



Agricultural Non State Actors Forum



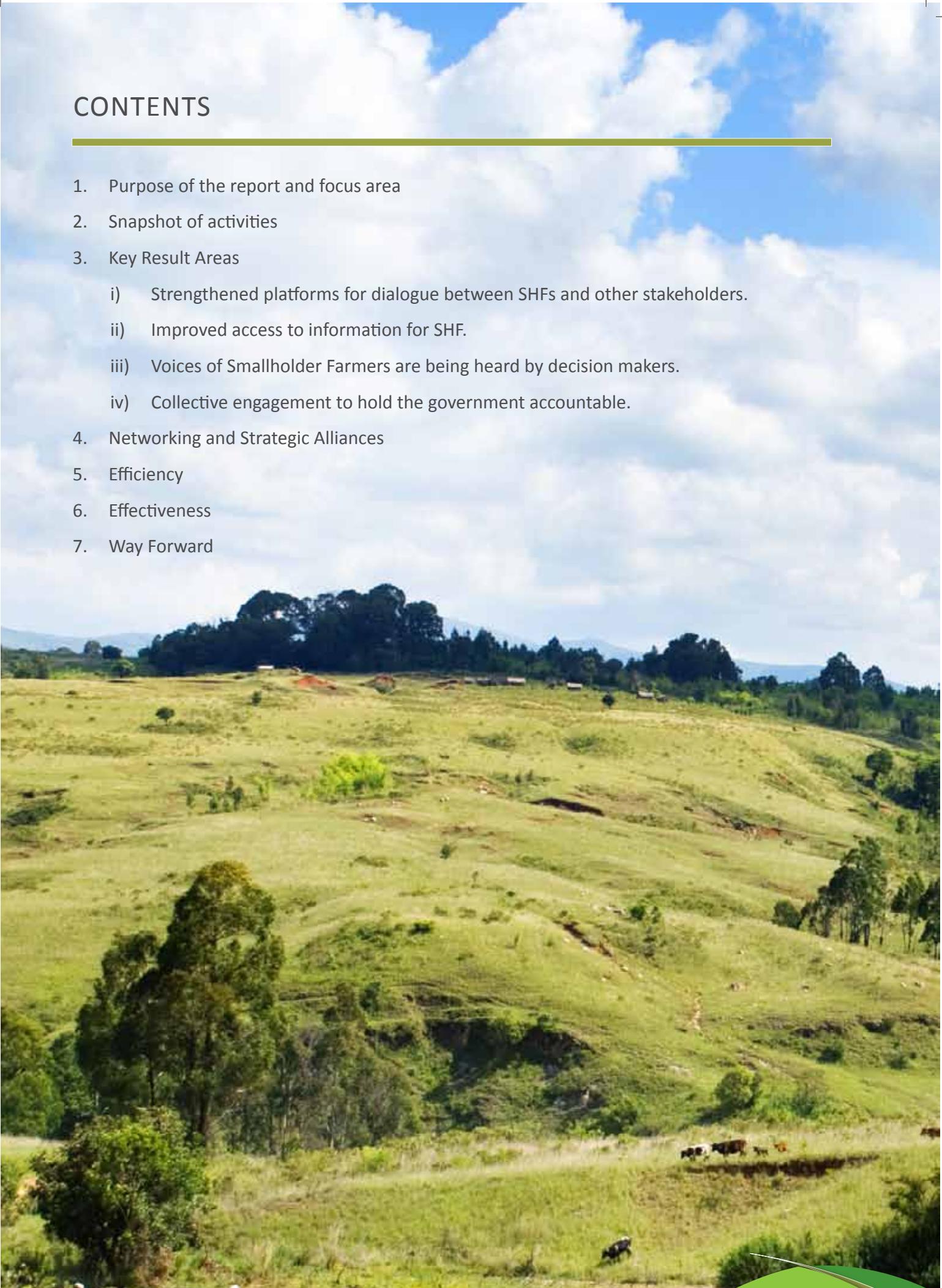
[solutions to improve
the **agriculture sector**]

Annual Report 2014



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ABOUT ANSAF

Agriculture Non-State Actors Forum (ANSAF) is a member-led forum involving organizations and individuals from the commercial sector, Non-Governmental Organizations (NGOs) (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. ANSAF was founded in 2006 with eight members and has grown to 60 members in 2014 operating in all regions of the country.

