



Independent Office of Evaluation

**United Republic of Tanzania
Country Programme Evaluation
Approach Paper**

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Currency equivalent, weights and measures

Currency equivalent

Monetary Unit = Tanzanian Shilling (TZS)

1 US\$= 1,624 TZS (February 2014)

Weights and measures

1 kilometre (km) = 0.62 miles

1 metre (m) = 1.09 yards

1 hectare (Ha) = 10.000 m² (0.01km²)

1 hectare (Ha) = 2.47 acres

1 acre (ac) = 0.405 hectares (ha)

1 kilogram (kg) = 2.204 pounds

Abbreviations and acronyms

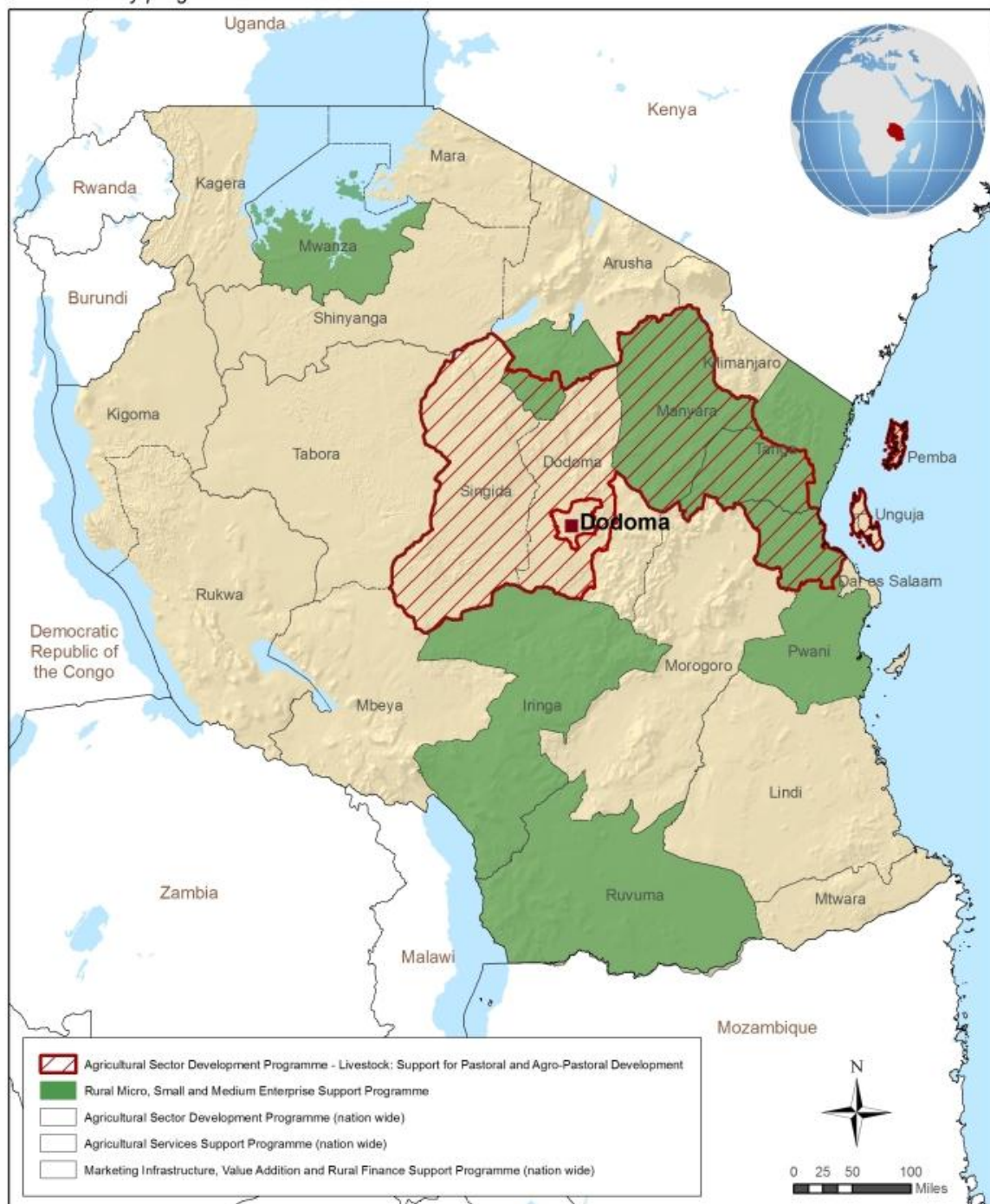
ACP	Agreement at Completion Point
ASDP	Agricultural Sector Development Programme (this acronym is used to refer to both a national sector-wide programme of the Government of Tanzania as well as to an IFAD loan title)
ASDP	Agricultural Sector Development Strategy
ASDP-L	Agricultural Sector Development Programme – Livestock
ASSP	Agricultural Services Support Programme
ASDS	Agriculture Sector Development Strategy
COSOP	Country Strategic Opportunity Programme
CLP	Core Learning Partnership
CPE	Country Programme Evaluation
ESA	East and Southern Africa Division
MIVARF	Marketing Infrastructure, Value Addition and Rural Finance Support Programme
MUVI	Rural Micro Small & Medium Enterprises Support Programme
PMD	Programme Management Department of IFAD
NSGRP	National Strategy for Growth & Reduction of Poverty, better known (also known by the Kiswahili acronyms of MKUKUTA for mainland and MKUZA for Zanzibar)
SO	Strategic Objective
SWAp	Sector-wide Approach

Map of the project area

The United Republic of Tanzania

Ongoing projects

Country programme evaluation

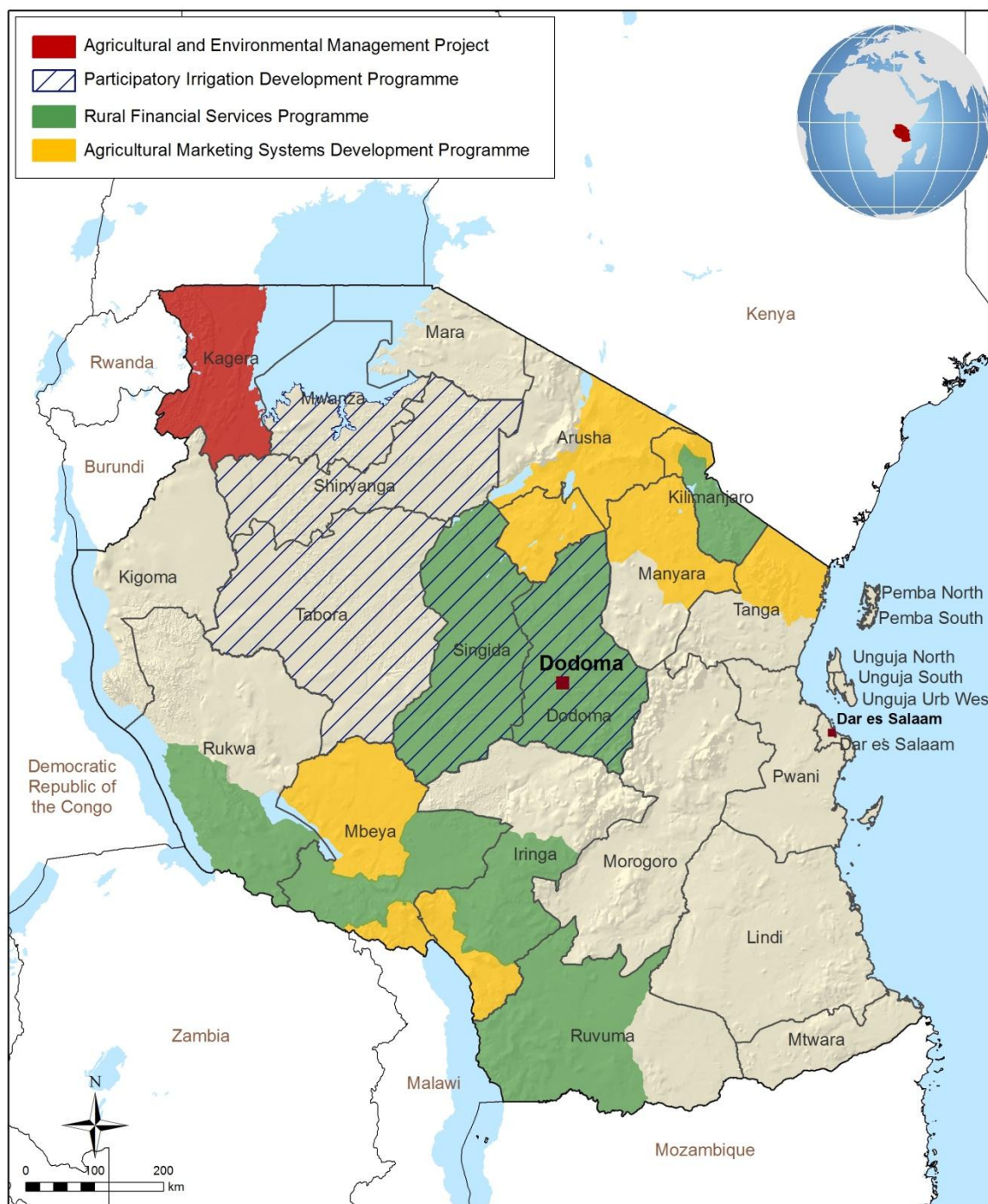


The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

IFAD Map compiled by IFAD | 29-01-2014

The United Republic of Tanzania

Projects approved since 2003 and currently closed



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
Map compiled by IFAD | 14-04-2014

United Republic of Tanzania CPE Approach Paper

I. Introduction

1. As decided by the Executive Board in its 110th session (December 2013), the Independent Office of Evaluation (IOE) of IFAD will undertake in 2014 a country programme evaluation (CPE) of the IFAD-Government of Tanzania cooperation. This is the second CPE undertaken by IOE in Tanzania: the previous one was completed in 2003. This CPE will cover the period of 2004-2013. Recommendations from this CPE will guide the preparation of the fourth results-based Country Strategy and Opportunities Programme (COSOP) for Tanzania, to be finalised by the Government and IFAD following the completion of the CPE.
2. The Tanzania CPE will be conducted within the overall provisions contained in the IFAD Evaluation Policy¹ and follow IOE's methodology and processes for CPEs, as stipulated in the IOE evaluation manual.²

II. Country Context

3. **Overview.** Located on the East coast of Africa, the United Republic of Tanzania is bordered by Kenya and Uganda in the north, Rwanda, Burundi and Democratic Republic of Congo (DRC) in the east and Mozambique, Zambia and Malawi in the south. In mid-2012 the population of Tanzania was estimated at 45 million (2012 census) with an annual growth of 3 per cent fuelled by a high fertility rate (5.4 births per woman). Approximately 70 per cent of the population lives in rural areas.³
4. The United Republic of Tanzania was formed in 1964 as a result of the Union of Tanganyika (former British protectorate) and Zanzibar (formerly under the Sultanate of Oman). After its founding, Tanzania adopted socialist economic policies. All the major enterprises were nationalized and the state actively promoted rural collectivization (known as *Ujamaa*). In the late 1970s the country entered a phase of severe economic crisis. The country started liberalizing its economy in 1986 through reforms in agriculture and industrial policies. The push towards reforms became stronger in the second half of the 1990s (structural adjustment) backed by the International Monetary Fund (IMF) which enabled Tanzania to reinvigorate economic growth and attract donor interest.
5. Tanzania experienced rapid economic growth in the past decade, with an annual average GDP growth of 7 per cent in the period of 2001-2011. In spite of the rapid economic growth, the per capita income stood at US\$540 (Atlas Method) in 2011⁴ and the country is classified as low income. Tanzania ranks 152th out of 187 countries (in 2012) in the Human Development Index, composed by the United Nations Development Programme.⁵ According to a very recent publication of the National Bureau of Statistics of Tanzania, the headcount poverty rate of Tanzania in 2011/12 was 28.2 per cent⁶ down from 33.4 per cent in 2007 and 35.6 per cent in 2000.⁷ Child malnutrition (stunting or low height-for-age) is still high at the national level (34.8 per cent) according to a 2010-2011 survey, although on the decline (it was 43 per cent in 2008-2009).⁸

¹ <http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-7-Rev-1.pdf>

² http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf

³ Population & Housing Census(2012), National Bureau of Statistics, Tanzania: http://www.nbs.go.tz/takwimu/references/Tanzania_in_figures2012.pdf

⁴ World Bank: http://devdata.worldbank.org/AAG/tza_aag.pdf

⁵ <http://hdrstats.undp.org/en/countries/profiles/TZA.html>

⁶ Press Release, World Bank: <http://www.worldbank.org/en/news/press-release/2013/11/14/new-poverty-figures-from-household-budget-survey>

⁷ World Bank Databank: <http://data.worldbank.org/country/tanzania> . However, these figures are now being revised by the National Bureau of Statistics of Tanzania.

