

**FACTORS INFLUENCING THE PERFORMANCE OF PUBLIC
DEVELOPMENT PROJECTS: A CASE OF TASAF III CONDITIONAL
CASH TRANSFER PROJECT IN GAIRO DISTRICT**

ROBERT BALOLE NYASHEBO

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN
MONITORING AND EVALUATION
DEPARTMENT OF ECONOMICS AND COMMUNITY ECONOMIC
DEVELOPMENT
OF THE OPEN UNIVERSITY OF TANZANIA**

2023

CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance by the Open University of Tanzania a dissertation entitled, “Factors influencing performance of public development projects: A case of TASAF-III Conditional Cash Transfer Project in Gairo District.” in partial fulfillment for the requirements of the Degree of Masters of Arts in Monitoring and Evaluation.

.....
Dr. Noel Matemba

(Supervisor)

.....
Date

COPYRIGHT

No part of this Dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or The Open University of Tanzania in that behalf.

DECLARATION

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

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my beloved parents Mr. and Mrs. Balole. Also i dedicate it to my lovely Son and daughter, Jordan, Abel, Emmanuel and Jenipher young brothers and Sisters Justine, Michael, Nathan, Grace and Mwanaidi, respectively. Close lovely friends Mr. Richard Nakembetwa, Mr. Ibrahim Islam, Mr. Samwel Mabulla, Mr. Samwel Mbawala, Miss Nancy, among others for their encouragement and support when doing this study. I pray that God will abundantly prosper them in all facets of their lives wishing them the best of lucky.

ACKNOWLEDGEMENT

First and foremost, I want to express my gratitude to the Almighty God for giving me life and the strength I needed to complete my Master's degree successfully.

Second, I want to express my great gratitude to my supervisor, Dr Noel Matemba, for his unwavering guidance and support during the writing of this dissertation's proposal and its eventual completion. Additionally, I want to express my sincere gratitude to my parents, kids, and close friends for their love, tolerance, and support throughout my studies. I also want to thank every one of my students who helped make this research feasible in some way. I also extend my appreciation to thank the local government authority of Gairo Municipal and other administrations in the District for allowing me to utilize their data for my research. This dissertation required much preparation from many people, which cannot be undervalued for the support it provided in the completion of this work. A simple extended congratulation to those involved is sufficient.

ABSTRACT

The study on which this dissertation is based investigated the factors influencing performance of public development projects, a case of TASAF-III Conditional Cash Transfer Project in Gairo District. The study objectives were to examine the influence of stakeholders' participation, fund allocation, and capacity building of staffs in relation to performance of the project. The descriptive design was used and a mixed method approach. The study used purposive sampling technique and Slovin's formula was used to obtain 283 as total number of respondents. The study used Questionnaire, Focus Group Discussion and Key Informant Interview in data gathering. Descriptive statistical analysis, Chi-square test, Composite Mean, and binary logistic regression were used to analyze quantitative data while Content Analysis was used in qualitative data. The Stakeholder theory was used to underpin the study. On the first objective the study discovered stakeholder's participation, opinions and M&E Skills were considered at a low level when the Chi-square test was indicated significant at 0.05 levels. For the Second objective, Untimely disbursement of fund, Poor Awareness, Skills, and knowledge on M&E and M&E Fund, poor trainings and seminars were discovered critical problems. In the third objective, insufficient budget, poor trainings and seminars, affects the project performance almost by 90%. The study recommends intensive Community and key stakeholders participatory in project implementation, active communication channel, reducing unnecessary expenditures; ensure timely allocation of fund, improving the capacity building through appropriate trainings and seminars.

Key words: *Capacity Building of Staffs, Stakeholders' Participation, Fund*

Allocation, TASAF III-CCT Performance.

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
LIST OF FIGURES.	xi
LIST OF TABLES.	xii
LIST OF ABBREVIATIONS	xiii
CHAPTER ONE	1
BACKGROUND OF THE STUDY	1
1.1 Background to the research problem	1
1.2 Statement of the Problem	4
1.3 Research Objectives.....	6
1.3.1 General objective	6
1.3.2 Specific objectives	7
1.4. Research questions.....	7
1.5 Significance of the study.....	7
1.6 Organization of the Study	8
CHAPTER TWO	10
LITERATURE REVIEW.....	10
2.1 Overview	10
2.2 Definition of Key concepts	10

2.3	Theoretical review	11
2.3.1	Stakeholder theory	11
2.4	Empirical Literature Review	13
2.4.1	Stakeholders participation versus performance of Public development Projects.....	13
2.4.2	Fund Allocation versus Public development Projects	15
2.4.3	Capacity building of staffs versus the performance of public development projects.....	17
2.5	Research gap	19
2.6	Conceptual Framework	20
CHAPTER THREE		23
RESEARCH METHODOLOGY		23
3.1	Chapter overview	23
3.2	Research approach.	23
3.3	Research Design	23
3.4	Area of the Study	24
3.5	Target Population of the Study	24
3.6	Sampling Techniques.....	25
3.7	Data Collection Techniques.....	25
3.7.1	A Questionnaire	26
3.7.2	Focus Group Discussion (FGDs)	26
3.7.3	Key Informant Interviews (KIIS)	27
3.8	Data Processing and Analysis.....	27
3.9	Validity and Reliability of Research Instruments.....	30

3.9.1	Validity of the Research Instruments.....	30
3.9.2	Reliability of the Research Instruments.....	30
3.10	Ethical Considerations	31
CHAPTER FOUR.....		32
FINDINGS AND DISCUSSION.....		32
4.1	Overview.....	32
4.2	Socio-economic characteristics of respondents	32
4.3	Influence of stakeholders' participation in TASAF III-Conditional Cash Transfer	35
4.4	Influence of fund allocation on performance of TASAF III- Conditional Cash Transfer	53
4.5	Influence of capacity building of staffs in relation to performance of III- TASAF Conditional Cash Transfer.	60
CHAPTER FIVE.....		66
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....		66
5.1	Overview.....	66
5.2	Summary of the findings.....	66
5.3	Conclusion	68
5.4	Recommendations.....	70
5.5	Suggestions for further research	72
REFERENCES.....		73
APPENDICES		80

LIST OF FIGURES

Figure 2.1: A Conceptual Frame Work.....	22
Figure 4.1: A bar chart showing factors accounting for ineffective participation of stakeholders.....	49

LIST OF TABLES

Table 3.1	Summary of data Analysis methods for specific objectives	30
Table 4.1:	Demographic characteristics of respondents (N=253).....	33
Table 4.2:	Influence of stakeholders' participation in TASAF III-Conditional Cash Transfer Project. (N=253)	36
Table 4.3:	Influence of stakeholders' participation in TASAF III-Conditional Cash Transfer project across wards (N=253).....	46
Table 4.4:	Chi square test for factors for ineffective project performance across wards (N=253) * The Chi-square statistic is significant at the .05 level.	48
Table 4.5:	Binary logistic regression model for factors influencing project performance (N=253).....	52
Table 4.6:	Showing respondents' response on Fund allocation versus TASAF-III CCT project performance.....	54
Table 4.7:	Showing respondents' response on Capacity building versus TASAF-III CCT Project performance.....	61

LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CCT	Condition Cash Transfer
DART	Dar es Salaam Rapid Transport
FGDs	Focus Group Discussion
KIIs	Key Informants Interviews
M&E	Monitoring & Evaluation
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MKURABITA	Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge. Tanzania
MKUZA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Zanzibar.
NGO's	Non-Government Organization
NSGRP	Tanzania/National Strategy for Growth and Reduction of Poverty
PSSN-CCT	Public Social Safety Net-Conditional Cash Transfer
PWP	Public Works Project
REPOA	Research on Poverty Alleviation
TACAIDS	Tanzania Commission for AIDS
TASAF III-CCT	Tanzania Social Action Fund Phase III-Condition Cash Transfer.
TASAF	Tanzania Social Action Fund
TI	Targeted Infrastructures
UNDP	United Nations Development Program me
UNICEF	United Nations Children's Fund
URT	United Republic of Tanzania
ZSGRP	Zanzibar Strategy for Growth and Reduction of Poverty

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Background to the research problem

Majority of Sub-Saharan countries are impoverished, and many of them struggle to reduce their poverty burden because of factors like climate change, falling cash crop prices, limiting access to land, and dwindling employment chances (Hajdu et al., 2020). Offering goods or services, building infrastructure, providing training, or more recently, financial services like microloans have been the main goals of poverty alleviation projects for many years (Page & Pande, 2018). Various development attempts, from microfinance programs to private investment promotion, have consistently failed to provide sustainable lives in rural areas with high levels of poverty (Magombeyi & Odhiambo, 2016; Nagarajan, 2021). The 2030 Sustainable Development Goal 1.3, which requests the creation of social safety systems that are appropriate for each nation, aims for the eradication of all forms of poverty and the TASAF program me through TASAF-CCT is a continuation of that social protection program (Cluver et al., 2016). Since their intrusion CCT programs have succeeded to help the poor in in many of the sub Saharan countries including Tanzania in particular both socially and economically as argued by (Martin & Rawlings, 2018). TASAF was established in 2000 as part of the Government of Tanzania's strategy to reduce poverty. Phase I (2000–2005) focused on improving social service delivery; capacity enhancement for communities, including overseeing 1,704 community-run sub-projects such as construction and rehabilitation of health care facilities, schools and other small-scale infrastructure; and a Public Works Program (PWP) component

with 113,646 direct beneficiaries. The second Phase (2005–2013) expanded the first stage commitments to address a shortage of social services, capacity enhancement (including 12,347 community sub-projects) and income poverty, including a pilot of community-based conditional cash transfers (CCT) reaching 11,576 households in communities that were strengthened during the first phase. The third phase of TASAF (TASAF III-CCT), initiated in 2013 is the flagship social protection programme of Tanzania and is implemented by the Tanzania Social Action Fund (TASAF). As part of the main programme component, TASAF-CCT provides regular cash payments to participating households on a bimonthly basis (including an unconditional base transfer and additional amounts conditional on health check-ups and children's school attendance). Additional components of the TASAF III-CCT include livelihoods training and support and a Public Works Program (PWP) to supplement household incomes during the lean season. The TASAF III-CCT supports a national social protection programme aimed at putting in place the building blocks of a permanent national social safety system. Key elements of this Project are the CCT programme complemented with public works and livelihoods enhancement. The programme provides cash transfers to poor and vulnerable households in Tanzania conditional on their use of health and education services along with opportunities to earn additional income through public works and livelihood. The objectives of the TASAF III-CCT include: 1) increase consumption of the extremely poor on a permanent basis, 2) Smooth consumption during lean seasons and shocks, 3) invest in human capital, 4) strengthen links with income generating activities, and 5) increase access to improved social services. It aims to

improve consumption and human capital accumulation and to reduce the poverty headcount and poverty gap by 5% and 30%, respectively. In 2015, TASAF successfully implemented a massive scale-up of the TASAF III-CCT from 250,000 households to 1.1 million households (10.5% of the population) in Tanzania. However, the Transfer Project, led by UNICEF Office of Research in collaboration with local research partners, implemented two impact evaluations to understand how the TASAF III-CCT affects the well-being of households in breaking the inter-generational cycle of poverty. The first study was conducted from 2015 to 2017, in collaboration with REPOA and the second study from 2017 to 2019 in collaboration with EDI Group, University at Buffalo, UNICEF Tanzania, TASAF, and the Tanzania Commission for AIDS (TACAIDS). Both studies provided evidence on the potential for an additional plus component targeted to beneficiaries that should be layered on top of the TASAF III-CCT to continue improving future economic opportunities and facilitate poverty reduction. On top of that URT, 2021 proves that a total of 6271 households in Gairo district were participated in the creation of savings groups and invest that was to ensure households becomes financially independent. However, despite of the apparent gains as argued by world bank (2022b), a sizable share of the grantees continues to be at risk of poverty and the number of poor has increased from 12.3 million in 2012 to 14 million in 2018 (World Bank, 2019). The 2030 Sustainable Development Goal 1.3, which calls for the establishment of nationally suitable social protection systems, asks for the abolition of all types of poverty (Cluver et al., 2016). Literature reveals that majority of poor nations comes from Sub-Saharan Africa and most of them are seriously affected with issues

including climate change, low price on cash crops, restricted access to land, and increasing rate of Un-employment prospects that finally lead to poverty increase among the people (Hajdu et al., 2020). The question of what can and cannot be accomplished by TASAF III-CCT programs in decreasing poverty at the household level is based on the recognition that cash alone is rarely sufficient to mitigate all risks and vulnerabilities to overcome structural barriers to education, poor health and food consumption, poor human capital development and low living standard plus other safe transitions that are necessary to human being. And therefore this revealed a gap that shows still there is a valuable knowledge to be researched apart from giving away cash to the needy and other efforts to support but also investigating on how fund allocation, stakeholder participation, and capacity building on staffs' program is affecting the wellness implementation and subsequent performance of TASAF III-CCT program particularly in Gairo District of Morogoro and to other institutions and agencies pursuing same objectives.

1.2 Statement of the Problem

Numerous efforts have been taken by Tanzania Government to reduce and fight against poverty since its independence in 1961 such as TASAF from 2000 to date, MKUKUTA (NSGRP) and MKUZA (ZSGRP), in 2005, MKURABITA in 2004, Cash plus in 2015. Early in 2013, as part of the third phase of TASAF, a Country initiated PSSN-CCT program country wide (UNICEF, 2018). The PSSN-CCT program me and its sub projects such as PWP (Public Works Projects), livelihood enhancement and support and TI (Targeted Infrastructures) have succeeded to help

the poor both socially and economically as argued by (Martin & Rawlings, 2018). Country wide for example the program me has succeeded to help up to 1.1 Mil households' equals to 10.5% of the total population (URT 2020).

Despite the results and program benefits cited by the World Bank (2022), a significant portion of grantees continue to face financial risk, and the population of the poor has increased by 1.7 million from 2012 to 2018 (World Bank, 2019). Regardless of the abundance of projects and estimates of their success in sub-Saharan Africa, similar studies have been conducted to assess mainly on the effectiveness of M&E system both nationally and internationally. Such as a study conducted by Kamau (2015), from Kenya looked at factors influencing the performance of monitoring and evaluation systems in educational projects. The results showed that funding allocation, participation of stakeholders, seminars and trainings plus strength of the monitoring team influence M&E systems. Another study by Shayo (2021), looked at determinants of effectiveness of monitoring and evaluation systems of agriculture related Ngo's in Morogoro Tanzania. Results generally showed that, M&E systems in the NGO studied were highly effective. However, the process of stakeholder participation in developing and updating M&E plan seemed to have challenges that could pose problems in the effectiveness of the M&E systems. The study further revealed that experience of staff and training have an influence on human resources and have a contribution towards effectiveness of M&E systems. Further, the number of M&E personnel in organizations was an important aspect for effectiveness of the M&E systems. In addition, well performing

staff, organization leadership, availability of funds and stakeholder participation were found to be influencing the effectiveness of M&E systems.

