Influence of Monitoring and Evaluation Practices on Performance of Tobacco Contract Farming Projects in Katavi Region, Tanzania

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ABSTRACT

Monitoring and Evaluation is globally used in assessing the project's use of limited resources, transparency, improved service provision, value for money and accountability. The study's main objective was to determine the influence of monitoring and evaluation practices on performance of tobacco contract farming projects in Katavi region, Tanzania. Whereas the specific objectives were to: determine the effect of M&E human resource capacity; establish the effect of M&E technical expertise; and determine the effect of stakeholder involvement in M&E processes team. The study used Resource Based Theory; Dynamic Capabilities Theory; and Theory of Change that were related to the study's independent variables. Explanatory research design and cross-sectional strategy were used. The sample frame was purposively chosen while the 132 respondents sample size was selected using simple random sampling. Descriptive and inferential statistics were used in data analysis. The results indicated that M&E human resource capacity and M&E technical expertise were not significant. However, stakeholder involvement in M&E processes team was significant. The study recommends that the Agricultural and Marketing Cooperative Societies should establish all the M&E related policies, M&E plan framework, M&E department with all necessary resources while embracing results-based management, participatory Monitoring and Evaluation and information & communication technology.

Keywords: Monitoring and Evaluation, Contract Farming, Tobacco Farming**,** Farming Projects

INTRODUCTION

The Structural Adjustments Programmes (SAPs) automated the emergence of contract farming (CF) in Tanzania context particularly in Katavi region. Thus, the Agricultural and Marketing Co-operative Society (AMCOS) ought to collaborate with stakeholder to fulfil the contractual arrangements (Mzovu, 2013). It should be noted that in Contract Farming (CF) there might be misplaced priorities that may hinder the project performance (World Bank, 2013). AMCOS therefore faces such a situation in their tobacco CF projects. According to Tanzania Tobacco Board, (TTB), CF in Tanzania was established in 1994, but got stabilized in 1997 (TTB, 2006). According to Tanzania Tobacco Board and Tanzania Tobacco Council (TTC), the trend of tobacco production in Katavi region was noted from 2009/10 season in which AMCOS started securing inputs fund from financial institutions. The production increased from 12 356 to 15 695 tonnes in 2009/10 and 2010/11 respectively (TTC, 2009; TTB, 2020). Within the 9 subsequent seasons the trend had a shape of 'ups and downs'. For instance, the highest production was noted by 13 305 tonnes in 2014/15 and the lowest 3 829 tonnes in 2019/20 season (TTB, 2020). This connotes that there might be something wrong in tobacco production processes.

The performance of tobacco CF projects was revealed through production against price index during the study's review scope from 2015/16 to 2019/20 respectively. The 8 445 tonnes were sold at an average price of US$ 2.16 per kg in 2015/16 season. In 2016/17 season 12 099 tonnes were sold at US$ 1.64 per kg. The increase in production was noted by 43%, but the price dropped by 24%. The 2017/18 season marked a production of 5 426 tonnes and sold at an average price of TZS 3 635 per kg. This season used a Tanzanian shilling currency as per government instruction. The production decreased by 55%, whereas in the 2018/19 season the achievement rose up to 7 144 tonnes and sold at an average price of US$ 1.44 per kg. In that season the Government allowed the reuse of US$ currency. The production increased by 31%. On the fifth season 2019/20 the production was only 3 829 tonnes and sold at an average price of US$ 1.60 per kg. This revealed that production decrease by 46% and price increased by 1.39% (TTB, 2020). The fluctuation in production and price showed a negative effect which altered a cost of production and

revenues to small-scale farmers (MAFS, 2006). But Kagwiria and Gichuki (2017) requested the government to establish a policy that will enhance the reduction of cost of production. Furthermore, (Moyo, 2014, 2019) suggested that a legal framework should be established to handle the hazards from hail stone and crop failures, regardless of some of challenges but still CF is an option that ensures production sustainability and incomes to individual farmers. However, Moyo (2017) asserted that there is no difference between CF and non-CF farmers in terms of social aspect. Rather, it is an exploitative intervention. Therefore, these challenges and contradictions also face AMCOS in Katavi Region. Moreover, AMCOS leaders are supposed to fulfil the interest of their farmers, especially in timely supply of tobacco farm inputs and right and timely produce payments. Failure to that may frustrate tobacco CF in Katavi Region. At this juncture the application of Monitoring and Evaluation (M&E) is inevitable. The M&E has got a broader global emphasis as a tool that provides a road map to achieving project objectives in terms of performance and sustainability (Okuta, 2019). The M&E also provides lessons to be used in the future CF projects (Ojok, 2016). Moreover, M&E allows the voiceless project beneficiaries get heard through involvement and participation in all project phases by participatory monitoring and evaluation (PM&E) approach (Mgoba & Kabote, 2020; Mujuru, 2018).

Due to the fact that AMCOS secures substantial financing from financial institutions in form of loan for CF tobacco inputs as well as afforestation programmes, the M&E practice is inevitable. Muniu (2017) urges organizations to comply with M&E practices in order to realize the value for money. Onyango (2019) also suggested that the M&E plans should be in place before project inception. Moreover, Kanyamuna (2019) also suggested that the use of M&E should be coupled with Results-Based Management (RBM). Nevertheless the M&E is a global agenda, but still some of the organizations especially in developing countries, do not implement it (Kule & Umugwaneza, 2016). This statement is well demonstrated in AMCOS in Katavi region. It positions the AMCOS in prone zone of gradual deterioration of farmers' economic status and national macroeconomic growth through co-operatives. Thus, the current study harmers the nail to fix the existing M&E gap in Katavi Region's AMCOS, as it has a socio-economic impact to all the households in Katavi region. The M&E is a tool for measuring either success or failure of a project (Magagula, 2019). Since the M&E practices are suspected to be in vain

in AMCOS, that situation threatens the farmers' economy because tobacco CF projects involve a huge financing. It thus requires personnel and stakeholder with diverse knowledge and skills. The poor performance of tobacco CF projects in AMCOS is believed to emanate from lack of M&E personnel with appropriate skills and unorganized stakeholder involvement respectively (Akanbang & Bekyieriya, 2020; Muumbi & Chege, 2021). The arguments from (Safari & Kisimbii, 2020) suggested that, having a special knowledge and skills to interact in global business environment rich in technology and diverse demography is paramount. Lack of M&E Practice application in AMCOS is a problem that needs to be addressed by the current study. The current study used three theories that are cohesively related to the three study variables found in the specific objectives. Based on the M&E Human Resource Capacity variable, the Resource Based Theory (RBT) clarifies that if the organization wants to win and remain competitive in local and international context, must possess all the necessary resources. These include personnel with capacity, qualifications and right qualities (Penrose, 1959; Roos & Roos, 1997). Thus, human resources in AMCOS are expected to possess the same in order to manage their jobs, achieve the set organizational objectives as well as goals.

