in Project Management and Evaluation

Adequate skilled staff and available financial resources are vital ingredients in developing an effective M&E system (Harold Kerzner, 2000). Failure to ensure a reasonable proportion of resources are spent on this aspect of project management is

likely to impede internal learning and result in the poor operation of the M&E system because evaluation is a scientific-based appraisal of the strengths and weakness of the project (Hunter, 2009). It is therefore a comparison between the actual and the planned. Evaluation is a means of checking the efficiency, effectiveness and impact of a project.

Evaluation involves: looking at what the project intended to achieve, assessing progress towards what was to be achieved and impact on targets, looking at the effectiveness of the project strategy, looking at the efficient use of resources, opportunity costs and sustainability of the project, and the implications for the various stakeholders (Hunter, 2009 and Shapiro, 2011). All these processes, collection of data and analysis in a better manner require enough liquidity that needs to be budgeted and allocated in the project design process and used in the project during monitoring and evaluation of the activities of the project that were implemented.

2.4 Empirical Literature

2.4.1 Studies outside Tanzania

Kissi *et al.* (2019) analyzed the impact of project monitoring and evaluation practices on Local government construction project success criteria in Ghana. The research used a descriptive research design and targeted 81 respondents. The results showed that M&E planning had a positive relationship with construction project success criteria. Rumenya and Kisimbi (2020) examined the influence of monitoring and evaluation systems on the performance of education projects in Mombasa County. The study conducted a descriptive research design on a sample size of 99

respondents. The study established that the performance of projects in the education sector significantly correlated with organizational structures for M&E, human resource capacity, and project M&E plan. Gladder (2016) in the study, the effect of project monitoring and evaluation on the road-constructed project in Malesia noted that technical project managers and monitoring and evaluation specialists should be able to apply knowledge, skills, tools and techniques effectively to deliver as expected and be able to achieve the project's goals and optimize the integrated cost, schedule and effort. The P-value was 0.000 for all the predictors.

The study found out also that two of the most influential standards; the results address only the knowledge aspect of competence while a second research, Australia's National Competency Standards focuses on demonstrable performance ability in running projects and monitoring. The study also found out that some project managers do not have the required competence skills to monitor and evaluate the road infrastructure projects effectively and failed the project manager to Fastrack needed changes.

The study of Ryman and Harries (2018) established the constraints and problems that hamper the Monitoring and evaluation of development projects. To achieve the intended objectives, data on 37 projects were used. The study found that the role of monitoring and evaluation of projects can no longer be underestimated. The study results also showed the main constraints and problems that hampered the monitoring and evaluation of development projects. They include; a lack of commitment to conducting monitoring and evaluation, and failure to carry out, discuss, share and incorporate the results of monitoring and evaluation activities. Other constraints

found from the study were: a shortage of trained staff, insufficient technical resources, and inadequate allocation of funds to monitoring and evaluation p-0.003 and limited training opportunities p-0.002. However, this study was done in Europe and the findings may not necessarily apply in Kenya.

Harold (2013) showed that knowledge about monitoring and evaluation helps project contractors and managers to effectively monitor and evaluate the infrastructure projects and therefore improve the performance of the projects. The study also found that project managers of road infrastructure projects need to know the extent to which their projects are meeting the desired client standards. Furthermore, the study indicated that information generated through monitoring and stakeholders' feedback was not statistically significant to project performance.

Kerzner's (2011) study outlines the key monitoring and evaluation activities in a project. They include; initial needs assessment, project design logical framework, M&E planning and baseline study. They further argued that the M&E system should focus on the usage of project inputs and the effectiveness of the project implementation process to ensure that the final road project attains the desired quality. Egesah and Ngeywo, (2017) studied the importance of monitoring and evaluation for the sustainability of Constituency Development Fund (CDF) Projects in Kenya and found that monitoring and evaluation help project managers keep track of the implementation of the projects and prudent in the utilization of the resources and monitoring and evaluation significantly influence the sustainability of the CDF funded projects.

2.4.2 Studies in Tanzania

Malanda, and Maziku, (2021), assessed the effect of monitoring and evaluation on the performance of projects for road construction at the TARURA Head Quarter in Dodoma-Tanzania. The study used a cross-sectional design because data were collected from respondents from TARURA at a single point in time. Purposive sampling techniques were used in selecting the study area and key informants. The researcher used both In-depth interviews and questionnaires as major instruments for data collection. The study found that; of the effect of Monitoring Evaluation on TARURA project performance; it was established that 52.7% of the effect of Monitoring and Evaluation on TARURA's project performance were explained by the availability of technical personnel, Work Schedule, Progress report, Inspection of executed works, and Risk Management.

Libaba, (2019) assessed the efficiency of monitoring and Evaluation of transportation project performance in Dodoma Municipal. The study identifies the efficiency of monitoring and evaluation of transport projects in Dodoma and suggests the best approach to enhance project performance. The findings of the study showed that there was no prompt disbursement of funds, resources were not allocated in the right quantities for the planned activities, projects did not begin and closed on time as per the prescribed plan, public funds for the sector were not adequate for addressing the sector issue and agency did not provide M&E training for staff. Funds were of the most importance, their omission is fatal to project execution. The right amount of funds should be available to the project to enable its implementation to produce desirable results.

2.5 Research Gap

Kerzner (2011), Harold (2013), Ryman and Harries (2018), Gladder (2016), Libaba (2019), Malanda and Maziku (2021), Egesah and Ngeywo, (2017) and Kissi, *et al.*, (2019) state that M&E are powerful management tools that can assist a government and state institutions to improve how tasks are undertaken to achieve a country's vision and mission. They also explain the effectiveness and efficiency of monitoring and evaluating the projects and how it improves the performance of the projects.

Unfortunately, the scholars above didn't clarify the impact of monitoring and evaluation systems on the performance of local government projects because of the absence of the necessary M&E systems to evaluate the performance of programmes or projects in local government, especially in developing countries where many development projects in various sectors have been failing to achieve their goals and also the loss of project funds as the M&E systems on project performance have not been adequately established in much local government.

2.6 Conceptual Framework

Reichel and Ramey (1987) in (Kombo and Tromp,2006) see a conceptual framework as a set of ideas and principles taken from a relevant field of inquiry and used to structure subsequent presentations. The conceptual framework involves forming ideas about relationships between variables in the study and showing these relationships graphically or diagrammatically (Mugenda and Mugenda, 2003). Independent variables had the effectiveness of the M&E system and challenges facing local government authorities in instituting the M&E system which influences the performance of local government projects, nevertheless, intervening Variables

have also influenced the performance of local government projects.