Nevertheless, a study by Matyoko (2019), still aimed at assessing the effectiveness of Monitoring and Evaluation Systems on sustainability of Projects in Tanzania. The results revealed a positive correlation on having an information management systems and sustainability of NGOs projects. Also a slight positive correlation on utilization of monitoring and evaluation findings on sustainability of NGO's projects. And lastly, it was revealed that there was a positive correlation on effective stakeholder's engagement in monitoring and evaluating project activities on NGOs project sustainability. Currently in the study area few studies has been conducted on public development projects like TASAF III-CCT aiming at exploring the factors influencing its performance. Such as lack of information regarding whether or not the involvement of stakeholders, funding allocation, and capacity building have an equivalent impact on project to achieve intended results as well as whether or not other factors like Geographical issues and others have an impact to beneficiaries' welfare. So far this mismatching information is of a great advantage if it will be solved on time to induce additional knowledge concerning program me performance in the study area and vice versa is also true. In order to close this knowledge gap, this study intended to examine how these variables affect the TASAF III-CCT program's performance.

1.3 Research Objectives

1.3.1. General objective

The overall objective of this study was to investigate factors influencing performance

of TASAF III-Conditional Cash Transfer project in Gairo District.

1.3.2. Specific objectives

- (i) To examine the influence of stakeholders' participation in TASAF III-Conditional Cash Transfer in Gairo District.
- (ii) To assess the influence of fund allocation on performance of TASAF III-Conditional Cash Transfer in Gairo District.
- (iii) To analyze the influence of capacity building of staffs in relation to performance of TASAF III- Conditional Cash Transfer in Gairo district.

1.4. Research questions

- i. To what extent does the stakeholders' participation influence the performance of TASAF III-CCT in Gairo District?
- ii. How does fund allocation influence the performance of TASAF III-CCT in Gairo District?
- iii. How does building capacity of projects' staff influence the performance of TASAF III-CCT in Gairo District.?

1.5 Significance of the study

This study was noted to investigate the factors that affected how well a Conditional Cash Transfer project performs specifically from various angles, following research direction from Gairo district, in Morogoro region. The study included suggestions on project staff knowledge and capacity building, stakeholder participation, and project

performance expertise. The study placed a lot of emphasis on stakeholder involvement because, in the current climate, participation from stakeholders is crucial to the success of any project or program. Participation of stakeholders in the development context has been strongly correlated with the accomplishment of project objectives in the majority of situations, leading to the sustainability of the program or project even when donor funding stops. The research added to the body of literature and understanding on the connection between CCT and household poverty. Understanding how CCT affects poverty is especially important in light of the pledge made by world leaders to end severe poverty by 2030 as part of the sustainable development objectives. As a result, the findings of this study are important and current because they helped to simulate the effects of CCT in Tanzania and gave policymakers, program managers, and other development stakeholders i.e. TASAF, NGO's useful feedback on how to plan, implement, evaluate, design, and administer their programs. As there has been ongoing discussion about the effectiveness and sustainability of public projects, the study served as a starting point for government and donor fund organizations.

1.6 Organization of the Study

This study is organized in five chapters. The first chapter contains background to the problem, the statement of the problem, objectives of study, research questions, and significance of the study and Organization of the study. The second chapter presents the Chapter Overview, Conceptual definition, literature review and the observed research gaps and conceptual framework. The third chapter presents research

methodology used in the study, while data collected, analysis and its respective methods and tools used in the analysis was presented in the fourth chapter. Chapter five presented discussion summary, recommendations and concluding remarks.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This section reviews theoretical and empirical literature related to the Performance of Public development projects. The chapter was organized into Six sub chapters namely definition of key concepts, overview of project implementation, definition of Public Development projects, and project performance, conceptual framework, discovered theories on the project performance Empirical findings review, and the Research knowledge gap.

2.2 Definition of Key concepts

2.2.1. TASAF III-Conditional Cash Transfer Project

The third phase of TASAF supports a national social protection program me aimed at putting in place the building blocks of a permanent national social safety system. Key elements of this Project are the CCT program me complemented with public works and livelihoods enhancement. The program me provides cash transfers to poor and vulnerable households in Tanzania conditional on their use of health and education services along with opportunities to earn additional income through public works and livelihood (Evans, et al. 2016).

2.2.2 Public development Project

The term public project is an ambiguous one, but in very broad terms, it refers to a project that is financed by a government and is typically owned, and may be operated

by the government. This can include major infrastructure works such as roads, bridges, dams, railways, tunnels, and so on, or public facilities such as hospitals, schools, prisons, libraries, leisure centers, and so on (Project Management for Development ,2015; and Gasik 2016).

2.2.3 Project Performance

The project's ultimate performance is determined by staying within the assigned budget, time, and scope, as well as achieving the technical requirements for quality, operations, functionality, safety, and environmental protection (Sirisomboonsuk et al. 2018). In terms of meeting the project's objectives, project performance ensures that organizations maximize profits while minimizing the effects of risks and uncertainty events (Pollack et al. 2018).

2.3 Theoretical review

2.3.1 Stakeholder theory

Scholars and several researchers have come to the conclusion that effective project management and stakeholder satisfaction go beyond considerations of cost, time, and quality (IFRC 2011). A stakeholder is an individual or group of individuals who has a claim or interest in a project and its activities (Freeman et al. 2020). Therefore, the main concept of this theory is that a program's or project's success depends on how successfully the organization handles its interactions with important stakeholders including clients, staff, suppliers, communities, financiers, and others who may have an impact on the accomplishment of the project's goals (Freeman, 1984).

Identification of stakeholders and their involvement should be a part of the project's planning phase because stakeholder management is a crucial component for the success or failure of any government projects (Bourne & Walker, 2005). Most government projects and programs are therefore difficult because they must take into account the perspectives of several parties engaged, as most projects and programs involve people and groups with diverse interests and driving forces (Yescombe, 2007). The stakeholders' theory provides important and fundamental explanations for why including community members, government officials, and contractors in the supervision of government-funded projects helps ensure accurate M&E reporting and traceable project progress. According to Brett (2003), he advocates for a more people-driven approach to development and highlights the importance of institutional improvement, local capacity building, and accountability for project sustainability. Beneficiaries of the projects who take part in the program me activities are more equipped to request services, have a sense of ownership over the program me, and identify with the projects. As proposed by Boon et al., (2013) who promotes more citizen-centered development, particularly in need assessment, since this will guarantee the project's advantages to be sustained for community support. According to this approach, it should be prioritized to incorporate stakeholders in project delivery and policymaking through active engagement that sees citizens as more than just information sources. The strength of Stakeholders' theory is to achieve organization objectives while balancing ethics and economics in line. In other words, it offers critical insights to directors in answering to stakeholders, and an organization should be handled in a way that benefits them. It is relevant since it

enables environment that provides greater opportunity for project performance through stakeholders' satisfaction, investment growth from content financiers, and improved talent acquisition due to a favorable reputation in the community. Critics for Stakeholders 'theory claim that, it is impossible to fairly balance the requirements and interests of the numerous stakeholder groups. According to the notion of stakeholders, each stakeholder represents a number of significant and different groups, and at some point during the process, one or more of those groups will surely take a backseat. Since majority of the aforementioned claims stated by the theory's proponents are supported by M&E, therefore the theory has found to be relevant and stands out to be essential for this study. As it offers a solid theoretical foundation and framework to the study, shows a clear link to specific objectives of the study by explaining the necessity importance of stakeholders' participation and their influence to the project/program's performance (Outcomes). Participating stakeholders promote efficient use of public resources, as well as timely completion and sustainability of projects by monitoring their development.

2.4 Empirical Literature Review

2.4.1. Stakeholders participation versus performance of Public development

Projects.

PMI (2019), support that Stakeholders' participation is an involvement of all those people and institutions that have an interest in the successful design, implementation and sustainability of the project. Chengula (2017), suggest that Stakeholders Participation Enhances Community empowerment, and accountability, it is one of

the medium essential approaches the community can be used to achieve project goals. Example, when the government of Tanzania decided to bring Dar es Salaam Bus Rapid Transit Infrastructure Project in Dar es salaam when the public was complaining of the Daladala System, having several challenges. Further studies argue that, in order to achieve global sustainable development, project practitioners have had to develop engaging practices. These practices, like engaging stakeholders, have demonstrated to be potential sources of competitive advantages in addition to facilitating the process of creating value for stakeholders and society (Sulkowski et al. 2018). Due to increase in demand for advantages and the need for project performance, project implementers throughout the world have issued social and sustainability reports to explain their corporate social responsibility activities and open up a dialogue with various stakeholder groups (Campra et al., 2020). Sustainability reports communicate and disseminate information regarding projects' actions with respect to the interests of both stakeholders and society, in addition to financial reports, which are primarily of interest to shareholders (Torelli, Balluchi, & Furlotti, 2019). Other Studies propose that there is no classification of engagement that concurrently evaluates engagement levels and the focus and scope of engagement initiatives, despite the literature's emphasis on the value of stakeholder engagement quality (Zaid et al., 2020). As a result, we have to create a system to categorize the level of stakeholder involvement used by project practitioners operating in various nations and examine the scope and focus of participation. The analysis of the stakeholder group types with a high level of involvement in engagement initiatives should be done with a stakeholder engagement focus.

According to UNDP (2009), stakeholders should be involved in a program's planning, design, implementation, and M&E whether they are central decision-makers, program beneficiaries, or local implementers. This enhances the quality of the programs and contributes to meeting local development requirements. The possibility that the program activities and their impact will be sustained is ultimately increased by increasing the sense of national and local ownership of the program activities. However, the precise program stakeholders who participate in M&E vary depending on the M&E's goal and the institutional climate generally for the adoption of participatory methodologies. Program managers must choose which stakeholders to involve, how much, and in what ways in each situation. Therefore, the reviewed literature from above has examined and helps to provide a clear link on how Stakeholders' participation, as a specific objective of this study, can influence the performance of the project in the study area.

2.4.2 Fund Allocation versus Public development Projects

In order for the project to perform well and achieve objectives the project fund should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project fund to give the monitoring and evaluation function the due recognition it plays in project management but also positive performance (IFRC, 2011). IFRC, (2011) continue to propose that, some of the costs involved in a project should include fluctuation cost, managerial cost, environmental and social cost, incidental cost and legal cost. Fluctuation cost is a very important aspect of the

overall cost of the project at any phase the study proposes that stakeholders should diligently be involved in the main activities associated with these costs to ensure project performance and sustainability. This also provides a good indication of how the project cost is affected by the “project external environment”. The managerial cost, which is the cost of engaging the services of the project manager or consultant and the project team, is essentially a fixed one (a percentage of the contract sum) and may vary with adjustments in this sum due to changes in the certain parameters of the project and its environments including time, scope and price fluctuations and so on. Availability of sufficient fund for the project activities helps to ensure technical expectations of the results to users and other key project stakeholders and eventually the overall project performance (Mwangi et al., 2015).

To ensure the efficacy of M&E, budgeting must include enough fund allocation. The availability of sufficient fund is crucial for the effective execution of M&E activities and project performance respectively. It is vital to allocate enough fund for monitoring and assessment activities for the betterment of project sustainability (Mugo et al., 2015). According to Hwang and Lim (2013), project success may be influenced by budgetary performance. Therefore, it is crucial to accurately create a budget line for M&E and include it in the total project cost. According to studies, the budgeting method—a predetermined percentage of the contract price or a fixed sum for M&E—is important. However, Gitonga (2012) argue that for a suitable budget allocation for M&E, a minimum recommendation of between 2.5% and 10% of the overall project cost has been promoted. While Frankel (2016) propose a 5% to 10% budget should be encouraged. However, since it will affect the amount of budget

allotted, it is important to take into account the size and complexity of M&E as well as the number of stakeholders engaged. To guarantee that fund is available during the M&E process, some sort of budgetary disbursement is required. The allocation of budget for M&E will also be influenced by the timely release of M&E funds with consideration for the M&E length. In order to maintain fund allocation, Periodic internal and external audits of the M&E budget are necessary and a project performance (Ababa, 2021). Generally the reviewed literature from above has examined and helps to provide a clear link on how funding allocation, as a specific objective of this study, can influence the performance of the project in the study area.

2.4.3 Capacity building of staffs versus the performance of public development projects

Human resource capability is correlated with an organization's ability to deal with M&E (Muiga, 2015); M&E systems cannot function independently without skilled individuals (Mulandi, 2013). According to the United Nations Development Programme, UNDP (2009), building capacity is the process of acquiring, enhancing, and sustaining the skills and capacities necessary to accomplish developmental goals and objectives within a given time frame. The primary strategy employed by development organizations to assure the sustainability of development programs is capacity building (Langran, 2002; Ivy, 2019). Building capacity involves improving human knowledge and abilities as well as supporting organizational structures and mechanisms that are required to carry out project successfully over the long time. Kule & Umugwaneza, (2016), support that some of factors leading to successful

project management includes technical expertise and trainings and the ability to use a systems approach for completing tasks that met performance standards on time and within planned costs. Nevertheless, the main barrier to choosing M&E practices is having competent staff. M&E, as an instrument in the field of project management, faces difficulties in achieving sustainable outcomes and performance matrices. There is a severe lack of skilled M&E professionals, M&E systems capacity building, project management training, and technical support (Lavagnon & Jennifer, 2016). However, the focus of trainings and technical expertise has seen to be very essential to the position, from mastering planning or budgeting processes to cost containment and evaluating risk (Silvius, 2017). Technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking process, and their motivation to impact decisions, can be huge determinants of how the evaluation's lessons are produced, communicated and perceived, (Musoma, 2013; Penina, 2018). Practical M&E training is crucial for enhancing staff capability since it facilitates the interaction and management of M&E systems. M&E systems begin with an awareness of the theory underlying M&E and ensure that the team is aware of the connections between the results framework and the project theory of change, as well as any associated indicators (IFAD, 2008; Penina, 2018). For a project to succeed, the staff must receive training in the fundamentals of evaluation and possess the necessary abilities for effective monitoring and evaluation techniques (Callistus, 2019). Studies have emphasized the critical importance that technical expertise and M&E training play in project performance (Mugo et al., 2015; Muiga, 2015). Waithera et al., (2015) Systems and

financial resources are required, but they cannot sufficiently ensure project success on their own. Instead, ownership and the development of technical expertise should be prioritized (UNDP, 2009). The key question is whether the M&E team has the requisite resources and expertise to carry out efficient M&E. The UNDP (2009) continue to argue that individuals and organizations benefit more from an enabling environment for successful capacity development. Eventually the reviewed literature helps to show a clear link on how Capacity' building on staffs, can even influence the performance of the project in the study area.