⁸ http://www.who.int/nutgrowthdb/database/countries/who_standards/tza_dat.pdf

6. The economy is heavily dependent on agriculture with a contribution of 25 per cent to GDP, employing almost 75 per cent of the active workforce. Industry contributes roughly about 25 per cent of the GDP, while services contribute about 47 per cent (tourism being the single largest contributor in the services sector).⁹ The economy of Tanzania still depends heavily on Overseas Development Assistance (ODA). Foreign aid accounted for approximately 13 per cent of Gross National Income (GNI) in the period of 2004-11.¹⁰
7. The most recent Debt Sustainability Analysis of IMF indicates that debt relief under the Heavily Indebted Poor Countries (HIPC) Initiative combined with sound macroeconomic policies place the country at low risk of debt distress. New oil and gas reserves have been discovered in Tanzania in Mnazi Bay field area in the recent past and this is expected to boost the government revenues in the near future if an adequate governance system is implemented.
8. **Agriculture.** As noted, agriculture is the single most important sector in Tanzania and accounts for 34 per cent of the foreign exchange earnings. The agriculture sector grew at an annual average rate of 4.2 per cent in the period of 2001-12. The country has great irrigation potential with an estimated area of 22 million ha suitable for irrigation, but only about 1 per cent of that land is actually irrigated.¹¹ The sector is characterized by low productivity (among the lowest in sub-Saharan Africa) and high wastage in the supply chains to the market.
9. The most common food crops in Tanzania are cassava, maize, sweet potatoes, bananas, sorghum, and rice. Traditionally, over the last century, farming systems have been millet, cotton, sugarcane, and/or banana based. However, over the last few decades, systems have shifted due to increasing land pressure, and are now primarily cassava, maize, or mixed cassava-maize based systems. Production-wise, cassava is the dominant crop with a production of approximately 5.46 million tonnes in 2012, followed by maize at 5.1 million tonnes.¹² However maize is the most widely planted crop with approximately 82 per cent of the farmers growing it and among these farmers 85 per cent tend to be small farmers.¹³
10. In the northern zones export crops include coffee and maize. In the southern zone coffee and tobacco (also common in the Central zone, Tabora Region) are primary exports while in the southern highlands maize, tea, and coffee are predominant.
11. Livestock is among the major agricultural sub-sectors in Tanzania. Out of the 4.9 million agricultural households, about 36 per cent keep livestock. Livestock accounted for 5.9 percent of the total GDP in 2006, of which beef, dairy and other stock provided 40 per cent, 30 per cent and 30 per cent respectively. Of the 88.6 million hectares of agricultural land, approximately 60 million hectares are ideal rangelands for livestock grazing with 40 per cent currently used.¹⁴
12. **Natural resources, environment and climate change.** Tanzania is abundant in green cover and pasture lands with about 37.3% of the land being covered by forests in 2011 and another 27% of the land composed of permanent meadows and pastures¹⁵. It has five agro-ecological zones with about 60% of the land area lying in the arid and semi-arid zones.¹⁶ The per capita availability of renewable internal freshwater is on the lower end at about 1812 cubic meters compared to an average of 4400 cubic meters for Sub Saharan Africa.¹⁷

⁹ World Bank: http://devdata.worldbank.org/AAG/tza_aag.pdf

¹⁰ World bank databank: <http://data.worldbank.org/indicator/DT.ODA.ODAT.GN.ZS>

¹² FAOSTAT 2013

¹³ Farmer Focus Advisory Group, Bill & Melinda Gates Foundation: http://evans.washington.edu/files/UW_EPAR_Request_133_Tanzania_Agriculture_Background_03072011.pdf

¹⁴ Livestock & dairy industry development in Tanzania, Ministry of Livestock Development: http://www.mifugo.go.tz/documents_storage/LIVESTOCK%20INDUSTRY%20DAIRY%20DEVELOPMENT%20IN%20TANZANIA%20-%20LATEST3.pdf

¹⁵ FAOSTAT (2011), accessed in march 2014: http://faostat3.fao.org/faostat-gateway/go/to/browse/E/*E

¹⁶ FAO: <http://www.fao.org/ag/agn/AGPC/doc/Counprof/tanzania/tanz.htm>

¹⁷ World Bank Databank: <http://data.worldbank.org/indicator/ER.H2O.INTR.PC/countries/ZG-TZ?display=graph>

13. According to the Tanzania National Adaptation Programme for Action (NAPA) climate change is expected to result in a fall in yields of some staple crops like maize, wherein the average yield is expected to decrease by 33%. Similarly, rangelands for livestock are expected to shrink¹⁸ due to climate change, which is aggravated by the fact that 60% of the existing rangelands are infested by the tsetse fly, making them unusable for grazing or human settlement.¹⁹ This makes it imperative for the small farmers and agro-pastoralists in Tanzania to increasingly adopt Sustainable Land Management (SLM) practices to mitigate the effects of climate change on their livelihoods. The effect of climate change is expected to cost almost 2% of GDP annually by 2020.²⁰
14. In the mainland, the Ministry of Agriculture, Food Security and Cooperatives, the Ministry of Livestock and Fisheries Development (mainland) and, in Zanzibar, the Ministry of Agriculture and Natural Resources, and the Ministry of Livestock and Fisheries are the major line ministries for agricultural development. The Ministry of Industry and Trade is responsible for the development of agricultural markets and small and medium enterprises (SMEs). Under the Government's decentralization policy, the districts receive resource allocations directly from the national treasury for local administration and development projects.
15. The long term development goals of Tanzania are established by the Tanzania Development Vision 2025 while the medium term goals are guided by the National Strategy for Growth & Reduction of Poverty (NSGRP) better known by their Kiswahili acronyms MKUKUTA (for mainland Tanzania) and MKUZA (for Zanzibar). The NSGRP set the medium term development objectives for a period of 5 years, the current cycle being that of 2011-15.
16. In view of the importance of agriculture to the economy of Tanzania, the Agriculture Sector Development Strategy (ASDS) was formulated in 2001. The ASDS identifies the following six strategic areas for intervention: (i) strengthening the institutional framework for managing agricultural development; (ii) creation of favorable climate for commercial activities in agriculture; (iii) clarifying public and private roles in improving support services in the agricultural sector; (iv) promoting increased access to value chains and markets; (v) mainstreaming planning for agricultural development in other sectors. IFAD is a member of the Development Partner Group, as well as the related working groups on agriculture and private-sector development.
17. ASDS envisaged harmonization of efforts of all donors in the country to shift from a project by project-based funding to a sector-wide approach. The strategy document describes itself as a guiding document to channel the public and private sector efforts towards broadly shared sector objectives. ASDS recognizes the importance of the local governments in the context of the steady progress of Local Government Reform Programme. To operationalize the ASDS, in 2003 the government introduced the Agricultural Sector Development Programme (ASDP), financed both through a basket fund (to which IFAD has contributed since its establishment) as well as non-pooled funds. The Government planned to issue a new Agricultural Sector Development Strategy and Programme in 2013 but its preparation has been delayed and it is now expected for 2015.
18. Other recent initiatives include: (i) the Five-Year Development Plan 2011-2016; (ii) the *Kilimo Kwanza* (Agriculture First) Resolve; (iii) the Southern Agriculture Growth Corridor of Tanzania(2010), an investment framework for the private sector complementing the public investments under ASDP, extending north and south of the central rail, road and power "backbone" from Dar es Salaam to the Northern areas of Zambia and Malawi; and (iv) the Big Results Now initiative (2013), a programme to enhance prioritization of investment, overseen by a Presidential Delivery Bureau, with five priority sectors agriculture, notably rice, sugarcane and marketing; education, energy, transport, water) and a goal to commercialize the agricultural sector by 2025

¹⁸ Estimates of magnitude unavailable

¹⁹ National Adaptation Programme for Action (NAPA) (2007): http://www.preventionweb.net/files/8576_tza01.pdf

²⁰ Climate change financing and aid effectiveness, OECD & AfDB: <http://www.oecd.org/dac/environment-development/48458474.pdf>

to ensure nationwide self-sufficiency and food security. Compared to the Agricultural Sector Development Strategy, the agricultural components of these initiatives are targeted to sub-sectors and regions of Tanzania.

19. Donor coordination is facilitated through the Development Partners Group and the thematic working groups, including the one dedicated to agriculture.²¹ In this context, the aid inflow into Tanzania has seen a shift from project funding to a General Budget Support and Basket Funding approach.²² Tanzania is also one of the pilot countries of the One-UN initiative.
20. **Overseas Development Assistance (ODA) and International Cooperation.** In the period covered by this evaluation (2004-13), Tanzania has received a total Country Programmable Assistance²³ of US\$24.49 billion (Table 1), an annual average of US\$2.5 billion.²⁴ Specifically in the field of agriculture, ODA inflow into Tanzania (data unavailable for 2012 & 2013) was US\$1.069 Billion. Over the period of 2004-2011, the largest ODA source has been the International Development Association (The World Bank) followed by United Kingdom and the European Union. Other donors include United States of America, The Netherlands, Norway, Denmark, Japan, and African Development Fund. IFAD's disbursements in the period of 2004-2013 period corresponded to USD 170.5 million or about 0.69 per cent of the total Country Programmable Assistance received by the country between 2004 and 2013. Sector-wise, in terms of Country Programmable Assistance for agriculture in the period of 2004-11, IFAD's disbursements represented almost 16 per cent of the total.²⁵

Table 1

Development Assistance to Tanzania in 2004-13

	<i>Overseas Development Assistance – Disbursements (million US\$)</i>	<i>Country Programmable Assistance – Disbursements (million US\$)</i>
Year		
2004	2 513.2	2 002.5
2005	1 999.7	1 792.5
2006	7 449.3	1 978.8
2007	3 285.6	2 244.2
2008	2 425.2	2 261.8
2009	3 239	3 081.0
2010	3 203.4	3 047.5
2011	2 376.8	2 552.8
2012	Not available	2 796 ²⁶
2013	Not available	2 855 ²⁷

Source: OECD-DAC

²¹ The Development Partners Group in Tanzania comprises of 17 bilateral and 5 multilateral agencies (UN counted as one) working with the government. The group was established in 2004 to promote principles of Aid Effectiveness in development assistance to Tanzania. This involves structured dialogue and engagement between Development Partners (DPs) and the government in high-level forums, through different sector and thematic groups with a view of achieving harmonization, promoting coordinated policy dialogue and reducing transaction costs in the management and administration of aid to Tanzania.