Hence organization enjoys economies of scale. Otherwise, lack of capacity is a potential gap. (Hijzen, Görg & Hine, 2005). Therefore, RBT puts an emphasis on human resource capacity as a competitive advantage as well as superior performance of a firm. Many scholars and managers try to find out why some firms survive and prosper, while others perish in the rapidly changing business environments regardless of having all resources including human resources. Then what is needed? By referring to the M&E Technical Expertise variable, the Dynamic Capabilities Theory (DCT) gives the answer to such a question that the firms need to renew their resources in order to overcome that situation (Diericks & Cool, 1989). 'Dynamic' means a renewal process of resources and competences. Thus, in order the firms including AMCOS remain competitive, survive and sustainable, should have an ability to either renew or change their resources. That can be achieved by applying the 'create-and-abandon' some of their resources that are not compatible with their pace. By doing so the organizational objectives and goals will be achieved with higher assurance of success during crisis times as well as environmental and technological advancements (Eisenhardt & Martin, 2000). The DCT therefore,

echoes an alarm to AMCOS personnel as suspects to lack M&E Technical Expertise (or specific skills) as a potential gap. The Stakeholder Involvement in M&E processes Team variable is well demonstrated in the discipline of M&E by which cohesively attracts the fundamentals of Theory of Change (ToC). The ToC is regarded as the only theory that contemporarily guides the process of M&E (Weiss, 2000). The ToC also exerts a cause-and-effect relationship to arrive at the desired results in a sequential style from inputs to impacts (Ibid.) In order for the firm like AMCOS, to achieve development outcomes, ToC should be used by stakeholders at global and local level contexts (Vogel, 2012). For so many decades stakeholders have been using ToC in their development interventions in form of logic model. In regard to the tobacco CF projects that involve some stakeholders (with diverse expertise) in different project phases, the ToC is inevitable. The ToC in the current study enhances project team and stakeholders to be focused through the four project phases on the intended future realities that are important to the core success aspiration of the project (Ibid.). The three specific objectives of this study emanates from the main objective which determines the influence of M&E practices on performance of tobacco CF projects in Katavi region. Moreover, the three specific independent variables (M&E Human resource capacity; M&E Technical expertise and Stakeholder involvement in M&E processes team) were measured to check the effect they cause on performance of tobacco CF projects. The study's scope covered from the year 2015 to 2020 due to the fact that data was adequately available in this period in regard to the study variables. The next part of the study comprises: Section 2 which outlines the methods applied in data analysis. Section 3 gives the details on results and discussion. Section 4 presents conclusion and recommendations. Finally acknowledgement is found in section 5 of the study.

Literature Review

In the current study, monitoring and evaluation (M&E) is defined as the planning of the objectives and goals of coordinated activities of a project or programme that is compatible to the available physical, human and financial resources, thereafter appraise it and report the findings for implementation in decision making, purposely for improving the on-going and future project or programme's limited resources, service provision, accountability and realization of value for money for the benefit and sustainability of all parties involved. The study also defines contract farming (CF) as an agricultural

arrangement backed up with a legal agreement framework within which both parties to the contract (the Seller and the Buyer), set standards of terms and conditions to abide with, the parties should also be committed to the trustworthiness, predetermined price, technical expertise, quantity and quality that ensure safety, market information availability and risk avoidance for the benefit of both parties to the contract. The historical overview of M&E can be traced back to the three perspectives that is global M&E practices, African M&E practices and Tanzanian M&E practices. The global level trends perspective of M&E practices started between 1980s and 1990s as the development agenda for both the public sector and the private sector (Kanyamuna, 2019). Raimondo (as cited in Kanyamuna, 2019, p.38) stated that whenever using Poverty Reduction Strategy (PRS) there must be a close foliow-up in terms of monitoring together with the national statistical office. For the Tanzania context should be the National Bureau of Statistics ((NBS). Having statistics at hand, the decision making process on problem identification, policy designing, setting targets and allocating resources becomes easy task But during that time, it was a challenge and obstacle to achieve the said strategy in lower levels in terms of technology (Kusek & Rist, as cited in Kanyamuna, 2019, p.39).

The 2008 Accra Agenda for Action (AAA) was the next sitting to the 2005 Paris Declaration (PD). Chianca (Kanayamuna, 2019) stated that the great emphasis under this was to enforce good governance and sustainable development especially on the sound effectiveness. It was also concerned with restructuring the way the developed and developing countries work together. The purpose was to ensure that existence Aid is spent objectively to strengthen sustainable economies that help people free from poverty (Ibid.). The next sitting was held in Busan, Korea in 2011 which was known as the Fourth High Level Forum (HLF4). This forum aimed at promoting M&E in global perspective. The focus was on principles of ownership, results, partnerships, transparency and shared responsibility towards sustainable impacts (Kanyamuna, 2019). Moreover, the aim to harmonize various practices and management at country levels and at regional levels was remarked as the Rome Declaration in Italy in the year 2003. According to UNDP (Kanyamuna, 2019) the 2004 Marrakech Memorandum in Morocco, concentrated in better development results which required management systems and capabilities, that put results at focal point of planning, implementation and evaluation (Kanyamuna, 2019). The 2005 Paris Declaration in France targeted to be a practical action orientated road map to improve and embrace the quality of

Aid and impact (Ibid.). Moreover, the 2011 Busan Declaration in Korea aimed to review the implementation of Paris Declaration and also to maintain the relevance of the Aid effectiveness in development context (Ibid.). In summary, the major global efforts can briefly be traced from the year 2000 to 2016. During this period the Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) were initiated. The initiatives aimed to end poverty as well as protect the planet and ensure that people enjoy peace and prosperity (Ibid.). After the global level trend perspective of M&E practices, came in the African level trends perspective of M&E practices. The pace of M&E in African countries is gradual as a result many countries including Tanzania are at initial stages of constructing their own M&E in African systems. Initially, the M&E in Africa was regarded as the donor's agenda, but now in most countries are constructing their own practices and systems to achieve good governance as well as poverty reduction (, Kanyamuna, 2019). Moreover, Chouinard and Cousins (Kanyamuna, 2019) stated that a conference held in 1998 in Abjan, Ivory Coast/Cote D'Ivoire was a follow-up of the 1990 conference held in the same venue. The conference aimed at checking the M&E capacity status in Africa for public service delivery and holistic performance. The participants appreciated the methods of innovation to stabilize the M&E function across the Africa continent.