2.5 Research gap

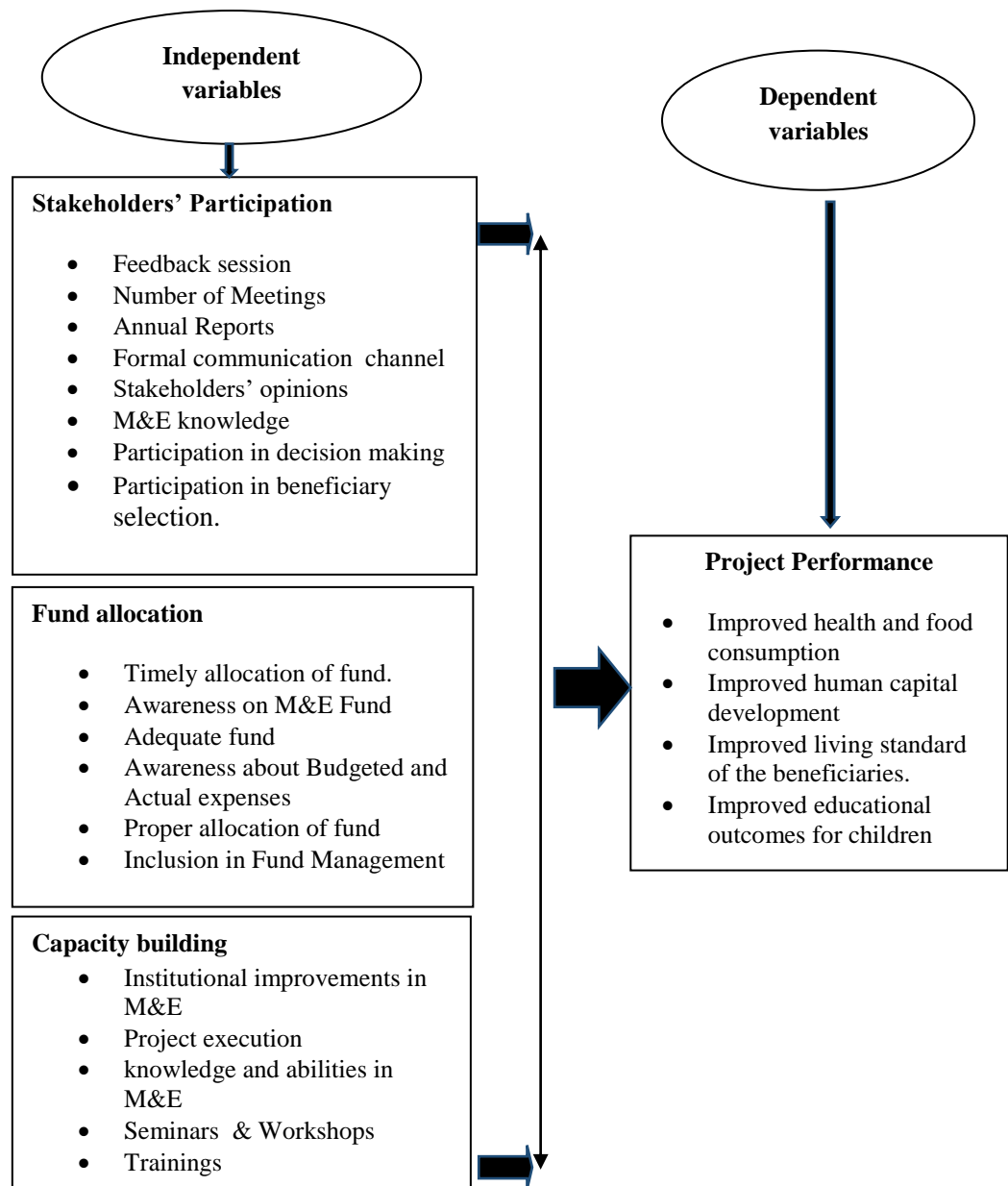
There is exist knowledge gap concerning factors that affecting the performance of TASAF III-CCT program me in Tanzania specifically in Gairo district. Most studies in the region have concentrated on explaining the M&E System only while very few have discussed about project performance but in other fields such as a study of Shayo (2021) on Assessing M&E effectiveness in Agriculture related NGO'S Morogoro Municipality, Kamau in (2015) from Kenya who generally examined the efficacy of M&E on project sustainability, Matyoko (2019), effectiveness of M&E on project sustainability in Shinyanga among others. However most of the government efforts is to ensure that poor households transform their lives from where they were before the project to another level after the project (Worldbank 2022), relatively low attention has been paid on ensuring how effective and efficient do these program me implemented in specific areas to achieve intended results. Despite of many studies discussing about project performance in Tanzania, TASAF III-CCT in Gairo district

has received little scholarly attention specifically on addressing the influence of stakeholders' participation, Capacity building on staffs and funding level on project performance also whether or not other factors like Geographical issues and others have an impact to beneficiaries' welfare. So far this mismatching information was assumed to be of a great advantage and thus if would be solved on time could help to induce additional knowledge concerning program me performance in the study area. In order to close this knowledge gap, the study intended to examine how these variables affect the TASAF III-CCT program's performance. Lastly but not least, the study, on which this dissertation was based on, is timely but also unique due to fact that it helped to bring a bigger picture of the program me implementation in the study area. Not only that but also the information concerning the study helped the TASAF Office in Tanzania, inform policy makers and other key stakeholders and NGO's to take necessary intervention to continue improving households' welfare. Nevertheless, this study also aligns with the 2030 Sustainable Development Goal 1.3, which calls for the establishment of nationally suitable social protection systems, and the abolition of all types of poverty (Cluver et al., 2016). Furthermore, the Tanzania five-year development plan-II which calls for life quality and well-being improvement of human is also similar to theme and goal of this study. On top of that the study is also corresponding with Tanzania development vision (TDV) 2025 that seeks to eliminate poverty and improve food sufficiency and security among poor households.

2.6. Conceptual Framework

Review of theory and empirical literature informs the Conceptual framework of this

Review of theory and empirical literature informs the Conceptual framework of this study. Stakeholder theory has offered a solid theoretical foundation to the conceptual framework of the study, as it shows a clear link among, dependent variables (project performance) and independent variables (determinants factors for project performance). It explains how stakeholders' participation, capacity building on staffs and funding allocation can influence project performance (Outcomes) as independent variables. While the dependent variables include improved health, food consumption, human capital development, living standard, and educational. Therefore, the integration of independent variables in an implementation of the program me had an effects to program me outcomes (dependent variables) as stipulated below.



Source: Researcher survey data

Fig 2.1: A Conceptual Frame Work

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter overview

This chapter describes the methods applied in undertaking the proposed research study. This chapter structured by including the following sub-topics: Research approach, research design, area of the study, Target population of the study, sampling techniques, data collection techniques, procedures on data analysis, ethical considerations, validity and reliability of the research study.

3.2 Research approach

This study employed both qualitative and quantitative approach. This is because objectives and research questions are designed to collect descriptive information from respondents about their perceptions. The collected information will then be analyzed quantitatively. The technique of integrating both qualitative and quantitative approaches is a strategy to overwhelm each method's weaknesses and limitation.

3.3 Research Design

According to Orodho (2009), a research design is arrangement, outline or plan that is used to generate answers to a research problem. This study used a descriptive research design due to the fact that it describes the state of affairs, as it existed and provide enough chance in answering the questions related to how, what, which and to what extent (Faria & Almeida, 2017). Also, the design allows the collection of both qualitative and quantitative data.

3.4 Area of the Study

The study was conducted at Gairo District Council in Tanzania. Gairo District Council is one of the Districts found in Morogoro region, Tanzania at latitude $6^{\circ} 8' 20.70''$ S south, longitude $36^{\circ} 52' 14.77''$ E. Gairo has been chosen by the researcher due to fact that the region has higher number of population of 193,011 people among other close neighboring districts in the region such as Ulanga district 151,001 people, Mlimba district 181,200 people, Malinyi District 114,202 people (URT 2012). Therefore, the selection of the area provides significant sample value to identify how the program me has been achieved or not by investigating factors that influence the program me outcomes in the region.

3.5 Target Population of the Study

The total population that the researcher is examining for the study or investigation is referred to as the target population (Sekaran & Bougie, 2010). Target population was from Gairo district specifically under its four wards named, Chakwale, Kibedya, Iyogwe and Gairo. The study included beneficiaries, key informants, implementers, and other close program me stakeholders. Kothari (2014), argue that about a 10% of a population can be used to provide valid and reliable data. According to URT (2022), total number of project beneficiaries in Gairo district were 9700 people. Using a proportionality sampling procedure, a 10% of 9700 people equal to 970 people. According to Magigi (2015), using Slovin's formula can assist in determining the optimal sample size for study in researches that involves surveys. The formula can calculate the number of samples required when the population is too

large to directly sample every member. Therefore, the sample required calculated as follows:

Whereas;

n = number of sample required

N =Total population=970

e =Margin of error=0.05

, It is then computed as $n=N/(1+Ne^2)$

$$n = 970 / (1 + (970) (0.05^2)) = 283$$

Number of sample to be used will be **283** respondents.

3.6 Sampling Techniques

Cohen et al. (2007), defines "purposive sampling" as a technique where a researcher manually chooses the examples to be included in the sample based on the evaluation of the location of a particular feature sought to be. The study used purposive sampling technique due to the need of key informants (district and TASAF officers), beneficiaries and key stakeholders.

3.7 Data Collection Techniques

The study employed structured questionnaires, key informants' interviews (KIIs) and Focus group discussion (FGDs) whereby both quantitative and qualitative approaches were used for the study.

3.7.1 A Questionnaire

According to Mugenda & Mugenda (2003), is a set of typical questions created to address a certain research subject. For large responder groups and where the type of information needed is specific, questionnaires are thought to be the most appropriate method of collecting data. When a questionnaire is used, it is assumed that the respondents are aware of the significance of the research and are capable of comprehending the instrument's contents. Further, interview guides were used to collect data from respondents of different educational projects. Quantitative data were collected through household survey using a structured questionnaire involving a sample of (253) beneficiaries. For qualitative data collection, focus group discussions (FGDs) and key informant interviews (KIIs) were used.

3.7.2 Focus Group Discussion (FGDs)

Focus group discussion is defined as "Carefully arranged series of discussions aimed to obtain perceptions on a particular topic of interest in a permissive, nonthreatening setting" (Krueger & Casey2009). A focus group discussion is a method for gathering qualitative data from a group or persons who share some qualities. The conversations typically have 8–12 participants and are pre-planned. FDGs are held with the intention of fostering interactive discussions with spontaneous replies and involvement that focus on certain topics or areas of interest that are abstract in nature and contain concepts that are frequently impossible to quantify (Mugenda, 2013). The study conducted two (2) FGDs in which each comprises (10) participants each who were conversant with the program me. This included group of youth both Male

and female, group of elderly women and men, group comprising elderly males and females, young female and Male.

3.7.3 Key Informant Interviews (KIIS)

Kothari (2004), describes (KIIS) as a method of data collection that involves the introduction of oral-verbal stimuli and reaction in the form of oral verbal responses. Classifies KIIs a personal face-to-face or phone interview classification, with each having its own strengths and disadvantages. According to Mugenda (2013), key informant interviews, are typically, though not always, related with qualitative research in which a researcher seeks out knowledgeable people in order to get crucial information about a specific topic or subject. Repeated sets of semi-structured or structured interviews, most often done in natural or informal settings, can be used to acquire this in-depth information. During the study (10) respondents were organized including representatives from Non-Governmental Organizations dealing with community welfare, District and Municipal Community Development Officers, TASAF Coordinators, programme Officers, village leaders, District Social Welfare Officers, Ward Executive Officers, Village executive officers, and Ward Community Development Officers.

3.8 Data Processing and Analysis

The study of the data revealed insightful information, conclusions, and decision making. The quantitative data were collected, reviewed, coded, and entered into IBM SPSS Software program. Data collected were summarized using descriptive statistics like frequencies, percentages, composite mean, and chi-square test. The statistical

technique utilized in this study to determine the association between factors affecting the performance of public development project was regression analysis. The regression model was chosen because it is efficient in identifying the influence of changes in the dependent variable over changes in the independent variable. The study employed the subsequent regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + e$$

Where by,

Y = Dependent variable which is equal to Project performance.

β_0 = is the intercept or constant term.

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$, and β_7 are the coefficients for the respective predictor variables.

X_1 = Number of Program reports to stakeholder per annual.

X_2 = Knowledge on M&E fund.

X_3 = Monitoring and evaluation knowledge to stakeholder.

X_4 = Participation in beneficiary selection.

X_5 = M&E seminars to stakeholder and beneficiaries.

X_6 = Feedback sessions to stakeholder.

X_7 = Marital status.

e = Error term

The study looked into how the project performance was affected by the stakeholder's participation, funding allocation, and Capacity building to staffs. It acquired accurate measurements of each variable, inserted the predictor variable and the outcome variable into the standard regression model. The investigation on the non-zero linear

connection with Y was informed by the coefficients, X_1 , X_2 , X_3 , X_4 , X_5 , X_6 , and X_7 . The results of the study were presented in tables and graphs.

The content analysis method was used to analyze the Qualitative data. According to Krippendorff (2018), content analysis is a research method for drawing conclusions about the settings in which text or other relevant material is used. Data from FGDs and KIIs were transcribed and carefully studied in order to comprehend what the participants actually said. The texts were carefully condensed to make it shorter while yet maintaining its meaning. Condensing was followed by the formulation of codes. In order to create codes, the condensed text must first be divided up into meaningful components. The created codes were then categorized in a methodical manner. All of the relevant codes was sorted and categorized according to their context and content through categorization. Moreover, subjects included in the KII guides and FGD checklists, study objectives and a guiding theory were classified. By combining the classified categories, themes were then developed. In essence, the developed themes were used to express the fundamental meaning in the merged categories. Themes would eventually lead to interpretations based on inferences drawn from codes and classifications created. Information from interviewed respondents was supplemented with the qualitative data from the Key Informant Interviews and Focus group Discussion. The analysis produced descriptive statistics like frequencies and percentages using excel software.

Table 3.1 Summary of data Analysis methods for specific objectives

S/N	SPECIFIC OBJECTIVES	METHODS OF DATA ANALYSIS
1	To examine the influence of stakeholders' participation in TASAF III/Conditional Cash Transfer in Gairo District.	Descriptive analysis. (Frequencies and percentages), and Likert Scale.
2	To assess the influence of fund allocation on performance of TASAF III/Conditional Cash Transfer in Gairo District.	Content Analysis, and Descriptive analysis (frequencies and percentages)
3	To analyze the influence of capacity building of staffs in relation to performance of TASAF III/ Conditional Cash Transfer in Gairo District.	Content Analysis, Descriptive Analysis (frequencies and percentages)

3.9 Validity and Reliability of Research Instruments

3.9.1 Validity of the Research Instruments

A researcher ensured validity of the findings by using triangulation approach whereby both quantitative and qualitative data were gathered for the study. As supported by Honorene (2017) thus the application and fusion of various research methodologies in a study of the same phenomenon, is a potent method since it enables data validation through cross-verification from two or more sources.

3.9.2 Reliability of the Research Instruments

The use of instruments like Questionnaires, Focus group discussion that were administered directly by Interviews helped to maintain the reliability of collected data. A researcher conducted a pre-test on the prepared questionnaires to determine their usefulness and reliability to 10 respondents who were selected purposefully.

