



**Terminal Evaluation  
Report**

*Final*

**August 2021**

**TANZANIA:**

**Terminal Evaluation of Rapid Response Implementation Support (RARIS)  
to the Ministry of Agriculture and the Agriculture Lead Ministries**

## PROJECT SUMMARY

<b>Project Title</b>	Rapid Response Implementation Support (RARIS) to the Ministry of Agriculture and the Agriculture Lead Ministries
<b>Project Number</b>	00068928
<b>Project Objective</b>	To support financially and technically the Ministry of Agriculture and other Agricultural Sector Lead Ministries (ASLMs) to deliver on implementation of the Agricultural Sector Development Programme (ASDP II) and other immediate mandates related to the achievement of the agricultural sector growth.
<b>Project Outputs</b>	<b>Output 1:</b> Policy coherence, Problem Solving and Analytics supported <b>Output 2:</b> Value Chain Agro-processing, Stocking and Logistics Management supported <b>Output 3:</b> Stakeholder Engagement, Partnerships and Communication Supported <b>Output 4:</b> Investment and Business Opportunities Identified; and Performance Management, Knowledge Management and Innovation, and Mind Set Change to Managers in the Ministries and Related Institutions Enhanced.
<b>Project Owner/Beneficiary</b>	Ministry of Agriculture (MoA)
<b>Region and Country</b>	Africa, Tanzania
<b>Implementing Partner</b>	Economic and Social Research Foundation (ESRF)
<b>Fund Manager</b>	UNDP
<b>Contributing Outcome (UNDAF/CPD, RPD or GPD)</b>	<b>CPD Outcome:</b> The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment
<b>Donor</b>	Bill and Melinda Gates Foundation (BMGF)
<b>Project Period</b>	3 years: Start Date October 2018: End Date June 2021
<b>Project Cost</b>	US\$ 3,798,866
<b>TE time frame</b>	Evaluation timeframe – June to July 2021
<b>TE report</b>	Date of evaluation Report – July 2021
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## **ACKNOWLEDGEMENT AND DISCLAIMER**

This report is an output of a consultative and interactive process that involved multiple stakeholders. The contributions of all involved institutions and personalities are highly appreciated. It is with sincere gratitude that we thank, Ministry of Agriculture, UNDP, ESRF and contacts at the Ministry of Livestock and Fisheries as well at the ASDP-II Coordination Unit in the Prime Minister's Office for their unconditional support and cooperation during this evaluation. We also owe gratitude to the respondents who readily gave their time to provide the responses to this evaluation. Their inputs are foundation upon which this report is based. Thanks to all.

The views expressed in this report are those of the authors. These views do not necessarily coincide with the official views of the individuals and the organizations mentioned herein.

## ACRONYMS

ADD	Catalyzing Agricultural Development in Tanzania
AEZ	Agricultural Ecological Zones
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
ASLMs	Agriculture Sector Lead Ministries
BDS	Business Development Support
BGMF	Bill and Melinda Gates Foundation
CAADP	Comprehensive Africa Agriculture Development Programme
COVID 19	Corona Virus Disease
CSOs	Community/Civil Society Organizations
DPs	Development Partners
ESRF	Economic and Social Research Foundation
FBPS	Fertilizer Bulky Procurement System
GDP	Gross domestic Plastic
IBEA	Improving Business Environment for Agriculture
ICT	Information and Communication Technology
ID	Identity
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoA	Ministry of Agriculture
MoFP	Ministry of Finance and Planning
MoFP	Ministry of Finance and Planning
MOLF	Ministry of Livestock and Fisheries
NACOTE	National Coordination and Management Team
NAFCO	National Agricultural and Food Corporation
PO-RALG	President' Office Regional Administration and Local government
PSOs	Private Sector Organizations
RARIS	Rapid Response Implementation Support
SDGs	Sustainable Development Goals
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
UNDP	United Nations Development Programme
URT	United Republic of Tanzania
USD	United States Dollar
VC	Value Chain
YEEVACE	Youths Economic Empowerment through the Value Chain Ecosystem

## EXECUTIVE SUMMARY

### Brief description of the project

Rapid Response Implementation Support (RARIS) to the Ministry of Agriculture and the Agriculture Lead Ministries was designed to provide financial and technical support to the Ministry of Agriculture and other Agricultural Sector Lead Ministries (ASLMs) to deliver on implementation of the Agricultural Sector Development Programme (ASDP II) and other immediate mandates related to the achievement of agricultural sector growth. The support intended to complement other initiatives by providing flexible and quick wins activities which enables the MoA to improve its systems and functions. Implemented between October 2018 and June 30th 2021, the project provided, Business Development Support (BDS) services to MOA and LGAs capacity to be able to respond fast and meet the day to day demand for agricultural development business planning, investment, communication and resource mobilization.

### Context and purpose of the terminal evaluation

The main objective of this evaluation is to collate lessons learnt, challenges faced, best practices and to provide information on the extent and where possible, the potential impact and sustainability of the RARIS project. Moreover, the evaluation assesses the performance of the project against planned results. Findings of this evaluation are expected to inform programming strategy in the next phase of the project and other future UNDP programming.

This evaluation applied mixed methods of data collection (desk review, key informant interviews and observation). Further, the assessment used the evaluation criteria endorsed by the OECD-DAC: Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability. The methodology complies with the UNDP Norms and Standards for Evaluation as stipulated in UNDP Evaluation guidelines of January 2019. Qualitative and quantitative data was collected by the evaluators. Results, findings, conclusions, and recommendations are based on the analysis from the qualitative and quantitative data collected. This evaluation was conducted between June 2021 and July 2021. Based on this evaluation the rating of project performance and achievement is presented in table below.

### Overall results of the terminal evaluation findings<sup>1</sup>

Monitoring and Evaluation	rating+	Implementation and Execution	rating+
M&E design (Results Framework)	S	Quality of UNDP Fund Management	S
M&E plan Implementation	U	Quality of ESRF Execution - Executing Agency	MS
Overall quality of M&E	U	Overall quality of Implementation / Execution	S
Assessment of Outputs	rating+	Sustainability	rating+
Relevance	R	Financial resources	ML
Effectiveness	MS	Political	L
Efficiency	S	Institutional framework and governance	L
Overall Project Outputs Rating	S	Overall likelihood of sustainability	L

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<sup>1</sup> Accounts of these ratings are imbedded in this report's narrative in each of the pertaining sections.

- + HS highly satisfactory; S satisfactory; MS moderately satisfactory; U unsatisfactory, HU highly unsatisfactory.
- + R relevant; NR not relevant.
- + L likely; ML moderately likely; MU moderately unlikely; U unlikely.

## **Summary of Conclusions, Recommendations and Lessons Learned**

### **Conclusions**

1. Based on the circumstances with which it was designed for (*i.e., providing flexible and quick wins activities which enables the MoA to improve its systems and functions*), the RARIS project is proven as relevant, and it responded to the needs of beneficiary in real time.
2. Despite some challenges around clarity of partners' responsibilities, the RARIS implementation model succeeded in deriving synergy and linkage of the involved partners.
3. High buy in of the project interventions by the government is among key indicators of sustainability of the project interventions.
4. The project produced a number of outputs whose impacts cannot be realized immediately since some of them have just been concluded including studies and digital platforms such as warehouse electronic network, M-Kilimo platform, the crop dashboard as well as crop insurance system. However, with time and upon full and effective application, these outputs will bear significant impact in improving the performance of the agriculture sector their enhancing the contribution of the sector to the country's GDP.
5. Thus, on the accounts of its conception and design, RARIS project deserves to be recognized among successful and exemplary policy projects in Tanzania implemented with a unique model which is flexible enough to adapt to the needs of the beneficiary in real time manner.

### **Recommendations**

- i. The RARIS Institutional Arrangement (MoA, UNDP and ESRF) has worked well to deliver intended results. However, with a second chance, the institutional arrangement should be improved with comprehensive terms of reference that would clearly stipulate roles and responsibilities of partners involved.
- ii. Remarkable knowledge products which have been produced under RARIS. To enhance impact of these knowledge products, dissemination of research findings and knowledge transfer is hereby recommended
- iii. There is a need to extend RARIS support to cover the reminder of ASDP II implementation period so that some pending project activities are accomplished as well as enhance utilization of the knowledge products developed.
- iv. Besides the multi-year plan provided into the project document, RARIS implementation offered huge room to implement additional relevant activities. Therefore, to avoid possible undercounting of project results, it is recommended to take stock and document all activities implemented both within and outside the multiyear plan and align results of these activities in the project results frame.

- v. The synergy between RARIs and other initiatives previously funded/implemented by UNDP and other partners is a beneficial approach that should be promoted in future. It helps to enhance impacts and sustainability of project results

## **Lessons**

- i. A weak M&E system has posed challenges around informing implementation, accountability and learning from the RARIS project
- ii. Flexibility of RARIS design allowed the project to remain viable throughout the project lifetime on one hand, whereas on the other hand it led into diversion from implementation of the multi years plan provided into the project document.
- iii. RARIS project has demonstrated innovative approach of government working with partner that has relative advantage to overcome technical and bureaucracy related challenges
- iv. There has been a good synergy between RARIS project, and a number of other initiatives supported by UNDP and other partners between 2014 and 2021. This synergy has benefitted both RARIs and previous initiatives by applying some of the recommendations and lessons from those initiatives thereby contributing to sustainability of the results of those interventions.
- v. Being a unique project model to be implemented by UNDP but also other partners including the funder, RARIS approach provides evidence of the different thinking that government and development partners would need to consider beyond tradition earmarked and budget support funding.

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## 1.0 INTRODUCTION

### 1.1 Background.

Tanzania is among the developing nations that achieved the lower middle-income status in July 2020, five years ahead of the timeframe projected by the Tanzania Development Vision 2025. The Agricultural Sector contributes significantly to the socioeconomic growth of Tanzania. The sector supports livelihoods of more than 66 percent of the population, contributing between 25 and 29.1 percent of GDP, and 20 percent of export earnings (URT, 2018). Generally, food crops account for about 65 percent of agricultural GDP (URT, 2018). The agriculture sector in Tanzania is led by Ministry of Agriculture (MoA), Ministry of Livestock and Fisheries (MOLF) and President's Office Regional Administration and Local Government (PO-RALG). The three ministries are jointly responsible for setting policies and overseeing the implementation of approved budgets for agricultural development in Tanzania Mainland regarding crop and livestock development; crop and livestock research; national food security; agricultural land use planning; training; irrigation; marketing; cooperatives; agricultural mechanization; policy and planning. The Ministry of Finance and Planning (MoFP) provides guidelines on annual budget ceilings to be adhered by ASLMs. This implies that the ability of MOA and MOLF to initiate development projects is critical in order to ensure effective planning and timely execution of tasks and mandates in their hands.

To transform the agricultural sector (crops, livestock & fisheries) towards higher productivity, commercialization level and smallholder farmer income for improved livelihood, food security and nutrition, the government designed a second ten-years Agriculture Sector Development Programme (ASDP II, 2017/2018–2027/2028) to be implemented in two (2) phases each divided into five-year implementation period. The First Phase runs from 2017/2018 through to 2022/2023. The program is a follow up to the ASDP I implemented from 2006/2007 to 2013/2014. The aim of ASDP II is to address critical constraints and challenges to sector performance and to speed up agriculture GDP, improve growth of smallholder incomes and ensure food security and nutrition by 2025. The programme builds on and strengthens successful investments under ASDP I, consistent with the long-term and medium-term policy frameworks, the sector development strategy developed in Agricultural Sector Development Strategy (ASDS 2001), the signed sector investment plan (Tanzania Agriculture and Food Security Investment Plan - TAFSIP, 2011), the revised ASDS-II (2015) and key lessons learned from ASDP I implementation

The Ministry of Agriculture is the focal ministry responsible for spearheading implementation of the ASDP II through a sector wide approach philosophy that promotes cooperation between the public (Ministries, Departments and Agencies- MDAs), Private Sector Organizations (PSOs), Community/Civil Society Organizations (CSOs) and Development Partners (DPs). The scope and focus of ASDP II is on investments in prioritized high potential commodities along the Value Chain (VC) and Agricultural Ecological Zones (AEZ) considering selected priority crop, livestock and fish commodities. The expected outcome is increased productivity, enhanced marketing level, value addition, farmer income, food and nutrition security and Gross Domestic Product. To achieve this, the ASDP set four objectives and four interrelated components as presented in table 1 below:

Table 1 Objectives of ASDP II

S/N	Components	Objectives
1	Sustainable Water and Land Use Management	Expanded sustainable Water and Land Use management for crops, livestock and fisheries
2	Enhanced agricultural Productivity and Profitability	Increased profitability growth rate for commercial market-oriented agriculture for priority commodities
3	Commercialization and Value addition	Improved and expanded rural marketing and value addition promoted by a thriving competitive private sector and effective farmer organization
4	Sector Enablers, Coordination and Monitoring and Evaluation	Strengthened institutions, enablers and coordination frameworks

Based on this critically compelling mandate as described above, and with commitments to deliver on the above objectives, Tanzania Ministry of Agriculture (MoA) expressed the need for support to improve its efficiency in carrying out its primary roles of increasing productivity, analytics, market efficiency and monitoring and evaluation in the agriculture sector. In response to that, UNDP designed a project named the Rapid Response Implementation support (RARIS) to the ministry of agriculture and agriculture led ministries to build on the former Catalyzing Agricultural Development in Tanzania (ADD) project. The project closely aligned with the objectives of the former ADD project and its endeavors to make them realizable through implementation of the Agricultural Sector Development Programme phase II.

