

Tanzania Agriculture Partnership



Agriculture Council of Tanzania



European Commission-
Food Facility Grant



EUROPEAN COMMISSION'S – FOOD FACILITY GRANT PROJECT

END OF PROJECT EVALUATION REPORT

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Done By

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Finally, it must be stressed that opinions expressed in this report are, purely of the authors and are based on observations and findings during the study. It is therefore the authors, and not the management of TAP who takes responsibility for any errors of commission or omission, which may be found in this report.

EXECUTIVE SUMMARY

This report is a deliverable of the end of project evaluation of the Food Security Grant Project, funded by the European Commission (EC) and was implemented by Tanzania Agriculture Partnership (TAP). The EC Food Facility Grant (FFG) project was a 22 months project started on 1st of January 2010 and officially ended on 31st October 2011. The project was designed to deepen TAP operations that were rolled out in 2008 through the support of Norwegian Agency for Development Cooperation (NORAD).

The objective of this evaluation is to assess the relevance, efficiency, effectiveness, impact and sustainability of the EC- Food Facility Grant Project. This evaluation was done through a review of secondary data and field interviews in six sample districts. The evaluation covered all activities undertaken in the framework of the project.

The TAP Project Management Unit (PMU) implemented the project. In addition a number of activities were subcontracted and were implemented by various consultancy firms. TAP worked with a range of stakeholders in the private and public sector domain to implement the EC-FFG. Activities implemented followed work plans from TAP PMU. TAP disbursed finances for the project activities to the DCOs. The DCOs implements and monitors the activities and submits financial accountability on a quarterly basis. On the overall the implementation strategy adopted was appropriate to achieving the results achieved.

Eight broad activities were planned and implemented under the EC- Food Facility Grant Project, namely; (a) Value Chain Analysis (VCA), (b) formulation of Commodity Investment Plans (CIPs), (c) field demonstration and extension services, (d) development of Warehouse Receipt Systems (WRS), (e) Increasing commercial Bank's involvement in value chains, (f) expansion of locally organized market information systems, (g) engagement with large scale grain traders, (h) review policy issues and advocacy

The end line status of indicators show that targets for yield increases, use of inputs and increasing volumes sold at the farm level was achieved and some targets were surpassed. On the overall, the activities were effective in achieving desired outputs, and outcomes. However, there were variations in the extent to which outputs were achieved. While in some components the outcomes are visible in certain areas it not. In general, it is difficult to measure the impact of the project as it was implemented in a period of 18 months and it has just been closed. However there are signs that positive impacts of the project are imminent.

The project was relevant as it duly provides timely response to and is consistent with national, regional and international approaches and policy stance concerning agriculture sector development, enhancing food security and reducing poverty. The selection of maize and rice value chains was relevant, and so is the selection of the districts for the implementation of the project. The project managed to achieve most of its planned outputs and targets and therefore was quite effective.

The EC-FFG Project was executed within a framework that provides a good degree of sustainability. Policy influencing institutions are made part of the TAP hence are able to assure institutional sustainability of the interventions. There has been a higher degree of community involvement and commitment of resources in WH construction for the purpose of collective marketing or WRS. This strong participation of the community is to a great extent a sign of ownership of the process hence possibility of sustaining it after the EC-FFG Project has phased out.

It is recommended that household food security strategy should not only target monitoring stability of prices at a macro level but should target food management at household level as well. Ownership and leadership of initiatives concerning the CIPs need to be well defined and should be clearly decartelised. The current TAP approach towards skills for Good Agricultural Practices (GAP) that use multiple approach is innovative, but can be broadened further by incorporating progressive farmers. Throughout the fieldwork the issue on cross-border trade bans was raised as a key impediment to value chain approach and policy sessions in Morogoro and Songea, the MIS in Dar es Salaam echoed the same issue. It is strongly recommended that TAP via ACT should sensitize the formation of maize stakeholders association just as it is with rice and other commodities. In some districts there has been an oversight on engaging the “real private sector”, these are large farmers and processors. In some District the business chambers like TCCIA has not been fully made part of the processes limiting the outreach of the private sector.

GLOSSARY

Effectiveness	Effectiveness refers to the extent or degree to which the expected results/output of the EC Food Facility grant project are achieved.
Efficiency	A measure of the degree to which the resources invested in EC Food Facility grant project are appropriate compared to the results achieved.
Impact	The extent to which the project contributed to achieving the intended overarching results or all changes induced by the programme beyond the output level.
Relevance	Relevance is the extent to which the objectives of the EC Food Facility Grant project match the needs of the target group, national and global development goals and policies.
Sustainability	The probability that the positive results of the EC Food Facility grant project will continue beyond the end of the project.

LIST OF ACRONYMS

ACT	Agricultural Council of Tanzania+B24
ADCO	Assistant District Coordinator
AMS	Agricultural Marketing Strategy
AMSDP	Agricultural Marketing Systems Development Programmeme
ANSAF	Agriculture Non-State Actor's Forum
BIS	Business Information Services
BRITEN	Building Rural Incomes Through Enterprise
CAADP	Comprehensive Africa Agriculture Development Programmeme
CIP	Commodity Investment Plan
COMPETE	Competitiveness and Trade Expansion Programmeme
DAC	Development Assistance Committee
DADP	District Agriculture Development Plan
DAI-PESA	Development Alternatives, Inc.-Private Enterprise Support Activities
DALDO	District Agriculture and Livestock Development Office(r)
DC	District Council
DC(s)	District Council(s)
DCO	District Coordinating Officer
DC	District Coordinator
EAC	East African Community
EAGC	East African Grain Council
EC	European Commission
EC-FFG	European Commission – Food Facility Grant
EU	European Union
FFG	Food Facility Grant
FIPS	Farm Input Promotions Africa Limited
FTF	Feed the Future
GHFSI	Global Hunger and Food Security Initiative
IFPRI	International Food Policy Research Institute
KPL	Kilombero Plantation Limited
KTC	Kilimanjaro Training Centre
LFM	Logical Framework Matrix
LGA/s	Local Government Authority/ies
M4P	Markets for Poor
MAFC	Ministry of Agriculture, Food Security and Cooperatives
MDGs	Millennium Development Goals
MDGs	Millennium Development Goals
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
Mt, mt,	Metric tone
MT	
MUCOBA	Mufindi Community Bank
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania
NAIVS	National Agriculture Inputs Voucher System
NFRA	National Food Reserve Agency

NMB	National Micro-Finance Bank
NORAD	Norwegian Agency for Development Cooperation
NRO	National Rollout
NSGRP	National Strategy for Growth and Poverty Reduction
OECD	Organization for Economic Cooperation and Development
OVI	Objectively Verifiable Indicators
PESA	Private Enterprise Support Activities
PPP	Public Private Partnership
ROM	Results Oriented Monitoring
RUDI	Rural and Urban Development Initiatives
SACCOS	Savings and Credit (Primary) Cooperatives Society
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SHFS	FAO Southern Highlands Food Systems
SMS	Short Message Service
SUA	Sokoine University of Agriculture
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TAP	Tanzania Agricultural Partnership
TDV	Tanzania Development Vision
TORs	Terms of Reference
TOT	Training of Trainers
Tshs	Tanzania Shillings
TWLB	Tanzania Warehouse Licensing Board
USAID	United States Agency for International Development
VICOBA	Village Community Bank
WAEOS	Ward Agricultural Extension Officers
WFP	World Food Programme

1.0 INTRODUCTION

1.1 Background

TAP is a programme coordinated by Agriculture Council of Tanzania (ACT). Agricultural Council of Tanzania is the umbrella organization for the agricultural private sector in the country. It aims to unite groups and associations of farmers, livestock keepers, suppliers, processors, transporters, researchers, in order to push for improved economical and organizational environment for the sector. ACT believes that a dialogue between stakeholders and a strengthening of agricultural associations can assist the sector in becoming commercialized and highly productive, leading to poverty reduction and an improved standard of living for the agricultural community - the majority of the Tanzanians.

Primary roles of ACT are; advocacy, networking and facilitation of agricultural development projects. The overall TAP objective is “to deliver appropriate agricultural inputs and improved markets for Tanzanian farmers through effective value chains facilitated by a public-private partnership”. TAP uses the value chain approach because of the inter-connectedness of problems in production all the way to consumption in a continuum of agricultural commodities especially in developing countries like Tanzania.

TAP links public and private sectors stakeholders to provide more timely and effective support to actors, it operates at two levels; field-based components in districts and value chain support components at national level. These components aim at creating more efficient input and output value chains and improving farmers and agro dealers’ business skills and their ability to use and trade agricultural inputs and commodities. The work also makes capital, agronomic information, and appropriate market information available to farmers and agro-dealers. The specific objectives of TAP are to¹:-

- i. Develop benchmarks for best practices for development and commerce,
- ii. Implement a programme to make agricultural inputs affordable and accessible to all income groups in Tanzania,
- iii. Stimulate profitable agricultural production,
- iv. Reduce risks and stimulate strong private investment,
- v. Facilitate improved output market linkages,
- vi. Reduce rural poverty.

Currently TAP operates in 25 districts, but TAP activities funded by the EC Food Facility Grant were implemented in only 13 districts of the National Rollout programme (NRO), namely; Iringa Rural, Njombe and Mufindi in Iringa region, Kilombero and Morogoro Rural in Morogoro region, Kyela, Mbarali, Mbeya Rural and Mbozi in Mbeya Region, Meru and Monduli in Arusha region and Namtumbo and Songea Rural in Ruvuma region. TAP phase I activities targeted 25 Districts.

EC- Food Facility Grant Project

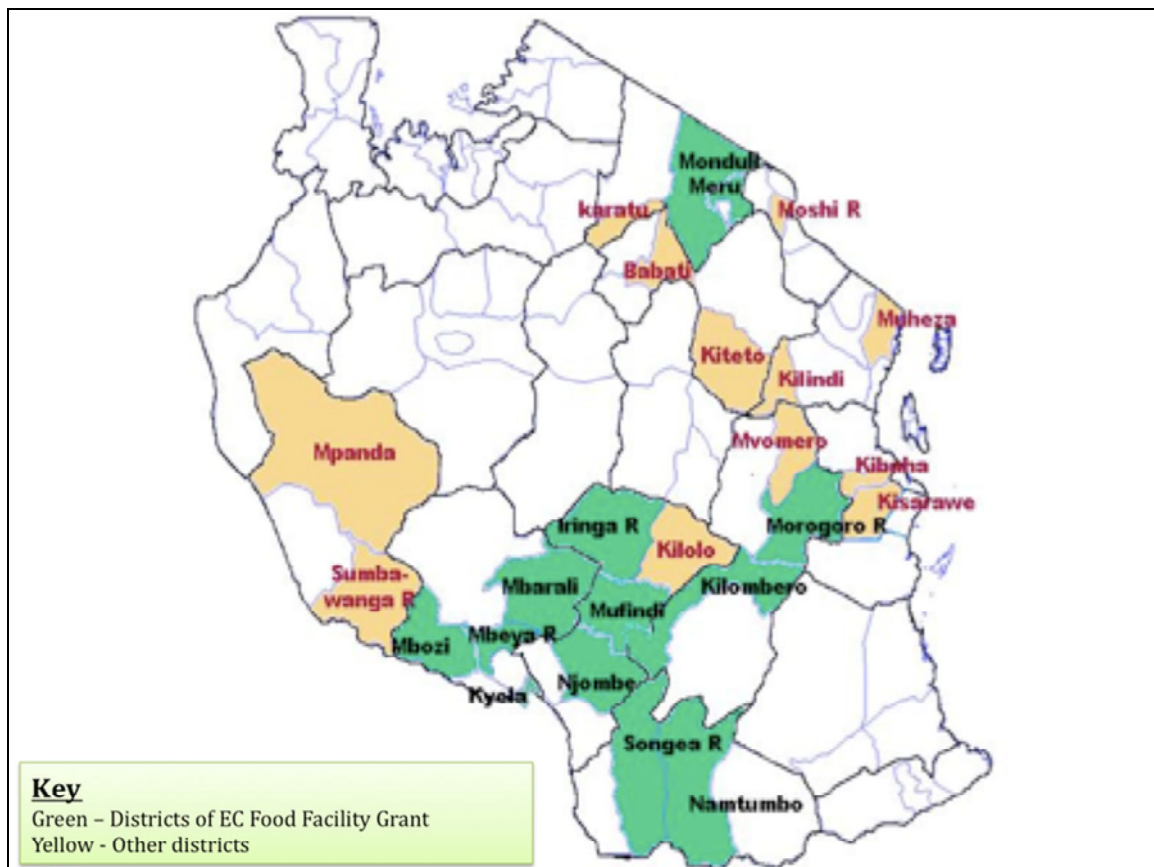
The EC Food Facility Grant (EC-FFG) project was a 22 months project started on January 1st, 2010 and officially ended on October 31st, 2011. It was designed to deepen TAP ongoing

¹ Cited at <http://www.actanzania.org/> at 10:00hrs on August 4th, 2011

operations that were rolled out in 2008 through the support of Norwegian Agency for Development Cooperation (NORAD). TAP's approach that started in October 2008 in 13 districts had in November 2009 expanded to 12 other districts² were included. The European Commission awarded TAP a Euro 1,523,487 grant to develop maize and rice value chains in the 13 starting districts. The project was developed as a response to national agriculture strategies with a support of local and national administrative institutions, particularly agriculture sector ministries and local government authorities. A range of stakeholders including national and local institutions, representatives of agro dealers and beneficiaries were involved in the design of the project idea.

The EC- Food Facility Grant Project (EC-FFG) was implemented in 13 as shown in figure 1 below.

Figure 1: Districts where TAP EC Food Facility Grant Project was implemented



This report is a deliverable of an end of project evaluation of the Food Security Grant Project, which was funded by the European Commission (EC) and was implemented by Tanzania Agriculture Partnership (TAP).

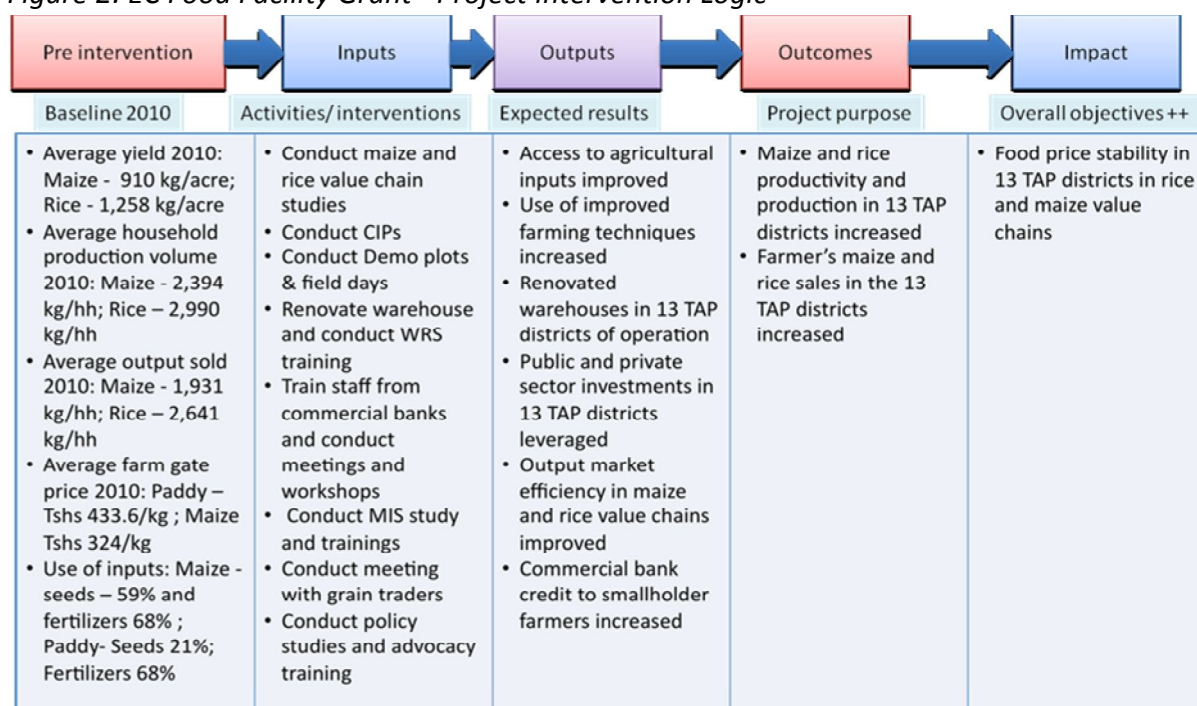
Project Intervention Logic and indicators

² Additional districts are Katavi, Mpanda, Sumbawanga, Kilolo, Kibaha, Kilindi, Babati, Karatu, Kiteto,, Mushi, Kisarawe and Mvomero.