3.10 Ethical Considerations

The researcher first obtained a data collection authorization from Open University of Tanzania through the research clearance letter. This helped him in getting permission to carry out study from authorized persons from the area of the study. During data collection, respondents were given consent forms describing the type of study being done, its purpose, rights of all participants with special emphasis on participant's confidentiality and privacy. Respondents were assured that their information would be used only for research purpose and not otherwise. The researcher acknowledged all scholarly works that were consulted in order to avoid plagiarism.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Overview

This chapter covers findings and discussion specifically on socio-economic characteristics of respondents, influence of stakeholders' participation in TASAF III- Conditional Cash Transfer, influence of fund allocation on performance of TASAF III- Conditional Cash Transfer and influence of capacity building of staffs in relation to performance of TASAF III- Conditional Cash Transfer.

4.2 Socio-economic characteristics of respondents

The researcher was interested to know the socio-economic characteristics of respondents during data collection. The result in table 4.1 presents the demographic characteristics of the respondents who participated in a research survey on factors influencing public development projects in TASAF in Gairo. The table provides information about the gender, marital status, education level, and years of experience and services of the respondents. In connection to the study conducted by Watiti (2018) demographic characteristics of respondents especially age are so crucial when it come to the issue of project handling. Further maintain that the age below 30 is minimal in management of projects. Following this it seems to be less important in monitoring and evaluation process. On the other hand, Mmassy (2018) indicated the impact of the age on the performance of the monitoring and evaluation in NGOs where he found the majority of the respondent were matured enough to improve performance monitoring and evaluation in the NGOs. Njuguna (2016) found M&E

practitioners most of them were below 40 indicating the discipline is relatively new in the study area (Kenya) and is almost possessed by young.

Table 4. 1: Demographic characteristics of respondents (N=253)

Variables		Frequency	Percentage %
Gender of respondent	Female	79	31.2
	Male	174	68.8
Marital status	Married	126	49.8
	Not married	68	26.9
	Divorced	30	11.9
	Widow/Widower	29	11.5
Education level	Not attended at all	101	39.9
	Primary	95	37.5
	Secondary	56	22.1
	Degree	1	0.4
	Masters	0	0.0
	PhD and above	0	0.0
Year of experience and services	1-5 years	208	82.2
	6-10 years	39	15.4
	10 and above years	6	2.4

Source: Research Survey 2023

4.2.1 Gender

In respect to gender, the result in figure 4.1 show that majority of the respondents were male 68.8% of the sample, while 31.2% were female. This gender distribution indicates a higher participation of males in the survey compared to females. The similar study conducted by Watiti (2018) revealed that a large number of respondents are male 55% and the rest are females. According to Watiti (2018) the sample size did not give an entire picture of a true representation. Njuguna (2016) found lack of

parity in project management where most of the managers were more males than females indicating gender imbalances.

4.2.2 Marital Status

The findings also revealed respondents' marital status in table 4.1 show the largest proportions of participants were married 49.8%, followed by those who were not married 26.9%. Additionally, a considerable number of respondents reported being divorced 11.9% or widowed 11.5%. These figures demonstrate the diversity of marital statuses within the sample, allowing for the examination of potential differences in perceptions and experiences based on marital status.

4.2.3 Education Level

The education level of the respondents in table 4.1 reveals that a significant proportion 39.9% reported not attending school at all. This suggests that a considerable number of participants may have limited formal education, which could impact their understanding and awareness of public development projects. Additionally, the data indicates that 37.5% of respondents had completed primary education, while 22.1% had attained a secondary education level. However, the proportion of respondents with higher education qualifications, such as a degree, master's, or PhD, is noticeably absent from the sample. On the other hand, study by Watiti (2018) revealed majority 58.3% possess different field of specialization where those with higher education level hold senior position in management. Likewise, Mmassy (2018) found majority holds bachelor degrees this indicates having capacity,

skills and professional knowledge on conducting monitoring and evaluation activities for the successful of the NGOs.

4.2.4 Years of Experience and Services

The researcher wanted to know the years of experience and services of the respondents. Results in table 4.1 shows that the majority of respondents had 1 to 5 years of experience and services 82.2%. A smaller proportion of participants reported having 6 to 10 years of experience 15.4%, and only 2.4% had 10 or more years of experience. This distribution implies that the majorities of the respondents were relatively early in their careers and had limited exposure to public development projects in TASAF. In similar study by Mmassy (2018) it was found that 48% of the respondents had between 1 to 4 years of working experience in monitoring and evaluation issues indicating a vast experience in NGOs.

4.3 Influence of stakeholders' participation in TASAF III-Conditional Cash Transfer

The researcher wanted to know the influence of stakeholders' participation in TASAF III-Conditional Cash Transfer. The result in table 4.2, presents the perception of respondents based on public development projects success of TASAF III-CCT project toward stakeholders' participation, as expressed below.

Table 4.2: Influence of stakeholders' participation in TASAF III-Conditional Cash Transfer Project (N=253)

Indicator	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Composite Mean score	Std.	Rank
1. Conducting meetings with stakeholder at least once per year	10	16	47	71	109	3.30	1.29	11
2. Number of Program reports to stakeholder per annum	31	49	28	103	42	3.66	1.27	10
3. Formal channel contact between the stakeholder involved	18	16	97	85	143	4.00	1.11	2
4. Stakeholders' opinion is considered	7	28	44	80	94	3.88	1.05	7
5. Knowledge on M&E fund	10	41	40	79	83	3.89	1.11	6
6. Monitoring and evaluation knowledge to stakeholder	10	53	41	58	91	3.73	1.19	9
7. Stakeholders involved in meeting for decision making	6	14	48	69	116	3.90	1.13	5
8. Participation in beneficiary selection	3	25	44	90	91	4.09	1.04	1
9. M&E seminars to stakeholder and beneficiaries	3	31	37	114	68	3.84	1.00	8
10. Is money alone enough to alleviate poverty among households	13	20	37	92	91	3.95	1.02	3
11. Feedback sessions to stakeholder	7	26	37	103	80	3.93	1.24	4
Composite mean score (%)	1%	6%	14%	34%	46%			

Source: Research survey 2023

There are several areas that have been revealed when conducting meetings with stakeholders: The majority of respondents 47% expressed a neutral opinion about the frequency of meetings held with stakeholders. A significant number of respondents disagreed 71 or strongly disagreed 109 that meetings were conducted at least once per year. This suggests that there is room for improvement in terms of regular stakeholder engagement. Similar argument was put forward by a participant from KII by 65% who revealed that:

“Having meetings with stakeholders on how the project’s processes going on, is more healthily and appropriate for expected outcomes.” (KII participant Gairo District, Gairo Ward, 17 May 2023).

In connection to Watiti (2018) it has been revealed that the project performance is based on the dissemination of project information through meeting and reports. However, it was indicated that their dissemination to stakeholders meeting is only once.

Number of program reports to stakeholders: The composite mean score indicates that the respondents, on average, agreed 3.66 that an adequate number of program reports were provided to stakeholders annually. However, there are still a considerable number of respondents who disagreed 103 or strongly disagreed 42 with this statement. This indicates that efforts should be made to ensure that program reports are effectively communicated to stakeholders. The same results were evidenced from KII’s participant by 65% who argued that:

“Stakeholders inclusion and feedback reports are necessary for performance and endless results” (KII participant Gairo District, Gairo Ward, 17 May 2023).

Njuguna (2016) found 61% of the reports is for managerial decisions, 21% are not utilized in decision making this indicates reports are more used in making managerial decision. Sustainability reports communicate and disseminate information regarding projects' actions with respect to the interests of both stakeholders and society, in addition to financial reports, which are primarily of interest to shareholders (Torelli, Balluchi, & Furlotti, 2019). Although 35% of respondent did not support the view. Regardless of the appreciation knowledge on the reality that presence of report and feedbacks could impact the results to a large extent still this gives an insight that the government must invest much and make sure that the entire community is engaged and reports are effectively disseminated for a wide base evaluation.

Formal channel contact between stakeholders: This indicator received a relatively high composite mean score 4.00, suggesting that stakeholders perceived that there was a formal channel of contact between them and the project. However, there were still a significant number of respondents who expressed a neutral 97 or negative opinion 85 and 143. This implies that further efforts should be made to strengthen communication channels between stakeholders. IFRC (2011) argue the same that for any project to succeed during implementation, there must be a clear link for a formal channel contact from top layers to bottom layers that frequently communicate results through indicators and decide for necessary adjustments.

Consideration of stakeholders' opinions: The composite mean score indicates that, on average, respondents believed that stakeholders' opinions were considered 3.88. While there was a significant number of a respondent who agreed 28 or strongly agreed 7 with this statement, there were also a considerable number of respondents

who disagreed 80 or strongly disagreed 94. This suggests that there is a need for more emphasis on incorporating stakeholders' perspectives and feedback in decision-making processes. However similar study conducted by Watiti (2018) revealed that, a good structure of stakeholder's involvement in project execution is healthier for sustainable results.

Knowledge on Monitoring and Evaluation (M&E) fund: The composite mean score for this indicator 3.89 suggests that respondents had a relatively positive perception of stakeholders' knowledge regarding the M&E fund. However, there were respondents who expressed a neutral 40 or negative opinion 79 and 83. This indicates that there may be a need for additional efforts to enhance stakeholders' understanding of the M&E fund. Similar understanding on awareness about M&E fund was supported by (55%) results from FGD's participant which showed that:

“I have a little understanding that it is a particular budget for M&E works only, although i am not sure if this amount is real used purposely.” (FGD participant, Gairo District, 18 May 2023).

In similar to Watiti (2018) revealed a need to make clear connection of the Monitoring and evaluation budget and scheduled activities. Also found that those who allocate M&E budget are not the one who carries out various activities as a result of illogical money allocation against the scheduled M&E activities. A monitoring and evaluation budget can be clearly delineated within the overall project fund to give the monitoring and evaluation function the due recognition it plays in project management but also positive performance (IFRC, 2011).

A significant number of (45%) from results didn't agree on having knowledge or awareness about M&E fund. Both answers showed a positive correlation on M&E

fund knowledge with project outcomes although it also provides a room for more improvements on this area as the awareness is still not very sure to confirm positive results if nothing will be done for a change.

Stakeholders' knowledge of monitoring and evaluation: The composite mean score 3.73 suggests that, on average, stakeholders possessed a moderate level of knowledge about monitoring and evaluation. While there were respondents who agreed 53 or strongly agreed 10 with this statement, there were also respondents who expressed a neutral 41 or negative opinion 58 and 9. This implies that further capacity-building efforts might be necessary to enhance stakeholders' understanding of monitoring and evaluation concepts. One participant from FGD revealed the same altitude by (85%) that:

“Once M&E knowledge will be utilized effectively it will help to proper use of resources and increase project ownership to implementers.”
(FGD participant Gairo District Kibedya Ward, 18 May 2023).

More emphasis should be invested to ensure official skills and knowledge is impacted. In similar study by Mmassy (2018) found more than half 61.4% agree stakeholders are involved in monitoring and evaluation indicating much knowledge and understanding among stakeholders in process of tracking, recording and assess the performance of the monitoring and evaluation. Human resource capability is correlated with an organization's ability to deal with M&E (Muiga, 2015); M&E systems cannot function independently without skilled individuals (Mulanid, 2013).

Stakeholder involvement in decision making: The composite mean score 3.90 indicates that, on average, respondents perceived that stakeholder were involved in

meetings for decision making. However, there were respondents who expressed a neutral 48 or negative opinion 69 and 116. This suggests that while some stakeholders are included in decision-making processes, there is still room for improvement to ensure broader and more inclusive participation. In similar study by Watiti (2018) staffs and stakeholders must be included in the project implementation and measurements from the inception phase to the end.

Participation in beneficiary selection: This indicator received the highest composite mean score 4.09, suggesting that stakeholders perceived that they had opportunities to participate in the selection of beneficiaries. However, there were still respondents who expressed a neutral 44 or negative opinion 90 and 91. This indicates that efforts should be made to further involve stakeholders in beneficiary selection processes. It was similarly proved the same, as FGD's was going ahead the following were recorded, 65% agreed that inclusion and participation in in beneficiary selection has an impact on project performance. However, 35% among respondents were not sure whether they were concerned or not.

“...It will be better if they plan and finish everything for us and come up with a ready handed plan because they know everyone in this village let them not waste money to engage every person as it is not worth.” (FGD participant, Gairo District, 20 May 2023)

In similar study by Shayo (2020) participation in beneficiary selection was found to be a key factor and determinant for achievement in M&E system. Also the same was argued by UNDP (2009), who proposed that stakeholders should be involved in a program's planning, design, implementation, and M&E whether they are central decision-makers, program beneficiaries, or local implementers. This enhances the quality of the programs and contributes to meeting local development requirements.

M&E seminars for stakeholders and beneficiaries: The composite mean score 3.84 suggests that respondents perceived those stakeholders and beneficiary were provided with M&E seminars. However, there were respondents who expressed a neutral 37 or negative opinion 114 and 68. This indicates that there may be a need for additional capacity-building activities or improved delivery of M&E seminars to stakeholders and beneficiaries. Results from KII's showed the same whereby 80% argued on the importance of seminars to stakeholders, beneficiaries and staffs that it increases sustainability level on project outcomes.

“ I am very sure if these seminars could be done consistently and effectively, now we wouldn't have as many dependents as we have. Yes we real want and hope that we have many seminars at our place for better results, but they are the one to decide not us.” (KII participant, Gairo District, 19 May 2023).

Generally, purposely actions should be taken into considerations so that the projects may end with more effective results and sustainable even after closure of the project. In connection to the study conducted by Mmassy (2018) it was found that, staffs being received in service trainings and seminars, has contributed to knowledge on data collection, coding, recording, data entry, analyzing, interpretation and presentation of various information.

Alleviating poverty through money alone: The composite mean score 3.95 suggests that respondents, on average, expressed a positive opinion that money alone is not enough to alleviate poverty among households. While there were respondents who agreed 20 or strongly agreed 13 with this statement, there were also respondents who expressed a neutral 37 or negative opinion 92 and 91. This indicates that there is

recognition of the need for comprehensive approaches to poverty alleviation beyond financial resources. Discussion from FGD were similar to this as a 95% of respondents agreed that money alone can't help to alleviate poverty different alternatives should be comprised together emphasis should be put on resource, participation & fund allocation and effective needs assessment in order to address real problem and not imaginary and indirect issues. During discussion one was quoted that:

“officers are not aware of what do we real need as a support, they just give us money but it is very few to accommodate even our already initiated business probably if we were given more fund and respective trainings plus consistency monitoring and advices it could help us to sustain our business than starting new ones that we don't have experience with.”

(FGD participant, Gairo District Iyogwe Ward, 26 May 2023). The same discussion view was put forward by Sachs (2015) who proposed that the amount of advancement suddenly seems to be very poor in compared to the enormous sums received when we look at the figures of foreign aid expenditures to sub Saharan countries. Each year, the continent as a whole receives about \$50 billion in foreign aid. However, this aid does not significantly improve the lives of the poor people who are below the poverty line; rather, it worsens them and slows down regional economic progress, not to mention fueling the vicious circle of corruption. This implies that new necessary steps should be considered than giving away cash to the poor since money alone has seem to prove failure and cannot alone alleviate poverty.