The RARIS Project aims at supporting financially and technically the Ministry of Agriculture and other Agricultural Sector Lead Ministries (ASLMs) to deliver on implementation of the Agricultural Sector Development Programme (ASDP II) and other immediate mandates related to the achievement of agricultural sector growth. The support intended to complement other initiatives by providing flexible and quick wins activities which enables the MoA to improve its systems and functions. The project provided, Business Development Support (BDS) services to MOA and LGAs capacity to be able to respond fast and meet the day-to-day demand for agricultural development business planning, investment, communication and resource mobilization. Through such interventions, the expected outcomes of the project were:

- i. Enhanced performance and analytics of the sector
- ii. Efficient and effective decision making and problem-solving capacity by the ministries
- iii. Focused and prioritized financing framework for the ASDP II
- iv. Improved stocking and logistics management systems

Based on the above, the RARIS project sought to achieve four outputs presented in Table 2.

Table 2: Outputs of the RARIS project

Output	Description
Output 1:	Policy coherency, Problem Solving and Analytics supported
Output 2:	Value Chain Agro-processing, Stocking and Logistics Management supported
Output 3:	Stakeholder Engagement, Partnerships and Communication Supported
Output 4:	Investment and Business Opportunities Identified; and Performance Management, Knowledge Management and Innovation, and Mind Set Change to Managers in the Ministries and Related Institutions Enhanced.

Based on the design and timelines, this project is approaching the end of its life with a closing date of June 30<sup>th</sup>, 2021. In keeping with the requirements of the project design as well as the standard project management practices, UNDP engaged a team of professional evaluators to undertake the final evaluation for this project.

### 1.2 Objectives and Scope of the Final Evaluation.

The main objective of this final evaluation is to assess the performance of the project against planned results, indicators and targets. Moreover, the evaluation seeks to collate all lessons learnt, challenges faced, best practices and to provide information on the extent and where possible, the potential impact and sustainability of the RARIS project with the ultimate objectives of informing future programming by UNDP and other stakeholders both the government and the funder. In line with the main objective, this evaluation has six specific objectives:

- i. Assessing performance against the original works as stated in the project document and inform to what extent that has evolved in view of demand from the beneficiaries and environment.
- ii. Assess the relevance of the project with regards to consistency, ownership, quality of the technical assistance, and complementarity of the project with other initiatives.
- iii. Determine the effectiveness of the project in achieving the results, highlighting the reasons for those achievements and un-achieved results, and identify reasons contributing/hindering the achievement of the results.
- iv. Assess the sustainability of the project including the participation of partners and other stakeholders in planning and in implementation of the planned interventions, as well as assessing the measures taken to ensure that activities initiated by the project will be completed and continued after the project's closure.
- v. Assess risk management and mitigation measures taken by the project in ensuring progress on implementing the interventions.
- vi. Derive lessons learned, best practices and areas of improvement for the remaining project activities and other future programming.

## 2.0 EVALUATION APPROACH AND METHODS

The evaluation was based on UNDP standard evaluation procedures as guided by the IEO 2019 UNDP evaluation guidelines. In this regard, the evaluation team adopted a gender sensitive and human-right centered participatory and consultative approach, involving desk review and close engagement with all stakeholders composed of donor, implementers, and beneficiaries. Bill and Melinda Gates Foundation (BMGF) is the donor who provided generous funding for this project while the UNDP was the fund's manager whereas the Economic and Social Research Foundation (ESRF) was the lead project implementing partner. The Ministry of Agriculture (MoA) was the primary beneficiaries "project owner" alongside the Prime Minister's Sector Coordination unit, ASLMs notably Ministry of Livestock and Fisheries, Ministry of Industries and Trade. Quantitative and qualitative data analysis methods have been utilized to make objective assessment and conclusions regarding the performance of project implementation and achievement of results. Using standard evaluation criteria for each output dimension, this evaluation presents the finding as of June 2021.

An Inception Report outlining the evaluation approach and methodology was prepared, reviewed and approved by the UNDP at the beginning of the assignment, and was used as the main reference point throughout the evaluation process. The evaluation has been conducted in five phases as set out below.

### 2.1 Desk review of relevant documents and literature

An in-depth review of official project files and documents was undertaken at the beginning and throughout the evaluation process. The document review informed the design of the methodology for this evaluation including preparation of data collection tools, questions and key stakeholders to be contacted for further information and verification. A listing of the documents reviewed is displayed in **Appendix 5**.

### 2.2 In-depth Interviews of Stakeholder

Individual interviews were conducted with senior officials, technical and project staff of UNDP, ESRF, MOA and BMGF. Consultations were also conducted with senior officials and staff (i.e., focal points for ASDP-II) in ASLMs notably Ministry of Livestock and Fisheries, Ministry of Industries and Trade and the Sector Coordination unit under the Prime Minister's Office. The list of individuals and stakeholder institutions consulted and interviewed is in **Appendix 1**.

### 2.3 Field mission

Based on the nature of the project where main interventions were conducted at the upper stream level (i.e., Ministerial level), up on agreement with UNDP, the evaluators undertook a field mission to target Ministries in Dodoma. Individual and group interviews were conducted with project staff in key sector ministries named above with a view of collecting primary data to supplement and update data from written documents (reports). The interviews also served to verify information presented in various documents mentioned above as well as getting the opinions and viewpoints of key stakeholders on the key evaluation criteria of this assignment (re; relevancy, impacts, effectiveness, efficiency, coherence, gender equality and human rights considerations). **Appendix 2** presents the evaluation's field visit schedule and itinerary.

## 2.4 Data Analysis

Quantitative (descriptive statistics i.e., mean, frequency and percentage) and qualitative data analysis (content analysis) methods have been utilized to make objective assessment and conclusions regarding the status of project implementation and achievement of results. The evaluation used an output rating tool to measure the achievement made on each output based on indicators and each evaluation dimension. The rating scale is based on quantitative (if available) and qualitative assessment of successful achievement of the pillar implementation based on the following scale: 1 = highly unsatisfactory (HU); 2 = Unsatisfactory (U); 3 = Satisfactory (S); 4 = highly satisfactory (HS)

**2.4.1 Data sources.** As noted above, two types of primary data/information were collected from the project. The first series of primary data was collected from interviews with key stakeholders (donor, implementers and beneficiaries). Similarly, the second series of primary data was collected through desk review of documents including project design document, implementation progress reports, work plans and budgets, and other relevant documents including publications and study reports were all used to inform the study.

**2.4.2 Data collection procedures and instruments.** The evaluation provides evidence-based information that is credible, reliable, and useful. Findings were triangulated through the concept of “multiple lines of evidence” using several evaluation tools and gathering information from different types of stakeholders and different levels of management. The following evaluation instruments were used to conduct this evaluation: (i) Evaluation Matrix; (ii) Documentation reviewed; and (iii) interview guide.

**2.4.3 Evaluation criteria:** An evaluation criteria matrix (table below with summary evaluation criteria, and appendix 4) was developed based on the evaluation scope presented in the TOR, the program expected results and the review of key documents. This table is structured along the eighth evaluation criteria and includes all evaluation questions. It provided overall guidelines/questions for the evaluation and was used as a basis for interviewing people and reviewing documents. A summary of the content of this evaluation matrix is presented in table 3 below:

Table 3: Evaluation criteria

Evaluation criteria	Key Questions
<b>Relevance</b>	Is the intervention doing the right things?
<b>Effectiveness</b>	Is the intervention achieving its objectives?
<b>Efficiency</b>	How well are resources used?
<b>The potential impact</b>	What are the potential impact or quick effects (intended and unintended benefits or/and sufferings) were generated by the RARIS implementation;
<b>Sustainability</b>	Will the benefits last?
<b>Human rights</b>	To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the project in the country?
<b>Gender mainstreaming</b>	To what extent have gender equality and the empowerment of women parliamentarians been addressed in the design, implementation and monitoring of the project?
	Is the gender marker data assigned to this project representative of reality?

Evaluation criteria	Key Questions
	To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?
<b>Validity of RARIS design</b>	Were the design and the logframe valid and consistent?
	Did the design appropriately identify risks, key assumptions and mitigation strategy?
	Have there been adjustments made on the RARIS design during the course of implementation?
<b>Effectiveness of the management arrangement</b>	To what extent the institutional arrangement was effective to support implementation of RARIS
	What challenges faced RARIS management? How were the challenges overcome?
<b>Learning</b>	What worked well and what did not work well with RARIS implementation?
	What are the best practices and lessons learned in RARIS implementation?
	What should have been changed or/and included in RARIS
	Did the assumptions hold true?

**2.4.4 Documentation Reviewed:** The team conducted a documentation review from home and during the field mission. In addition to being a main source of information, documents were also used to prepare the mission in the field. A list of documents was provided with the ToR and further searches were done through the web and contacts. The list of documents to be reviewed was completed during the field mission.

**2.4.5 Interview Guide:** The evaluation matrix was designed to also serve as an interview guide to solicit information from the stakeholders.

**2.4.6 Cross-cutting issues:** Human rights and Gender mainstreaming are two cross-cutting issues integrated in the proposed evaluation methodology. Hence, the evaluators worked to determine the extent with which these issues were addressed during the project implementation. For human rights, the evaluators sought to determine the extent with which poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the project. To this end, the evaluators checked whether the project outputs emphasize and integrates these groups.

Similarly, for gender equality, the evaluators assessed the extent gender equality and the empowerment of women had been addressed in the design, implementation, and monitoring of the project. Key parameters considered included whether the gender marker data assigned to this project represents reality (participation ratios) and equitable distribution (non-exploitative) of work and the underlying proceeds among women and men and whether the project brought unintended effects like gender disparity, exploitation and or violence.

### 3.0 PROJECT STATUS AND FINDINGS

This section presents verified project achievements in terms of overall performance against the four outputs provided into the project document. To this end purported achievements of which there are no evidence are not presented herein. Evaluators have avoided duplication of achievements presented in project progress reports. This section therefore presents an achievement once and against one indicator to avoid seemingly double counting error. Further, it should be noted however that the RARIS project provided sizable room of flexibility which promoted demand driven rather than supply driven phenomenon. As such, Ministry of Agriculture was allowed to include activities to resolve issues affecting the agricultural development as they emerged even if these activities were not necessarily included in the RARIS project's multi-year plan which was a road map of this project. Both results categories are acknowledged and presented in this report. Notably, the biggest challenge affected project implementation is the COVID-19 pandemic. Therefore, the project had to keep a flexible approach to attain the expected outputs. Innovative ways were found to allow the delivery of activities.

#### 3.1 Project status

**Output 1:** Policy Coherence, Problem Solving, and Analytics Supported. RARIS project interventions under output 1 contribute to four results namely (i) real-time information and progress on implementation and execution of emerging issues provided to the Minister and other decision makers, (ii) reports on the policies, laws and regulations and their impact on the agricultural sector reviewed, (iii) changed policies and regulations, and (iv) policy and programme assessment reports completed and shared (e.g. reviewed and assessed fertilizer bulk procurement, trade and timely delivery and access of fertilizer to farmers).

Accordingly, with 12 out of 27 target achieved, there is low performance under output 1 standing at 45 percent performance. These achievements include the following reports on reviews, studies and assessments: (i) National Agriculture Policy 2019, (ii) Review Of Agriculture Ministry's Budget To Benefit Rural Poor And Support Industrialization Process In Tanzania, (iii) Programme Implementation Manual (PIM), (iv) Improving Access To And Use Of Improved Seeds By Small-Holder Farmers In Tanzania, (v) Improving Business Environment For Agriculture (IBEA), (vi) Enhancing Agro-Processing For Agricultural Transformation And Promoting Marketing For Cereal Crops In Tanzania, (vii) A Report On The Status Of Verified Investment Farms In Tanga Region, (viii) Report On Agricultural Tax Structure In Tanzania For The Selected Crop Subsectors, (ix) Implications Of The New EU Agricultural Organic Import Regulations On Tanzanian Economy And Prioritized Investment Opportunities, (x) Review Of The Fertilizer Bulk Procurement System, (xi) ASDP II document translation into Kiswahili, and (xii) Performance of Tanzania on the 2016-2017 Biennial Review Report on Implementation of CAADP-Malabo Declaration. Figure 1 presents a photo of the programme implementation manual for the ASDP II prepared with support of the RARIS project.