The move towards M&E development in African context, was established in 1999 (AfrEA, 2020). The 8th conference held in Kampala, Uganda from 27 to 31 March 2017, focused on exchange between researchers and M&E practitioners. That was based on demand and supply of credible and effective evaluative evidence to support the Sustainable Development Goals (SDGs) in Africa. OECD and World Bank (Kanyamuna, 2019) asserted also that the conference aimed at building essential M&E practices so as to arrive at informed decisions hence hit the national agendas in Africa continent. The 9th AfrEA international conference convened on 11-15 March 2019 in Abjan, Cote D'Ivoire. Its theme was "Accelerating Africa's Development: Strengthening National Evaluation Systems" (AfrEA, 2019). The 10th sitting was the AfrEA international virtual conference which was planned to convene on either 8-12 March or November, 2021 in Addis Ababa, Ethiopia. But it was instead convened on 14-18 March 2022 in virtual modality. The conference theme was "Evaluation That Leaves No-One Behind: Empowering Progress towards the Africa We Want amidst the COVID-19 Pandemic and other Crises and Opportunities Facing us" (AfrEA, 2020). The participation in the conference was drawn from a wide range of stakeholders on the African continent and globally, including National Evaluation Associations, the AfrEA emerging Evaluators Network, World leaders in the monitoring and evaluation field and students (AfrEA, 2022). In regard to the conference theme, the 10th

AfrEA conference specifically aimed to: (i) "Promote learning and action to support evaluation practice that contributes to real responsive, agile and sustainable development in Africa; (ii) Promote African-rooted and Africa-led evaluation through sharing African evaluation perspectives; (iii) Build the theory and practice of evaluation in Africa by providing the platform for the development and sharing a high quality body of contextually-relevant knowledge on evaluation; (iv) Support the establishment and growth of national evaluation associations or Voluntary Organizations for Professional Evaluations (VOPEs) and other related communities of practice; (v) Facilitate capacity building, networking and sharing of new developments in evaluation theory and practice, towards fostering capacity development among evaluators, policy makers, researchers, development specialists and related stakeholders in the evaluation eco-system; (vi) Facilitate networking and partnerships between key local and global stakeholders and development partners towards an integrated, coherent approach to strengthening evaluation systems, knowledge and practice on the African continent; and (vii) Empower members to influence national M&E system and policy in their respective states and represent Africa on the global stage of M&E" (AfrEA, (2022). In summary, since the AfrEA was established in 1999 as a non-profit umbrella organization, with its headquarters in Accra, Ghana has had conducted 10 conferences as follows: In Kenya 1999; in Kenya 2002; in South Africa 2004; in Niger 2007; in Egypt 2009; in Ghana 2012; in Cameroon 2014; in Uganda 2017; in Cote D'Ivoire 2019; and in Ethiopia 2021/2022 as shown in Figure 1 below (AfrEA, 2020).

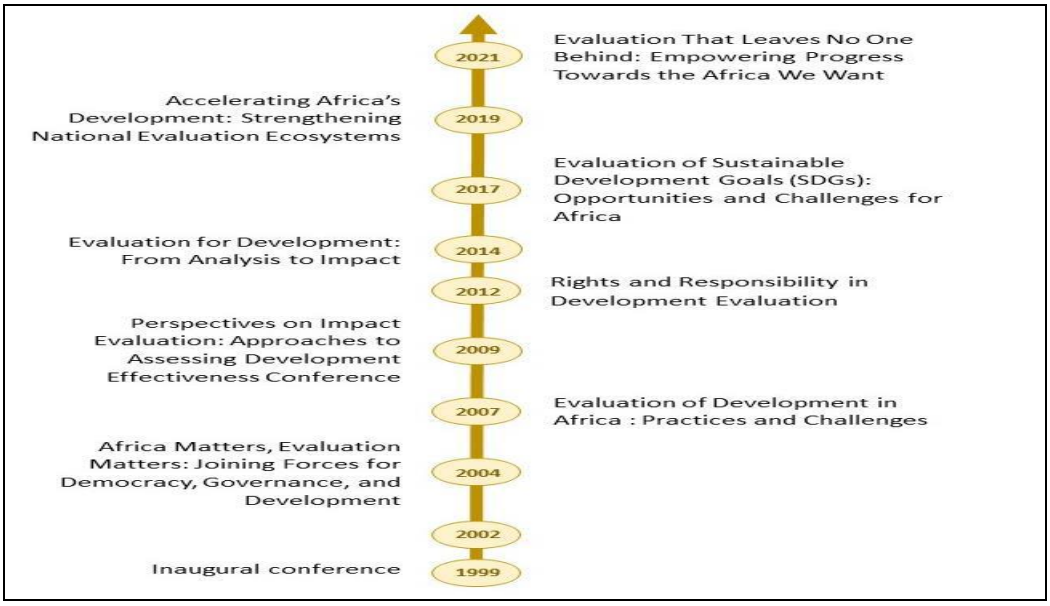

Figure 1: African Evaluation Association Conferences (from the 1st to the 10th)

Source: Adapted from AfrEA (2020, p.4)

In the United Republic of Tanzania (URT) context, the trends perspective of M&E practices were taken on board in the very beginning of 1990s, as a result of reflection of African and global M&E (URT, 2014). The Government of the United Republic of Tanzania, introduced M&E practices in her organs for instance, it initiated the Public Service Management and Employment Policy (PSMEP) in 1998. The policy necessitated a sound M&E in public organizations. This requirement provides performance feedback information that help stakeholders, policy makers and decision makers to always be proactive rather than being reactive (Ibid.). The government has done a lot in policy, strategies and structural institutional reforms with the focus on stabilizing M&E function. That is found in various government levels, for instance, the Local Government Authorities (LGAs), Regional Secretariats (RSs) , Independent Departments and Executive Agencies (MDAs), (Ibid.). Thus, the M&E practices enhance the government authorities to properly and systematically provide social services to the public, aiming at provision of improved social services in relation to the value for money (Ibid.). However, from the private sector point of view, in which the Agricultural and Marketing Cooperative Societies (AMCOS) and other stakeholders are found, still the M&E practices are questionable. That is due to the fact that, in private sector probably there is no a well structured, organized and coordinated M&E practices and systems. This remains as a vivid gap that exists between the public sector and the private sector needed to be observed in order to move in the same pace as a country in M&E development.

Theoretical Review

The Resource Based Theory (RBT) postulates that a collection of resources including but not limited to human, physical, financial and Information and Communication Technology (ICT) form a complete organization that is believed to be competitive in local and international business contexts (Hijzen, Görg & Hine, 2005). Thus, the personnel working in AMCOS need to have appropriate qualifications for M&E activities. Therefore, the RBT relates with the M&E Human Resource Capacity variable because the theory puts emphasis on the firms to own and possess the right resources with capacity to achieve the organizational objectives. Table 1 illustrates. In order that the

Dynamic Capabilities Theory (DCT) to be practically measured, there should be all resources needed in the organization. Dynamic means a renewal process of resources and competences in order to survive in the rapidly changing business environment (Eisenhardt & Martin, 2000). Thus, AMCOS need to 'create-and-abandon' some of their resources which are outdated (Ibid.). The M&E coupled with Results-Based Management (RBM) will assist the dynamic process (UNDP, 2007). The RBM aligned with the new system will lead to project outcome (Ibid.). The DCT therefore has a direct relationship to the M&E Technical Expertise variable. That is because the theory clarifies the essence of having resources that are update, competitive, with current skills that can enable the firm compete and survive in contemporary pace of business environment, economy, social (demography) and contemporary technology. Table 1 and 2 below illustrates the above explanations.