The Logical Framework Matrix (LFM) was revised according to the first Result Oriented Monitoring (ROM) report recommendations. The Objectively Verifiable Indicators (OVIs) were redesigned and adapted to actual findings and developments. The revised Project Purpose (PP) and results are clear and logical, however, as it will be noted in Chapter 3 Section 3.1, the indicator for the overall objective of improving food security and using the price stability, as an indicator is fluid, it has been discussed and suggestions made. The design of OVIs and activities is in general appropriate and realistic.

Figure 2 below presents the intervention logic of the TAP EC Food facility grant. The formulation of the project was based on a baseline study undertaken in 2008. This study was based on the baseline data of 2010 and the 2011 ROM Report.

Figure 2: EC Food Facility Grant - Project Intervention Logic



Source: Report of Result Survey in 13 districts, April 2011 and project Logical Framework.

Baseline Information

Using information extrapolated from result survey report, in 2010, average yield of maize and rice was 910 kg/acre and 1,258 kg/acre respectively in the project area. Average household production of maize was 2,394 kg/household and that of rice was 2,990kg/household. Average output of maize and rice sold by a household was 1,931 kg and 2,641 kg respectively.

Average farm gate price of paddy was Tshs 433.6/kg and for maize was Tshs 324/kg. Fifty nine percent (59%) of farmers growing maize planted improved seeds and 68% used fertilizers. Only 21% of farmers growing rice planted improved seeds and 68% also used fertilizers. It should however, be noted that use of fertilizer is high because some maize and rice farmers use fertilizers for other crops like vegetables. As it will be discussed in the analysis, fluid nature of farm gate prices renders this indicator rather unstable, there are

many variables that go into price including undesirable cross-border trade bans, time value of money (need for deflating factor, etc.).

1.2 The Assignment

1.2.1 Objectives of the Evaluation

The objective of this assessment is to assess the relevance, efficiency, effectiveness, impact and sustainability of the EC- Food Facility Grant Project. The evaluation assessed achievements of the project against its objectives, including a re-examination of the relevance of the objectives and project design. It identified factors that have facilitated or impeded the achievement of the objectives. While a thorough review of the past is in itself very important, the evaluation is expected to lead to lessons learned for the future. For more information concerning the objectives of this evaluation a TOR is in Annex IV. The evaluation focused on two broad areas of the project; (i) project management and project performance. Management Performance will look into effectiveness of TAP co-ordination and administration, the outcome/results of effective management has to translate into effective and efficient project performance, this assessment has looked into details to project performance indicators which are: -

- An evaluation of the project and all of its major components undertaken; and a determination of progress towards achievement of its overall objectives;
- An evaluation of project performance in relation to the indicators, assumptions; and risks specified in the logical framework matrix and the Project Document;
- An assessment of the scope, quality and significance of the project outputs produced to date in relation to expected results;
- An analysis of the extent of co-operation engendered and synergy created by the project in each of its component activities, among partners at different levels and extent of commitment among partners;
- Identification and, to the extent possible, quantification of any additional outputs and outcomes beyond those specified in the Project Document;

1.2.2 Scope of the Assignment

This evaluation started with discussions with the Assistant Project Coordinator at TAP Head office on November 18th 2011 who also shared the relevant documentations pertaining to the Project activities. The discussion was repeated on November 25th 2011 to clarify on a number of issues noted in preliminary documentation review.

To assess the outputs and outcomes this evaluation relied heavily on secondary data available within TAP. Six sample districts were selected to validate and update facts presented in past evaluation reports as indicated in table 1 below.

Table 1: Sampled Districts for Field Work

Regions	Districts	Dates	
		Planned	Implemented on
Morogoro	Morogoro R	Nov 28 - 30 th	Nov 28 - 30 th
Iringa	Njombe	Dec 8 - 11	Dec 6 - 9 th
	Mufindi	Dec 5 - 7	Dec 12 - 17
Arusha	Meru	Dec 5 - 7	Dec 5 - 7
Mbeya	Mbarali	Dec 1 - 4	Dec 1 - 4
Ruvuma	Songea R.	Dec 1 - 4	Dec 1 - 4

The deviation in field days occurred in Njombe and Mufindi because in Njombe areas where warehouse and demonstration plots had been implemented last season was hosting a District-level 50th Independence Anniversary between December 5th and 7th while in Mafinga key informants were also part of the Anniversary. Consequently the job had to be pushed back to 8th and 10th December 2011.

1.2.3 Methodology for the Evaluation

The major approach for this study was a review of documents complemented by field information gathering to validate and update documented information. The project documents especially the Annex B: Full (EC-FFG) Application Form and the TAP Project Logical Framework provided background information on the Project Objectives and planned interventions and outcomes and impact. TAP had conducted a thorough, statistically representative mid-term evaluation in May 2011 that provided information on key indicators. The work also relied on activity reports compiled by sub-contractors who facilitated and implemented most of TAP activities. The list of actors to be interviewed was mapped and requisite time of engagement was proposed as indicated in table 2 below.

Table 2: Categories of People Interviewed

Category	Mode of Interaction	Number of People
TAP Management team	Discussions - Pre-field preparations and post-field	Assistant Project Coordinator
TAP District Coordinators - update of TAP activities in the District.	2 hr discussions and report collection	6 – in the districts of Morogoro (R), Songea (R), Njombe, the assistants participated
DALDO - CIP development, strategy for TAP demonstration plots, integration in DADP, policies influenced.	1 - 1.5 hr guided interviews	In all the Districts except Njombe (due to 50 th Independence Anniversary).
Private investors in agriculture who participated in CIP sessions and strategy to implement CIPs	1 hr meeting	Morogoro (R) – 2, Songea – 3, Mbarali - 1, Njombe – 0 Meru - 1, Mufindi – 4

Focus group at one demo plot (5 - 6 members.	2 hr max focus group discussion	6 FGDs, 1 in each district.
Focus group at rehabilitated warehouses	2 hr focus group discussion	6 FGDs one in each district.
SACCOS appended to/providing services to WRS	0.5hr	Was part of W/H focus group
Sample agro-dealer's association leaders or members (Chairman or and secretary)	1- 1.5 hr focus group discussion	More than 6 discussions were done, in some Districts discussions were done at more than 1 site
Staff or managers of NMB and or CRDB bank who participated in TAP initiatives.	1- 1.5 hr discussions	NMB in Morogoro (R), Mufindi, CRDB in Songea (R) MUCOBA in Mufindi
Two private sector grain traders/processors who participated TAP meetings	1- 1.5 hr discussions	Morogoro (1), Songea (0), Njombe (1), Mufindi (1).

The evaluation covered all activities undertaken in the framework of the EC- Food Facility Grant Project. Throughout, a comparison of planned outputs and actual outputs has been done to determine the degree of attainment of the project objectives. In addition, relevance and quality of design, efficiency of implementation, effectiveness, impact prospect and potential sustainability of the project are also evaluated.

The consultants employed the Organization for Economic Cooperation and Development (OECD) - Development Assistance Committee (DAC) criteria of relevance, effectiveness, impact, efficiency and sustainability as the theoretical framework for the evaluation.

1.2.4 Deliverables

This report is one of the deliverables of the evaluation assignment. In this report, there is a comprehensive executive summary of the findings and recommendations of the evaluation. Materials related to this evaluation (i.e. soft copies of all data sets including transcribed qualitative transcripts, completed questionnaires and any other document or items that is necessary in the course of the planned consultancy will be submitted to the client.

1.2.5 Limitations to the Study

The six districts selected for the consultant to visit makes up only 46% of the total number of districts (i.e. 13) where the EC Food Facility Grant project was implemented. Nonetheless, the consultant undertook a review of extensive literature and data generated during the implementation to compensate for the selection of the districts. It should also be remembered that information (i.e. literature) for the districts not selected were available and were reviewed.

The timing of the field visits in Njombe coincided with other important national commitments as well as the onset of rainfall that affected availability of farmers that were selected for the interview particularly in Njombe and Mufindi.

November – December is time for preparation of farms and therefore our information approaches at farm level did not involve observations except at Kiroka where farmers were harvesting the off-season paddy.

1.3 Organization of the report

This report contains four chapters that are divided into sections and subsections. As it can be noted hitherto, chapter one provides an introduction to the study that looks at the background to TAP, EC Food Facility Grant project and the study objectives and methodology. The second chapter reports on findings of the evaluation. Chapter three presents analysis of findings and chapter four conclusions and recommendations. The numbering of tables, boxes and figures has followed the Chapter and Section numbers.

2.0 EVALUATION FINDINGS

2.1 Project Implementation and Management

2.1.1 TAP Implementing Team

In terms of human resource, the key strategy for Food Security Project was to build on existing capacity within TAP to the largest extent possible, all key positions were to employ in-post personnel as table 3 shows. This served to eliminate the learning curve as well as ensure seamless integration to wider TAP operations in other Districts. The project was directly implemented by the TAP Project Management Unit (PMU), established as an independent department of the Agricultural Council of Tanzania (ACT), the implementing partner of EC. The PMU consisted of TAP National Coordinator, Assistant National Coordinator, Value Chain Coordinator and Field Operations Manager and support staff.

Table 3: TAP Implementation Team

Position	Roles in the Project	Planned Source	Inputs (Same as planned)
*National Coordinator	Leadership and coordination of TAP	In post	Mr. Mark Magilla, who is the National TAP Coordinator, he provided 10 person months.
*Field Operations Manager	Management of District-level activities, Supervision of District Coordinators, and support to District ops.	In post	Ms Suzanne Masagasi. Provided 10 person-months.
*Information and Communication Officer	Collection, collation and distribution of information and links between actors	In post	The position was removed before the actual implementation in March 2010.
Assistant Coordinator	Reporting to National Coordinator – support for organisation and administration of TAP operations	Recruited	Mr. Hendry Mziray, Holds a Masters in Crop Science. He had insight understanding of TAP as he served as DCo for Meru since 2008 TAP rollout. Mr. Mziray was recruited in September 2010. He has provided 10 person months on full-time basis.
Food Value Chain Coordinator	Technical and institutional coordination of value chain activities	Recruited	Ms Katrine Plesner, she had good background with TAP operations as she served before with TAP as Value Chain Technical Advisor.
13 District	Coordination of	In post	Under EC-FFG they provided a total of

Coordinators (13)	field activities at District level		10 person months each during the period. TAP replaced DCos in Kyela and Kilombero to respond to increased responsibilities.
Secretary	Office and administration	Recruited	Mrs Sarah Sumari - was recruited in May 2010.
Driver	Logistics and transport	Recruited	Recruited in December 2010.
Core Consultants	Technical backstopping and monitoring and evaluation.	In post	Mr. Jeffrey Lewis and Patrick Guyver - technical advisors and Mr. Joel Strauss - monitoring and evaluation.

The TAP District Coordinating Offices/Officers (DCOs) and their assistants are drawn from both public and private sector, they work with the project on a part time basis and were compensated a top up (extra duty) allowance of EURO 150 per month for 10 months spread between January 2010 to April 2011 under the NORAD funding.

TAP has instituted an annual meeting where the entire TAP team (Head office staff, DCos, key sub-contractors, etc.) to review project performance. Strategic issues are discussed at this meeting and the avenue has been rated by DCos as very useful, issues are discussed with great openness that enhances DCos commitment. Participants exchange extra-district experiences and propose improvements in the approach. During the 2010 meeting key agenda were financial management, quality and timeliness in reporting and accounting for funds. It was unanimously agreed that DCos needed capacity building in communication skills – NORAD funds were used to train DCos for 5 days.

Among the comments by DCos during the evaluation was that annual meetings are inadequate, they may come when it is too late to respond to issues, some suggested quarterly or semi-annual TAP meetings.

All the DCos rated efficiency in disbursement of funds and communication as very good, stakeholders from the public sector acknowledged that working in the private sector setting has helped them to improve decision making and work culture.

On monitoring TAP contracted TRACE to conduct a results survey in the 13 districts of the project, the results showed positive achievements in yield increases and use of inputs. However prices for maize and rice increased by more than 11% and 17% respectively between 2008/9 and 2010/2011 seasons³. Two Result Oriented Monitoring (ROM) missions, which reviewed the quality of project design, and implementation were commissioned by the EU. The first mission recommended review of the Logical Framework Matrix (LFM) of the project, which was done by TAP.

³ Comparative analysis of indicators and targets – mid term results – April 2011 Result Survey in 13 Districts.

2.1.2 TAP Working Partners – The PPP

The Private Sector: TAP worked with a range of stakeholders in the private sector domain to implement the EC-FFG. These included: -

- *Suppliers of inputs* include Yara International (locally named Chapa Meli), Bytrade, Monsanto, Pannar Seed Company, Tansed International, Minjingu Company Limited, Kibo Seed Company, etc.
- *Large scale farms* are also being brought into partnership, they included Kilombero Plantation Limited, Kapunga Rice Farm, etc.
- *Banks*, TAP managed to work with CRDB and NMB at the HQs during the workshop, in the Districts however, actors especially agro-dealers have been linked to (at least) NMB and MUCOBA.
- *Processors and Traders:* In some districts TAP members are medium scale cereals traders and processors, etc.
- *Private Sector Associations:* There is strong cooperation between TCCIA Mufindi branch and TAP in Mufindi, the link is however not as strong in other visited districts.

Development Partner Programmes: Although TAP is in partnership with a number of Programmes including: -

- World Food Programme that has been purchasing cereals,
- FERT (French Farmer Organization) that specializes in strengthening micro-finance in rural area ,
- Southern Agriculture Growth Corridor of Tanzania (SAGCOT) – TAP served as an interim secretariat for SAGCOT, has adopted TAP approach in its interventions, the TAP CIPs provides inputs into SAGCOT,
- FAO's Southern Highlands Food Systems (SHFS) improving CIPs especially in Kilombero, training in food security approaches, co-financed the large traders/COPB meeting, FAO has shown interest to support the implementation of some CIPs.
- USAID Feed the Future – participated in improving and validating CIPs under Sera Project, they collaborated with TAP to address policy issues impinging paddy/rice business in Kilombero and Morogoro.
- ANSAF – are active partners to TAP on policy issues via ACT.
- Rural and Urban Development Initiatives (RUDI) – has been working closer to TAP in paddy districts of Kilombero and Mbarali, have linked target farmers with COMPETE (a US project supporting value addition in paddy).
- NORAD continued to fund district level operations in the districts that were supported by EC-FFG, NORAD funds covered the top up allowance to DCos, capacity building to DCos and TAP HQ (training locally in communication skills, in US (2 DCO), Vietnam (2), Nigeria (2) and Uganda (1).

District Councils: The District Councils continued to play a strategic role in the implementation of EC-FFG project; Government extension staffs of the respective District Councils were involved in the direct implementation of a number of activities of the project. District offices are the key communication protocol conduits for TAP support to village level

actors; the village/ward and district level agriculture extension officers (V/W-AEOs) facilitated the implementation of demonstration plots and extension services. TAP's EUR 5,000 contribution towards warehouse stimulated DCs to also fund the warehouses as a result the renovation of warehouses in Namtumbo, Mufindi and Morogoro Rural were co-financed by TAP and respective DCs.

Sub-Contractors: The project was implemented in close cooperation with different partners, and sub-contractors⁴. Sub contractors that TAP worked with and respective activities, which they undertook are as in the table below.