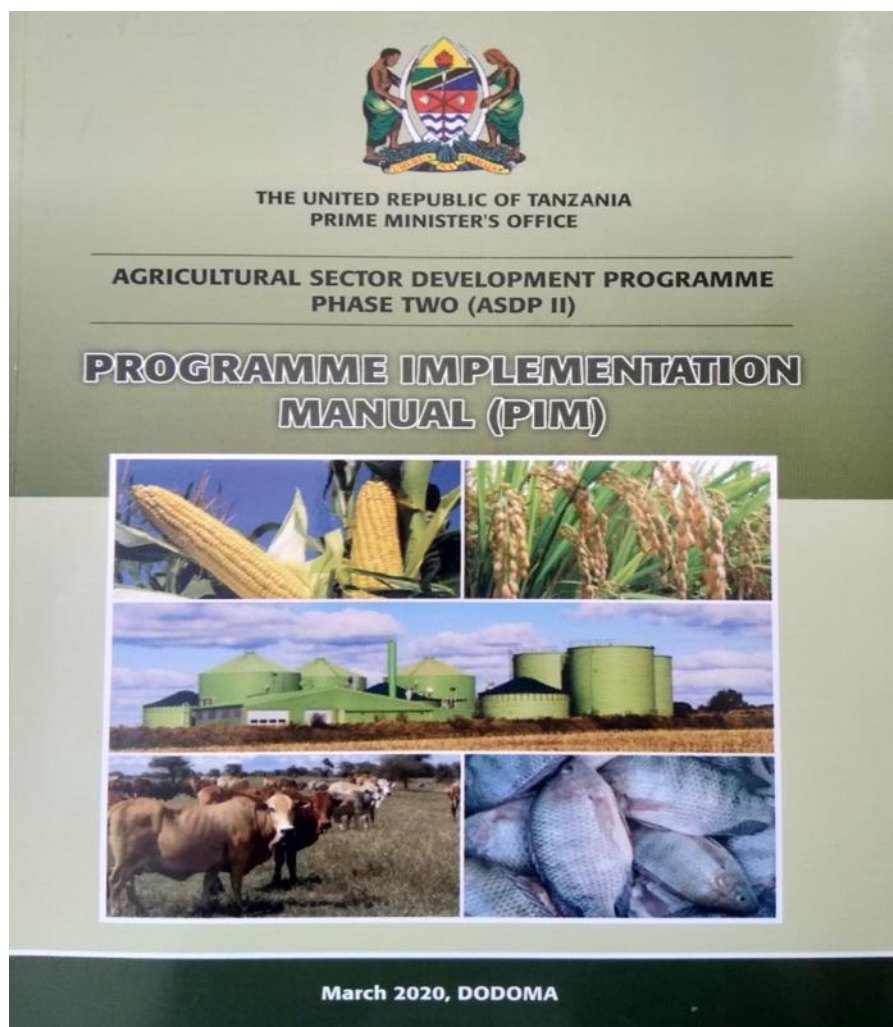


Figure 1: ASDP II Programme Implementation Manual (PIM)

**Output 2:** Value Chain Agro-Processing, Stocking and Logistics Management Supported.

This output aimed at the following interventions (i) Reports on the reviewed commodity value chains, (ii) Improved knowledge on the commodity value chains, (iii) Focused public investments on the commodity value chains, and (iv) Stocking and Logistics system put in place. Achievement of 9 out of 17 target results under output 2 is equivalent to 78 percent overall. Notably, achievements under output 2 including reviews, sector analysis, mapping, and development of systems. The following constitute achievements under output 2: (i) Avocado value chain analysis and investment prioritization in Tanzania. Productivity Performance Of Avocado In Tanzania, (ii) Productivity Performance Of Cassava In Tanzania: Constraints And Opportunities, (iii) Tanzania Cashew Nuts Value Chain, (iv) Improvement of Sunflower Value Chain in Tanzania, (v) Oil Palm Seedlings And Its Productivity Performance, (vi) Productivity Performance Of Avocado In Tanzania, (vii) Assessment of Cashew nut Productivity Performance in Tanzania, (viii) Mapping Of Improved Oil Palm Seedlings Production In Kigoma Region, and (ix) Stocking and Logistics system in place.

**Output 3:** Stakeholder Engagement, Partnerships and Communication Supported. Interventions under output 3 aimed at the following results: (i) A partnerships strategy to foster strategic relationship and collaboration with stakeholders in the sector, (ii) Improved reporting and monitoring reports.

A communication strategy for ASDP II is in place and effectively being used, (iii) Promoted face to face engagement with top policy makers to share research evidence and outsource challenges and their needed policy research areas, and (iv) Improved knowledge management (ensure Knowledge generation, Knowledge transfer, Knowledge utilization), and Policy implementation. Achievements under output 3 stands at 12 out of 17 targets which is 81 percent overall.

Further achievements under output 3 includes the following: (i) Agricultural Sector Stakeholder Partnership Strategy, (ii) Review of the Current Reporting and Monitoring System, (iii) Communication Strategy, (iv) Tathmini Ya Utekelezaji Wa Majukumu Ya Tume Ya Taifa Ya Umwagiliaji Na Sheria Ya Umwagiliaji “Evaluation of the Implementation of the Responsibilities of the National Irrigation Commission and the Irrigation Act”, (v) Mapping Agricultural Innovations and Technologies and Disseminate through Coaching or Stakeholder Engagement, (vi) Budget Implementation and Challenges in Agriculture Sector, (vii) Budgeting for Pro-Rural Poor and Industries: Key Findings and Recommendations, (viii) Fertilizer Bulk Procurement System: Key Findings and Recommendations, (ix) Warehouse Logistics Study: Key Findings and Recommendations, (x) Agricultural Global Assessment: Reality of the Findings, (xi) Pro-Poor Agricultural and Rural Development Budget Implementation and Challenges, (xii) Improving Availability and Access to Information on Stocking and Logistics of Commodities in Warehouses in Tanzania. See figure 2 for example of policy brief produced by the RARIS project.

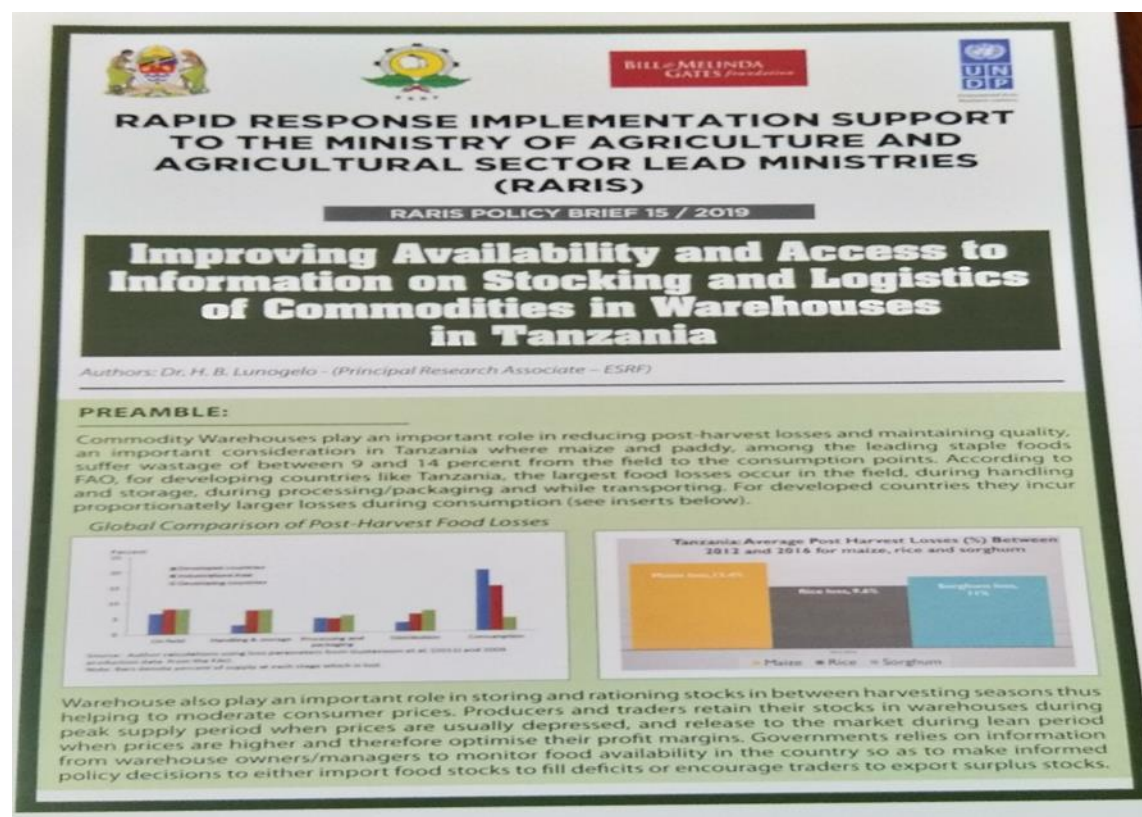


Figure 2: RARIS Policy Brief 15/2019

**Output 4:** Investment and Business Opportunities Identified, and Performance Management, Knowledge Management and Innovation, and Mind Set Change to Managers in the Ministries and Related Institutions Enhanced. Interventions under this output include the following: An ASDP II Implementation plan for 2018/2019 is in place, Finalization of the ASDP II Results Framework (RF), Improved planning and execution for implementation of the identified Investment and Business opportunities, A resource

mobilization and financing strategy for ASDP II is in place, and Improved skills and competence of staff on the specific skill gaps.

Accordingly, 3 out of 5 targets which is equivalent is to 60 percent were achieved under output 4. Major accomplishments under output 4 include the following: ASDP II Programme Implementation Plan (PIM), ASDP II Monitoring and Evaluation (M&E), Proposed Action Plans Based on Analytical Studies, ASDP II Resource Mobilization Strategy. Capacity building and training of staffs in the MoA, ASLMs and LGAs on ASDP II and BLUEPRINT under the Rapid Response Implementation Support (RARIS) Project was not done due to COVID 19 interruption. However, the Training Manuals were handed over to the Ministry of Agriculture for use in future.

RARIS project overall performance in terms of targets provided into the results framework stands at 65 percent of which evidence were made available to the evaluators. This is typical low performance in terms of targets provided in the results framework provided in the project document. It should be noted however that the RARIS project provided flexibility to implement activities outside the project document. Our evaluation included activities outside the project document so long as evidence against the results is provided.

### 3.2 Findings Based on the Standard Evaluation Criteria

**3.2.1 Relevance:** Regarding whether RARIS intervention was doing the right things and the extent to which project activities are suited to the priorities and policies of the country at the time of formulation. There is overwhelming responses that RARIS project interventions were relevant support to the Ministry of Agriculture to improve its efficiency in carrying out its primary roles of increasing productivity, analytics, market efficiency and monitoring and evaluation in the agriculture sector. As such RARIS interventions built on the former Catalyzing Agricultural Development in Tanzania (ADD) project. There is strong belief from consultations done with key stakeholders who say that RARIS project was closely aligned with the objectives of the former ADD project and its endeavors to make them realizable through implementation of the agricultural sector development programme phase II. As such RARIS project provided the highly needed financial and technical support to the Ministry of Agriculture and allied Agricultural Sector Lead Ministries (ASLMs) to deliver on implementation of the Agricultural Sector Development Programme (ASDP II) and other immediate mandates related to the achievement of agricultural sector growth as a whole. Through RARIS interventions the ministry of agriculture has been able to enhance performance and analytics of the agricultural sector, increased efficient and effective decision making and problem-solving capacity, focused and prioritized financing framework for the ASDP II, and improved stocking and logistics management systems.

Accordingly, RARIS interventions are strongly perceived to be in line with the national development priorities in the national vision 2025 and the 3<sup>rd</sup> Five Year Development Plan 2021/22-2025/26 particularly priority areas: (i) Stimulating a Competitive and Participatory Economy (i.e. strengthening the business and investment environment); (ii) Strengthening Industrial Production and Service Delivery Capacity (i.e. through projects aimed at adding value to agricultural, livestock, fisheries as well as projects and targeted programs to improve insurance services); (iii) Promoting Investment and Trade (i.e. with focus on initiatives which will strengthen local markets of national products from agriculture, livestock and fisheries, and take advantage of regional and international marketing and business promotion opportunities and (v) Human Resource Development through programs and strategies aimed at developing the knowledge and skills of human resources in the country, enabling young people to become self-employed by using the resources available in the country to bring development.

Similarly, some of the activities implemented under RARIS are fully aligned with and contributed to operationalization of other priority government frameworks such as the ICT and e-Government policies (2016) and strategic plan. The development of the M-kilimo platform, warehouse electronic network and the crop dashboard are critical platforms that are facilitating the country development agenda to reach more citizens in a timely and cost-effective manner.

Further nine analytical studies done by RARIS were used by the Ministry of Agriculture and other Ministries to make rapid and informed decisions. These analytical studies include the following: cost-benefit analysis between Cassava and Sunflower whose results helped Ministry of Foreign affairs to withdraw from the initially highly favored investment in the Cassava project to the Sunflower based on evidence-based recommendations from that study. Moreover, an assessment of the Implementation of the Responsibilities of the National Irrigation Commission and the Irrigation Act. From policy perspectives, the study findings have prompted efforts to strengthen irrigation sub sector in the country.

Moreover, our findings suggest that the RARIS interventions significantly contribute to the UNDP/UNDAP country programming theory of change and the outcome and output underlying the UNDP Strategic Plan in connection with the SDGs particularly goal 1 (no hunger), 2 (Zero hunger) and 9 (industry, innovation, and infrastructure). Further, RARIS amplified the use of results from a number of UNDP's previously funded projects between 2014 and 2021 (e.g., YEEVACE<sup>2</sup> and PEA<sup>3</sup>, see appendix 5 for a full list) thereby expanding the impacts and sustainability of the previous investments.

