

AGRICULTURAL NON STATE ACTORS FORUM



STRATEGIC PLAN

2013-2017

Dar-es-Salaam

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ANSAF believes that people’s lives will be transformed as a result of agricultural systems that work for the poor people in Tanzania. Transformed lives will be realized in terms of increased opportunities and capacity of smallholder farmers and poorest people in the country to utilize them. Because poverty is in the main a rural phenomenon in Tanzania, if agricultural potential are realized by the poor smallholder farmers, Tanzania’s economy will definitely improve. 17

The elites in Tanzania (academicians, politicians, civil servants, private sector and civil societies) have enormous power over information and determine how resources are utilized without necessarily

consulting smallholder farmers. ANSAF believes that positive behavioural change among key stakeholders will be realized if there is forum for debate and discussion to challenge the status quo; and if there is collective actions by smallholder farmers with their allies. Farmers, both men and women of different age groups will have to take hold of the policy arena and design mechanisms to ensure their concerns are acted upon by key policy and decision makers. 17

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List of Abbreviations

ANSAF	The Agriculture Non State Actors Forum
ASDP	Agriculture Sector Development Programme
ASLM	Agriculture Sector Lead Ministries
ASP	Agriculture Sector Programme
ASR	Agricultural Sector Review
BEST-AC	Business Environment Strengthening – Advocacy Component
CAADP	Comprehensive African Agriculture Development Plan
CAG	Controller Audit General
CSOs	Civil Society Organizations
DADG	District Agricultural Development Grant
DADP	District Agricultural Development Plan
FSSR	Food Self Sufficient Ratio
FYDP	Five Year Development Plan
GDP	Gross Domestic Product
HBS	Household Budget Survey
IDASA	Institute of Democracy in South Africa
JAST	Joint Assistance Strategy for Tanzania
JAIP	Joint Agriculture Implementation Plan
KK	Kilimo Kwanza
LGA	Local Government authority
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania (National Strategy for Growth and Poverty Reduction)
MSMES	Micro, Small and Medium Enterprises
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania (Network of farmers' Groups in Tanzania)
MoU	Memorandum of Understanding
NFCG	National Framework for Good Governance
NGO	Non-Governmental Organisation
NSA	Non State actors
PER	Public Expenditure Review
PPP	Public Private partnership
OGP	Open Governance Partnership
SAGCOT	The Southern Agricultural Growth Corridor of Tanzania
SHF	Small Holder Farmer
SAM	Social Accountability Monitoring
SME	Small Medium Enterprises
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TNBC	Tanzania National Business Council
TPSF	Tanzania Private Sector Foundation
URT	United Republic of Tanzania

I. INTRODUCTION

This document presents a five-year strategic plan of Agriculture Non-State Actors Forum (ANSAF). It is a programming framework guiding the work of ANSAF over the five year period 2013-2017. The document is a result of a participatory planning process involving ANSAF members, collaborators and partners. It is informed by regional and national policy frameworks and commitments including the Comprehensive African Agricultural Development Plan, Kilimo Kwanza, the National Strategy for Growth and Reduction of Poverty, popularly known by its Swahili acronym as MKUKUTA and Tanzania Food Security and Investment Plan (TAFSIP) to mention but a few.

1.1 Identity and Mandate of ANSAF

ANSAF (Agriculture Non-State Actors Forum) is a member-led forum involving organisations and individuals from the commercial sector, non-governmental organisations (NGO) sector (both Tanzanian and international) and from farmers' groups in Tanzania. It is a forum for non-state actors to discuss and work towards solutions to improve the agriculture sector in the interests of men and women currently living in poverty. During its initial stage it was known as Private Sector and Civil Society Agricultural Working Group (PSCS-AWG). ANSAF's image has been formed by the previous work on budget analysis as focused on the 10% national commitment to agricultural budget as well as the learning and sharing events.

1.2 ANSAF Objectives:

The objectives for which ANSAF is established are as follows:

- i) To share and promote learning among agricultural sector actors
- ii) To promote proven and innovative practices within the sector for wider uptake and consideration by farmers, policy makers and other stakeholders
- iii) To develop a shared and common understanding of the challenges, threats and opportunities that the sector faces
- iv) To develop common positions and joint actions toward influencing policies and practices that hinder the development of the sector

1.3 ANSAF Mission

ANSAF seeks to work with members and non-members to orchestrate collaborative efforts to influence policy and practice change on crucial issues affecting marginal, smallholder farmers (men and women) and other stakeholders through learning, communicating and advocacy.

1.4 ANSAF Vision

A Tanzanian society free of poverty where sound agricultural policies and best practices contribute to the transformation of the country's economy.

1.5 Principles and commitments

In the implementation of the strategic plan, ANSAF is underpinned by the following principles and commitments:

- We are unique network whose members communicate among themselves, with government, and others involved in the sector in order to identify and exploit the agricultural potential of Tanzania;
- We are a platform of learning aiming to share and influence change in perception, policies, and practices;
- We are an organization that challenges the status quo and promotes dialogue and research findings in order to advocate for better agricultural policies;
- We are a network with a shared vision and strong leadership that guides, defines strategic direction, and keeps its members on course in order to provide appropriate and timely responses to external conditions.
- We are committed to responding to the needs of gender equality in the implementation of strategic and other forms of plans at ANSAF.

