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MONITORING AND EVALUATION

ROLE OF FINANCING MONITORING AND EVALUATION STRATEGIES ON WATER SUPPLY PROJECT PERFORMANCE IN DODOMA CITY COUNCIL, TANZANIA

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ABSTRACT

Purpose of Study: The study sought to assess the role of financing Monitoring and Evaluation strategies on the water supply project performance in Dodoma City Council.

Statement of Problem: There is inadequate financing of monitoring and evaluation strategies in Tanzania's water supply projects, thus affecting their effective implementation and overall performance.

Methodology: The study used a descriptive research design and mixed methods approach, involving 170 respondents selected via the Yamane formula, with data collected through structured questionnaires and interviews, and analyzed using SPSS (Version 26) employing descriptive statistics, logistic regression, and correlation analysis.

Result: The study found that M&E financing strategies have statistically significant relationship ($\beta = 0.083$, $p<0.05$) on-water supply projects performance. The correlation between financing of monitoring and evaluation activities and water supply project performance was also significant, $r =0.817$, $P < 0.01$).

Conclusion: The study concludes that financing strategies for monitoring and evaluation significantly affect the performance of water supply projects. Further, the study concludes that there is a meaningful correlation between the financing of monitoring and evaluation activities and the overall success of these projects.

Recommendation: The study recommends allocating 2%-10% of project budgets to monitoring and evaluation (M&E) activities, ensuring independent fund utilization. It also advises that organizational leaders actively participate in M&E design, offering support to project staff. This approach will enhance decision-making, planning, and the effective use of learned lessons.

Keywords: *Monitoring and evaluation, water supply, financing of monitoring and evaluation strategies.*

INTRODUCTION

Managing water resources more effectively and efficiently will enable humanity to better respond to today's problems and troubles expected in a warming world (United Nations-Water in support of the International Water for Life "Decade, 2005–2015). Inarguably, 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 (United Republic of Tanzania, 2022). Resources are scarce and they need to be properly and efficiently utilized. Monitoring and evaluation has been used globally over the last several years as an integral part of the project cycle and of good management practice (Njama, 2015). Performance of many projects is to a large extent dependent on both financial and human related factors. More so achievement of project results depends on availability and utilization of such resources. Allocation of resources for Monitoring and Evaluation (M&E) in organizations is an accountability issue. Implementation of an effective M&E requires a participatory approach in budgetary planning, allocation and review (Murei et al.2017).

Equally important involving those tasked with the M&E function in budgeting promotes ownership and improves delivery of project results. Nevertheless, providing resources for M & E is a political process requiring the support of top management (Mavhiki, Nyamwanza & Dhoro, 2013). According to Lusthaus (2017) who proclaimed that M&E budget should not be too diminutive to affect the accuracy and credibility of results and neither should it consume many resources to the level of affecting other project activities. M&E activities and their cost should be estimated and correctly planned to guarantee the funds required are suitably assigned. This should be done at the project design stage so that funds are allocated exactly to M&E and are available to implement M&E tasks (ibd.).

As narrated by Baietti and Peter (2015) that funds availability and performance of projects for water in Scotland. The study revealed that the availability of funds in monitoring and evaluation and water projects in Scotland reports that local governments face financial issues that derail the implementation of water projects. Well, laid out fiscal decentralization structures that enabled the devolution of funds from the central government did affect the execution of the projects of water by the provincial governments. Allocating sufficient resources has been cited as an essential element of the effective M&E systems in Government and any other sector, and therefore it has also been cited as a challenge to the success of M&E system (Tengan &Aigbavboa, 2021). As stated by Kaula (2020) that monitoring and evaluation budget was major contribution to high performance of horticulture as shown by a correlation coefficient which was statistically significant. Monitoring and evaluation budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in contributing to high project performance.

