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**FACTORS INFLUENCING MONITORING AND  
EVALUATION PLANNING ON THE PERFORMANCE OF  
WATER SUPPLY PROJECTS IN DODOMA CITY  
COUNCIL**

**Aggrey Kinasha Herman**  
Email of the Author: [ahjoely@gmail.com](mailto:ahjoely@gmail.com)

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**ABSTRACT**

**Purpose of Study:** The purpose of this study was to investigate the factors influencing M&E planning in the implementation of the Dodoma City Council water supply project.

**Statement of Problem:** Despite the critical importance of water for socio-economic development and quality of life, Tanzania faces challenges in effective water resource management and implementation of water supply projects, primarily due to insufficient and poorly managed monitoring and evaluation systems within the public service sector.

**Methodology:** A descriptive research design and a mixed method approach, both qualitative and quantitative, were used to collect and analyze data from 170 respondents, determined by the Yamane formula. Data collection involved structured questionnaires and interviews, and analysis was conducted using SPSS (Version 26) with descriptive statistics, logistic regression, and correlation techniques.

**Result:** The study findings revealed that Monitoring and evaluation planning significantly affected water supply projects performance ( $P < 0.05$ ). This implies that an increase in M&E planning activities improves the performance of water supply projects in Dodoma City Council.

**Conclusion:** The study concluded that Dodoma City Council, Dodoma Urban Water Supply and Sewerage Authority, and Rural Water Supply and Sanitation Authority-Dodoma, provide adequate support for monitoring and evaluation practices in order to effectively increase efficiency in water supply project performance.

**Recommendation:** The study recommends that Ministries, Departments, Agencies (MDAs), Public Services Institutions (PSIs) and Local Governments Authorities (LGAs), institutionalize M&E practices in their course of implementation of water supply projects.

**Key words:** *Monitoring and Evaluation, Water supply project, Monitoring and Evaluation Planning.*

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## INTRODUCTION

The United Nations (UN) Special Rapporteur on the human right to safe drinking water and sanitation has identified the provision of drinking water, sanitation and hygiene as an important means for advancing human rights (UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation, 2012). The 2014 UN-Global Analysis and Assessment of Sanitation and Drinking (GLAAS) report, a biannual survey, identified less than one third of 94 countries have policies, plans, and coverage targets in place for schools and healthcare facilities (World Health Organization, 2014). National and international monitoring of water projects is important to inform policy and investment strategies, to benchmark service quality, and to measure, compare and report progress among countries (Bradley & Bartram, 2013). A framework that links monitoring and evaluation at different levels (e.g. county, national, and international) allows for efficient data collection that is useful to multiple stakeholders (ibid). Within such a framework, there is a need for robust indicators and definitions to understand status and trends in coverage which enables effective and efficient targeting of financial resources (World Health Organization / United Nations International Children's Emergency Fund, 2014).

Developing countries are performing some kind of regular monitoring and evaluation activities, these ranges from comprehensive national evaluation systems in countries such as India and Malaysia to basic monitoring and evaluation of selected projects in many countries in Africa and the Middle East (Zvoushe & Gideon, 2013). Monitoring and evaluation planning is considered one of the key apparatus that partners use to guarantee that undertakings are effective (Naoum, Fong & Walker, 2004). Monitoring and evaluation planning is the precise course of action for venture assets in the most ideal route in order to accomplish targets (Faniran, Love & Smith, 2000). In addition, Monitoring and Evaluation (M&E) plan helps to define, implement, track and improve an M&E strategy within a particular project or a group of projects. It includes all the steps, elements and activities that need to happen from the project planning phase until the project reaches its

goal and creates the intended impact (International Federation of Red Cross and Red Crescent Societies, 2019).