Furthermore, Operationalization of the crop insurance in which has been registered with the National Insurance regulatory authority (TIRA) and implemented in over 10 regions, ensuring a variety of crops at over Tsh 160 m (approx. US\$ 75,000) is a critically milestone given the growing demand of the same following increased risks of climate change such as droughts, floods, crop diseases and pests (e.g., notorious warms and recent incidences of locust waves).

In view of the above evidence, the evaluators conclude that the RARIS project has to a large extent been appropriately responsive to the political, legal, economic, institutional changes in the country.

**3.2.2 Coherence:** Regarding how well RARIS intervention fits and is compatible with other interventions in the agricultural sector. Firstly, RARIS interventions supported implementation of the Agricultural Sector Development Programme (ASDP II). To this end, RARIS interventions are typically playing a catalytic role to accelerate implementation of ASDP II. Secondly, RARIS interventions built on the former Catalyzing Agricultural Development in Tanzania (ADD) project supported by UNDP. Therefore, our findings show that to a large extent RARIS project is characterized by both internal and external coherence in the sense that it addresses the synergies and inter-linkages between the intervention within the four results areas of RARIS and other interventions carried out by UNDP, government and the development partners supporting the agricultural sector in Tanzania. Similarly, our findings show complementarity, harmonization, and co-ordination with others, and that the RARIS intervention has to a large extent added value while avoiding duplication of effort. For example, RARIS project worked closely with National Coordination and Management Team (NACOTE) of ASDP II whereby the project provided funding support of the quarterly meetings of NACOTE. From a coordinated and harmonized arrangement, other partners financed other needs of the national ASDP-II coordination unit thereby maximizing use of resources.

**3.2.3 Effectiveness:** RARIS project overall performance is satisfactory. Accordingly, 16 out of 18 major activities in the multiyear plan were implemented which is about 90 percent of the planned activities. Operationally, our findings show that the Ministry of Agriculture coordinated planning among the

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<sup>2</sup> Youths Economic Empowerment through Connecting the Dots in the Value Chain Ecosystem (2018 - 2019)

<sup>3</sup> Mainstreaming Poverty-Environment-Gender-Climate Change Objectives into LED and SDGs Localization for sustainable development and poverty eradication in Tanzania, Project ID Number: 00097169

Agricultural Sector Lead Ministries (ASLMs). Activities from ASLMs were scrutinized to ensure that they conform to the activities into the project multiyear plan as provided in the project document. To this end, activities were extracted from the multiyear plan while preparing an annual work plan of which the annual work plan was used to prepare a quarterly work plan for implementation on quarterly basis. The project steering committee approved the annual work plan and budget on annual basis. There are three types of reports: (i) annual report presenting project implementation progress in the particular year, (ii) quarterly report presenting RARIS project implementation progress on quarterly basis, and (iii) activity report presenting details of some major activities especially studies, reviews and assessments. See Table 4 on number of major activities in multiyear plan, number of actual activities implemented and activities implementation performance in percentage by project output.

Table 4: Activities implementation status matrix

<b>Output</b>	<b>Number of major activities in multiyear plan</b>	<b>Number of actual activities implemented</b>	<b>Activities implementation percentage</b>
Output 1: Policy Coherency, Problem Solving, and Analytics Supported.	4	4	100%
Output 2: Value Chain Agro-Processing, Stocking and Logistics Management Supported	4	4	100%
Output 3: Stakeholder Engagement, Partnerships and Communication Supported	5	5	100%
Output 4: Investment and Business Opportunities Identified, and Performance Management, Knowledge Management and Innovation, and Mind Set Change to Managers in the Ministries and Related Institutions Enhanced	5	3	60%
<b>Overall performance</b>	<b>18</b>	<b>16</b>	<b>89%</b>

As for output 4, two activities were not accomplished. Capacity building and training of staffs in the MoA, ASLMs and LGAs on ASDP II and BLUEPRINT under the Rapid Response Implementation Support (RARIS) Project was not done due to COVID 19 interruption. However, the Training Manuals were handed over to the Ministry of Agriculture for use in future.

In addition, RARIS project overall performance in terms of targets provided into the results framework stands at 65 percent meaning that the project achieved 36 results out of 66 target results for the entire project lifetime. An updated progress of the project results indicators is presented under appendix 6 hereof. This is a bit low performance in development projects and programs. As such, this performance to a large extent is attributable to two major facts: firstly, the project flexibility allowed implementation of activities that do not directly contribute to the results framework found into the project document. Secondly, COVID-19 pandemic had to a large extent lowered the speed of RARIS project implementation. However, in view of the above factors, RARIS project achievement is to a large extent attributable to the ESRF's capacity and experience in socio-economic policy related studies, research, reviews, planning and knowledge management. Furthermore, due to ESRF's capacity experience, good collaboration with Ministry of Agriculture and smooth financial flows by the fund manager "UNDP", it was easier for the project



implementer “ESRF” to produce policy briefs, plans, knowledge products and reports on reviews and studies undertaken within the project budget and timeframe.

This evaluation reveals seven issues from RARIS implementation point of view as follows:

- i. Project focus issues: Though it worked very well for the Ministry of Agriculture, the flexibility devised during RARIS implementation resulted into a bit of losing focus from original design. As such there should have been limits against the project flexibility such that activities commission and omission were supposed to follow results framework and the multiyear plan provided in the project document. To this end, the project might have implemented several activities outside the original multi-year plan of which these activities do not really contribute to the RARIS project results framework which in turn would seem that the project has achieved less.
- ii. Project partners mandates: roles and responsibilities of the project partners especially ESRF was not clear whether it combined both advisory and implementation roles. From the project document, ESRF was designated as technical advisor to the Ministry of Agriculture with regard to RARIS project implementation. Nevertheless, evaluators did not come across any memorandum of understanding (MoU) between the Ministry and ESRF to guide this partnership.
- iii. Progress reports: The project design called for preparation and submission of progress reports on quarterly and annual basis. However, guidelines were provided on the structure and content of these reports. As a result, format, content and structure of the project implementation progress reports produced are not consistent and comprehensive. The reports do not provide sufficient information on progress. For example, none of the reports made available to the consultants included an updated results framework.
- iv. Monitoring and Evaluation related issues generally, the monitoring and evaluation system of RARIS project was very weak. For example, progress against indicators into the results framework was not available, consultants had to prepare and share indicators tracking matrix template which was filled up by ESRF to update on the progress against indicators performance in the results framework. This means that results indicators progress was not tracked consistently. Further, data collection tools were not comprehensive enough to include some key aspects like gender of participants in the project meetings and workshops. See figure 3 for a registration form of meeting participants. In addition, there was no confirmation of specific focal person responsible for M&E aspects of the RARIS project. Whereas, a strong monitoring and evaluation system consists of monitoring and evaluation plan, monitoring and evaluation data collection tools, monitoring and evaluation personnel, monitoring and evaluation framework that guides on M&E aspects, monitoring and evaluation work plan and budget. Moreover, midterm review usually done to review and where necessary inform restructuring of project design was not conducted thus project inherent challenges from design went unattended all the way up to the project completion stage. Notably, there was weak verification and validation of the project results progress especially by the project fund manager.
- v. Communication gaps: this evaluation reveals communication gaps among the RARIS project partners. For example, output reports including policies studies reviews were not regularly shared among all project partners. UNDP as fund manager had few evidence of activities implemented to support disbursement of subsequent tranches of payments. To some extent, there is a feeling of bypassing which lead into less participation of UNDP in aspects such as planning of project activities and procurement processes for some consultancy services that were implemented by the project.
- vi. Ownership and visibility issues: majority of the reports and knowledge products are branded with ESRF logo as if it was an ESRF project. As such there is too much visibility of ESRF over other partners (MoA, UNDP and BMGF).
- vii. Administrative procedures inconsistency: our evaluation note variation in the administration procedures whereby it is assumed partners followed own administrative policies thereof. For example, our evaluation notes that ESRF provided consultancy services to implement some

activities of the project. Depending on level of integrity of procurement policy, this situation could attract conflict of interest and perhaps jeopardize value for money in terms of quality and cost effectiveness.

# FOMU YA MAHUDHURIO

MAHUDHURIO YA KIKAO KAZI CHA KUANDAA MAANDIKO YA MRADI KWA MWAKA WA  
FEDHA 2021/2022 KATIKA UKUMBI WA MIKUTANO WA TPRI

ARUSHA

01/06/2021

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Figure 3: Participants registration form

**3.2.4 Efficiency:** The evaluation findings show that the project resources were properly managed and used. There are a number of aspects qualifying these findings. Firstly, the project budget was to a larger extent aligned to the multiyear plan, annual plan and quarterly plan approved by the RARIS Project Board/Steering Committee. Secondly, disbursement of funds from the fund manager to the implementing agent was subject to clearance of plan, budget, and the previous implementation report. As such, our evaluation notes there was compliance with fiduciary aspects across all key project stakeholders namely the donor “BMGF”, funds manager “UNDP”, project implementer “ESRF” and project owner “MoA”. Thirdly, our findings noted elements of value for money. For example, an unreasonably expensive bidder to work on developing results framework of the Agricultural Sector Development Programme (ASDP II) was dropped. Instead, an affordable local consultant was hired to develop ASDP II results framework. This decision had two impacts, first it helped to strengthen local capacity in terms of skills and experience, and second it made the activity less expensive thus releasing more money to other project activities. However, our findings show that at 21 percent of the project budget allocation to project management support and other costs was a bit on the higher side. These costs included: Monthly Coordination Fee (ESRF), support Staff Monthly Fee (ESRF), Vehicle Fuel/Maintenance costs, Office Supplies, Internet/Communication costs, and Bank Charges. Figure 3 presents details of the project budget share by categories.

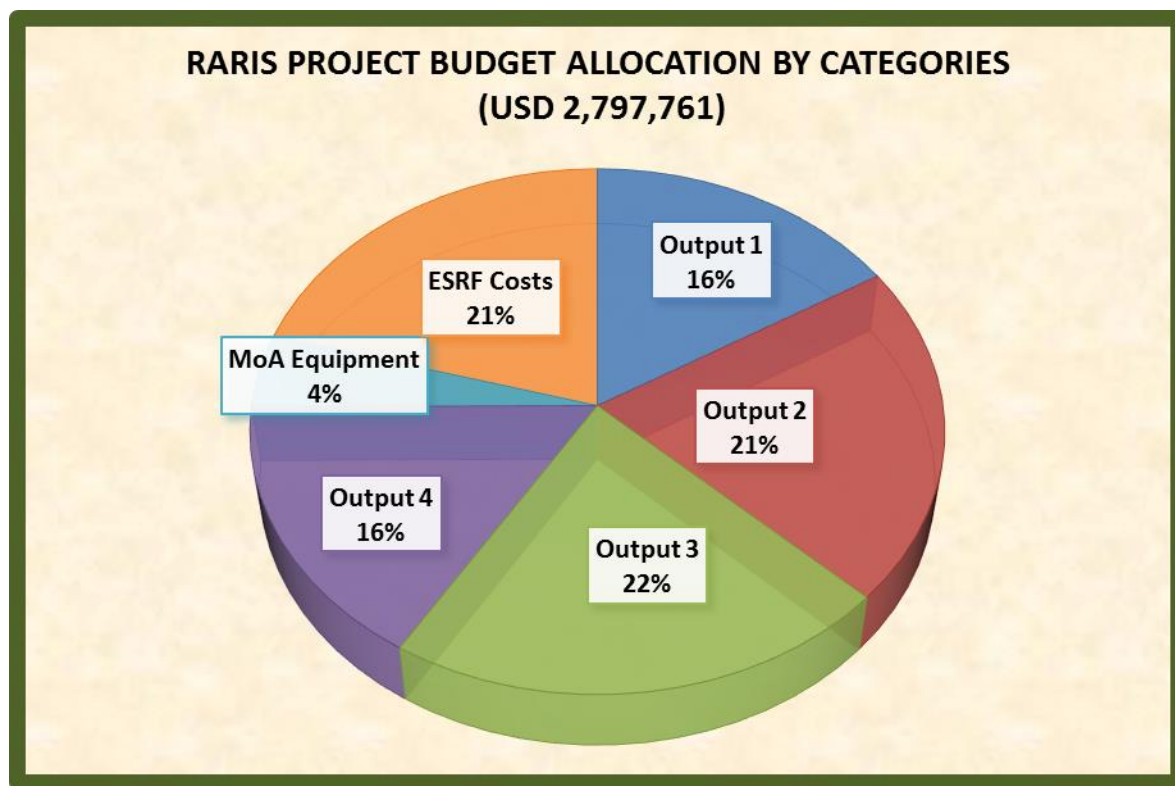


Figure 3: RARIS project budget share by categories

Similarly, the budget allocation by year was properly done since funds distribution was a bit low at project start and also at the project completion. As a rule of thumb, operations at project start is typically low especially it involves mobilization of tools and resources whereas at project end operations are presupposed to scale down for closing. To that end, major operations are expected around project midterm. Figure 4 presents budget distribution by year during the project period from 2018 through 2021.