²² General budget support is a non-earmarked contribution to the government budget including funding to support the implementation of macroeconomic reforms. The basket-funding approach is earmarked to a certain sectoral programme in the country, as per the agreement between donors and the recipient country.

²³ Country Programmable Assistance reflects the amount that is subjected to multi-year planning at the country/regional level, and is defined through exclusions, by subtracting from total gross ODA that is: unpredictable by nature (humanitarian aid and debt relief); entails no cross border flows (administrative costs, imputed student costs, promotion of development awareness, and research and refugees in donor countries; that does not form part of the cooperation agreements between governments (food aid and aid from local government); is not country programmable by the donor (core funding of NGOs)

²⁴ Amount for 2013 is projected. OECD Stat: http://webnet.oecd.org/dcdgraphs/CPA_recipient/.

²⁵ OECD Stat http://webnet.oecd.org/dcdgraphs/CPA_recipient/

²⁶ Preliminary estimates

²⁷ Projected estimates

III. Overview of IFAD Funded Operations and evolution of country strategy

21. IFAD's Executive Board approved its first loan in Tanzania in 1978 (this was the second loan ever approved by IFAD's Board). Since then, IFAD has approved and financed 14 loans with a total cost of US\$769 million and IFAD loans of US\$360 Million (48 per cent of project costs). Tanzania is the country with the second largest portfolio of IFAD (in terms of volume of lending) in the East & Southern Africa region (ESA) after Ethiopia.
22. Since the beginning of IFAD's operations in Tanzania the government has provided co-financing for US\$71.96 million to IFAD-funded projects (or 9.6 per cent of total portfolio costs which compares with 19 per cent at ESA regional level). The major co-financers (in terms of value of co-financing) of IFAD-funded projects have been the African Development Bank, the World Bank, the Government of Belgium and the Government of Ireland.
23. IFAD appointed a Liaison Officer in 2003 in Tanzania after the approval of the Field Presence Pilot Program. In 2008 IFAD out-posted the Country Programme Manager, and the previous Liaison Officer became a Country Programme Officer. As of February 2014, IFAD out-posted a Country Director based in Dar es Salaam. The Country Director is also responsible for the IFAD country programme in Rwanda.
24. **Grants.** Apart from the loans, IFAD has also approved grants, mostly under the global/regional and country specific windows, with activities in Tanzania. Based on the information available, 37 grants have been approved in the past ten years with foreseen activities in Tanzania (Annex 3).
25. **Evolving strategy in COSOPs.** Prior to the introduction of COSOPs in IFAD, the Fund's strategy in Tanzania was guided by the Country Strategy Report (1993). IFAD prepared its first Country Strategic Opportunities Paper (COSOP) in 1998 stipulating the following priorities for IFAD in its lending programme: (i) small-scale participatory irrigation; (ii) rural financial services; (iii) development of agricultural marketing systems.
26. IFAD introduced its second Country Strategic Opportunities Paper (COSOP) in Tanzania in 2003, after the Country Programme Evaluation (a synthesis of the recommendations of this CPE is presented in Annex 4). Recommendations of this CPE were far reaching and included, in particular: (i) the need to ensure better consistency of IFAD's strategy and intervention modalities with the Government policy framework and donor harmonization processes; (ii) the importance of greater thematic and sub-sectoral concentration to avoid dispersion of limited resources; (iii) a clearer definition of the target group and targeting mechanism in project design; (iv) significantly strengthen policy dialogue and advocacy work at the national and local government levels. IOE conducted several evaluations in Tanzania (see Table 3 in the next section).
27. The 2003 COSOP undertook to support the Government in targeting the rural poor and smallholders. This was to be achieved by assisting in reforming sub-sectors which are of high relevance to the target group (e.g., grassroots micro finance institutions, value chains and sustainable irrigation systems).
28. In terms of sub-sectors and themes of interventions, the 2003 COSOP maintained a relatively wide scope (agricultural technology and advisory services, livestock and pastoral development, small-scale irrigation, small agro-processing, health service and HIV/AIDS). On the other hand, it did not identify geographic priorities or targeting mechanisms (Table 2), probably assuming national coverage of the interventions and harmonisation with basket funding mechanisms (see the previous section).
29. The third Results-Based COSOP was introduced in 2007. This COSOP was aligned with the National Strategy for Growth and Reduction of Poverty of Tanzania. The 2007 COSOP was also introduced after the establishment of the Development Partners Group and the one-UN initiative. Before the preparation of this COSOP, IFAD had

already contributed to basket funding in a Sector-wide Approach for the agricultural sector (through the Agriculture Services Support Programme, or ASSP). The 2007 COSOP acknowledged that a funding gap existed in Tanzania's national Agricultural Sector Development Programme in spite of the participation of several donors (The World Bank, African Development Bank, European Union, Irish Aid, and Japanese International Cooperation Agency). It proposed continuing IFAD's contribution to the Sector-wide Approach (SWAp) as well as financing separate operations.

30. More precisely, the 2007 COSOP set four strategic objectives (Table 2), each of them de facto corresponding to one or more envisaged IFAD loan-projects, as follows:

1: Improved access to productivity-enhancing technologies and services. This consists of contributing to the agricultural SWAp through three ongoing loans (Agricultural Sector Development Programme – Livestock/ASDP-L; and Agricultural Services Support Programme/ASSP) and a new one (called Agricultural Sector Development Programme/ASDP).

2: Enhanced participation of farmer organizations in national sector wide planning. This again consists of contributing to the national ASDP through loan and grants but with special focus on improving planning and advocacy capacity of farmers' organizations.

3: Increased access to sustainable rural financial services. This consists of IFAD's loan for the Rural Micro, Small and Medium Enterprise Support Programme (MUVI by its Kiswahili acronym) which is the successor of an IFAD loan financing a national rural finance programme.

4: Increased access to markets and opportunities for rural enterprise. This refers to the Marketing Infrastructure, Value Addition and Rural Finance Support Programme (MIVAR), a follow-up loan to a previous IFAD-funded programme on agricultural marketing, aiming to expand the model to other districts.

31. In terms of sub-sectoral focus, the 2007 COSOP dropped the previous COSOP's specific emphasis on small-scale irrigation and on health service, sanitation and HIV-AIDS. This was in line with an IFAD corporate shift away from direct intervention in health and sanitation, with the understanding that the related services may be provided by other donors through cofinancing agreements.
32. The shift towards basket funding within an agricultural SWAp, accompanied by other sub-sectoral specific programmes with national coverage (rural finance, agricultural marketing and value chains) may explain the fact that the 2007 COSOP did not define the geographic priorities of the country programme.
33. Regarding the socio-economic targeting of beneficiaries, the 2007 COSOP admitted that this had been a challenge in the past (risk of capture by the élite or by non-intended beneficiaries) and that the challenge may remain under a regime of SWAP basket funding. The 2007 COSOP suggested that interventions in different sectors may apply differentiated targeting strategies (Table 2): in agriculture, IFAD would support participation of farmers' organizations in the planning of the agricultural SWAp; in rural finance, it would support the development of products and new approaches that cater for poorer groups. The 2007 COSOP did not propose a general gender strategy, assuming that each project would elaborate its own approach.
34. The 2007 COSOP period was divided into two cycles: 2007-10 (aligned with the National Strategy for Growth and Reduction of Poverty for the period 2005-2010) and 2010-13 aligned with the next phase of the Strategy second NSGRP (2011-15). The first cycle was planned under an expected allocation of US\$49.2 million from the Performance-based Allocation System of IFAD (the actual allocation between 2007 and 2009 was almost twice higher: US\$91.0 million).²⁸ For the period 2013-2015 the

²⁸ See <http://www.ifad.org/gbdocs/eb/98/e/EB-2009-98-R-56-Add-1.pdf>

allocation was US\$55 million.²⁹ The 2007 COSOP has been extended until 2015 in order to take into account the findings and recommendations of the ongoing CPE.

35. IFAD is currently developing a new loan proposal to cofund a small farmer outgrower scheme in the district of Bagamoyo, as a part of a sugarcane investment project that involves private investments, together with the African Development Bank.

Table 2

Main Elements of 2003 & 2007 COSOPs

	<i>COSOP 2003</i>	<i>COSOP 2007</i>
<i>Strategic Objectives</i> ³⁰	1) Diversify rural economy based on pro-poor growth strategy to increase household incomes, production and employment opportunities. 2) Enable the rural poor to overcome poverty by increasing access to technology finance, natural resources	1) Improved access to productivity-enhancing technologies and services 2) Enhanced participation of farmer organizations in ASDP planning 3) Increased access to sustainable rural financial services 4) Increased access to markets and opportunities for rural enterprise
<i>Geographic Priority</i>	No specific priority.	No specific geographic priority
<i>Sub sector focus</i>	i.) Agricultural technology and advisory services ii.) Livestock and agro-pastoral community development iii.) Small-scale irrigation development iv.) Development of small-scale agro-processing and income-generating activities v.) Health services, sanitation and HIV/AIDS	i) Agriculture through an agricultural SWAp (basket funding according to established programmatic priorities) ii) Rural finance iii) Agricultural marketing and value chains
<i>Targeting Approach</i>	No targeting approach specified.	Differential targeting approaches, according to each strategic objective. Agriculture (SO 1,2): Raise awareness within basket fund stakeholders and target farmers' organizations for increased participation at district level planning. Rural Financial Services (SO3): Establishment of an apex body and emphasis on targeting existing Savings & Credit Cooperatives (SACCOSs). In new districts, social or community based targeting. Emphasis on derivative financial product for very poor clients. Markets and rural enterprises (SO4): Geographical targeting (geographic area unspecified). Gender : Targeting to be continued as per individual project/programme criteria.
<i>Gender Dimension</i>	Specific undertaking in the COSOP to conduct gender analysis and assessment in all of its programmes to reflect needs and priorities of women.	This is expected to be taken care of within individual project design.
<i>Country programme management</i>	N.A.	Country Program Manager out-posted to Tanzania. Project coordinators participating in supervision missions of other projects to enhance peer review and learning.

²⁹ https://xdesk.ifad.org/sites/pd/PBAS/2013-2015%20Allocations_Dec2013.pdf

³⁰ In the COSOP 2003 log frame these are mentioned at the output level.

IV. Evaluation Objectives, Methodology and Process

36. **Objectives.** The main objectives of the CPE are to: (i) assess the performance and impact of IFAD-supported operations in Tanzania; (ii) generate a series of findings and recommendations to enhance the country programme's overall development effectiveness; and (iii) provide relevant information and insights to inform the formulation of the future Tanzania Country Strategic Opportunities Programme (COSOP) by IFAD and the Government.
37. **Methodology.** The objectives of the CPE will be achieved by assessing the performance of three mutually reinforcing pillars in the IFAD-Government partnership:
- (i) Project portfolio performance;
 - (ii) Non-lending activities (knowledge management, policy dialogue and partnership building); and
 - (iii) COSOP performance in terms of its relevance and effectiveness.
38. The performance in each of these areas will be rated on a scale of 1 to 6 (with 1 being the lowest score, and 6 the highest).³¹ While these will be viewed individually, the synergies between the components will also be looked at, for example, to what extent IFAD's knowledge management activities supported its project activities and whether – taken together – they reflected the approach outlined in the COSOP. Based on this assessment and the aforementioned three ratings, the CPE will generate an overall achievement rating for the IFAD-Government partnership.