Furthermore, the scope of Monitoring and Evaluation (M&E) plans varies based on the scale of the program and the organization. A more focused M&E plan, often termed an indicator matrix or framework, is a detailed document that outlines the project indicators and their measurement methods. This ensures robust plans for collecting the defined indicators, aiding in the tracking of project performance over time and improving the overall project effectiveness (Chaplowe, 2008). Kissi et al. (2019) reported that M&E planning had a positive statistically significant relationship in construction projects in Ghana which attained a higher successive performance. Further, health and safety performance and project scope showed a strong significant relation with M&E planning, implying that, in developing countries, such as Tanzania and Kenya these two main constructs should be given critical attention in achieving project success. Roba and Odollo (2022) found in their study a moderately significant correlation between Monitoring and Evaluation (M&E) planning and the performance of water projects in Marsabit County, Kenya, indicated by a correlation coefficient ( $r$ ) of 0.614 and a  $p$ -value of 0.000. They also observed a strong significant correlation between budgeting and the performance of these water projects, with a correlation coefficient ( $r$ ) of 0.943 and a  $p$ -value of 0.000. A study by Hussein (2020) also affirms that monitoring planning, monitoring tools, monitoring techniques, and adoption of monitoring practices had a positive and significant relationship with project performance at the Water Sector Trust Fund in Kenya.

Moreover, the study conducted by Waweru and Kimathi (2022) narrates that project monitoring and evaluation planning have a positive and significant impact in Machakos County, Kenya. Based on the results, this study recommends proper planning practices and defining the roles and responsibilities of the project teams so as to enhance project performance. Further, the study conducted by Gaibo and Mbugua (2019) coincides with (ibid.) that majority of the respondents disagreed that M&E planning has provided input into and perceptions of modeling openness to criticism, and willingness to learn from experiences on the project. M&E planning information has not led to models that are related to Volume project implementation. Majority of the respondents in this study disagreed that M&E planning has helped the county government in coming up with sound and well-informed decisions. It was revealed that there has been proper M&E planning before the implementation of county government projects.

Another study by Mohamud and Pedo (2023) depicts that there is moderate significant correlation between M&E planning and health projects performance ( $r=0.578$ ,  $p=0.000$ ) and the study recommends that the county government executive should ensure that there is an adequate budgetary allocation for monitoring and evaluation planning, and the county government should strive to adopt information systems that will enhance the effectiveness of the monitoring and evaluation activities and that Monitoring and evaluation planning and its adoption significantly influence project performance.

Theoretically, M&E planning and programme performance have a positive link, as Muchelule and Achayo (2017) suggest. In other words, proper M&E planning enhances program performance, and vice versa. Previous study by Minyiri and Muchelule (2018) concluded that monitoring and evaluation had a significant influence on water project performance especially when the project managers have adequate experience in project management. A similar conclusion was drawn by Atwa and Mudi (2019) and Mhina (2017) that there is an existence of a significant positive relationship between monitoring and evaluation planning and performance of water supply projects in the said areas. Based on the findings from this study, all correlation showed that Monitoring and evaluation planning as mandatory practices influences county government projects performance thus monitoring and evaluation planning should be embraced in county government projects management. This study was conducted to answer the following research question, What are the Correlates of Monitoring and Evaluation planning on the performance of water supply projects in Dodoma City Council?

## **STATEMENT OF THE PROBLEM**

Water is one of the fundamental resources in social economic development as it touches all aspects of human life. Availability of adequate clean, safe and affordable water and sanitation services in a country has impact on the standard of living of people as well as enhancing productivity for economic growth. Despite its importance to quality of life and development, water in Tanzania is a finite and vulnerable resource being unevenly distributed in space, time, quantity and quality across the country (United Republic of Tanzania, 2023). The Government identifies water as an essential resource in achieving Tanzania Development Vision (TDV) 2025, Five Year Development Plan Phase Three (FYDP III) 2021/22–2025/26, Chama cha Mapinduzi (CCM) Election Manifesto of 2020-2025 and Sustainable Development Goals (SDGs) 2030 (United Republic of Tanzania,2023).