THE REPORT

This is a summary of ANSAF's annual report for the period from January to December 2014. The report highlights some of the key activities, achievements, challenges and the way forward for 2015.

SNAPSHOT OF ACTIVITIES

Major objectives for the year 2014 were:

- 1) To work with ANSAF members and non members in creating and strengthening local and national platforms for dialogue. ANSAF conducts community dialogues to discuss topical issues on community radio and national TV stations. The aim is to empower smallholder farmers to hold the government accountable. The organization also reviews key government policies and legislations, and advocate for or against them. Popular versions of good policies are produced and shared for the purpose of raising public awareness. The organization also identifies successful young people in agribusiness and their profiles are developed into documentaries for TV programs. The aim is to cultivate youth's interest in agribusiness.
- 2) To analyze national budget allocations and local level budget priorities (using Social Accountability Monitoring & Budget Analysis tools) to better advise the government and other stakeholders on resource allocation. With this respect, ANSAF analyzed irrigation budget, assessed the budget delivery system and looked at access to credits by smallholder farmers.
- 3) To prepare, launch and monitor the African Year of Agriculture. ANSAF also developed a set of recommendations that were submitted to Africa Union Heads of State.
- 4) To strengthen the capacity of media and members' media engagement. The organization worked with SAUT, BEST-D and EJAT stakeholders. ANSAF worked with selected journalists to produce feature stories/coverage on topical issues. It identified specific TV and radio programs such as Kumekucha, Kiti Moto and others and were used by ANSAF members. The Ulimwengu wa Mkulima magazine with relevant articles was also published.
- 5) To deepen and widen ANSAF engagement with members on strategic commodities such as cashew and cotton by identifying policy issues. Case studies and documentaries were produced and analytical capacity of ANSAF members was strengthened
- 6) Development of staff retention strategies and enhance their capacity to deliver.

KEY RESULTS

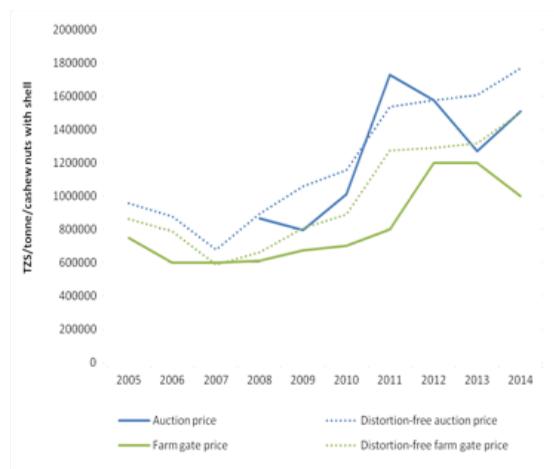
STRENGTHENED PLATFORMS FOR DIALOGUE BETWEEN SHFS AND OTHER STAKEHOLDERS

Government reaffirms its commitment to 2003 Maputo declaration: ANSAF and other stakeholders prepared a petition that required AU heads of state to commit to implement the Maputo Declaration. The petition was submitted to the AU Heads of State during the African Union Summit held in Malabo, Equatorial Guinea, on June 27th 2014. The Malabo agreements include recommitting to the principles and values of the CAADP process on 10%; enhancing investment financing in agriculture by reviewing fiscal policies; ending hunger and halving poverty by 2025 through inclusive agricultural growth; and boosting intra Africa and intra-regional trade. The key results...

Continuous dialogues between stakeholders in cashew sub – sector: This work resulted in removal of shrinkage costs price of TZS 1,000 during 2014/15 marketing season. There has also been an increase in the price of cashew nut as opposed to indicative prices. Although the indicative price was set at Tzs 1,000/kg, it has been reported that farmers were given between Tzs 1,800 – 2160/kg for the 2014/15 market season¹. The sub-sector has increased medium scale processing capacity leading to job creation and fair price for farmers at farm-gate. The five new plants are expected to commence processing by April 2015. This will add on to the current 10% processing capacity,

totaling an average of 30% processing capacity. Semi processing has not been picked up by many groups due to limited opportunities in finishing up the processing and packaging. Processing factories were not in place to accommodate semi processed cashew from farmers. Presently, the locally processed cashew has increased from 10 tons (2012) to 23 tons per year, by 2014. The processed cashew is to be packed at Naliendele Agricultural Research centre.