I. Project Portfolio Performance

39. With regard to assessing the performance of the project portfolio, IOE will apply its standard evaluation methodology for the projects included as part of the CPE cohort (see coverage and scope below), using the internationally-recognized evaluation criteria of:
- **Relevance:** assessing what extent the project's objectives were consistent with the relevant COSOPs and the Government's main policies for agriculture and rural development, as well as the needs of the poor. In addition, under relevance, for each project the evaluation will assess whether an adequate approach was chosen to achieve project objectives (including good practices and lessons learned from the past).
 - **Effectiveness:** Under this criterion the evaluation will assess whether projects have achieved their development objectives (or are likely to achieve them), as well as whether they have achieved other objectives that were not originally specified, and will attempt to explain which factors account for the results.
 - **Efficiency:** assessing how economically were inputs converted into outputs/results. If economic rate of returns can not be computed (due to insufficient quality of data or to an early project implementation stage), the evaluation will resort to proxies (e.g. unit cost of realisations compared to national averages, management performance, implementation delays and cost overruns).
40. In addition, IFAD evaluations incorporate a number of criteria that relate more directly to the types of operations IFAD supports.
- **Rural poverty impact:** complementing the analysis of project effectiveness, the CPE will address five domains on which IFAD-funded projects are likely to have an impact: household income and assets, human and social capital and

³¹ The rating scale is: 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory.

empowerment, food security and agricultural productivity, natural resources and the environment, including climate change, and institutions and policies. It will be important to take into account attribution issues (as discussed further below in this paper).

- **Sustainability:** assessing the likelihood that benefits of the project will continue after the closing date and completion of IFAD assistance. Among other issues, this requires a discussion of (i) support from national and local institutions and availability of budget for maintenance; (ii) complexity of technical solutions adopted by the project and need for prolonged training and support; (iii) profitability of economic schemes promoted by the project; (iv) supports from the communities.
 - **Innovations and scaling up:** assessing whether the project contained innovative features that have the potential to cater for the need of the rural poor, whether and at what conditions they can be scaled up and what concrete efforts have been undertaken by IFAD and its partners.
 - **Gender equality and women empowerment:** assessing whether gender considerations were included in all project designs (if pertinent); the relevance of the approach taken in view of women needs and country context; and the specific results in terms of *inter alia* women's workload, skills, income, better access to resources, and income.
 - **Performance of partners** will entail evaluating the performance of IFAD and the Government across a number of domains (project design, supervision, implementation support, management and fiduciary aspects).
41. **Approach.** The evaluation will combine desk review of existing documentation (IFAD project documents, data and information generated by the projects, Government documentation) with interviews with relevant stakeholders in IFAD and in the country, and direct observation of activities in the field. For the field work, a combination of methods will be used: (i) focus group discussions (especially farmers, women associations, etc.) with a set of questions for project user groups and linkages with other projects in the area; (ii) Government stakeholders meetings – national, provincial, district -, including project staff; (iii) random sample household (also including non-project households for comparison purposes) visits using a pre-agreed set of questions to members of the household, to obtain indications of levels of project participation and impact; (iv) key non- government stakeholder meetings – civil society representatives, private sector/merchants/shop keepers, schools. The findings of the evaluation will be the result of “triangulation” of evidence collected from different sources.
42. **Coverage and scope.** According to the IFAD Evaluation Manual, country programme evaluations cover a period of about 10 years. In the present case, the CPE will cover IFAD's operations and strategy from 2004 up to mid-2014, thus encompassing operations approved under the 2003 and 2007 COSOP. In the past ten years, IOE has conducted three project evaluations in Tanzania (one covering two projects), a thematic evaluation, and also covered Tanzania through country case studies in the context of three corporate-level evaluations (Table 3).

Table 3
Past Evaluations in Tanzania (2003 onwards)

<i>Evaluation Type</i>	<i>Evaluation</i>
Project Evaluations	Rural Financial Services Programme and Agricultural Marketing Systems Development Programme (2011) Participatory Irrigation Development Programme (PIDP) (2007) Kagera Agricultural and Environmental Management Project (2003)
Thematic Evaluations	IFAD's Performance and Impact in Decentralizing Environments: Experiences from Ethiopia, Tanzania & Uganda (2005)
Corporate Level Evaluations	IFAD's capacity to promote innovation and scaling up (2010) IFAD's Institutional Efficiency and Efficiency of IFAD Funded Operations (2013) Independent External Evaluation of IFAD (2005)

Source: IFAD Website, Independent Office of Evaluation Sub-site

43. Since 2003, IFAD has approved five new loans which will be closely reviewed by the present CPE (see project details in Annex 2):
 - (i) The Agriculture Services Support Programme (ASSP) – IFAD US\$25.0m loan;
 - (ii) Agriculture Sector Development Programme- Livestock Support Pastoral & Agro-Pastoral Development (ASDP-L) - IFAD US\$20.6m loan. IFAD also manages a financial contribution from the Belgian Fund for Food Security to this programme, worth US\$5.5m and with a separate management unit;
 - (iii) Rural Micro Small & Medium Enterprises Support Programme (MUVI) - IFAD US\$19.9m loan;
 - (iv) Agricultural Sector Development Programme (ASDP) - IFAD US\$56.0m loan;
 - (v) Marketing Infrastructure, Value Addition and Rural Finance Support Programme (MIVARF) - IFAD US\$90.5m loan.
44. **Evaluability of projects.** The evaluability of the above and the criteria on which they can be evaluated will depend on the stage of implementation of the respective projects. ASSP, ASDP-L & MUVI were approved in 2004, 2005 & 2006 respectively but all the three projects became effective in 2007. It is expected that these projects can be evaluated on most or all of the evaluation criteria (Table 4). ASDP, approved in 2008 and effective in 2009, can probably be evaluated on selected criteria (please refer to the table below). MIVARF, approved in 2010 and effective in 2011 can be evaluated only on the criterion of relevance. The situation will be re-assessed after the preparatory mission.
45. It is also important to consider that ASSP, ASDP-L and ASDP represent IFAD's financial contributions to an agricultural SWAp. Based on its consultation with IFAD and key national partners and on a review of the documentation, the evaluation will decide how to treat these operations in terms of assessment and ratings. For example they may be considered as contribution to an individual SWAp (and thus receive a single rating) or as separate interventions.
46. **Addressing attribution issues.** Attribution of observed changes to a project is often problematic. For example, data may point to significant increases in household assets but this may also be due to exogenous factors, not influenced by the project (e.g. falling prices of certain household assets; a general economic upturn; households receiving remittances). An issue likely to be faced specifically in the case of CPE Tanzania is attribution of benefits to IFAD's intervention where IFAD has contributed

funding to a larger basket fund to implement a sector wide programme. The CPE may address the attribution issue by:

- Helping explain the logic chain from project actions to immediate results and impacts;
- Considering rival explanations by probing for alternative factors during all interviews, and reassessing the plausibility chain;
- Conducting selected interviews with non-beneficiaries that share salient characteristics (e.g. socio-economic status, livelihood, farming system) and may help understand what could have happened without the project (counterfactual).

Table 4
Evaluability of projects

	ASSP	ASDP-L	MUVI	ASDP	MIVARF
Year of Effectiveness	2007	2007	2007	2009	2011
Criteria					
Relevance	Yes	Yes	Yes	Yes	Yes
Effectiveness	Yes	Yes	Yes	Yes	No
Efficiency	Yes	Yes	Yes	Yes	No
Rural poverty impact	Yes	Yes	Yes	Yes	No
Sustainability	Yes	Yes	Yes	Yes	No
Innovation, replication & scaling up	Yes	Yes	Yes	Yes	No
Gender equality & women empowerment	Yes	Yes	Yes	Yes	No
Performance partners	Yes	Yes	Yes	Yes	No

47. Regarding **grants** financed through IFAD core resources, out of the 37 with activities planned for Tanzania (Annex 3), the CPE plans to review nine. The review of the grants will focus on their support to innovation and capacity development in Tanzania and their linkages with the country programme and strategy supported by IFAD.
48. Seven of the grants to be reviewed have been selected through random sampling after stratifying by category of grant recipients (e.g. agricultural research centres, NGOs, farmers' federations). In addition, the CPE will consider a new grant to be soon proposed by IFAD on regional trade issues and an externally funded grant on rangeland management and land use planning which has been managed by the International Land Coalition, an organization hosted by IFAD. The CPE will also review the experience of the "First mile project" an initiative to improve farmers' market knowledge through mobile phone technology, funded through supplementary funds from Switzerland, and implemented initially in collaboration with the Agricultural Marketing Systems Development Programme (a loan project that is now closed). The review will assess to what extent the experience has been continued and upscaled (if pertinent).

Table 5
Sample of grant for CPE Tanzania

<i>Grant Number</i>	<i>Title</i>	<i>Recipient</i>	<i>Amount (US\$m)</i>	<i>Other countries involved</i>
705	Programme for Overcoming Poverty in Coconut-Growing Communities: Coconut Genetic Resources for Sustainable Livelihoods	Bioversity International	1.00	China, Ghana, India, Indonesia, Jamaica, Malaysia, Mexico, The Philippines and Thailand
953	Programme for Pro-poor Rewards for Environmental Services in Africa	World Agroforestry Centre	1.00	Guinea, Kenya, Uganda
1012	Building Effective Commercial Rural Market Services in the United Republic of Tanzania	Traidcraft Exchange	0.20	India, Ecuador, Philippines, Mozambique
1175	Programme for Enabling Sustainable Land Management, Resilient Pastoral Livelihoods and Poverty Reduction in Africa	International Union for Conservation of Nature	0.95	Entire ESA Region
1329	Strengthening capacity of East African farmers' organizations	Eastern Africa Farmers Federation	0.175	Burundi
1311	Dairy Feed Innovation and Value Chain Development Approaches	International Livestock Research Institute	1.00	India
	New Grant to be developed with Kilimo Trust on regional trade issues in EAC	Kilimo Trust		East African Community
1438	Enhanced Smallholder Engagement in Value Chains through Capacity Building and Organizational strengthening	International Institute of Tropical Agriculture	0.495	Country specific to Tanzania
n.a.	Sustainable Rangeland Management Project (financed through supplementary funds (Finland and Belgium))	Ministry of livestock Development and Fisheries	0.1 Finland 0.8 Belgium	Country specific to Tanzania

II. Non Lending Activities

49. Analysis of non-lending activities will encompass initiatives such as partnership building, policy dialogue and knowledge management. Achievements and synergy with the lending portfolio will be assessed. Both the 2003 and the 2007 COSOP had objectives and outputs which relate to partnership building and policy dialogue and the 2007 COSOP foresaw knowledge management activities. The 2007 COSOP articulated the envisaged partnerships along the COSOP objectives (Table 6).
50. Progress made on non-lending activities will be assessed against the COSOP plans, as well as the evolution of the country programme supported by IFAD and the national context. Concerning policy dialogue, the evaluation will consider linkages with regional to regional farmers' federations and to UN-HABITAT on land tenure security. In terms of partnerships, of particular interest will be IFAD's substantive contributions to the donor consultation working groups in Tanzania as well as to the One-UN initiative. As for knowledge management, in addition to the very detailed plans for thematic activities (Table 6), it will be important to assess progress made in terms of monitoring and evaluation at the COSOP level. With a drive towards country-wide

sectoral programmes, it will be useful to learn whether M&E systems have evolved towards sectoral coverage and have been mainstreamed within the line agencies. Ratings on non-lending activities will be provided in line with the Evaluation Manual.