In Tanzania, the government, through the President's Office Public Service Management (POPSM), developed a Monitoring and Evaluation (M&E) operational manual titled "Monitoring and Evaluation Systems Framework for Tanzania Public Service." Finalized in 2014, this manual serves as a guideline for M&E practices within the public service. It is intended for use by employees across various public organizations, providing a framework to enhance their M&E systems. This improvement aims to better public policy, foster learning and innovation, demonstrate tangible results, increase accountability and transparency, and maximize the value of taxpayers' money.

The government of Tanzania was implemented policy, structural, institution reforms and strategies aimed at strengthening monitoring and evaluation system in government machinery. These include, conducting of M&E trainings, strengthening the monitoring and evaluation function through staffing, retooling and set aside sufficient fund of undertaking monitoring and evaluation duties/activities. Even though there is M&E strategy and a dedicated section/ unit for undertaking M&E in Tanzania Public Service Management, practically this has not been the case .Still there is no a well-functioning and fully fledge M&E section/unit at the Tanzania Public Service Management due to several challenges which include; lack of skilled and experienced M&E staff, inadequate fund for carrying M&E planned tasks/activities, inadequate political will, organizational culture of viewing M&E as an optional activity, not using monitoring and evaluation reports for informed decision making and poor general M&E management (Saguda,2020). Most of water supply projects implemented by the Dodoma City Council Lack M&E plans, strategies, tools, dissemination, archiving and other important documents (United Republic of Tanzania.2020). Therefore, this study aimed at assessing Monitoring and Evaluation Planning on the Performance of selected Water Supply Projects in Dodoma City Council.

### **RESEARCH OBJECTIVE**

The main objective of this study was to assess Monitoring and Evaluation Planning on the Performance of selected Water Supply Projects in Dodoma City Council.

### **RESEARCH QUESTION**

To what extent monitoring and evaluation planning influence the performance of water supply projects in Dodoma City Council?

## **METHODOLOGY**

This study adopted a cross-sectional survey design through which data were gathered from a cross section of respondents which includes Governments Officials, Key Informants (Dodoma Urban Water Supply and Sewerage Authority, Rural Water Supply and Sanitation Authority-Dodoma and Dodoma City Council Managements) Street Water Management committees' members. A sample of 170 respondents from Street Water Management Committees, Government Officials and Community leaders) was derived using the Yamane (1967). Further, 138 Water Management Committees members were then chosen through simple random sampling procedures. Purposeful sampling was used to select 20 Government Officers (Dodoma City Council, Dodoma Urban Water Supply and Sewerage Authority, and Rural Water Supply and Sanitation Authority-Dodoma) and 12 Community leaders. The study adopted mixed research methods in data collection including collection of both qualitative and quantitative data. Primary data were collected from sampled respondents (Street Water Management Committees, Dodoma Urban Water Supply and Sanitation Authority (DUWASA), Dodoma City Council (DCC) and Rural Water Supply and Sanitation Agency (RUWASA) Managements staff) through self-administered structured questionnaires. Secondary data from various publications related to water use was collected to supplement primary data mainly focusing on historical information from the designing, implementation, monitoring, and evaluation after phasing out of the water supply projects. Quantitative data was analysed through descriptive statistics while qualitative data was transcribed and subjected to content and thematic analyses. The reliability of the instrument was tested through a pre-test of the survey instruments before main study using 30 randomly picked individuals. A Cronbach alpha test was conducted to measure the internal consistency and reliability of the data collection instruments, yielding Cronbach's reliability coefficient of the study was 0.810 for scope and schedule (Gantt chart), 0.818 roles and responsibilities and 0.814 availability of resource variable.

## **FINDINGS AND DISCUSSION**

The study findings were presented in accordance with the objectives.

### **Description of M&E Planning on Water Supply Project Performance**

The study findings presented findings in Table 1 revealed that 33.3 % and 45.2% of respondents strongly agree and agree respectively with the statement that Scope and

Schedule (Gantt chart) as a tool for monitoring and evaluation planning used by Dodoma City Council in the management of water supply projects. By summing up both responses give 78.5% of the respondents who fully agreed with the statement that Scope and Schedule (Gantt chart) as a tool for monitoring and evaluation planning used by Dodoma City Council. This implies that Dodoma City Council need to strengthening monitoring and evaluation planning so as enhance water supply project performance.