PRICE TRENDS



IMPROVED ACCESS TO INFORMATION FOR SHF

ANSAF believes that the elites (well-off, public and politicians) have enormous control over information, which is one of the conditions for SHFs to transform their lives.

Ulimwengu wa Mkulima; In 2014 ANSAF secretariat published the fourth edition of Ulimwengu wa Mkulima with coverage on the Land Rights, proper water usage, Quality

¹ There could be other reasons for a 200% turn-around of the price from Tzs 1000 to over 2000/ks. One of such could be ebola incidences in West Africa

management, cashew processing, Year of Agriculture and Implementations of Maputo declaration. About 40,000 people read the magazine across Tanzania including farmers, ANSAF members and other stakeholders.



Media Engagement: Leveraging agricultural agenda through media, research and advocacy; The trend of coverage on agriculture related topics shows that there is an increase in investigative articles produced in three leading newspapers (Mwananchi, Daily News and Guardian) over the months of 2014.

The reported issue on warehouse receipt system drew attention from the Presidential delivery bureau (BRN – PDB), Agricultural Delivery Division (ADD), the Ministry of agriculture and Ministry of Industries and Trade.

² *The Guardian reporter presented the proposal to Tanzania Media Fund for funding to investigate the challenges faced by farmers in using Warehouse Receipt System in Southern corridor of Tanzania (cashew production regions*

The directors for Cashew Board of Tanzania and Tanzania Warehouse Licensing Board were ordered by the Minister for agriculture and the ADD leadership to respond on the issues of poor administration of WRS and high level of deductions on cashew contrary to the Act. A live TV program (Kipima Joto) was organized by ITV in collaboration with ANSAF and the director of Tanzania Warehouse Licensing Board (TWLB) was invited along with the journalist to discuss the system operation in relation to SHFs. This culminated into a further collaboration, where currently both ANSAF and the TWLB agreed to mobilize resources so as to work together.

Country-wide field joint visits were conducted in areas growing coffee, sunflowers and cashew to ascertain malpractices in WRS implementation. A joint report has been produced, which will complement the popular version for WRS Act of 2005. In 2015 ANSAF will be organizing a stakeholder validation meeting for the popular version of the WRS Act of 2005. Alongside the WSR Act is the new Cooperative Development Act of 2013, whose popular version is on final stages waiting for validation. The popular versions are in simple language with illustrations using cartoons for smallholder farmers and for quick references by other players.

IBER course in SAUT: Advocacy and dialogue processes

From 2013 the tripartite collaboration which involves SAUT, BEST Dialogue (formally BEST – AC) and ANSAF secretariat has been supporting young emerging journalists on reporting investigative stories in print media with bias in agriculture sector. The major focus has been relevant articles and feature stories from the field aimed to stimulate debates and promote dialogue among duty bearers and rights holders (especially SHFs and small

agribusinesses) underpinning agribusiness policy environment in Tanzania. The result of reporting was observed in the case of cotton counterfeit seed saga (along with community dialogues) as reported by farmers in Geita, Mwanza and Shinyanga regions written by Felix Lazaro (one of the IBEJ journalists) prompted the Tanzania Cotton Board and respective regional authorities' to take action. The government through Minister for Agriculture, Food Security and Cooperatives committed to compensate the cotton growers on the loss.

From July 2014, the focus of the SAUT course shifted to involve both print media

and community radio broadcasting with the aim of bringing together actors on the same platform. This involves scooping field visit by staff from ANSAF Secretariat, members and radio presenters from community radio. The three would review literature and interview producers and small businesses before the live radio program is aired. Relevant government officials (from LGAs at senior level would be invited as guest speaker) and farmers were encouraged to make calls and pose questions. The coverage include SAGCOT zone (Mbeya, Iringa, Ruvuma and Njombe regions) with 18 journalists representing a range of community.