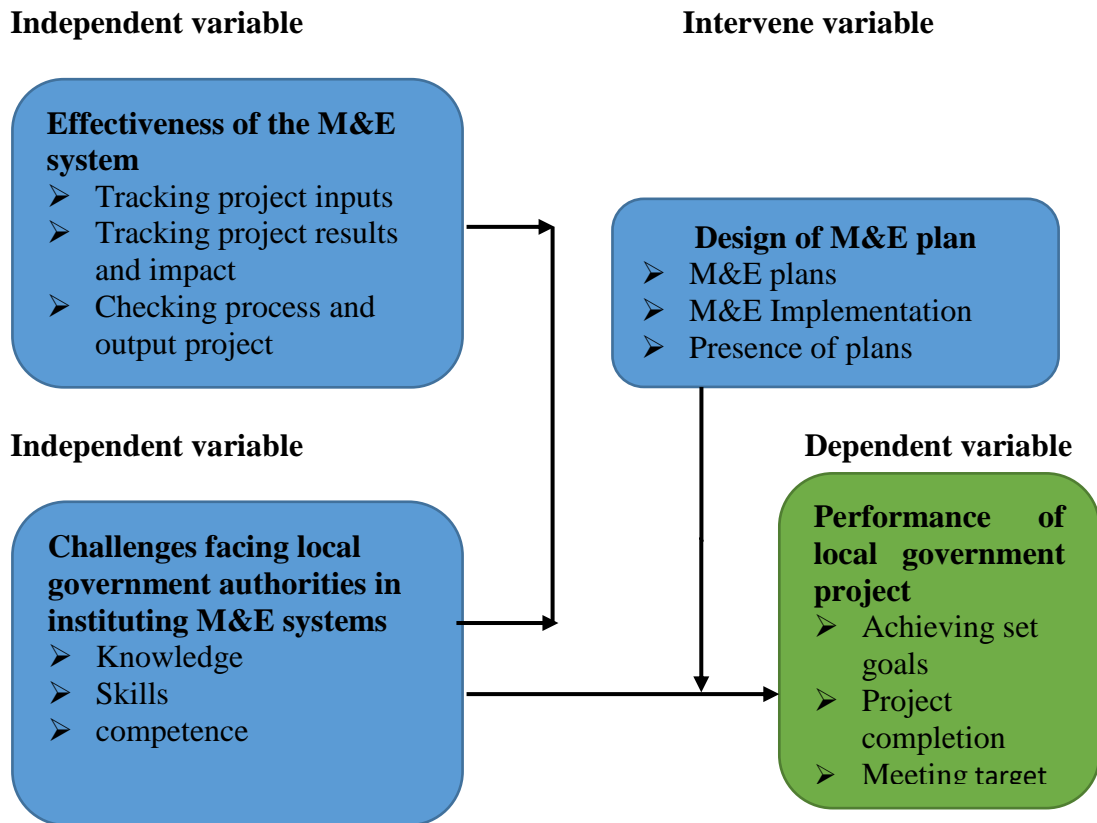


Figure 2.1: Conceptual Framework Diagram

Source: Researcher's Design (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the systematic research process and methods which were used in carrying out this research. Methodology touches base on the choice of research strategy, selection of study area, sampling techniques and unit of analysis. A description of different data collection methods used in the field.

3.2 Research Design

A research design refers to the overall data gathering and processing instrumentation to combine relevance with cost-effectiveness for the study. This study uses descriptive research which provides answers to the "who, what, when, where, and how" questions (Zikmund, 2003). The design is taken into account applicable as a result of the major interest to discover the viable relationship and describe the factors supported matters beneath investigation. The descriptive design method provided quantitative information from a cross-section of the chosen population.

The study additionally enabled the researcher to create statistical suggestions for a larger population and take a broad view of the results in real conditions thereby growing the external validity of the research. Therefore, the Descriptive design in this study allowed the investigator to discover in-depth data analysis regarding the assessment. When dealing with a single instance, the design of the study is proven adequate. The researcher considers Hai District as the case study of the problem to determine this difficulty. It allowed the researcher to analyze in depth the impact of monitoring and evaluation systems on the performance of local government projects.

3.3 Study Area

Bailey (2017) argues that the study area relates to the official geographical border. The study fields are multidisciplinary areas of study and research in specific areas of history, political science, sociology, cultural studies, languages, universities, geography and the literature as well as other disciplines, including the regional, national/federal, or cultural ones. The study was conducted in Hai district, Kilimanjaro Tanzania since the district has different ongoing projects like the water facility project phase II, the rescuing poor households project and the renovation of roads. In the financial year 2018/19 Hai district spent Tshs 5,961,372,000 on development projects like water supply projects (Hai district financial report 2019/20).

3.4 Population of the Study

This refers to the total number of items or units in any topic of inquiry that is required for information. The unit they have is termed basic unity (Kothari, 2004b). The target population is defined by Cohen (2000) as a class of persons, things or directions that form a research subject. It is not easy for the researcher to deal with a larger number of respondents during data collection. Thus, the population that was investigated includes 150 staff of Hai district.

3.5 Sample Size and Techniques of Sampling

3.5.1 Size of Sample

The size of the sample is a category that is meant to be reflective of the population being observed and from which generalizations regarding the population can be made (Bailey, 1982). The number of participants selected to participate in an

interview with a study population is the sample size. It determines if the study was segmented or not by the necessary accuracy, demographic size, population heterogeneity and accessible resources (Bailey, 1982). From the targeted population which consists of 61 staff, respondents were selected from 150 Hai district employees.

3.5.2 Sampling Techniques

Probability Sampling: Respondents are randomly selected to take part in a survey or other mode of research. For a sample to qualify as a probability sample, each person in a population must have an equal chance of being selected for a study, and the researcher must know the probability that an individual was selected (Lewis, 2012).

Systematic Random Sampling was used to pick a sample from respondents from a population by using the following methods, selecting members who meet the criteria in every 3rd person (employee) in the population to build the sample systematically.

$$\text{Sampling interval } (k) = N/n, 150/61$$

$$= 3$$

where, N = population, n= Sample size, k= interval selection in population

This sampling technique was used in selecting employees who participated in the study by attempting questionnaires that were prepared. The researcher used this sampling technique to provide an equal chance of participation among the employees.

3.6 Sample Size

Kothari, (2006) defines sample size as the number of units to be elected from the universe to represent a unit for the study. It's used to gather the available facts that might result in records. This method is useful due to it helps the researcher avoid biases. In this study, the research used a standard formula to reduce error and biasness. This study includes 61 sample sizes using the standard formula.

A sample size of Standard formula.

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

The sample size of the Hai District employees.

Hence;

n= sample size estimation

N Total number of employees.

e= Standard error (e=10%) was utilized to acquire conveniently respondent =0.1

Solution for the standard formula.

$$n = 150 / [1 + 250(0.1)^2] = 61$$

The number of employees respondents was sixty-one (61)

3.7 Data Collection Tools

3.7.1 Questionnaire

Norman (2010) argues that a questionnaire is a list of questions which are grouped, each containing a variety of alternative answers for responders to select. It is an instrument for data collection comprising several pre-configured and organized questions to be addressed by the subject or completed by the researcher utilizing an autonomous questionnaire. Best & Kahn (1998) claim that two kinds of questions

have arisen. The purpose of the questions is to enable respondents to submit objective replies to a report, whether organized or closed, or unstructured or non-finished surveys.

To offer the respondents an opportunity to share their views, thoughts, opinions and suggestions on, how to resolve, a researcher used both open and closely-finished questionnaires. In addition, the relevance of the tools for both open-ended and close-ended questionnaires is that of providing freedom of writing information relating to the problem. Not only that but also it is less expensive in its implementation and easy to approach respondents. The methods offer a fast, efficient and inexpensive means of gathering large amounts of information from sizeable sample volumes. These tools are particularly effective for measuring subject behavior, preferences, intentions, attitudes and opinions.