Similarly, Hassan and Gitonga (2019) on their study narrated that M&E budget should be about 2.5 to 10 percent of total projects' budget, which will give the M&E unit, adequate resources to ensure its effectiveness and efficiency of making the project or programme delivering the stated goal as planned. In addition, the study by Nyamongo (2017) found out that resource availability was a factor influencing implementation of M&E for Water Projects in Kajiado with 92% giving an affirmation with a correlation coefficient of 0.900.Further, Kamara (2017) established that there was an effect of budgetary allocation on effective monitoring and evaluation which enhanced adequate provision for monitoring and evaluation activities through evaluation planning budget which carefully estimated actual expenditure on the evaluation of more projects to be monitored. On top of that, other key challenges revealed include budget constraints to undertake monitoring and evaluation activities and challenges related to reliability of M&E data and absence of frameworks such as policies, strategies, and manuals providing strategic guidance of M&E operations impendent attainment of water supply project in Musoma (Nguliki, 2018). Also Kayanga (2015 asserts that most water projects face challenges in implementing M&E practices due to low budgetary allocation in M&E activities, low central government support, poor project reports, lack of monitoring and evaluation information systems, inadequate community participation, lack of political will and lack of monitoring and evaluation policy of the country which leads to efficiency in water supply project implementation.

Equally, Nyamongo (2017) avows that resource availability in monitoring and evaluation activities was a factor influencing implementation of M&E with 92% of the respondents giving an affirmation with a correlation coefficient of 0.900 in water project in Kajiado, County. The findings also reinforce the observation by Adow et al (2020) who that budgetary allocation influences the implementation of M&E activities. The findings have also showed a strong link between how the M&E funds are utilized and implementation of M&E activities echoes the observation by Kipkimoi (2020) the study findings indicates that both budget allocation for monitoring and evaluation activities and project performance had a positive and significant relationship in Kenya Parastatals projects at a (rho=0.451, p value< 0.05). This finding also signifies that Monitoring and evaluation budget can be obviously delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project running, influence of Performance of monitoring and evaluation of Government Projects.

Roba & Odollo (2022) have showed that, there is a strong significant correlation between budgeting and performance of water projects (r = 0.943, p-value=0.000) in Marsabit County, Kenya. This implies that the model of M&E factors influencing project success is significant at the 95% confidence level. Correlation analysis showed that there was a positive and significant relationship between budgetary allocation for Monitoring and evaluation functions and project success. This finding illustrate that organizations ought to side a sufficient fund for monitoring and evaluation activities so enable the unit to performance it's as planned and enhance project performance. Ndegwa (2020) elaborated that there is positive correlation between funding of M&E process and implementation of projects with a correlation of 0.489. It found that adequate funds result to better actions during monitoring and evaluation of projects thus resulting to better implementation of water supply project. This then supports the cause for donor's keen interest with the budgetary allocation for monitoring and evaluation activities. This implies that sufficient fund set aside for M&E activities will enhance United Nations International Children's Emergency Fund Water, Sanitation and Hygiene (UNICEF WASH) project performance in Kajiado in Kenya.

STATEMENT OF THE PROBLEM

Financing Monitoring and Evaluation Strategies as defined by Sedrakian (2016).that it include related expenses for M&E activities such as Staff time, Consultancy expenses, Field data collection, analysis, dissemination and archiving, Office equipment (e.g.

computer, phones etc), Logistics (car, fuel, accommodation, etc…) and Staff perdiems, extra duty allowances and travelling expenses. At every financial year, the government of the United Republic of Tanzania, Development Partners, and Non-State Actors finance many water supply projects, road construction, information technology and educational projects, settlements, irrigation, and dam projects. These organizations used to set a certain percentage of about 2%-10% of project/ program budget to be allocated for monitoring and evaluation functions/activities.

The Ministry of Water in Tanzania is implementing Water Sector Development Programme Phase Three (WSDP III) 2022/23 – 2025/26 through the Financial Resources Requirement for Programme - Coordination and Delivery Support Coordination, Monitoring and Evaluation has set aside about 0.49 billion USD which is equivalent to 7.6% of programme cost is to facilitate undertaking of the monitoring and evaluation functions/ activities (United Republic of Tanzania, 2022). Water supply project performance as defined by Bickman (2007), this refers to tangible or intangible outputs, outcome and results measurable. This can also be defined as the degree to which an intervention or organization operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.