VOICES OF SMALLHOLDER FARMERS ARE BEING HEARD BY DECISION MAKERS

Result/change	Intervention source and location	Approach	Effects /challenge
Government commitment to review Warehouse Act of 2005	commodity farmers (cashew, coffee, sesame, sunflower) and stakeholders (TWLB,CBT)	ANSAF in collaboration with its members in cashew growing regions convened community dialogues during dissemination and feedbacks of cashew research back in 2013 and farmers highlighted on challenges in implementation of WRS such as delays in payments and unfair deduction imposed contrary to the Warehouse Act of 2005. Other dialogues this year involved farmers, LGAs representatives, members, CBT and TWLB representatives to discuss the issue resolute to review the cost structure and enhance WRS awareness among farmers and other stakeholders. Media also played part in influencing the agenda as explained in outcome 2 above. During August and September 2014, TWLB	The discussion on WRS started in 2012 after the release of Political Economy of Cashew in Tanzania (Effective regulatory bodies). The government has submitted a proposal for WRS Act Amendment Bill of 2014, with over 30 sections proposed for review. ANSAF has been invited to participate in public hearing and provide a commentary (written) to the Parliamentary committee on Trade and Industries in January 2015.

		<p>collaborated with ANSAF conduct study visits to stakeholders in cashew (Mkuranga, Mtwara rural, Tandahimba, Newala, Nachingwea and Masasi) coffee (Tarakea and Siha), sunflower (Singida rural and Iramba) and sesame (Nachingwea) to explore challenges facing SHFs and other key players in the value chain. The collected challenges are currently used as input in the development of simplified versions of warehouse and cooperative societies acts. The highlighted challenges will be used in ongoing process of amending the Warehouse Acts to discussed and approved in the parliament on 28th January 2015.</p>	<p>It is expected that the identified gaps and challenges in WRS will develop a milestone for review of Warehouse policy and regulations. Further engagements are underway to review the challenges for improvement in relevant policies. Despite this, stakeholders are calling for complete overhaul of the Act, and introduction of Commodity Exchange Act that would replace the WRS</p>
<p>Government commitment to Compensate Cotton growers due to seed companies supplying counterfeit goods</p>	<p>Cotton growers in Bariadi, Maswa, Kahama, Geita, Kwimba, Magu, Singida, Kahama and Simiyu</p>	<p>From 2013, with secretariat support ADLG conducted 5 community dialogues in Simiyu, Bariadi and Maswa to share challenges in cotton sub-sectors such as fake seeds and contract farming operations. The dialogues involved farmers, councilors, Extension Officers, DAICOs, MVIWATA and cotton seed dealers and suppliers.</p> <p>Such issues were also discussed in community radios in mentioned districts whereby farmers insisted on compensation due to such loss.</p> <p>The issue was also reported in mainstream print media by one of IBIEJ students (Felix Lazaro). The international radio Deutche</p>	<p>The inspection section at Tanzania Cotton Board (TCB) have indentified the SHFs (names from village to regional level assisted by the respective local leaders) to be compensated based on the major criteria; those who bought or were given the fake seeds and planted. The list is available at TCB headquarters and at the district councils. The ongoing procedure involves assessing production costs incurred by</p>

		<p>Welle also made a live coverage, where ANSAF executive director and cotton board director were invited guests to the program.</p> <p>Such initiatives drew the government attention where Minister responsible for Agriculture made a commitment to compensate cotton growers based on the loss during National dialogue held in Mwanza city August 2014.</p>	<p>individual farmers based on quantity of seeds bought/ given, size of the farm cultivated during that season and estimated production per acres</p> <p>Cotton Inspection section at TCB requested to collaborate with ANSAF in the process to ensure the compensation is successfully achieved</p>
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Community radio: Airing SHFs voices for stimulating local solutions

ANSAF held a meeting in August 2014 with community radio representatives³ and several members from Tandahimba, Nanyumbu, Singida, Iringa, Shinyanga, Simiyu, Mtwara, Karagwe and Kigoma to analyze thematic issues of relevance in their location and design a roadmap for the implementation of community radio programs. ANSAF provided financial and technical support in developing concepts for programs which were successfully aired between 16th October and 22nd November. The aim of these programs was to create a platform for duty bearers and rights holders to engage in dialogue on issues relevant to small holder farmers. There were seven programs carried out in four regions with six ANSAF members involved. Some of the results of