51. IFAD's country office in Tanzania was one of the first to be operational under the Field Presence Pilot Programme in 2004. This is the first CPE which would be conducted in the country after the establishment of the country office. It would be of interest to look at the benefits in terms of: (i) support to the portfolio of projects; (ii) support to non-lending activities. Other activities carried out by the country office that do not fall in the ambit of the above two functions will also be taken into account. The CPE will also consider the arrangements of the country office in terms of human and financial resources and its collaboration with IFAD headquarters and the regional office in Nairobi.

Table 6

Non-lending activities in the recent COSOPs

NON-LENDING	COSOP 2003	COSOP 2007
Partnership building	<p><u>National</u>: the Government in general is indicated as a partner. At the <u>sub-national</u> level The document also refers to partnerships with local governments to promote effectiveness and efficiency. Specific NGOs are mentioned for collaboration in specific thematic areas.</p> <p><u>International</u>: USAID, DFID, WB, BSF, EU, DANIDA.</p>	<p>SO 1 (technology and services). <u>National</u>: agricultural sector line ministries and the ASDP secretariat.</p> <p><u>International</u>: FAO, UNIDO, CGIAR Centres.</p> <p>SO2 (Participatory sector-wide planning) <u>National</u>: farmers' organizations and their apex.</p> <p>SO 3 (Rural finance) <u>National</u>: Bank of Tanzania (regulatory aspects) <u>International</u>: (i) banks and NGOs that have interests in grass-roots MFIs (Rabobank, Opportunities International); (ii) programmes financed by the World Bank and DfID, for policy/sectoral issues.</p> <p>SO 4 (markets and rural enterprises) <u>National</u>: Ministry of Industry, Trade and Marketing; Small Industries Development Organization (parastatal); Tanzania Private Sector Foundation <u>International</u>: projects supported by the Government of Denmark and the USAID, WFP on warehouse receipt systems, closer collaboration with UN agencies</p>
Policy Dialogue	<p>(i) Developing detailed policy & operational framework for grassroots microfinance institutions.</p> <p>(ii) Rationalization of agricultural taxation system</p> <p>(iii) Cost recovery of agricultural irrigation systems.</p> <p>(iv) Better access to markets for farmers</p>	<p>(i) Increased role for farmers' organizations in the policy making process</p> <p>(ii) Equitable access to land and natural resources</p>
Knowledge Management	Not treated specifically	<p>Main thematic areas: (i) mechanization and how it contributes to increased agricultural productivity and profitability, (ii) market access, (iii) opportunities for rural enterprises, (iv) rural finance, and (v) the implementation of a SWAp.</p> <p>Communication channels will include: international forums and publications, IFAD's website, an electronic library of project institutional memory, to be disseminated on CD-ROM and on the Internet; the media, including newspapers and radio.</p> <p>The 2007 COSOP also mentions a "COSOP level M&E" system linked with project level M&E systems.</p>

III. COSOP Performance: Strategic Level Analysis

52. While the portfolio assessment is project-based, in its last section the evaluation report will consider the overall programme from a strategic view point. While linkages exist between individual projects and the overall programme, the latter is not necessarily equal to the sum of its parts and discrepancies may be found (the "micro/macro paradox").
53. In addressing strategic issues, three elements deserve special consideration in Tanzania: (i) the country aid framework has seen a shift towards sectoral approaches through multi-donor basket funding; (ii) following national decentralization policies, the responsibility for many project implementation activities has been devolved to local governments (at the district and sub-district level); (iii) IFAD current portfolio includes both contributions to a SWAp through basket funding or other arrangements (ASSP, ASDP and ASDP/L), as well as operations that are closer to the typical IFAD project framework and financing mechanisms, although they have national coverage and are focusing on a sub-sector or theme (MUVI and MIVARF). This bears the question as to the implication for IFAD's pro-poor focus and traditional targeting mechanisms and to the most appropriate options and instruments for the Fund to operate in the Tanzanian context. In this context it will be very important to draw from existing multi-donor assessments or evaluations.
54. **Provisional sectoral /thematic issues.** A country programme evaluation may also present an opportunity to analyze certain thematic issues/sectoral issues. A tentative list of thematic issues is presented in Table 7 and a review of such thematic area/sectors may strengthen the evaluation of the country programme at large. After the preparatory mission, benefiting from input from the Government, IFAD and other partners, IOE shall revise the selection of sectoral issues.

Table 7

Thematic areas for CPE review

<i>Theme</i>	<i>IFAD's interventions and relation to national priorities</i>
Rural Financial Services	<p>Government's explicit call for assistance in establishing policy framework for rural finance.</p> <ul style="list-style-type: none"> Both COSOPs recognize rural finance as key to promoting agricultural and non-agricultural employment in the rural areas. IFAD's role envisaged in assisting rural finance policy and aligned programmes. Two of the 5 projects/programmes approved in last 10 years have significant rural finance component.
Decentralization and participatory development	<p>Government recognized move to decentralized planning and implementation in the ASDP.</p> <ul style="list-style-type: none"> Role of local governments in the context of increased decentralization. IFAD's endeavor to strengthen farmers' organizations to participate in development of agriculture sector at district level (SO2-COSOP 2007).
Partnerships and Aid harmonization	<p>Government has limited budgetary resources and so does IFAD.</p> <ul style="list-style-type: none"> Partnerships and co-financing in the context of the Development Partner Group and Aid harmonization initiative. Partnerships to build capacity of local institutions and bodies. Partnerships to scale up and to conduct policy dialogue.
Market linkages & Value chains	<p>Market linkages and value chains have been mentioned as a thrust area in both COSOPs and also a government priority.</p> <ul style="list-style-type: none"> In the context of agriculture, value chains and value addition of agricultural products (agro processing) as a means to promote incremental growth in agriculture sector. Promotion of forward and backward linkages in the agro processing sector. Access to markets as key to raise incomes of smallholders and the rural poor.

Livestock development	Tanzania is among the countries with the highest livestock population in Africa. Yet in the mainland livestock has attracted limited support compared to crops within ASDP. The evaluation will assess progress made within ASDP and through IFAD support (including grants).
Land tenure security and managing land conflict risks	This theme is of importance due to: (i) the forthcoming Bagamoyo sugarcane project (resettlements, land security); (ii) conflict risks in pastoral areas between pastoralists and farmers. IFAD has financed interventions in pastoral areas through ASDP-L. IFAD has also used supplementary funds from Finland and Belgium to develop tools for sustainable rangeland management.
Project management issues	Two projects (MUVI and MIVARF) have experienced delays in implementation and disbursements. Apart from design issues, supervision reports raise the question of procurement processes. This may involve two aspects: (i) adaptation of IFAD procurement requirements to the situation in Tanzania (district not just project coordination unit are involved in procurement); (ii) support provided by IFAD to the implementing agencies in dealing with procurement requirements. Other aspects such as the capacity existing with project management units will also be explored

55. **Conclusions and recommendations.** The report will provide conclusions and recommendations. Conclusions present a storyline of the report, logically correlated to findings but adding value by highlighting consequences and implication of findings, further exploring proximate explanation (the “why question”) and highlighting a selected number of higher-level issues that reader should take away from the report.
56. Conclusions will lead the way to recommendations, which are forward-looking propositions aiming at building on existing programme strengths, filling strategic or operational gaps and improving the performance and development results of IFAD. The CPE will keep the recommendations to a manageable number, avoiding redundancy, prioritising them and devising them in an action oriented form, so as to facilitate their adoption by IFAD and its partners.
57. **The evaluation process.** The evaluation will start with a structured *desk review* of project and non-project and strategic issues to be conducted by IOE. This will entail preparing a desk review report, using the standard criteria in the Evaluation Manual. The desk review will allow for a preliminary analysis also highlighting knowledge gaps and questions that need to be addressed in the process of the evaluation. The desk review will be informally shared with ESA before the main mission.
58. The evaluation offices of WFP and UNDP are conducting country level evaluations in Tanzania. Opportunities to exchanges will be sought. For example UNDP’s work in local governance is of relevance for IFAD given that district-level governments play a very important role in project implementation. Similarly, WFP’s work in procuring grains from Tanzanian farmers is of importance as a marketing outlet for small holder farmers. These are just examples of common themes; more are likely to be identified as discussions unfold.
59. A *preparatory mission* will be conducted by IOE to Tanzania in order to meet the main IFAD partners and explain the objectives, methods and process of the exercise and elicit their views on specific questions, issues and concerns that should be reflected in the CPE, including the identification of any potential “sensitive” issue that may later emerge in the CPE. The preparatory mission will be an opportunity to familiarise with the programme and short visits may be conducted to selected project areas if deemed useful in preparation for the main mission. It will help refine evaluation questions and identify key informants to be interviewed during the main mission. The preparatory mission may also be taken as an opportunity to select and recruit national consultants.
60. ESA in close collaboration with the Government has conducted a COSOP completion and country programme (COSOP) self-assessment, following the IFAD Evaluation Manual, including the main three pillars of CPEs. This exercise has been undertaken in collaboration with the Ministry of Agriculture of Government of Tanzania. A single,

joint self-assessment by IFAD and the Government will be produced and the same would be available in May 2014. The CPE will refer to the self-assessment and, when required, explain the reasons for any discrepancy in judgement and in ratings. The CPE will also meet with the partners involved in the self-assessment in order to clarify the different nature of the two exercises and gather their inputs.

61. The main evaluation mission will be fielded for 4-5 weeks. It will combine interviews in the capital, as well as field visits to project areas in order to verify preliminary findings of the desk review and of the self-assessment. Thematic discussion groups may be organised in the capital to cover special thematic or strategic questions that necessitate inputs from a variety of actors. At the end of the mission, a short note with emerging findings will be presented to the Government, ESA and other partners in a wrap-up meeting to be attended by the IFAD country director.
62. After the wrap-up meeting, the evaluation team will hold a half-day internal workshop on report writing, in order to establish common understanding on: (i) the techniques to be used in processing, aggregating and displaying data obtained from different sources to arrive at findings and conclusions; (ii) how to organise technical working papers from the consultants so that information can be more easily extracted for preparing the main report.
63. The report writing phase will follow and will include the drafting of thematic technical working papers and of the main report. The draft report will be submitted to an internal peer review in IOE which will include both a review of the evidence base and robustness of the analysis and an assessment of the conclusions and recommendations (linkage with findings, capturing key country context issues emerging issues and avoiding redundancies).
64. As per recent practices, a revised report will be shared with ESA and the Government simultaneously for their review. The draft report will also be shared with cofinanciers and other organizations as required. The report will be revised independently by IOE and audit trails will be prepared to explain how comments were taken into consideration.³² The report will then be finalized by IOE and a national roundtable workshop will be organized in Dar es Salaam soon after to discuss the main issues emerging from the Tanzania CPE, provide inputs for the preparation of the evaluation's Agreement at Completion Point (ACP); and provide an opportunity for reflecting on key issues for the forthcoming Tanzania Country Strategic Opportunities Programme (COSOP).
65. The final CPE report will be presented by IOE to the Evaluation Committee in 2015. It will also be presented for discussion with the IFAD Executive Board at the same time when the new Tanzania COSOP is considered by the Board.
66. **Core Learning Partnership (CLP).** A standard feature in IFAD evaluations, the CLP will include the main users of the evaluation who will provide inputs, insights and comments at determined stage in the evaluation process. The CLP is important in ensuring ownership of the evaluation results by the main stakeholders and utilization of its recommendations. The CLP will be expected to (i) provide comments in the approach paper; (ii) reviewing and commenting on the draft CPE report; and (iii) participate in the final workshop.
67. On a tentative basis, the following persons will be members of the CLP. The list will be finalised at the conclusion of the preparatory mission.