Feedback sessions to stakeholders: The composite mean score 3.93 indicates that, on average, respondents believed that feedback sessions were provided to

stakeholders. However, there were respondents who expressed a neutral 37 or negative opinion 103 and 80. This suggests that efforts should be made to improve the effectiveness of feedback sessions and ensure that stakeholders receive adequate information and opportunities to provide feedback. A 65% from KII's proposed the same and was reported that.

“If more reports and feedbacks could be addressed transparently to many stakeholders and beneficiaries it could results into more positive changes than these.” (KII participant, Gairo District, 20 May 2023)

In similar to Njuguna study of (2016) it was found that 5.2% do not disseminate project information, 27.3% disseminate to a little extent, 34% to large extent, 35% to very large extent. On the other hand 52% of document is for lessons learnt. Overall, the data suggests that while there are areas where stakeholders perceive positive engagement and involvement in the project as expressed on figure 5 and empirical reviews above, there are also areas where improvements are needed. These include more frequent and effective stakeholder meetings, improved communication channels, enhanced consideration of stakeholders' opinions, increased knowledge and understanding of M&E concepts, broader participation in decision-making processes, and better delivery of capacity-building activities and feedback sessions. Addressing these areas of improvement can contribute to strengthening stakeholder engagement and project success.

4.3.2 Respondents' response on factors for project performance across wards

The researcher wanted to know the perceptions of respondents on project performance across wards Based on the data presented in table 4.3, which shows the

respondents' perception of stakeholder participation in enhancing TASAF projects success across different wards, we can make the following critical interpretations and discussions:

Willingness of stakeholder participation: The majority of respondents in all four wards indicated a low willingness of stakeholder participation in the TASAF III-conditional cash transfer project. Chakwale had the highest percentage of respondent's 50.80% perceiving stakeholder participation as low, followed by Gairo 70.3%, Kibedya 45.50%, and Iyogwe 58.5%. This suggests that stakeholders in these wards may not be actively engaged or enthusiastic about participating in the project. The Chi-square test reveals a statistically significant relationship between wards and the estimation of stakeholder participation willingness (p-value = 0.014*).

This implies that regardless of willingness among stakeholders to participate in project being low; still it is of more important as it increases ownership and results sustainability. Similarly to results from Matyoko (2019) which found a positive correlation between stakeholders' participation in monitoring and evaluation of NGOs project with a correlation coefficient 0.232.

Consideration of stakeholder opinions: Similar to the willingness of participation, the majority of respondents in all four wards perceived that stakeholder opinions were considered at a low level. Chakwale had the highest percentage of respondents 42.40% perceiving stakeholder opinions as low, followed by Gairo 56.8%, Kibedya 50.90%, and Iyogwe 33.4%. The Chi-square test indicates a statistically significant relationship between wards and the effectiveness of stakeholder opinion consideration (p-value = 0.008*).

Table 4.3: Influence of stakeholders' participation in TASAF III-Conditional Cash Transfer project across wards (N=253)

Indicator	Response	Wards				Chi2-test	P-value
		Chakwale	Kibedya	Iyogwe	Gairo		
How do you estimate the willingness of stakeholder?	I don't know	9 (15.30%)	8 (14.50%)	4 (6.20%)	6 (8.1%)	20.637	0.014 *
	High	6 (10.20%)	7 (12.70%)	2 (3.10%)	0 (0.0%)		
	Moderate	14 (23.70%)	15 (27.30%)	21 (32.30%)	16(21.6%)		
Participation in TASAF III-conditional cash transfer project?	Low	30 (50.80%)	25 (45.50%)	38 (58.5%)	52(70.3%)		
How effective are stakeholder Opinions considered?	I don't know	17 (28.80%)	6 (10.90%)	3 (4.60%)	9 (12.2%)	22.324	0.008 *
	High	5 (8.50%)	8 (14.50%)	6 (9.20%)	3 (4.10%)		
	Moderate	12 (20.30%)	13 (23.60%)	23 (35.4%)	20(27.0%)		
	Low	25 (42.40%)	28 (50.90%)	33 (50.8%)	42(56.8%)		

Source: Research Survey 2023

*** $p < 0.01$, ** $p < 0.05$

These findings suggest that there are concerns regarding stakeholder participation and the consideration of their opinions across all the surveyed wards. The statistically significant relationship between wards and these indicators indicates that there are variations in perceptions and experiences among the wards, highlighting potential differences in stakeholder engagement practices and effectiveness across different locations. The relatively high percentage of respondents selecting "I don't know" for both indicators in some wards (Chakwale, Kibedya, Iyogwe) indicates a lack of awareness or understanding among respondents regarding stakeholder participation and the consideration of their opinions. This may reflect a need for improved

communication and engagement strategies to ensure that stakeholders are well-informed and aware of their roles and opportunities for participation in the project.

4.3.3 Factors accounting for ineffective project performance Across Wards

The findings reveal factors contributing to ineffective project success across different wards. The results from table 4.4 show that;

Ineffective participation of stakeholders: The Chi-square test results indicate a significant association between funding allocation and ineffective stakeholder participation ($\chi^2 = 14.11$, $p = .028$). The data suggests that in wards such as Chakwale, Kibedya, Iyogwe, and Gairo, a higher percentage of respondents (ranging from 45.8% to 71.6% attributed ineffective stakeholder participation to funding allocation. This implies that stakeholders in these wards perceive a lack of adequate financial resources as a hindrance to their active involvement and engagement in the project. It suggests the need for improved financial allocation strategies to address stakeholder participation issues. Despite of the respondents' views for ineffective performance, results by PMI (2019) suppose that, stakeholders who are required to participate in project implementation must be effectively trained, financially supported and informed in every important phase so that to enhance their involvement and project performance as well.

Stakeholders possessing M&E skills: The Chi-square test results show a significant association between stakeholders possessing M&E skills and ineffective project success ($\chi^2 = 25.10$, $p = .000$). The data indicates that wards like Chakwale, Kibedya, Iyogwe, and Gairo had a higher percentage of respondents (ranging from

45.5% to 86.4% who reported that stakeholders lacked M&E skills. This highlights a potential gap in capacity and knowledge among stakeholders, which could contribute to ineffective project outcomes. It emphasizes the importance of providing adequate M&E training and capacity-building opportunities to stakeholders to improve project success. Similar study by Matyoko (2019) found a negative correlation between availability of experienced monitoring and evaluation experts with project sustainability with a correlation coefficient 0.130.

Table 4.4: Chi square test for factors for ineffective project performance across wards (N=253) * The Chi-square statistic is significant at the .05 level.

Response		Wards				Chi2-test	P-value
		Chakwale	Kibedya	Iyogwe	Gairo		
Ineffective participation of stakeholders	Funding allocation	27(45.80%)	34(61.8%)	43(66.2%)	53(71.6%)	14.11	.028*
	Stakeholder participation	26(44.10%)	16(29.1%)	18(27.7%)	12(16.2%)		
	Capacity building	6(10.2%)	5(9.10%)	4(6.2%)	9(12.2%)		
Stakeholders possess any M&E skills	No	51(86.4%)	25(45.5%)	44(67.7%)	39(52.7%)	25.10	.000*
	Yes	8(13.60%)	30(54.5%)	21(32.3%)	35(47.3%)		

Source: Research Survey 2023

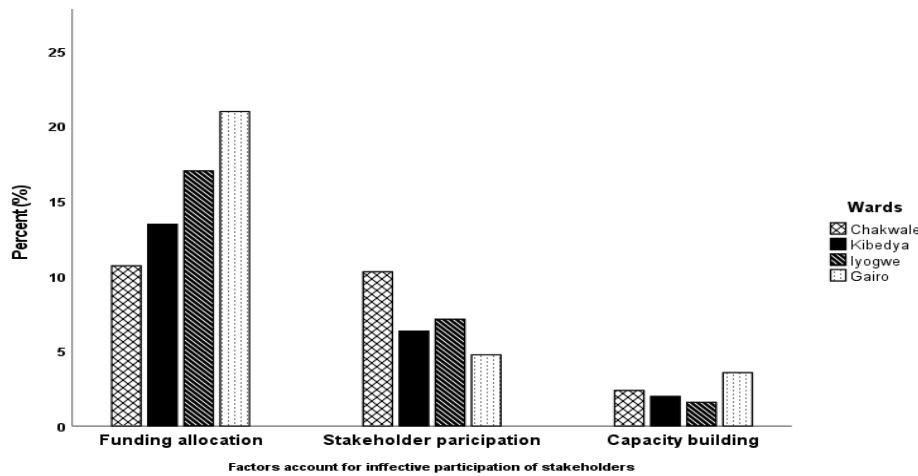


Figure 4.1: A bar chart showing factors accounting for ineffective participation of stakeholders

Source: Research Survey 2023

4.3.4 Factors accounting for effective project performance

Based on results from table 4.5, which presents the results of the binary logistic regression model for factors influencing project success, the following interpretations and discussions can be made:

Number of Program reports to stakeholder per annum: This variable has a significant influence on project success ($p = 0.002^{***}$). The odds ratio of 0.481 suggests that for every unit increase in the number of program reports provided to stakeholders per annum, the odds of project success decrease by approximately 51.9%. This indicates that the frequency and quality of program reporting play a crucial role in project success. The study by Njuguna (2016) argue the same that program me reports are not only important but are necessary for sustainable results.

Knowledge on M&E fund: This variable has a significant influence on project success ($p = 0.001^{***}$). The odds ratio of 2.465 suggests that having knowledge

about the M&E fund increases the odds of project success by approximately 146.5%. This indicates that stakeholders' understanding and awareness of the M&E fund positively impact project outcomes. Availability of sufficient fund for the project activities helps to ensure technical expectations of the results to users and other key project stakeholders and eventually the overall project performance (Mwangi et al., 2015).

Monitoring and evaluation knowledge to stakeholders: This variable has a significant influence on project success ($p = 0.009^{**}$). The odds ratio of 0.604 suggests that stakeholders' knowledge of monitoring and evaluation has a negative effect on project success. For every unit increase in stakeholders IS&E knowledge, the odds of project success decrease by approximately 39.6%. This highlights the importance of ensuring that stakeholders have a solid understanding of M&E concepts and practices to contribute effectively to project success. There is a severe lack of skilled M&E professionals, M&E systems capacity building, project management training, and technical support (Lavagnon & Jennifer, 2016). Practical M&E training is crucial for enhancing staff capability since it facilitates the interaction and management of M&E systems (IFAD, 2008; Penina, 2018).

Participation in beneficiary selection: This variable has a significant influence on project success ($p = 0.027^{**}$). The odds ratio of 1.593 suggests that stakeholders' participation in beneficiary selection increases the odds of project success by approximately 59.3%. This emphasizes the significance of involving stakeholders in decision-making processes related to beneficiary selection. Watiti (2018) revealed

the same idea that participation in beneficiary selection to trained stakeholders and other key implementers is necessary for success of the project.

M&E seminars to stakeholders and beneficiaries: This variable has a significant influence on project success ($p = 0.001^{***}$). The odds ratio of 2.271 indicates that providing M&E seminars to stakeholders and beneficiaries increases the odds of project success by approximately 127.1%. This underscores the importance of capacity-building initiatives through M&E seminars to enhance stakeholders' understanding and involvement in project activities. Studies have emphasized the critical importance that technical expertise and M&E training play in project performance (Mugo et al., 2015; Muiga, 2015). Waithera et al., (2015) Systems and financial resources are required, but they cannot sufficiently ensure project success on their own.

Feedback sessions to stakeholders: This variable has a significant influence on project success ($p = 0.001^{***}$). The odds ratio of 0.552 suggests that providing feedback sessions to stakeholders decreases the odds of project success. For every unit increase in the provision of feedback sessions, the odds of project success decrease by approximately 44.8%. This highlights the importance of effective feedback mechanisms to ensure stakeholders' voices are heard and addressed.

Similar results was revealed by Matyoko (2019) who found that there is a slight positive correlation between utilization of monitoring and evaluation findings on sustainability of NGOs projects with 0.738 correlation coefficient.

Marital status: This variable has a significant influence on project success ($p = 0.019^{**}$). The odds ratio of 1.447 suggests that being married increases the odds of

project success by approximately 44.7% compared to other marital statuses. This finding implies that marital status may have some influence on stakeholders' commitment and engagement in project activities. Other variables such as conducting meetings with stakeholders, formal channel contact, stakeholders' opinion consideration, gender of respondents, education level, and years of experience and services did not show significant influences on project success in the regression model.

Table 4.5: binary logistic regression model for factors influencing project performance (N=253)

Variables	Odds ratio	S.E.	Wald	df	P-value
Conducting meetings with stakeholder at least once per year.	1.271	0.184	1.697	1	0.193
Number of Program reports to stakeholder per annul.	0.481	0.232	9.953	1	0.002***
Formal channel contact between the stakeholders involved.	1.427	0.240	2.193	1	0.139
Stakeholders' opinion is considered	1.108	0.241	0.181	1	0.671
Knowledge on M&E fund.	2.465	0.240	14.143	1	0.001***
Monitoring and evaluation knowledge to stakeholder.	0.604	0.192	6.874	1	0.009***
Stakeholders involved in meeting for decision making.	1.048	0.184	0.063	1	0.801
Participation in beneficiary selection.	1.593	0.210	4.906	1	0.027**
M&E seminars to stakeholder and beneficiaries.	2.271	0.258	10.139	1	0.001***
Money alone is enough to alleviate poverty among households.	0.755	0.211	1.782	1	0.182
Feedback sessions to stakeholder.	0.552	0.165	12.890	1	0.001***
Gender of respondent.	0.663	0.352	1.363	1	0.243
Marital status.	1.447	0.158	5.496	1	0.019**
Education level.	0.683	0.243	2.467	1	0.116
Year of experience and services.	1.197	0.367	0.239	1	0.625
Constant.	0.010	1.441	10.103	1	0.001***

Source: Research Survey 2023

*** $p < 0.01$, ** $p < 0.05$

Overall, the significant variables identified in the model highlight the importance of effective communication (through program reporting and formal channels), stakeholder knowledge and involvement (M&E fund, M&E knowledge, beneficiary selection participation, M&E seminars, and feedback sessions), and certain demographic factors (marital status) in influencing project success. These findings provide insights into specific areas that project managers and stakeholders can focus on to improve project outcomes.

Basing on the discussion analysis as per specific objective, generally the study discovered that, stakeholder's participation and opinions were considered at a low level when the Chi-square test was indicated significant at 0.05 levels. The study also found ineffective participation of stakeholders and Stakeholders not possessing M&E skills as the most significant factors accounting for ineffective project performance at 0.05 level of Chi-square test. In addition, the study found most seven factors were noticed significantly important and the remaining were not at $***p < 0.01$, $**p < 0.05$.