these programs included; the Karagwe DAICO taking on the recommendations from the program plan for extension officers to work on rotation so as to enable farmers to gain access expertise through Community Seminars and Demonstration Plots, due to recommendations from the Business Officer, one group was formed in Kitundu village, Karagwe for the purpose of approaching buyers together and approximately 30 farmers joined the CRDB and NSSF loan schemes for farmers. In Bariadi, Simiyu Region, a program on compensation for cotton farmers for seeds that failed to germinate (focusing on exploring the policy and regulations surrounding compensation). During the show recommendations were made for a more inclusive for the compensation process. Due to collective voices of farmers and CSOs, the criteria for compensation is no longer limited to farmers working in cooperatives. Similarly a complete list of all farmers to be compensated has been issued to avoid problems of corruption. There has been a positive response in other districts to the community radio programs.

³ The radio stations engaged were Standard Radio (Singida), Sibuka Fm and Faraja Fm (Simiyu and Shinyanga), Nuru FM and Ebony Fm (Iringa), Newala and Pride Fm (Mtwara) Fedeco Radio (Karagwe) and Radio Kwizera (Kigoma).

COLLECTIVE ENGAGEMENT TO HOLD THE GOVERNMENT ACCOUNTABLE

Budget Analysis (BA) and Social Accountability Monitoring (SAM) that involved trainings, data analysis and feedback sessions at village and community level was a joint effort by ANSAF members and the Secretariat. Stakeholders in agriculture included LGAs officials, private sector companies, CSO and SHFs. The

interventions on SAM and BA are aimed at enhancing public accountability in resources mobilization and spending in the interest of the poor, smallholder farmers in particular. Positive responses have been recorded in Korogwe, Tandahimba and other districts.

Table 4: Key achievements in Social Accountability Monitoring

Member	Project under SAM	The approach	Effects /challenge
Katani Limited - Korogwe district	Rehabilitation of the Mswaha Darajani irrigation scheme	Following the SAM training offered by ANSAF to the SAM team composed of farmers representative, LGA representatives and Katani limited (ANSAF member) conducted field visit in Mswaha Kaloleni, Korogwe district, farmers were able to question for mismanagement of public funds. It was noticed 45 million TZS allocated for rehabilitation of the irrigation scheme. 32 million TZS (of the total 45 million) was initially envisioned to be used for the actual construction while the remainder caters for feasibility and personnel costs. However, only 22 million TZS (of the total 45 million) was used for construction, and more than 50% diverted to other non-construction expenditures (including per diems for field work during surveys) which skyrocketed from 5 million to 10 million TZS while maintaining the same total budget expenditure.	Korogwe DC ordered investigation over public resource misuse that lead in transfer of LGA actors The district executive director for Korogwe was ordered by district commissioner to mobilize funds and purchase the milling machine starter, because when the machine was handled to the community, that part was missing

TAFAs - Tandahimba	Construction of a warehouse in Lipalwe village	<p>The budget records showed discrepancies in figures, while DADP's figures were different from MTEF on the amount allocated for the warehouse construction which was extended in reporting. The LGA reported disbursing TZS 20,000,000/- of the TZS 25,180,505 allocated for the construction, showing a balance of 5,180,505/-. However, the village's project oversight committee recorded being awarded the full amount.</p> <p>District implementation report for fourth quarter of 2013/14 showed allocation of TZS 43,000,000/- for the overall project, and a disbursement of only TZS 30,000,000 for the same.</p>	Removal of elected official. Also the government officials were asked to harmonize such information at district and project level.
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NETWORKING AND STRATEGIC ALLIANCES

HELVETAS – Launching and Managing the PHM Multi-dialogue Platform

The Multi-dialogue platform involving over 70 institutions was launched in October 2014, and it has received commitments from government and other stakeholders in addressing Post Harvest Losses in the grain value chain through the set-up of the post harvest management forum. ANSAF hosts and coordinate the activities under the Multi-dialogue Platform on PHL.

Tanzania Alliance Against Hunger and Malnutrition - TAAHM

Under ANSAF leadership with support from US-Alliance the Tanzania Alliance Against Hunger and Malnutrition has been formed, formally registered with a list of initial members. TAAHM aims to collaborate with other institutions

including PANITA, Tanzania Food and Nutrition Centre and the Ministry of Agriculture, food security department. TAAHM has over 30 members (mostly local institutions) expected to move forward the agenda of malnutrition and hunger. Process is underway to recruit the national coordinator to oversee the implementation of TAAHM activities.

