

# Evaluation of the Farm to Market Alliance (FtMA) Programme for Strengthening Inclusive Markets and Partnerships for Sustainable Food Systems in Tanzania from 2022 to 2025



World Food Programme

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## Introduction

The World Food Programme (WFP) Tanzania Country Office commissioned a decentralized evaluation of the Farm to Market Alliance (FtMA) Phase II programme, covering the period 2022–2025. The evaluation will assess the programme's design, implementation, and effectiveness in strengthening inclusive markets and partnerships for sustainable food systems in Tanzania. Evidence generated will inform programme improvements/ adaptive management, potential design of Phase III, programme alignment with the WFP Tanzania Country Strategic Plan (CSP 2022–2027) and support advocacy efforts and policy reforms. The evaluation results will be shared with stakeholders and donors for accountability and learning.

## Subject and focus of the evaluation

The Tanzania FtMA is a public-private multi-stakeholder platform managed by WFP to strengthen the resilience of smallholder farmers (SHFs) by increasing their access to productivity-enhancing services and offtake markets. FtMA utilizes a Farmer-Allied-Aggregator-Model that links farmers to structured markets and promotes sustainable service delivery at the last mile through the Farmer Service Centres (FSCs). The primary target group includes FSCs, SHFs, offtakers, and other agri-related businesses within the FtMA network. The FtMA objectives are: (i) to sustainably improve smallholder incomes and resilience, and (ii) to make agricultural value chains more inclusive, viable for all actors, and climate-smart.

The Tanzania FtMA programme focuses on four key interventions:

- FSC network building - Strengthening FSCs to serve as hubs for SHFs.

- Enhancing farmer productivity - Providing demand-driven products and services to improve yields.
- FSC Services – Market Linkages – Connecting farmers with reliable markets and buyers.
- Farmers and FSC Digitization – Leveraging digital tools to improve access to information, services, and markets.

The current coordination and management structure of the FtMA involves a Steering Committee comprising Yara and WFP, focusing on establishing a local alliance of partners. Previously, the Steering Committee comprised founding partners (WFP, AGRA, Yara, Bayer, Syngenta, and Rabobank), who provided strategic oversight and partnership alignment. These former partners left the alliance between 2023 and 2025.

## Evaluation Objectives and Stakeholders

The FtMA evaluation serves the dual and mutually reinforcing objectives of accountability and learning. Overall, the evaluation leans towards learning to inform reflections and decisions on the Tanzania FtMA Phase II programme adjustments, and the potential design of Phase III.

**Accountability** – The evaluation will assess and report on the performance and results of the FtMA programme to promote accountability, meaningful access, participation, and empowerment. This includes an assessment of the achievement of programme objectives and outcomes.

**Learning** – The evaluation will generate insights into how the FtMA Programme influenced the outcomes, with a focus on contextual factors, operational approaches, and stakeholder experiences. It will identify

evidence-based lessons, emerging good practices, and areas for improvement to inform adaptive management and future programme design. The evaluation will examine FtMA's contributions to SHF, stakeholders and value chain actors, and identify risks to programme implementation, success, local ownership, and sustainability.

The specific objectives of the evaluation are to:

- **Assess changes across the four programme pillars and actors:** Identify the intended and unintended outcomes of FtMA interventions and evaluate the programme effects on key actors, including SHF, FSCs, and market players (e.g., input suppliers, buyers/off-takers, agri-mechanisation firms, and ICT/ digital service providers).
- **Analyse drivers of change:** Examine internal and external factors that influenced the achievement of results across the programme pillars and actors.
- **Evaluate the Theory of Change and results frameworks:** Assess the coherence and plausibility of the Theory of Change (TOC), results framework, and logical framework, with a focus on the validity of causal pathways, logical alignment, and the feasibility of intended outcomes under the prevailing implementation conditions.
- **Identify lessons, good practices, and provide evidence-based recommendations** to inform future programming, adaptations, and potential scale-up of FtMA. Recommend specific strategies for mainstreaming and integrating the FtMA into the WFP Tanzania CSP, activities and implementation arrangements.
- **Document case studies** that illustrate how FtMA interventions have influenced outcomes across the programme pillars and actors, for knowledge sharing, learning, and advocacy.
- **Assess the continued relevance of the findings and recommendations from the previous assessment:** Review the extent to which the risks identified in the Tanzania 2018/2019 FtMA assessment were addressed and develop strategies to mitigate potential risks.
- **Assess the cooperating partners' (CPs) understanding of the FtMA model and the level of collaboration** in the programme implementation.