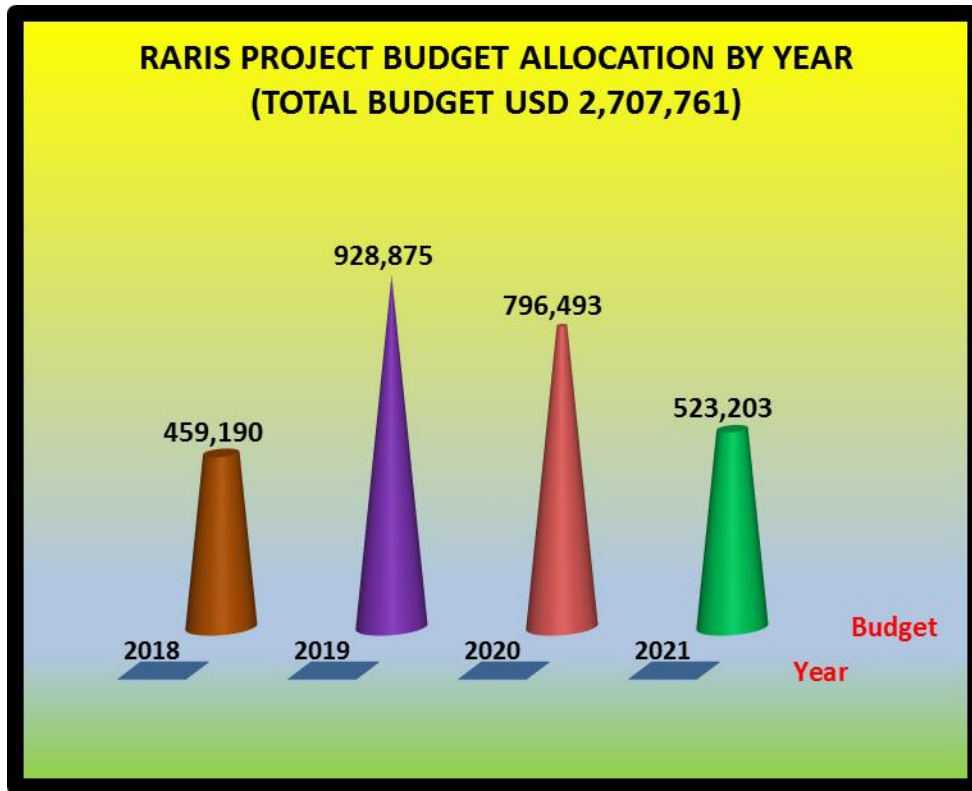


Figure 4: Project budget allocation by year

Accordingly, funds flow to the implementing agent (ESRF) was equivalent to the project budget allocation. This metric is sufficient to approve good project management on the part of funds manager “UNDP”. As such, erratic funds flow affects project implementation in the sense that project becomes deprived of needed financial resources to implement project activities. Our findings note that both the project owner (MoA) and the project implementing agent (ESRF) were satisfied with the speed of funds flow from the fund’s manager “UNDP”. Figure 5 presents funds disbursed against budget allocation by year.

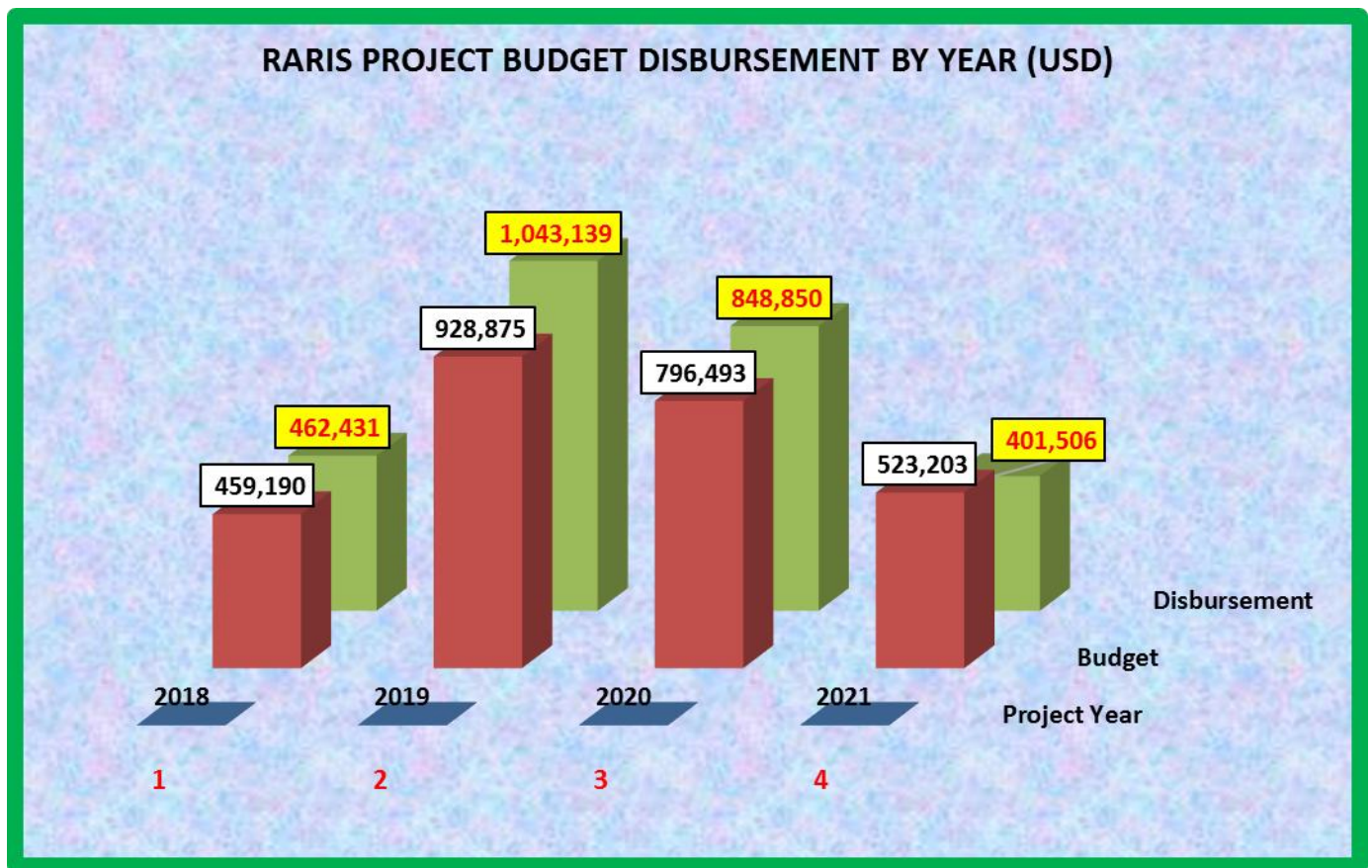


Figure 5: Project budget disbursement by year

In view of the project budget provided in the signed project document, total resources allocated to the RARIS project by the donor is US Dollar 3,798,866. However, our findings show that the project implementation budget was US Dollar 2,707,761 whereas actual amount disbursed to the implementing agent was US Dollar 2,755,926. Figure 6 presents details of resources allocated by the donor, project budget, funds disbursed and the burn rate.

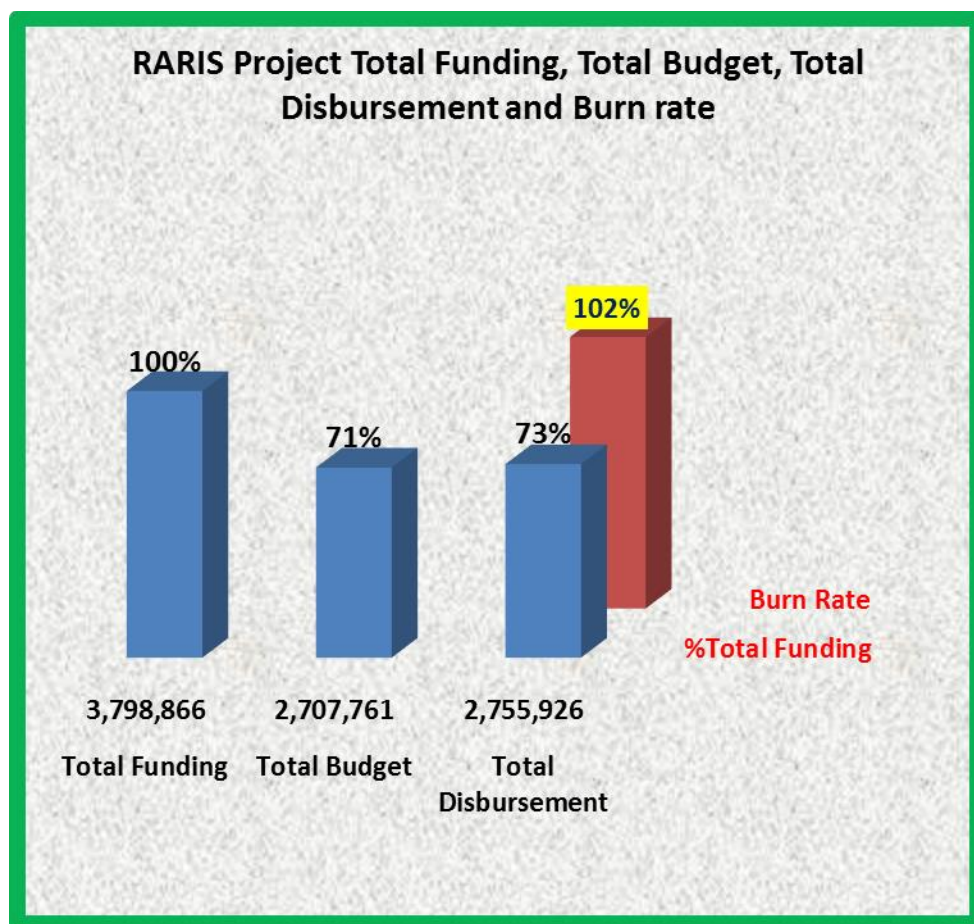


Figure 6: Project budget, disbursement and burn rate.

As far as efficiency is concerned, conclusively the project management structure as outlined in the project document was efficient in generating the expected results. The project implementation strategy and execution were less cost-effective given that 21 percent resources were allocated for administrative activities rather than programmatic activities. As such, given the project results, there was proper use of skills and knowledge of human resources and therefore funds, human resources, time, expertise were allocated strategically to achieve outcomes. Incidentally, the project did not utilize the M&E system given gaps in the system as explained above.

**3.2.5 Impact:** There are a number of immediate benefits attributable to the RARIS project support. For example, our findings note that ASDP II National Coordination and Management Team (NACOTE) meetings were held regularly whereby this team is composed of technical personnel from all agricultural sector lead ministries involved in ASDP II. Therefore, RARIS support enabled them to meet and discuss relevant matters and make timely decision required for implementation of the ASDP II. Similarly, documents produced with support of RARIS project have facilitated implementation of the ASDP II. Another impacts from RARIS include (i) operationalization of the crop insurance scheme which has already benefitted farmers in Mvomero district, Morogoro region through compensation of Tsh 23 m (approx. US\$ 9,000) against floods in 2020 and provision of an insurance cover of approximately Tanzanian shilling 160 million (US\$ 70,000) to farmers in other different regions against climate induced risks which are on the rise (ii) support high level consultative meeting between Minister of agriculture and key stakeholders including financial institutions and youth to learn about the constraints in involvement in agriculture sector. These consultations resulted into practical solutions that will see such key stakeholders increasingly

engaged in the sectors. They include conduction of key studies on taxation and financing in the agriculture sector as well as development of the three online tools (i.e., training materials on business plans, marketing and technology access) that are being finalized as a solution to the reported constraints for youth's active engagement in the agriculture sector. Such constraints include, lack of knowledge, skills, access to markets and finance. It is expected that once finalized and uploaded on online, these tools will continue to be used, thereby enabling youth in and outside the country to engage more proactively in agriculture consistent with the provisions of the national 3rd five-year development plan.

Nevertheless, in order to assess and document project impacts at a full scale it would be important to an impact assessment sometimes after the project completion. This would help determination and qualification of intended or unintended, higher-level effects of the project outcomes and impacts. This is because it takes a considerable period of time to realize the long impacts of project interventions.

**3.2.6 Sustainability:** The RARIS project outputs are mostly of policy nature such as strategic plans, regulations, policy briefs, studies, manuals related to the implementation of the Agricultural Sector Development Programme (ASDP II). Therefore, given the nature of these outputs which are of long-term nature it is highly likely that the benefits accrued to the RARIS project will last. For example, documents produced with support of the RARIS project will continue to be in use long after the project completion in June 2021. These documents include the following: Mapping Agricultural Innovations and Technologies and Disseminate through Coaching or Stakeholders Engagement, Tanzania Cashewnut Value Chain, Tanzania Investment Potential and Opportunities in Tanzania, Avocado Value Chain Analysis and Investment Prioritization in Tanzania, Productivity Performance of Cassava in Tanzania: Constraints and Opportunities, Review of the Fertilizer Bulky Procurement System (FBPS), Improving Availability and Access to Information on Stocks of Commodities in Warehouses in Tanzania, Improving Business Environment for Agriculture (IBEA), Review of the Current Reporting and Monitoring System, , National Agricultural Policy (2013 Survey of agricultural land under the National Agricultural and Food Corporation (NAFCO) - Land Bill, Crop Insurance Scheme, Performance of Tanzania on the 2016-2017 Biennial Review Report on Implementation of CAADP-Malabo Declaration, Status and Implementation Performance of Irrigation Schemes in Tanzania, ASDP II Implementation Performance Report,.