4.4 Influence of fund allocation on performance of TASAF III- Conditional Cash Transfer

4.4.1 Fund Allocation versus Projects performance.

The researcher wanted to know the Influence of fund allocation on performance of TASAF III- Conditional Cash Transfer. The results in table 4.6 show 15 (75%) of respondents argue that there is positive relationship on project success when fund is distributed on time and vice versa is also true. Regardless of huge number arguing that, 25% did not agree that whether fund is untimely delivered or not there is no any

change in project results what matters is effective project management to implementers.

Table 4.6: Showing respondents' response on Fund allocation versus TASAF-III CCT project performance.

Category	Response	Frequency	Percentage
A (Timely disbursement)	It enables to accomplish project activities.	15	75%
	What matters is just money.	5	25%
(awareness on M&E Fund)	Specific amount within budget for M&E only.	11	55%
B	I hear it but i don't have more details concerning it.	9	45%
C (opinions on adequate fund)	It helps to run program works smoothly	8	40%
	It is not more important than our monthly fund.	12	60%
D (adequate M&E Fund)	Adequate fund with respective trainings and seminars.	15	75%
	We don't know if it should be added or not.	5	25%
E(Awareness on budget & actual paid))	Will help to Increase transparency and accountability for results.	12	60%
	It does not concern much about beneficiary involvement.	8	40%
F(proper allocation)	will help to attain program, effectiveness and sustainable results	18	90%
	Not real sure	2	10%
(money alone can alleviate poverty)	If will be used wisely it is enough to alleviate poverty.	1	5%
G	No, emphasis should be put on resource, participation & fund allocation for program	19	95%
(Opinions on Fund allocation status)	Should be disbursed on time, & enough to support all activities.	11	55%
H	Not effectively used for program.	9	45%
I (Factors affecting funding allocation)	proper needs assessment, Training on M&E Skills & Seminars	15	75%
	Reduce unnecessary expenditures.	5	25%
J(M&E Skills to staffs)	It will help effective use of resources, & project ownership.	17	85%
	Not necessary to have skills.	3	15%
K(Inclusion phases and reports)	Funding distribution phase.	13	65%
	I think we are not concerned.	7	35%

Source: Research Survey 2023

The problem of untimely disbursement of fund in the study area was supported by a community development officer at Iyogwe Ward in Gairo Municipality as shown in the quote below:

“I think this issue sometimes affected by political influence when they want to impose their influences or change their expenditures for some reasons; they may double the payments of the beneficiaries to the next month, something that affect them in implementing their small business plans and necessary routines.” (KII participant in Iyogwe Ward, Gairo District, 21 May 2023).

The same arguments were put forward by Ababa (2021), who said that the allocation of budget for M&E will also be influenced by the timely release of M&E funds with consideration for the M&E length. This implies that effective measures should be taken to ensure that fund is disbursed on time to the right people so that project works is done accordingly. Building capacity involves improving human knowledge and abilities as well as supporting organizational structures and mechanisms that are required to carry out project successfully over the long time. Kule & Umugwaneza, (2016), support that some of factors leading to successful project management includes technical expertise and trainings and the ability to use a systems approach for completing tasks that met performance standards on time and within planned costs.

Apart from that, another response from FGD, were recorded concerning awareness about M&E fund, and the following were observed, the results that up to 9 (45%) of respondents were not aware about M&E fund they just hear it while 11 (55%) agree that they know it as a specific amount specified for M&E works only. During a FGD session with elderly men and women at Chakwale Ward it was reported that:

“I think the essence of this M&E knowledge is good, but for my own view it need enough time to install the understanding not just a single meeting which include so many things to discuss, it won’t be understood and the problem will still be there.” (FGD Participant, Chakwale Ward, Gairo District, 22 May 2023).

However, results prove that awareness about M&E fund is still low therefore even its need perception is also low respectively. 12 (60%) results from table 8 in category C, proposed that, it is not important as it reduces fund support to train non beneficiaries, while 8 (40%) of the discussant argues that it should be included in any public project like TASAF-III CCT as it helps to simplify project works and attain sustainable goals. Another key informant from Gairo ward also had related explanations on the Matter:

“Yes it is very correct to have this fund category since it makes easy to monitor project works and evaluating results before conclusion but it shouldn’t be more money because sometimes we don’t believe these individuals they only pic our money for this reason.” (KII participant at Gairo ward, 27 May 2023).

Also the study of Kelly and Magongo (2004), support that awareness about M&E fund to M&E unit and other key implementers will assure program effectiveness while ensuring the M&E budget is between 5% and 10% of the project's overall budget. Results from FGD, shows, adequate fund plus respective trainings and seminars was seen important for sustainable results by 15 75%, and this was quoted by one of the word executive officer within an interview who reported that;

“I don’t think if this clicks in my mind i suppose this was designed just for political popularity and power gaining to some government officials... how comes a poor person with a family of more than 4 children to be supported only 24,000/= thousands per month.? It is real not enough at all.” (KII participant at Kibedya ward, in Gairo Municipality, 30 May 2023).

Frankel and Gage (2016) agree with the study's findings, every project needs enough and adequate fund, and allocating more fund particularly to the M&E unit plus trainings to handle such fund will help improve project performance. While 5 (25%) didn't understand and were not very clear whether the fund is enough or not. This gives the room for the government to see on how to adjust or regulate the specific amount in relation to real life situation of beneficiaries as they propose that proper trainings on how to use such fund should highly be encouraged as well. Going further during the FGD's, results shows that 12 (60%) agree, that awareness about budget and actual disbursed amount should be the role of programme implementers and stakeholders due to fact that it will increase transparency and accountability for sustainable results. Despite of significant number of respondents who second this, still 8 (40%) were not aware about it and argued that.

“We think this should be Sponsors' role not us.” (FGD Chakwale ward, Gairo Municipality, 28 May 2023).

This should give clear insight on the necessity of understanding the actual budget that should be distributed to the needy by the respectively groups particularly the government itself. As proposed by UNDP (2009), who postulated that at various stages of the process, the degree to which various partners and stakeholders are involved will vary this gives us an insight that even the beneficiaries are supposed to be involved when it reaches a level that require their understanding and contributions in order to increase wide range of evaluative base. Nevertheless, results show that proper allocation of fund and management is necessary for TASAF III-CCT to achieve its objectives by 18 (90%) while 2(10%) were not sure with this statement

because they believe that their opinions were not included in decision making so they can't predict what they didn't plan.

“..How can i know if someone is misallocating resources if i don't know its plan?” (FGD Gairo Municipality, Iyogwe ward, 23 May 2023).

These results are in line with Muinde's (2012) research, which discovered that proper allocation of fund had an impact on the efficiency of program in child rescue initiatives in Kenya. Results shows 19 (95%) of respondents argue that money alone not enough to alleviate poverty while only 1 (5%), suppose that if it will be used wisely, will help to reduce certain level of poverty among households. This was seconded by two key informants at Gairo Wards who said that.

“There should be other important measures like emphasis on fund allocation, strictly resource management and proper resource allocation plus effectively participation of stakeholders who have given relevant program me with their needs.” (KII participant in Gairo Municipality 18 May 2023).

Results shows that, apart from giving away cash, the suggested opinions should be taken into consideration to ensure that poor families are lifted from one point to another out of what they get as cash support. The FGD results revealed 11 (55%) describes the opinions regarding to fund allocation status on TASAF III-Conditional Cash Transfer program me objectives that it should be enough and disbursed on time as it has proven by some key informants that sometimes it may double the month that means beneficiaries do not receive their support on time. While 9 (45%) from another key informant added that:

“I have been here for several years and being able to notice that there a lot of non-programmable schedules that takes a lot of funds to complement while the purposive function of that fund remains low example money for Cars’ fuel, the police escort to bank to withdraw money, and many other un necessary expenditures, i therefore confess that the fund to a large extent is not used for program me purpose.”

(KII participant Chakwale Ward, Gairo Municipality 24 May 2023). Guzmán et al. (2020), revealed the same results in their research which proposed to ensure effective fund allocation and consistency in disbursement for program activities will help to achieve results and success. Feedback reports, Skills to project implementers and inclusion in project preliminary phase of the project were recorded important where results describe that, once feedback reports are provided and project executors possess necessary skills it will ensure effective use of resource and increase ownership. While 3 (15%) and 7(35%) argued that it is not necessary to have skills when doing projects and proposed that they were not included in project implementation because they think they are not concerned. The same discussion was further supported by Kusek and Gorgens (2009), who insisted that without competent and skilled workers who successfully carry out the M&E tasks assigned to them, the M&E systems cannot run. As a result, it is critical for M&E systems to identify and fill capacity shortages by knowing the skills required and the capabilities of those involved. Therefore, this recommends that a significant number of program implementers should be paid attention on being educated and empowered with effective knowledge on the essential of being included in preliminary phase so as to know the in-depth of the program and clear goals to be achieved. Overall presented, the main discovered issues basing on this objective revealed were Untimely

disbarment of fund which was discovered a problem by 75%, low awareness on M&E skills and knowledge among implementers and key stakeholders. It was discovered that fund allocation and management were recorded poor supported, further, it was discovered that money alone cannot alleviate poverty and by (95%) supported this. Trainings and seminars were recommended for project sustainability, less involvement was found in fund management especially to key implementers were recorded important issue to deal with.

4.5 Influence of capacity building of staffs in relation to performance of TASAF

III- Conditional Cash Transfer

4.5.1 Capacity building versus Projects performance

The researcher wanted to know influence of capacity building of staffs in relation to performance of TASAF III- Conditional Cash Transfer. The results from table 4.7 reveal that TASAF-III CCT provide institution improvement for staffs by 6 (60%) although is not enough to supplement the needs while 4 (40%) propose that they have no clear information about it and second that it is not regular done they just implement the program through experience and directives. This indicates that there is significant number of key people that needs to be equipped and empowered on the essential need of public projects to have institutional improvement for sustainable results.

Table 4.7: Showing respondents' response on Capacity building versus TASAF-**III CCT Project performance.**

Category	Response	Frequency	Percentage
A (Is there institutional improvements)	There is Training & seminars but not enough.	6	60%
	We have no clear information about it.	4	40%
B (M&E Skills to staffs)	Will help to attain relevant knowledge as well efficiency.	6	60%
	Not necessary having skills	4	40%
C (M&E knowledge)	It will help to achieve relevant outcomes, & effectiveness.	7	70%
	Not necessary having skills	3	30%
D (Seminars & workshops)	Helps to achieve sustainable results.	8	80%
	They are not necessary if no enough money.	2	20%
E (Short & long trainings)	Understanding program goals, outcomes.	9	90%
	No need of trainings	1	10%
F (Factors affecting capacity building)	Seminars & workshops, Knowledge on M&E.	9	90%
	Don't have more knowledge about it.	1	10%
G (awareness on Budget for capacity building)	Specific budget is provided for capacity building.	7	70%
	Don't have more knowledge about it.	3	30%
H (Is budget adequate?)	The budget for M&E activities should be added.	6	60%
	Don't know not sure maybe it is miss used.	4	40%
I (Are Training necessary to implementers?)	It is okay in order to reduce unnecessary costs.	3	30%
	I need to be trained first.	7	70%
J (Capacity building to M&E unit)	It should be emphasized to all public projects.	8	80%
	Not necessary It reduces beneficiaries' fund.	2	20%
K (community perception on M&E)	They are now continuing to be aware about it.	6	60%
	Not necessary It reduces beneficiaries' fund.	4	40%

Source: Research Survey 2023

The matter was exemplified by one key informant at Iyogwe Ward:

“Lack of clear and specific schedule of institutional improvements to staffs creates a line of weakness during implementations time but there is nothing we can change i have been working here just for an experience of several years but there are very few professional recruited staffs and bad enough we have no regular schedule for trainings rather than directives on project implementation....so sad.” (KII participant in Iyogwe Ward, Gairo District, 17 May 2023).

This shows that people are eager and willing to be trained so that they can monitor projects professionally as they see it matters. Grace, P. (2017), on her study in health sector also revealed the same results and insisted on institutional improvement such as capacity building to staffs including trainings, seminars and adequate funds for M&E could influence effectiveness of M&E system and project success in general. Results from FGDs participant also showed disapproval on the presence of institutional improvements he quoted this:

“I personally have never seen trainings to these staffs on how to execute this project professionally, maybe it is done in secrets but i haven't seen any... what i normally see whenever money comes is just directives meeting on how to disburse fund.” (FGD Kibedya ward, Gairo Municipality, 26 May 2023).

For program me Coordinators and Officers to have knowledge and abilities in M&E and project management for project execution was highly supported by 6 (60%), while 4 (40%) maintained that not necessary to have skills and abilities just experience can handle all these. This gives a picture that indeed the Government must ensure the M&E unit to all public projects is highly paid attention for sustainable outcomes. Same views were given by participants during the FGD on the necessity of seminars and workshops to TASAF project and the following was

recorded: By 8 (80%) it was agreed that once seminars and workshops are diligently conducted will help on providing technical assistance to beneficiaries and effective evaluations that will lead to appropriate adjustments for sustainable impacts. On the same discussion 2 (20%) disagreed on the views and said that sometimes the government doesn't have enough fund to support therefore it is not necessary to have these seminars it is just wastage of money and misallocation especially when there is no enough fund in the term. Similar suggestions were put forward by UNDP (2009), thus for good program me results, seminars and workshops for human resource skills, and competences are essential.

The results reveals that 9(90%) agree that factors that may affect capacity building includes Seminars & workshops, Knowledge on M&E, Trainings and budget. It is still similar views from different perspectives that if the Government needs its people to come out of poverty suggested views should be put into considerations. On the other hand, 1(10%) were not sure and aware about what could real be factors affecting the capacity building behind project implementations. Likely from above, IFRC (2011), support that, sufficient budget, capacity building including seminars and trainings are vital and essential tools for project success.

Despite of the explanations above a significant number of respondents 8(80%) at Category G disapproved that budget is provided for capacity building in steady only 2(20%) agreed that budget is certainly provided but not real sure. This implies inefficiency and ineffective implementations that eventually leads to poor performance. As further discussion was made one respondent argued that M&E field has seen to be a stone corner for program success if will be implemented, therefore

7(70%) at, agreed that if its budget will be added it will help to ensure the projects achieve intended goals as determined before. This was argued similarly with Abdullah's (2016) research on the impact of budgeting and financial control, local governments should create participatory budgets that are both relevant and adhere to national priorities. It should be noted that a budget is a working manual of management and not a replacement for management. Once the budget has been prepared, it should be closely monitored, and at the conclusion, its implementation should be reported and timely reviewed in order to detect deviation for corrective actions and results attainability. Also result show that 9 (90%) of results proposed that special trainings for M&E should be a prioritized matter for success of any public project as concurred by (IFRC 2011). And only 1(10%) supposed that in order to reduce unnecessary costs therefore implementers can proceed with work just even by little directives from seniors.

Generally, results concluded that 9(90%) of the community agree to have M&E trainings when projects are implemented because it gives them more chances to participate and own the project.