1.6 The rationale for a new strategy

The 2008 – 2011 strategic plan has come to an end. Under this plan, ANSAF stood prominently as an advocacy network that synthesizes and collates learning for wider uptake. It worked to identify crucial issues and best practices through researches and developing strategies on how to address them. The secretariat and members organized and conducted public realm debates and constructively engaged with decision and policy makers at all fronts (local and national). ANSAF has contributed to some achievements at policy level through various approaches including - critical discussions on late funds transfer to LGAs and poor DADP performance; uncoordinated plans that do not consider value chain approach; poor plans and spreading of resources too thinly on the ground thence hard to see impact of transferred resources; equitable public agricultural resource allocation that takes into account the needs of different social groups and gender perspective; promoting local stakeholder involvement in developing village and district agricultural development plans; increased accountability at local level; and involvement in Public Sector Expenditure Reviews (PER), Joint Agriculture Implementation Plan reviews as well as CAADP and TAFSIP processes at national, zonal, and regional levels.

Positive responses by the government have been registered including reviewed DADP guidelines to set ceilings for single project, bi-quarterly funds transfer and review of input subsidy is ongoing. ANSAF continues to pursue issues on local capacity enhancement (through improved DADP plans and absorption capacity, coordination of stakeholders), accountability at local level, private sector involvement and timely funds transfers from central to LGAs an to communities. Furthermore, ANSAF continues to advocate for 10% sector budget allocation with emphasis on strategic resource allocations and increased funding to agriculture and accountability. Although the Maputo Declaration was passed almost 10 years ago, Tanzania has not been able to fulfil the commitment of 10% national budget allocation to agriculture and 6% sector growth. Over the same period, ANSAF has enhanced the capacity of most of our members to engage in the local level planning processes in their respective geographical and programme thematic areas, however, there is still a lot to be done.

Despite registering positive responses, on timely issuing of budget guidelines and funds transfer to local level and increased accountability, some of these are short lived. Also ANSAF noted variation between policy statement and practices among civil servants across various cadres. We noted information blackout for people at local level, limited engagement and lack of follow-up on oversight bodies' recommendations on various issues. Furthermore, regardless the issuant of new DADP guidelines that were accommodating our proposals, the practice at local level continues to be the same.

ANSAF therefore needs a strategic plan that builds on experiences of the previous strategic plan defining the organization's strategic direction in the next five years. The plan that presents a shared vision of transformed lives and agricultural systems that work for the poor where smallholder producers realise and harness opportunities and; environment where there is effective regulatory bodies in which resources, power and risks are equitably distributed among actors.

II. CONTEXTUAL ANALYSIS

This section sets premises on socio-economic and institutional contexts related to agricultural sector. It discusses the challenges on dialogue platforms, land for agriculture and contract farming milieu focus on Kilimo Kwanza and SAGCOT. The sections also discusses governance issues, as one of the commitments under open government partnerships to promote openness and increased downward accountability as a means to empower local communities to hold the government into account. Furthermore some issues on political parties and the state of oversight functions is discussed on the later part of this section. It winds up with issues on current and previous government commitments to deliver services and ensure food security and reduced poverty levels.

2.1 Maputo Declaration and sector commitments

It is the 10th anniversary since Tanzanian government committed itself to the Maputo declaration in 2003. While some countries have attained that, Tanzania remains at 6.9% of the national budget allocated to agricultural sector. The sector's annual growth average is 4%. While the 10% budget must be attained, there are concerns on the level and nature of spending. For example while the investment component (DADG) at local level is expected to cover such costs, some LGAs have extra duty, conferences and travel cost charged to DADG. Moreover, according to ANSAF's 2011 research findings, "the economically better regions in the country receive 40.6%, whereas the intermediary and poorest regions receive 44.4% and 15% of the sector budget respectively".

With such allocations it might be difficult to address poverty in rural areas, where agriculture is the main economic activity. According to the most recent household budget survey (2007), the national poverty headcount fell by only 2.1 per cent from 35.7 per cent in 2000-01¹. Poverty remains rampant in rural areas where the majority are smallholder producers. This calls for strategic investment in agricultural sector while addressing the issue of equity at the same time.

With strong emphasis on better and strategic sector allocations, there is a strong urge to increase the sector budget to 10%, while taking into consideration the inflation rate. For example, according to ANSAF's research in 2011, the discrepancy between real and nominal budget (taking 2001 as base year) has increased from 34.8% in 2008/09 to the current 41.1% in 2011/12! It is obvious that if inflation is not considered and factored in budget it might affect the level of outcomes. In fact the budget remains relatively low, low level of the investment manifested in low productivity and support to inputs, infrastructure improvement.

2.2 Tanzania Agriculture and Food Security Investment Plan (TAFSIP)

Tanzania is a signatory to the Comprehensive African Agriculture Development Plan (CAADP) framework and principles that is translated into Tanzania Agriculture and Food Security Investment Plan (TAFSIP). The latter focuses on investment in agriculture, transformation of the agriculture sector into a modern, commercial, highly productive, sustainable and profitable entity; and shift towards the value chain approach. These policies focus on increased production and productivity; food and nutritional security; rural commercialization; and enhanced institutional capacity to deliver.

The participation of private sector institutions in agriculture remains relatively low, except in some few cash crops (sisal, tea and sugar cane). With increased entrepreneurial skills among local people, there is importance of linking producers to market and service providers through

1

URT 2007 Household Budget Survey Report

a value-chain approach and ensure sector stakeholder coordination. Eventually coordination of stakeholders' effort will promptly promote transparency and shared responsibilities among value chain actors. This will translate into a conducive business environment for local and foreign companies and other actors including agricultural lending institutions.