## Key Evaluation Questions

The evaluation will apply the standard United Nations Evaluation Group (UNEG) and OECD/DAC evaluation criteria of relevance, coherence, efficiency, effectiveness, impact and sustainability. To address the learning and accountability objectives, the evaluation will answer the following main and sub-questions:

**Evaluation Question 1:** To what extent is the FtMA programme relevant and aligned with the priorities of key stakeholders (including government and partners) and the needs of beneficiary groups? (Relevance and Coherence)

- 1.1 To what extent is FtMA's design and implementation aligned with the needs of targeted beneficiary groups (including those of men, women, youth, and marginalized groups)?
- 1.2 To what extent is the programme aligned and coherent with national policies and priorities on agriculture and food systems in the targeted areas, including the strategic frameworks and priorities of Alliance members and donors?
- 1.3 What are the opportunities and strategies for mainstreaming and further integration of FtMA into the WFP Tanzania CSP, activities, and implementation arrangements?

**Evaluation Question 2:** How efficiently was the FtMA programme implemented in terms of timeliness, quality, and cost-efficiency? (Efficiency)

- 2.1 To what extent were the FtMA programme activities implemented as planned and in a timely manner?
- 2.2 To what extent have the key stakeholders efficiently provided products and services to smallholder farmers, in terms of timeliness, quality, and cost, and what lessons were drawn for improved efficiencies?
- 2.3 What opportunities exist to improve the efficiency of the FtMA models, and what other alternative models can enhance the overall efficiency of the FtMA programme?

**Evaluation Question 3:** To what extent did the FtMA programme achieve its results, and how did it contribute to improved outcomes for different beneficiary groups, considering intersectionality? (Effectiveness).

- 3.1 To what extent have the targeted outputs and outcomes of the FtMA programme been achieved for the beneficiary groups? (disaggregated by men, women, youth, marginalized groups, SHF, FSCs, Buyers, and Offtakers - testing significant

differences between groups as much as possible).

- 3.2 In what ways did the FtMA programme interventions and activities contribute to the observed outcomes for the beneficiary groups, and what were the contributing internal and/or external factors?

**Evaluation Question 4:** To what extent did the FtMA programme result in or generate significantly higher-level effects (positive or negative, intended or unintended)? (Impact).

- 4.1 To what extent did the programme strengthen market linkages and partnerships to build sustainable food systems for all actors and beneficiaries, including men, women, youth, and marginalised groups?
- 4.2 To what extent and how has the FtMA programme supported improved FSCs and SHFs' incomes and contributed to an inclusive, viable, and resilient agricultural value chain for all actors?
- 4.3 What are the unintended (positive or negative) effects of the FtMA programme on the beneficiaries and non-beneficiaries?

**Evaluation Question 5:** To what extent did the FtMA consider the sustainability of the activities and results for the various actors and beneficiaries? (Sustainability).

- 5.1 To what extent did the FtMA consider sustainability, such as capacity building of national and local government institutions, communities, FSCs, private sector/service providers, and other partners?
- 5.2 To what extent has the FtMA programme resulted in sustainable and commercially viable markets for SHFs and service providers through FSCs across the value chain?
- 5.3 To what extent are the FtMA programme benefits and climate-smart practices likely to continue after WFP's work ceases?
- 5.4 To what degree has the FtMA programme leveraged public and private sector investments to sustain and scale its model?

## Methodology and ethical considerations

The evaluation should adopt a mixed-methods approach, integrating quantitative, qualitative, and participatory techniques to ensure robust, triangulated, and impartial evidence that responds to the evaluation objectives and key questions. Guided by the OECD-DAC

criteria of relevance, coherence, efficiency, effectiveness, impact, and sustainability, the design should be theory-informed, utilization-focused, and sensitive to gender equality, equity, and social inclusion.

Primary and secondary data sources should be systematically triangulated, with explicit strategies to capture the perspectives of women, men, youth, the elderly, people with disabilities, and other marginalized groups. The methodology should also leverage existing longitudinal data from FtMA baselines and outcome surveys, supplemented by secondary data to contextualise findings and address data gaps. Measures should be taken to mitigate bias, manage limitations, and ensure reliability, and validity.

Sampling should be gender-responsive and stratified by variables such as gender, age, socio-economic status, and region, to enable meaningful data disaggregation. A detailed evaluation matrix should be included, linking questions, indicators, data sources, and collection methods, forming the basis for sampling and analysis.

The evaluation should incorporate relevant frameworks such as Contribution Analysis, Outcome Harvesting, Most Significant Change (MSC), and the AAER model, with consideration of cost-effectiveness and cost-efficiency to assess value for money.