In sum-up, basing on this objective the It was found that, the project had inefficient schedule of trainings and seminars, also M&E skills and awareness among implementers were considered low, it was further discovered that absence of Seminars & workshops, and Knowledge on M&E affects the project performance almost by 90%, while the specific M&E unit is affected by 80%, a considerable number of community members have poor knowledge on the necessity of having

skilled personnel, Lastly it was then discovered that insufficient budget leads poor execution and unsustainability of the project.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

The previous chapter reported the findings and analysis, the current chapter summarizes the research, draws conclusions in light of the findings, and develops recommendations and identifies areas for further research.

5.2 Summary of the findings

The purpose of the study was to look at the variables affecting how well the public development project in the Gairo District performed. The variables utilized as a guide to gather data from the respondents were the objectives.

5.2.1 Stakeholders participation versus project performance

Overall, the data suggests that while there are areas where stakeholders perceive positive engagement and involvement in the project. There are also areas where improvements are needed. These include more frequent and effective stakeholder meetings, improved communication channels, enhanced consideration of stakeholders' opinions, increased knowledge and understanding of M&E concepts, broader participation in decision-making processes, and better delivery of capacity-building activities and feedback sessions. Addressing these areas of improvement can contribute to strengthening stakeholder engagement and project success. The section also discusses the strength of the M&E team. It has revealed that the quantity of

employees performing M&E and their level of expertise will directly affect how well M&E functions and results sustainability.

5.2.2 Funding allocation versus project performance

Results reveal that timely disbursement of fund has correlation impact to program success while Awareness on M&E Fund was seen low. It has been revealed that respondents have low understanding about it something that affected even the perception of respondents towards the demand for M&E Fund. This was simply because they just hear it but don't enough detail as to why they should need it. On the other hand, the need for adequate fund was paid attention. Furthermore, awareness about budget and actual disbursed amount was highly supported and proper allocation of fund was accepted for project success. Analyzed results also portray that participants agreed that money alone is not enough to alleviate poverty in steady emphasis should be put on resource allocation, stakeholders' participation, effective needs assessment and fund allocation for such initiated programs. Proper needs assessment, Training on M&E Skills, Seminars and workshops was revealed to be a measure against what could be done to strengthen fund allocation system. On the other hand, the overall results suggest that there are also a significant number of implementers and beneficiaries who still needs to be empowered through implementing agent (Government) in all explained parameters above, in one way or another in order to ensure effective and sustainable improvements.

5.2.3 Capacity building versus project performance

Results shows that project don't provide institution improvement to staffs. It has demonstrated that most implementers and beneficiaries have no clear information

about it and support that, it is not regularly done they just implement the program through experience and directives. Found that Seminars & workshops, Knowledge on M&E, Trainings and budget are factors that may affect capacity building. However, found capacity building budget is not provided. Overall results reveal that understanding concerning M&E Budget, and Capacity building knowledge plus M&E Skills on staffs is predominantly poor regardless of the other side of discussion that shows there is slightly positive attitude in the field.

5.3 Conclusion

5.3.1 The influence of stakeholders' participation in TASAF III-Conditional Cash Transfer

The objective one of the study was to explain the extent of stakeholders' participation in performance of public development project (TASAF-III CCCT). And basing on the result the study concludes that while there are places where stakeholders perceive positive engagement and involvement in the project, there are also areas where changes are required. These include holding stakeholder meetings more frequently and productively, enhancing communication channels, taking stakeholders' opinions more seriously, increasing knowledge and understanding of M&E concepts, increasing participation in decision-making processes, beneficiary selection and providing better capacity-building activities and feedback sessions. The success of the project can be increased by addressing these areas that need improvement.

5.3.2 The influence of fund allocation on performance of TASAF III- Conditional Cash Transfer

The second objective was to assess the influence of fund allocation on the performance of public development project (TASAF-III CCCT). Basing on the results it can be concluded that timely disbursement of fund received high positive argument as supported by majority who reported that, if fund will be delivered on time this will help to reduce some negative political influences from opposition party. As it has revealed that fund is sometimes not consistent something that lead to poor results achievements. Also concludes that respondents are not aware about M&E Fund and 60% propose that it is not important to it at all. This was due to fact that they had no any exposure about M&E before. On the other hand, concludes that awareness about the actual budget for M&E and the amount disbursed should be the role of implementers due to fact that there is poor understanding concerning M&E knowledge. Also, adequate fund, proper allocation of fund and inclusion in fund management were also marked important for success of the project.

5.3.3 The influence of capacity building of staffs in relation to performance of TASAF III- Conditional Cash Transfer

The third objective was to analyze the influence of capacity building of staffs in relation to Performance of public development project (TASAF-III CCCT). From results the study concludes that there is no institutional improvement in M&E, such as trainings, and seminars, arguments on having M&E Skill to staffs was also rejected, seminars workshops and trainings perceived important although are not

conducted to a maximum frequency that could meet project objectives, while community perception on capacity building was also positive.

In the view of the results, it is clear that there is high proportion of staffs having less years of experience in project M&E field that had implications in the achievements of objectives of the respective project. Therefore, it may be summarized that adequate number of staff in M&E unit, adequate fund, trainings and seminars plus working experience of staff are fundamental issues regarding human resource on the achievements and success of project. On the basis of the findings, the determinants of performance on public development projects a case of TASAF-III CCT includes; Inclusion in Project execution, knowledge in M&E, Seminars & Workshops, Trainings, Timely allocation of fund., Awareness on M&E Fund, Proper allocation of fund, Feedback session, Number of Meetings, Annual Reports, and Participation in decision making It is therefore, concluded that effectiveness and performance of the project is a function of the status of these mentioned factors.

5.4 Recommendations

This study provides the following recommendations:

In order to ensure project performance, staff working in the program, Community and key stakeholders need to be involved in a participatory manner and their opinions be heard as they make significant contributions to the effectiveness and performance of the project.

There is a need for a clear and active line of communication between staff and Management that will ensure in-depth participation in all important phases of the project.

Regular trainings and seminars of staff is recommended as it is crucial for improving the quality and experience of human resources in the field of M&E for sustainable results.

Reducing unnecessary expenditures that take a lot of beneficiaries' fund to non-intended activities such as fuels for car during money escort by police from banks, un planned meeting for implementations etc. Instead it is recommended to establish a new system of payments direct to beneficiaries 'phone or E. payments that will help reduce costs.

Government should ensure timely allocation of fund so as to increase its loyalty to people and reduce unnecessary negative political influences from opposition party.

Proper participatory implementation of the existing policy in M&E plans should be encouraged within Local governments.

Improving the capacity of project teams through appropriate training. The research revealed a serious lack of knowledge, in order to make sure that staff members are aware of how to work and what to do, the government should make an effort to address difficulties with the lack of coordinated training and build structures, procedures, and manuals for monitoring and assessment. Training in monitoring and evaluation should be encouraged.

Proper and adequate funding for Monitoring and evaluation works. One of the key challenges faced by the project management teams is insufficient supply of resources. In cases of funding, it was revealed that sometimes stakeholders lack financial support such as transport, food e.t.c to handle them while administering the project activities something that reduces capacity and morale for work.

5.5 Suggestions for further research

It should be mentioned that the scope of this study was limited to determining the factors affecting performance of public development project in Gairo District, Morogoro region. The researcher advises that the following be taken into account for additional study:

Same studies should be conducted in other Countries and in other sectors like Agriculture Sector, Water and health sector or Education sector where there is numerous numbers of public projects.

More research should be done on other factors like Human resource, technology, M&E System specifically, Education awareness, Organization structures, and others of the same nature.

Likely from the above more emphasis should be put on how to strengthening stakeholders 'participation, Capacity building and management of information system in project monitoring and evaluation.

REFERENCES

- Ababa, A. (2021). Assessing project monitoring and evaluation practices and related challenges in oromia region health bureau: *The case of center for disease control funded HIV/AIDS project*.
- Abdullahi, Y. S. (2016). Public budget and budgetary control in Nigeria. *Journal of Business and organisational Development*, 3.
- Ahenkan, A., Bawole, J. N., & Domfeh, K. A. (2013). Improving citizens' participation in local government planning and financial management in Ghana: *A stakeholder analysis of the Sefwi Wiawso Municipal Assembly*.
- Bourne, L., & Walker, D. H. (2005). Visualizing and mapping stakeholder influence. *Management decision*, 43(5), 649-660.
- Brett, E. A. (2003). Participation and accountability in development management. *The journal of development studies*, 40(2), 1-29.
- Callistus, L. (2019). Analysis of the outcome features of effective monitoring and evaluation in construction project delivery. *Journal of engineering, designs and technology*, 17(6), 1192-1201.
- Campra, M., Esposito, P., & Lombardi, R. (2020). The engagement of stakeholders in nonfinancial reporting: New information-pressure, stimuli, inertia, under short-termism in the banking industry. *Corporate Social Responsibility and Environmental Management*, 27(3), 1436-1444.
- Cluver, L. D., Orkin, F. M., Meinck, F., Boyes, M. E., Yakubovich, A. R., & Sherr, L. (2016). Can social protection improve sustainable development goals for adolescent health?. *PLoS one*, 11(10), e0164808.

- Cohen, L., Manion, L., Morrison, K., & Morrison, R. B. (2007). Research methods in education” Routledge. *USA and Canada*.
- Chengula, D., & Kombe, K. (2017). Assessment of the effectiveness of Dar Es Salaam bus rapid transit (DBRT) system in Tanzania. *Int. J. Sci*, 36, 10-30.
- Evans, D., Hausladen, S., Kosec, K., & Reese, N. (2014). *Community-based conditional cash transfers in Tanzania: Results from a randomized trial*. World Bank Publications.
- Evans, D., Hausladen, S., Kosec, K., & Reese, N. (2014). *Community-based conditional cash transfers in Tanzania: Results from a randomized trial*. World Bank Publications.
- Queirós, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European journal of education studies*.
- Frankel, N. and Gage, A. (2016). Monitoring and Evaluation Fundamentals: A Self-Guided Minicourse. University of North Carolina., Chapel hill 7(8) .
- Freeman, R. E. (1984). *Strategic management: A stokholder approach*. Pitman.
- Freeman, R. E., Phillips, R., & Sisodia, R. (2020). Tensions in stakeholder Theory. *Business & Society*, 59(2), 213-231.
- Gasik, S. (2016). P-government – a Framework for Public Projects Management. *PM World Journal*. 3(7), 1-26.
- Gitonga, B. A. (2012). Project monitoring and Evaluation, Control and Reporting. *Project Support Information Consultants Publication series., Nairobi*. 18(9) pp.
- Guzmán, M., Irrázaval, I., & Ríos, B. d. (2020, July). Monitoring and evaluation system: *The Case of Chile 1990-2020*. Washington, DC: World Bank Group.

- Hajdu, F., Granlund, S., Neves, D., Hochfeld, T., Amuakwa-Mensah, F., & Sandström, E. (2020). Cash transfers for sustainable rural livelihoods? Examining the long-term productive effects of the Child Support Grant in South Africa. *World Development Perspectives*, 19, 100227.
- Honorene, J. (2017). Understanding the role of triangulation in research. *Scholarly Research Journal for Interdisciplinary Studies*. 4(31):91-95.
- Hwang, B. G., & Lim, E. S. J. (2013). Critical success factors for key project players and objectives: Case study of Singapore. *Journal of construction engineering and management*, 139(2), 204-215.
- IFAD. (2008)., Penina, K. (2018). Analysis of factors influencing access to credit services by women entrepreneurs in Kenya. *Research Journal for Finance and Accounting*.
- IFAD (2015). *A Guide for Project M&E*.
- International Federation of Red Cross and Red Crescent Societies. (2011). *Public awareness and public education for disaster risk reduction: a guide*. International Federation of Red Cross and Red Crescent Societies.
- IFRC.,(2011):*Monitoring and Evaluation Guide*. J. Manage. Projects Bus. 11 (2): 527–547
- Kamau, C. G., & Mohamed, H. B. (2015). Efficacy of Monitoring and Evaluation Function in Achieving Project Success in Kenya: *A Survey of County Government's Projects*.
- Kothari, C. (2017). Research methodology methods and techniques by CR Kothari. *Published by New Age International (P) Ltd., Publishers*, 91.

- Kelly, K., Magongo, B., & Mavuso, M. (2004, December). Assessing country-level capacities for HIV/AIDS programme monitoring and evaluation: The case of Swaziland. In *Selected conference proceedings of the African Evaluation Association Conference*.
- Krippendorff, K. (2018). *Content analysis: An introduction to its methodology*. Sage publications.
- Kusek, J. Z. (2010). *Making monitoring and evaluation systems work: A capacity development toolkit*. World Bank Publications.
- Langran, C.(2002)., & Ivy, P. (2019). *Role of NGO in sustainable development policy apparatus*. Chicago: Harvard.
- Lavagnon, A., & Jennifer, V.W. (2016). Success conditions for International development capacity building projects. *International Journal Project management*, 10 (22)-1023.
- Magigi, W. (2015). Research proposal development and report writing. *Pathway for Success in Higher Learning Institutions*.
- Magombeyi, M. T., & Odhiambo, N. M. (2016). Poverty Alleviation Policies in Tanzania: Progress and Challenges. *EuroEconomica*, 35(2).
- Martin, J. & Rawlings, L. (2018). How Incorporating Behavioral Science into Cash Transfer Programs Is Changing Lives. Retrieved from <https://www.ideas42.org/blog/incorpo> 74 *East African Journal of Education and Social Sciences (EAJESS)* 3(5)61-75. rating-behavioral-science-cash-transfer- programs-changing-lives/.
- Matyoko, P. A. (2019). *Assessment of the Effectiveness of Monitoring and*

- Evaluation Systems on NGOs Projects Sustainability in Tanzania* (Doctoral dissertation, The Open University of Tanzania).
- Mmassy, G. N. (2018). *Factors influencing performance of Monitoring and Evaluation systems of Non-Governmental Organizations in Arusha City* (Doctoral dissertation, The Open University of Tanzania).
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative & qualitative approaches* (Vol. 2, No. 2). Nairobi: Acts press.
- Mugo, P. M., & Oleche, M. O. (2015). Monitoring and evaluation of development projects and economic growth in Kenya. *International Journal of Novel Research in Humanity and Social Sciences*, 2(6), 52-63.
- Muinde, A. M. (2015). *Factors influencing effective monitoring and evaluation of child rescue projects in Kenya: a case of St. John's Community Centre Pumwani, Nairobi County* (Doctoral dissertation).
- Mulandi, N. M. (2013). *Factors influencing performance of monitoring and evaluation systems of Non-governmental organizations in governance: A case of Nairobi, Kenya* (Doctoral dissertation, University of Nairobi).
- Musoma, L., (2013) & Penina, I. K. (2018). Monitoring and Evaluation practices and performance of global environment facility projects in Kenya. *A Case of United Nations Environment Program*.
- Mwangi, J. K., Nyang'wara, B. M., & Ole Kulet, J. L. (2015). Factors affecting the effectiveness of monitoring and evaluation of constituency development fund projects in Kenya: A Case of Laikipia West Constituency. *Journal of Economics and Finance*, 6(1), 74-87.