The agricultural sector annual growth continues to be 4%² on average. However, the potential is not being met. There are mismatches between policy statements and implementation, uncertainty on how the government prioritised and disperses funds, particularly the volume of transfers to LGAs, minimal spaces for engagement for farmers to engage in policy and resource allocation decisions, a poor environment for the private sector to do business; and reports from the Controller Auditor General (CAG) on fund misuse and embezzlement in the sector. Furthermore, poverty is on rise (HBS 2007) and Tanzania experiences hunger in some regions, almost every year, whereby in 2009 5% of the total Tanzanian population experienced hunger³. Furthermore, the 2012 Global Hunger Index reports on key challenges such as ever increasing pressure on land, increased food price volatility, extreme weather shocks and inherent global food systems that have failed to address these issues.

2.3 Coordination and information sharing gaps in Agricultural sector

The agricultural sector has attracted many players, both profit seeking, large and small, as well as non-profit seeking such as civil society, research institutes and of course the government. The uncoordinated presence of various actors in the sector, particularly the not-for-profit organisations and institutions, has reduced knowledge and information exchange among players. Limited or poorly performing platforms for sharing such knowledge and information contribute to duplication of efforts, wheel-reinventing and resource wastage among various players.

Although the stakeholders in agricultural sector have enormous (but at times conflicting) demands, there is an information gap on what is being done by whom, how and where. This gap comes about due to several factors, for instance a poor practice of recording and reporting within the Tanzania not-for-profit sector, and relatively few spaces where critical debate on performance and research findings takes place.

The lack of dialogue, has resulted in relatively few stakeholders coming together to develop a common position and forge a critical mass of individuals and institutions to engage the government and private sector to influence positive actions. Furthermore, these positive actions need to be engaged with beyond policy drafts and should be felt and seen in behavioural changes among champions, particularly key players within the government, the legislature, farmers themselves as well as regulatory bodies and non-state actors.

2.4 Land and contract farming

With launching of Kilimo Kwanza and coming of the Southern Agriculture Growth Corridor of Tanzania (SAGCOT), there is high interest among local and international stakeholders on the topic of Land. Land is a thorny issue as there are contradictions between the laws governing land administration. There are inconsistencies that make it difficult for SHF to have titles to their land thus cannot use land as collateral to access finance. The system of land management is weak and important information on land is unavailable. Weak land adjudication process has resulted into increased conflicts between users, particularly livestock keepers and smallholder farming communities and private investors (both local and foreign). There is high level of land

² ASDP Performance Reports

³ Food Security Portal (IFPRI, 2010)

encroachments, which calls for expedition of land surveys, marking and titling. At national level, poor policy coordination and laws enforcement could be among the contributory factors to current land conflicts.

SAGCOT indicates an intention to positively affect smallholders and MSMEs through contract and block farming, and also create opportunities to agro-processing through a value chain approach. Hopefully, it will bring the much needed large and medium sized private sector into agricultural agenda. Nonetheless, land speculation is on the rise, and the knowledge of contract farming remains relatively low among rural communities. The relatively able individuals, the Tanzanian elites in particular, have started land speculations with intent to sell or enter into joint venture with foreign investors by using land as capital. This has implications to livelihoods of local smallholder's farmers, livestock keepers and the entire community. With many of the essential elements of the current Land Act not implemented along with conflicting interpretations of other relevant policies, the possibilities for land transfers, at the detriment of existing small scale farmers, is significant.

2.5 Open governance partnership (OGP)

Since 1999, Tanzania has been implementing the National Framework for Good Governance (NFGG), as a strategic framework for building good governance. The good governance framework squarely fits into Paris Declaration as part of Aid and Development effectiveness at global level. At national level, the NFGG reinforces the commitments in the MKUKUTA framework (cluster III in particular) in constitutionalism, people's participation in decision making, rule of law, better legal and regulatory framework for private sector, accountability, integrity and transparency in managing public affairs. To augment its commitment, in 2011 Tanzania signed for Open Government Partnership (OGP) as a gesture to ensure government business is more open to its citizens in the interest of improving public service delivery; promote government responsiveness, and timeliness in combating corruption thereby building greater trust. Civil society, farmers' organizations, media and private sector are expected to effectively engage the government and encourage openness in government transactions and integrity.

2.6 Accountability and public oversight institutions

The renewed commitment by the government to support agricultural sector can be traced in budget allocation, that has grown from Tshs. 233 billions (equivalent to 5.8% of the national budget) in 2005/06 to Tshs. 926 billions (equivalent to 6.9% the national budget) by 2011/12. Despite this significant nominal budget growth, sector fund experiences challenges such as late transfers from treasury, weak governance and oversight structures at local level, diversion to other non agricultural activities, low absorption/spending at local level and repeated audit queries as observed in CAG annual audit reports. For example in 2010/11 over 30% of LGAs had audit queries and some had disclaimer and adverse audit opinions.

Various oversight institutions continue to play greater role to monitor the government's commitment on rule of law and enhanced public integrity. At the local level, the councilors continue to supervise the councils in delivering their commitment. Needless to say most councilors have limited knowledge and expertise to supervise the civil servants at council level. The three parliamentary watchdog committees (public finances, local government accounts and parastatal organizations) and parliament in general continue to exert pressure on the

government to deliver. However, with limited actions and follow up for public resource misuse, it is of paramount importance that stakeholders outside the formal system (communities, media and CSOs) continue to press for better outcomes based on resources available.