Other documents include Productivity Performance of Oil Palm in Tanzania, Assessment of Cashew nuts Productivity Performance in Tanzania (Policy Brief), Productivity Performance of Avocado in Tanzania (Policy Brief), Oil Palm Seedlings and its Productivity, performance (Policy Brief), Mapping of Improved Oil Palm Seedlings Production in Kigoma Region, Mapping investment opportunities along the agriculture value chain (Unpack agricultural related Regional Investment opportunities for all the regions in the Mainland where the Regional Investment Guide), and Improving Availability and Access to Information on Stocks of Commodities in Warehouses in Tanzania.

Moreover, other key documents include the Agricultural Sector Stakeholder Partnership Strategy, Review of the Current Reporting and Monitoring System, ASDP II Communication Strategy, Status and Implementation Performance of Irrigation Schemes in Tanzania, Pro-Poor Agricultural and Rural Development Budget, implementation and Challenges in Tanzania Policy Brief), Enhancing Agro-Processing for Agricultural Transformation and Promoting Marketing for Cereal Crops in Tanzania. ASDP II Programme Implementation Plan (PIM), ASDP II Monitoring and Evaluation (M&E), Proposed Action Plans Based on Analytical Studies, ASDP II Resource Mobilization Strategy. All these documents will continue to be in use after RARIS project completion.

Further, the finalization of crop insurance scheme which has already been introduced in some regions including Tabora, Kagera, Mbeya, Shinyanga, Singida, Katavi and Morogoro in another good sign of sustainability. This crop insurance has already been registered with the Tanzania Insurance Regulatory Agency (TIRA) where it has been subscribed to by six insurance companies that have provided insurance cover of approximately Tanzanian shilling 160 million (US\$ 70,000) as shown in table 5 below.

Table 5: List of crop insurance scheme by March 2021

S/N	Name of insurance company	Location	Remarks
1	National Insurance Company	Morogoro and Manyara	Has paid Tshs 23m (approx. US\$9,000) as compensation to 32 farmers who lost their farms due to floods in 2020. Crops covered are wheat and sorghum
2	Jubilee Insurance	Tabora, Kagera, Mbeya, Katavi, Shinyanga, Singida,	Has insured 167 groups of farmers at a value of 27m (approx. US\$12,000). Crops covered are maize and tobacco
3	MGen Insurance		Up to March 2021, insured 940 at the value of about 108m (US\$ 45,000) to farmers in Iringa, Kigoma, Sogwe, Manyara, Singida, Tabora, Ruvuma, Shinyanga, Geita na Kigoma. Crops covered include millet, tea, sunflower, beans, and cassava
4	Reliance Insurance		Covers against droughts, floods, crop diseases, heavy rains, bush fire, storms and hails.
5	Agriculture and Climate Risk Enterprise Ltd (ACRE)		Specialized in technical services on crop insurance. Working with various insurance companies including Reliance Insurance Company Limited, UAP insurance Company Limited,
6	Other companies engaged in crop insurance		AGRA, TAPBDS, QUINCEWOOD and national financial institutions such as CRDB and NMB.

Operationalization of the crop insurance is a critical milestone that will last given the rising demand of the same following growing of climate risks such as droughts, floods, crop diseases and pests (e.g., notorious warms and recent incidences of locust waves).

Furthermore, the three online tools (i.e. training materials on business plans, marketing and technology access) that are being finalized by the project as a solution to the reported constraints for youth's active engagement in the agriculture sector namely, lack of knowledge, skills, access to markets and finance, will, once finalized and uploaded on online, be used on a continued basis, enabling youth in and outside the country to engage more proactively in agriculture consistent with the provisions of the national 3<sup>rd</sup> five year development plans.

Nevertheless, despite good sustainability pointers to a number of aspects, our findings note that RARIS project funded some operational activities of ASDP II including facilitation in terms of funding of quarterly meetings of the ASDP II National Coordination and Management Team (NACOTE). Unless an alternative reliable funding is sought especially including this activity in the ASDP II budget and financial resources made available, it is likely that NACOTE meetings will be affected and may not continue to happen on a regular basis. Similarly, most of the documents produces are tools which need financial resources to put in action. To this end, the tools developed with support of the RARIS project will remain although there may be a limited use of the tools and implementation of recommendations in case an alternative reliable funding is not secured.

### **3.2.7 Gender mainstreaming:**

Based on review of project document and consultation with key project stakeholders including the donor agency, it is revealed that, the design of the RARIS project is that of a gender-neutral project which did neither have a specific gender-sensitive indicators in the log frame and result framework nor a deliberate intervention (e.g., a gender analysis study, strategy nor action plan) that would have triggered specific actions to promote gender mainstreaming. The findings suggests that this is perhaps because of the fact that implementation of RARIS activities was done at policy level where interactions were mainly done between senior officers in the Ministry of Agriculture especially the Minister, Deputy Minister, Permanent Secretary and Deputy Permanent Secretary who are Presidential Appointees where case gender issues often neutral.

Nevertheless, RARIS project interventions reflected gender aspects indirectly. For example, RARIS supported studies, reviews and assessments which took into consideration of gender issues in terms of respondents and participants while conducting data collection. Further, during training of agricultural extension officers, the training curriculum included issues around district budget allocation for youths (4 percent), women (4 percent), and vulnerable group i.e., old and /or people with disabilities (2 percent).

Other interventions with significantly positive gender equality outcomes and whose impacts are expected to be long-lasting include: i) formalization and operationalization of crop insurance including introduction of VAT exemptions which will benefit not only women who are the major players on the agriculture sector accounting over 57% of agricultural workforce but also millions of smallholder farmers whose farming is increasingly under risks of climate related threats including droughts, pests and other crop diseases . (ii) Target of horticulture value chain as one of the topics of study and analysis has significant positive impacts on gender equality given the fact that an overlying majority of women are engaged in this subsector across the entire value chain. (iii) Analytical study and recommendations for operationalization of the irrigation systems which once effected will significantly benefit women who're overwhelmed with the task of collecting water for irrigation.

In view of the above, this evaluation concludes that RARIS, addressed both gender equality issues albeit unintentionally through the various interventions that promoted social inclusion and equitable access to services and products necessary for agriculture production.

### **3.2.8 Human Rights**

To avoid generalization, the evaluators endeavored to gain further insights on this matter particularly with regards to whether or not there was deliberate efforts to support marginalized members of the society. Unfortunately, this did not yield any tangible results as no adequate information was availed in this aspect. However, while no standalone intervention has been planned with dedication to indigenous and or physically challenge groups, the evaluators learned that no one was excluded from the benefits of this project. Decisions made and implementation of recommendations from analytical studies benefits vulnerable, marginalized and non-marginalized members of the community equally. In addition, RARIS project supported translation of the Agricultural Sector Development Programme (ASDP II) document into Kiswahili language which is common to majority of local Tanzanians including rural population. To this end, Kiswahili version of ASDP II document widen dissemination and outreach to marginalized, vulnerable and underprivileged populations. Another intervention that promoted human rights is the advocacy for and eventual removal of VAT on crop insurance during the financial year period of 2019/2020 in order to make it affordable to as many farmers as possible as opposed to a small number of few better off farmers. Therefore, this intervention addressed the necessary human rights to information by the disadvantaged groups.



### 3.2.9 Validity of the project design

Overall, the project design seems to have appropriate for the four intended outputs. It is a target project that builds on the former Catalyzing Agricultural Development in Tanzania (ADD) project. Therefore, RARIS is closely aligned with the objectives of the former ADD project and it endeavors to make them realizable through implementation of the Agricultural Sector Development Programme phase II (ASDP II).

However, this evaluation has noted a number of important differences between ADD and RARIS which may not have been fully understood by some of the stakeholders involved in the implementation of the RARIS project. Firstly, ADD project was designed to support all Agricultural Sector Lead Ministries (ASLMs) whereas RARIS project was re-purposed to focus on Ministry of Agriculture although the RARIS document indicates that the project was to support three other ASLMs namely Ministry of Livestock and Fisheries, Ministry of Lands and PORALG. This is a design fault which might have caused a confusion on implementation front as some of the ASLMs mentioned in the project document expected that the RARIS support will directly be extended to them as well. Secondly, RARIS results framework had a quite good number of results areas and underlying results indicators which our evaluation found to be less SMART (specific, measurable, achievable, realistic and time bound).

Five results indicators which are a bit vague or/ and overlapping include: 1.2 Seven (07) Review reports on the impact of policies, laws and regulations on the agricultural sector produced by 2021; 1.4 Seven (07) policy and programme assessment reports completed and disseminated by 2021; 2.1 Five (05) reports on the commodity value chains reviewed by 2021; 2.2 Ten (10) knowledge products on the commodity value chains developed and disseminated by 2019; and 3.4 Four (04) research evidence reports based on the analytical studies disseminated to policy makers by 2019. See table 6 for the number of results indicators and activities underlying the results framework. However, there are a number of gaps in the results framework. These gaps include:

- i. there is no project level outcome(s) instead there is institutional level outcome i.e. UNDAF/CPD Outcome -the economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and increased opportunities for decent and productive employment and UNDP strategic plan 2018-2021 Outcome: Advance poverty eradication in all its forms and dimensions. In the absence of project level outcome(s) and outcome indicators it is quite difficult to track and determine specific changes and impacts attributable or/and contributed by the project
- ii. The results framework has risks though assumptions are missing. It is important to include assumptions around favourable environment for the project to deliver on target results
- iii. Project Monitoring and Evaluation framework is missing in the project document to guide on how Monitoring and Evaluation would have been conducted including development of M&E plan, monitoring and evaluation data collection tools, Monitoring and evaluation work plan and budget, project reviews and assessment. As such, this evaluation found no baseline information, mid-term review was not conducted to offer an opportunity to make changes in the design normally done at the project mid term

Table 6: Number of indicators and activities in the project's results framework

LEVEL RESULTS	INDICATORS	ACTIVITIES
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<b>GOAL/IMPACT</b>			
<b>OUTCOME</b>			
<b>OUTPUTS</b>	Output 1	4	4
	Output 2	4	4
	Output 3	5	5
	Output 4	5	5
<b>Total</b>	<b>4</b>	<b>18</b>	<b>18</b>

### 3.2.10 Project management arrangements

Accordingly, the project governance and management arrangement was essentially good. Project governance and management involved MoA as project owner and beneficiary, MoA designated ESRF as implementing partner with a lead role on project facilitation and technical support, in essence ESRF dual roles was a bit conflicting from a strict project management view points; UNDP was fund manager with lead role in facilitating technology transfer and resources mobilization based on the vast networks it has. The project board was mandated to provide oversight policy guidance and management decisions to the project management team. As such project management arrangement includes project board, project executive, project assurance, project implementation and project support. Communication and decisions at different levels were made on time. However, our findings note that there was weak monitoring and evaluation of the project as explained in previous sections, Other ASLMs did not participate in project board meetings as provided in the project design. The project has been under different management following changes of officials in MOA and UNDP. Unfortunately, reports on project risk management with clear mitigations steps and resolutions by the project board meetings were not available for review by this evaluation.

### 3.2.11 Project exit strategy

The RARIS project document did not include the project exit strategy. As such, some respondents were not aware that the project will end in June 2021. Normally project exit strategy reinforces ownership, it triggers handing over and succession planning, it offers opportunity for development debate to document insights and showcasing project successes to a wide audience comprising both primary and secondary stakeholders including NGO sector, private sector, DPs, academics, research, civil societies, media and the general public. However, depending on experience and policies, different organizations have different forms of project exit. As a general rule of thumb, many projects organize exit meetings as part of project handing over to the beneficiary/government.



## **4.0 CONCLUSIONS LEARNING AND RECOMMENDATIONS**

### **4.1 Conclusion**

On the basis of its design and scope in terms of objectives and rationale, it is concluded that RARIS project proved to be relevant and responsive to the needs of the beneficiary which was to provide timely support to address bottlenecks constraining smooth and effective implementation of ASDP-II as they emerged. The constraints have been addressed through both financial and technical support in terms of analytical studies, policies briefs, manuals, dialogues and review and revision of relevant policies and legislation to bring about policy coherence and enabling business environment. The RARIS implementation model succeeded in deriving synergy and linkage of the involved partners and has promoted utilization of policies and related products. Good functional collaboration with partners has been established. The buy in of the project interventions by the government is among key indicators of sustainability of the project interventions.

Moreover, although this evaluation attempted to assess the impacts of the project interventions, it fair to say that some of the project impacts will only be realized sometimes after the project has ended. This includes for example impacts of the crop insurance to farmers against growing climate change crisis, the impacts of the various systems and platforms that have been developed (e.g. M-Kilimo and dash-board) as well as the results of the recommendations of various studies which are yet to be operationalized. The impacts of revised policies and acts is another area of the impacts whose impacts will be better realized in future. In view of this, it might be informative for BMGF and UNDP to organize an impact assessment exercise at least six months post project closure in order to investigate on impacts resulting from project interventions.