Figure 3: A Partnership Plaque at Milengwelengwe Warehouse



Table 4: Sub-contractors and respective activities undertaken

Sub contractors	Activity undertaken
Match Maker Associates Limitem (MMA)	Undertook value chain analysis for maize and rice
	Carried out the Market Information Study
	Facilitated the Workshop for the Cereals and Other Produce Board
Rural Urban Development Initiative (RUDI)	Implemented the sensitization and training on WRS management in all 13 districts
	Facilitated Market Information Systems meetings in Mbarali, Kilombero, Mbeya Rural, Songea Rural, Iringa Rural and Namtumbo Districts.
TRACE	Facilitated participatory CIP development workshops in 13 Districts, reviewed the CIP documents and translated the CIPs into English.
	Facilitated Market Information Systems meetings in Kyela, Mufindi, Mbozi and Njombe.
	Conducted a Results Oriented Monitoring survey (April 2011).
FIPS – Africa	Trained and implementation of Field demonstration plots and extension services in 11 districts (except Monduli and Meru).
HomeVeg Tanzania Ltd	Trained and implemented Field demonstration plots in Meru and Monduli
	Trained on Good agriculture practices in 4 districts (Meru, Iringa Rural, Kyels and Mbeya Rural)
Faida Mali	Facilitated of Market Information Systems meetings in Meru and Monduli districts.
	Trained on Good agriculture practices in Monduli and Meru districts

⁴ Monitoring report 26/05/2011

Lengale Consulting Company Ltd	Carried out the assessment of challenges associated with policy and taxation in agriculture inputs supply value chains.
Hi-Tech Agro Solution	Trained on GAP in Morogoro Rural, Mbozi and Mufindi
Meru Agro-Tours	Trained on Good agriculture practices in Kilombero, Songea R., and Njombe Districts

2.1.3 Project Administration

Activities implemented followed work plans from TAP PMU. Project communications were done through monthly, quarterly, and annual reports. Submitting reports and other communications were done through e-mails and some follow-ups were done using telephone calls. Most reports were submitted on time. Feedback was done through phone calls and sometimes e-mails.

TAP disbursed finances for the project activities to the DCos. The DCos implements and monitors the activities and submits financial accountability on a quarterly basis (i.e. imprest accounting system). Previously, the DCO were supposed to submit monthly accountabilities to TAP PMU. The accounting proved hectic for the DCos and the reporting system was changed such that the DCO now submits accountabilities on a quarterly basis. As part of the project administration, coordination and reporting to the donor, TAP had a 15% margin of manoeuvre between budget subheadings. However, TAP was supposed to seek approval from the EU Delegation (EUD) when making alterations or implementing activities that would cost more than budgeted.

2.1.4 Office Equipment

The coordination functions needed efficient and sufficient office and communication equipment. TAP procured office equipments and computers for the main office and the field offices – DCos offices. The lists of equipment procured are as in table 5 below.

Table 5: Equipments Purchased Under EC-FFG

Category of Equipment	Quantity	Location and Use	Remarks
Office furniture and equipment e.g. office desks, chairs, shelves, computers, printers, photocopier (for HQs), power backup 10KVA generator.	Several units	Headquarters and all 13 districts	The equipment has improved working conditions
Motor vehicle	1 unit of Nissan Patrol	Headquarters to facilitate field monitoring by the HQ team	The vehicle is to continue serving ACT/TAP Programmes

The equipment helped the team to execute the job rather efficiently and a good example is the generator that came at the time when the country was facing intensive power shedding.

The Nissan Patrol vehicle is tough enough to cruise in rough rural roads that otherwise become inaccessible with other types of vehicles, a good example is Kilombero during rainy season.

2.2 Implementation of Specific Activities

2.2.1 Activity A - Value Chain Analysis

The rice and maize value chain analysis were done by Match Maker Associates, the reports were compiled in four volumes to ease access to key information. Volume One was titled Introduction, Context Analysis and Recommended Way Forward. The Second Volume was titled Rice Sub-Sector and Value Chain Analysis, the Third Volume was Maize Sub-Sector and Value Chain Analysis while Volume Four was for Synopsis.

According to DCos and actors who participated in the VC dissemination workshops and CIP development confirmed that key findings recommendations in the VCAs formed the basis for development of CIPs. Interviewed actors expressed that the area that was very useful to actors was the gross margin analyses that helped to open up their minds on making decision based on facts. The plan was to implement VC studies between April and July 2010, this activity was implemented between July and November 2010. The deviation was caused by the delays in disbursements of funds that impacted on the sequencing of activities. Table 6 below shows value chain implementation.

Table 6: Value Chains Implementation Plan

	Planned and Implementation Time												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Value Chains													
Preparation for value chain data collection	Plan			●								
	Actual				—————			●					
Collection and analysis of value chain information	Plan						●					
	Actual						—————						●

The recommendations from this VCA work were summarized in Volume 4 of the report (Synopsis) included the following: -

- Food Security Policy implementation should follow best practices e.g. Brazil and Malawi that uses effectively the voucher systems.
- Government should invest more to trigger agricultural sub sector commercialisation,
- The Government should pay adequate attention to address specific supply chain hindrances in paddy and maize growing areas,
- There is a need to support the government to enhance data collection and processing to enhance reliability for benchmarking purposes.

- There is a need to ensure that sanctions are effectively implemented for non adherence to standards by strengthening capacity of respective enforcing institutions,
- Facilitate value chain partners to adapt standards and quality by promoting incentives and self-regulating mechanism.
- There is a need to upgrade market infrastructure in strategic areas for Tanzania’s commodities to become competitive.

Potential users, i.e. TAP HQs, DALDOs and Facilitators of CIPs, rated the reports as being very useful.

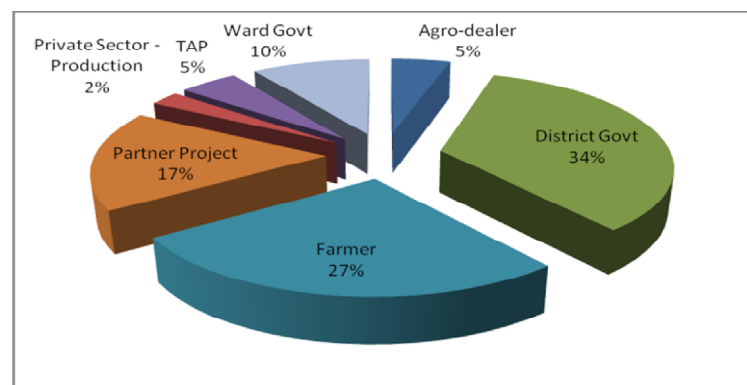
2.2.2 Activity B - Commodity Investment Plans Development

The innovation being championed by TAP in the development of agriculture in Tanzania rests in the design process and implementation of District Commodity Investment Plans that are planned to essentially facilitate district-wide value chain developments for selected commodities. They provide “an integrated, operational framework to guides field-level improvements in value chain operations”⁵. The CIP strategy has been tested by TAP since 2007 and therefore the EC-FFG input was to scale up the implementation of CIP strategy.

Intrinsically the CIP as a process should achieve, to mention but three key benefits:-

- To improve the understanding of the opportunities, constraints and risks in the commodity value chains by actors and stakeholders for the purpose of seizing the opportunities, addressing the constraints and mitigating the risks. This is achieved through systematic analysis and sharing of commodity and geographical background information.
- Transferring ownership (rights, responsibilities and benefits) of commodity development to the right stakeholders hence optimizing resource use through synergies. Participants in CIP development sessions are carefully selected based on “who matters in the chain”.
- Bringing in efficiency in the development of value chains by collectively identifying and prioritizing leverage nodes and actions.

Figure 4: Composition of CIP Development Workshops



Summing the role of CIP TAP says it “provides a district the basic institutional and conceptual framework for organizing field action”.

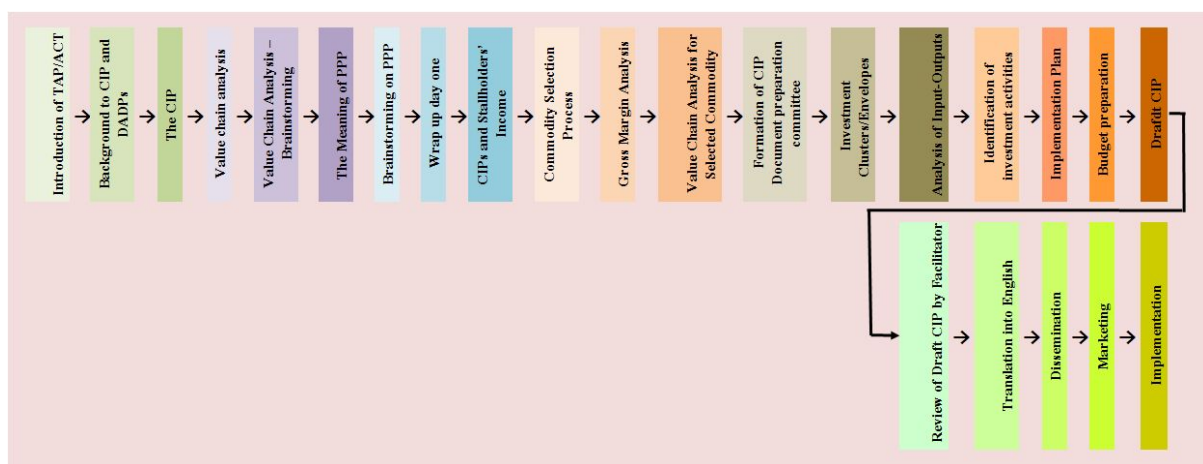
Actors Selection and Participation: In the surveyed districts it has been found out that CIPs teams were composed of the following actors. A sample of participants in Mbarali and Songea shows the diversity of participants as shown in figure 3.

⁵ Annex A to the Project Document, Part B: Full Application Form Page No. 4

The Process: CIP formulation is a rigorous process that takes about five days in which the task team does a number of things including the selection of the commodity through a set of established criteria aimed at meeting the overall Project Objective i.e. food security and results of cost-benefit analysis. Seriatim, the sample list of undertaken activities shown is shown in Figure No 2.2.2 to generate key information needed to prepare the CIP document. A cross-section of participants interviewed reported to have benefitted from the CIP workshops mentioning the following:-

- The process helped them to think in the context of VC, the cost-benefit analysis reinforced the need to do farming commercially,
- Stakeholders managed to opportunities inherent in the value chains e.g. some processors availing their idle milling capacity to farmers who prefer to add value,
- Setting the scene for networking among chain actors, e.g. some actors become connected as a result of interactions during the workshops notably with financial institutions (NMB)

Figure 5: CIP Formulation Process



Most of the CIP formulation workshops took around September and December 2010⁶, this timing did not allow for adequate time to disseminate and market the CIP to identified partners for large-scale investment in the 2011/12 season. The CIP may require review of the work/action plan during 2011/12 so as to accommodate the 2012/13 and subsequent farming season.

Table 7: CIP Development Workshops in Districts

	2010												2011			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Preparations																
Plan	-----●															
Actual	-----●															
Implementation																
Plan																

⁶ The time was based on the dates on the cover page of the CIPs.

	2010												2011			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Actual				-----				●								
Morogoro (R)												●				
Mbarali			●													
Songea												●				
Meru												●				
Njombe												●				
Mufindi			●									●				
Iringa																
Kilombero												●				
Kyela												●				
Monduli																●
Namtumbo																●
Mbeya (R)																●

In the initial plan, the EC-FFG was planned to support the review of 8 CIPs, however, older (2007) CIPs for Kilombero, Mbeya, Mbarali, Mufindi and Songea had to be reviewed, it is for this reason that CIPs like that of Mbeya was done in March 2011.

Feedback: Each of the sample districts had a copy of CIP, (at least) in Songea they had printed hard copies and were using them in the office as a reference document (though it was still in draft format) for various purposes.

The challenge had been delays in finalization of the documents by the facilitating Consultant who was required to review the CIP draft documents, translate them into English so that they could be shared and made use of by non-Swahili speaking stakeholders. The non-Swahili speaking stakeholders have key roles to play in the implementation of the CIP including funding, investment and technical advice. While the reasons for delays in finalization of CIPs are technically understood, they were however not communicated on time to stakeholders outside the DCos and DALDOs. Many respondents outside these offices reported to have not understood the status after the committees were formed. The reasons for this delay have been indicated to be: -

- Underestimation of the workload to finalize the documents at the field level as well as at facilitator level including translation of the documents into Kiswahili.
- Waiting for inputs from SAGCOT stakeholders – who have been identified as the major drivers of the CIP especially in the Morogoro and Southern Highland zones.

On the overall, the CIPs were rated by stakeholders as very useful, however the delay in feedback affected the momentum towards implementations.

2.2.3 Activity C - Field Demonstrations and Extension Services to Farmers' Groups

Field demonstrations (FD) was made part of EEC-FFG interventions to respond to the challenge of low productivity and recurring food shortages. TAP noted that this low output per acre is largely attributed to basic cultivation techniques, limited use of fertilizers and improved seeds. Other secondary factors constraining agriculture are identified as high costs of inputs, limited access to credit and uncertain output markets. It is possible to

improve output per acre significantly through use of appropriate seeds, fertilizers and good farm management techniques other factors being equal⁷. In 2010 baseline data showed that on average a farmer gets 910Kgs/acre which is about 9-100Kg bag, the target had been to increase production per acre.

TAP devised an extension and demonstration system, which involved commercial input suppliers to broaden outreach of extension services and inputs as well as strengthening of business relationships. Strengthened relationship will allow the agro-dealers to understand farmer's needs, develop a market mix that addresses farmers' needs make timely deliveries. Planned interventions for this output were; -

- Advising private sector companies to design new improved fertilizers incorporating locally-available minerals;
- Provision by breeders and private sector companies of small packs of appropriate maize varieties and improved fertilizers for demonstration, promotion and farmer experimentation;
- Introduction of appropriate inputs to networks of agro-dealers;
- Rapid demand creation of appropriate inputs amongst small farmers through innovative, carefully-designed demonstration and promotion campaigns;
- Promotion of range of crop species to minimize risk and to enhance full nutritional complement;
- Integrated crop and soil management approach to sustainably increase crop production;
- Networks of village-based young agricultural graduates extending information to small farmers, and;
- Impact assessment surveys to document impact and to assist in fine-tuning promotion methodology

The Project had set the following targets for this activity

- 10,000 small demonstration plots per district and a total of about
 - 500,000 farmers reached by GAP knowledge
 - 300,000 small trial packets of inputs to be contributed by commercial companies,
- and as a result there would be a,
- 20% increase in the use of inputs in the target areas.

As for the output per acre, the baseline study in 2010 established the following levels: -

Table 8: Baseline (2008, 2010) Outputs Per Acre

District	Maize Yields Kg/Acre			Paddy Yields Kg/Acre		
	2008	2010	+/-%	2008	2010	+/-%
Morogoro	248	931	+275	607	1,252	+106
Kilombero	351	285	-19	558	1,276	+129
Iringa	738	2,682	+263			
Mufindi	615	1,007	+64			
Njombe	1,335	1,920	+44			

⁷ In Tanzania production is highly correlated to rainfall reliability

District	Maize Yields Kg/Acre			Paddy Yields Kg/Acre		
	2008	2010	+/-%	2008	2010	+/-%
Mbeya	1,069	1,193	+12			
Mbarali	731	1,598	+119	842	2,191	+160
Kyela	316	361	+14	494	636	+29
Mbozi	1,156	1,605	+39			
Songea*	1,100	1,076	-2	707	864	+22
Namtumbo	593	1,112	+86	282	329	+17
Meru	819	805	-2		3,491	--
Monduli	697	454	-35	1,196	2,534	+112
Overall Average	751	1156	+54	669	1,572	+138

Source: ROM Report

As for maize, between 2008 and 2010 there had been a growth of 54% while for paddy the change had been 138%, this signals some durability of upward trend in yields i.e. existed before EC-FFG. The ROM report however did not correlate the information with rainfall index, which is a key determinant lest in future crop failure due to rainfall is wrongly judged to be due to Project/programme failure.

Implementation

TAP engaged FIPS and HomeVeg to facilitate the implementation of this output, FIPS covered 11 Districts of Kyela, Mbozi, Mbeya, Mbarali, Mufindi, Njombe, Iringa, Morogoro, Songea, Kilombero, Namtumbo while HomeVeg covered 2 districts of Meru and Monduli. Interventions followed the farming calendar for each specific area, the plots were facilitated during main/wet season or/and off-season (including in irrigation schemes and *vinyungu*). The process included the following stages: -

- Sensitization of farmers on the new opportunities to use improved seeds and apply fertilizers,
- Sensitization of inputs suppliers and agro-dealers,
- Each sub-village (in TAP) areas provided 25 members who participated in the training and were later given some amounts of seeds and fertilizers,
- In the village farmers setup two demo plots, a mother plot located a central point and a baby plot where each farmer was advised to test few lines. Inputs at baby plots was a handful or a tea cup.