From the findings it shows that, availability of rural water service has increased from an average of 74.5 percent in December, 2021 to an average of 77 percent in December, 2022. The increased level of water supply to rural areas is due to the completion of the implementation of 12 586 water supply projects with 5,748 water extraction stations that benefit about 4,086,442 citizens in 1,293 villages. This situation makes the total number of rural citizens receiving water service to 30,209,409 (United Republic of Tanzania, 2023). Furthermore, the availability of urban water supply service has increased from an average of 86.5 percent in December, 2021 to an average of 88 percent in December, 2022. The increase is due to the completion of water supply projects in 40 cities serving 2,345,537 residents of urban areas. The implementation has increased the sewage network from 1,385.8 kilometers in April 2022 to 1,416.93 kilometers in April 2023. Likewise, connections have increased from 53,428 customers in April 2022 to 56,923 customers in April 2023 (United Republic of Tanzania, 2023).

Despite the fact that the Government of the United Republic of Tanzania to institutionalizing monitoring and evaluation functions, execute water supply projects, set aside funds for monitoring and evaluation activities still, there is inadequate untimely

allocation of funds for monitoring and evaluation functions, there have been complaints of stalled water supply projects and some projects taking long to complete, poorly implemented water supply projects in Dodoma City Council resulting to low performance of water supply project. As asserted by a report of World Bank (2023) which shows that only 61% of households in Tanzania currently have access to a basic water supply, 32% have access to basic sanitation, and 48% have access to basic hygiene, according to Sustainable Development Goals definitions. Several recently conducted studies by Giraguti(2022), Haule(2022), Mero(2019),Maimula(2017), Kapama(2022) and Nditiye(2020) showed that in Tanzania financing of monitoring and evaluation strategies/functions are inadequately allocated of funds to cater for monitoring and evaluation activities. In Dodoma City Council, there is no study or data on the financing of monitoring and evaluation strategies on the performance of water supply projects. Therefore this study will fill the gap and document by examining role of Financing Monitoring and Evaluation Strategies on Water Supply Project Performance in Tanzania: A Case of Selected Projects in Dodoma City Council.

RESEARCH OBJECTIVE

To assess the Influence of Financing Monitoring and Evaluation Strategies on Water Supply Project Performance in Tanzania

RESEARCH QUESTION

Does financing monitoring and evaluation strategies influence performance of water supply projects in Dodoma City Council?

METHODOLOGY

This study was guided by the 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. Both quantitative and qualitative data was collected within a similar phase but each was analysed using Statistical package for Social Sciences (SPSS) version 27 as the most suitable analysis tool. Quantitative data was analysed through descriptive statistics while qualitative data was transcribed and subjected to content and thematic analyses. A sample of 170 respondents from Street Water

Management Committees, Government Officials and Community leaders) was derived using the Yamane (1967) . 138 Water Management Committees members were then chosen through simple random sampling procedures. Purposeful sampling was used to select 20 Government Officers (Dodoma Urban Water Supply and Sewerage Authority, Rural Water Supply and Sanitation Authority-Dodoma and Dodoma City Council Managements) and 12 Community leaders. From each street two (2) Water Management Committee members were selected taking into account issues of gender, age, education background and tenure in servicing the water management committee. 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 Sewerage Authority, Rural Water Supply and Sanitation Authority-Dodoma and Dodoma City Council 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. For this study, the 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 which was more than 0.7 for all variables and therefore the instruments were deemed to be reliable.

FINDINGS AND DISCUSSION

The following are the findings and discussions of the study.

Description of Financing of Monitoring and Evaluation Strategies on Water Supply Project Performance.

The specific objective of the study was to examine M&E financing strategies on water supply projects performance of selected water projects in Dodoma City Council by using the following indicators; Distribution of M&E fund, Timely allocation of funds and M&E budget allocation. The findings from the study as depicted in Table 1 revealed that 47.7%

and 17.6 % of the respondents are of the view that M&E budget allocation for monitoring and evaluation activities are inadequate allocated according to the DCC Medium Term Expenditure Framework for the given period for the purpose of monitoring and evaluation activities in the water supply projects.