2.7 Interventions by the Government

Tanzania produces a number of agricultural products, which are mostly sold either raw or semi-processed. There is a demand for formalized marketing systems to encourage standardization, reduce informal cross border trade and ensure effective revenue collection. The Government however do intervene in marketing, especially for most of traditional crops such as cashew nuts and cereals through export ban and single-marketing channels through warehouse receipt system. Although the central government has of late lifted the export ban for cereals, there is no guarantee it would never happen without compensating the affected individuals. In fact, food export ban has worked against the small holders, producers, processors and local traders. It has encouraged racketeers and thereby denying the government revenues and violating smallholder farmers' right.

Furthermore, the regulatory bodies, commodity boards in particular, remain restrictive and discriminative. The representation of smallholder farmers interest in primary cooperatives and commodity boards is relatively very limited. For example, the cashew nut boards is mostly composed of ex-governmental officials or active politicians- which make it difficult to impartially execute its functions.

2.8 Dialogue platforms

The policy environment in Tanzania remains largely a government-donor based arena. To influence dialogue stakeholders need space, and a few civil society organizations are engaged in policy dialogue. Moreover, although the structures at local level give opportunities for people to engage, making concerns heard (and acted upon) remains a challenge. One of the contributing factors to that is limited ability to articulate concerns to the elite by smallholders. Societal pressures make the challenge even greater for women smallholders... As a consequence there are limited opportunities for engagement at the local (village and district) and national levels. These results in the rural poor who are heavily involved in production are not active in decision making, in essence policies and directives in these fields are often imposed on them.

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Although access to information remains a challenge especially in rural setting, Tanzania is among the leading nations on use of mobile phones. Potentially this could assist in linking farmers/stakeholders with market, and other services. It is expected that mobile companies can avail services on financing (such as airtel money, M-PESA and Tigo Pesa) to ease the transactions.

It is also evident that through mushrooming community radio people in rural Tanzania can access relevant information, and could use the same facilities to engage with duty bearers based on topical issues. With introduction of SMS feedback mechanisms, community radios can be used to foster access to information on key issues from farmers and duty bearers.

2.10 ANSAF and key stakeholders

ANSAF is aware of the multitude of important stakeholders in the agricultural sector such as private, public and farmers' organizations. The agricultural agenda in Tanzania has been the responsibility of national and local level government with limited consultations with other actors outside donor community. Nonetheless, the performance of the sector and ANSAF's contribution to this performance depends on understanding the interactions that take place among stakeholders and the level of interest on issues by issue movers. To bring about significant change in policy and practice in favour of small holder farmers, ANSAF will work with a number of key partners, including but not limited to the following: technocrats in Ministries and Local Government Authorities; elected officials in LGA's and Parliament; farmers' organizations and small and medium enterprises; Media and journalists; private , research and media Institutions.

2.11 Opportunities for ANSAF strategic engagement

ANSAF has through research found that there are opportunities where our engagement could bring sustainable changes to the agricultural sector. Some of these include:

- Renewed government commitment to put agriculture back on the policy agenda platforms as demonstrated through Kilimo Kwanza, SAGCOT and TAFSIP
- There are no functional platforms for dialogue between SHF and other stakeholders where the interest of SHF is shared on a regular basis.
- The potential for the contribution of the agricultural sector to alleviate poverty for the rural poor is huge seeing as from the placement of Tanzania, there are plenty of markets for trade of agricultural produce. Countries around cannot produce enough to feed their own and Tanzania has adequate arable land and the manpower to take advantage.
- Potential markets for Tanzanian products (cereals and pulses) with high comparative advantages within EAC and SADC regions.
- Ability to contribute to changes at LGAs in terms of accountability on agricultural funds (ASDP funds) transferred at local level.
- Enthusiasms and awakening among smallholder farmers to participate in policy making process leading to policies that are not reflecting the felt needs.
- Negative perception among major stakeholders about SHFs viewed as price and policy takers. The work of Civil Society and Private Sector is often times supply driven rather than driven by the needs of SHFs.

While these opportunities provide ample backing for the work of ANSAF, some threats do exist where there may not be adequate political will to have in place pro-poor agricultural policy. The tendency to attract foreign investors often times leaves the small holder farmer as well as the small scale entrepreneur vulnerable to poor policy and regulations enforcements that make it harder for them to thrive.

2.12 ANSAF internal environment and capacity

ANSAF is uniquely positioned by having a diverse membership that encompasses various sector players ranging from local NGOs to International NGOs as well as private sector players. ANSAF has already established itself to be an organization that champions learning and change to inspire growth of the agricultural sector. Some of the key strengths of ANSAF include

- ANSAF has developed its ability to form coalitions and been able to sit at the table with high level decision makers and is regarded as a suitable ally to have constructive debate and dialogue with government.
- ANSAF has established itself as an advocacy network that synthesises, collates and shares the learning of best practice for wider uptake.
- Wider membership with enormous experience and expertise, spread geographically throughout the country. The ability through members to interact at the LGA level to ensure adequate budgeting and planning for the agricultural sector as well as an increase in the level of accountability of LGA officials.
- The knowledge and strength to generate a critical mass around key issues to stimulate and bring change to the sector.
- Established links with media and development of the media as a key sector to stimulate dialogue and enhance learning for practitioners and small holder farmers.

2.13 ANSAF areas of Growth

Some of the areas where ANSAF needs to grow itself further to better position itself to firmly take a lead on bringing much needed change to the Agricultural sector include;

- Increase the ability of the secretariat to recognize moments during which sharing with members and the wider public exist to increase opportunities for learning.
- Lack of a synchronised system of working where through working groups, the secretariat a better network has with members to increase moments of interaction and networking.
- Over dependency to a few donors who do not have similar requirements for reporting and accountability. This calls for pooled funding based on the strategic and operational plans.