- Nagarajan, P. (2021). Financial inclusion through micro finance. *Global journal for research analysis*. [https://doi.org/10.36106/gjra/7\(6\)07165](https://doi.org/10.36106/gjra/7(6)07165). New Age International (P) Limited, Publishers. New Delhi : SAGE Publications.
- Njuguna, P.K. (2016). Factors Influencing the Performance of Monitoring and Evaluation Systems in Non-governmental Organizations Funded Educational Projects in Murang'a County, Kenya. *A Research Project Report for the Award of a Master of Arts Degree in Project Planning and Management of the University of Nairobi*.
- Orodho, J. A. (2009). Elements of education and social science research method *Nairobi/Maseno*, 2(6), 26-133.
- Page, L., & Pande, R. (2018). Ending global poverty: *Why money isn't enough*. *Journal of Economic Perspectives*, 32(4). <https://doi.org/10.1257/jep.32.4.173>
- Sperry, R. C., & Jetter, A. J. (2019). A systems approach to project stakeholder management: Fuzzy cognitive map modeling. *Project management journal*, 50(6), 699-715.
- Pollack, J., J. Helm, and D. Adler. 2018. "What is the iron triangle, and how has it changed?" *Int. J. Manage. Projects Bus.* 11 (2): 527–547 *Poverty Reduction and Pro-Poor Growth PART I*. <http://www.copyright.com/>.
- Sachs, J. D. (2015). *The age of sustainable development*. Columbia University Press.
- Sekaran, U. (2011). Bougie (2010), Research Methods for Business. *A Skill Building Approach. Fifth Edition*. A John Wiley and Sons, Ltd, Publication. September, 2014.

- Shayo, W. (2020). *Determinants of effectiveness of monitoring and evaluation systems of agriculture related NGOS in Morogoro municipality, Tanzania* (Doctoral dissertation, Sokoine University of Agriculture).
- Silvius, H. (2017). Sustainability as a new school of thought in project management. *Journal of cleaner production*.
- Sirisomboonsuk, P., Gu, V. C., Cao, R. Q., & Burns, J. R. (2018). Relationships between project governance and information technology governance and their impact on project performance. *International journal of project management*, 36(2), 287-300.
- Sulkowski, A. J., Edwards, M., & Freeman, R. E. (2018). Shake your stakeholder: Firms leading engagement to cocreate sustainable value. *Organization & Environment*, 31(3), 223–241.
- Taye, Z. (2019). *Assessment of The Practices and The Challenges of Monitoring And Evaluation System Of Benefitssd Project In Ethiopia*.
- Tejada, J. J., & Punzalan, J. R. B. (2012). On the misuse of Slovin's formula. *The philippine statistician*, 61(1), 129-136.
- Torelli, R., Balluchi, F., & Furlotti, K. (2019). The materiality assessment and stakeholder engagement: *A content analysis of sustainability reports*.
- Umugwaneza, A., & Kule, J. W. (2016). Role of monitoring and evaluation on project sustainability in Rwanda. A case study of Electricity Access Scale-Up and Sector-Wide Approach Development Project (EASSDP). *European Journal of Business and Social Sciences*, 5(07), 159-177.
- Unicef. (2018). *Tanzania youth study of the Productive Social Safety Net (PSSN)*

evaluation: Endline report.

United Nations Development Programme (UNDP) (2009). *Handbook on Planning, Monitoring and Evaluation for Development Results*. UNDP., New York.232pp.

URT (2012): *National Census*.

URT (2016). *National Five Year Development Plan II (2016/17 – 2020/2)*.

URT (1999). Tanzania Development Vision 2025. *The Planning Commission, Dar es salaam, Tanzania*.

URT (2020): *Tasaf Gairo*.

URT (2021): *Morogoro Municipal Council*.

URT,(2018/2019-2022/2023).*Gairo district Council, Strategic Plan*.

Waithera, S. L., & Wanyoike, D. M. (2015). Influence of project monitoring and evaluation on performance of youth funded agribusiness projects in Bahati Sub- County, Nakuru, Kenya. *International Journal of Economics, Commerce and Management*, 3(11), 375.

Watiti,L.(2018). Factors Affecting Monitoring and Evaluation in Telecommunication Industry With Focus on Project Implementation at Safaricom Limited. *International Journal of Management and Commerce Innovations* .6(1),1306-1322.

World Bank (2019). *Tanzania mainland poverty assessment*. World Bank.

World Bank (2022b). *Tanzania mainland poverty assessment, Executive Summary*: Washington DC.pp.29.

Yescombe, E. R. (2007). *Public-Private Partnerships: Principles of Policy and*

Finance [UK First edition]. *London: Yescombe Consulting Ltd, XVIII.[in Eng.]*.

Zaid, M. A., Abuhijleh, S. T., & Pucheta-Martínez, M. C. (2020). Ownership structure, stakeholder engagement, and corporate social responsibility policies: The moderating effect of board independence. *Corporate Social Responsibility and Environmental Management*, 27(3), 1344-1360.

APPENDICES

APPENDIX I: Survey Consent Form

Dear respondent,

I am a student of The Open University of Tanzania pursuing Masters of Arts in M & E. I am currently conducting a Research study on: **Factors Influencing performance of Public development projects: A case of TASAF III Conditional Cash Transfer project at Gairo District in Morogoro Region of Tanzania**, as part of my study requirements at The Open University of Tanzania. Because of your background and experience in these areas, your home has purposely chosen to participate in this research. This study helps us to better understand the variables that affect project performance. Additionally, other organizations might use these data to enhance the services they offer to people in your neighborhood. Your responses are of much valuable in the fulfillment of this research. The information provided will only be used for academic purpose and will be treated with highest confidentiality.

Name of organization.....

.....

APPENDIX II: Declaration of Confidentiality
THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF RESEARCH, PUBLICATIONS AND
POSTGRADUATE STUDIES.

Tel 255-22-2668992

Email: drpc@out.ac.tz

P.O BOX 23409,

Dar es Salaam,

Tanzania

[Http://www.out.ac.tz](http://www.out.ac.tz)

DECLARATION OF CONFIDENTIALITY

To: The Chief Executive Officer of

I, Robert Balole Nyashebo Reg. no: PG201986191, of the Department of Economics and Community Economic Development, Faculty of Arts and Social Science, Open University of Tanzania, declare that, I will maintain secrecy and confidentiality, and will not use any data and information obtained from your organization in the course of my research for any purpose other than for my academic endeavors.

Signature.....

(Student) Date

Countersigned by:

Name (Supervisor)

Signature

(Supervisor)

Date

APPENDIX III: Household Survey Questionnaire

Name of Respondent:

Address/ Contact:

Date		Ward	Village	street
District				

SECTION A: GENERAL INFORMATION OF THE RESPONDENT

1. Gender of a respondent (i) Female () (ii) Male () (iii) Designation ()

2. Marital status (i) married () (ii) Not married () (iii) Divorced ()

(iv) Widow ()

3. Education level

(i) Not attended at all (ii) Primary () (iii) Secondary () (IV) Degree ()

(v) Masters () (vi) PhD and above ()

4. Years of experience and service.

(i) 1- 5 years () (ii) 6-10 years () (iii) 10 and above () (iv)

Other ()

SECTION B: Stakeholder's participation versus project performance.

Please indicate the extent to which you agree to the following statements. **A-Strongly Agree B- Agree C-Neutral Agree D-Disagree**

E-Strongly Disagree

Stakeholders Participation versus project performance	A	B	C	D	E
(1) Conducting Meetings with stakeholders at least once per year					
(2) Number of program me reports to stakeholders per annul					
(3) Formal channel of contact between the Stakeholders involved					
(4) Stakeholders' opinions are considered					
(5) Knowledge on M&E fund					
(6) Monitoring and evaluation knowledge to stakeholders					
(7) Stakeholders involved in meeting for decision making					
(8) Participating in beneficiary selection					
(9) M&E Seminars to stakeholders and beneficiaries					
(10) Money alone is enough to alleviate poverty among households.					
(11) Feedback sessions to stakeholders					

12: Is involving stakeholders in beneficiary selection important for project success or not?. Why?

13: In your own understanding, what factors contribute to ineffective participation of stakeholders in TASAF III-Conditional Cash Transfer project?

14: Basing on your own idea, how do you estimate the willingness of stakeholder's participation in TASAF III-Conditional Cash Transfer project? (i) High (ii) Low (iii) Moderate (iv) Unknown

15: How effective are stakeholders' Opinions Considered.? (i) High (ii) Low (iii) Moderate (iv) Unknown.

16: Do stakeholders possess any M&E skills for project execution?

APPENDIX IV: Key Informants Interview Guide

Key informants included representatives from Non-Governmental Organizations dealing with community welfare, District and Municipal Community Development Officers, TASAF Coordinators, programme Officers, village leaders, District Social Welfare Officers, Ward Executive Officers, Village executive officers, and Ward Community Development Officers.

SECTION C: Capacity Building of staffs versus project performance

1: Considering TASAF III-Conditional Cash Transfer project in your area, do you think there is an institutional improvement for project sustainability? (a) YES ()
(b) NO (), If YES, Mention few improvements. If NO, Why?

2: Is there need of TASAF III-Conditional Cash Transfer programme Coordinators, stakeholders and Officers having M&E skills during project execution? (i)YES () (ii) NO () Explain your response.

3: Is it true to argue that project team members should have the necessary knowledge and abilities in M&E and project management? (i)YES () (ii) NO () Explain your response

4: Are workshops and Seminars referred to be important in conducting TASAF III-Conditional Cash Transfer project? Why do you think so?

5: (i) In order for TASAF-III Conditional Cash Transfer programme to achieve impressive results both long and short term trainings should be emphasized. (i) Do you agree or disagree? (ii) Why?

6: In your own opinions, what could be the main factors affecting capacity building in TASAF-III Conditional Cash Transfer project?

7: Does project staffs receive any support for capacity building in execution?

How?

8: Is there specific fund for M&E activities? How far it is adequate in regards to project Goals?

9: (i) In your own understanding, Can you engage in project activities without having necessary skills such as M&E skills and project management skills? (ii) Why?

10: What is your attitude towards Capacity building on M&E Unit in relation to project Outcomes?

11: How does the Community perceive capacity building of staffs?

12: What recommendation would you give to help government performing better on capacity building of staffs regarding TASAF-III Conditional Cash Transfer project?

APPENDIX V: Focus Group Discussion Guide

This included group of youth Male and Female, group of elderly women and men, group comprising elderly Males and Females, Young female and Male.

SECTION D: Fund Allocation versus Projects performance

1: Considering TASAF III Program me do you think Timely disbursement of fund has any effect to the change as for now? Why?

2: (I) Are you aware about M&E Fund for program me activities? Explain with your own idea.

(II): Why do you think M&E Fund is important or not for TASAF III-Conditional Cash Transfer program me?

3: What are your Opinions on this statement?, Adequate fund to beneficiaries of TASAF III-Conditional Cash Transfer program me is necessary for sustainable results.

4: Awareness about budget and actual disbursed amount should be the role of program me implementers and stakeholders. What is your Opinions based this statement?

5: How do you comment on this statement: proper allocation of fund and management is necessary for TASAF III-Conditional Cash Transfer program me to achieve its objectives?

6: How often do you receive fund. (i) Monthly basis (ii) weekly basis (iii) unknown (iii) Other

7: Is money alone enough to alleviate poverty among households? Why?

8: What are your opinions, in regarding to fund allocation status on TASAF III-Conditional Cash Transfer program me objectives?

9: What could be done to strengthen fund allocation system on TASAF III-Conditional Cash Transfer project?

10: Project executors must have necessary knowledge on project and fund management skills. Is this true or not? Explain your response.

11: Which phase of project cycle do you involve during implementation?

12: What is your recommendation on fund allocation regarding TASAF III-Conditional Cash Transfer project?

APPENDIX VI: Research Budget

PARTICULAR	QTY	UNIT	PRICE	TOTAL
Printing paper	3	Reams	12,000	36,000.00
Writing Pad	6	Pads	9,000	54,000.00
Ball pens (blue, black & red)	1	Box	10000	10,000.00
Cartridge for printing	6	Bottle	46,000	276,000.00
Binding	10	Copies	4,000	40,000.00
Subsistence Balance	60	Days	10,000	600,000.00
Transport costs to the field for data collection and consultation(Lump sum)	1	Researcher	400,000	400,000.00
Grant Total				1,416,000.00

Source: Researcher data 2023.

APPENDIX VII: Time frame work (schedule)

The Gantt chart below provides detailed guidelines for different tasks required to complete a research at specified time.

Year	Expected Time Frame in (Months) 2023										
Month	F	M	A	M	J	J	A	S	O	N	D
Activity											
Supervisor allocation and Proposal submission											
Data collection											
Data analysis and interpretation											
Report submission											
External examination											
Oral Defense											
Graduation											

Source: OUT Research Timetable 2023

Research Clearance letter



Ref. No OUT/ PG201986191

17th May, 2023

District Executive Director,
Gairo District Council,
P.O Box 40,
MOROGORO.

Dear Director,

RE: RESEARCH CLEARANCE FOR MR. ROBERT BALOLE NYASHEBO, REG NO: PG2021986191

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 **Mr. Robert Balole Nyashebo, Reg. No: PG201986191)** pursuing **Master of Arts in Monitoring and**

Evaluation (MAME). We hereby grant this clearance to conduct a research titled "Factors Influencing Performance of Public Development Projects: A case of TASAF iii Conditional Cash Transfer Project in Gairo District". He will collect his data at your area from 17th May to 30th June 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



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**



JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SELIKALI ZA MITAA
HALMASHAURI YA WILAYA YA GAIRO



Unapojibu tafadhali taja:
 Kumb. Na GDC/CT.20/2VOL.VII/08

Tarehe: 20 May, 2023

Mtendaji wa kata,
 Kata za Chakwale, Kibedya, Iyogwe na Gairo.
 S.L.P 40,
 Gairo.

Yah: KUMTAMBULISHA BW. ROBERT BALOLE NYASHEBO

Tafadhali rejea Maada Tajwa hapo juu.

Mtajwa hapo juu ni mwanafunzi wa Shahada ya Uzamili katika Chuo Kikuu Huria cha Tanzania ambaye amepata kibali cha kufanya utafiti katika Wilaya ya Gairo juu ya **"Factors Influencing Perfomance of Public Development Projects" A case of TASAF-III CCT.**

Katika utafiti wake ameomba kukutana na Maafisa maendeleo ya jamii kata, Waratibu wa Tasafu kata, Maafisa wa Programu, Afisa ustawi wa jamii kata, Viongozi wa vijiji, Maafisa watendaji wa Kata, maafisa watendaji wa vijiji, wawakilishi kutoka mashirika yasiyo ya kiserikali yanayo shughulikia ustawi wa jamii na atahitaji kukutana na walengwa wa mpango wa TASAF kutoka kila kata. Kwa barua hii unaombwa kutoa ushirikiano wako ili aweze kukamilisha utafiti wake.

Nakutakia utekelezaji mwema.

Msifwaki N. Haule
KAIMU MKURUGENZI MTENDAJI
HALMASHAURI YA WILAYA
GAIRO
KAIMU MKURUGENZI MTENDAJI
HALMASHAURI YA WILAYA GAIRO