Table1: Prospective Cultural Changes in AMCOS

Prospective cultural changes in AMCOS		
Today		**Tomorrow**
Project driven	➡	Policy driven
Process orientation	➡	Results orientation
Low level specialized expertise	➡	Clear competency profile
Low knowledge-based capacity	➡	Innovative and Information technology networked capacity
Risk aversion	➡	Risk taking
Introverted, sceptical of partnerships	➡	Outward looking, partnerships oriented
Cumbersome decision making	➡	Flexible and real-time decision making
Bureaucratic culture	➡	Merit-rewarding and initiative-driven culture
Weak management accountability	➡	Responsive leadership management

Source: Adapted from UNDP (2007, p.13)

Table 2: Key Features in Implementation versus Outcome Monitoring

Key features in implementation versus outcome monitoring		
Elements of Implementation Monitoring (Traditionally used for projects)		**Elements of Outcome Monitoring (Used for a range of interventions and strategies)**
Description of the problem or situation before the intervention	➡	Baseline data to describe the problem or situation before the intervention
Benchmarks for activities and immediate outputs	➡	Indicators for outcomes
Data collection on inputs, activities and Immediate outputs	➡	Data collection on outputs and how/whether they contribute towards achievements of outcomes More focus on perceptions of change among stakeholders and more focus on soft assistance
Systematic reporting on provision of inputs, etc.	➡	Systematic reporting with more qualitative and quantitative information on the progress of outcomes
Directly linked to a discrete intervention (or series of interventions)	➡	Done in conjunction with strategic partners
Designed to provide information on administrative, implementation and management issues as opposed to broader development effectiveness issues	➡	Captures information on success or failure of AMCOS partnership strategy in achieving desired outcomes

Source: Adapted from UNDP (2007, p.16)

The discipline of monitoring and evaluation (M&E) cohesively attracts the theoretical fundamentals of Theory of Change (ToC). That is because it exerts a 'cause-and-effect' relationship to reach at the desired results from inputs to activities, outputs, outcomes and impacts (Weiss, 2000). For that to be practical, AMCOS should have plans in their M&E framework to consolidate the RBM culture. This will enable the management to figure out which activities need to be implemented for planned results (UNDP, 2007). Stakeholders apply ToC in public and private development interventions. Therefore, the Stakeholders Involvement in M&E Processes Team variable,

relates to the ToC because tobacco Contract Farming (CF) projects involve some stakeholders in various project phases in order to be focused as a project team to get the intended results (Vogel, 2012). Figure 2 below clarifies the above explanations.

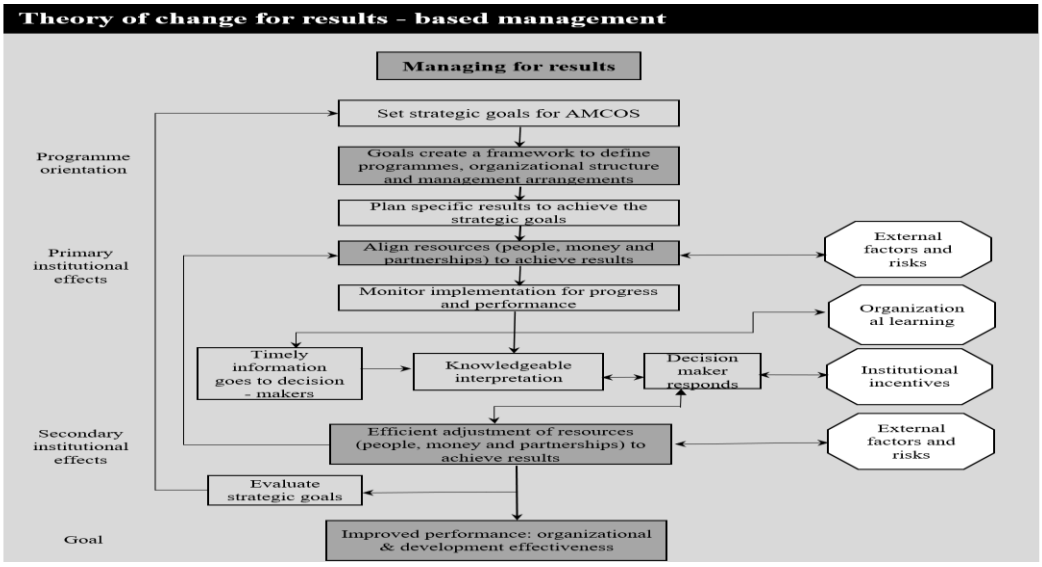

Figure 2: Theory of Change for Results-Based Management (RBM)
Source: Adapted from UNDP (2007, p.2)

Policy Review

The United Republic of Tanzania Government has been struggling to remove cooperative development constraints caused by various national economic development interventions. Some of them were initiated after independence in 1961 (URT, 2003, p.1). For instance, the Arusha Declaration of 1967 utilized Co-operatives to implement the socialism and self-reliance policy in transforming rural production. The intervention still was not so successful. The consequence caused by the Structural Adjustment Programmes (SAPs) and trade liberalization disturbed the Co-operatives focus. Lack of skilled management in Co-operatives was among the constraints (Okem, 2016). The device to overcome such constraints was the enactment of Co-operative Societies Act No. 15 of 1991 and Co-operative development policy of 1997 (Ibid, pp.1-2). However, the 1997 policy was not effective to assist Co-operatives exist in a stiff competition (URT, 2003, p.2). Moreover, a new Co-operative development policy of 2002 was established followed by enactment

of Co-operative Societies Act No. 20 of 2003. But this Act was revised to the current Co-operative societies Act No. 6 of 2013 (Ibid, pp.3-8). The current policy also has shown some deficiencies. For instance, Faustine (2021) during the television interview with the Tanzania Broadcasting Corporation (TBC) stated that, the policy lacks M&E component and Co-operative development strategic plan framework. The failure of Co-operative Reform and Modernization Programme (CRMP) 2005-2015 was also among the deficiencies because currently, there is no any evaluation report concerning CRMP (Kabale, 2021). Moreover, Alfred S. Sife (2021), during the television interview with TBC also added that the policy lacks the compulsory Co-operative education provision for Co-operative employees (Kabale, 2021). From the M&E human resource capacity perspective, it is imperative to note that either failure or success of any organization is measured in terms of value for money and time invested that must be manifested in M&E (URT, 2013). In order to get the right human resources and professional management in all levels of Co-operatives, employment guidelines and trainings should be embraced (Sumelius et al., 2014). The weak and understaffed oversight body is another constraint facing Co-operative development policy in Tanzania (Sambuo & Msaki, 2019). Thus, the Tanzania Co-operative Development Commission (TCDC) has an obligation to make sure that all constraints hindering Co-operatives are sought out.

For instance, availability of an appropriate human resources in Agricultural and Marketing Co-operative Societies (AMCOS) are collaboratively given solutions through policy revision. It is imperative to also note that the Co-operative development policy 2002 should link with other national plan frameworks. That can be achieved through establishment of M&E plan framework, reporting plan, (internal and external reports), in all levels of Co-operatives (TISCO Consultants and Associates, 2009). For that case, the successful contract farming (CF) arrangements, production services, new knowledge in technology and insurance cover, to mention a few, the M&E technical expertise for AMCOS personnel is inevitable (Tanzania Development Commission [TCDC], 2016). Stakeholder involvement in M&E processes team is one of the sensitive areas of policy implication. Thus, it needs more attention for improvement of AMCOS CF through participatory approach (URT, 2013). The focal point in policy revision should be how to harmonize all the sector policies in the Co-operative development strategic

plan. Such few sector policies are national employment policy of 2008; agricultural marketing policy of 2006; Public Private Partnership (PPP) policy of 2009; national information and communication technology policy of 2003; the trade policy of 2003; and gender policy of 2000 with their amendment if any. These policies have bearing impact in national, regional and global context economic fluctuations on Co-operative development (URT, 2013). There should be a coordinated programme and action plan for implementing Co-operative development policy in relation to the national policy frameworks such as, the Tanzania Development Vision 2025, the Poverty Reduction Strategy Paper (PRSP) and the National Strategy for Growth and Reduction of Poverty (NSGRP II). Having done all that will assure the contribution of Co-operatives in the national economic congruence goal (Ibid.). Thus, stakeholder involvement in all policies harmonization, will assist to strengthen agriculture input availability, agriculture extension research, human resource development, agro processing agriculture, insurance, environmental issues and information and communication technology (that is e-agriculture) (Ibid.). These few out of many constraints necessitate the 2002 Co-operative development policy to be revised.