3.8 Data Analysis Methods

3.8.1 Data Cleaning

According to Broeck (2005) Data cleaning deals with data problems once they have occurred. Error prevention strategies can reduce many problems but cannot eliminate them. In this study, the researcher used Statistical analysis to analyze data like SPSS fieldwork and analysis of documents and Excel. The use of multiple data collection techniques warranted thorough triangulation of the findings hence trustworthiness, transferability and dependability of data were reached. The researcher used a data cleaning process that is repeated cycles of screening, diagnosing, and editing of suspected data abnormalities to check data structure, missing information as well and vague (unclear data) effectively and efficiently.

3.8.2 Quantitative Analysis

This method exists for analyzing quantitative data which had been measured at the ordinary ratio or international level of measurement (Kothari, 2004a). A researcher used both methods in data analysis by preparing a simple frequency distribution to tabulate each variable to form a base for interpretation. Data analysis is a result of the answers drawn from various questionnaires and documentation, the quantitative technique was used for mathematical data. The use of such techniques can help to cut down costs, allocate resources more effectively, and plan production or ordering schedules by analyzing current data.

3.8.3 Descriptive Analysis

To a large extent, the study involved quantitative data, thus most of the information was gathered and analyzed descriptively. Descriptive Analysis was used to analyze objective 1, objective 2 and objective 3 of this study, in some cases however quantitative data was organized and presented in tabular forms, and percentages. Thus the calculations and inferences that were made based on the data collection, helped the researcher to catch up with the problem under study.

3.9 Data Presentation

In this study, the researcher used descriptive statistics for data presentation in quantitative data. This is because SPSS (Statistical Package for Social Science) is a suitable method for presenting them since it enables arranging them in good order for numerical data presentation. On the other hand, those data when nature as qualitative, the content method of data presentation used. This was suitable since this method allows more explanation and was used in presenting the data. Due to that,

the researcher explained the data collected and provided the real meaning of that data in a real sense. The data from questionnaires were analyzed using Excel to get only frequencies and percentages. In contrast, qualitative data analysis entailed factual and logical description, reference, and clarification of research results.

3.10 Ethical Consideration

Social science study entails gathering data from and about people; it must adhere to ethical and technical standards of ethics to protect the interests of researchers and increase the credibility of the results. The researcher adhered to the ethical considerations by having a research permit from the Academy. In addition, the researcher ensured that all the information supplied to the research by the informant were treated with confidentiality and be used for the intended purpose only. (Silverman, 2000).

3.11 Validity and Reliability of Data

3.11.1 Pilot Study

The student selected a pilot cluster of fifteen people from the target population to find the reliability of the research instruments. To examine the reliability of the instruments, inner consistency strategies were carried out using Cronbach's Alpha. The alpha value degrees between zero and one with reliability increasing with the increase in cost. A coefficient of 0.6-0.7 is an ordinarily accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicates good reliability (Mugenda, 2008). The pilot knowledge was not included in the actual study.

3.11.2 Validity

The measurement degree of the phrase by a given measure or index is now

measured. This is how an account rightly depicts the social reality. Evidence from seniors, directors of agencies, employees and customers and interviews were collected with an interview guide for us to ensure the legitimacy of the interventions to clear any possible doubts. The units would maintain adequate age and equality between men and women (Silverman, 2000).

3.11.3 Reliability

It concerns the consistency measure, which provides consistent findings across time and via observers (Patton, 2007). Reliability relates to the extent of continuity with which various observers or observers, although at different times, assign cases to the same category (Nonaka, 1994). Before worrying about completing his or her thesis dissertation, one must demonstrate to his or her audience that the protocols used in a specific study were both accurate and true. This research used questionnaire data collection techniques to ensure reliability: with particular caution to track the ineffectiveness of those instruments that can exist during the operations process (Silverman, 2000)

Table 3.1: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
0.848	18

Source: Field Data, 2023

A reliability test showed a Cronbach alpha value of 0.848, warranting further investigation.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter presents research findings regarding Monitoring and Evaluation system on the Performance of Local Government Projects. A total of 61 (100%) respondents were used as the study population. For data analysis, data cleaning, and Descriptive analyses were used. Mainly this chapter clarifies respondents' response rate, demographic information, information regarding data cleaning, and the information relating to reliability results and validity results

4.2 Demographic Characteristics of the Respondents

Four demographic variables were involved, namely age, gender, education level. More than 69% of the respondents were aged between 18 years to 41 years old, 31% of respondents to be the age of above 42 years this means majority of the staff are of the younger and middle age

Table 4.2: Demographic Characteristics of the Respondents

S/N		Frequency	Percentage	Mean	Std. Dev.
1	Age			1.89	.87
	18-25	1	1.6		
	26-33	16	26.2		
	34-41	25	41.2		
	42- above	19	31.0		
	Total	61	100		
2	Gender			1.60	.50
	Male	42	68.9		
	Female	19	31.1		
	Total	61	100		

Source: Researcher's own (2023)

Male respondents were 68.9% and female were 31.1%. With the least percent of the bachelor degree level for (47.5%). Majority of the respondents have experience of between 1 year to 10 years with Hai district which constituents to more than 75%. While those with experience of below one year and those with above 10 years were only 25%. The results can be illustrated in Table 4.3 and 4.4.

Table 4.3: Level of Education

Level of education		
Statement	Frequency	Percent
Secondary Education	6	9.8
High School Education	3	4.9
Certificate	2	3.3
Diploma	17	27.9
Bachelor Degree	29	47.5
Postgraduate	4	6.6
Total	61	100.0

Source: Field Data (2023).

Table 4.4: Work Experience

Work experience		
	Frequency	Percent
0-5	29	47.5
6-10	10	16.4
over 10	21	34.4
5	1	1.6
Total	61	100.0

Source: Field Data (2023).

4.3 Effectiveness of the M&E System on the Performance of Local Government

Projects in the Hai District

4.3.1 Tracking Project Inputs

In this study, the aim was to investigate whether tracking project inputs influence the effectiveness of M&E system on the performance of local government project in the organization. The results can be illustrated in the Table 4.5.

Table 4.5: Tracking Project Inputs

Tracking project inputs		
Statement	Frequency	Percent
Strongly Agree	37	60.7
Agree	17	27.9
Disagree	1	1.6
Strongly Disagree	2	3.3
Undecided	4	6.6
Total	61	100.0

Source: Field Data (2023).

From Table 4.5, the analysis show that a total of 37 respondents 60.7% were strongly agreed with this statement that tracking project inputs influence effectiveness of the M&E system on the performance of local government projects in the organization, 17 of respondents who comprises 27.9% were agreed with this statement, 4 of respondents which comprise 6.6% were neutral with the statement, while 2 of respondents which represents 3.3% were strongly disagreed with statement and also 1 respondent representing 1.6% of the overall number disagreed with the statement. The results above show that majority of respondents agreed that tracking project inputs influence effectiveness of the M&E system on the performance of local government projects in the organization 86.6 for more than 79.4% of the total number of Hai district employees.

