

# CONTRIBUTION OF MONITORING AND EVALUATION PRACTICES ON PERFORMANCE OF HORTICULTURAL PROJECTS IN TANZANIA

**\*Lilian Hebron  
&  
Richard Laswai**

## **Abstract**

*The study aims to examine how monitoring and evaluation practices contribute to performance of horticultural projects in Tanzania, Performance of Horticultural projects have not been up to predetermined standards in various aspects. For this reason, Institutional Monitoring and Evaluation (M&E) practices are spurred by demand for project effectiveness, efficiency, transparency, accountability, information frameworks, quality, and availability of M & E technologies and instruments and several studies have been done on horticultural project performance concurred by effective monitoring and evaluation practices but few from the Tanzania chapter. Studies have shown that projects that have weak or lack specific monitoring and evaluation practices on average record low rating performance as measured by scope, timeline and resource utilization. importance of involving community in projects but assessing their influence on performance of projects were not properly assessed. The study utilized a questionnaire and interview in collecting primary data where they were distributed to TAHA employees from all departments and documentary reviews to collect secondary data from TAHA office so as to ensure data collected gives answers to the objective. This data was analyzed using quantitative and qualitative methods, run on computerized statistical package of social scientists (SPSS). Findings of the study show that monitoring and evaluation as a management function, indeed has influence on project performance the results insinuate that most employees agreed that organizational leadership is the highest contributing factor of a monitoring and evaluation practices as it results to interaction between the employees, procedures, data, technology and key stakeholders and strong and supportive organization's leadership that greatly determines effectiveness of M&E practices and their efforts to be justifiable and seen as adding value unit. By concluding, the study open room for other studies to address much information on factors which influence monitoring and evaluation on performance of horticultural projects before and during implementation project activities.*

**Key Words: M&E practices, M&E Design, Stakeholders involvement, Organization leadership, Horticultural Projects Performance**

## **1. Introduction**

Within the development community there is a strong focus on results - this helps explain the growing interest in M&E (World Bank, 2004, Monitoring & Evaluation practices, (Some tools & approaches). In the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development (World Bank, 2011). Badly designed and managed monitoring and evaluations can do more harm than good. Misleading results can undermine the effective channeling and use of resources. So Monitoring and evaluation practices is important in project management. Its obligation call for project impact and sustainability. In Tanzania number of horticultural projects have been financed by external donors and Monitoring and evaluation (M&E) of development activities provide government officials, development managers, and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders and avoid projects time overrun, budget overrun and unmet management objectives. The Tanzania Horticultural Association (TAHA) operate under (7) seven projects to advocate for the growth and competitiveness of the horticultural industry through effective voicing platform for producers, traders, exporters and processors of the horticultural products mainly; flowers, fruits, vegetables, horticultural seeds, spices and tubers.

The objective of the study is to find out the effect of organization's leadership on M&E practices towards performance of TAHA STS project which is crucial part when implementing M&E practices on project. There are so many projects which are not performing and some turn into complete failure due to poor support by management. Measures on horticultural project performance should be in place before implementation of project activities and to do that we need to assess how organization leadership influence the performance of projects so that we can avoid any projects failures. Accomplishing of that will help individual local NGO's to improve monitoring and evaluation of the projects they implement, hopefully, with the benefit of improving the performance of the projects and their accountability to the stakeholders in terms of resource use and impact of the projects.

## **2. Literature Review**

In this context, M&E is seen as supporting a management function, which Cook (2006) points out "encompasses the entire management, operating systems and culture of an institution". Project practitioners and researchers have viewed it from different dimensions depending on one's interest. According to Kariuki (2015), some studies view project performance as synonymous with project success; completing the project within schedule, cost and quality and satisfying the client. It is important to recognize that monitoring and evaluation are not magic wands that can be waved to make problems disappear, or to cure them, or to miraculously make changes without a lot of hard work being put in by the project or organization. In themselves, they are not a solution, but they are valuable tools (Verma, 2005). The organization's leaders involvement in implementation and throughout the project or program cycle ensures ownership, learning and sustainability of results and creates effective communication, mobilization of resources to fill gaps. This study

aligns with The theory of programs and logical with regard to transformation of input into output to monitor performance, communicate findings and improve project performance and evolution of the results based theory is the preceding theories such as Program Management by activity in the 1970s to 1980s. RBM is a continuous approach - whose key aspects all intensify M & E elements - starting with fundamentals of detailed planning, to include setting the vision, mission and defining the framework tools based on results.

