



# ANSAF ANNUAL REPORT 2012

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Strategic planning and partnerships taking center stage

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## ABBREVIATIONS

AGRA	-	Africa Green Revolution Alliance
AcT	-	Accountability Programme Tanzania
ACT	-	Agricultural Council of Tanzania
ADPs	-	Agriculture Development Programmes
AGRF	-	African Green Revolution Forum
ALP	-	Africa Livelihoods Programme
ANSAF	-	Agricultural Non State Actors Forum
ASDP	-	Agriculture Sector Development Programme
AU	-	African Union
BA	-	Budget Analysis
BEST-AC	-	Environment Strengthening for Tanzania- Advocacy Component
CAADP	-	Comprehensive Africa Agriculture Development Programme
CAG	-	Controller and Auditor General
CEMDO	-	Community Environmental Management Development
COPB	-	Cereals and Other Produce Board
CSOs	-	Civil Society Organizations
DADP	-	District Agriculture Development Plan
DfID	-	Department for International Development
EJAT	-	Excellence Journalism Award in Tanzania
ESRF	-	Economic and Social Research Foundation
FAO	-	Food and Agriculture Organization
FORDIA	-	Concern for Development Initiatives in Africa
GDP	-	Gross Domestic Product
GMO	-	Genetically Modified Organisms
IBEJ	-	Investigative Business Environment Journalism
IDASA	-	Institute of Democracy in Africa
ITV	-	Independent Television
KADERES	-	Kaderes Peasants Development Limited
LGA	-	Local Government Authority
M&E	-	Monitoring and Evaluation
MAFSC	-	Ministry of Agriculture Food Security and Cooperative
MCT	-	Media Council of Tanzania
MIBOS	-	Mission For Improvement & Boosting Organizational Services to the Community
MoFEA	-	Ministry of Finance and Economic Affairs
MTEF	-	Medium Term Expenditure Framework
MVIWATA	-	Mtandao wa Vikundi vya Wakulima Tanzania
NGOs	-	Non Governmental Organisations
NSAs	-	Non State Actors
PELUM	-	Participatory Ecological Land Use Management
PMO-RALG	-	Prime Minister's Office Regional Administrative and Local Government
REPOA	-	Research on Poverty Alleviation
RLDC	-	Rural Livelihood Development Company
SAGCOT	-	Southern Agricultural Growth Corridor of Tanzania

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SDC	-	Swiss Development Cooperation
SAM	-	Social Accountability Monitoring
SAT	-	Southern Africa Trust
SAUT	-	Saint Augustine University of Tanzania
SERA	-	Strategic Economic Research and Analysis
SHF	-	Smallholder Farmers
SP	-	Strategic Plan
TAB	-	Tanzania Alliance for Bio-diversity
TADT	-	Tanzania Agricultural Development Trust
TAFSIP	-	Tanzania Agriculture Food Security Investment Plan
TBC	-	Tanzania Broadcasting Cooperation
TEF	-	Tanzania Editors Forum
TNBC	-	Tanzania National Business Council
TOAM	-	Tanzania Organic Agriculture Movement
URT	-	United Republic of Tanzania
VSO	-	Volunteer Services Overseas
WRS	-	Warehouse Receipt System

**ACKNOWLEDGEMENTS**

Year 2012 marked some great achievement for ANSAF. The secretariat witnessed greater commitment from the members in terms of meeting their constitutional obligations by paying their annual subscriptions and committing their time (staff) in developing the strategic plan. The Board members were also very instrumental as they worked very closely with the Secretariat in reviewing documents, allocating more time to support build up ANSAF's name among stakeholders.

We would like to acknowledge such commitment from the Steering Committee (Board), members and the development partners for their tireless and constructive views in shaping our future work. We thank the members and our partners for their cash contributions that facilitated the smooth and successful implementation of ANSAF objectives for 2012. Internally, year 2012 was more challenging with many things taking place, from being under Managing Agent(Concern Worldwide) to becoming autonomous, to developing a new strategic plan- that was subjected to rigorous review by members and the steering committee as well as members and our partners. Amid such challenges, year 2012 ended with landmark achievements, with strategic plan (2013 -2017) in place, own working space and more professional staff recruited. This would not have been possible without guidance and support from various member and partners.

Special thanks go to our old and new development partners including the Embassy of Ireland (Irish Aid), Swiss Development Cooperation (SDC), DfID through KPMG under the Accountability Programme Tanzania (Act) and Business Environment Strengthening in Tanzania (BEST-AC). ANSAF has received funds and advisory support to pursue various activities. Most of the successes celebrated for 2012 would not have been possible without their unlimited support

Our heartfelt and utmost appreciation also goes to all the members and individuals who made their valuable contributions. We would like to specifically thank Tanzania Organic Agriculture Movement (TOAM) in their commitment on GMO study, CEMDO, KADERES, ActionAid, Katani Limited and Concern in Social accountability work. ANSAF secretariat received collaborative support from the Agricultural Council of Tanzania (ACT), SwissAid and their partners who were instrumental in the cashew study. As the government prepares to finalize the new agricultural policy, members particularly TOAM, PELUM and Oxfam provided their inputs to be incorporated into the new agricultural policy. Furthermore in 2012 as a way of adapting into a new working approach and ensuring members continued commitment, two working groups were formed to foster advocacy and research work undertaken by the secretariat. Some members, including SwissAid, Oxfam, Concern Worldwide, ActionAid and VSO made cash contributions to support interventions implemented by the secretariat. To you all, we say a big thank you. There is a clear demonstration of enthusiasm from existing members about the work of ANSAF, something which will contribute to more institutions enrolling for membership.