Empirical Review

The majority of monitoring and evaluation (M&E) practice researches have been done globally in various economic and social activities. But less had been done in agriculture sector, tobacco in particular. Chege and Bowa (2020) in Kenya, examined the M&E project performance in non-governmental organizations implementing education projects in Nairobi County, specifically measured the strength of M&E team. By using narrative and inferential analysis, the results revealed that M&E team significantly influenced project performance. This study was NGOs oriented in education industry whereas the current study is agricultural and marketing cooperative society (AMCOS) oriented in agriculture sector. Moreover, Dejene (2017) in Ethiopia studied the roles of M&E functions in achieving project success. Data was analyzed using binary logistic regression and multiple-regression, the results concluded that M&E human resource capacity significantly influenced project success. The author suggested that M&E system should be established together with thematic resources. Contextually, Ethiopia is located in the horn of Africa proximity to Middle East and Europe, against Tanzania located in East Africa. Moreover, Mhina (2017) in Tanzania studied M&E practices and their effects

in district councils. Data was analyzed using descriptive techniques, the results proved that although M&E was used in their projects and programmes, the evaluation aspect was not given much consideration due to lack of the M&E department and appropriate human resources. Based on the empirical studies, the current study objectively expected and hypothesized that M&E human resource capacity has positive significant influence on performance of tobacco contract farming (CF) projects in Katavi Region. The M&E human resources should have technical expertise attribute. Taking that into consideration, Jahaf (2021) studied the effect of M&E practices on the performance of the development projects in Yemen and its relation in gender. Descriptive statistics, correlation and regression were used in data analysis. The results revealed that M&E skills and technical activities had a positive significant influence. The author recommended to embracing continuity of Results-Based Management (RBM). The author suggested that there should be M&E system usage and policies establishment in order to satisfy the targeted community. Contextually, Yemen is a Middle East country whereas Tanzania is an East African country. Muumbi and Chege (2021) studied the effect of technical expertise engagement in M&E on performance of residential construction projects in Kajiado County in Kenya. They analyzed data using descriptive and inferential statistics and also used ordinal logistic regression analysis. The findings proved that M&E technical expertise had an influence on construction projects.

Hence the study recommended that hiring of expert managers and capacity building for project players is paramount. The study of the contribution of M&E to promote good governance in Oman was conducted by Al-Busaidi (2018). Data was analyzed using SPSS and Analysis of Moment Structure (AMOS)-SEM. The findings revealed that M&E accountability, management decisions, and organizational learning leading to good governance were not statistically significant. Additionally, the current study objectively expected and hypothesized that M&E technical expertise has positive significant influence on performance of tobacco CF projects in Katavi Region. Taking into consideration the study conducted by Omondi and Kinoti (2020) which determined stakeholder participation and performance of road construction projects in Kilifi County in Kenya. Data was analyzed using descriptive and inferential analysis. From the study findings it was established that, during project identification and planning stages, stakeholder participation was

positively and significantly contributed to project performance of road construction. The author recommended that road construction projects should be beneficiaries centred and embrace all relevant stakeholder inclusion and participate in all project phases. Likewise, the study of participatory monitoring and evaluation (PM&E), power dynamics and stakeholder participation was conducted by Mujuru (2018), in Thusalushaka area in South Africa. Data was analyzed using both a thematic and content analysis. The results revealed that the beneficiaries were rarely involved in the PM&E process, rather were limited to problem identification. The author recommended that World Vision was supposed to establish strategies to allow beneficiaries fully participate in all stages of PM&E and make final decision. Manumbu (2020) in Tanzania studied the community participation in M&E and its implication in village land use plan sustainability. Qualitative and quantitative techniques were used in data analysis. The findings disclosed that community participation was higher at introduction stage during village assembly. The author recommended that responsible officials should build capacities of the community to create awareness. From the empirical studies, the current study objectively hypothesized that stakeholder involvement in M&E processes team positively influences performance of tobacco CF projects in Katavi Region.

Methods

The Positivism philosophy was applied in the current study. Thus the visible realism can be consistently investigated to prove the cause-and-effect relationship between variables on the available quantitative data to come up with general conclusion (Saunders et al., 2012). The philosophy establishes the base of knowledge and its nature with varied perspectives of a researcher who can view the world differently by relating it into two perspectives that is the Ideal world and the Real world (Ibid.). The current study employed explanatory research design with cross-sectional survey strategy. The sampling frame had 12 Agricultural and Marketing Co-operative societies (AMCOS) and 1 Co-operative Union (the Lake Tanganyika Co-operative Union-LATCU). Thus, a population was 199 (188 respondents from AMCOS management, staff, board members, and 11 from LATCU staff. (Source: LATCU office's register). The study used purposive sampling and simple random sampling to select tobacco AMCOS and individual respondents respectively. The sample size of 133 was found by using Yamane (1967)

formula. ata was collected using questionnaire that adopted a five point Likert scale. The 5-point Likert scale is simple to understand and use for survey respondents. It takes less time and effort to complete than higher scales. It is often used to measure respondents' attitudes by asking to the extent to which they either agree or disagree (Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree). Likert scale can meet researcher's needs when he/she has attitude, belief or behaviour items. Also Likert scale allows researchers to collect data that can be utilized to gain greater insight into peoples' thoughts and emotions about a particular subject. It also helps to reduce bias and allow for more accurate responses Kothari (2014). Data was analyzed using descriptive statistics and inferential statistics (Correlation and multiple-regression). The multiple regression assumptions were handled by using Pearson's correlation of exogenous variables as follows: The independent variables were three; these variables had a linear relationship which was checked by using a scatter plot. The data was free from multicollinearity which was checked by using Variance-Inflated-Factor or VIF and Tolerance values. High VIF (greater than 5) indicates that the associated independent variable is highly collinear with the other variables in the model. Thetolerance of not less than 0.2 implied that the presence of multicollinearity had been detected (Cohen & Cleveland, 2013; Hair et al., 2016). There was neither missing data nor outliers. The independent and dependent variables were tested by using the Colmogorov-Smirnov test. They indicated to be normal distributed and were presented in the Q-Q plot. The data was analyzed using SPSS 20.