III ANSAF STRATEGIC DIRECTION 2013-2017

3.1 Goal

SFHs having access to opportunities and capacity to respond to those opportunities either as entrepreneurs, workers, or consumers

3.2 Impact:

Transformed lives and agricultural systems that work for the poor in Tanzania; and positive behavioural change among boundary partners

The strategic plan runs for five years. Although the milestones will be developed in an *operational plan*, *annual themes shall be evolving from this overarching document*.

3.3 . Expected Results, Outcomes, Outputs and Activities

Expected Result 1 (ER1)

3.3.1. Equitable distribution of resources, power and risks within value chains

This result aims at influencing access to and optimal resource use by smallholder farmers, equitable distribution of power and risk among agricultural sector actors. It challenges the status quo, ineffective regulatory bodies and encourages the spirit of dialogue and increased access to relevant information for smallholder farmers.

3.3.1.1 ER1 Outcome 1 Platforms for dialogue between SHFs and other stakeholders exist.

The focus of such platforms will be on issues related to enabling environment for various actors to operate across multiple value chain. ANSAF secretariat and its members will endeavour to address challenges related to productive resources (such as working capital, finance, land and access to advisory services), infrastructure improvements (road and communication networks, marketing, irrigation and rural electrification), agricultural policies (including trade policies and barriers, access to inputs - seeds and fertilizers for smallholders, subsidization and tax exemption as well as crop cesses), coordination of stakeholders along value chain knots for equitable gains, local farmers' empowerment and technical skills enhancement.

The regulatory bodies, commodity boards in particular, remain weak and ineffective in their functioning. There are also overlapping and multiple functions among regulatory bodies, doing the regulations, setting environment, offering permits and at times conducting business (like the cereals and other produce boards), with limited consultation with stakeholders, smallholder farmers in particular.

ANSAF secretariat and members understand that many of the structures for dialogue on issues affecting agriculture sector do not have smallholders represented.

3.3.1.2 ER1 Outcome 2: Smallholder farmers have access to information and decisions that affect their livelihoods and wellbeing.

Although agriculture agenda remains at the top of national priorities, the major players, smallholder farmers in particular have limited access to information (on policies, guidelines and opportunities) and low level engagement in decisions that affect their livelihoods. It is recognised that unless issues affecting smallholders are openly debated, agreed solutions

implemented in the interest of farmers, poverty and food insecurity will reign in Tanzanian society.

The quality and amount of information received by smallholder farmers is very limited and often there is inconsistency on information reaching grassroots level. It is clear that the elites, especially formal private and business individuals and civil servants control access to information, and they are knowledgeable on policies, guidelines and available opportunities. The little information available to smallholders is either complex to understand written in English (not Kiswahili the popular language) and at times presented in a manner that is difficult to be assimilated by end users.

ANSAF secretariat and its members will improve and increase information dissemination through platforms for debates on topical issues in value chains. Further to this, smallholders will be supported to openly contribute views and ideas for their own benefit and the entire poor farming community. Focus will be on increasing quality and quantity of information, using existing formats and media where currently smallholder farmers have access and are able to respond. Increased voices will contribute to change of position and condition of smallholders and seeing their voices as imperative to change in the mind-set of other stakeholders.

Expected Result 2 (ER 2)

3.3.2 Improved learning by ANSAF members

This is one of ANSAF's central pole, and reason for its establishment. ANSAF forum remains one of unique entities that seek to bring various actors together on issues that matter most in agriculture. To deliver this higher level result, the secretariat and members will promote learning mainly emanating from experience on the ground.

The outcome on improved learning by ANSAF members bridges well with the other two outcomes, and its internal and external focus. Internally ANSAF secretariat and members will need their capacity strengthened before they can effectively learn and share the lessons. This will involve strong and sharp programmatic focus, strong vision as a result of visionary leadership and motivated staff with relevant structures and systems in place. Similarly to influence policies and positive practices and encourage learning across actors will demand for innovations that bring them together for collective actions.

3.3.2.1 ER2: Outcome 3: Citizen collectively engaging to hold the government accountable for policy and practice commitments made.

The combination of being a forum for discussion, and the support of member organizations in rallying together to ensure accountability of commitments made is a unique position held by ANSAF within the development sector in Tanzania.

ANSAF member meeting, organised and hosted by the secretariat, creates the opportunity for members to discuss and unite on particular points of advocacy and campaigning. ANSAF secretariat will act as a stimulus to such ideas to move them from "ideas" to "actions". Under the banner of ANSAF, members will have a place to engage with citizens to collectively engage with government to hold duty bearers accountable for policy and practice decisions made.

Expected Result 3 (ER3)**3.3.3 Pro smallholder farmers' policy is being put into practice by the government and private sector within Tanzania.**

This intervention aims at working with smallholder farmers and other interested stakeholders in influencing better agricultural practices and creating a fair and conducive environment for all actors. It brings smallholder farmers at the centre of planning process and policy implementation by civil society, private institutions and government.

3.3.3.2 ER3 Outcome 4: The voices of smallholder farmers and consumers who are currently living in poverty are being heard by decision makers

Effective market is one of ANSAF's vision for change for smallholder farmers. ANSAF recognizes that the majority of the poor within most markets in Tanzania exist at the smallholder farmer level, as well as among the consumer based for locally and regionally marketed commodities. It is with this recognition, ANSAF will be working to ensure that the collective voice of the poor, be they at the producer or consumer levels are being heard.