Yara Chapa Meli, Monsanto and Bytrade donated inputs for establishment of demonstration plots. A total of 13,600 kgs of fertilizers and 2,280 of seeds were supplied to farmers as indicated in the table below.

Table 9: Inputs Contributed by Companies for Demonstration Plots

	Company	Product	Quantity in Kgs
Fertilizers	Minjingu	Minjingu Mazao	5,250
		Minjingu rock phosphate	3,950
	YARA Tanzania	Yara Milla	4,400
	TOTAL (KGS)		13,600
Seeds	Monsanto	DKC80-53	220

	Company	Product	Quantity in Kgs
		SC627	660
	Bytrade	PHB3253	880
		PH 3253-5	334
	Pannar Seed Company	PAN 4M-19	37
		PAN 67	39
		PA63	46
		PAN 691	2
	East Africa Seed	KH 500 43A	20
	SeedCo	SC 513	50
		SC 403	50
		SC 627	50
	TOTAL (KGS)		2,388

Source: FIPS and HomeVeg Reports

The target was to deploy 10,000 demonstration plots, which could be accessed by 500,000 farmers, by October 2011, TAP had facilitated 13,852 plots. If the assumption in the design that 10,000 plots will reach 500,000 farmers, the fact that TAP has managed 13,852 plots implies the target for the number of people has been surpassed.

Table 10: Number of Demo Plots Supported

		Maize		Paddy		Total	
		Mother Plots	Baby Plots	Mother Plots	Baby Plots	Mother Plots	Baby Plots
1	Kyela		608	0	407	0	1,015
2	Mbozi	21	788	0	0	21	788
3	Mbeya	22	500	0	0	22	500
4	Mbarali	16	28	34	0	50	28
5	Mufindi	13	618	0	0	13	618
6	Njombe	50	1,170	0	0	50	1,170
7	Iringa	20	149	0	0	20	149
8	Morogoro	40	549	5	0	45	549
9	Songea	25	55	0	0	25	55
10	Kilombero	40	1,441	27	484	67	1,925
11	Namtumbo	20	61	0	0	20	61
12	Meru	36	3,990	0	4	36	3,994
13	Monduli	27	3,000	0	0	27	3,000
	Total	330	12,957	66	895	396	13,852

Source: FIPS (October), HomeVeg (August 2011)

This estimate above is supported by the fact that mother plots used to be viewed by many farmers in the areas, in Usuka Njombe for example 90 members attended training at one mother plot.

Farmers days were quite effective in raising awareness on GAP, they attracted many value chain actors especially producers, inputs manufacturers and suppliers, support service providers (e.g. in Morogoro NMB officials participated in the farmers days). Reports indicate that between 100 and 300 farmers attend the farmers' field days at each centre.

Impact of Demonstration Plots Approach

In all the areas visited farmers have expressed that demonstration plots have generated interests to change the way they do farming. There are strong evidences that paddy has higher affinity to success than maize because of farmers' organizational setups i.e. higher concentration hence interaction among farmers made necessary by water management schemes. The intervention also created business linkages between agro-dealers and smallholder farmers. Below are some cases demonstrating the impact of this interventions.

The Case of Paddy Scheme at Kiroka Village in Morogoro District Council

The Kiroka irrigation scheme started in 2004 with construction of main canal to irrigate 80 hectares and the scheme is still under development. Production started in 2006 and by 2011 October it had 247 members. At different stages farmers have received training from a number of paddy development centres including in 2005 they were trained at Mombo, Turiani in Mvomero District, Moshi KTC, SUA and Ilonga in 2009. The Ilonga training was a 14-days TOT and was attended by 16 people. Each of the 16 TOT participants was assigned to train 5 people hence a total of 80 middle level farmers. Each of the middle level farmer trained 2 people making the total number of people trained in this cascading model to reach 256.

The village had setup 72 baby plots, inputs in each of the baby was 2 kgs seeds for quarter an acre valued at Tshs 3,000, 8kgs of fertilizers for planting and 8 for top dressing. The WAEOs supervised the measuring of inputs as well as regular inspections at a rate of 5-6 farmers per day. Farmers were organized in sub-groups of 10 -12 people to ease access to and sharing of knowledge, the groups have put in place an accountability mechanism whereby the critical work of planting is done jointly and the scheme has by-laws to sanction those violating.

Figure 6: An Off-season Paddy Farm at Kiroka Village Morogoro Rural (November 2011)

One Kiroka village member has managed to produce a record output of 9.3mt per hectare by one of the members of the scheme members. The farmer reckoned that he followed good agriculture practices as recommended during training, many farmers don't apply improved seeds and fertilisers, they too don't follow spacing of plants and weeding. This farmer applied the following input regime; Fertilizer – 96



Kgs of NPK (23:10:5/22:12:6) for both planting and top dressing; and later the same amount for top dressing. The variety of seeds (SARO TXD 306) planted in February and harvested in June 2010 achieving 42 bags per mother plot of a quarter an acre equivalent to 3,780kgs/acre or 9,336kgs / hectare. Comparatively, three fellow farmers managed 1,065 Kgs/quarter acre, 975Kgs/0.26 acre, and 1,545/ 0.30acre which translates to 4,260Kg/acre, 3,750 and 5,150Kgs/acre. These detailed data were provided by the WAEO who has been tracking the performance of the farmers at the scheme, the participants estimated that 96 or 38.9% of the scheme members may be keeping records.

The Case of Maize Farmers at Mngazini Village in Songea Rural

At Mngazini members of the farmers' association setup some maize demonstration plots, the Facilitator (FIPS) submitted guidelines to the Districts and trained farmers on establishing the demonstration plots. Inputs were bought from Makambako and sent in a bit late for planting (January 2011), the right time is end of November to mid December.

While all participants were able to describe key stages towards crop management, types of seeds and characteristics of the output from baby demonstration plots, two out of eight indicated to have kept records (but the records were not available at the meeting). They noted that plants from demo plots were thicker, with larger and sweeter maize cobs, and they matured earlier than traditional seeds. Farmers reported to have consumed the maize from these plots while fresh because of their early maturity and sweeter taste, they were preferred particularly with children.

In a jointly managed 0.25 acre mother demonstration plot, which was split into two equal parts to give the control unit, the harvests were not evaluated separately but the group managed to harvest a total of 6 bags which is a 24bags/acre output. The results would have been higher than 24bags/acre in the demonstration unit if they had measured separately. Comparatively, the average reported output for the 8 participants at the focus group was 16bags/acre, the lowest being 9bags and the highest being 23bags.

Table 11: Output Reported by of a Sample farmers Interviewed at Mngazini

	Farm1	Farm2	Farm3	Farm4	Farm 5	Farm 6	Farm7	Farm 8	Average
Acres planted with maize	10	6	5	10	5	14	10	17	
Harvests in 100Kg bags		90		197	71	255	168		
Harvests in 130Kg bags	80		35					300	
Average in 100Kgs bags	104	90	45.5	197	71	255	168	390	
Yield in 100Kgs bags (and Kgs per acre)	10 (1,000)	15 (1,500)	9 (1,500)	20 (2,000)	14 (1,400)	18 (1,800)	17 (1,700)	23 (2,300)	16 (1,600)

Note that yield for the Songea District in the 2010 Baseline Evaluation in Table No. 2.2.3 above was reported at 1,017Kgs/acre or 10bags/acre, the 16% is a good sign of positive change.

The Case of Usuka Village in Njombe

At Usuka farmers recognise that productivity is still low even, the main cause for poor performance of the demonstration plots was due to erratic onset rainfall in November instead of the normal December, it stopped then came back in end of December, as a result farmers were forced to replant seeds in January 2011. The mother demo plot at Usuka supported 90 farmers that are sub-divided into groups of 30 people according to sub-village. They attended training in batches of 30 people per day on Monday, Wednesday and Friday from 8:00 am to 12:00 noon. The village has by laws that punish group members who did not turn up for training. Women are more active than men making between 50 to 75% of the group members.

The farmers understand good maize agronomic practices as they were able to explain all the procedures well, recalled the seeds they planted and types of fertilisers they applied. They were able to explain the characteristics they monitored with the varieties planted they mentioned time to maturity, taste when roasted, number of cobs per stalk, how they endure dry conditions and diseases and weight after harvesting. They established that some newer seeds matured in 13 weeks as against 17 for traditional seeds, are more starchy and suitable for maize meal (*Ugali*) and that DKC- 8031 was found to carry two cobs and is heavier than Pioneer. Apart from maize, Uyolet Agriculture Research Institute is also supporting demonstration of newer varieties of beans with the same groups.

However, not all farmers could correctly describe improved farming techniques. In addition, there is evidence that in spite of the improved farming techniques that farmers acquired; application of improved farming technique is modest, due to a number of reasons. In some cases, farmers did not receive inputs on time and in other cases farmers have not been able to afford a complete set of all the inputs needed (i.e. seeds, fertilisers and herbicides).

Training of Agro-Dealers

In an effort to expand outreach of agro-dealers especially at village level, in February 2011, TAP facilitated training, certifying and strengthening of agro-dealers' capacity. After the training CNFA/TAGMARK linked them to financial institutions to access start up loans. A total of 111 agro-dealers from Songea, Namtumbo, Morogoro and Monduli participated in the training, 79 were male and 32 were female. Among the activities during the training were visits to TRA, learn from successful and new agro-dealers who witnesses on NMB overdraft facility under the AGRA programme and also issues of registration of an agro-dealer business and business name.

A number of agro-dealers trained by TAP are now supporting implementation of demonstration plots in a number of wards and villages in Morogoro. In addition, TAP has improved the distribution of fertilisers by linking some members of Morogoro Agro Dealers Association (MORAA) to obtain fertilisers from Yara Tanzania and supplying it to farmers.

Table 12: Distribution of New Agro-dealers Trained Under EC-FFG.

SN	District	Men	Women	Total
1	Songea	21	10	31
2.	Namtumbo	31	2	33
3.	Morogoro Rural	17	13	30
4.	Monduli	10	7	17
Total		79	32	111

The training also covered issues with regard to taxation, association of agro dealers, role models in agro-dealership and access to NMB overdraft facility. Another training to new agro-dealers was conducted by BRITEN in Meru, Njombe, Mbarali and Mufindi districts. A total of 155 new-village based agro-dealers were trained.

The Case of Lipambikayika Agro-vet– Songea

Started 11yrs ago to deal with agro-inputs, interaction with TAP started in January 2011 when she was invited for a CIP Development session with other representatives of Songea Agro-dealer Association. The entrepreneur recalls the CIP development well and especially the process that lead to the selection of maize. Following TAP

training the enterprise that is a registered to distribute inputs under voucher system, she acknowledges the concept of smaller agro-input shops in villages delivery of seeds, opening of inputs shops to ease access. She operates one outlet but plans to open up new 5 shops by May 2012. She has been facilitating 5 demonstration plots each year since 2009/10 after the CNFA/TAGMARK training in 2008/09.

She however do not track outcomes from the farm, her focus is in the end outcome i.e. increase in orders of inputs, though she could not attribute the performance to direct TAP EEC-FFG interventions, her sales has increased from 3,000 bags in 2009/10 to 5,000 in 2010/11. She is pessimistic that she might lose sales because of unstable implementation of the national input voucher system (NAIVS) following the expiry of CNFA/TAGMARK credit guarantee and failure of the Government to pay agro-dealers upon redeeming the voucher but instead asking them to extend the inputs on credit.

The Case of Fedelina Mahenge

The Agro-dealer was part of the CIP formulation team and participated in agro-dealer training funded under EC-FFG, among the benefits of the training she cites record keeping as the most important lesson that helped her improve management of the business, other useful topics were handling of chemicals and customer care.

The Case of Mwanangwa Agro-Dealer in Mbeya

Mr. Mwanangwa was assisted by FIPS-Africa's Regional Coordinator to sell 10mt seed of the PHB3253 variety. However, this was insufficient for farmers' needs following demonstrations in the 2009/2010 planting season. The stockists are concerned that the demand will be much higher following 2010/11 demonstrations, and they will not be able to supply the increased demand.

Source: FIPS, 2011 Final Report

The agro-dealer has managed to improve her working relationship with financial institutions (NMB), she improved her working capital significantly and distributed 4,500 bags under NAIVS, she has managed to open 9 village inputs distribution branches in 2010/11 season. However, she noted that sustainability of the networks shall very much depend on efficiency in NAIVS because if there are delays in redeeming the vouchers as it happened in last season. Interest on bank loans is about 10% for 6 months while margins on seeds is about 7.5% and on fertilisers at 3%.

The Case of an Integrated Agro-dealer - Processor in Njombe

At Igwachanya there is an integrated farmer, agro-dealer and processor, he is an active partner in maize value chain in Njombe first as a supplier of inputs, secondly as a farmer and thirdly as a processor of maize, he played a central role in efforts to prepare a proposal to rehabilitate warehouses that in unusable state.

As Processor: The Partner processes 2,600mt per annum of maize. In the W/H his interest in is stabilising supply of maize benefitting both himself and the farmer since he is sometime forced to purchase maize from Makambako (about 70kms) instead of surrounding villages in the perimeter of 20Kms.

As agro-dealer: Has a 5-year background in distribution of inputs and as agent of Yara, he was trained by CNFA/TAGMARK on agro-dealership. He later participated TAP training on WRS (under EC-FFG). He distributes seeds for Southern Highland Seeds, Pannar Seeds and Kibo Seeds, etc. He also distributes fertilisers under the input voucher system and maintains a network of 4 outlets in villages that supports demonstration plots initiative. In 2010/11 farming season he supported 20 demonstration plots, each was given 2Kgs of seeds, 10Kgs of DAP and 10Kg of urea all at a cost of Tshs 30,000 per plot (not including transport). For the 20 plots he spent about Tshs 600,000 of EUR (300). He delegates the management of demonstration plots to W/V-AEO, the DALDO supervises the W/V-AEO, no payment is made to extension officers by the agro-dealer. The actor doesn't track the outcome of each plot, however he is strongly convinced that the system works. The actor does not make follow up with farmers, his indicator is average volume of deliveries at the mill by farmers, he has noted a significant increase, a farmer who in the [past used to bring to the mill about 20 bags now delivers around 50bags.

2.2.4 Activity D - Development of Warehouse Receipt Systems (WRS)

Part of the causes of food insecurity is related to time-price trend and spatial-price pattern in the country and the region (EAC Common Market). Under normal situation prices appreciates up to more than 50% during off-supply season, the gain is taken by people who have the capacity to buy and stock during peak supply seasons and dispose during off peak. Lacking the capacity to hold their stocks, farmers are denied the opportunity to benefit from this market behaviour. TAP envisaged to support farmers improve the capacity to stock crops under the Warehouse Receipt System (WRS) where organised groups of farmers can hold their produce while cushioning their cash inflows pressures through access to cash credits. WRS improves the chances of better product quality, economies of scale in

marketing the produce, enhance competitive behaviour among buyers, increase sale volumes and creating price negotiation opportunities.

TAP planned to facilitate training, and organisational and logistical assistance to develop and expand the use of WRS to farmers' groups in the 13 districts. Farmer group organisations were to be trained in basic business skills, advice on the establishment and supervision of certified warehouses, and help in negotiations for both commercial credit and final rice and maize sales. TAP also planned to support through limited funding simple repairs and improvements to existing warehouses to make them amenable to WRS operations.

Implementation

RUDI was contracted to sensitize and train farmers on WRS System, the training by RUDI covered the following topics: -

Requirements of warehouse receipts system: This module aimed at understanding key players in warehouse receipts system who are:-

- Warehouse regulator, the Tanzania Warehouse Licensing Board (TWLB)
- Warehouse Operators –a Person, company, farmers association, etc that avail storage facilities with structures, grain equipment, staff skills, insurance cover providers, etc
- Depositors – people who are bulking and storing goods in the WRS)
- Insurance firms who are covering risks related to stored commodities
- Financial institutions to support the system financially.

Challenges of Operating a WRS: The training also emphasizes different warehouse receipts systems challenges in the country, the most common ones are: -

- Member's ignorance on good storage and warehouse receipts system.
- Poor market infrastructure including roads, bridges, warehouses, etc.
- Limited processing facilities to add value to commodities
- Ignorance on the warehouse receipt system Act (ACT No. 10 of 2005)
- Requirements for person running the system.
- Limited understanding by banks concerning the system.

On the overall, farmers who participated in the training recalled part of the lessons they learnt, more pronounced were the benefits of operating under the WRS. It is perhaps because of this training that community's participation in the rehabilitation of warehouses has been quite positive.