### 3. Methodology

This study used descriptive research design where by quantitative and qualitative approaches were used in data collection, quantitative approach was used to collect quantitative data, the use of mixed approach will enabled the researcher to achieve this objective the qualitative aspects in the attainment of data analysis of findings. Targeted population is 52 respondents comprising of 5 Senior managers, 32 Support staff and 15 Heads of department staff who works in TAHA. It used primary data collected through structural questionnaires and interview and secondary data through documents review. This data was analyzed using quantitative and qualitative methods, run on computerized statistical package of social scientists (SPSS) so as to ensure data collected gives answers to the objective

### 4. Findings and discussions

Researcher enumerates the descriptive statistics for the independent variable which is Organization leadership and the dependent variable, performance of horticultural projects. Finding indicates majority of the respondents, 75.5% (35) indicated organizational leadership as the highest factor of effectiveness of a monitoring and evaluation practice for performance of projects. Where 46.81 percent total respondents agreed leaders take active part in designing the M&E practices because they ensure that the project/program gives results at right levels of impact, acceptance, output, process along with products measured to offer a framework for accountability.

#### Percentage approval ratings of Organization’s leadership on Effective M&E Practices

Leaders take active part in designing the M&E practices	stat	Dis agree	Agree	Strongly agree
	Percent	14.89	19.15	27.66

46.81% of the respondents agreed that there is supportive supervision and guidance by organization leadership.

There is supportive supervision and guidance by management	stat	Dis agree	Agree	Strongly agree
	Percent	48.94	29.79	12.77

to ensure effective M&E Practices.				
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42.56% of the respondents agreed that there is supportive supervision and guidance by organization leadership

Management ensures ownership and learning in different projects for improved project delivery and sustainability of results.	sta	Dis agree	Agree	Strongly agree
			31.91	10.64
	Percent	55.32		

percent of respondent agreed there is lack of Management to ensure ownership and learning in different projects for improved project delivery and sustainability of results This means with any reasons still staffs take accountability need in projects so that projects can have positive impact. Therefore, results insinuate that most employees agreed that organizational leadership must be the leading factor determining effectiveness of a monitoring and evaluation practices as it results to interaction between the employees, procedures, data, technology and key stakeholders.

## 5. Discussions

The study found a positive relationship between organization’s leadership and effectiveness of M & E practices. It found that an improvement in organizational leadership lead to effective M & E system. Numerous organizational leadership manuals, handbooks and toolkits have been developed for NGO staff in order to provide them with practical tools that will strengthen M&E awareness also organization's policy supports M & E and that senior management recognizes and supports the role of M&E. World Bank (2011) notes that an organization’s management commitment to the implementation of a monitoring and evaluation system is paramount. They ensure that adequate funds and other resources are set aside for M&E. If there is no goodwill and support from organization’s management, then the M&E practice will poorly be designed and operated leading to its ineffectiveness and inaccurate findings. Majority of the respondents also indicated that the management is not keen to ensure that sufficient resources are allocated to M & E and do not offer sufficient supportive supervision and guidance to those conducting that leaders do not always and clearly communicate M & E results, leaders don’t take active part in designing the M & E systems and the management does not ensure sufficient resources are allocated to M & E despite these aspects playing a great role in effectiveness of the system and process.

## **6. Conclusions**

Assessing effectiveness of M&E practices in performance of horticultural projects helps projects to fulfill the objective. This is most crucial for the horticultural projects since its found out that There is also understanding of M&E practices among employees and they admitted M&E practices contributed to horticultural projects performance

## **7. Recommendations**

This finding recommend that, Organization leaders should take active part in designing M & E system and offer timely support and guidance to projects' staff and ensure M&E activities are well executed, results and findings communicated and used and in decision making and planning management should assume an active role rather than a passive role in monitoring and evaluation. Apart from that, the authorities should also consider upgrading the skills of their technical staff on monitoring and evaluation and various responsible authorities should consider employing experts who will help them in coming up with effective monitoring and evaluation plans as this will help in guiding the planning process which will help in better performance of these horticultural projects.

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