SAGCOT CENTRE – Partnership and collaboration in clusters

In January 2014, ANSAF entered into partnership with SAGCOT centre, where one of its major roles was to work with members in monitoring implementation of activities in SAGCOT areas. ANSAF Secretariat proposed its members to be involved. They include MVIWATA, CARE International, RUDI, Concern Worldwide and Agricultural Council of Tanzania (ACT). There are various platforms where these members are involved, including Green

Reference Group (GRG), smallholder farmers' and inclusive growth, environmental feeder group. These platforms are meant to increase interactions between local actors, SAGCOT centre and investors in agricultural sector. Furthermore, ANSAF is part of the tripartite agreement (ACT, TAHA & ANSAF) on one hand, and BEST-DIALOGUE and SAGCOT Centre on the other. The aim of these partnerships is to identify bottlenecks at local level and ensure effective involvement of stakeholders, smallholder farmers and agribusinesses.

Partnership Accountability Committee (PAC) – Monitoring commitments under New Alliance (G8)⁴

There is a growing interest in agricultural sector, and therefore many recommendations are being put before the government from various players. Some of these recommendations conflict each other, as they take into consideration the interest of donors, private sector, smallholder farmers and civil society organizations. It is for this purpose that the PAG was formed, and currently being chaired by members on rotational basis. The group members were instrumental during the 2014 Annual Learning and Sharing event, in coordinating, mobilizing resources and preparing papers for presentations. During the year under review, ANSAF was one of the key presenters that were invited by the parliament through this group.

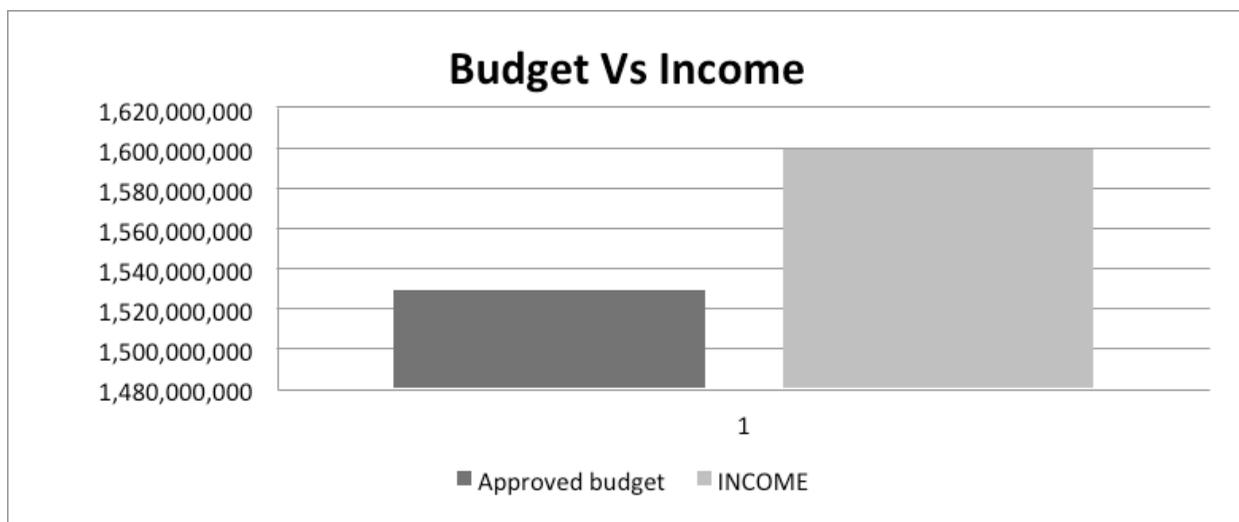
⁴ *The PAC monitors government and development partners' commitments in relationship to the roadmap and implementation framework that was endorsed in September 2012.*

⁵ *Members to this group include ANSAF, USAID, SERA Project, SAGCOT, ReSAKSS, ESRF, REPOA, AGRA, MAFAP, FAO, and Ministry of Agriculture Food Security and Cooperatives*

EFFICIENCY

Finances

Generally, the total actual income was TZS 1,599,078,842 as compared to TZS 1,529,100,718, of the approved budget, equivalent to 4.6% increase. Grant income increased by 4.1%, whereas membership contribution increased by 62% with other incomes from interest rate (FDR) totaling TZS 4.5 million.



