

Summary

1. Outline of the Project	
Country: The United Republic of Tanzania	Project Title: The Technical Cooperation in Capacity Development for ASDP Monitoring and Evaluation System
Issue/Sector: Agricultural Development/Rural Development	Cooperation Scheme: Technical Cooperation
Division in Charge: JICA Tanzania Office	Total Cost (as of the time of evaluation): 250 million Japanese yen
Period of Cooperation: (R/D) March 25, 2008 – March 24, 2011	Partner Country's Implementing Organizations: MAFC, MLDF, MITM, MWI, PMO-RALG
<p>1-1 Background of the Project</p> <p>The Government of Tanzania (GoT) has adopted the Agricultural Sector Development Strategy (ASDS), which delineates how the agricultural sector contributes to National Strategy for Growth and Reduction of Poverty (NSGRP). The Agricultural Sector Development Programme (ASDP), which became operational in 2006, is a long-term process designed to implement the ASDS.</p> <p>In order to implement and further improve the ASDP, it is important to establish an effective and feasible monitoring and evaluation (M&E) framework. However, the M&E system was not in place when the ASDP started. To develop an M&E framework of the ASDP, the ASDP M&E Thematic Working Group (M&E TWG) was established in December 2006. One of the tasks of M&E TWG was to improve routine data system in the agricultural sector.</p> <p>The agricultural routine data system (ARDS) which delivers agricultural data from Local Government Authorities (LGAs) to the Agricultural Sector Lead Ministries (ASLMs) has not been functioning properly, which has hindered effective monitoring of the ASDP. Improving the ARDS is one of the major activities to be conducted by M&E TWG.</p> <p>GoT requested the Government of Japan (GoJ) to undertake the Technical Cooperation (TC) to improve the ARDS and to support the capacity development concerning the ARDS. In response to this request, the Preparatory Study Team was dispatched in 2007 and the framework of the TC was officially agreed between JICA and the Tanzanian authorities concerned with the signing of the Record of Discussions on 17 December, 2007. The TC started on 25 March, 2008, which would be ended on 24 March, 2011. In order to assess the progress to the TC, the Mid-term Review was conducted and concluded that the TC activities had been smoothly implemented. In</p>	

addition, recommendations were made for smooth and effective implementation of the TC.

1-2 Project Overview

(1) Overall Goal

Agricultural Routine Data System is effectively used nationwide for Monitoring and Evaluation of the ASDP.

(2) Project Purpose

An effective Agricultural Routine Data System of the ASDP M&E framework to be deployed from village to central levels is established.

(3) Outputs

1. A provisional model of the ARDS is developed by means of streamlining and coordinating ASLMs' routine data system.
2. Local Government officials concerned in the pilot districts in Morogoro and Dodoma regions are conversant with how to operate the provisional model of the ARDS.
3. The model of ARDS is completed by carrying out necessary modifications to the provisional model through implementation in the pilot districts in Morogoro and Dodoma regions.
4. The ASDP M&E guideline is improved to incorporate the revision of the ARDS through the results of pilot implementation.
5. A wide range of capacities of M&E Thematic Working Group are enhanced for smooth and effective operation of all M&E related activities under the ASDP.
6. Progress and achievements of the TC are shared with Central and Local Government officials and Development Partners.

(4) Inputs (as of the time of evaluation)

[Japanese side]

Expert assignment: 4 (57.89M/M), Counterpart training: 11, Provision of equipment: 175 million Tanzanian shilling (about 10 million yen), Local cost: 220 million Tanzanian shilling (about 13 million yen)

[Tanzanian side]

Counterpart assignment: 6, Offices and facilities: project office in MAFC and arrangement of vehicle, Local cost: 213 million Tanzanian shilling (about 13 million yen)

2. Outline of Evaluation

Members of Evaluation Team:

- (1) Team Leader: Mr. Toshihisa Hasegawa, Senior Representative, JICA Tanzania

Office

(2) Agricultural Statistics: Mr. Kenji Kamikura, Statistics Planning Division, Statistics Department, Ministry of Agriculture, Forestry and Fisheries

(3) Agriculture Sector Programme: Mr. Shinjiro Amameishi, Agriculture Programme Advisor, JICA Tanzania Office

(4) Cooperation Planning: Mr. Kazuhiko Obama, Representative, JICA Tanzania Office

(5) Evaluation Analysis: Ms. Sawa Hasegawa, Consultant, Japan Development Service Co., Ltd.