Renovation of Warehouses

WRS renovation was one of the strategic interventions under EC-FFG Project, by December 2011 all the warehouses were almost complete, the status was as shown in table 13 below.

Table 13: Status of Warehouses

Location		Remarks
Morogoro (R)	Milengwelengwe Village	The building needs minor finishing to come into storage service, however based on WLB the warehouse might need some more improvements in the surrounding
Mbarali	Uturo Village	The warehouse is already in use, they received an overdraft from NMB, supporting a scheme that has more than 1,000 farmers. It has a capacity of 400mt
Songea	Mngazini Village	The warehouse is already under use. It may need some improvements on the surroundings and some equipments to be licensed for WRS
Meru	Karangae Village	The warehouse is ready, they failed to stock maize because of rainfall failure. FERT to provide a revolving fund for operationalisation of a WRS
Njombe	Usuka Village	The building has been renovated and almost ready for storing the goods. To qualify for TWLB certificate it may have to add a fence and drying platform, etc.
Mufindi	Igomaa Village	This has a capacity of 400mt, the building collapsed before it was renovated; it had to be reconstructed altogether. At the time of the evaluation the building was at the roofing stage
Iringa	Magulilwa village	The warehouse is completely renovated, it is planned to accommodate 400 mt. To stock maize starting June 2012.
Kilombero	Ifakara Town	The warehouse is ready for stocking 2011/12 harvests, it has the capacity to store 450mt
Kyela	Ikolo Village	The warehouse is to received harvests from 2011/12 season, it has the capacity of 400mt
Monduli	Lolkisale Village	It has a capacity of 350mt, drought decimated production last season and there was no maize to stock.
Namtumbo	Mandepwende Village	It is operational, has facilitated collective marketing for the 2011 harvest already.
Mbeya (R)	Malowe village	Two units of warehouses each with a capacity of 150,combined 300mt. Ready for stocking 2011/12 harvests

The Case Milengwelengwe Warehouse - Morogoro

The idea to improve the warehouse (WH) was initially floated by TAP, TAP facilitated the preparation bills of quantities (BOQ) in 2008/2009. The warehouse TAP funding was EUR 4,860. Total DADPs budget for renovating the WH was 10,500,000 to cover repair 800,000 and training Tshs 2,500,000. TAP contributed Tshs 9,068,750 for construction of a fence, toilets and drying floor was not in the initial bills of quantities (BOQ). Warehouse at Milengwelengwe has a capacity of 680mt equivalent to 6,800 bags of maize.

In the project document it was estimated that members at Milengwelengwe will contribute a total of Tshs 2,000,000 in kind, through participation in labour related inputs. Every member of the community above 18yrs was tasked to contribute 30 bricks and participated in sand collection and assisting technician. Members went further to contribute in cash some 36,000 to pay for fuel for truck and power tiller used to ferry extra bricks.

Community labour included digging for toilet pit, digging the foundation base, collection of aggregates, participation was estimated at 75%, by-laws were used to enhance accountability, in October 2011 the community estimated that the warehouse building is at 90% of its target, pending works included pallets, cementing drying floor and painting of metal gates⁸. To be approved to operate under WRS, the group needs a weighing scale, a moisture meter, pad locks and warehouse manager.

There is need for systematic planning and phasing of activities through a participatory action plan formulation process, a fully fledged WRS might be difficult to attain but the warehouse like at Mngazini can serve the bulking and collective marketing function for August 2012 stocks.

The Case of Mngazini Warehouse - Songea

One of the groups being supported under this component is Kilumba based at Mngazini which amalgamates members from villages of Kiligono, Lugagara, Mngazini, Mhapai, Muungano and Zomba under Kilagano Ward. The warehouse under support was built in 2004 under the support of the Dutch Government through SNV. The association started with 158 members who have decreased to 132 in November 2011.

In May 2009 village members received training on WRS that was funded by TWLB, 25 people participated from the village they were sensitized and trained on WRS 2 days. The group submitted application to manage/operate the warehouse to village government in 2009 and were granted in May 2010 just before the harvesting season. In

Figure 7: Mngazini Warehouse - Upper Photo - Front View, Lower Photo - Rear View



⁸ The DCO advised the members of the warehouse group to finish the remaining activities without delay

2010 harvesting season the group stored 474mt, in 2011 season 360mt were in stock.

The collective marketing initiatives paid some dividend in 2010 when they managed to located a buyer who offered better price of Tshs 320 in December compared to Tshs 270 that was offered by NFRA in July. Funds were deposited at the SACCOS. The buyer was attracted because the maize were coming from a single source and with better quality. The DCos office helped to link the two parties. The number of members who stored maize in the 2011 harvesting season declined from 132 the previous season to 60 people because many farmers thought NFRA would come to buy maize hence didn't see the necessity of taking the maize to the group warehouse. The NFRA bought maize and farmers obtained a price which was 50-100% higher than the farm get price.

At Mngazini TAP covered repairs worth Tshs 8,705,000 that included re-painting in and out, refitting windows, doors and transport of stones, aggregate, and iron bars. The LGA deputed an Engineer to help in the design and supervision of the repair work.

The Community contributed in kind by providing labour for cleaning of the surroundings, de-plastering of about 60 person days, some went to Peramiho village 25Kms to collect sand (to fill in one trip costs 20,000 hence for 15 trips the community contributed the equivalent of Tshs 300,000. They were also involved in collection of stones 35 kms away where men collected one trip worth Tshs 100,000. The community also was involved in collection of aggregate for 3 truckload trips each is worth Tshs 150,000 hence a total of Tshs 450,000. They participated in ferrying bricks, water and assisting masons, the equivalent of this work to completion was estimated at Tshs 180,000. During the work the value of other jobs done by the community was estimated at Tshs 360,000.

The group estimates to have contributed Tshs 2,037,640 towards the renovation of warehouse. Pending infrastructure include the toilet, office, tarpaulins, moisture meter, canopies, general surrounding, fisher board and painting of the roof against rust. DADP plans to meet the cost for remaining work that will make its total contribution reach Tshs 32millions upon finishing the minor pending fittings.

The Case of Igomaa Warehouse - Mufindi

At Igomaa the office of DALDO sensitized villagers to identify investment opportunities to be funded through DADP. The community prioritised irrigation and warehouse rehabilitation. However, upon ranking irrigation carried more weight hence the warehouse project was shelved. The entry of TAP rekindled interest of villagers and DALDO to also develop the warehouse and in the end it was agreed that DALDO fund the remaining costs after the TAP'S EURO 5,000. The community in form of labour, materials and finance. The labour involved dismantling the old wall, collection, loading and off-loading of sand, aggregates and stones, fetching water and helping technician. More than 10,000 bricks provided by the community have been used, they are estimated to be valued at more than Tshs 1 million.

On June 10th, 2010 TAP facilitated training on WRS which was attended by 20 participants (4 female and 16 males). Participants at the focus group meeting were randomly picked to

explain what they learnt during the training, they enumerated the benefits that they would get with WRS which included collective marketing, access to financial services, improved commodity safety and quality, higher income from higher prices and use of appropriate measures, etc. The survey team asked participants as to what has changed with TAP/LGA support now because in the past AMSDP (2003-2008) had supported the WRS at Igomaa without success. They mentioned TAP/LGA approach this time recognised the importance of ownership process, farmers feel they own the project and the contribution they have committed is a good testimony.

The warehouse has the capacity for 4,000 bags i.e. 400mt, a quick scan at the focus group meeting showed that the average volume of bags that could be marketed (net of household needs) for the village could be more than 15,000bags i.e. the warehouse capacity is just 26% of marketable volume. The supervision of construction activities is currently under the village social welfare committee, villagers had perceived the warehouse construction project as a social development issue instead of being an economic one hence falling under the committee responsible for finance.

2.2.5 Activity E - Increasing commercial banks' involvement in value chains.

Limited access to credit finance in agriculture has been found to be one of the major constraints that hinder the growth of the sector, TAP had recognised this and targeted to be among its priority activities. TAP had been working with the larger commercial banks particularly NMB, FBME, EXIM, CRDB and STANBIC. It notes however that progress has been slow partly due to, on the supply side, the bank's averse behaviour caused by limited experience and technical capacity to work with agriculture, and farmers' limited collateral. On the demand side, it is the poor culture of repayment and limited number of creditworthy rural organisations that constrain access to credit.

TAP planned to increase banks' understanding of the opportunities for investing in rice and maize value chains such as lending to organised groups of small-scale farmers, lending for the development of rice and maize out-grower or contract farming systems in conjunction with larger-scale producers and processors. It envisaged negotiations with banks working with donors and other organisations on credit guarantee facilities, to bring in additional incentives and risk-mitigation systems, such as crop insurance and credit guarantees⁹. The activity was to include basic training and awareness programmes for bank staff in agribusiness, risk assessment and financial analysis. Target : This intervention was initially planned to result in over 1000 small scale farmers accessing commercial loans but was scaled down to 500.

Implementation

TAP organized a workshop to raise banks awareness on lending to agriculture on October 28th, 2011 in Dar es Salaam, the workshop was represented by NMB, Dunduliza and RUDI¹⁰. The implementation of this intervention was not very successful because: -

⁹ For example the support from AGRA and Tanzania's Financial Sector Deepening Trust support to NMB lending to certified agro-dealers under the Agricultural Input Finance Initiative.

¹⁰ This is according to the list of presentations availed by TAP

- It was relatively late (the last month of the Project - October 2011) therefore its impact can't be part of the achievements for 2010 to 2011,
- The sensitization intervention was done at HQ level in Dar es Salaam, this could strategically influence financial institutions policies towards lending to agriculture. However, only one bank participated, the Bank (NMB) is perhaps the most active financial institution in support to agro-based value chains. It offers credit to agro-dealers, processors, transporters, etc..
- None of the Districts surveyed indicated to have received anything from their respective head offices hence.
- Financial institutions are more interested to lend to producers who are organised under WRS, there was commensurate presentations on WRS. However some segments of value chains were under-represented¹¹, for example processors, transporters, traders, etc.

The Case of Kiroka Village: Morogoro Rural : Farmers at Kiroka have access to Ukombozi SACCOS which has about 500 members, the SACCOS has managed to support some members even with loans as big as 35million which was used to buy a truck. Four members at the discussion group had borrowed from the SACCOS for various purposes including income generating activities and school fees, loans ranged from 200,000 to 400,000.

The Case of NMB - Morogoro: The manager is aware of TAP programme, he recalls to have deputed one of his loan officers who is in charge of the agriculture-related loans. Loan officer is required to follow up leads and provide advice to businesses in the agriculture sector that requests loans. Importantly is the fact that a number of TAP stakeholders are NMB clients, the Bank is working with agro dealers involved in the distribution of inputs. NMB Morogoro portfolio in agriculture covers the following: -

- Agro dealers – loan officers assigned to supervise agro-dealers participating in the input voucher system and had by November 2011 served more than 40 dealers.
- Juhudi Loan Account absorbs borrowers who have graduated from SIDO loans, emphasis is on food processing businesses though even agriculture is covered.
- NMB has funded WRS in Kilombero , Ifakara for Paddy and Sugarcane farmers
- SACCOS – the bank is making its entry into the SACCOS market in Morogoro, the results so far are mixed as one of its 2 SACCOS is not doing well.
- At national level NMB is piloting in Kilimanjaro and Mtwara on how to lend in agricultural production.
- The Bank participated at farmers' day at Mngazi (2011) and Kiroka (2010) after TAP invitation.

There are three tier loans suitable for clients in the value chain, the microfinance loan has a ceiling of Tshs 7.5 million, the Juhudi loan that ranges from Tshs 5 to 200 million and there is the SME loan that ranges from 7.5 to Tshs 500million.

It has to be noted however that the information on the proceedings of the TAP workshop to increase commercial banks' involvement in rice and maize value chains that was done in Dar es Salaam did not trickle down to branches (at least in Morogoro, Mufindi and Songea).

¹¹ This needs to be reconfirmed because the workshop report was in the set of information availed.

The Case of CRDB Bank – Songea : The Manager of the Bank has heard about TAP but was not sure what was all about, he delegated the participation at the CIP workshop to a staff. CRDB prides itself as having more experience in agriculture than other banks. Currently the Songea has over 30% of its loan portfolio involved in agriculture commodities principally coffee, cashew and tobacco, the support to maize includes a loan to the largest maize miller in Songea improving value addition.

The Bank has registered a separate company, CRDB Microfinance Company Ltd that will be dedicated to fund smaller projects including agriculture. CRDB has a long history of partnership with SACCOS, it wholesales credit at an interest that range between 8.5% and 18% depending on their track record. CRDB offers training fully covered and allowance for SACCOS leadership with requisite qualifications (at least form IV). TAP should continue to build relationship with CRDB for potential long-term synergies.

The Case of Mngazani SACCOS – Songea: The SACCOS started 2002 and has 1,500 members about 890 are active. The SACCOS has provided loans worth Tshs 110 million since inception. It had a working capital of Tshs 127million, of which Tshs 17.6million was shares, 52.9 savings and 55 million loan from a commercial bank. Loans outstanding stood at Tshs 107.99 million. The SACCOS has a unique arrangement where most of the loans are issued in November to coincide with the demand for cash to prepare farms and education, this ensures farmers access to inputs more reliable. It is an arrangement worth further understanding. The SACCOS charges an interest of 2.2% per month. It should be remembered that successful WRS requires a stronger SACCOS adjacent to it, therefore conditions for Mngazini WRS operations are conducive.

The Case of MUCOBA – Mufindi: MUCOBA is among financial institutions working closely with TAP, the Bank indicates that 45 – 50% of its loan portfolio is in agriculture or related investments. It had in the past worked with Mtambula WRS for a year, the bank stopped the service because the business did not work out well due to weak management of warehouses and unpredictable prices depression made recovery of bank money difficult. The bank has supported projects involved in paddy more successfully at Madibira and Malangali. At Mafinga, the bank provides loans as a conventional group lending schemes. The Bank retails money sourced from Tanzania Investment Bank (TIB) to lend to smallholder farmers via their SACCOS, they borrow at 4% rate of interest from TIB and are required to retail at a maximum rate of not more than 8% leaving a margin of 4% which, according to the bank is not able to cover the costs of administering the money.

The linkage between actors and financial institutions need to be a medium to long-term process, banks needs time to know farming (the business) and farmers (the borrowers), then build the trust and finally initiate working relationship. Since NMB has already made a policy decision to support agriculture and it has the largest branch network, the entry point in future should be to work with Branch Managers.

On the overall the design and implementation of this output is rated as fair, the impact would have been greater if TAP would have opted to work directly with district level.

2.2.6 Activity F - Expansion of Locally Organised Market Information System

The role of market information in promoting value chain competitiveness is critical, information is needed to plan/forecast the implication of transactions being done in the chain. Access to information is highly skewed against smallholder farmers, and the Project established that it is among the reasons that put farmers vulnerable to exploitation by some traders and processors. TAP had prioritised market information in its intervention and at the design of this project it was assessing the feasibility of the systems.

TAP planned under, EEC-FFG finance to link to other information systems and that the information will be shared among actors via SMS and later linked by a computer system. Apart from SMS, the information was to be displayed on Information Boards at local market centres which over time was expected to attract paid-for advertisements that would generate income to sustain the system. The activities included training group members in market intelligence and transactions, organisation of basic equipment for the Price Collectors and Information Board Managers, the establishment of the networks and initial subventions for the Price Collectors' operations. Additional information-based business opportunities were expected to emerge within the networks.

Target: The MIS intervention was planned to reach over 2,000 farmers, giving them regular and up-to-date market information for informed production and sales decisions. It has to be noted that TAP interventions were to work with existing local market intelligence systems instead of creating new ones. Alongside the MIS TAP gathered market prices on monthly basis to monitor its overall objective i.e. to enhance food security through stabilised market prices in the districts.

Implementation

Coincidentally, among the observations and recommendations by the ROM report was to review the strategy for this component, TAP pro-actively revised the approach and instead sub-divided the activities into two parts. Part one was to carry out a comprehensive survey to establish on the existence of sustainable MIS in East Africa or elsewhere from which lessons could be emulated by Tanzanian MIS implementing partners, part two was the conducting of awareness meetings on the importance of market information.