3.3.3.3 ER3: Outcome 5 Improved coordination by service providers for smallholder farmers and micro and medium small enterprises (MSMEs)

Improved coordination of service providers is seen as both an output for members that are service providers, and an outcome for those using collective action to achieve it. This is critical in ensuring effective organization and linkage among value chain actors. Success of this strategic plan (achieving desired outcomes) will also depend on the level of interaction and effective engagement among key stakeholders to bring sustainable change and transform lives of smallholder farmers. ANSAF secretariat and its members will be working to promote better coordination of actors along value chains and enhance smallholder farmers' participation and releasing relevant information gathered from various levels.

Expected Result 4 (ER4)**3.3.4 ANSAF able to meet the needs and aspirations of its members as well as the demands of the changing environment.**

This is one of the parallel expected results to the three mentioned above. It is crucial in the sense that the goal of this strategy cannot be accomplished without an aspect of institutional development. As mentioned in the document ANSAF as an organization has to go through a process of change prompted by various interventions including capacity building in order to meet the growing needs of the organization as well as meeting the demands of the changing environment.

3.3.4.1 ER 4 Outcome 6 Improved capacity of ANSAF to effectively and efficiently carry out its functions.

The interventions in capacity development of the organization will be determined by the capacity needs in governance and management domains.

To operationalize this strategic plan, ANSAF will need a budget which has been developed on annual. The main activity components (outcome and expected results) will not change, but the budget will be adjusted on annual basis to reflect key activities within each year of implementation.

3.4 Assumptions

3.4.1 Underpinning assumption

ANSAF assumes that the actions/outputs will lead to a positive behavior change by those individuals, institutions and organizations that are engaged in agriculture in Tanzania. The greater emphasize and focus will be on identified boundary partners and realization of outcome visions for each of them.

3.4.2 Other key assumptions

- i. Agricultural policies and programs supportive of ANSAF strategic plan 2013-2017 will not change significantly in the whole period.
- ii. Private companies, civil society organizations and other actors will be ready to work in collaboration with ANSAF.
- iii. Policy makers at different levels – parliamentarians and councillors will understand issues raised and addressed by SFHs, SMEs and consumers and offer the necessary support.
- iv. Information held by the government, that is intended to be in the public domain will be accessed by ANSAF secretariat and its members and will be permitted to be debated.
- v. The media will be willing and having the necessary capabilities to disseminate information, observations, lessons and challenges on interventions with SHFs, SMEs and other stakeholders.
- vi. The citizens in the targeted areas will underline the value of holding the government accountable.
- vii. The physical environment will be favourable to the endeavours of smallholder farmers and related stakeholders.