In addition, the findings revealed also that 33.5% and 33.5% of the respondents strongly agree and agree respectively, with a statement that monitoring and evaluation funds are not allocated in a timely and undistributed manner for monitoring and evaluation activities in Dodoma City Council water supply projects as depicted in Table 1. By summing up both responses give 67% of the respondents who fully agreed that the untimely and undistributed of monitoring and evaluation funds hinders management of water supply project in Dodoma City Council. The results indicate that funds set aside for DCC's monitoring and evaluation functions are not allocated in an effective manner, reducing the performance of water supply projects.

Table 1: Percentage distribution of financing of M&E strategies

Statement	Scale					
	5	4	3	2	1	Total (%)
M&E budget allocation	47.7	17.6	9.4	15.9	9.4	100
Timely allocation of funds	31.1	33.5	16.8	8.3	8.3	100
Distribution of M&E fund	33.3	33.3	16.8	8.3	8.3	

Key: 5= Strongly agree, 4= Agree, 3= Not sure 2= Disagree 1= Strongly Disagree
Source: Research Data (2023)

These findings conquer with those of Titoment (2017) that financing of monitoring and evaluation activities was necessary for success of water projects in Mwala Water project, Machakos County, Kenya. These findings also reinforce the observations by Roselyne and Shihemi (2016) that there are budgets set to carry out M&E among construction projects in the University of Nairobi and that various activities included in M&E budget were scope of major M&E events and functions, key stakeholder informational needs and expectations, and M&E requirements. Likewise, Kala (2020) conquers with Titoment (2017) that M&E for financing WASH investments should be the responsibility of those most closely involved in their implementation. The study results showed that 45% of the respondents indicated that it led to sustainability of established projects, 65% of the respondents indicated that it increased the number of people served with projects and 55% of the respondents stated that it increased the number of the completed projects. The study result is an indication that government funded water projects in the county could only be

effectively monitored to enhance their sustainability, increase the number of people served with projects and increase number of completed projects if the projects received adequate funding (Makori Moronge and Fredrick Ogolla,2016).

Machuka(2022) established that M& E tools positively influence the sustainability of water projects in Kajiado County, Ngong Region with an aggregate mean (M=3.69) and standard deviation of (SD=0.97). The study established that the monitored financial records positively influence the sustainability of water projects in Kajiado County, Ngong Region with an aggregate mean (M=4.11) and standard deviation of (SD=0.94). Further, Role of Financing M&E Strategies on Water Supply Projects Performance. Findings from the study as depicted in table 1 revealed that 64.6% of the respondents are of the view that timely allocation of funds for monitoring and evaluations activities are untimely disbursement of funds to monitoring and evaluation unit so as to facilitate implementation of monitoring anad evaluation function in the Dodoma City Council. This implies that the Dodoma City Council does not put more emphasis on timely disbursement of funds for monitoring and evaluation activities so as to enhance water supply project performance. In addition, Dodoma City Council is considering monitoring and evaluation activities as a top priority towards enhancing water supply project performance.

Role of Financing M&E Strategies on Water Supply Projects Performance

Findings from the study as depicted in table 1 revealed that 66.6% of the respondents are of the view that funds for monitoring and evaluations activities are not distributed according to the annual planned budget so as to facilitate implementation of monitoring anad evaluation function in the Dodoma City Council. This implies that the Dodoma City Council does not put more emphasis on timely disbursement of funds for monitoring and evaluation activities so as to enhance water supply project performance. In addition, Dodoma City Council is considering monitoring and evaluation activities as a top priority towards enhancing water supply project performance. Findings back up Bonareri (2020) that the County Government of Makueni allocated funds for M&E activities, but the funds were insufficient. The County Government management did not emphasize on ensuring that monitoring and evaluation resources were well allocated and did not offer adequate strong supervision and direction to those conducting monitoring and evaluation. Nditiye(2020) on his study assert that, organizations such National Identification Authority(NIDA) of Tanzania faced challenges in adequate resources budgeted for M&E, willingness to invest money to improve M&E management, positive attitude towards

strengthening the M&E system, and policy or set standards to describes roles and responsibilities of the operation of M&E System.