Government

Ms Sophia Kaduma, Permanent Secretary, Ministry Of Agriculture, Food Security and Cooperatives
Dr Charles Nyamrunda, Permanent Secretary, Ministry Of Livestock and Fisheries Development

³² Written comments from the Government, from IFAD and other partners will be carefully reviewed by IOE. IFAD's Evaluation policy provides that IOE will immediately rectify all factual errors, inaccuracies and information gaps that may be brought to its attention. Disagreements on judgments will be treated case by case and may be presented in the final report as dissenting notes. To ensure transparency, IOE will prepare an audit trail showing how comments have been taken into consideration.

Mr Affan Maalim, Principal Secretary, Ministry Of Agriculture and Natural Resources (Zanzibar)
Mr Uledi Mussa, Permanent Secretary, Ministry Of Industry and Trade
Dr Kassim Juma, Principal Secretary, Ministry of Livestock and Fisheries (Zanzibar)
Mr Peniel Lyimo, Deputy Chief Executive Officer, President's Delivery Bureau
Mr Omar Bakari, Director General, SIDO, Small Industries Development Organization
<u>Project Coordinators for IFAD Projects</u>
Mr. Walter Swai, Coordinator MIVARF
MS. Nkuvililwa Janeth Simkanga Director of Policy & Planning Ministry of Agriculture (ASSP, ASDP-L and ASDP)
Mr Zaki Khamis Juma, Project Management Unit (PMU), (ASSP and ASDP-L, Zanzibar) Sub-Programme
Ms. Haika Shayo, Acting Coordinator, MUVI
Ms Catherine Joseph, Director of Policy & Planning, Health and Water Sub Component Coordinator (ASDP-L)
Mr Walter Swai, Coordinator MIVARF
<u>IFAD Staff</u>
Mr Perin Saint Ange, Director, East & Southern Africa Division (ESA)
Mr Francisco Pichon, Country Director, ESA
Ms Miriam Okong'o, Country Programme manager, ESA
Ms Mwatima Juma, Country Programme Officer, ESA
Mr Shyam Khadka, Senior Portfolio Manager, Programme Management Department (PMD)
Mr Kees Tuinenburg, Officer-in-charge, Independent Office of Evaluation (IOE)
Mr Ashwani Muthoo, Deputy Director, Independent Office of Evaluation (IOE)
Mr Fabrizio Felloni, Senior Evaluation Officer, Independent Office of Evaluation (IOE)

68. According to the IFAD Evaluation Policy, evaluations conclude with an Agreement at Completion Point (ACP), a document presenting the main findings and recommendations contained in the evaluation report that the Government and IFAD-PMD agree to adopt and implement within a specific timeline. The ACP will be prepared after the roundtable workshop so that it can benefit from the outcomes of the discussion. IOE does not sign the agreement and is only responsible for facilitating the process leading to preparation of the ACP. After the Government and IFAD-PMD have agreed on the main follow-up actions, the ACP will be shared with IOE for review and comments and thereafter signed by the Government of Tanzania and the IFAD's Associate Vice President for Programmes. The responsibility for the timely completion of the ACP rests ultimately with the IFAD management and the concerned Government. In particular, ACPs should be signed within three months of the date of the evaluation learning workshop, will be included in the final published report and presented as an annex in the COSOP document when the same is discussed with the Executive Board of IFAD.
69. The Director/Officer-in-Charge of IOE will have the overall oversight of the CPE. The Lead Evaluator, Mr Fabrizio Felloni, will be in charge of designing the methodology, recruiting specialists, exercising quality control and managing the overall exercise. The IOE will be ultimately responsible for the contents of the evaluation report and the overall evaluation process. Mr Felloni will be supported by Ms Maria Cristina Spagnolo, Evaluation Assistant.
70. The main field mission will be conducted by a team of independent and external specialists under the responsibility and supervision of IOE. The team will include Mr James Gasana as the consultants' team leader and three senior consultants - two from Tanzania - (with expertise in rural and agricultural economic development, value chain development, gender, and local governance) and the Lead Evaluator. The team will be supported by Mr Prashanth Kotturi, consultant, who will participate in selected field visits and conduct more detailed analysis on individual projects and on grants. The

new conflict of interest rules issued in 2013 for IOE consultants will be applied to the team.

71. **Communication and dissemination events and products.** A CPE roundtable learning workshop will be organised in the capital at the conclusion of the evaluation process. This learning event will allow a broader number of stakeholders, beyond the core learning partnership, to discuss the results and the recommendations of the evaluation and their implication for the future collaboration of IFAD in the country. This will be an important step before the Government of Tanzania and IFAD can sign the Agreement at Completion Point.
72. The final report (about 60 pages main text in English), including the ACP, will be distributed in hard copies to partners in Tanzania, posted on IFAD's public website as well as on other websites maintained by the UN Evaluation Group, the Evaluation Cooperation Group, the OECD-DAC Evaluation Networks, as well as other relevant websites. IOE will also elaborate shorter (2-page) documents that are more reader friendly and cater for a broader audience: (i) an evaluation profile (summarising key findings) and (ii) an evaluation insight (dedicated to a single theme).³³ Other ways to disseminate results may include: a 1-minute video interview to the consultants' team leader and lead evaluator to be posted as a blog in IOE's webpage, *ad hoc* seminars and publications in specialised journals, as required.

³³ The profile is a 800 -word brochure capturing the main findings and recommendations. The insight focuses on one key learning issue emerging from an evaluation, with the intention of raising further attention and debate around the topic among development practitioners.

Table 8
The Evaluation roadmap

<i>Activity</i>	<i>Date</i>
Draft approach paper shared for peer review within IOE	5 February 2014
IOE Peer Review approach paper	11 Feb
Approach paper shared with ESA	17 Feb
ESA Comments on approach paper	26 Feb
Revised approach paper shared with Government	10 March
Government comments on the approach paper	24 March
Preparatory mission to Tanzania	21-30 April
Approach paper finalised	21 May
Self-assessment by ESA and Government	Mid-May
Desk review report shared with ESA and Government for comments	10 June
Main mission	30 June – 25 July
First draft report sent to IOE	7 October
Submission to IOE peer reviewers	13 November
IOE Peer review	21 November
Draft report shared with ESA and Government	5 December
Mission to Tanzania to discuss comments with Government (to be confirmed) and prepare workshop	10-12 December 2014
Comments by ESA and the Government	7 January 2015
CPE National Roundtable workshop	End February 2015
Finalise CPE agreement at completion point	3 months after the workshop

Evaluation Framework

Criterion	Guiding questions	Sources
	PORTFOLIO PERFORMANCE LEVEL	
Relevance	<p>(i) <u>Relevance of “what”</u></p> <ul style="list-style-type: none"> Consistency of project design with Government policy, IFAD strategy (COSOP), national and local poverty context and needs of the poor. Adaptation to changing context (if applicable) <p>(ii) <u>Relevance of “how”</u></p> <ul style="list-style-type: none"> Did IFAD study the project context adequately? Did it prepare the components situation sufficiently? Information gaps? Internal logic of design (look at project log frame): consistent? Gaps? Strong assumptions? Adopting recognised good practices? Using available knowledge (evaluations, studies)? Allocating realistic resources? 	<p><u>Documents</u> Gov official strategies (national, sectoral); IFAD COSOP, sectoral policies/strategies; IFAD project documentation (design, MTR, supervision, completion)</p> <p>IFAD/Gov COSOP Self-assessment</p> <p><u>Interviews</u>: CPM, project staff, national sector experts</p> <p><u>Field visits</u>: may highlight local technical or agro-ecological constraints</p>
Effectiveness	<p>Consider key project objectives and verify data on their achievement comparing (when possible) actual figures against expected figures (with some caution if the project is not completed). Refer to the detailed project objectives in the <u>design document</u> (e.g. appraisal report).</p> <p>If other unanticipated achievements have been made, these should be considered as well.</p> <p>Take the example of a project whose objective is to provide financial services to people. Measures of achievement may be number of clients of micro finance institution, type of financial services used and degree of satisfaction (e.g. repeat loans) and repayment rates, portfolio quality.</p> <p>For a project disseminating new agricultural practices, measures of effectiveness may be adoption rates.</p> <p>Actual figures may be compared to expected figures (with some caution if the project is not completed)</p> <p>Important to highlight factors that explain achievement and under-achievement</p>	<p><u>Documents</u> IFAD MTR, supervision, completion reports</p> <p>IFAD/Gov COSOP Self-assessment</p> <p><u>Interviews</u>: project staff, visit to project sites, interviews with beneficiaries, photographic documentation.</p>
Efficiency	<p>Economic use of resources to produce outputs or results</p> <p>Typical indicators:</p> <p>(i) % project management cost over total project costs (and compare with other projects and countries)</p> <p>(ii) project cost by beneficiary</p>	<p><u>Documents</u> IFAD project design documents, MTR, supervision, completion</p> <p>IFAD/Gov COSOP Self-assessment</p>

Criterion	Guiding questions	Sources
	<p>(iii) unit cost of delivering services/product, compare to country or regional benchmark (taking care of special cost related to reaching secluded areas);</p> <p>(iv) critiquing EIRR calculation</p> <p>(v) project managerial efficiency: time between project approval and effectiveness; completion delays, cost over-runs</p>	<p>PPMS database for time between approval and effectiveness</p> <p><u>Interviews</u>: CPM and project staff (clarify reasons for delays or managerial bottlenecks)</p>
Rural Poverty Impact	<p><u>A few items to be considered across the board:</u></p> <ul style="list-style-type: none"> • Attribution/contribution issues: to what extent did the project play a role in the observed changes and <u>how</u> • Coverage: how many benefited • Magnitude: how large are benefits • Beneficiaries: what categories of people benefited and why <p><u>Household income and assets</u> Collect data, identify patterns for hh income diversification and range of changes Collect data on changes in housing quality, availability of livestock, appliances, durable goods, inventory for microenterprises Collect data on indebtedness if possible</p> <p><u>Human and social capital and empowerment</u> Observe patterns in changes in social cohesion, functioning of rural poor's organisations Changes in the way the poor interact with authorities Changes in the way certain categories (women, orphans, minorities) interact with others?</p> <p><u>Food security and agricultural productivity</u> Access to food Evidence on children's nutritional status Reduction in seasonal fluctuation in food availability</p> <p><u>Natural resources and the environment</u> Changes in the availability of natural resources (forest, water, topsoil, fish, vegetable cover) Changes in capacity to manage natural resources Changes in exposure to environmental risks (e.g. flooding, landslides)</p> <p><u>Institution and policies</u> Consider changes in issues such as land tenure and security, protection/regulation of savings for rural poor, access to market, price information</p>	<p><u>Documents</u> IFAD MTR, supervision, completion reports</p> <p>IFAD/Gov COSOP Self-assessment</p> <p><u>Interviews</u>: CPM, project staff, (Surveys: if required)</p> <p><u>Field visits</u>: observation, individual interviews, focus groups, photographic documentation.</p>
Sustainability	Consider the main benefits generated by the project and consider a scenario where external resources are going to reduce and terminate.	<p><u>Documents</u> IFAD design, MTR, supervision, completion reports</p>