Evaluation Period: September 11 – 30, 2010

Evaluation Type: Terminal Evaluation

3. Results of Evaluation

3-1 Progress of the Project

(1) Achievement of outputs

Output 1 has been almost achieved since the indicator set under Output 1 was basically achieved.

Output 2 has been almost achieved since the indicator set under Output 2 was basically achieved.

Output 3 will be achieved if the improvement of LGMD2 and annual report making based on LGMD2 are completed by the end of the TC. The efforts to improve LGMD2 are being made now.

Output 4 will be achieved by the end of the TC after the remaining activities are completed.

Output 5 will be achieved by the end of the TC. In order to roll out ARDS after the TC, further development of administrative capacity for M&E TWG is being implemented now and this will make the achievement level of Output 5 stronger.

Output 6 has been almost achieved since the indicator set under Output 6 was basically achieved.

(2) Achievement of project purpose

The purpose will be achieved at the end of the TC if all outputs are implemented and accordingly achieved by the end of the TC.

(3) Prospect for achieving overall goal

The prospect for achieving the overall goal depends on whether the Tanzanian government would certainly put the national roll-out plan into practice or not. There are still some challenges for achieving the overall goal and these challenges need to be overcome during and after the TC.

3-2 Summary of Evaluation

(1) Relevance

Agricultural development still remains the high priority in Tanzania and the purpose and overall goal of the TC are in line with the national plan that places the emphasis on monitoring the progress. It can be said that the TC is in line with the Tanzania's development policy at the national level. The TC is consistent with the Japan's ODA policy towards Tanzania that regards agriculture as one of the priority areas of assistance and that puts a special focus on increasing agricultural productivity and improving livelihoods of the Poor. The main purpose of the TC, establishing ARDS is relevant to target group's needs in that they can get to have the latest agricultural data on time under the system and that it contributes to make appropriate agricultural plans and reports based on the data. The selection of the pilot areas was also relevant.

(2) Effectiveness

The TC has achieved most outputs. Output 1, 2, 4 and 6 have been almost achieved and are surely expected to be achieved by the end of the TC if their remaining activities are certainly implemented. The progress situation of Output 3 has been a little bit behind compared to other outputs due to the delay of LGMD2 improvement. Output 5 has been almost achieved as well, but in order to roll out ARDS after the TC, it is better to continue the administrative capacity development for M&E TWG till the end of the TC.

The purpose of the TC will be achieved after all outputs are achieved. ARDS has just started its actual operation and is still in the process of operation. All levels of the process of ARDS operation are expected to be completed by the end of the TC, March 2011 and the purpose will be accordingly achieved by then.

Strengthening of data collection by VAEO/WAEO is the most challenging issue since their data to be collected are so many and the level of their understanding is very different from person to person. Strengthening the VAEO/WAEO capacity is one of the key challenges for rolling out.

(3) Efficiency

Inputs from both Japanese side and Tanzanian side have been made as planned. All inputs allocated to the TC have been fully utilized for implementing the activities. Based on the results of interviews to both Japanese side and Tanzanian side and the site visits as well, it can be said that inputs for the TC and the activities were used in an efficient manner and the inputs compared to the achievement level of outputs are

reasonable.

Some recommendations were made at the Mid-term Review and some modifications and improvements have been made in the implementation of the TC. The situation has been improved by the efforts of both Japanese side and Tanzanian side.

In addition, although the TC had two issues that disturbed the smooth implementation of the activities, they have been basically overcome by the dedicated works by M&E TWG members and Japanese experts to attain the efficient implementation of the TC.

(4) Impact

Regarding the prospect for achievement of overall goal of the TC, it depends on whether the Tanzanian government would certainly put the national roll-out plan into practice or not. There are still some challenges for achieving the overall goal, but the development way of ARDS is on the right track at present.

Regarding the positive effects/influences/impacts that were not expected at the time of planning the TC, there were the following examples.

- DfID disbursed the funds to support the rolling out of ARDS to the remaining 8 districts in Morogoro and Dodoma regions.
- AfDB requested for introducing ARDS into their project (28 districts in 5 regions in Lake Zone) under their budget.
- Ulanga district in Morogoro region has been voluntarily starting to introduce the two common formats in the ARDS as their data collection tool.

On the other hand, no negative effects/influences/impacts by the TC were observed.