Water Supply Project Performance in Tanzania

Water is the most important resource humanity has. It is not only a prerequisite for life but an essential component for social, environmental and economic development and fundamental factor in peace, social cohesion and poverty reduction. Water is also central in the social, economic and political affairs of our country and beyond because we believe that – "If There is No Water, There is No Future' (United Republic of Tanzania, 2019). The water projects improve people's living standards by saving them quality time and costs of buying/refining drinking water as well as the occurrence of water-related ailments (WHO & UNICEF, 2005). The goal of the United Republic of Tanzania is to provide her citizens living in rural areas with clean and safe water services to reach more than 85 percent by the year 2025. In order to achieve that goal, the Government has continued to build, renovate, expand water supply networks as well as strengthen water service management. From the findings it shows that, availability of rural water service has increased from an average of 74.5 percent in December, 2021 to an average of 77 percent in December, 2022(United Republic of Tanzania, 2023).

Moreover, from the findings revealed that the increased level of water supply to rural areas is due to the completion of the implementation of 12 586 water supply projects with 5,748 water extraction stations that benefit about 4,086,442 citizens in 1,293 villages. This situation makes the total number of rural citizens receiving water service to 30,209,409. Furthermore, the availability of urban water supply service has increased from an average of 86.5 percent in December, 2021 to an average of 88 percent in December, 2022. The increase is due to the completion of water supply projects in 40 cities serving 2,345,537 residents of urban areas. The implementation has increased the sewage network from 1,385.8 kilometers in April 2022 to 1,416.93 kilometers in April 2023. Likewise, connections have increased from 53,428 customers in April 2022 to 56,923 customers in April 2023 (United Republic of Tanzania, 2023).

Inferential Statistics

Person Correlation Coefficient

Person correlation coefficient was used to assess the relationship between the independent (Financing M&E Strategies) and dependent variable (Water Supply Project Performance). Significance was at less than 0.005 therefore any value with a p value of more than 0.05 was considered insignificant. Correlation coefficients were the statistical methods utilized to explore the one variable: financing of monitoring and evaluation activities and water supply project performance. Correlation coefficient are presented in Table 2.

Table 2: Pearson Correlation Matrix

Variable		Financing of Monitoring and Evaluation Activities	Water Supply Project Performance
Financing of Monitoring and Evaluation Activities	Pearson Correlation	1.000	
	Sig. (2-tailed)		
	N	134	
Water Supply Project Performance	Pearson Correlation	.812**	1.000
	Sig.(2-tailed)	0	

****. Correlation is significant at the 0.01 level (2-tailed).**

The correlation between financing of monitoring and evaluation activities and water supply project performance was also significant, r =0.817, P < 0.01. This implies that financing of monitoring and evaluation strategies and water supply project performance have the most significant effect in performance of water supply project. These findings concur with Ndung'u (2018) that budgetary allocation influence implementation of monitoring and evaluation practices in Nyeri county government construction projects greatly. In addition, as eluded by Akinyi (2020) that there was a moderate negative association between budgetary allocation for monitoring and evaluation systems and project performance of county government. A case of Mombasa County Government.

CONCLUSION

The objective of this study was to assess the influence of M&E financing strategies on the water supply project performance in Dodoma City Council in Tanzania. It is concluded that financing process, such as raising and maintaining adequate funds for project activities is clearly of critical importance to the progress of a project. There is a positive relationship between the funding of M&E and the successful implementation of projects.

RECOMMENDATIONS

The study recommends that organizations ought to allocate sufficient funds to M&E activities and ensure there is independence in the utilization of the funds. Organization leaders should take an active part in designing the M&E process and offer timely support and guidance to projects' staff and ensure implementation of projects is well executed and results and reports are communicated and used in informing decision-making, planning, and lessons learned.

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