Yamane formula $n = N / [1+N (e)^{2}]$

Where: n = Sample size, N = Total population, e = Error tolerance (or precision). Since Population of the study (N) was 199, and Error of tolerance (e) was 0.05. Hence, the sample size was calculated as $n = 199/ [1+199 (0.05)^2]$, giving 133 the sample size of the study. But the actual response was 132 out of 133 respondents.

Multiple- regression model is given by $Y=\alpha+\beta_1 X_1+\beta_2X_2+\beta_3X_3+\varepsilon$.
Where: Y= Performance of projects, α = *Constant term*, β1 - β3= *Beta coefficients*, X_1 =*M&E Human resource capacity,* X_2 = *M&E Technical expertise,* X_3 = *Stakeholders involvement in M&E processes team,* ε = *Error term (or Precision)*

Results and Discussion

Demographic Information

The distributed questionnaires to the respondents were 133 but the filled and returned were only 132 giving a response rate of 99.3%.

Respondent's Gender

Based on the results in Table 3 revealed that Males possessed 86.4% and Females had 13.6%. The result implies that the gender imbalance in Co-operative societies especially in AMCOS was there. This situation sends a call to the responsible authorities to sensitise females to join the cooperative activities so as to remove gender disparity. This result has had no effect to statistical findings because all genders were represented as noted by Kihuha (2018).

Table 3: Respondent's Gender

Gender	Frequency	Percent
Male	114	86.4
Female	18	13.6
Total	132	100.0

Source: Field Data, (2020)

3.1.2 Respondent's Age

The results in Table 4, showed that the age ranges were 31- 40 years with 33.3% followed by 41-50 years with (31.1%). Above 50 years had 20.5% and the rest group of 25-30 years had 15.2%. The indication showed that the majority of respondents were in the economically active group of people that contributed to the development of the nation. This decreases unemployment and contributed to the national economic development as it was disclosed by Matonya (2018).

Table 4: Respondent's Age

Age	Frequency	Percent
25 - 30 years	20	15.2
31 - 40 years	44	33.3
41 - 50 years	41	31.1
Above 50 years	27	20.5
Total	**132**	**100.0**

Source: Field Data, (2020)

Respondent's Education

The results in Table 5 revealed that the majority of respondents represented by 52.3% had primary education, while 24.2% had certificate or diploma. Secondary school and graduate levels had 18.9% and 3.8% respectively. The rest 0.8% was represented by postgraduate cadre. The implication is that during the study period, Co-operative societies in Katavi Region especially tobacco AMCOS were led by low level educated people with primary education. However, Kihuha (2018) pointed out that the study's demographic profile had a satisfactory educated people ranging from secondary school to postgraduate.

Table 5: Respondent's Level of Education

Education level	Frequency	Percent
Postgraduate	1	0.8
Graduate	5	3.8
Certificate / Diploma	32	24.2
Secondary school	25	18.9
Primary school	69	52.3
Total	**132**	**100.0**

Source: Field Data, (2020)

Respondent's Work Experience

The results shown in Table 6 revealed that 59.8% of respondents had worked in their organizations for less than 5 years. Those who worked between 5-10 years had 27.3% and the rest 12.9% worked for above 10 years. This implied that the majority of respondents had less experience and therefore, they had less knowledge about their organizations. This situation is prevalent in Co-operative societies probably due to but not limited to the Co-operative societies Act No.6 of 2013. This Act requires an elected board member to stay in that position for one term of 3 consecutive years. He or she may be re-elected for the next last second term of 3 years, for the will of either the electoral committee or members of the general meeting. The committee and members of the general meeting vets the applicants' forms and voting for respectively. For the employees, also do not stay longer because of weak employment or recruitment practices, which may attract a high rate of

employee turnover, uncertain job security and unfair remuneration, as it was stated by (B.H. Kassia, personal communication, December 20, 2020).

Table 6: Respondent's Work Experience

Work experience	Frequency	Percent
Less than 5 years	79	59.8
5-10 years	36	27.3
Above 10 years	17	12.9
Total	**132**	**100.0**

Source: Field Data, (2020)

Descriptive Analysis Statistics

M&E Human Resource Capacity

The respondents were asked on the indicators basis by using 1-5 point likert scale. The results were as shown in Table 8.

Table 7: Statistics of M&E Human Resource Capacity

Statement/Indicator	(1) Strongly Disagree	(2) Disagree	(3) Not Sure	(4) Agree	(5) Strongly Agree
Staff working on M&E are determined and dedicated to the function and M&E activities	61.4%	37.1%	1.5%	0.0%	0.0%
The M&E officers have high knowledge and skills in M&E	45.5%	52.3%	2.3%	0.0%	0.0%
The organization has and uses technological resources for M&E	48.5%	49.2%	2.3%	0.0%	0.0%
The organization has a department in charge of M&E related activities	67.4%	31.8%	0.8%	0.0%	0.0%

Source: Field Data, (2020)

From the results in Table 7 above was found out that, the majority of respondents 61.4% and 37.1% strongly disagreed and disagreed respectively on the statement that, staff working on M&E are determined and dedicated to

the function and M&E activities. But 1.5% of respondents were not certain. However, respondents neither agreed nor strongly agreed on the same statement. Furthermore, on the statement that the M&E officers have high knowledge and skills in M&E, the majority of respondents 45.5% and 52.3% strongly disagreed and disagreed respectively. The results were similar to (Magagula, 2019; Njeri & Omwenga, 2019). On the other side (Njeru & Luketero, 2018) got different response. The respondents who were not sure had 2.3%. And no one either agreed or strongly agreed. The statement that the organization has and uses technological resources for M&E, 48.5% and 49.2% strongly disagreed and disagreed respectively. Still 2.3% were not sure. No one either agreed or strongly agreed. And on the statement that the organization has a department in charge of M&E related activities, 67.4% and 31.8% strongly disagreed and disagreed respectively. Whereas 0.8% was not certain, no one either agreed or strongly agreed. The general implication is that AMCOS in Katavi Region during the study period got no human resources appropriate to the M&E activities.

M&E Technical Expertise

Table 8: Statistics of M&E Technical Expertise

Statement/Indicator	**(1)Strongly Disagree**	**(2)Disagree**	**(3)Not Sure**	**(4) Agree**	**(5)Strongly Agree**
Project planning is done to ensure the right project activities are implemented	43.9%	53.0%	2.3%	0.8%	0.0%
Staff have competences and experience in designing monitoring and evaluation plans	44.7%	54.5%	0.8%	0.0%	0.0%
Project training need assessment is done to ensure the right skills are acquired to manage the monitoring and evaluation activities	37.1%	60.6%	2.3%	0.0%	0.0%
Project staff are trained in order to equip them with technical expertise	43.9%	53.8%	2.3%	0.0%	0.0%

necessary to carry out monitoring and evaluation	

Source: Field Data, (2020)

The results in Table 8 also indicated that all the four indicators got negative response from the majority of respondents. The statement that project planning is done to ensure the right project activities are implemented, 43.9% and 53.0% strongly disagreed and disagreed respectively. Respondents represented by 2.3% were not sure, whereas 0.8% agreed but none of them strongly agreed on the same statement. The results were in line with that of (Okuta, 2019). This result of not having a clear project plan may attract some of stakeholders to overtake the power of AMCOS leaders and make imposed intervention which may harm project performance (Mujuru, 2018). From the statement that, staff have competences and experience in designing monitoring and evaluation plans, 44.7% and 54.5% strongly disagreed and disagreed respectively. A similar result was found out by (Suleiman, 2020). For those who were not sure represented by 0.8%. Still none of them either agreed or strongly agreed. The statement that project need assessment is done to ensure the right skills are acquired to manage the monitoring and evaluation activities, 37.1% and 60.6% strongly disagreed and disagreed respectively. However, 2.3% were not sure. They neither agreed nor strongly agreed. It was found out that 43.9% and 53.8% strongly disagreed and disagreed respectively on the statement that project staff are trained in order to equip them with technical expertise to carry out monitoring and evaluation. Akanbang and Bekyieriya (2020) found similar result. An uncertain possessed 2.3%. However, none either agreed or strongly agreed. The general implication is that during the study period tobacco AMCOS in Katavi region lacked personnel with M&E technical expertise.