IV. ANSAF DEVELOPMENT AND I M

HL R	ER 1: Equitable Distribution of resources, power and risks within Value Chain <i>Measured by: Budget speeches, SAM results, PER, Review of CAG reports and Parliamentary committee reports</i>		ER 2: Improved learning by ANSAF members <i>Measured by: ANSAF assessment reports, progress reports, publications shared with members, ANSAF website, Ulimwengu wa Mkulima magazine</i>		ER 3: Improved policy and practices; and efficient regulatory frameworks in the agricultural sector.			ER4: ANSAF able to meet the needs and aspirations of its members as well as the demands of the changing environment.								
Outcome	O1: Platforms for dialogue between SHF and other stakeholders exist. <i>Measured by: ANSAF progress rpts & Attendance lists of dialogue mtgs</i>		O2: SHF have access to information and decisions that affect their livelihoods and wellbeing <i>Measured by: SHF reports, interview reports, Agric Sector reports at village & ward levels</i>		O3: Citizens collectively engaging to hold govt accountable <i>Measured by: LGA reports on govt Accountability, ANSAF progress reports, capacity development reports on govt accountability</i>		O4: : The voices of SHF and consumers who are currently living in poverty are being heard by decision makers <i>Measured by: Central and local govt reports, National Agric surveys, Interviews</i>		O5. Improved coordination by Svc Providers for SHFs & MSMEs <i>Measured by: Working grps rpts, interview rpts(SHF & MSMEs), ANSAF progress rpts, Service providers rpts.</i>		O6 Improved capacity of ANSAF to effectively and efficiently carry out its functions					
Outputs	Fair representation of SHF in regulatory and commodity boards.	prioritization and resource allocation and utilization where SHF's voices are prominently represented	Quality of information that is shared-esp to SHF improved	Existing policies & practices reviewed	Lobbying meeting with decision makers convened		Connecting voices of SHFs with decision makers	Linking journalists with members to get issues of SHFs consumers and MSMEs into the public domain	Promoting links among value chain actors	Sharing information regarding available services particularly SHFs & MSMEs	Human and Material resources management and development improved	ANSAF quality assurance, Monitoring and Evaluation improved	ANSAF Organisational Development and Sustainability enhanced			
	Socially accountable governance system on decisions to allocate and spend public resources	Increased awareness of SHF- civic rights	Develop opinion papers for its membership and the wider community		Policy reviews and briefs produced	Strategic alliance and coalitions advocating for SHF established and strengthened	SHFs direct engagement with decision makers facilitated	Compilation of SHFs market issues into case studies to influence decision makers undertaken								
Activities	<ul style="list-style-type: none"> -Identify gaps of participation and smallholder farmers' representation in existing dialogue structures that excludes them (SHFs). -Promote and strengthen existing structures (village, ward, district and national level) to ensure representation by challenging members and smallholder farmers to take charge. -Access, synthesize and share relevant research findings (on budgeting processes, land, subsidization, agricultural taxes and financing) from various actors and members on their policy implications in agricultural sector. -Promote socially accountable governance system for effective policy delivery and transparency -Organize and conduct regular learning events, breakfast discussion and roundtables on thematic issues. 		<ul style="list-style-type: none"> -Develop user friendly and summaries of key policies, guidelines and budget documents. -Identify key opportunities (such as credit access, new broad technologies) and share widely with SHF -Review current content and package in the quarterly Magazine and ensure relevance of focus with SHF needs -Collaborate with selected media in creating space for SHF to air their views and interact with key decision-makers at various levels -Develop policy briefs and analytical think-pieces on key decisions and policy 		<ul style="list-style-type: none"> - Review and summarise budget analysis and social accountability reports - Undertake PER activities and participate in PBME cycle -Synthesize the correlation and policy action trends in various value chains and develop proposals for collective actions -Develop position papers, communiqués and encourage citizens to take action -Promote actions that encourage campaigning and petitioning on underperforming public 		<ul style="list-style-type: none"> -Review and summarise budget analysis and social accountability reports - Undertake PER activities and participate in PBME cycle -Synthesize the correlation and policy action trends in various value chains and develop proposals for collective actions -Develop position papers, communiqués and encourage citizens to take action -Promote actions that encourage campaigning and petitioning on underperforming public institutions -Regular one-to-one meetings with key decision & policy makers Organize and conduct debates and learning events 		<ul style="list-style-type: none"> -Map out civil society organizations and selected commodity boards working in agricultural sector to promote SHFs views -Identify and recognise CSOs & commodity boards that champion promotion SHF views -Promote champion civil society organizations and commodity boards to influence others and replicate best practices 		<ul style="list-style-type: none"> • Prepare and regularly update a gender sensitive human resource policy manual • Prepare and implement a robust scheme of service • Recruit and retain qualified, experienced and competent personnel • Conduct staff performance appraisals and support staff skills development • Conduct staff capacity 		<ul style="list-style-type: none"> • Conduct baseline survey for comprehensive Monitoring and Evaluation • Establish and operationalise a Monitoring and Evaluation System • Prepare and submit to stakeholders physical and narrative financial progress report • Conduct mid-term evaluation of the strategy implementation and 		<ul style="list-style-type: none"> • Prepare and update institutional sustainability strategy • Prepare and update financial policy manual • Prepare and submit to Development Partners grant proposals • Carry out regularly Organisational Self Assessment • Engage an OD consultant for demand driven Organisational Development Interventions 	

IMPLEMENTATION APPROACH

ANSAF works with members so as to bring together a critical mass of actors, and as such supports the coordination of critical debates on national policy and practice, and assists in developing the direction of joint efforts to influence policy, practice, ideas and beliefs that inhibit the growth of the agriculture sector in Tanzania.

4.1 ANSAF Theory of change

ANSAF believes that people's lives will be transformed as a result of agricultural systems that work for the poor people in Tanzania. Transformed lives will be realized in terms of increased opportunities and capacity of smallholder farmers and poorest people in the country to utilize them. Because poverty is in the main a rural phenomenon in Tanzania, if agricultural potential are realized by the poor smallholder farmers, Tanzania's economy will definitely improve.

The elites in Tanzania (academicians, politicians, civil servants, private sector and civil societies) have enormous power over information and determine how resources are utilized without necessarily consulting smallholder farmers. ANSAF believes that positive behavioural change among key stakeholders will be realized if there is forum for debate and discussion to challenge the status quo; and if there is collective actions by smallholder farmers with their allies. Farmers, both men and women of different age groups will have to take hold of the policy arena and design mechanisms to ensure their concerns are acted upon by key policy and decision makers.

4.2 ANSAF governance and management arrangement

ANSAF secretariat will continue to take lead on most issues of common interest, whilst members occasionally lead. At the local level, ANSAF will continue working with members to reach the stakeholders, and in particular farmers.

The secretariat of ANSAF will organise informative and regular forums for debate and discussion on issues affecting small-holder farmers in Tanzania. The focus of these forums will be to generate learning within the ANSAF membership. The secretariat will provide support by coordinating collective action by members in the interests of the well-being and economic prosperity of small-holder farmers.

To ensure efficiency and effectiveness of strategy implementation and management, ANSAF will establish and make use of Working Groups. Such groups will be composed of members focusing on specific issues in a bid to influence targeted policy and practice changes. The Working Groups will be formed democratically and members with outstanding expertise or skills will be encouraged to lead them. In so doing, other members will be able to learn and make meaningful contributions to targeted change in policy and practice. It goes without saying that the ANSAF Secretariat will play a facilitative role while members through Working Groups will adaptively and situationally lead in delivering on expected results and outcomes. ANSAF members will take a lead in facilitating constructive engagement of Small Holder Farmers for improved policy and practice changes at the local levels.

At general level, members will contribute through annually identified themes based on the broader focus on the outcomes, although in concrete terms the working groups⁴ will be formed to ensure members get value from ANSAF interventions. ANSAF will play a facilitative role of ensuring that members

through working groups are engaged in activities in a focused manner. In this way ANSAF membership will ensure that all successes and failures are fully owned by members. ANSAF will also seek to appreciate and reflect the value it adds to each individual member. Regular meetings of the members will be conducted in accordance with the constitution and administrative procedures of ANSAF.