**Table 1: Percentage Distribution of M&E Planning Indicators (n=170)**

Statement	Scale					Total (%)
	5	4	3	2	1	
Scope and Schedule (Gantt chart)	33.3	45.2	2.4	17.9	1.2	100.0
Roles and responsibilities	26.9	62.6	4.1	4.1	2.3	100.0
Availability of resources	16.5	35.3	33.5	14.7	0.0	100.0

**Key: 5= Strongly agree, 4= Agree, 3= Not sure 2= Disagree 1= Strongly Disagree**

**Source:** Research data (2021).

From the key informant interviews, participants were of the view that Scope and Schedule (Gantt chart) was the key component of monitoring and evaluation planning in water supply project implementation. This was emphasized by one of Dodoma City Council management staff who said:

*“For Dodoma City Council to be able implement her water supply projects timely, within the budget and to meet water supply demand there is a need to strengthen {Scope and Schedule (Gantt chart)} monitoring and evaluation planning to the mtaa/street water management committee members”*

These findings concur with those of Mairura and Atambo (2019), Phiri (2015) and Nduati (2021) that monitoring and evaluation practices through use of Gantt chart provided more dynamic approaches leading to completion of desired projects. In addition, Gantt charts are used by management to plan and schedule such projects so that resources can be allocated in an optimal way and that projects that are prioritized can finish before less important ones begin. Murugi (2020) also elaborated that M&E practices (Design and

planning, capacity building and availability of resources) affects project implementation in Agency for Technical Cooperation and Development (ACTED) Kenya and 77% of the respondents agreed that ACTED Kenya organization always implements planning strategies on time and 44% of the respondents rated the effect as high. In addition, 74% of the respondents agreed that the organization's employees are conversant with their scope and schedule (Gantt chart) and 32% rated capacity building on project implementation as effective. Furthermore, 82% of the respondents indicated that ACTED Kenya had a good budget for M&E activities and 57% of the respondents agreed that ACTED timely disburses funds for the M&E budget for project implementation. This finding implies that M&E design and planning practice should be adopted in the organization for it is deemed as an evaluation progress which is good for management practice.

A study by Micah and Luketero (2017) reported that the scope of M&E plans should be articulated clearly to all staff implementing the Maternal Health Projects. However nearly half of the respondents were privy to the narrower scope of M&E, where all M&E efforts are geared towards achieving of project activities, outputs and outcomes. Another study by Mbithi (2020) asserted that M&E planning and budget allocation for M&E activities were statistically significant while M&E team had no statistical significance Therefore, the study finds M&E planning and budget allocation for M&E activities in a project to influence the success of project success among NGOs in Nairobi County. On top of that, the study concludes that monitoring and evaluation planning influences the success of projects in Nairobi County, Kenya.

Similarly, Musyoka (2020) found that the implementation of monitoring practices significantly affects project performance. He found that key factors such as monitoring planning and resource availability, as mandatory practices, have a direct influence on the performance of county government projects. These findings highlight the direct connection between roles, responsibilities, and resource availability to successful project implementation. Nonetheless, Stetson (2011) notes that deficiencies in M&E planning often arise due to the absence of clearly defined M&E responsibilities in the job descriptions of staff managing and implementing projects..

Moreover, as Kacapor-Dzihic's 2011 report on M&E in Bosnia and Herzegovina NGOs for instance, noted that M&E teams did not have clarified M&E roles, responsibilities, availability of resources and relevant skills. As a consequence, M&E was done on ad-hoc basis by manager of organization with no day-to-day technical support and coverage for ongoing M&E needs and tasks (Kacapor-Dzihic, 2011). Furthermore, as asserted by Mbiti



& Kiruja, (2015) that among public organizations, had similar findings observing that staff entrusted with M&E had no roles and responsibilities, technical skills, and had no dedication to the function, and of monitoring and evaluation personnel had not been specified at the start of the projects. This revelation of inadequate M&E role and responsibilities shows the weakness in the entire area of M&E in public benefit organizations.