3.2.3 Stakeholder Involvement in M&E Processes Team

Table 9: Statistics of Stakeholder Involvement in M&E Process Team

Statement/Indicator	**(1)Strongly Disagree**	**(2) Disagree**	**(3) Not Sure**	**(4) Agree**	**(5)Strongly Agree**

Stakeholders involvement attracts political interference in projects monitoring and evaluation which creates fear and poor performance of projects	3.0%	11.4%	5.3%	32.6%	47.7%
Participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of monitoring and evaluation	2.3%	7.6%	6.1%	43.2%	40.9%
It enables the stakeholders to influence the product or service acceptance based on their needs	2.3%	9.8%	5.3%	46.2%	36.4%

Source: Field Data, (2020)

The majority of respondents agreed with all the three indicators as shown in Table 9. From the statement that stakeholders involvement attracts political interference in projects monitoring and evaluation which creates fear and poor performance of projects, 32.6% and 47.7% agreed and strongly agreed respectively. Kamau and Mohamed (2015) got similar results. However, 3.0% and 11.4% strongly disagreed and disagreed respectively on the same statement. But 5.3% were not sure. From the statement that, participation of stakeholders reflects the community needs and stimulates people's interest in the implementation of monitoring and evaluation, 43.2% and 40.9% agreed and strongly agreed respectively.

Mgoba and Kabote (2020) got similar results. On the other side, 2.3% and 7.6% strongly disagreed and disagreed respectively while 6.1% were not sure. Results also indicated that, 46.2% and 36.4% agreed and strongly agreed respectively on the statement that, it enables the stakeholder to influence the product or service acceptance based on their needs. The remaining 2.3% and 9.8% strongly disagreed and disagreed respectively on the same statement. But 5.3% remained uncertain. All results imply that during the study period stakeholder involvement had a positive contribution on performance of tobacco CF projects in Katavi region. Moreover, the necessity of stakeholder involvement in project M&E is inevitable. But proper stakeholder identification should be taken to avoid undue influence as a result of unnecessary stakeholder involvement. This was also cautioned by Mayanja

(2020) that care should be taken in involving stakeholder especially in decision making processes for sensitive issues like the academia.

3.2.4 Performance of Tobacco Contract Farming Projects

Table 10: Statistics on Performance of Tobacco contract Farming Projects

Statement/Indicator	(1)Strongly Disagree	(2) Disagree	(3) Not Sure	(4) Agree	(5)Strongly Agree
Projects are implemented and completed within expected timeframe	14.4%	37.1%	5.3%	31.1%	12.1%
Projects are implemented and completed within budget	11.4%	16.7%	2.3%	47.0%	22.7%
Conducted projects normally meet the required specifications, scope and quality project standard	18.9%	59.8%	14.4 %	6.8%	0.0%
Product or service has acceptance outcome on the customer and end user	1.5%	3.0%	2.3%	61.4%	31.8%
Product or service has an impact on the customer and end user	0.8%	1.5%	3.8%	47.7%	46.2%
The project meet its intended goals and	13.6%	51.5%	10.6 %	21.2%	3.0%

objectives					
The organization gives regular project progress reports on its performance	4.5%	26.5%	3.1%	44.7%	21.2%
There is conformity of the goods and services delivered to the project plan	10.6%	58.3%	12.1 %	16.7%	2.3%

Source: Field Data, (2020)

The response shown in Table 10 revealed that there are contradicting views from respondents. Four of eight indicators 50% in average, generally agreed by the respondents that there was project performance. On the other side the rest four of eight indicators 50% in average, generally disagreed by the respondents by saying that there was no project performance. By implication is that performance of tobacco CF projects in Katavi region has a contradiction. This situation calls for an urgent remedial action to address the deficiency on performance of tobacco CF projects in Katavi region.

Inferential Analysis
Correlation Statistics

Table 11: Correlation Coefficients Matrix of Exogenous Variables

	1	2	3
1. M&E Human Resource Capacity	1		
2. M&E Technical Expertise	0.441**	1	
3. Stakeholder Involvement in M & E processes Team	-0.122	0.660**	1

. Correlation is significant at the 0.01 level (2-tailed). **Source: Researcher, 2020

The results in Table 11 revealed that M&E human resource capacity had a positive correlation of 0.441 towards tobacco CF projects. Moreover, between M&E technical expertise and tobacco CF projects had a negative correlation of (-0.122). Similarly this was found out by (Muchelule, 2018; Matyako, 2019). Positive correlation was observed between stakeholder involvement and tobacco CF projects by 0.660.

Model Summary

Table 12: Model Summary

Model Summary[b]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	0.705[a]	0.497	0.485	0.41387	0.497	4.428	3	128	0.005	1.945

a. Predictors: (Constant), M&E Human Resource Capacity, M&E Technical Expertise & Stakeholder involvement in M&E Processes Team,
b. Dependent Variable: Performance of Tobacco Contract Farming Projects

As shown in Table 12, R is the correlation coefficient indicating the relationship between the study variables. Thus, it revealed a strong and positive relationship as evidenced by 0.705. The coefficient of determination (or R squared) was 0.485 indicating a variation of 48.5% in project performance due to changes in the independent variables. However, 51.5% were not explained by this study's independent variables.

Analysis of Variance (ANOVA)

As shown by a regression model, a margin of error p = 0.005 implies that the model has a probability of 0.5% in giving false prediction. In other words, the model is 99.5% in giving true prediction.

Table 13: ANOVA

ANOVA[a]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.224	3	1.408	4.428	0.005[b]
	Residual	40.698	128	0.318		
	Total	44.922	131			

a. Dependent Variable: Performance of Tobacco Contract Farming Projects
b.Predictors: (Constant), M&E Human Resource Capacity, M&E Technical Expertise & Stakeholders involvement in M&E processes Team

From Table 13 the significance value was 0.005 < 0.01 legitimizing the model to be statistically significant in predicting the influence of independent variables on the dependent variable. Moreover, the F- statistics of 4.428 tells

that the model is fit at 1% level of significance (Sig. F < 0.01). Thus, $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$. Now, a goodness of fit is given by: $Y = 2.275 + 0.089X_1 - 0.091X_2 + 0.226X_3 + \varepsilon$. The model had significance level of 0.5% (or 0.005) implying that data was fit and ideal for analysis as the p-value was less than 1% (or 0.01).