4.3.2 Tracking Project Results and Impacts

In this study, the aim was to investigate whether tracking project results and impacts influence the effectiveness of M&E system on the performance of local government project in the organization. The results can be illustrated in the Table 4.6.

Table 4.6: Tracking Project Results and Impacts

Tracking project results and impacts		
Statement	Frequency	Percent
Strongly Agree	11	18.0
Agree	6	9.8
Disagree	35	57.4
Strongly Disagree	4	6.6
Undecided	5	8.2
Total	61	100.0

Source: Field Data (2023).

From the table, the analysis show that a total of 35 respondents 57.4% were disagreed with this statement that tracking project results and impacts influence effectiveness of the M&E system on the performance of local government projects in the organization , 11 of respondents who comprises 18% were strongly agreed with this statement, 6 of respondents which comprise 9.8% were agreed with the statement, while 5 of respondents which represents 8.2% were neither agreed nor disagreed with statement and also 4 respondents representing 6.6% of the overall number strongly disagreed with the statement. The results above show that majority of respondents disagreed that tracking project results and impacts is influenced effectiveness of the M&E system on the performance of local government projects in the organization for more than 64% of the total number of Hai district employees.

4.3.3 Checking Process and Output Project

In this study, the aim was to investigate whether checking process and output project influence the effectiveness of M&E system on the performance of local government project in the organization. The results can be illustrated in the table below.

Table 4.7: Checking Process and Output Project

Checking process and output project		
Statement	Frequency	Percent
strongly agree	7	11.5
Agree	5	8.2
Disagree	11	18.0
strongly disagree	18	29.5
Undecided	20	32.8
Total	61	100.0

Source: Field Data (2021).

From the above table, the analysis show that a total of 20 respondents 32.8% were neither agreed or disagreed with this statement that checking process and output project influence effectiveness of the M&E system on the performance of local government projects in the organization, 18 of respondents who comprises 29.5% were strongly disagreed with this statement, 11 of respondents which comprise 18% were neutral with the statement, while 7 of respondents which represents 11.5% were strongly agreed with statement and also 5 respondents representing 8.2% of the overall number strongly agreed with the statement. The results above show that majority of respondents neither agreed nor disagreed that checking process and output project influence effectiveness of the M&E system on the performance of local government projects in the organization there is provision of wages and compensation in the organization for more than 32.8% of the total number of Hai district employees.

4.4 Effectiveness of M&E Planning Design in Implementing M&E System

4.4.1 Availability of M&E Plans

In this study, the aim was to investigate whether availability of M&E plans influence the effectiveness of M&E planning in implementing M&E system in the organization. The results can be illustrated in the Table 4.8.

Table 4.8 Availability of M&E Plans

Availability of M&E plans		
Statement	Frequency	Percent
Strongly Agree	9	14.8
Agree	2	3.3
Disagree	19	31.1
Strongly Disagree	18	29.5
Undecided	13	21.3
Total	61	100.0

Source: Field Data (2023).

From the above table, the analysis show that a total of 19 respondents 31.1% were disagreed with this statement that availability of M&E plans influence effectiveness of the M&E system on the performance of local government projects in the organization, 18 of respondents who comprises 29.5% were strongly disagreed with this statement, 13 of respondents which comprise 21.3% were neutral with the statement, while 9 of respondents which represents 14.8% were strongly agreed with statement and also 2 respondents representing 3.3% of the overall number agreed with the statement. The results above show that majority of respondents disagreed that availability of M&E plans influence effectiveness of the M&E system on the performance of local government projects in the organization for more than 60.6% of the total number of Hai district employees.

4.4.2 M&E Implementation

In this study, the aim was to investigate whether M&E implementation influence the effectiveness of M&E planning in implementing M&E system in the organization.

The results can be illustrated in the Table 4.9.

Table 4.9: M&E Implementation

M&E implementation		
Statement	Frequency	Percent
Strongly Agree	8	13.1
Agree	7	11.5
Disagree	21	34.4
Strongly Disagree	10	16.4
Undecided	15	24.6
Total	61	100.0

Source: Field Data (2023)

From the above table, the analysis show that a total of 21 respondents 34.4% were disagreed with this statement that there is existence of M&E implementation in the organization, 15 of respondents who comprises 24.6% were neutral with this statement, 10 of respondents which comprise 16.4% were disagreed with the statement, while 8 of respondents which represents 13.1% were strongly agreed with statement and also 7 respondents representing 11.5% of the overall number agreed with the statement. The results above show that majority of respondents disagreed that there is existence of M&E implementation which influence effectiveness of the M&E system on the performance of local government projects in the organization for more than 50.8% of the total number of Hai district employees.

4.4.3 Presence of Plans

In this study, the aim was to investigate whether presence of plans influence the effectiveness of M&E planning in implementing M&E system in the organization. The results can be illustrated in the Table 4.10.

Table 4.10: Presence of Plans

Presence of plans		
Statement	Frequency	Percent
Strongly Agree	22	36.1
Agree	26	42.6
Disagree	4	6.6
Strongly Disagree	1	1.6
Undecided	8	13.1
Total	61	100.0

Source: Field Data (2023).

From the above table, the analysis show that a total of 26 respondents 42.6% were agreed with this statement that presence of plans influence effectiveness of the M&E system on the performance of local government projects in the organization, 22 of respondents who comprises 36.1% were strongly agreed with this statement, 8 of respondents which comprise 13.1% were neutral with the statement, while 4 of respondents which represents 6.6% were disagree with statement and also 1 respondent representing 1.6% of the overall number strongly disagreed with the statement. The results above show that majority of respondents agreed that presence of plans influence effectiveness of the M&E system on the performance of local government projects in the organization for more than 78.7% of the total number of Hai district.

4.4.4 Achieving Set Goals

In this study, the aim was to investigate whether achieving set goals influence the effectiveness of M&E planning in implementing M&E system in the organization.

The results can be illustrated in the Table 4.11.

Table 4.11: Achieving Set Goals

Achieving set goals		
Statement	Frequency	Percent
Strongly Agree	13	21.3
Agree	12	19.7
Disagree	15	24.6
Strongly Disagree	16	26.2
Undecided	5	8.2
Total	61	100.0

Source: Field Data (2023).

From the above table, the analysis show that a total of 16 respondents 26.2% were strongly disagreed with this statement that the organization achieved its set goal, 15 of respondents who comprises 24.6% were disagreed with this statement, 13 of respondents which comprise 21.3% were strongly agreed with the statement, while 12 of respondents which represents 19.7% were agreed with statement and also 5 respondents representing 8.2% of the overall number were neutral with the statement. The results above show that majority of respondents disagreed that the effectiveness of the M&E system on the performance of local government projects in the organization rely on the achievement of set goals for more than 50.8% of the total number of Hai district employees.