Criterion	Guiding questions		Sources
	Address questions such as the following: <ul style="list-style-type: none"> • What has been foreseen in the project design for this situation? • Is there political support at national/local level? • Will there be need for external technical assistance? • Are economic activities profitable? • Will there be resources for recurrent and maintenance costs? • Are there environmental threats? 		IFAD/Gov COSOP Self-assessment <u>Interviews</u> : CPM, project staff, <u>Field visits</u> : observation, individual interviews
Pro-poor innovation, replication and scaling up	Are there innovations in the programme (new techniques, practices, approaches)? Are innovations working as expected? Are they useful? Is the project helping expand the adoption of the innovation? How? Is there a plan to further expand the innovation? Are there any threats or limits to the uptake of the innovations?		<u>Documents</u> IFAD design, MTR, supervision, completion reports IFAD/Gov COSOP Self-assessment <u>Interviews</u> : CPM, project staff, <u>Field visits</u> : observation, individual interviews, focus groups, photographic documentation
Performance of partners	IFAD Government	Look at specific issues that pertain to the design of projects, management, fiduciary aspects, supervision and implementation technical support and (for Gov) enacting policies that can enhance project effectiveness	<u>Documents</u> IFAD design, MTR, supervision, completion reports IFAD/Gov COSOP Self-assessment <u>Interviews</u> : CPM, project staff, Senior Government officials
NON- LENDING			
Partnership building <i>Sub criteria: relevance and effectiveness</i>	Review partnership building (relevance, effectiveness and use of resources) vis à vis COSOP 2003 and 2007 objectives and consider other emerging issues (if applicable)		<u>Documents</u> IFAD design, MTR, supervision, completion reports IFAD/Gov COSOP Self-assessment <u>Interviews</u> : CPM, Senior Government officials, project staff
	COSOP 2003	COSOP 2007	
	<u>National</u> : the Government in general is indicated as a partner. At the <u>sub-national</u> level The document also refers to partnerships with local governments to promote effectiveness and efficiency. Specific NGOs are mentioned for collaboration in specific thematic areas. <u>International</u> : USAID, DFID, WB, BSF, EU, DANIDA.	<u>SO 1 (technology and services)</u> . <u>National</u> : agricultural sector line ministries and the ASDP secretariat. <u>International</u> : FAO, UNIDO, CGIAR Centres. <u>SO2 (Participatory sector-wide planning)</u> <u>National</u> : farmers' organizations and their apex. <u>SO 3 (Rural finance)</u> <u>National</u> : Bank of Tanzania (regulatory aspects)	

Criterion	Guiding questions		Sources
		<p><u>International:</u> (i) banks and NGOs that have interests in grass-roots MFIs (Rabobank, Opportunities International); (ii) programmes financed by the World Bank and DfID, for policy/sectoral issues.</p> <p>SO 4 (markets and rural enterprises)</p> <p><u>National:</u> Ministry of Industry, Trade and Marketing; Small Industries Development Organization (parastatal); Tanzania Private Sector Foundation</p> <p><u>International:</u> projects supported by the Government of Denmark and the USAID, WFP on warehouse receipt systems, closer collaboration with UN agencies</p>	
Policy Dialogue <i>Sub criteria: relevance and effectiveness</i>	Review policy dialogue (relevance, effectiveness and use of resources) vis à vis COSOP 2003 and 2007 objectives and consider other emerging issues (if applicable)		<p><u>Documents</u> IFAD design, MTR, supervision, completion reports</p> <p>IFAD/Gov Self-assessment</p> <p><u>Interviews:</u> CPM, Senior Government officials, project staff</p>
	COSOP 2003	COSOP 2007	
	<p>(i) Developing detailed policy & operational framework for grassroots microfinance institutions.</p> <p>(ii) Rationalization of agricultural taxation system</p> <p>(iii) Cost recovery of agricultural irrigation systems.</p> <p>(iv) Better access to markets for farmers</p>	<p>(i) Increased role for farmers' organizations in the policy making process</p> <p>(ii) Equitable access to land and natural resources</p>	
Knowledge Management <i>Sub criteria: relevance and effectiveness</i>	Not treated specifically	<p>Main thematic areas: (i) mechanization and how it contributes to increased agricultural productivity and profitability, (ii) market access, (iii) opportunities for rural enterprises, (iv) rural finance, and (v) the implementation of a SWAp.</p> <p>Communication channels will include: international forums and publications, IFAD's website, an electronic library of project institutional memory, to be disseminated on CD-ROM and on the Internet; the media,</p>	<p><u>Documents</u> IFAD design, MTR, supervision, completion reports</p> <p>IFAD/Gov COSOP Self-assessment</p> <p><u>Interviews:</u> CPM, Senior Government officials, project staff</p>

Criterion	Guiding questions		Sources
		<p>including newspapers and radio.</p> <p>The 2007 COSOP also mentions a “COSOP level M&E” system linked with project level M&E systems.</p>	
Relevance	<p><i>1. Alignment of strategic objectives in the COSOPs</i></p> <ul style="list-style-type: none"> • Consistency of COSOP objectives to IFAD policies and strategic framework • Adaptation to context changes • Is there a real programme in Tanzania: are projects and grants consistent with COSOP and working in synergy? • Are there strategic gaps? • Is COSOP formulation conducive to results-based management? <p><i>2. Coherence of the main element of the COSOP</i></p> <ul style="list-style-type: none"> • Issues in Targeting • Issues in geographic focus • Lending – non-lending synergies within IFAD programme • Relations with other development partners • Other issues regarding the COSOP ingredients <p><i>3. Management of the programme</i></p> <ul style="list-style-type: none"> • Did the supervision and implementation support arrangements perform well overall? • Is IFAD country presence providing the right type of support to the programme? • Did IFAD learn from past evaluations and from past experience? • What type of <u>technical assistance</u> and <u>capacity development</u> support was provided to the national counterpart and was it adequate? 		<p><u>Documents</u></p> <p>IFAD design, MTR, supervision, completion reports</p> <p>IFAD/Gov COSOP Self-assessment</p> <p><u>Interviews</u>: CPM, Senior Government officials, project staff, group discussion with national sector specialists</p>

List of IFAD Projects approved in Tanzania since 1978

Proj Id	Proj. Name	Proj. Type	Total Cost (in million USD)	IFAD Fin	Co-financing	Govt. Funding	Cofinancier	Board App	Loan Eff	Proj Comp	Current Status
2	Mwanza/shinyanga rural dev. Project	Rural Dev	25.08	9.48			World Bank	13/04 1978	28/02/1979	31/12/1983	Closed
176	Southern Highlands Smallholders food crop project	Agriculture Dev	13.448	7.741	1.3	4.3	DANIDA	05/09/1985	03/08/1987	30/06/1993	Closed
242	Smallholder support project in Zanzibar	Agriculture Dev	7.1	6.3		0.56	-	13/09/1989	07/03/1991	30/06/1997	Closed
324	Sothorn highlands extension and rural financial services project	Research/Extension/ Training	18.08	15.81		2.275	-	06/04/1993	30/06/1993	31/03/2000	Closed
489	Mara regional farmers initiative project	Agriculture Dev	19.3	14.37		2.17	BSF	2.18	25/06/1996	31/12/2002	Closed
1006	Agriculture & environmental management project	Agriculture Dev	24.119	14.834	6.6	2.06	BSF, OFID	04/12/1996	10/09/1997	30/06/2004	Closed
1086	Participatory Irrigation Development Project	Irrigation	25.25	17.05	4.4	3.1	Ireland, WFP	08/09/1999	18/02/2000	31/12/2006	Closed
1151	Rural financial services programme	Credit & financial services development	21.602	16.34	2.16	2.7	OFID, SDC	07/12/2000	12/10/2001	31/12/2010	Completed
1166	Agricultural marketing systems development prog.	Agriculture Dev	42.302	16.34	20	5.4	African Development Fund	06/12/2001	04/10/2002	31/12/2009	Completed
1273	Agriculture Services Support Programme	Research/Extension/ Training	114.428	25	72.72	11.86	Basket Fund	02/12/2004	30/01/2007	31/03/2014	Ongoing
1306	Agriculture sector development programme- Livestock	Livestock	29.07	20.6	4.79	3.06	Belgium	08/09/2005	30/01/2007	31/03/2015	Ongoing
1363	Rural, micro, small and medium enterprises prog.	Credit & financial services development	25.31	19.94	0.91	4.23	Ireland	14/12/2006	12/07/2007	30/09/2014	Ongoing
1420	Agriculture sector development programme	Rural Dev	180	56	89.75	16.875	Basket Fund	17/12/2008	21/08/2009	30/09/2016	Ongoing
1553	Marketing infrastructure, value addition and rural finance support programme	Marketing/storage/pr ocessing	170.46	90.5	76.254	3.43	AfDB, AGRA, Sweden	15/12/2010	25/02/2011	31/03/2018	Ongoing

List of IFAD-funded grants with activities in Tanzania

LGS ID	Title of Grant	Recipient ³⁴	Amount (in USD)
705	Programme for Overcoming Poverty in Coconut-Growing Communities: Coconut Genetic Resources for Sustainable Livelihoods	Bioversity International	1 000 000
738	Developing a Pro-Poor Competitive Cashew Industry in East Africa: Pilot Project	Technoserv Inc.	120 000
774	Programme for Enhanced Bamboo- and Rattan-Based Smallholder Livelihood Opportunities	International Network for Bamboo and Rattan	1 500 000
819	Programme for the Development of Sericulture and Apiculture Products for the Poor in Fragile Ecosystems, Using the Value Chain Approach	International Center of Insect Physiology and Ecology	1 400 000
825	Project for Technical Assistance to the United Republic of Tanzania's Rural Financial Services Programme	Mennonite Economic Development Associates	100 000
830	Building a Knowledge Management Strategy for Effective Rural Development in East Africa	International Support Group	200 000
831	Combat Hunger and Rural Poverty Through Increasing Access to Knowledge	CAB International	175 000
835	Competence Development Programme for IFAD-financed Programmes in the United Republic of Tanzania	Capacity Building International	110 000
836	Developing Approaches, Tools, Methods and Institutional Arrangements to Increase Scalability and Adaptive Replication of Bamboo and Rattan Options in Investment Projects	International Network for Bamboo and Rattan	190 000
874	Programme for the Integrated Protection of Cassava from Emerging Pests and Diseases that Threaten Rural Livelihoods	International Institute of Tropical Agriculture	1 300 000
911	Assessing and Developing Replicable Methodologies and Approaches for Sustainable Charcoal Production for Livelihood Development, Rural Energy Security & Environmental Protection	International Network for Bamboo and Rattan	130 000
950	Assessing the Potential of Farmer Field Schools to Fight Poverty and Foster Innovation in East Africa	International Food Policy Research Institute	196 000
953	Programme for Pro-poor Rewards for Environmental Services in Africa	World Agroforestry Centre	1 000 000
955	Alleviating Rural Poverty Through Improving Rice Production in East and Southern Africa	International Rice Research Institute	1 500 000
957	Programme for Green Water Credits – Pilot Operation	International Soil Reference and Information Centre	1 500 000
973	Programme for Integrated Innovations for Improving Legume Productivity, Market Linkages and Risk Management in Eastern and Southern Africa	International Crops Research Institute for Semiarid Tropics	1 400 000
977	Support to AFRACA Development Programme 2008-2012	African Rural and Agricultural Credit Association	1 100 000
978	Programme for Extending Agro-Input Dealer Networks	International Fertilizer Development Centre	1 000 000