ANSAF expenditure in the year 2014 increased from TZS 1,200,515,379 (approx USD 750,322 in 2013 to TZS 1,389,149,390 (approx USD 860,154). This is equivalent to 16% increase of annual expenditure. Among other things, this was attributed to more members getting engaged in ANSAF program activities of Social Accountability Monitoring (SAM) and Budget Analysis.

In the year 2014, 80% of the grant income has been contributed by Institutional donors under basket arrangement namely ACT (KPMG), Swiss Development Cooperation (SDC) and Embassy of Ireland. Other organisations that donated significant contribution include Helvetas International, Dialogue, Foundation for Civil Society, ONE and Concern Worldwide.

ORGANIZATIONAL DEVELOPMENT

Secretariat staff and some selected members attended selected training with the aim of enhancing their capacity to contribute to the realization of the organizational goals at local and national levels (training on SAM, BA and community radio). Internal trainings conducted for staff aimed at sharpening staff skills in report writing and understanding outcome mapping, incorporating gender issues in organizational interventions and individual plans.

Staff retreats as part of an internal learning and strengthening team spirit among staff. Staff had opportunity to reflect where ANSAF is coming from, the current context and what should be expected in coming years. During their AGM, ANSAF members elected board members, which was the first board to operate in ANSAF. Before that, ANSAF used to have a steering committee. Elected members were from academic/research institute -Sokoine University of Agriculture, (SUA represented by Professor Damian Gabagambi), Private sector

(non member) represented by Fatma Riyami (from Kilimanjaro nature ripe), International Organization (Dr. Ralph Roothert from Oxfam), private sector (Member) represented by Katani Ltd (Juma Shamte), International NGO represented by VSO (Jean) and local organization represented by RUDI (Abel Lyimo). Three statutory meetings involving ANSAF board where conducted during the period under review.

ANSAF has two working groups namely; Communication Working group (CWG) and Policy Working Group (PWG). As discussed earlier, from January to June 2014, those working groups were instrumental in *Ulimwengu wa Mkulima* magazine and conducting irrigation study.

ANSAF secretariat collaborated with agricultural Policy Advisory Group⁴ (PAG). Some of the work under this group has been on advocating for the elimination of agricultural taxation (3 – 5%) on farm output; maintaining VAT zero tariffs on agricultural machinery and specific inputs; lifting of cross border grain export ban; tight control over importation of rice and sugar which distorts domestic prices. The PAG holds bimonthly meetings itself, and quarterly meetings with High level government officials to address the identified issues.

Based on ANSAF involvement in PAG, the 2014 Annual Learning event was co-organized with REPOA, ESRF, MAFAP, USAID-SERA, Africa Lead, Ministry of Agriculture, Michigan State University and ReSAKSS – ANSAF was the overall coordinator. The conference was successfully conducted from 2nd to 4th December 2014 with average of 115 participants per event day from government, research and academic institutions, farmers' organizations, Private sector and NGOs. Main organizers took the lead in managing the presentations and discussions while Participants contributed views and suggestions and agreed to work together for the coming years to influence sectoral policies.

ANSAF has witnessed increase membership in recent years. This has been attributed to our engagement (both at local, national and International levels) with other partners and implemented activities that have brought forth tangible results as pointed out in the preceding sections. In 2012 ANSAF had 37 members, 50 in 2013 members and 60 in 2014.

The AGM that was held in December 2014 focused more on the work plan & budget for 2015. Members have an opportunity to highlight areas/ activities that they implement or collaborate with the secretariat but also include these activities in their organizations work plan.

⁴ A multi actors policy group involving USAID, SERA Project, SAGCOT, ReSAKSS, ESRF, REPOA, AGRA, MAFAP, FAO, Ministry of Agriculture and ANSAF

EFFECTIVENESS

ANSAF's performance of implemented versus planned activities in 2014 is as follows; out of 28 output targets, 7 were implemented under target, 12 on target, 7 carried over for 2015 and 1 over target. Factors that attributed to the non and under implementation of planned targets included staffing shortage at the secretariat for several months during the year.