Gender and equity considerations should be embedded from design to reporting, with explicit steps to address participation barriers and ensure safe, inclusive data collection. The Findings should assess intended and unintended effects, including intersectional impacts, and provide actionable, evidence-based recommendations to inform programme improvement, policy alignment, and the design of future interventions.

The evaluation conforms to the WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair engagement of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

## Roles and Responsibilities

**Evaluation Committee (EC) Chair:** The evaluation will be chaired by Ronald Tranbahuy, the Country Director and EC Chair. The EC Chair nominates the evaluation managers, approves all evaluation deliverables, ensures the independence and impartiality of the evaluation at

all stages, participates in discussions with the evaluation team, oversees the dissemination and follow-up process, including the management response.

**Evaluation Managers:** The evaluation will be managed by Lindiwe Kwidini (Evaluation Analyst), Eliflorida Mushi (Programme Policy Officer, Monitoring and Evaluation), and Sasha Guyetsky (Head of Research Assessments and Monitoring). The Evaluation Managers will be the main interlocutors between the evaluation team and WFP counterparts to ensure a smooth implementation process and compliance with quality standards for process and content. The Regional Evaluation Office will provide oversight and support throughout the evaluation process.

**Evaluation Reference Group (ERG):** The ERG comprises a cross-section of WFP and external stakeholders from relevant business areas. It provides advice and feedback on key components of the evaluation process. The ERG is guided by the principles of transparency, ownership, use, and accuracy. It is composed of:

#### Internal ERG Members

1. Ronald Tranbahuy, Country Director (Chair)
2. Christine Mendes, Deputy Country Director (Alternate Chair)
3. Lindiwe Kwidini, Evaluation Manager
4. Eliflorida Mushi, Co-Evaluation Manager
5. Sasha Guyetsky, Co-Evaluation Manager
6. Nichola Peach, Head of Programme
7. Honest Mseri, FtMA Programme Deputy Coordinator
8. Jean Providence Nzabonimpa, Regional Evaluation Officer
9. Fatuma Alaroker, Head of Procurement
10. Joyce Tesha, CO Gender Officer
11. Anastacia Maluki, M&E Lead FtMA Global Office
12. Lusajo Bukuku, Programme Policy Officer, Markets & Finance
13. Tumuhufidze Mvena, Programme Policy Officer, SHFs & Productivity
14. Emmanuel Gondwe, Smallholder Farmers (SO3) Manager
15. Frank Thomas, SO3 M&E Officer
16. Leigh Hildyard, Head of Food System and Smallholder Market Support,
17. Caterina Kireeva, Regional Monitoring Advisor
18. Jane Remme, Regional Gender Advisor
19. Anastasia Mbatia, FtMA Deputy Director, Global Office

#### External ERG Members

1. Magreth Natai, Post-Harvest Management Specialist – Ministry of Agriculture
2. Mbaraka Batatare, Seed Breeder, TARI – Dakawa
3. Revocatus Bisama, Regional Zonal Manager, National Food Reserve Authority (NFRA)
4. Wilson Joel, Regional Agriculture Advisor – Njombe Region
5. Samwel Dahaye, Regional Agriculture Advisor – Manyara Region
6. Thomas Mbagi, Programme Coordinator, Farm Africa
7. Moses Logan, Programme Coordinator, Nafaka Kilimo
8. Andrew Ndululu, Commercial Manager, YARA
9. Obadia Bitanako, Sales and Marketing Manager - AGROZ
10. Cyrila Antony, Country Lead – AGNEXUS

**Stakeholders:** WFP key stakeholders are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners, service providers and other UN agencies, will be consulted.

#### Timing and key milestones

**Inception: September to November 2025.** The evaluation team will conduct stakeholder consultations, review documents, and develop the evaluation design and methodology, including a detailed evaluation matrix, sampling strategy, data collection tools, and work plan. They will also produce an inception report. The inception report outlines the team's intended approach to the evaluation, with a strong focus on methodology and planning.

**Data collection: November to December 2025.** The fieldwork will span over three weeks and will include visits to six districts for primary data collection. An end-of-fieldwork debriefing session to present preliminary findings will be conducted soon after data collection.

**Reporting & Analysis: December 2025 to March 2026.** The evaluation team will analyse the findings and produce an evaluation report which presents the findings, conclusions, lessons and recommendations. A stakeholder learning/ validation workshop will be held in February 2025.

**Dissemination: April to May 2026.** The activities include the wide dissemination of evaluation products to internal and external stakeholders. In addition, the WFP Tanzania Country Office will produce a management response to the evaluation report.