In conclusion, Eremugo and Okoche (2021) on their study asserts that correlational analysis revealed that there is a significant and a strong positive linear relationship between performance of urban local governments in Jinja District and M&E role and responsibilities and availability of resources (inputs) ( $r=0.730^{**}$ ,  $p < 0.05$ ) on the performance of urban local governments in Jinja District. These findings depict that there are weaknesses in the M&E systems in urban local governments in Jinja District in terms of failure to track results despite the huge investments in area of M&E.

### **Description of roles and responsibilities on Water Supply Project Performance**

Findings in Table 1 revealed that 26.9 % and 62.6% of respondents strongly agree and agree respectively with the statement that roles and responsibilities as a tool for monitoring and evaluation planning used by Dodoma City Council in the management of water supply projects. By summing up both responses give 89.5% of the respondents who fully agreed with the statement that roles and responsibilities as a tool for monitoring and evaluation planning used by Dodoma City Council. This implies that Dodoma City Council management need to issue roles and responsibilities as per job description of monitoring and evaluation staff of so as enhance water supply project performance. Moreover, respondents were also asked in the interview schedule to assess the roles and responsibilities of the project team on Water Supply Project Performance based on the set of criteria. One of the respondents said; (Respondent's response). "... the roles and responsibilities of the project team is very important as it assist team members to have clear and specific tasks to undertake in the implementation of water supply project without jeopardize the tasks of other team member as this enhance project performance "

The results align with the study by Musa (2020), which highlighted the importance of monitoring and evaluation planning, noting that many government organizations either lack M&E systems or have systems without effective early progress reporting mechanisms. They also correspond with Kimatu (2020) research, which found that defined roles and responsibilities in M&E planning significantly improve the performance of the Amboseli

Conservation project in Kajiado County. Additionally, these findings are consistent with those of Waweru and Kimathi (2022), who emphasized the importance of well-formulated work plans and roles in the timely implementation of water and sanitation projects in Machakos County, Kenya.

### **Description of availability of resources on Water Supply Project Performance**

Findings in Table 1 revealed that 16.5 % and 35.3% of respondents strongly agree and agree respectively with the statement that availability of resources as a key factor in facilitating monitoring and evaluation planning in Dodoma City Council in the management of water supply projects. By summing up both responses give 51.8% of the respondents who fully agreed with the statement that availability of resources as a key factor in facilitating monitoring and evaluation planning in Dodoma City Council. This implies that Dodoma City Council management need to set a side sufficient funds to cater for monitoring and evaluation functions activities in order to enhance water supply project performance in Dodoma City Council. These findings concur with those of Gyorkos, (2003) and McCoy (2005) that project budget 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 budget to give the monitoring and evaluation function the due recognition it plays in project management A monitoring and evaluation budget should be between 5 to 10 percent of the total budget (Kelly & Magongo, 2004).

These finding is similar with the findings of Muhayimana and Kamuhanda (2020) which showed that there is a relationship between Linking monitoring and evaluation plan to Action and Strategic plans development Project of Ministry of Education in Rwanda. Thus, implies that there is a positive relationship between predictors of M&E practices in Science and Technology Skills Development Project of Ministry of Education in Rwanda. The results align with the study by Musa (2020), which highlighted the importance of monitoring and evaluation planning, noting that many government organizations either lack M&E systems or have systems without effective early progress reporting mechanisms. They also correspond with Kimatu's (2020) research, which found that defined roles and responsibilities in M&E planning significantly improve the performance of the Amboseli Conservation project in Kajiado County. Additionally, these findings are consistent with those of Waweru and Kimathi (2022), who emphasized the importance of well-formulated work plans and roles in the timely implementation of water and sanitation projects in