EAC MIS study

In July 2011 TAP commissioned Match Maker Associates to carry out a study to learn about good/best practices in MIS in East Africa, i.e. Tanzania, Kenya and Uganda (Rwanda was excluded for budget reasons). A workshop was held in October 2011 to share outputs from the study. Participants were drawn from the Ministries of Agriculture, Food Security and Cooperatives, the Ministry of Industries, Trade and Marketing, Cereals and Other Produce Board, East African Grain Council, MVIWATA, Feed the Future, selected DCos, etc. to make sure that all key partners received the feedback. Among the main recommendations from the workshop were: -

- TAP should not setup its own MIS but instead work with strategic partners who have wide network, experience in working with farmers on the ground e.g. MVIWATA and

should prioritize the building of farmers associations as the ultimate objective for accelerating access to and effective use of information, through strengthening associations it is possible for farmers to take a lead and central role in any MIS initiatives.

- It was also recommended that due to the opportunity brought about by EAC Common Market, TAP should identify and work with strategic partner(s) who work in a value chain context that have regional presence e.g. EAGC/RATIN.
- At National level, MIS should have its own technical workgroup like other components of agriculture.
- TAP should support national and regional MIS initiatives to institutionalize MIS fora or MIS agenda in agriculture fora being supported by the World Bank.

As this report was being developed already TAP has had preliminary discussions with MVIWATA on how they can move forward the MIS agenda.

Awareness Meetings on MIS

TAP hired RUDI, TRACE and Faida Mali to conduct meetings on market and market information, RUDI facilitated the meetings in Mbarali, Kilombero, Mbeya Rural, Songea Rural, Iringa Rural and Namtumbo districts. TRACE conducted the meetings in Kyela, Mbozi, Morogoro, Mufindi, Njombe while Faida Mali conducted in Meru and Monduli. In total the number of actors.

Table 14: Number of Participants for the Marketing Information and Value Chains.

Facilitator	District	No. of participants		
		Male	Female	Total
TRACE	Kyela	114	76	190
	Mbozi	101	92	193
	Morogoro	81	101	183
	Mufindi	122	97	219
	Njombe	68	118	186
	Sub-total	486	484	971
RUDI ¹²				1,101
Faida Mali	Meru	111	87	198
	Monduli	86	100	186
	Sub-total	197	187	384
GRAND TOTAL		683	671	2,456

The Case of Uwamaviru - Songea: Umoja wa Mazao Vijijini Ruvuma (UWAMAVIRU) operates a localised MIS which links major consumers and sources of maize in the Southern part, they are Tunduru, Dar es Salaam, Nachingwea, Mtwara and Makambako, the market operators makes calls to enquire prices in these markets and the prices are placed on a notice board. There is no written agreement between traders and farmers who exchange information with UWAMAVIRU. The management estimates that it is spending about Tshs

¹² Data on basis of sex could not be easily counted, it required counting each participants out of the 1,000+

3,000/=per day to make calls related to market information which is about Tshs 90,000/month, however it was not clear about the sources of funds to sustain the system.

The Case of Milengwelengwe – Morogoro Rural: At Milengwelengwe (Morogoro Rural) farmers indicated that they do not have organised and formal sources of market information, they rely on what village level brokers tell them, the brokers are connected to traders from Dar es Salaam, Morogoro and sometime Kilimanjaro. According to farmers the training they had on WRS and market information has strengthened their resolve to build a warehouse.

The Case of Mngazini – Songea Rural: At Mngazini there had been a big thrust to sell maize to NFRA, hence their first information node of interest is NFRA which actually set the indicative pan-district price (was at Tshs 350 as against less than Tshs 200 in the open market). One important residual effect of NFRA operations is that its collection points have been turned to be permanent maize marketing centres as it can be seen in the photos. Traders have a point of reference for the purpose of estimating logistics.

The issue of user-centric and self-sustaining (cost-effective) market information targeting smallholder farmers is still a work in progress globally. TAP's failure to find one during the implementation EC-FFG should not have been a surprise as most apparently well-functioning MIS would always be found to have donor funds underneath and they tend to close after the fund has dried.

The fact that TAP had averted the risk that many projects have found in after implementing non-sustainable MIS (e.g. AMSDP, DAI-PESA, etc.), hence making better use of resources through sharing of knowledge and educating farmers, the activity implementation has been rated as Excellent.

2.2.7 Activity G - Engagement with large-scale grain traders

This activity was found to be important because of the influence few, well organised and networked grain traders wield in the market. The WRS system was planned to one of the approaches where the two parties (smallholder grain producers and large import and export companies) can have a common ground for establishing more competitive prices and spreading benefits more equitably.

TAP planned to engage the large grain traders through discussions, negotiations and collaborations with smallholder rice and maize producers. This was to include, to share information of overall market performance, including financial analysis of the value chains. The activity was to include joint identification and development of ways to increase volumes, create more competitive value chains, improve market efficiencies and share benefits.

Target: The project planned to link at least three Apex organisations with these large grain traders in mutually beneficial deals. It was envisaged that member-farmers will increase the value of sales by 20% to these traders. The project also anticipated the capacity of a system in the rice and maize trading systems, the results of this activity were to improve the

efficiencies and effectiveness of the entire value chains, thereby encouraging increased investment and production contributing to food price stability.

Implementation

This component was reviewed following poor response by large grain traders, instead a workshop was held in June 2011 to focus on the role of a new entrant in the market, the Cereals and Other Produce Board (COPB). The workshop was well represented, it was facilitated by Match Maker Associates and participants were drawn from; The Ministry of Agriculture, Food Security and Cooperatives (MAFC) – legal section, cooperative section, RUDI, USAID – several sections, FAO-SHFS Project, SNV (A Dutch NGO), ANSAF, Grain traders, ACDI/VOCA, East African Grain Council, TAP Core Consultants, ACT Policy Section and selected TAP DCos.

In the workshop value chain actors learnt about the expected roles of COPB, the general understanding before this workshop was that COPB was a regulatory body, many participants were surprised to learn that it was a parastatal established to trade in agricultural commodities. The workshop resolved among other things that: -

- EAGC/FAO's SHFSP should share the ToRs of 4 working groups for: 1) warehouse receipt systems, 2) establishment of a commodity exchange, 3) Capacity Building and 4) policy advocacy. Anybody who wants to subscribe to a working group was welcomed.
- ANSAF was asked to take over the policy advocacy group and organize the next meeting together with ACT and TAP. USAID indicated interest to join the policy group.
- The policy work group was required to prepare a note of concern with regard to the roles of COPB and submit to the relevant decision-makers on behalf of the participants and their organizations.

The meeting had achieved over and above what would have been realised it would have just stuck with grain traders, this kind of flexibility in implementing project/programmes is plausible, it allows actors to respond to the situation without losing long-term objectives and in this case if the COPB will have the capacity to trade that it could link to producers just as grain trader would.

This activity had achieved more than what it had been planned for, there is no evidence that large private grain traders would have been ready to get on-board at the initial stage when there is no solid business. They however could be ready to come when the farmers inform them about stocks of maize and paddy they have mobilised as they can easily view the transaction.

This activity is rated as excellent.

2.2.8 Activity H - Review Policy Issues and Advocacy

Various previous works and literature indicate that there is a number of taxation and policy issues that constrain agricultural value chains, among the constraints are in local government taxes, the tax system is unclear and ambiguous. The most thorny policy issue had been related to food security and subsequent definitions currently used by the government which act as significant disincentive to the production of surpluses. Cross-border trade bans are disincentives to the production and sale of rice and maize surpluses.

TAP planned to establish quantitative background to key tax and policy issues relating to rice and maize production, processing and marketing. It was planned to build on, and complement previous initiatives that focused at the macro-level issues. Policy studies were to be carried out to guide the identification of priority areas and actions where realistic improvements would be feasible. This was to be followed by a well-focused advocacy programme.

Target: The intervention was planned to result into three areas of priority on tax and policy reform being addressed and four policy fora held.

Implementation

TAP identified and prioritized policies, regulations and taxes affecting inputs (fertilisers, chemicals and seeds) supply chains and output marketing and initiated the work on these two aspects. On inputs supply chains, it contracted a consulting company (Lengale Consulting Ltd) who carried out the study. The study established a number of constraints facing agro-inputs supply chains, they include;

- High cost of setting up an agro-input business which apart from requiring a relatively large amount of working capital, one has to have an agro-vet education, attend a 14-days training at TPRI (Arusha) at own costs (fee alone is USD 250),
- On top of BRELA and TRA, a prospective agro-dealer has to be registered with TPRI and TOSCI
- During 2010/2011 farming season there were delays in redeeming vouchers something that increased financial costs (through interest).
- Weak institutional capacity to monitor the quality of imported inputs creates mistrusts between farmers and agro-dealers.
- There is strong effect of currency fluctuation on final inputs prices since most are imported and even if manufactured in Tanzania there is high import content.

In September 2011 TAP organized a workshop to review challenges facing the inputs supply system in Tanzania using the case of Songea. The workshop was titled “Services Delivery To Farmers Through Agricultural Inputs Suppliers” was attended by key stakeholders from the private sector, government and facilitators. Apart from plenary presentations, views on the challenges and possible solutions were obtained from each group responsible with the supply of inputs i.e. agro-dealers, farmers and government officers. Each group submitted its perceptions and salient issues of policy significance included: -

- Limited network of distributors hence manifestation of a quasi-monopolistic behaviour among suppliers that include price hikes,
- Poor quality and untimely availability of inputs at the village level,
- Weak communication/information system for the NAIVS and hence limited knowledge by farmers about the voucher system,
- The approach of voting to Agro-dealers for the NAIVS has many shortcomings including accommodating weaker agents,

- Delays of payment to the Agro-dealers impedes the supply chain altogether,
- There are signs of corruption in the voucher system.
- There is proper, inclusive and effective national platform for addressing policy issues pertaining the voucher system.
- The NAIVS has sometime fallen victim of politicians using it as a political card.

TAP organized another session to address policy issues in Kilombero in October 2011 titled “Stakeholders Meeting on Produce Cess in Kilombero District Council”, the workshop was attended by 26 participants. Among the issues raised and taken up for follow up (further analysis, lobbying and advocacy were;

- There is lack of education to actors involved in payment of cess including farmers, traders, transporters, etc. This had been causing confusions and sometime subjecting business communities to resort to bribe to avoid costs related to delays along the way.
- The system of planning, setting and administration of cess by Councils does not give adequate space for the payers to provide input into it. In some cases Councils revise the cess arbitrarily on pressures to raise funds without looking at the implications.
- There are levies that are unlawfully imposed by village governments, these need to be banned through Government directives.
- There is lack of transparency as to how much agricultural commodities contribute to the Districts revenue, the DCs should have a way of re-investing back into agriculture part of cess funds.

Quantitatively this component has managed to raise more policy issues than planned, however, most of the policy issues were done in the last half of the project hence it had been not possible to note some changes as a result of the interventions. The performance of the component has been rated as good.

3.0 ANALYSIS OF FINDINGS

3.1 General Findings

- i. TAP support has made it possible for new input suppliers to mushroom in Morogoro region as a whole. Also TAP supported training of agro input dealers and that training has enabled them to be better businessmen and run their businesses profitably. Support by TAP has made some agro dealers reasonably progressive and their businesses have grown. TAP also linked one agro dealer in Milengwelengwe to overdraft facilities at National Microfinance Bank (NMB) Morogoro Branch.
- ii. A number of agro-dealers trained by TAP are now supporting implementation of demonstration plots in a number of wards and villages in Morogoro – a true PPP spirit.
- iii. Through TAP EC-FFG project, there has been significant improvement in the distribution of fertilizers by linking some members of Morogoro Agro Dealers Association (MORAA) to obtain fertilizers from Yara Tanzania and supplying it to farmers.
- iv. The selection of the enterprises (maize and rice) on which to leverage the project was appropriate because maize is the main source of food although it also provides revenue for many farmer households and rice is also becoming a popular food crop, although many people grow it for cash. Also the selection of the districts (i.e. 11 districts from the Southern highlands) was appropriate as the Southern highland is the food basket for the country.
- v. The use of improved seeds and fertilizers does not automatically lead to increases in yield, other good farming practices such as spacing, timely planting and control of pests and diseases combined with favorable weather conditions are necessary for increased yields. Interventions needed to take cognizant of those other factors, which may affect yields.
- vi. Renovation of warehouses and training in WRS are both good interventions but are only the beginning of a long process to enhance marketing through the WRS. Making warehouses operational continues to be a noble end, which was partially achieved by the project. The project adopted the “collective marketing” stature rather than WRS.
- vii. The Value Chain (VC) studies noted that enforcing use of standard measures for trade in grains is paramount in promoting fairness in grain trade. Also the Market Information Systems (MIS) pointed out that MIS can only be relevant if it is based on standardized measurement system.
- viii. The district local governments and the private sector have appreciated the effectiveness of the Commodity Investment Plans (CIPs) in bringing together stakeholders to plan for investment. Conversely, the respective districts have demonstrated little ownership of the CIPs. Districts continue to do planning without including issues in CIP in their District Agriculture Development Plans (DADPS). One of the reasons for partial ownership is because in all districts, the CIPs have not been finalised and there are no copies of CIP at the districts. Secondly, there has not been any communication between the actors concerning investments in the selected crops. Actors are continuing with “business as

usual” without linkage of their investments to the CIP. It is even very highly likely that a big opportunity to leverage the CIPs to the DADPs will be missed again because the districts are soon starting planning (i.e. district consultations and planning starts in December and ends in March) without CIPs. Final copies of CIPs should be circulated to partners in the respective districts and a copy should be at the districts before March 2012.

- ix. Value addition is good and has potential to increase incomes of farmers. However, value addition at the time of harvest has limited potential to significantly increase income of a farmer because the price for both un milled paddy/maize are low during harvest time.
- x. Different approaches of training farmers have different levels of effectiveness. Tan Rice approach¹³ (i.e. farmer to farmer training coupled with expert backstopping at planned intervals) has been proven to be the best approach. In places where farmer to farmer training have been applied, yields increased significantly and some farmers were able to get more than 30 bags of un milled rice from an acre. Demonstration plots are more effective in showing performance of different seed varieties and yields, which can be attained when good farming practices are applied.
- xi. Training of agro dealers in business management was effective as some agro dealers can now keep records and others were able to use the business skills they acquired to get themselves listed by the local government to supply inputs under the input subsidy scheme. Some have improved their record keeping skills and practices. In addition, through a combination of intervention by different actors, a system of input supply¹⁴ is in place. However, the overall efficiency in input supply needs to be further enhanced. Impediments to the efficiency of input supply system can be addressed by; (i) increasing the linkage between the large importers of inputs and the agro dealers, (ii) Improving efficiency of input distribution system through creating capacity of storage at the lower levels, (iii) linking agro dealers to timely finance, and (iv) training further agro dealers at lower levels in handling inputs.

3.2 Assessment of the Performance

3.2.1 Relevance

Relevance is the extent to which the objective of the EC Food facility grant project match the needs of the target group i.e. value chains actors national and global development goals and policies. The project duly provides timely response to and is consistent with national, regional and international approaches and policy stance concerning agriculture sector development, enhancing food security and reducing poverty. Previous project monitoring reports (e.g. Monitoring report 1 and 2) correctly assent to the relevance of the project.

The project is relevant as it contributes to achieving the first goal of the Millennium Development Goals (MDG), which aims at eradicating extreme poverty and hunger. It is in

13 Selected farmers were supported to attend expert trainings in rice agronomy in Igurusi Agriculture Training Institute and Kilimanjaro Agriculture Training Centre (KATC).

14 The system of input supply, which is in place is organised such that the importer (e.g. Yara International) supplies larger distributors, who then supply small agro dealers based at the districts. The small ago dealers supply inputs to the farmers.

consonance with Tanzania Vision 2025 that aims to see Tanzania acquire the status of middle-income country by 2025. The Project was complementing the Agriculture Sector Development Strategy (ASDS) and consequent programme – Agriculture Sector Development Programme (ASDP) and its projects i.e. District Agriculture Development Plans (DADPs). It supports the Kilimo Kwanza Resolve that targets to commercialise agriculture in Tanzania as well as the recently launched Comprehensive Africa Agriculture Development Programme –CAADP and Southern African Agriculture Growth Corridor for Tanzania (SAGCOT). The project was consistent with the EC National Indicative Programme (NIP) for Tanzania, aiming at reducing poverty in rural areas, facilitating market access to smallholders. The project is also coherent with Food Facility (FF) providing a response to rising food prices.