Furthermore, sustainability of the RARIS results is guaranteed given that project outputs are of policy nature such as strategic plans, regulations, policy briefs, studies, manuals related to the implementation of the Agricultural Sector Development Programme (ASDP II). Therefore, given these knowledge products “outputs” which are of long-term nature, it is likely that the benefits accrued to the RARIS project will last many years to come. The project documents produced with support of the RARIS project will continue to be in use after the project completion in June 2021.

Notably, main challenges of the RARIS project include issues around focus, unguided project flexibility, communication gaps, weak monitoring and evaluation system, project management gaps. Despite of the above challenges, RARIS project deserves to be recognized among successful and exemplary policy projects of unique design and implementation arrangement in Tanzania. Thus, some of noted gaps should be taken as learning grounds to inform improvements of similar initiatives in future.

The project results also demonstrate the unique role that UNDP can amplify in future. This is related to an advisory role under the RARIS project which is different to the traditional role of project implementation that UNDP has played historically. The role that UNDP played in designing of a project of this kind which is very innovative and worthy of extension to other sectors.

### **4.2 Lessons learned**

**4.2.1 Innovation:** The design of RARIS project was very innovative as it adopted the approach that no any other donors have considered before. It provided funding that addressed critical needs which arose with time.

**4.2.2 ESRF Role:** Working through ESRF (a non-government institution) was an innovative in many ways:

- a) because of less bureaucracy, the arrangement allowed many things to get done more timely e.g. hiring technical experts to provide services whenever needed
- b) Being a think tank, ESRF was able to conduct several analytical studies to respond to the government needs and priorities.
- c) The arrangement helped the government to bypass some of the bureaucratic processes in adoption of new ideas and concepts such as those related to warehouse,

**4.2.3 Flexibility of RARIS Design:** The design was very flexible as it allowed the project to remain viable throughout the project lifetime despite changes leadership at the Ministerial level in terms of Ministers, Permanent Secretaries and Director of Policy and Planning. Findings from the study shows that a total of 3 Ministers, 3 Permanent Secretaries and 3 DPPs where changed. Similarly changes in management happened at the UNDP Resident Representative. Nevertheless, due to a flexible but practical design, these changes in top level leadership between the two partners did not cause any major obstacle for effective implementation of the same.

**4.2.4 RARIS's Focus:** Despite the fact that RARIS document shows other key beneficiaries including Ministry of Livestock and Fisheries, Ministry of Lands, and President Office Regional Administration and Local Government (PO-RALG), actual support went directly to the supported Ministry of Agriculture. This limited focus is characterised by the flexibility of the project. It is a unique phenomenon differentiating RARIS from ADD project which integrated all ASLMs. However, it was imperative to communicate changes happened along the project implementation to inform other ASLMs.

**4.2.5 Dedicated Project Officer:** Depending on the nature of the project and its timing, assigning existing UNDP staff responsibilities to oversee implementation of new project may not be the best way. Where necessary, a budget should be set aside for engaging full-time personnel responsible for the new project for the best outcomes.

**4.2.6 UNDP track record:** The UNDP proven record on project and financial management played a critical role in safeguarding funds for RARIS. Based on discussion with the donor, the evaluators learned that BGMF financial policy requires that any unspent funds be sent back at the end of the project. However, during the transition period from ADD to RARIS project, UNDP convincingly held the funds while working to design a follow-on project which came to be RARIS. This practice is considered a unique strength since according to the BGMF many other partners fail to demonstrate this capability and therefore end up sending back the funds.

**4.2.7 Continued funding:** Despite continued interest in the agriculture sector (i.e., crop, fisheries and livestock), the BGMF would not be interested in extending financial support to RARIS or any other initiative in context of supporting implementation of ASDP II. This is partly due to the fact that BMGF feels that there are already other players such as AGRA who've already investment heavily in the sector and currently have solid plans and funds for supporting areas that BMGF would be financing.

**4.2.8 Attracting Funding:** In order to attract significant and sustainable financing for the agriculture and other sectors, the government needs to demonstrate and maintain ‘momentum’ on implementation of agriculture policies and blueprint. Demonstration of momentum is proved by political commitments (i.e., statements, directives, and decisions) and budget allocation to the sector. Based on information collected during this evaluation, it became apparent that the government ‘momentum’ on agriculture sector between 2014 and 2017/18 was weak leading to decreased budget of the sector from about 5% to around 1%. This situation may have not sent good signals to donors.

**4.2.9 Rapidly changing needs:** Given the current space of rapidly changing world in the case of information and technology, it is critically important to support key government officials (e.g., Ministers) with timely and accurate information for informed decision-making. This would address biased, confusing, and misleading recommendations/assertions from social media and other sources regarding the right course of action to be taken.

**4.2.10 Digital Space:** The use of ICT played a critical role in the implementation of the RARIS project especially due to the COVID-19 crisis where digital platforms especially Zoom were used to facilitate key meetings and training sessions that would otherwise be halted due to restrictions on physical gatherings as part of precaution measures. Moreover, a number of digital platforms created such as M-Kilimo, dash-board and Warehouse Network that have all been possible from the advancement of ICT. Other digital platforms currently in the final stages of preparation (e.g., the three online training materials on business plans, marketing and technology access) to address the reported constraints for youth’s active engagement in the agriculture sector namely, lack of knowledge, skills, access to markets and finance, will, once finalized and uploaded, be critical in mobilizing youth engagement in agriculture consistent with the provisions of the national 3rd five-year development plans. ICT will facilitate a wide, rapid and cost-effective dissemination of such key information to thereby addressing they constraints currently impeding youth engagement

**4.2.11 Local Content:** The RARIS project promoted local content approaches by advancing skills and capacity of local experts who were engaged to carry out over 99% of all analytical studies. In contrast with many other similar projects, RARIS used local expertise to conduct almost all of the analytical studies including design of the PIM, a practice which promoted local capacity building and also helped to retain funds within the country.

**4.2.12 Exit Strategy:** The design of the RARIS project did not consider exist strategy that would facilitate a smooth transition and handover. In the absence of this, the project team and partners have not been able to prepare timely requests for continued funding of the critically needed interventions that RARIS was supporting. This is evidenced by the fact that up to the time of this evaluation, the Ministry has not secured funding to continue implementation of project activities either from internally or externally despite the fact that RARIS was the only source funding the ASDPII coordination unit currently based at the Prime Minister’s Office.

**4.2.13 Budget Appropriateness:** Despite the innovative and responsive nature of the RARIS project which responded uniquely to the various arising needs of the Ministry, this posed a budget challenge whereby the actual cost for implementation of the necessary interventions exceeds the allocated budget. This is possibly due to the fact that full cost of all necessary demands to arise during the course of the project would not be known accurately during project design.

**4.2.14 Attitude & Practices:** Given the predominant focus of the RARIS project on the agriculture sector, this evaluation has established that major influence on mindset, attitude, and practice of staff took effects in the Ministry of Agriculture and mostly at the senior level in valuing and use of evidence-based information and decision-making as well as in accepting new ideas(i.e. those coming from outside the government) such as the dash-board and M-Kilimo platforms that were proposed by RARIS studies. Moreover, the RARIS project facilitated development of the Client Service Charter to improve Ministry's response to clients.

**4.2.15 Public Private Partnership:** The RARIS project contributed significantly to operationalization of the Public-Private Partnership through a number of ways such as through engagement with private insurance companies and telecommunication companies discussed under section 2.3.6.

**4.2.16 Work Plans:** Although there was both quarterly and multiyear work plans, implementation of some activities (review and revision of policies and Act) extended through to subsequent quarters. This evaluation established that this tendency was neither a result of limited competency nor commitments by the project implementation team. Rather due to the bureaucratic nature (i.e., procedures and steps) by the government for development of such frameworks which takes quite some time.

### 4.3 Recommendations

#### 4.2.1 Ministry of Agriculture

(a) The RARIS Institutional Arrangement involving a tripartite i.e., Government (MoA), Development Partner (UNDP) and Non-Government Organization (ESRF) has worked with huge potential for effectiveness, efficiency, and impact. It is therefore recommended, in future, that such institutional partnership needs a comprehensive terms of reference specifying roles and responsibilities for each partner to avoid misunderstandings happened in the course of RARIS implementation especially on what was the specific role of ESRF between technical advisor and executing agent.

(b) The Ministry needs to plan for and ensure sustainability of some of the RARIS outputs which have started generating benefits to the Ministry such as Mobile Kilimo electronic system and Warehouse Electronic Network. These systems need updating and continued technical support to ensure presence of adequate competence in the Ministry to operate and maintain such systems based on new demands and emerging technologies. The Ministry need to identify reliable sources of funding to support these systems. It would also be ideal to organize a technical support for at least one year to allow adequate acquaintance and stabilization before handing over the systems to MoA

(c) Likewise, dissemination of many research findings and recommendations, including Action Plans which have been prepared (produced) under RARIS programme need to continue, and make sure a wider audience is covered.

(d) There are remarkable knowledge products such as Mobile Kilimo electronic system and Warehouse Electronic Network which have been developed under RARIS support. Knowledge transfer to youth and women has to continue for to improve their livelihoods through agricultural activities.

(e) In order to attract significant and sustainable financing for the agriculture and other sectors, the government should strive to demonstrate and maintain 'momentum' on implementation of agriculture

policies and blueprint through political commitments (i.e., statements, directives, and decisions) and budget allocation to the sector

(f) Given the need for continued funding support for implementation of ASDPII, the Ministry should as a matter of urgent approach other development partners (bilateral and multilateral) in agricultural sector such as IFAD, FAO, WFP, USAID, JICA, EU, AGRA, and World Bank in order to secure sufficient funding required for adequate implementation of ASDP II.

#### **4.2.2 Bill and Melinda Gate Foundation (BMGF)**

(a) There is a great need to extend RARIS support for various reasons such as:

- i. There are a number of important activities initiated by RARIS which require more time to accomplish and allow them to make an impact
- ii. RARIS had intended to support implementation of ASDPII which last for 10 years (RARIS has lasted for three years only)
- iii. RARIS has generated remarkable list of achievements and benefits, which needs to be sustained. Note that, these benefits reach more than 80% of farmers

It is therefore strongly recommended that, RARIS support needs to be extended

(b) The RARIS Institutional Arrangement (MoA, UNDP and ESRF) has worked quite well in terms of assuring value for money, quality of work and outputs, and timely completion and submission of outputs. It is therefore recommended BMGF to continue exploring advantages of such institutional partnership in the future support to Tanzania and other countries.

(c) BMGF should continue to support the Ministry to ensure sustainability of some of the RARIS outputs which are beneficial to agricultural sector in Tanzania. These outputs are such as M-Kilimo electronic system and Warehouse Electronic Network.

(d) BMGF need to support the Ministry of Agriculture in disseminating research findings and recommendations, including Action Plans which have been prepared (produced) under RARIS programme to ensure a wider coverage of the stakeholders.

(e) Likewise, remarkable knowledge on agricultural value chains (sunflower, cassava, oil palm and cashew nuts) which have been generated under RARIS must be transferred to youth and women for the benefits of the people. BMGF also need to support such efforts.

(f) For future programing, BGMF and partners should include exist strategy in project design to facilitate a smooth transition and handover of project activities. This would help to ensure and enhance sustainability of project results.

#### **4.2.3 UNDP**

- (a) There is a need to identify some of the successful projects under RARIS, and scale up, especially those with potential to generate more benefits to the population especially youth and women
- (b) The issues of project sustainability, dissemination and knowledge transfer are important. This is an example of where UNDP need to make an intervention.
- c) Using experience from this project UNDP should advance its advisory role to the government through identification and development of similar projects of the same nature of the rapid response support aimed at addressing critical and urgent intervention to accelerate implementation of public policies programs and projects. This means that UNDP should not just consider itself as only a project implementer but also a potential government advisor by extending engagement beyond its tradition projects that are typically short (i.e., 3-5 years) to multiyear (i.e., long term) initiatives that have a significant and sustainable transformative impact from the policy and implementation level, like RARIS project.
- d) In order to be effective on managing donor funded projects, UNDP should consider inclusion of budget for a dedicated officer to manage coordination and ensure timely reporting of project implementation. This would be different from current arrangement where existing UNDP staff with already a full set of responsibilities for other projects are assigned additional responsibilities under new projects. The experience from RARIS shows that this approach has gaps in ensuring effective and efficient coordination especially on core issues around planning, reports and monitoring and evaluation.
- e) For future programming, UNDP and partners should include exist strategy in project design to facilitate a smooth transition and handover of project activities. This would help to ensure and enhance sustainability of project results.
- f) Based on the success of the RARIS model through a strategic and targeted approach, UNDP should consider exploring alternative or /and additional sources funds in order to advance, scale up and replicate some of the most promising outcomes of the RARIS project.