4.4.5 Project Completion on Time

In this study, the aim was to investigate whether project complete on time influence the effectiveness of M&E planning in implementing M&E system in the organization. The results can be illustrated in the table 4.12 From the table, the analysis show that a total of 22 respondents 36.1% were agreed with this statement that the effectiveness of the M&E system on the performance of local government projects in the organization rely on the completion of project on time in the

organization, 21 of respondents who comprises 34.4% were strongly agreed with this statement, 9 of respondents which comprise 14.8% were neutral with the statement, while 5 of respondents which represents 8.2% were disagree with statement and also 4 of respondents representing 6.6% of the overall number strongly disagreed with the statement.

Table 4.12: Project completion on Time

Project completion on time		
Statement	Frequency	Percent
Strongly Agree	21	34.4
Agree	22	36.1
Disagree	5	8.2
Strongly Disagree	4	6.6
Undecided	9	14.8
Total	61	100.0

Source: Field Data (2023).

The results above show that majority of respondents agreed that the project complete on time it influence the effectiveness of the M&E system on the performance of local government projects in the organization for more than 70.5% of the total number of Hai district employees.

4.4.6 Meeting Objective

In this study, the aim was to investigate whether meeting objective influence the effectiveness of M&E planning in implementing M&E system in the organization.

The results can be illustrated in the Table 4.13.

Table 4.13: Meeting Objective

Meeting objective		
Statement	Frequency	Percent
Strongly Agree	7	11.5
Agree	7	11.5
Disagree	3	4.9
Strongly Disagree	8	13.1
Undecided	36	59.0
Total	61	100.0

Source: Field Data (2023).

From Table 4.13, the analysis show that a total of 36 respondents 59% were neither agree or disagree with this statement that the effectiveness of the M&E system on the performance of local government projects in the organization rely on meeting objective of the project, 8 of respondents who comprises 13.1% were strongly disagreed with this statement, 7 of respondents which comprise 11.5% were strongly agreed with the statement and also 7 of respondents which represents 11.5% were agreed with statement while 3 respondents representing 4.9% of the overall number disagreed with the statement. The results above show that majority of respondents neither agreed nor disagreed with the statement that meeting objective of the project is influenced by The effectiveness of the M&E system on the performance of local government projects in the organization for more than 59% of the total number of Hai district employees.

4.5 Challenges for Local Government Authorities in instituting M&E Systems

4.5.1 Lack of M&E Expertise

In this study, the aim was to examine whether lack of M&E expertise is a challenge to local government authorities in instituting M&E system in the organization. The results can be illustrated in the Table 4.14.

Table 4.14: Lack of M&E Expertise

Lack of M&E expertise			
Statement	Frequency	Percent	
Strongly Agree	31	50.8	
Agree	26	42.6	
Strongly Disagree	1	1.6	
Undecided	3	4.9	
Total	61	100.0	

Source: Field Data (2023).

From Table 4.14, the analysis show that a total of 31 respondents 50.8% were strongly agreed with this statement that there is lack of M&E expertise in the

organization, 26 of respondents who comprises 42.6% were agreed with this statement, 3 of respondents which comprise 15.4% were neutral with the statement, while 1 respondent which represent 1.6% were strongly disagree with the statement. The results above show that majority of respondents agreed that there is lack of M&E experts in the organization which are very essential in M&E system for more than 93.4% of the total number of Hai district employees.

4.5.2 Lack of M&E Knowledge

In this study, the aim was to examine whether lack of M&E knowledge is a challenge to local government authorities in instituting M&E system in the organization. The results can be illustrated in the table 4.15. From table 4.15, the analysis show that a total of 25 respondents 41% were agreed with this statement that many officials lack M&E knowledge in the organization, 23 of respondents who comprises 37.7% were strongly agreed with this statement, 9 of respondents which comprise 14.8% were neutral with the statement, while 3 of respondents which represents 4.9% were disagree with statement and also 1 respondent representing 1.6% of the overall number strongly disagreed with the statement. The results above show that majority of respondents agreed that officials lacks M&E knowledge in order to perform their duties in the organization for more than 78.7% of the total number of Hai district employees.

Table 4.15: Lack of M&E Knowledge

Lack of M&E knowledge		
Statement	Frequency	Percent
Strongly Agree	23	37.7
Agree	25	41.0
Disagree	3	4.9
Strongly Disagree	1	1.6
Undecided	9	14.8
Total	61	100.0

Source: Field Data (2023)

4.5.3 Lack of Project Management Skills

In this study, the aim was to examine whether lack of project management skills is a challenge to local government authorities in instituting M&E system in the organization. The results can be illustrated in the table 4.16

Table 4.16: Lack of Project Management Skills

Statement	Lack of project Management skills	
	Frequency	Percent
Strongly Agree	33	54
Agree	17	27.8
Disagree	5	8.3
Strongly Disagree	5	8.3
Undecided	1	1.6
Total	61	100.0

Source: Field Data (2023).

From Table 4.16, the analysis show that a total of 33 respondents 54% were strongly agreed with this statement that officials lack project management skills in the organization, 17 of respondents who comprises 27.8% were agreed with this statement, 5 of respondents which comprise 8.3% were strongly disagreed with the statement, while 5 of respondents which represents 11.5% were disagreed with statement and also 1 respondent representing 1.6% of the overall number were neither agreed nor disagreed with the statement. The results above show that majority of respondents agreed that many government officials lack project management skills which are crucial in the organization projects for more than 81.8% of the total number of Hai district employees.

4.5.4 Lack of Competence

In this study, the aim was to examine whether lack of competence is a challenge to local government authorities in instituting M&E system in the organization. The

results can be illustrated in the Table 4.17.

Table 4.17: Lack of Competence

Lack of competence		
Statement	Frequency	Percent
Strongly Agree	13	21.3
Agree	34	55.7
Disagree	4	6.6
Strongly Disagree	2	3.3
Undecided	8	13.1
Total	61	100.0

Source: Field Data (2023).

From Table 4.17, the analysis show that a total of 34 respondents 55.7% were agreed with this statement that there is lack of competence in the organization, 13 of respondents who comprises 21.3% were strongly agreed with this statement, 8 of respondents which comprise 13.1% were neutral with the statement, while 4 of respondents which represents 6.6% were disagree with statement and also 2 respondents representing 3.3% of the overall number strongly disagreed with the statement. The results above show that majority of respondents agreed that employees of Hai district lack competence in developing monitoring and evaluation system in the organization for more than 77% of the total number of Hai district employees.

4.5.5 Political Influence on Project

In this study, the aim was to examine whether political influence on project is a challenge to local government authorities in instituting M&E system in the organization. The results can be illustrated in the Table 4.18.

Table 4.18: Political Influence on Project

Political influence on project		
Statement	Frequency	Percent
Strongly Agree	37	60.7
Agree	11	18.0
Disagree	4	6.6
Strongly Disagree	4	6.6
Undecided	5	8.2
Total	61	100.0

Source: Field Data (2023).

From Table 4.18, the analysis shows that a total of 37 respondents (60.7%) were strongly agreed with this statement that political leaders have influence on projects conducted in the organization, 11 of respondents who comprises 18% were agreed with this statement, 5 of respondents which comprise 8.2% were neutral with the statement, while 4 of respondents which represents 6.6% were disagree with statement and also 4 respondent representing 6.6% of the overall number strongly disagreed with the statement. The results above show that majority of respondents agreed that many projects in local government are influenced by political issues in the organization for more than 78.7% of the total number of Hai district employees.