(5) Sustainability

Political/Institutional aspect: as long as ASDP is maintained and supported by the Tanzanian government, the purpose of the TC and the development of ARDS will be sustained. ASLMs are supposed to carry on the monitoring and evaluation of ASDP as well as the development and roll-out of ARDS in future.

Organizational aspect: it is desirable that M&E TWG make the effective coordination and facilitation with the regional and district stakeholders in the works on ARDS especially in rolling out and that plan well in advance and implement it smoothly with a strong leadership together with further enhancing their administrative capacity. It is also desirable to clarify TOR of the M&E officers at district level. Increasing the number of VAEO/WAEO is absolutely necessary for the effectiveness and development of ARDS.

Technical aspect: especially for regional and district officials, it is important that

persons who have already had training on ARDS should train their colleagues for the succession of their skills. Technical improvement for VAEO/WAEO is still challenging and more training on collecting the accurate data as much as possible will be necessary through improving the training guide for them.

Financial aspect: the sufficient amount of budget is required for rolling out ARDS, so it is necessary for the Tanzanian government to carefully observe both the budget for M&E TWG and the budget at regional and district levels to secure the ARDS operation and development.

3-3 Contributing Factors

(1) Planning

- The appropriate selection of the pilot areas contributed to the smooth implementation of the TC. Since the pilot districts are relatively near the TC's office in Dar es Salaam, it made it relatively easy for Japanese experts and M&E TWG members to visit the pilot areas frequently, understand their present situations and make some advices to solve the problems properly.

(2) Implementation process

- The direct communication between Japanese experts and M&E TWG, which has been promoted during the implementation of the TC. The stable partnership among them has been gradually developed in the three-year process of the implementation and it has contributed to the smooth implementation of the TC.
- M&E TWG members have a strong ownership on the ARDS improvement and most expenses of the activities have been borne by ASLMs through ASDP. The pilot regions/districts have a strong ownership as well, which shows that the ARDS improvement has been made in a participatory manner in the implementation process of the TC.

3-4 Inhibiting Factors

(1) Planning

- Although the TC has spared many times and works in capacity development for M&E TWG, the original L/F had not included the output for this activity, so Output 5 was added at the Mid-term Review.

(2) Implementation process

- All members of M&E TWG have their own task at ministries and sometimes engage in them outside the offices for their official trips, so it has been sometimes difficult for them to participate in the TC's activities. It has caused taking some more time to

implement the activities.

- The original LGMD was found not to be used as the data delivery system for ARDS contrary to the originally planned and the new LGMD, LGMD2 had to be made and developed.

3-5 Conclusions

It is prospecting that the TC will achieve its purpose. The TC has contributed to building a mechanism for ARDS and strengthening the stakeholders related to the operation of ARDS, and made the foundation for rolling out ARDS. In rolling out, the information, good practices and know-how obtained from the experiences of pilot areas of the TC will be very useful. It is expected that the Tanzanian government should take the initiative in rolling out by making use of the obtained know-how.

Since ARDS can be evaluated as a useful system for the agricultural development in Tanzania, it is expected for the Tanzanian government to make best use of ARDS for the future agricultural development.

3-6 Recommendations

The following recommendations were made.

<Short term recommendation during the TC remaining period>

- (1) To strengthen data collection and reporting system of ARDS at ward and village level
 - i) Focusing on the necessary information
 - ii) ASDP M&E TWG to improve the guideline of the way of collecting data
 - iii) ASLMs to accelerate recruiting VAEO/WAEO
 - iv) Districts to supply their VAEO/WAEO with sufficient transportation for data collection
- (2) To enhance human resource capacity building of district agriculture-related officers
- (3) To promote sharing experience and good practice through implementation of ARDS

<Medium and Long term recommendation after the TC completion>

- (1) To improve IT conditions for stable operation of LGMD2
- (2) To roll out the ARDS entire country
 - i) To complete the revision of national roll-out plan
 - ii) To enhance the reliability on data to be collected
 - iii) To build capacity of M&E TWG
 - iv) To train new extension workers on ARDS, in particular VAEO/WAEO format, in

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- (3) To strengthen support system at regional level
- (4) To utilize data collected through ARDS

3-6 Lessons Learned

The TC got the following lessons learned.

- (1) Tips for selecting pilot sites
- (2) More detailed check and closer investigation in planning the TC and importance of reviewing L/F during the implementation
- (3) Utilization of government budget
- (4) Activities for capacity development of M&E TWG