³⁴ Names of recipients as given in the GRIPS System

1011	Rural HIV/AIDS Impact Mitigation Project – Phase II (United Republic of Tanzania)	World Vision	200 000
1012	Building Effective Commercial Rural Market Services in the United Republic of Tanzania	Traidcraft Exchange	200 000
1035	FIDAFRIQUE-IFADAFRICA Network – Programme for Promoting Knowledge-sharing and Innovation for Rural Poverty Reduction in sub-Saharan Africa	West Africa Rural Foundation	2 000 000
1037	Programme for Enhanced Bamboo-based Smallholder Livelihood Opportunities – Phase II	International Network for Bamboo and Rattan	1 250 000
1038	Traidcraft Exchange: Local Market Services Development Project	Traidcraft Exchange	1 000 000
1078	Regional Initiative for Smallholder Agriculture Adaptation to Climate Change in the Indian Ocean Islands	Indian Ocean Commission	750 000
1080	Rural Finance Knowledge Management Partnership – Phase II	African Rural and Agricultural Credit Association	1 300 000
1168	Programme for Improved Management of Agricultural Water in Eastern and Southern Africa, Phase II	International Water Management Institute	1 500 000
1175	Programme for Enabling Sustainable Land Management, Resilient Pastoral Livelihoods and Poverty Reduction in Africa	International Union for Conservation of Nature	950 000
1224	Social Investment in Commercial Market Access Services [in Kenya, Uganda and the United Republic of Tanzania]	Swiss Association for Development of Agriculture and Rural Areas	200 000
1228	Enabling Rural Transformation and Grass-roots Institution Building for Sustainable Land Management and Increased Incomes and Food Security	World Agroforestry Centre	1 500 000
1255	Programme for Increasing the Impact of the Africa Enterprise Challenge Fund	Alliance for a Green Revolution In Africa	1 000 000
1278	Development of a viable Cash-on-the-Bag transaction model for small farmers in Kenya, Tanzania and Uganda	Pride Africa	440 000
1298	Strengthen capacity of Eastern African farmers' organizations through knowledge management and institutional development	Eastern Africa Farmers Federation	150000
1311	Enhancing Dairy-based Livelihoods in India and the United Republic of Tanzania through Feed Innovation and Value Chain Development Approaches	International Livestock Research Institute	1 000 000
1325	Land and Natural Resource Tenure Security Learning Initiative for East and Southern Africa	United Nations Human Settlements Programme	200 000
1329	Strengthening capacity of East African farmers' organizations	Eastern Africa Farmers Federation	1 500 000
1438	Enhanced Smallholder Engagement in Value Chains through Capacity Building and Organizational strengthening	International Institute of Tropical Agriculture	495 000
1450	Land and Natural Resource Tenure Security Learning Initiative for East and Southern Africa – Phase 2	United Nations Human Settlements Programme	1 425 000

Recommendations of the 2003 Tanzania CPE and actions taken in the COSOP 2003

Recommendations (synthesis)	Actions taken
<p>Consistency with GOT Policy Framework. Further support the policy framework for rural poverty reduction in Tanzania. All future IFAD assistance should be provided within the existing pro-poor policy context, in particular within the framework of the PRSP, Rural Development Programme (RDP) and ASDP. This will ensure greater synergies and co-ordination with other development interventions and help lower the transaction costs of aid.</p>	<p>This COSOP has been prepared as an integral part of the country-owned process and within the framework of IFAD's Corporate Strategy and its Regional Strategy for Eastern and Southern Africa Region to realize the MDGs. These options are consistent with the broader guidelines of the PRSP, RDS and ASDS at the national level and the NEPAD and SADC at the regional level. Such options will allow the Government to focus on key strategic areas of the rural and agricultural sector, where substantial growth opportunities and potential exist.</p>
<p>Approaches to Rural Poverty Alleviation. IFAD interventions should have a clear strategy for including the rural poor and explicitly analyze the challenges and develop specific strategies of extending reach to the poorest. Project and programme design must entail added information on how to reach the poor and the extent to which the poorest are also among the intended beneficiaries. However, targeting should be examined from the perspective of its feasibility so that overall sustainability of the programme is not jeopardised. This will require a more detailed definition of targeting mechanisms during the programme development phases. IFAD and other stakeholders are in reaching the poor.</p>	<p><i>No action described in the COSOP 2003</i></p>
<p>Target Group Definition. Design documents need to distinguish between the 'poor' and 'poorest' and specify in detail the mechanisms to reach each group. This is best done at the design stage in a participatory manner with the rural poor and their communities. The practice of monitoring periodically the inclusion of identifiable groups of the poor in project activities during implementation should be intensified.</p>	<p>CPE has indicated that the definition of the poor and the poorest during the programme design has been considerably improved. Under the next phase of COSOP supported programmes, efforts will, however, continued to be made for further refinements of these definitions, including incorporation of appropriate instruments and modalities so that the rural poor can become the real beneficiaries of the programme support.</p>
<p>Thematic/Sub-Sectoral and Geographic Concentration. Thematic and sub-sectoral concentration needs to be strengthened. Opportunities for combining thematic approaches with a geographical concentration should be further explored in order to ensure the IFAD assistance is not diluted in terms of area and sectoral coverage. Existing practices of harmonising social and economic components should be continued with added emphasis. A clear exit strategy needs to be formulated with all concerned stakeholders at least one year before closing.</p>	<p><i>No action described in the COSOP 2003</i></p>
<p>Policy Dialogue. IFAD should simultaneously enter into a comprehensive policy dialogue and further strengthen advocacy work at the national and local levels with GOT and other external development partners. This will require greater IFAD representation at the country level and pro-active participation in relevant platforms and discussion groups. In particular, the Fund should contribute to the work of various strategy and policy working groups and processes, such as the PRSP, UNDAF, Food and Agriculture Sector Working Group (FASWOG) and the ASDS.</p>	<p>IFAD, in collaboration with other donors, is currently assisting the Government in developing a detailed policy and operational framework for grass-roots MFIs, rationalization of the agricultural taxation system, establishing appropriate cost recovery for irrigation systems, and a communications system for marketing information as well as policies on pricing. IFAD will extend its assistance to Government, within the framework of the ASDS and RDS, to resolve some of the critical policy issues relating to: i) implementation of land policy, particularly concerning property rights, land titling and registration; ii) improvement of water policy through introducing appropriate pricing policy and allocation procedures ; iii) microfinance policy for rationalising cooperative laws and regulations of private banks; iv) removal of trade barriers and marketing regulations; v) decentralisation of</p>

	decision making process to local government and civil society organisations; and vi) improvement of cost recovery for sustainability.
The New Tanzania COSOP. COSOP formulation should be undertaken as a joint exercise between IFAD and GOT. In addition, IFAD and its partners should use the development of the new Tanzania COSOP as an opportunity to promote a participatory and inclusive process of policy dialogue with the concerned stakeholders.	<i>No action described in the COSOP 2003</i>
Subsidies and Cost-Sharing Arrangements. Cost-sharing arrangements should be promoted in line with the Government policy (public & social sectors) and be determined by participatory approaches, particularly for establishing the level and type of beneficiary contribution, so that the rural poor and their groups are aware of their roles and responsibilities particularly in terms of operation and management of activities. IFAD could take the lead in promoting a dialogue with various donors and GOT to develop a common framework for rationalising cost-sharing arrangements for rural poverty alleviation purposes in Tanzania.	IFAD does not allow or provide any subsidy in its operations unless it is considered as public good. Based on the existing practices, IFAD will rigorously enforce the principle of a cost recovery system to realize full Operation and Maintenance (O&M) and a part of the capital costs for the services rendered for health, irrigation and livestock diseases to ensure their long-term sustainability.
Participation. It is important to develop a common understanding at the outset among key stakeholders on the concept of participation, so that stakeholders have shared expectations and are cognisant of their specific roles and responsibilities. Participation should contribute to a transformation of the rural poor from being mere participants in development work to active agents of change. Projects/programmes should work through established institutions, including traditional structures, whenever appropriate, and the creation of new, parallel structures for building participation should be limited. Where institutions are not sufficiently oriented to promoting participatory approaches, staff training should be encouraged, specifically in interpersonal skills such as empathy, communication, group dynamics and facilitation, and motivational leadership.	<i>No action described in the COSOP 2003</i>
Project/Programme Design. Rationalise project/programme objectives to ensure enhanced efficiency in delivery and developmental results, while at the same time ensuring greater complementarity with other relevant projects and programmes supported by GOT and other development partners.	<i>No action described in the COSOP 2003</i>
Project Management and Implementation. Operate within GOT policies and with involvement of a cross-section of institutions (public sector, private sector, civil society organisations and NGOs) according to their comparative advantage. Learn from the experience of MARA-FIP in promoting decentralised project management and ensure capacity building of local authorities and grassroots institutions to take up the tasks of project coordination/facilitation.	<i>No action described in the COSOP 2003</i>
C. Agriculture Technology. Institutionalise client-oriented research and improve research-extension and farmer linkages, including taking stock of effective/appropriate technologies and involving poorest farmers in assessing current and new technologies. Promote dissemination of sustainable and environmentally friendly technologies, for example, by building information/communication systems (strengthen media such as radio, television and email/internet) and upscaling IPM/farmer field school approaches. Empower participatory groups and co-operatives from the community level, ward, district, zonal research, regional and at national levels. Identify, document and promote traditional knowledge practices and farmer innovations,	IFAD and the World Bank are currently testing on a limited scale, pilot extension and research approaches in the United Republic of Tanzania so that farmers, irrespective of their scale of operations, agro-ecological locations and diverse farm practices, can receive appropriate technical and managerial assistance based on their needs, demand and priorities. These programmes have produced excellent impacts. Encouraged by such approach, the Government has requested IFAD and the World Bank to replicate this programme country-wide so that the farmers can own, operate and manage process, generate and build customised low cost technology, and disseminate and communicate this knowledge

establish a sustainable funding mechanism for technology generation and dissemination.	through farmers to farmers exchange programmes.
Monitoring and Evaluation. Train communities to be involved in M&E activities and make them owners of M&E processes; Implementing. Authorities need to enhance transparency in M&E data collection, analysis and reporting, in particular by keeping the rural poor and their institutions involved and informed. Undertake external evaluation from time to time is essential for learning and building confidence among stakeholders. Intense efforts need to be made to track, follow-up on and implement M&E recommendations. The logical framework tool should be simplified and tailored to make it suitable for use with beneficiaries at the grassroots level.	A number of attempts has been made to improve the M&E system through incorporation of "Log-frame and Impact Analysis" with beneficiaries taking the major responsibilities of collection, compilation and analysis of the indicators based on perceived needs and priorities. This approach will be further refined through independent evaluation and by making appropriate linkages with PRSP, ASDS and RDS to ensure consistency with MDG goals.
Gender Issues. Gender analysis and gender-focused targeting should be included in all programme design and M&E work. Reporting to various stakeholders should include specific references to gender impact. In promoting women's development, the changing social and gender relations need to be assessed and necessary offset measures introduced (e.g., training for men).	IFAD, as a matter of policy, has introduced specific legal instruments and operational modalities to ensure women's participation and empowerment of women within the programmes and their access to resources made available to the country. Further streamlining of these approaches will be made during the course of programme design to enable women to access productive resources such as land, water, finance and market etc.

Source CPE 2003 and COSOP 2003.

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