4.5.6 Lack of M&E Department

In this study, the aim was to examine whether lack of M&E department is a challenge to local government authorities in instituting M&E system in the organization. The results can be illustrated in the table below.

Table 4.19: Lack of M&E Department

Lack of M&E department		
Statement	Frequency	Percent
Strongly Agree	28	45.9
Agree	31	50.8
Disagree	1	1.6
Undecided	1	1.6
Total	61	100.0

Source: Field Data (2023).

From the above table, the analysis show that a total of 31 respondents 50.8% were agreed with this statement that there is no M&E department in the organization to enhance project performance, 28 of respondents who comprises 45.9% were strongly agreed with this statement, 1 respondent which comprise 1.6% were neutral with the statement, while 1 of respondents which represents 1.6% were disagree with statement. The results above show that majority of respondents agreed that lack of M&E department led many projects not to be tracked and measured its performance in the organization for more than 96.8% of the total number of Hai district employees.

4.5.7 Poor M&E Indicators

In this study, the aim was to examine whether poor M&E indicators is a challenge to local government authorities in instituting M&E system in the organization. The results can be illustrated in the table below.

Table 4.20 Poor M&E Indicators

Poor M&E indicators		
Statement	Frequency	Percent
Strongly Agree	26	42.6
Agree	25	41.0
Disagree	4	6.6
Strongly Disagree	2	3.3
Undecided	4	6.6
Total	61	100.0

Source: Field Data (2023).

From Table 4.20, the analysis show that a total of 26 respondents (42.6%) were strongly agreed with this statement that there is poor M&E indicators in the organization which may affect the performance of M&E system to track and measure project performance, 25 of respondents who comprises 41% were agreed

with this statement, 4 of respondents which comprise 6.6% were neutral with the statement, while 4 of respondents which represents 6.6% were disagree with statement and also 2 respondents representing 3.3% of the overall number strongly disagreed with the statement. The results above show that majority of respondents agreed that there poor M&E indicators in the organization that led to poor performance of projects for more than 83.6% of the total number of Hai district employees.

4.5.8 Poor Management of the M&E System

In this study, the aim was to examine whether poor management of M&E system is a challenge to local government authorities in instituting M&E system in the organization. The results can be illustrated in the table below.

Table 4.21: Poor Management of the M&E System

Poor management of the M&E system		
Statement	Frequency	Percent
Strongly Agree	31	50.8
Agree	24	39.3
Disagree	3	4.9
Strongly Disagree	1	1.6
Undecided	2	3.4
Total	61	100.0

Source: Field Data (2023)

From table 4.21, the analysis show that a total of 31 respondents (50.8%) were strongly agreed with this statement that there is poor management of M&E system in the organization, 24 of respondents who comprises 39.3% were agreed with this statement, 3 of respondents which comprise 4.9% were disagreed with the statement, while 2 of respondents which represents 3.4% were undecided with statement and also 1 respondent representing 1.6% of the overall number strongly disagreed with

the statement. The results above show that majority of respondents agreed that Hai district is faced by the challenge of poor management of M&E system for more than 90.1% of the total number of Hai district employees.

4.5.9 Bad Approach of the M&E System

In this study, the aim was to examine whether bad approach of M&E system is a challenge to local government authorities in instituting M&E system in the organization. The results can be illustrated in the Table 4.22.

Table 4.22: Bad Approach of the M&E System

Bad approach of the M&E system		
Statement	Frequency	Percent
Strongly Agree	32	52.5
Agree	22	36.1
Undecided	7	11.5
Total	61	100.0

Source: Field Data (2023).

From table 4.22, the analysis show that a total of 32 respondents (52.5%) were strongly agreed with this statement that in the Hai district is faced by the challenge of bad approach of the M&E system, 22 of respondents who comprises 36.1% were agreed with this statement, 7 of respondents which comprise 11.5% were neutral with the statement. The results above show that majority of respondents agreed that there is bad approach of M&E system in the organization for more than 88.6% of the total number of Hai district employees.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

The chapter provides an analysis of findings attained during data collection. The findings relate to the objectives of the study and provide answers to the research questions of the study. The discussion also links the findings in this study with the findings from other researchers.

5.2 Background of Respondents

Backgrounds of respondents are personal particulars of respondents who participated in the study. The study includes Hai district employees from the Kilimanjaro Region. The preferred information of Hai district employees is age, gender, and education level.

5.3 Demographic Characteristics of the Respondents

Five demographic variables were involved, namely age, gender, education level, and working experience (Table 4.1). Four demographic variables were involved, namely age, gender, and education level (4.2) More than 69% of the respondents were aged between 18 years to 41 years old, and 31% of respondents were aged above 42 years this means the majority of the staff are of the younger and middle age. Male respondents were 68.9% and females were 31.1%. With the least per cent of the bachelor's degree level (47.5%).

The majority of the respondents have experience of between 1 year to 10 years with Hai district which constituents to more than 75%. While those with experience of

below one year and those with above 10 years were only 25%. These findings are similar to the findings in the study of Lema (2015) who argued that the characteristics of people can be determined by providing a labour workforce, also this is in line with the study by Van der Zwaan et al (2018) who argued that labour workforce can be determined by different factors like tradition, culture, norms, and characteristics of the people in a given area.

5.4 Effectiveness of the M&E System

The first objective of the study was to determine the effectiveness of the M&E system in the organization. Respondents of the Hai district employees were asked to comment on the statements provided which contained information on the statement. The responses were measured using five Likert scales which had five options of answers which were strongly agreed, agree, undecided, disagree, and strongly disagree as follows.

5.4.1 Tracking Project Inputs

Tracking project inputs is one of the impact of the effectiveness of the M&E system's influence on the organization, the findings from Table 4.4 show that the majority of respondents (60.7%) states that the effectiveness of the M&E system may led to tracking project inputs in ongoing project. The analysis shows that many projects in local government lack lacking M&E system which has an impact when tracking project inputs. For the project to be successful, there is a need for the effectiveness of the M&E system to track project inputs since it has become a big challenge for local government as many projects take longer than expected and also lack quality. The findings are close to the study by Boadu (2019) argued that the idea

of sustaining an M&E system by ensuring the allocation of adequate resources and proper implementation and sustainability of an M&E system, the development of institutional capacity that includes technical and human skills are of critical importance. Cognizant of this important task, a proper readiness assessment should unveil skills gaps (or otherwise) for effective operations of the M&E system.

5.4.2 Tracking Project Results and Impacts

From Table 4.5, the majority of Hai district employees 64% state that it is difficult to track project results due to the lack of an M&E system since tracking project results and impacts are influenced by the effectiveness of the M&E system on the performance of local government projects in the organization. This analysis is in line with the study by Kissi et al (2019) who reveals that the M&E system shows the program impact pathway and shares the lessons learned throughout the implementation process of the M&E system. Lack of M&E system has led to inactive engagement of different stakeholders in the M&E process. Collaboration among these different key stakeholders promptly recognizes the changes in the program environment, enables the collection of good quality data in a timely and flexible manner, and permits the results.