The number of partners around TAP indicates further the relevancy of the EC-FFG project in the development process. It should also be noted that a study by International Food Policy Research Institute (IFPRI) established that broad poverty reduction and food security is more likely to be achieved if there will be development in the maize and paddy.

Specifically, the relevancy by component has been found to be: -

VCAs : Provided a vital base for subsequent – node specific planning and interventions, the VCA concept is being widely adopted as a viable making markets work for the poor (M4P)¹⁵-

CIPs: The CIPs are critical tools for coalescing synergies of all actors to focus on key opportunities and constraints at commodity level. Some districts have started using the CIP to plan their interventions.

Extension Services and Demonstration Plots: The demonstration plots are essentially a modified (scaled down) version of farmer field schools, which is currently the Government's central strategy for delivery of extension services. The approach has been highly appreciated and accepted by farmers and results are glaring especially in paddy areas.

WRS: Market access and market efficiency are make or break factors to the upgrading of value chains, to bring market efficiency it is necessary to reduce the chain length. Collective marketing and later WRS are key in achieving efficiency. This component supports Agricultural Marketing Policy and Strategy of the Government. FERT and WFP are also supporting WRS.

Market Information: Equitable access to market information flow is essential for inclusive value chain development, given the recognition of the importance of VC approach, it follows therefore that market information is very relevant. The MIS study however, showed that unorganized farmers makes information conveyance, absorption and application unsustainably costly. The proposed way forward for TAP to partner with other MIS will ensure this relevant component is well taken care of, and just to confirm the relevancy the World Bank is funding the establishment a platform for Tanzania MIS.

¹⁵ SDC, 2006: *Marking Markets Work for the Poor: Comparative Approaches to Private Sector Development*

Policies Component: Policies are among the one-stroke VC debottlenecking interventions.

The project has established a number of policy issues to be addressed including the: -

- intermittent, unilateral cross-border trade bans by the Government,
- non-farmer friendly cess,
- unclear subsidy inputs funding mechanism,
- enforcement of weights and measures,
- unclear roles of the Cereals and Other Produce Board, etc

Just to illustrate the relevancy, USAID's Feed the Future Programme has put in place sub-project called Sera (meaning Policy) to address policy issues, FAO-Southern Highlands Food Systems and ANSAF are actively involved in policy issues.

3.2.2 Effectiveness

Effectiveness refers to the extent to which the results/output of the EC Food facility grant project are achieved. This assessment found that achievement of direct results of the EC Food facility grant varied across the different direct results of the project. The project made big achievements in some direct results and little achievement in others.

The project has managed to achieve its planned outputs and targets in all the areas, the value chains were done, CIPs developed, extension services expanded and delivered, warehouses renovated, awareness raising with financial services to promote loans was done, market information study, awareness raising to farmers and knowledge sharing among partners were done. A meeting with large grain traders was changed to review the newly launched COPB, it generated more issues for leveraging the commodity than initially planned and policy issues were analysed and raised for lobbying and advocacy follow-ups.

On the overall the project been quite effective.

3.2.3 Impact

It has been noted in various documents that the EC-FFG project was designed to be implemented for 22 months, it however was done in 18 months (April 2010 to October 2011). While in some components the outcomes are visible in certain areas it is difficult to measure the impact in a period of 18 months. Secondly, the project covered agriculture that is highly seasonal, for example the demonstration plots that could have taken place during the 2010 main wet season was scaled down to off-season (short-rains season and irrigation). These have been accommodated in this 2011/12 farming season so the impact is expected in the 2012 harvests.

Indications from the field interviews done in November and December 2011 and the outcome of May 2011 ROM report provide promising prospects. The network of partners is expanding at national level, the network of agro-dealers had expanded, access to loans by inputs suppliers has increased and banks, some warehouses have started implementing collective marketing, yield has increased and hence food security and household income have improved.

3.2.4 Efficiency

Of the EUR 1, The Project had budget of 683,100 to up to the closure of the project it had spent EUR 561,990 or 82.3% and yet has implemented satisfactorily all the planned items despite that time for implementation was compressed from 22 months to 18 months (April 2010 to October 2011). Hence gauging project efficiency using financial indicator is rated Excellent value for money.

Table 15: Performance of Project Operations Budget

	Project Component	Budget	Actual	% of Utilisation
A	Value Chains Study	150,000	132,188	88.1%
B	CIPs development	78,000	80,386	103.1%
C	Demonstration plots, extension services and agro-dealership	182,100	132,933	73.0%
D	Warehouse training and renovation	130,000	95,363	73.4%
E	Market and market information	115,000	99,391	86.4%
F	COPB (formerly Grain Traders) Meeting	8,000	1,733	21.7%
G	Policy and advocacy	20,000	19,996	100.0%
	TOTAL	683,100	561,990	82.3%

3.2.5 Sustainability

The EC-FFG Project was executed in framework that can provide a good degree of sustainability, two most important factors are: -

- Economic/profit making as the rationale for every actors engagement. Through CIPs, actors were able to understand their stake in participating in the partnerships, inputs companies contributed improved seeds and fertilisers to stimulate demand that is to benefit all actors in the input supply chains. Banks were able to view the financial viability of lending to value chain actors as well.
- Policy influencing institutions are made part of the TAP hence are able to assure institutional sustainability of the interventions. This is strengthened by formation and strengthening of enterprise level associations such as the agro input dealers network and supply of inputs to the farmers is also likely to be sustainable even after the EC project.
- There has been a higher degree of community involvement and commitment of resources in WH construction for the purpose of collective marketing or WRS. This

strong participation of the community is to a great extent a sign of ownership of the process hence possibility of sustaining it after the EC-FFG Project has phased out.

4.0 CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

The study was a qualitative one, conclusion for this evaluation is done through rating the level of achievement using the following scale.

A+ for excellent,

A for very good,

B+ for good,

B for fair and

C for below expectation.

The results of the evaluation have been summarised in the table 15 below

Table 16: Rating of EC-FFG Project Performance

BY COMPONENT			PROJECT OVERALL		
1	VCA's	A	1	Relevance	A+
2	CIPs	B+	2	Efficiency	A
3	Extension services	A+	3	Effectiveness	A
4	Warehouses	B+	4	Sustainability	B+
5	Access to finance	B	5	Impact	B
6	Market information	A	6	Quality of Project Design	A
7	Linkage - grain traders	A+			
8	Policies	A			

4.2 Recommendations

Below are recommendations to TAP for future considerations in improving the impact of the project implementation.

4.2.1 *The Indicator on the Overall Objective*

It is recommended that household food security be viewed into several ways, one is to further go down and just monitor production, but, design a household food security strategy that targets food management at household level i.e. food budgeting. Organisations like OXFAM is doing that in Shinyanga, because it isn't always true that food insecurity is a problem of limited production.

4.2.2 *Commodity Investment Plans*

Ownership/leadership of the CIPs is not well defined, many feel it's TAP that owns the CIPs and are therefore waiting for TAP's next move. It is recommended that each district should

look for resources to recruit and capacitate a team of commodity-specific unit that will coordinate the implementation of the CIP at District level.

4.2.3 Demonstration Plots and Extension Services

The current TAP approach towards GAP skills that uses multiple approach i.e. in class, on the field mother and baby demonstration plots by TAP and agro-dealers is very innovative, however, it can be broadened further by incorporating another extension services channel. It is possible to incorporate progressive farmers that are willing to facilitate GAP in their wards and villages as has been the case at Mngazini where one progressive farmer has proactively been training fellow farmers on GAP to complement TAP and DALDO initiatives. This helps to skip the experimentation phase with demonstration plots as fellow farmers learn from what they see from the performance of existing farms.

While agro-dealers are doing a very commendable job, the weaknesses in monitoring the outcomes do not send a compelling message to farmers. It is recommended that TAP engage DALDOs to ensure that V/W –AEO do monitor (at least in a given sample) the outcome of the efforts by all parties. This has been done very well at Kiroka where the WAEO has most up to-date data on the cultivated areas (actually in square metres and not acres) and outputs. TAP and DALDO could use the data from the WAEOs to provide feedback to investors and farmers as well.

The drought situation in Monduli and Meru during 2010/11 season was a disaster, it poses the most significant risk to the Project. TAP should incorporate strategies to mitigate against such risks.

4.2.4 Warehouse (Receipt System)

There are strong indications that output per farmer will continue to increase following the GAP training and improved access to farm inputs and credit. The overriding bottlenecks to the value chains shall be markets and market related infrastructure including the capacity of warehouses. Findings show that the just renovated buildings may not have adequate capacity following recent developments with WFP and NFRA who have helped to make farmers organize maize selling points.

Meanwhile, TAP should make efforts to let all WHs that will be receiving stocks in 2012 to train in operations of warehouses including a business plan for the facility. Equally important is the education on how to set the first and second payments, most farmers think by just having the WH then second payment is a de-facto.

4.2.5 Access to Credit

The plan by TAP to sensitize banks to participate and support value chain development activities in districts was implemented, it focused on headquarters with an intention to influence bank policies that are not agriculture-friendly. Despite the limited participation of other banks TAP should in future facilitate more such meetings at District level using opportunities in CIPs for the rationale of banks being involved. NMB has a number of

products and networks more amenable to farmers, TAP should strengthen its relationship with NMB.

The Partnership need to view other credit vehicles as just efficacious as direct bank loans, SACCOS are a financial conduit to banks and actually they retail bank loans, they are also strategic in operationalizing WRS and therefore should be assisted by TAP. WH works well with SACCOS, a warehouse receipt system needs a financial services appended to the business. TAP should recognize their presence and link with farmers.

4.2.6 Other Recommendations

i. Development of a Private Sector - Commodity Level Institution for Maize

Throughout the fieldwork the issue on cross-border trade bans was raised as a key impediment to value chain approach and policy sessions in Morogoro and Songea, the MIS in Dar es Salaam echoed the same issue. It is strongly recommended that TAP via ACT should sensitize the formation of maize stakeholders association just as it is with rice and other commodities. The association shall be the voice to dialogues with the authorities instead of the current fragmented and weaker voices.

ii. Optimising Warehouse Usage in the Northern Zone

The impact of climate change in Meru and Monduli rendered all the Project efforts towards extension and warehouse in vain, targeted farmers remained food insecure. To optimise the use of warehouses in times of such hardships, it is recommended that TAP DCos in surplus and deficit regions should promptly make analysis of costs to ship maize from surplus area to deficit district so that farmers any anybody can stock maize in the warehouses pending price appreciations. In this 2011 harvest season for example, WHs in Monduli and Meru would have been connected to WHs in Morogoro, Iringa, Ruvuma, Mbeya or Rukwa to explore the possibility of farmers in Monduli and Meru buying the maize and stocking in their warehouses.

If it happens that farmers do not have working capital, efforts should be done in the following levels: -

- Seek group loan in cash for purchasing and stocking maize, if it is not feasible,
- Look for possibility of purchase on credit from partner WH in surplus districts, there can be different options including profit sharing, this option has a long-term potential for developing business linkage among WHs in the TAP network. If this is still not possible then
- Farmers should be encouraged to invite traders to use the warehouse so that the facility does not remain unused.

Figure 8: Left- A Farmer at Mngazini Songea whose maize is rotting for lack of market, Right – Farmers in Monduli who have no produce due to draught



iii. Engaging the Real Private Sector in TAP Processes

In some districts there has been an oversight on engaging the “real private sector”, these are large farmers and processors. In some District the business chambers like TCCIA has not been fully made part of the processes limiting the outreach of the private sector. It is recommended that DCOs take stock and profile of all private sector actors in the Districts for future implementation of the CIP.

iv. Having a Consumer in mind when thinking about seeds

TAP EC-FFG has facilitated input companies to provide an ala carte of seeds, the focus has been on yield, tolerance to harsh conditions and diseases, maturity period and taste. According to processors they have ignored the flour market consumer preference. According to one processor many varieties have higher bran to flour ratio that outweigh the gain on on-farm yield. Processors who interface with flour market (consumers) and competition from other sources have not been consulted on the quality of maize flour from some preferred varieties during selection of seeds.

5.0 REFERENCES

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TOR Field demonstration and extension
TOR for training of new agro dealers
TOR Market Information Study
WRS Sensitisation Reports

ANNEXES

Annex I: Update of the logical framework indicators

Intervention Logic	Indicators	Baseline	Mid-term Results 2011	End of line October in Sample Districts	
				Indicators	Comments
To contribute to food price stability in 13 TAP districts in rice and maize value chains	Average food prices do not increase by more than 10% per annum	Maize meal TShs 450/kg Rice Tshs 1,200/kg	<i>Maize meal:</i> TShs 450/kg +11% <i>Rice :</i> Tshs 1,200/kg + 17%	<i>Maize meal:</i> Tshs 500 - 600/Kg <i>Rice:</i> Tshs 1,500- 1,600/Kg	Food shortages in neighbouring northern countries impacted on prices at farmgate
Maize & rice productivity and production in the 13 TAP districts increased.	Average farm yield increased by at least 30%. Production volumes increased by 30%	Maize 751kg/acre Paddy 669kg/acre	<i>Maize:</i> 910Kgs/acre <i>Paddy:</i> 1258Kgs/acre	<i>Maize:</i> Moro R Kgs 460, Songea R 1,600Kgs, Mufindi 962 <i>Paddy:</i> Moro R - demo 4,386kgs/acre	Sample used Morogoro R, Songea, Mufindi that had weather during 2010/11
Farmers' maize and rice sales in the 13 TAP districts increased	Maize and rice sales volumes increased by 20%	Maize 1987kg per farmer Paddy 1788kg per farmer 41% of production sold	Maize 2394Kgs/farmer Paddy 2990Kg/farmer 70% sold	<i>Maize sold :</i> Songea 89%, Mufindi 37%	
	Farm gate price increased by 30%	Maize TShs 300/kg Paddy TShs 400/kg	Maize Tshs 350/Kg (+17%) Paddy Tshs 478/Kg (+20%)	<i>Maize:</i> Moro R Tshs 250/Kg, Songea Tshs 200/Kg, Mufindi Tshs 350/Kg <i>Paddy:</i> Moro R Tshs 670/Kg	

Intervention Logic	Indicators	Baseline	Mid-term Results 2011	End of line October in Sample Districts	
				Indicators	Comments
Access to agricultural inputs improved	20% increase in volumes of inputs supplied into rural markets	5,225mt/district	6,0226mt/district		The survey was conducted during the beginning of the 2011/12 farming season. Data for this indicator has to be collected around April onwards.
Use of improved farming techniques increased	4 inputs companies introduce smaller inputs packages 20% increase in volumes of improved seeds and fertilizers per applied to farmer fields	15,000 starter packs distributed Fertilisers=14KG.acre Seeds=5Kg/acre	10,917 additional starter packs Fertilisers = 40KG/ACRE (+1886%) Seeds (5Kg/acre (0%))		
Renovated WHs in TAP district are operational	At least 6 WHs operating under WRS	3 WHs	8 WHs	13 renovated	All 13 are expected to receive stocks in 2011/12 season (June 2012 onwards)
Public and private sector investments in 13 TAP districts leveraged	EUR 500,000 Euros invested in the maize and rice value chains.	0 Euro	Euro 2.5mil	This represented value of inputs by partners (See Sub-section No.)	
Output market efficiency in maize and rice value chains improved	3 contracts between farmer apexes and large traders	0 contract	25 constructs		
Commercial bank credit to smallholder farmers increased	500 smallholder loans made		104 out of 468 farmers received loans in 2010 (206 loans made in 2009 & 2010)		The number is highly understated as it does not include those accessing loans via SACCOS that is linked to banks.