Machakos County, Kenya. Eyibio and Daniel (2020) in their study on Effective Resource Budgeting as a Tool for Project Management in Abuja, Nigeria. The study findings concluded that resource for monitoring and evaluation activities is an essential project management tool, and that efficient resource budgeting can help ensure a project's success. Hence, effective resource budgeting for monitoring and evaluation in Nigeria goes a long way in ensuring the success of a project. Moreover, respondents were also asked in the interview of the availability of resources in monitoring and evaluation planning on Water Supply Project Performance based on the set of criteria. One of the respondents said; (Respondent's response). "... the availability of resources in monitoring and evaluation planning is key component in facilitate implementation of monitoring and evaluation function/activities in Dodoma City council on managing water supply project"

### **Logistic Regression Results for M&E Planning**

To estimate the level of M&E planning on performance of water projects, a coefficient of determination was computed. This was done using regression analysis and the results were as shown in Table 2. Findings from the study revealed that scope and schedule (Grant chart) with a ( $\beta_1=0.395$ ;  $p$  value= $0.165$ ), roles and responsibilities ( $\beta_2=0.609$ ;  $p=0.117$ ) and availability of resources ( $\beta_3=0.490$ ;  $p=0.010$ ) were found to have a significant effect on monitoring and evaluation planning respectively. Given that the regression results demonstrated the existence of significant relationship between M&E planning and performance of water supply projects. This therefore implies that an increase in M&E planning enhances performance of water supply projects. The variables roles and responsibilities and availability of resources were statistically significant at the five (5) percent level and positive ( $\beta_2=0.609$ ;  $p=0.117$ ). If the roles and responsibilities and availability of resources has planned to higher consideration to the water supply projects, it will be expected to have a value to a good performance to the projects. The finding results reveals that the use of scope and schedule ( $\beta_1=0.395$ ;  $p$  value= $0.165$ ), and role responsibility ( $\beta_2=0.609$ ;  $p=0.117$ ) were observed to be positively and insignificantly, indicate that they do not influence good performance of the water projects. This shows that for organizations to achieve the desired level of project performance in water supply project performance, they must set aside sufficient resources including staffing, procurement of necessary goods and institutionalize monitoring and evaluation planning.

**Table 2: Binary logit estimates of factors for M&E Planning**

Variable	Co-efficient	Std. Error	p-value
(Constant)	39.5	15.908	0.038
Scope and Schedule	0.295*	0.395	0.165
Roles and Responsibility	0.335**	0.609	0.117
Availability of Resources	0.650***	0.490	0.010

**Log likelihood = -31.93; Pseudo R2= 0.6527; LR Chi square = 105.79; Probability > Chi square = 0.000; n = 170**

**Note: \*\*\*, \*\*, \* = significant at 1%, 5% and 10% respectively**

**Source:** Research data (2021).

Therefore, R-value (.6527) for M&E planning suggested that there is a strong relationship influence of M&E planning on performance of water supply projects. It can also be observed that the coefficient of determination, the R-square (R2) value is 0.6527, which represents 65.3% of the true relationship.

## CONCLUSION

The study concludes that monitoring and evaluation (M&E) planning significantly influences the performance of water supply projects. It found a substantial positive correlation between M&E planning and the performance of these projects, indicating that M&E planning plays a crucial role in determining their success. Further, the study implies that enhancing M&E planning activities will lead to improved performance of water supply projects in the Dodoma City Council (DCC).

## RECOMMENDATION

The study recommends that Ministries, Independent Departments Agencies (MDAs), Public Service Institutions (PSIs), and Local Government Authorities (LGAs) should prioritize monitoring and evaluation (M&E) planning in all projects and programs. This focus is crucial for enhancing the performance of water supply projects within MDAs, LGAs, and PSIs. Furthermore, stakeholders like the Dodoma City Council (DCC), Dodoma Urban Water Supply and Sanitation Authority (DUWASA), and Rural Water Supply and Sanitation Agency (RUWASA) should establish clear policies and guidelines

to ensure mandatory M&E planning in all water supply projects, aiming to significantly improve project outcomes and efficiency.

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