5.4.3 Checking Process and Output Project

The analysis from Table 4.6 shows that the majority of Hai district employees (32.8%) agreed nor disagreed with the statement that the checking process and output project influence the effectiveness of the M&E system on the performance of local government projects in the organization. This study is similar to the study by Rumenya and Kisimbi (2020) argue that M&E is very crucial in measuring the

process of project and project output and greatly influences the effectiveness of the M&E system.

5.5 Design of M&E Plans

The second objective of the study was to determine the design of the M&E plans in the Hai district. Respondents of the Hai district employees were asked to comment on the statements provided which contained information on the statement. The responses were measured using five Likert scales which had five options of answers which were strongly agreed, agree, undecided, disagree, and strongly disagree as follows.

5.5.1 Availability of M&E Plans

The analysis from Table 4.7 shows that the majority of Hai district employees (60.6%) disagreed that there is a presence of M&E plans in Hai district since they do not have an M&E system and structure in their organization. This study is similar to the study by Jili (2016) who argues that many government officials failed to understand the importance of M&E, therefore they have failed to develop an institutional M&E system including M&E plans and implementation.

5.5.2 M&E Implementation

The analysis in Table 4.8 shows that the majority of Hai district employees (50.8%) disagreed that there is M&E implementation in the organization since there is no M&E system in the organization so it is difficult to implement M&E plans. This study is similar to the study by Jili (2016) who argues that many government officials failed to understand the importance of M&E, therefore they have failed to

develop an institutional M&E system including M&E plans and implementation.

5.5.3 Presence of Plans

The analysis in Table 4.9 shows that the majority of Hai district employees (78.7%) agreed that there is a presence of plans in the organization but they are not using the M&E system to implement those project plans since they are using traditional plans to be implemented in a certain project, so due to this it becomes difficult to measure project results and its impacts. This study is similar to the study by Gladder (2016) who argues that the presence M&E plan provide an idea of what a successful M&E activity should be implemented hence leading to organizational performance and achieving goal in time.

5.5.4 Achieving Set Goals

The analysis in Table 4.10 show that the majority of Hai district employees (50.8%) disagreed that the organization achieved its set goals since there is no M&E system in the organization which may lead to tracking project result and impacts to achieve a certain goal. This is in line with the study by Libaba (2019) who argues that the M&E system is a universal tool for achieving organization goals and objectives hence it helps them to measure performance and track progress in achieving desired goals.

5.5.5 Project Completion on Time

The analysis in Table 4.11 shows that the majority of Hai district employees (70.5%) neither agreed nor disagreed that the project may be completed or not completed due to design reality gaps, ineffective project management and unrealistic planning in the organization. This is similar to the study by Crawford (2022) who argues that the

M&E system measures the performance of a project throughout the life of the project as simply trying to understand what went right or wrong in hindsight.

5.5.6 Meeting Objective

The analysis in Table 4.12 shows that the majority of Hai district employees (59%) neither agreed nor disagreed that the organization is meeting its objectives in its various projects due to the lack of M&E system in the organization hence the project fail to meet its objective. This is similar to the study by Malanda and Maziku (2021) who argues that effective monitoring and evaluation system is a critical factor for the successful implementation of the projects hence meeting objective of it.

5.6 Challenges facing Local Government in Instituting M&E System

The third objective of the study was prepared to highlight challenges facing local government in instituting M&E system in Hai district. Respondents of the Hai district employees were asked to comment on the statements provided which contained information on the statement. The responses were measured using five Likert scales, which had five options of answers which were strongly agreed, agree, undecided, disagree, and strongly disagree as follows.

5.6.1 Lack of M&E Expertise

The analysis in the table 4.13 show that majority of Hai district employees (93.4%) agreed that there is no M&E expertise in Hai district inorder to institute M&E system in the organization as current there is no M&E department in the organization structure. This is in line with the study by Maimula (2017) who states that many local government projects are faced by the challenges of weak management team in

M&E practice, lack of technical staffs as many are unqualified and untrained.

5.6.2 Lack of M&E Knowledge

The analysis in the table 4.14 show that majority of Hai district employees (78.7%) agreed that many projects officers at Hai district they don't have enough knowledge of M&E system as current there is no M&E department in the organization structure. This is in line with the study by Kamau et al (2018) who states that incompetency on the use of the monitoring and evaluation system by project managers resulted in delayed project delivery in local government projects.

5.6.3 Lack of Project Management Skills

The analysis in the table 4.15 show that majority of Hai district employees (81.8%) agreed that many project managers at Hai district lack project management skills due to as they don't have enough knowledge of managing project as many of them are using traditional approach on managing projects this is due to lack of M&E department in the organization and capacity building to increase their knowledge. This is in line with the study by Maimula (2017) who states that many local government projects are faced by the challenges of weak management team in M&E practice, lack of technical staffs as many are unqualified and untrained.

5.6.4 Lack of Competence

The analysis in the table 4.16 e show that majority of Hai district employees (77%) agreed that monitoring and evaluation system capacity is low in the majority of Hai district staff thereby stifling their capacity to deliver quality monitoring and evaluation system. This is similar to the study by Egesah and Ngeywo (2017) who

argues that in order to achieve the desired level of competence to M&E staff, the organization must invest in training in order to empower M&E teams to enhance team work in monitoring and evaluation system and to harmonize the M&E body of knowledge to staff.

5.6.5 Political Influence on Project

The analysis in the table 4.17 show that majority of Hai district employees (93.4%) agreed that political leaders influence the allocation of projects for political gain as many project are allocated to their areas when they face upcoming elections instead of following the strategic plan of the local government authority. This is similar to the study by Lister (2020) who argues that politics can affect projects and the selection of projects as political interference in infrastructure planning may affect the project life cycle, cost and time and poor outcome.

5.6.6 Lack of M&E Department

The analysis in the table 4.18 show that majority of Hai district employees (96.8%) agreed that there is no M&E department at Hai district organization hence it becomes difficult to implement M&E system in the organization. This is similar to the study by Jili (2016) who argues that many local government authorities have not yet to establish M&E department in their structures hence many officials fail to understand the importance of M&E at the local government level and hence failed to develop an institutional M&E system including M&E plans, indicators and tools.

5.6.7 Poor M&E Indicators

The analysis in the Table 4.19 shows that majority of Hai district employees (83.6%)

agreed that there is poor M&E indicators in the project planning of Hai district since current they didn't establish M&E department in the organization. This is similar to the study by Jili (2016) who argues that many local government authorities have not yet to establish M&E department in their structures hence many officials fail to understand the importance of M&E at the local government level and hence failed to develop an institutional M&E system including M&E plans, indicators and tools.

5.6.8 Poor Management of M&E System

The analysis in the table 4.20 show that majority of Hai district employees (90.1%) agreed that lack of knowledge and training, as well as poor management of M&E system contribute towards weak M&E in Hai district. This is similar to the study by Mohapi, et al., (2021) who argues that the proper and effective application of M&E system enabled a project to be well coordinated, credible and relevant in sustaining the growth and sustainability of projects for poverty alleviation.