Regression Coefficients

Table 14: Regression Coefficients

Coefficients[a]							
Model		Un standardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.275	0.372		6.120	0.000		
	M&E Human resource Capacity	0.089	0.149	0.056	0.597	0.551	0.795	1.258
	M&E Technical expertise	-0.091	0.151	-0.056	-0.601	0.549	0.806	1.241
	Stakeholder involvement in M&E processes Team	0.226	0.063	0.306	3.604	0.000	0.985	1.015

a. Predictors: (Constant), M&E Human Resource Capacity, M&E Technical Expertise & Stakeholders involvement in M&E Processes Team

b. Dependent Variable: Performance of Tobacco Contract Farming Projects
Source: Field Data, (2020).

By incorporating the Beta (standardized) values into the regression model found in Table 14, $Y = 2.275 + 0.056X_1 - 0.056X_2 + 0.306X_3$. Based on 99% level of confidence and 1% level of significance, the increase of a unit in M&E human resource capacity caused 0.089 units increase on performance of tobacco CF projects. This implied that the contribution of the variable was extremely low. Meaning that during the study period, AMCOS lacked appropriate personnel with M&E capacity to manage M&E activities. This is a bad signal as the current result does not conform to the resource based theory which guides this study. The findings aligned with (Njeri & Omwenga, 2019), but other researchers like (Chege & Bowa, 2020) had different findings. Moreover, for every unit increase in M&E technical expertise caused a decrease of 0.091 units on performance of tobacco CF projects. This implied that AMCOS lacked personnel with M&E knowledge and skills. This was similar to Matyako (2019) findings. But (Jahaf, 2021; Muumbi & Chege, 2021) had opposite results. This current result also did not conform to the dynamic capabilities theory that guides this study. However, for every unit increase in stakeholder involvement in M&E processes team caused an increase on performance of tobacco CF projects by 0.226 units. Omondi and Kinoti, (2020) got similar results. However, Micah & Luketero (2017) contradicted with the current findings. By implication is that though AMCOS lacked formal M&E system, but stakeholder involvement greatly contributed to the performance of tobacco CF projects. The current findings conform to the theory of change that guides this study.

Conclusion and Recommendations

Based on the main objective of this study which determined the influence of monitoring and evaluation practices on performance of tobacco contract farming projects in Katavi Region, Tanzania. Specifically and objectively, the study also had three M&E practices to be determined. The determination focused on the effect of M&E human resource capacity on performance of tobacco CF projects; the effect of M&E Technical expertise on performance of tobacco CF projects; and stakeholder involvement in M&E processes team on performance of tobacco CF projects. After analysis of collected data, the findings revealed that M&E human resource capacity was not significant on performance of tobacco CF projects. The results implied that during the study

period, whenever human resources in agricultural and marketing cooperative societies (AMCOS) exposed to M&E activities could not manage. That was due to the fact that they didn't have capacity to implement M&E activities. From the facts obtained, it is concluded that AMCOS in Katavi Region lacked personnel with M&E capacity, unless a remedial action is taken to either hire the appropriate or train the existing personnel.

Moreover, it was also noted that by these findings the M&E Technical expertise was not significant rather it showed a negative effect on performance of tobacco CF projects. This implied that the AMCOS human resources have never ever equipped with M&E expertise. Thus, it was concludes that a remedial action is inevitable to let personnel in AMCOS be equipped with M&E expertise, hence contribute on performance of tobacco CF projects. However, the stakeholder involvement in M&E processes team had a positive significant effect on performance of tobacco CF projects. This implied that from the sampled AMCOS, the project performance was extensively contributed by some of stakeholder involvement in some of the four project phases. The study concludes that since the stakeholder involvement in M&E processes team was positive significant predictor, a proper way of coordinating stakeholder involvement and participation is expected to be established to increase the project performance rate.

AMCOS

The study recommends that AMCOS in collaboration with stakeholders, especially the Tanzania Development Commission (TCDC), should establish the: employment/recruitment policy with a provision of hiring personnel with formal M&E skills, and train those already employed without M&E skills. This should be coupled with M&E implementation plan framework and thematic M&E system department in order to survive in the rapidly changing global business environment rich in technological advancement. In order to be focused in M&E activities and enhance M&E technical expertise, AMCOS should establish training policy to ensure that the right M&E skills are acquired. The regular trainings to the newly personnel employed and the elected board members should be offered as the skills requirements between them differ and the level of interaction with stakeholder also differ. AMCOS should also get appropriate M&E system, physical resources, human

resources, financial resources and information and technology (ICT) resources.

By doing that would better support implementation of M&E activities and stay competitive in the business environment. That should be coupled with introduction of Results-Based Management (RBM) to build and strengthen the spirit of M&E culture. The study recommends also that AMCOS should know their appropriate stakeholder by identifying them through the 'Six Questions Model for Stakeholder Identification' (SQM-SI). The questions are: *What, Who, Why, How, Where* and *When* to participate in the four (initiating, planning, implementation and closing) project phases. This will enable them to sail in a Participatory Monitoring and Evaluation (PM&E) approach. Moreover, it will reduce undue influence, unfair intervention and interference that may harm performance of tobacco CF projects. AMCOS should also establish a legally structured decentralised decision-making process to the grassroots level from which the inclusive resolution and approval should be finalized in their Annual General Meetings (AGMs). Thus, a created synergy would make farmers who own the AMCOS feel valued, respected and supported. Hence they would have a positive emotion, feel passionate about their jobs and get committed to delivering their best work.

Policy Implication

From the policy review in relation to the findings from the main objective of this study and the recommendations raised, the 2002 Co-operative development policy has to be revised. The study concludes that the 2002 Co-operative development policy should be revised on the following grounds: the responsible authorities should clearly re-define and revise the policy in order to strengthen and accelerate the growth of AMCOS and agriculture sector at large, the revised policy should also include M&E Co-operative development strategic plan framework that will be implemented at all levels of Co-operative societies, the Tanzania Co-operative Development Commission (TCDC), should be given a task to overseer it. Further, the revised policy should also have a provision showing a link with other national policy frameworks. That will strengthen the protection of Co-operative societies against unfair competitions posed by the well prepared private sector traders.

In the revised policy, the Moshi Cooperative University (MoCU), should be given a task of training provision specifically on but not limited to good

governance, contract farming practices, market information, networking and business linkages, M&E practices, M&E systems and information and communication technology (ICT). The Co-operative employees should possess a Co-operative education preferably from the Moshi Co-operative University (MoCU). Thus, a Co-operative professional management would be enhanced. Co-operative researches and their findings established in a database, Co-ordinated and implemented should be given a provision in the revised policy. The responsible authorities should make legislation for M&E and RBM in order to enact appropriate laws. The laws would enforce the education institutions system to include M&E and RBM in their programmes and courses to bridge the gap that currently exists between the public sector and the private sector. It is concluded that, the output of the current study is substantial and has a potential of being a reliable tool for policymakers' use and think critically how best to address the M&E practices problems facing AMCOS as well as the agriculture sector and industry at large.

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