The secretariat will be answerable to the Executive Committee/Board responsible for the governance of the organization. The Executive Secretary will head the Management and coordinate the day to day functioning of ANSAF. The Board will be responsible to the Annual General Meeting and its entire membership.

5.0 Strengthening ANSAF policies, structure, systems and processes

During the last five years, ANSAF activities have been resourced by a managing agent who has provided office premises, administrative responsibilities, human resource, logistics and finance. The managing agent has been supported by Steering Committee members⁵. During this strategic plan, ANSAF will be entirely autonomous and independent of managing agent and will be supported by its own board and staff charged with governance, finance and administrative responsibilities.

The composition of the board members and changing role of the managing agent will be clarified in the revised constitution. The board will remain small in numbers but broad enough and balanced to represent the interests of smallholder farmers, private sector and civil society organizations. The new board structure will enable the secretariat to grow into a professional network capable of achieving its main goals and ensuring that members are firmly engaged through exchange of information and constructive engagement with decision and policy makers at all levels.

In order for it to accomplish the set goal and its objectives, ANSAF will strengthen its institutional capacity in the realms of policies, systems, structure and processes. There may be a need to undertake an organizational assessment in order to determine the requirements. The structure of ANSAF ought to be adjusted to meet the needs of the strategic plan. A lean structure is envisaged by the governance and management of the organization staffed with multi-skilled personnel to fulfil the functions of the organization efficiently and effectively. The structure also clearly indicates lines of communication and accountability. Systems to be developed and put to use include Monitoring and Evaluation, Information management, decision-making, communication, learning, among others.

6.0 Monitoring and Evaluation

ANSAF believes that monitoring and evaluation is an important tool for making informed decisions, adaptive management and institutional learning. Quality assurance, monitoring and evaluation will be one of the key functions to ensure that the organization and its programme is efficiently and effectively managed to the expectations

Two major working groups are being proposed in this strategic plan. Communication and Advocacy –specifically focusing issues of advocacy; and the Budget and Policy analysis working group – conducting regular budget and policy analysis and producing a synthesise report for wider update.

⁵ The Steering Committee (SC) is made up of 3 members from selected member organizations. The director of managing agent is automatically a member in the steering committee whereas the Executive Secretary is a non-voting member.

of members and key stakeholders. ANSAF will set and operationalize standards of performance for both organizational and programme development and management. ANSAF will gradually adopt an Outcome Mapping for monitoring and evaluation of its strategy. The organization will devise and operationalize a user-friendly monitoring and evaluation system. Participatory monitoring and evaluation will be adopted throughout the life of this strategy to inculcate wider institutional learning and broader sense of accountability.

Monitoring will entail close and regular tracking of progress against organizational development and programmatic plans. Field visits, Steering and Annual General Meetings, will comprise the machinery for quality assurance, monitoring and evaluation. Tools for monitoring and evaluation will include but not limited to the Logical Framework, Operational Plans and the Budget. ANSAF Secretariat will prepare annual, semi-annual, and quarterly progress reports to track its holistic performance. Media review will be done continuously to monitor the operating context for institutional and organizational adaptability and improved performance.

Monitoring and evaluation will make use of diverse types of indicators to track progress and changes made at both organizational and programme levels. Such indicators will include, but not limited to quantitative, qualitative, process, outcome and impact indicators. At all time efforts will be made to establish and track the logical link between inputs, outputs, outcome and impact for institutional and programmatic performance and effectiveness. Internal Controls systems will be strengthened to continue abiding by the International Financial Management and Reporting Standards (IFMRS).

Different reports will be prepared, documented and submitted to different users for management and governance decision making and for accountability purposes. Monthly reports will be prepared and reported by outputs bearers during the weekly meetings and monthly technical meetings. Annual Reports of the ANSAF will be shared with ANSAF members and the Development Partners. The annual plans and progress reports will be presented and approved by the Annual General Meetings.

7.0 Resource Requirements

To effectively manage the programme and for organizational development, ANSAF will require human, material and financial resources. This section outlines these resources in brief.

7.1 Human Resources

ANSAF will need to maintain the existing and recruit additional members of staff. Selection and recruitment will base on a rigorous job analysis, thorough job descriptions and job specification. The organization will undertake regular performance appraisals for her staff to enhance programme performance.

To inculcate team spirit, ANSAF will organize staff retreats during which team building exercises and reflection on the organisation's endeavours will be carried out.

7.2 Material Resources

ANSAF will require and maintain material resources to implement programme activities efficiently and effectively. Such material resources include, but not limited to, vehicles, computers, printers, digital camera, overhead projector and power point machines, Flip chart stands, photocopier, binding and lamination machines and stationery.

7.3 Financial Resources and Budget Projection

ANSAF requires financial resources to enable its smooth running and effective implementation of the strategic plan. The organization will need financial resources for both fixed costs and recurrent expenditures for its smooth organisational functioning and implementation of programme activities. Over the coming five years ANSAF will require the total budget ofto implement this Strategic Plan.

7.4 Mobilization of funds

ANSAF will seek to see a complete shift in regard to financial support by seeking more pledges and commitment from members (at least five percent of the budget) though; no single donor will support more than 45% of the total annual budget. This will involve creating a continuous dialogue with members and a gradual reduction of level of support from some partners, while diversifying the funding sources. Reduction of dependency to few donors will be cautiously done not to stall ongoing activities. Wherever possible all the funding will be under the 'pool fund arrangement', to harmonise reporting and accountability requirements.