Annex ii: List of people interviewed

DATE	NAME	ORGANIZATION AND POSITION	CONTACT
27/11/2011	Mr William Jassedda	Morogoro District Council District Crop Officer	Mobile: 0756 489 449 / 0786 924 759
28/11/2011	Albert Octavian Mnyegele	Milelmgwelengwe WRS Member	
	Salehe Omar Kapilima	Milelmgwelengwe WRS Member	
	Musa Lyapanga	Milelmgwelengwe WRS Member	
	Abdallah Mmala	Milelmgwelengwe WRS Member	
	Salum Mpeza	Milelmgwelengwe WRS Member	
	Harun Ali Magono	Milelmgwelengwe WRS Member	
	Shaban Kigumi	Milelmgwelengwe WRS Member	
	Mwenda Modesta	Milelmgwelengwe WRS Member	
	Kassim Alli Makambora	Milelmgwelengwe WRS Member	
28/11/2011	Mohamed Musa Kinyogoli	Farmer - Kiroka Village	
	Ally Selemani	Farmer - Kiroka Village	0787 302970
	Faustina Celestina	Farmer - Kiroka Village	0787 313695
	Sophia Abdallah	Farmer - Kiroka Village	
	Fadhil Rajabu	Farmer - Kiroka Village	0684 596551
	Hassan A. Bondia	Farmer - Kiroka Village	0786 101801
	Edith Kija	Kiroka Village Agriculture Extension Officer	0788 024899, 0712 992204
	Hidaya Kasambaganya	Kiroka Ward Community Development Officer	0652 874753
	Lazaro Maimu	Kiroka Ward Agriculture Extension Officer	0784 811093
29/11/2011	Mr. Peter Nkalla	Acting DALDO	
	Emmanuel Bushiri	NMB Wami Branch Manager	0767 413929, 0784 413020, 0657 946060
	Mohamed Ngaula	Agro-dealer, Chairman CIP Team	0755 004444, 0654 114444, 0783 554400
	Mudhihir M. Said	Agro-dealer, farmer - Kiroka	0686 929935
	Mansur	Agro-dealer	0713 291895, 0783

	Ramadhani Imiri		291895
29/11/2011	Mr Frolius Mwanyika	DCO - Morogoro Rural	0756 489 449 / 0786 924 759,
30/11/2011	Mr Rodgers Masha	TAP DCO, Mbarali District Council,	0754 477 479, 0713477479
	Zakariah Mwangaili	Uturo Warehouse, Secretary of farmer group	0752 987 519
	Angello Mvimba	Uturo Warehouse, Chairman of farmer group	0766 096751
	Mekson H. Mwilana	Mamber, Uturo Warehouse,	
30/11/2011	Godrick Mpinga	VEO, Azimio Mswiswi Scheme	
	Stanley Mlowe	Member, Azimio Mswiswi Scheme	
	Mkongwa Medrack	Member, Azimio Mswiswi Scheme	
	Barton Samson	Chairman of Azimio Mswiswi Scheme	
	Liziki Ngoli	Member, Azimio Mswiswi Scheme	
	David Kialabwene	Member, Azimio Mswiswi Scheme	
	Adam Lisani Lukala	FFS Facilitator	
	Sad Mahamud	Member, Azimio Mswiswi Scheme	
1/12/11	Thadeo Mwakaguo	UWAMAVIRU - Executive Secretary	0754 623529
	Mr. Shabani Gawaza	UWAMAVIRU - Chairman	0755 058078
	Philemon Moyo	Executive Officer - TCCIA Songea	0752 367561
	Cosmas Leonard Haule	Agro-dealer	0755 369737, 0719 828562
	Rosemary Haule	Agro-dealer - Lipambikayika Agro-vet	
	Fred Amir Mwangunda (Ass. DCO)	Assistant DCO Mbarali.	0768360990
	Rehema Juma	Ilaji Village- Owner Maize demo plot	
	Ronatus Rafael Mdingile	Private sector Investor and Member of CIP committee Mbarali	
	Mr. Lupondo	Manager, Mbarali Estate	0754 884 192

		Limited	
2/12/11	Ernest Henjewe	Mngazini Ward Agriculture Extension Officer	0788 541886
	Erneus Mhagama	Secretary Mngazini WRS Committee	0684 828486
	Angellus D. Mjamira	Chairman Mngazini WRS Committee	0784 309097
	Clara C. Kipanga	Member - Mngazini WRS Committee	0788 396311
	Hery E. Duwe	Chairman - Mngazini SACCOS	0788 510153
	Lucas Nyoni	Member - Mngazini WRS Committee	0763 801371
	Hermina Kipanga	Member - Mngazini WRS Committee	0789 386601
	Silvanus Simba	Member - Mngazini WRS Committee	
	Werner Komba	Asst Secretary - Mngazini WRS Committee	
	Anna Haika Mkenga	Agro dealer, Mbarali	
	Tomson Mwilana	District Crop Officer and Acting DALDO	
3/12/11	Cosmas Ngimba	Songea CRDB Branch Manager	
	Kessam Maswaga	DALDO – Songea Rural	0784 383869
	William Jassedda	DCO – Songea	0753 380 808
	Mr Mohamed Waziri	Asst.DCO – Songea Rural	0754 937 232 / 0718 744 028
05/12/2011	Sara Elias Palangyo	Maweni Village, Kikwe Ward, Owner of mother demonstration plots	Maweni Village, Kikwe Ward
	Mr. Urio Robert,	Village Extension Officer and FFS facilitator	Maweni Village, Kikwe Ward
	Unambwe Kiungai	Chairman or Rehabilitation Committee, Karangai Warehouse	
	Godwin Justine Mmbando	Village Extension Officer, Karangai	
	Adamson J. Urio	Member of farmer group, Karangi	
	Musa Mvungi,	Private Sector Investor and Service Provider	

		(HomeVeg)	
	Eludi Emmanuel Saoyo	District Subject Matter Specialists and Seeds Inspector and Assistant DCO, Meru	0784 363357
	Lucy Maichael Ayo	Agro dealer Meru	
	Harison Ernest	Demonstration Plot, Meru District	
	Eric Moses	Field Assistant, Demonstration Plot, Meru	
8/12/11	Mexon Mbagi	Umoja wa Vikundi vya Maendeleo Usuka Village	0762 669349
	Oite Said Hanga	Usuka WRS member	0764 724041
	Augustino Mjema	Usuka WRS member	0754 775522
	Yohabu L. Muyamba	Usuka Village Executive Officer	0755 249402
	Fidelis Mlyambati	Agro-dealer, Processor - Igwachanya	
12/12/11	Mwajuma Sizya	DCO - Mufindi	0754 683536
	Audax Lekamwa	Assistant DCO	0784 950184, 0752 039731
	Edna Levi Kaduma	DALDO - Mufindi	0784 544180, 0758 350066, 0716 523938
12/12/11	Emmanuel Mgya	Agro-dealer, Trader - Mufindi	0756 683100
	Fedelina Mahenge	Agro-dealer - Mufindi	0753 013888
13/12/2011	Focus group discussion with 12 people	Igomaa Village members	
	Oneza Omari Midano	Maize Processor - Mufindi	0754 644736
14/12/2011	Ben Mahenge	Finance Manager - MUCOBA/TCCIA Chair - Mufindi	0754 484234
	Henry Mang'anya	Agro-dealer/AUKIM	0754 410103, 0715 410103
	Zaved M. Chelele	Mafinga NMB Branch Manager	

Annex iii: Field interview guiding questions

Activity No. 1: Development of VCAs

VCAs- Executive summary

- Dates for planned activities
- Dates activities done
- Explanation for variations
- Budget and expenditure
- Comments for MMA work on VCAs on
 - o Coordination
 - o Administration
 - o Any relevant information that could improve the process or application of value chains
- Excerpts of recommendations for each VCAs to appear as Annexes
- How is information/knowledge in VCAs is shared?
- Through training/workshops?
- Dates, Number of participants by categories- institutions represented,
- Output of the dissemination process
- What was the purpose?
- How were the outputs to be used? - linkage of producers and trader/processors
- For short-term recommendations, what has been implemented
- DALDO- how are they using the VCAs,
- Has it influenced the way DALDO's think?
- How do the Government use or plans to use VCAs reports?

Activity No. 2 (a): Development of CIPs

TORs- objectives

Are CIP document copies with all actors who matters?

Performance/implementation

- Dates for planned activities
- Dates activities done
- Explanation for variations
- Budget and expenditure
- Comments from TRACE/RUDI/DALDO and other actors on
 - o Coordination
 - o Administration
 - o Any relevant information that could improve the process or application of value chains
 - o Extraction of recommendation sections for each VCAs to appear as Annexes

Documentation of the Process of designing CIPs

TORs - objectives

How is private sector defined?

What are critical factors that hinder/will hinder or enable/will enable operationalisation of CIPs in your district?

NOTE: How is the relationship with RUDI and linkage to other development programmes facilitated by RUDI?

- How do indicators in the CIPs relate to the log frame i.e. relevance of CIPs
- What are the commitments of each partner in financial and in kind.
- International Development Agencies e.g. EU, NORAD, WB, FAO, WFP, USAID, etc.
- Other programmes e.g. SAGCOT, Feed the Future, FAO, TAFSIP,
- Private Sector – district and national level actors e.g. Bakhresa, OLAM, METL, etc.
 - o How and what is the private sector in the district? Any PS mapping report/database?
 - o Are there regular interaction mechanisms?
 - o How are CIPs linked to other PPP mechanisms e.g. Business Councils, Consultative Committee, etc.

LGAs

- What was the level of involvement of LGAs?
- What commitments were made on part of LGAs
- Are there accountability structures and systems?

Implementing Partners/Sub contractors.

What was the inputs of implementing partners

FIPS

CNFA/TAG Mark

Yara (Chapa Meli)

Home Veg. Company Ltd

FAIDA Mali

RUDI, etc.

Activity No. 2 (b): Documenting of CIP Development Process

Process of CIPs design

- TORs on objectives
- Dates for planned activities
- Dates activities done
- Explanation for variations
- Budget and expenditure
- Comments from TRACE and other actors on
 - o Coordination
 - o Administration
 - o Any relevant information that could improve the process or application of value chains
 - o Extraction of recommendation sections for each VCAs to appear as Annexes
- Plan for the process documentation
- Feed back on the process
- Training?
- Dissemination workshop? By TRACE
- Resources used and timing

- Future strategy/plan on CIP
- Updates of Kilombero CIP- what innovations have been made? (E-mail to Frederick and Kilombero DALDO)

Activity No. 3: Demonstration Plots

ToRs to FIPS and HomeVeg for objectives Dates for planned activities

- Dates activities done
- Explanation for variations
- Budget and expenditure
- Comments from (FIPS- 11 districts, HomeVeg - 2 districts) on
 - o Coordination
 - o Administration
 - o Any relevant information that could improve the process or application of value chains
 - o Extraction of recommendation sections to appear as Annexes
- Performance of demonstration plots yield/output per are?
- Rapid demand creation approach-what is it? How it worked
- Criteria for selection of demo plots, volunteers, inputs, etc,
- Pace/rate for dissemination of proven farming technologies (how is the multiplier effect?)
- Have DCO mapped demo plots in the districts since the project started indicating application of improved seeds, fertilizer, top dressing, etc.
- What factors signals sustainability of achievements and risks?
- How are issues of climate change, environment, etc. are taken care of

Activity No. 4: Training for WRS

- ToRs for objectives
- Dates for planned activities
- Dates activities done
- Explanation for variations
- Budget and expenditure
- Comments from RUDI on Training on WRS on
 - o Coordination
 - o Administration
 - o Any relevant information that could improve the process or application of value chains
 - o Extraction of recommendation sections to appear as Annexes
- Number of people who participated by categories, institutions represented?
- What is the current status of WRS in the District? Use the key stages in WRS operationalisation to gauge performance
- What is the perception of partners on the effectiveness of the training?
- What is the situation with respect to WRS- licences from TWLB
- After training what was expected what was the relationship between actors?
- Are there cases of success stories? Failure stories? (Capture illustrations e.g. Photos, Video Clips, etc.

- How are linkages among partners working under WRS i.e. AMCOS-SACCOS-Banks-Buyers-Input Suppliers, etc? Are there agreements or contracts in place?
- What was the inputs of institutions - YARA, KARTIN, ARI, Mlingano, ASA, LGAs contributions, SUA, etc.
- How durable is the joint initiatives – does it translate into business opportunities for input suppliers?
- What synergies exists between TAP supported demo plots and other programmes?

Activity No. 5: Training of bank staff in CIPs

TORs for training

- Dates for planned activities
- Dates activities done
- Explanation for variations
- Budget and expenditure
- Comments about the training on
 - o Coordination
 - o Administration
 - o Any relevant information that could improve the process or application of value chains
 - o Extraction of recommendation sections to appear as Annexes
- What is the situation on access to loans?
- Loans target, what is the interpretation of a loan? What about members of Apexes?
- Is access to loans exclusive to banks? What about MFIs, SACCOS, etc
- Explain the basis for counting the numbers of loans
- What has the bank done ever since the training, was it a training or sensitization? Are there any commitment?
- What is the awareness of district bank staff on DSM training by TAP. Any communication downstream?
- Loan portfolio in agriculture, what type of agricultural activities they are funding?
- Are the invited bank operating in TAP areas?
- How were the planned activities linked to project outputs?. Did they consider time needed for banks to do due diligence and crop seasonality?

Activity No. 6: Market Information and Access

- TORs for trainings on MIS- review of the report
- Dates for planned activities
- Dates activities done
- Explanation for variations
- Budget and expenditure
- Comments for Trainers (RUDI and TRACE work on VCAs)
 - o Coordination
 - o Administration
 - o Any relevant information that could improve the process or application of value chains
 - o Extraction of recommendation sections to appear as Annexes
- What was done at DCO level?
- RUDI- what about the linkage with other outputs, are there cases?

- Where is this market information hosted? How was applied to WRS, CIP
 - How was the design/ model of the MIS
 - Who was trained- categories in groups (were traders involved?)
 - How is the awareness about other MIS?
-

Annex iv : Excerpts of TORs for evaluation of EC-Food Facility Grant Project

1. 2 EC- FOOD FACILITY GRANT PROJECT

This was 22 months project started on 1st of January, 2010 and officially ended on 31st October, 2011. The overall objective of this project was to contribute to food price stability within the first 13 districts of the ongoing TAP operations. The specific objectives, the expected results and activities¹⁶ are described in the revised log-frame of the project

3. ASSIGNMENT

To conduct final evaluation of TAP-EC-Food Facility Grant project in six selected, representative districts where the project were implemented. These districts are ***Meru, Morogoro R., Mufindi, Mbarali, Njombe and Songea R.***

The objective of this assessment is to enable to assess the relevance, efficiency, effectiveness, impact and sustainability of the EC- Food Facility Grant Project. The evaluation will assess achievements of the project against its objectives, including a re-examination of the relevance of the objectives and project design. It will also identify factors that have facilitated or impeded the achievement of the objectives. While a thorough review of the past is in itself very important, the in-depth evaluation is expected to lead to detailed overview and lessons learned for the future.

Scope of Final Evaluation

The scope of the final evaluation will cover all activities undertaken in the framework of the project. The evaluators will compare planned outputs of the project to actual outputs and assess the actual results to determine their contribution to the attainment of the project objectives. It will evaluate ***relevance and quality of design, efficiency of implementation, effectiveness, impact prospect and potential sustainability of the project.***

Process and Methodology

The Consultant will prepare a work plan immediately upon signature of contracts. The work plan will describe how the evaluation will be carried out and may propose refinements to the Terms of References. This work plan will be approved by TAP and will act as the agreement between parties for how the evaluation will be conducted and what the final deliverables should be. The work plan will address the following elements

- An evaluation of the project and all of its major components undertaken; and a determination of progress towards achievement of its overall objectives;

¹⁶ Reference should be made to the attached revised log-frame.

- An evaluation of project performance in relation to the indicators, assumptions; and risks specified in the logical framework matrix and the Project Document;
- An assessment of the scope, quality and significance of the project outputs produced to date in relation to expected results;
- An analysis of the extent of co-operation engendered and synergy created by the project in each of its component activities, among partners at different levels and extent of commitment among partners;
- Identification and, to the extent possible, quantification of any additional outputs and outcomes beyond those specified in the Project Document;
- An evaluation of project co-ordination, management and administration provided by TAP.

This evaluation will entail:

- Reviewing all available documents in TAP unit. This include Monthly progress reports, Quarterly, Interim, Results Survey, and ROM reports respectively
- Field visits to meet and conduct interviews with involved partners in the project. During these meetings, the evaluators will be able to use the assessment techniques such as questionnaires, focus group discussions, checklists, etc....

4 DELIVERABLES

A comprehensive executive summary of the report and two bound copies of the final evaluation report that captures, but not limited to the consultancy objective described in section 3 above. The contents of the report will include at a minimum:

- Introduction (an overview of the program covering objectives, area of coverage)
- Methodology
- Limitations of the study
- Results including end line status of all project indicators
- Discussions
- Conclusions and recommendations
- Appendices including Data collection tools