Successes and Critical Factors

In implementation of SAM, ANSAF has been able to extend the coverage in Nanyumbu and Kyela district, Mbeya region under collaboration with NADEFO (Nanyumbu) and MIICO an NGO based in Mbeya respectively. Other involved districts include Ngara and Biharamlo in Kagera region –which are supported by Concern Worldwide. SAM teams in these districts were trained on basic concepts between August and November 2014. The Nanyumbu team was able to progress with analysis which fastened the feedback session. The next step for Kyela team will be undertaking situational analysis in Makwale ward and feedback session early 2015. Biharamulo and Ngara teams were collecting relevant documents before training in data analysis and report writing. This will later be followed by feedback session where ANSAF will be involved.

On risk Management, ANSAF conducted risk assessment, which was later shared internally and the risk register was developed. The latter will be instrumental in sharpening identification of organizational risks, defining risk appetite and tolerance from time to time. This was advised by KPMG to be used where secretariat can use expert on Risk Assessment guide the ANSAF team in the beginning.

Frequent communication and updates has contributed into increase in membership status. The secretariat has been working to ensure that members receive timely updates on the program and reviewing member's profile. Almost 80% of members have paid their membership fees by December 2014.

In order to attract and retain the best talent among its staff, ANSAF has designed its retention package in such a way that staffs are motivated and staff turnover is reduced. Incentives that have been incorporated in the package include cost-shared lunch, transport allowance, soft loans and telephone vouchers. Other non monetary benefits include medical insurance, staff retreats, training & development Challenges

Despite the successes there are challenges that need to be worked at organizational level;

- Building the ANSAF culture – as a young organization, ANSAF is trying to set its own culture so that staff can conform to. Some of the issues that organization is striving for include time management, pro-activeness, responsibility, accountability, prudent behavior within /outside the organization and a sense of belonging (team work).
- Performance appraisal system has not been properly instilled in the organization as agreed deliverables are not always SMART.
- Procurement – based on our relationship with some suppliers, we have been forced to pay on proforma invoice contrary to the norm which is tax invoice. This is because some suppliers are one- off customer and trade relations. Also the fact that at times we prefer to pay 50% upfront and the remaining 50% after the service forces our clients to refuse writing 2 tax invoices for the same product.
- Monitoring and updating of the float book has not been properly done making follow

ups difficult for staffs that have completed their retirement on time.

- Not all members have submitted their organization's profile despite numerous reminders.

LESSONS LEARNED

- The entry point with LGA level is very important for successful SAM engagement. This means creating awareness to the district council management team starting with DED (District Executive Director). This can be done using both official letters and face to face meetings. This is equally important to notify both members and the District Commissioner prior starting the SAM process. Much as SAM process is looking on systemic issues, it can be very sensitive as it touches the duty bearers. Proper clarifications during the introductory meetings create an enabling environment to do SAM like access to LGA official documents.
- During procurement, it is advised that the supplier should be contacted to see the possibility of getting a tax invoice prior as supporting document for payment to be raised.
- More scrutiny needs to be undertaken on new members applying for membership.
- Membership survey needs to be undertaken to ensure that the secretariat is meeting members' expectations.
- Senior managers should also attend ATE trainings whether in-house or outside the office premises. This will equip them in handling several staff issues be it behavioral / performance related.
- Succession plan should be in place to avoid surprises.

WAY FORWARD

In 2015 ANSAF is focused on the following key areas;

- Strengthening our engagement at local level where the bulk of decisions that affect ordinary people are made. This can be done by ensuring that our dialogue platforms and community radio programs raise key issues affecting SHFs in those areas.
- Strengthening internal capacity through motivating and retaining current staff.
- Promoting youth engagement in agriculture is crucial considering the socio-political and economic changes in the country leaving many unemployed. The youth also make up more than half of the population therefore an important group for the sector's development. This year ANSAF will work to engage with others actors to make sure youth are involved in agriculture at all levels
- 2015 being an election year, ANSAF will be looking into rights based civil education. Ensuring that the many voters who are SHFs are aware of their role as rights holders and what they need to expect from the duty bearers.
- The government produces many recommendations to improve its operations; however the effects are not clearly seen. This year ANSAF will be looking into CAG reports in five districts to see what has been the change since the CAG reports.
- Broadening funding base and influence partners to join co – funding.





“ Committed to Agricultural Systems that work for the Poor ”



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