## APPENDICES

Appendix 1: List of Stakeholders Consulted

No	Name of Respondent	Gender	Title / occupation	Organization	Contact
1	Vumilia Zikankuba,	F	RARIS Coordinator & ASDP-II,	Ministry of Agriculture	vumilia.zikankuba@kilimo.go.tz
2	Prof Siza Tumbo	M	Deputy permanent secretary	Ministry of Agriculture	siza.tumbo@kilimo.go.tz
3	Dr. Ashil Abdallah,	M	Permanent Secretary	Ministry of Industry and Trade	
4	Manyama Bwire Bukori-	M	Director of Policy and Planning	Ministry of Industry and Trade	
5	Aneth Johakim Mathania	F	Coordinator, ASDP-II	Ministry of Industry and Trade	0688938565
6	Deo Gambago	M	Coordinator, ASDP-II	Ministry of Livestock and Fisheries	0769396356
7	Adam Mwaigoga	M	Director of Policy & Planning (Fisheries)	Ministry of Livestock and Fisheries	Adam.mwaigoga@uvuvi.go.tz
8	Mathew Mwinuka,	M	ASDP Coordinator,	Prime Minister's Office	mathew.mwinuka@pmo.go.tz
9	Margret Nzuki,	F	Head of Knowledge Management & Innovations	ESRF	mnzuki@gmail.com
10	Dr. Oswald Mashindano;	M	RARIS Project coordinator;	ESRF	omashindano@gmail.com
11	Mr. John Kajiba,	M	RARIS Project Officer	ESRF	jkajiba@gmail.com
12	Margaret Swai,	M	Finance focal person for RARIS project,	UNDP	margaret.swai@undp.org
13	Mr. Ernest Salla,	M	Former Head of UNDP Inclusive Growth Pillar,	UNDP	esalla2007@gmail.com

No	Name of Respondent	Gender	Title / occupation	Organization	Contact
14	Mercy Karanja	F	Project Manager	Bill & Melinda Gates Foundation	Mercy.Karanja@gatesfoundation.org
15	Lauren Pace	F	Program Assistant   Agricultural Development, Global Growth & Opportunity	Bill & Melinda Gates Foundation	Lauren.Pace@gatesfoundation.org
16	Emmanuel Nnko	M	Head of UNDP Inclusive Growth Pillar and RARIS Programme Manager	UNDP	emmanuel.nnko@undp.org



## Appendix 2: Mission Schedule

**Table: Schedule for the Mission consultation**

<b>Time</b>	<b>Description</b>	<b>Participants</b>
<b>Sunday 14<sup>th</sup> June 2021</b>	Travel to Dodoma	
<b>Tuesday 15<sup>th</sup> June 2021</b>	Ministry of Industries and Trade	Ms Aneth Johakim Mathania – Coordinator, ASDP-II Mr Manyama Bwire Bukori- DPP Dr. Ashil Abdallah, PS
	Ministry Livestock and Fisheries Livestock	Mr. Deo Gambago, Coordinator, ASDP-II
	Prime Minister's Office- ASDP-II Coordination Unit	Mr Mathew Mwinuka; Coordinator, ASDP-II
<b>Wednesday, 16<sup>th</sup> June 2021</b>	Ministry of Agriculture	Ms. Vumialia Zikankuba : RARIS Coordinator Prof Siza Tumbo
	Ministry of Livestock and Fisheries	Mr Adam Mwaigoga
<b>Monday 21st June 2021</b>	Economic and Social Research Foundation	Ms. Margret Nzuki Dr. Oswald Mashindano; Project coordinator Mr. John Kajiba

Appendix 3: UNDP Projects Linkage with RARIS Project

UNDP Project	Activity	Linkage to RARIS Project
Youths Economic Empowerment through Connecting the Dots in the Value Chain Ecosystem- YEEVACE (2018 - 2019) and Mainstreaming Poverty Environment Gender & Climate Change Project (2019 - 2021)	Mapping of Investment Opportunities and developing Regional Investment Guides (2017 - 2021)	RARIS used the developed regional Investment Guides to map opportunities in agriculture sector. This was done under the study namely Agriculture Investment Potential and Opportunities in Tanzania (2019 - 2020)
YEEVACE (2018 - 2019)	Mapping & Profile Youth Networks and Platforms (2018 - 2019)	Regional investment guides and Youth Networks and Platforms were used to conduct Youth Agribusiness Forums by zones in 2019 -2020.
Pro-Poor Economic Growth and Environmentally Sustainable Development Initiatives (2014 -17)	Knowledge and technology transfer	As a continuation of knowledge and technology transfer, ESRF under RARIS Project mapped innovations and technologies and disseminated through coaching or stakeholders' engagement. The study enabled ESRF to run various workshops on Agricultural technologies in fisheries, horticulture, and agribusiness which had impact to farmers and agribusiness (2019 -2020).
Mainstreaming Poverty Environment Gender & Climate Change Project (2019 - 2021)	Financing for Development (2019 - 2020)	The study on Financing for Development informed the study on Agricultural Financing and Taxation (2020 - 2021).
Pro-Poor Economic Growth and Environmentally Sustainable Development Initiatives (2014 -17)	Mapped institutional, legal and investment reforms to overcome barriers at national, sector and district level to improve districts. In this case 6 districts were piloted	The findings from the mapping study in the 6 Districts indicated that irrigation projects were failing because engineers are under LGAs mandate and it is hard to be managed by ministry responsible for irrigation. These findings were used to design a study under RARIS namely the Status and Implementation Performance of the National Irrigation Commission (NIRC) in Tanzania (2019 - 2020). The overall objective of this study was to assess performance of the National Irrigation Commission (NIRC) as established by the ACT of Parliament, (which is also an instrument for resource mobilization to finance irrigation projects in Tanzania), and propose strategic interventions which will enable the Government improve performance of irrigation services in the country.

Appendix 4: Evaluation criteria and interview questions

Criteria	Main question and sub-questions
<b>Relevance</b>	<p><b>Is the intervention doing the right things?</b></p> <p>The extent to which the Outcome activities are suited to the priorities and policies of the country at the time of formulation</p> <ol style="list-style-type: none"> <li>To what extent was the project in line with the national development priorities, the country</li> <li>Programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?</li> <li>To what extent does the project contribute to the theory of change for the relevant country programme outcome?</li> <li>To what extent were lessons learned from other relevant projects considered in the project's design?</li> <li>To what extent were perspectives of those who could affect the outcomes, and those who could</li> <li>Contribute information or other resources to the attainment of stated results, taken into account during the project design processes.</li> <li>To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?</li> <li>To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?</li> </ol>
<b>Effectiveness</b>	<p><b>Is the intervention achieving its objectives?</b></p> <p>The extent to which the project implementation was aligned to the planned activities and attain its objectives.</p> <ol style="list-style-type: none"> <li>To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?</li> <li>To what extent were the project outputs achieved?</li> <li>What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?</li> <li>To what extent has the UNDP partnership strategy been appropriate and effective?</li> <li>What factors contributed to effectiveness or ineffectiveness?</li> <li>In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?</li> <li>In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?</li> <li>What, if any, alternative strategies would have been more effective in achieving the project's objectives?</li> <li>Are the projects objectives and outputs clear, practical and feasible within its frame?</li> <li>To what extent have stakeholders been involved in project implementation?</li> <li>To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?</li> <li>To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?</li> <li>To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?</li> </ol>

Criteria	Main question and sub-questions
<b>Efficiency</b>	<p><b>How well are resources used?</b></p> <p>The review shall assess whether the expenditure is justifiable when compared to the plans, progress and output of the program, or whether it could have been implemented with fewer resources without reducing the quality or quantity of the results (e.g. areas of non-priority, wasteful or unnecessary expenditure, or alternative ways to achieve same results). Further, the review will assess whether other resources like time and skills were put in the best use.</p> <ol style="list-style-type: none"> <li>To what extent was the project management structure as outlined in the project document efficient in generating the expected results?</li> <li>To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?</li> <li>To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?</li> <li>To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?</li> <li>To what extent have project funds and activities been delivered in a timely manner?</li> <li>To what extent do the M&amp;E systems utilized by UNDP ensure effective and efficient project management?</li> </ol>
<b>Sustainability</b>	<p><b>Will the benefits last?</b></p> <p>The benefits of the Programme related activities that are likely to continue after the Programme fund has been exhausted</p> <ol style="list-style-type: none"> <li>Are there any financial risks that may jeopardize the sustainability of project outputs?</li> <li>To what extent will financial and economic resources be available to sustain the benefits achieved by the project?</li> <li>Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?</li> <li>Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?</li> <li>To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?</li> <li>What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?</li> <li>To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?</li> <li>To what extent do stakeholders support the project's long-term objectives?</li> <li>To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?</li> <li>To what extent do UNDP interventions have well-designed and well-planned exit strategies?</li> <li>What could be done to strengthen exit strategies and sustainability?</li> </ol>

Criteria	Main question and sub-questions
<b>Human rights</b>	To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the project in the country?
<b>Gender mainstreaming</b>	<ul style="list-style-type: none"> <li>i. To what extent have gender equality and the empowerment of women parliamentarians been addressed in the design, implementation and monitoring of the project?</li> <li>ii. Is the gender marker data assigned to this project representative of reality?</li> <li>iii. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</li> </ul>

#### Appendix 5: List of documents reviewed

- MOA-Agriculture Sector Development Programme II
- ESRF-Annual RARIS Implementation Report (January – December, 2020)
- MOA-Crop Insurance Services in Tanzania up to March 2021
- M-Kilimo Training Report
- Revised Prodoc for RARIS
- MOA-National Agriculture Insurance Scheme (Jan, 2021)
- MOA- Productivity Strategy (April 2021)
- Relevant strategies and reports developed by the Government of Tanzania that are relevant to UNDP's inclusive growth and sustainable livelihood support,
- RARIS Revised Results framework
- RARIS Financial reports
- MoA- Strategic Plan for 2020/21-2025/26 (Feb, 2021)
- Development of Agriculture Stock Management Information System (Inception Report)
- Progress Report Q4, 2018
- Progress Report Q1 2021
- Progress Report Q3, 2020
- UNDG Ethical Code of Conduct of Evaluators
- UNDG RBM Handbook
- UNDP Evaluation Guideline, Jan 2019
- UNDP PME Handbook
- Vision 2025 for Tanzania,
- UN SDG
- MOA-The Analysis of Seed Prices, Local Supply, Imports and Demand in Tanzania
- MOF-Government's National Five-Year Development Plan II 2016/17-2020/21,

Appendix 6: RARIS updated results indicators progress matrix<sup>4</sup>

Expected Outputs	Output indicators	Targets (end of project )	Actual Performance		
			Cumulative Actual Results	Performance (% actual results)	Explanation against extreme results (overachievement or underachievement +10% or -10% )
Output 1: Policy Coherency, Problem Solving, and Analytics Supported.	1.1 Ten (10) Reports on Real-time information and progress on implementation and execution of emerging issues provided to the Ministry of Agriculture and other key stakeholders by 2021	10	7	70%	
	1.2 Seven (07) Review reports on the impact of policies, laws and regulations on the agricultural sector produced by 2021	7	3	43%	
	1.3 One (01) policy(P) and two (02) regulations (R) changed by 2020	Policy	1	100%	
		Regulations	0	0%	
	1.4 Seven (07) policy and programme assessment reports completed and disseminated by 2021	7	1	14%	
Output 2: Value Chain Agro-Processing, Stocking and Logistics	2.1 Five (05) reports on the commodity value chains reviewed by 2021	5	4	80%	

<sup>4</sup> This matrix of an updated results indicators progress of the RARIS project was established by the evaluators since project indicators were not tracked during implementation

Expected Outputs	Output indicators	Targets (end of project )	Actual Performance		
			Cumulative Actual Results	Performance (% actual results)	Explanation against extreme results (overachievement or underachievement +10% or -10% )
Management Supported	2.2 Ten (10) knowledge products on the commodity value chains developed and disseminated by 2019	10	3	30%	
	2.3 One mapping report on selected public investments on the commodity value chains by 2020	1	1	100%	
	2.4 Stocking and Logistics system put in place by 2019	1	1	100%	
Output 3: Stakeholder Engagement, Partnerships and Communication Supported	3.1 A partnerships strategy to foster strategic relationship and collaboration with stakeholders in the sector in place by 2019	1	1	100%	
	3.2 Ministry of Agriculture reporting and monitoring system reviewed by 2019	1	1	100%	
	3.3 A communication strategy for ASDP II in place by 2019	1	1	100%	
	3.4 Four (04) research evidence reports based on the analytical studies disseminated to policy makers by 2019	4	1	25%	
	3.5 Five (05) knowledge products on publications such as policy briefs, discussion papers, reports disseminated by 2019	10	8	80%	



Expected Outputs	Output indicators	Targets (end of project )	Actual Performance		
			Cumulative Actual Results	Performance (% actual results)	Explanation against extreme results (overachievement or underachievement +10% or -10% )
Output 4: Investment and Business Opportunities Identified, and Performance Management, Knowledge Management and Innovation, and Mind Set Change to Managers in the Ministries and Related Institutions Enhanced	4.1 ASDP II Implementation plan for 2018/2019 prepared by 2019	1	0	0%	
	4.2 ASDP II Results Frame Work (RF) finalized by 2019	1	1	100%	
	4.3 An Action Plan for implementation of the identified Investment and Business opportunities developed by 2019	1	1	100%	
	4.4 A resource mobilization and financing strategy for ASDP II developed	1	1	100%	
	4.5 Staff Skills development in ASDP II and the Blueprint implementation undertaken by 2021	1	0	0%	Training was halted due to COVID-19. However, the training manuals were handed over to MoA
	<b>Overall performance</b>			<b>65%</b>	