5.6.9 Bad approach of M&E System

The analysis in the table 4.21 show that majority of Hai district employees (88.6%) agreed that bad approach of M&E system affect the performance of projects since Hai district did not establish M&E department in its organization structure. This is similar to the study by Mohapi et al (2021) who argues that the proper and effective application of M&E system enabled a project to be well coordinated, credible and relevant in sustaining the growth and sustainability of projects for poverty alleviation.

CHAPTER SIX

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

6.1 Introduction

This chapter designates the entire research from the study objectives, methodologies, and results from each study objective. The chapter also includes a conclusion and also recommendations on assessment of the impact of monitoring and evaluation system on the performance of local government projects in Tanzania, a case of Hai district.

6.2 Summary

The study was entitled to the assessment of the impact of monitoring and evaluation system on the performance of local government projects in Tanzania. The study was at Hai district. The general objective of the study is to evaluate the impact of the M&E system on the performance of local government projects in the Tanzania. The study was guided by three specific objectives which were; To examine the effectiveness of the M&E system on the performance of local government projects in Hai district; To examine the effectiveness of M&E planning design in implementing M&E system and to examine the challenges facing local government authorities in instituting M&E systems.

The research design which adopted was descriptive design, while the area of the study was Hai district, Kilimanjaro region. The target population of the study was the employees of Hai district, Kilimanjaro. Sampling techniques used in the study was systematic random sampling. Data collection methods used were questionnaire while analysis was conducted through data cleaning and quantitative forms.

6.2.1 To Examine the Effectiveness of the M&E System on the Performance of Local Government Projects in Hai District

In the first objective of the study, the findings show that effectiveness of the M&E system on the performance of local government projects in Hai district is influenced by tracking project inputs, tracking projects result and impact, checking process and output project. As results effectiveness of the M&E system on the performance of projects helps the organization to plan, to manage, and to evaluate the ongoing projects in order to meet the intended objective.

6.2.2 To Examine the Effectiveness of M&E Planning Design in Implementing M&E System

In the second objective of the study, the findings show that monitoring and evaluation plan consist of M&E plan, M&E implementation, presence of plans and achieving a set goals. For the local government fail to establish monitoring and evaluation department, it becomes difficulty to evaluate the effectiveness of M&E system in the performance of projects in the organization.

6.2.3 To examine the Challenges facing Local Government Authorities in Instituting M&E Systems

In the final objective of the study, the findings show that lack of M&E expertise, lack of M&E knowledge to organization staff, lack of project management skills, lack of competence, political influence on project, lack of M&E department, poor M&E indicators, poor management of M&E system and bad approach of M&E system are the challenges facing local government authorities in instituting M&E system, hence organization fail to meet its objective.

6.3 Conclusion

Based on the objectives and the findings of the study the following conclusion can be made. The study concluded that for the organization to meet its objective, M&E system provide evidence for the completion results assessment and impact analysis to enhance learning and encourages innovation to achieve better results and contribute to scaling up of projects. To ensure that monitoring and evaluation system is clear it should be monitored, measure indicators, and have comprehensive theory of change.

6.4 Recommendations

6.4.1 Establishment of M&E Department

The local government should establish M&E department in order to raise awareness and promote efficiency of public projects and policies, and as the mechanism for the authority to use the feedback to make changes in planning, budgeting and efficiency of projects.

6.4.2 Capacity Building to Sustain the effort of M&E System

In order to sustain the effort of M&E system the government should create institutional framework, the system requires skills, tools, technologies and understanding of its purpose and uses. This means M&E system should be designed to support the capacity development, which involves engaging people.

6.4.3 Interference of Politicians into Local Government Projects

In order for the M&E system work with quality, politicians should not interfere with planned projects to increase efficiency for better results. Politicians can affect

change in bureaucratic implementation of public projects that can affect M&E system in the organization.

6.4.4 Involvement of Stakeholders

Stakeholder participation in planning and implementations of projects accounts for the sustainability of local government based projects. Stakeholders should be linked with project infrastructure and financial level as the sense of loyalty and ownership that enhanced the sustainability of the project.

6.5 Monitoring and Evaluation Policy

Current the government of Tanzania did not have monitoring and evaluation policy, so they should establish the policy in order to accommodate the effective of monitoring and evaluation system in the government.

6.6 Limitations of the Research and areas for Further Researches

The findings cannot be sufficient to conclude that there is a gap of M&E policy on government as the government have been established M&E department in its structure but there is no policy to support M&E. Upcoming researches should be carried out in how the government can establish policy to support monitoring and evaluation department in the organization structure.

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APPENDICES

APPENDIX 1: RESEARCH QUESTIONNAIRE

This questionnaire is used as a guide to finding out to evaluate the impact of the M&E system on the performance of local government projects in the Hai district. The purpose of this research is to fulfil the requirement for the award of Master of Arts in Monitoring and Evaluation at the Open University of Tanzania. The confidentiality of the respondents' opinions is ensured in the use of the information gathered from them.

PART I: Socio–demographic characteristics of the participants

1. Gender
2. Age
3. Marital status
4. Job title
5. Level of education
6. Work Experience

PART II: Objective one: The effectiveness of the M&E system on the performance of local government projects in the Hai district.

Key: 1-Strongly Agree, 2-Agree, 3-Disagree, 4-Strongly Disagree 5-Undecided

No	EFFECTIVENESS OF THE M&E SYSTEM	1	2	3	4	5
1	Tracking project inputs					
2	Tracking project results and impacts					
3	Checking process and output project					
4	Meeting objective					

Objective two: The effectiveness of M&E planning design in implementing the M&E system.

Key: 1-Strongly Agree, 2-Agree, 3-Disagree, 4-Strongly Disagree 5-Undecided

No	EFFECTIVENESS OF THE M&E PLANNING	1	2	3	4	5
5	Availability of M&E plans					
6	M&E Implementation					
7	Presence of plans					
8	Achieving set goals					
9	Project completion on time					

Objective Three: Challenges facing local government authorities in instituting M&E systems

Key: 1-Strongly Agree, 2-Agree, 3-Disagree, 4-Strongly Disagree 5-Undecided

No	CHALLENGES	1	2	3	4	5
10	Lack of M&E expertise					
11	Lack of M&E knowledge					
12	Lack of project management skills					
13	Lack of competence					
14	Political Influence on project					
15	Lack of M&E department					
16	Poor M&E indicators					
17	Poor management of the M&E system					
18	The bad approach of the M&E system					

Thank you for your cooperation

APPENDIX II: RESEARCH CLEARANCE LETTER



THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/ PG201902469

13th July, 2023

District Executive Director,
Hai District Council
P.O.Box 27,
KILIMANJARO.

Dear Director,

RE: RESEARCH CLEARANCE FOR MS. BEATRICE PETER, REG NO: PG201902469

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

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Beatrice Peter, Reg. No: PG201902469** pursuing **Master of Arts in Monitoring and Evaluation (MAME)**. We hereby grant this clearance to conduct a research titled "**The Impact of Monitoring**

and Evaluation System on the Performance of Local Government Projects in Tanzania: A Case of Hai District". She will collect her data at your area from 14th July to 30th August 2023.

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

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Magreth S. Bushesha

Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**