Finally, we would like to specially thank Concern Worldwide for hosting and supporting the secretariat for the last four years. We also would like to extend special thanks to VSO for their continued support through their volunteer scheme. The volunteers have been useful to our work.

And of course, the tireless efforts and support from the Steering Committee under the leadership of Justin Morgan (chair for 2012), Charles Ogutu (outgoing chair), Aida Kiangi (incoming chair-2013) and James Davey (Concern Worldwide) who have been instrumental in pushing ANSAF agenda forward and for their valuable contributions and inputs during the whole period.

Finally, we would like to thank the secretariat for its efforts and zeal to see ANSAF evolves into a professional organization to assist in shaping agricultural agenda for transformed lives of smallholder farmers and positive behavioural change among key stakeholders.

**Audax Rukonge**

Executive Secretary, ANSAF

## Executive Summary

The annual report portrays ANSAF's activities for the year 2012. Having started the year with new staff on board and without strategic plan, the secretariat and members committed themselves to producing a new strategic plan that would take the organization to another level. This annual report provides a summary of key activities and achievements during the year 2012. It also gives a summary on challenges and proposed way forward.

With increase in number of staff and the need to work independently outside the managing agent, ANSAF secretariat gave great emphasis to the strategic plan development for the first half of the year while executing some activities with members at field level. During 2012, the secretariat strengthened its relationship with most of its members, who committed to be part of the Strategic plan drafting team, working groups and undertake social accountability work. Similarly, the secretariat strengthened working collaboration with non-members, especially policy working group with FAO and other stakeholders, the parliament and government in sharing most of the documents and holding critical discussions on budgetary issues and parliamentary bills as well as sector performance.

Despite the challenges, major thrust for the 2012 was on developing and finalizing the strategic plan, acquiring office premises, finalize recruitments of the key positions and ensure basic systems were established to provide a conducive environment for the programme activities. Availability and access to agricultural related information has been one of the challenges among agricultural practitioners and stakeholders in general. ANSAF committed to work toward this through promoting and strengthening dialogue platforms, particularly at the local level and national level.

The social accountability work as well as petition delivery during the year were among the avenues used to share information and establish dialogue platforms with a range of stakeholders. While inward looking, in terms of country policies, strategies and practices, the petition delivery to the State House reached out to African Heads of state by reminding them of the Maputo commitments on agriculture. ANSAF members, participating in SAM work have successfully managed to raise issues, and bring smallholder farmers into dialogue with community and LGA leaders in fostering agriculture agenda.

During the year, ANSAF forged collaborative relationships with strategic stakeholders such as the Foundation for Civil Societies, St. Augustine University (SAUT), Agricultural Council of Tanzania (ACT), Food and Agriculture Organization (FAO) through the Southern Highland Programme and media at large in promoting and influencing pro-smallholder policies and strategies. Apart from tripartite- collaboration between research institutions, media and advocacy, ANSAF continued its work on public resource monitoring through budget analysis work.

ANSAF has worked with the Cereals and Other Produce Board (COPB) in collaboration with other stakeholders in the policy working group. The work on trade barriers (export ban in particular) through strategic alliance resulted into government uplifting the ban. Subsequently the government promised not to impose export ban in future.

On media specifically, ANSAF in collaboration with BEST-AC contributed to the training of selected journalist 32 (2 of whom were female and 20 male), and introduction of Agriculture and Agribusiness Award under the Excellence Journalist Award in Tanzania (EJAT). These two programs aim to increase the quality of reporting and to stimulate agricultural reporting as a viable and paying sector. ANSAF is also supporting Kilimo Kwanza Supplement where members have the opportunity to raise concerns on various issues and various platforms (print, radio and TV).

With the SP in place, most of the positions filled within the secretariat and partners commitment to fund most of the activities, it is now time to move on and deliver the objectives. The secretariat continues to be enthusiastic in attaining goals set in the strategic plan and is constantly looking for opportunities to work with members and non-members through various fora. We hope in the next year, ANSAF grows even further and



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dutifully plays its role in influencing change and providing opportunities for members and other stakeholders to share and learn.

## Section 1: Overview and Context

This report is an account of major activities that were undertaken by ANSAF during 2012. It is a fair representation of kinds of activities that were undertaken by the forum (ANSAF) secretariat with members and other actors across the sector.

The Agricultural Non State Actors' Forum, (ANSAF) is a member-led forum made of institutions from commercial sector, umbrella farmers' organizations as well as NGOs both local and international. It is a forum for non-state actors to research, dialogue and work towards lasting solutions in transforming agricultural systems and lives of smallholders in particular. Thus, ANSAF promotes learning among practitioners based on experiences; develops a shared and common understanding on challenges, threats and opportunities in the sector and provide platforms to influence good practices based on empirical evidence.

### *Context*

Agriculture commands a significant role in people's livelihoods for most Tanzanians. The government has developed strategies and policies to maximise the potential within the sector. Smallholder farmers play a significant role in the sector, amid enormous challenges that face them. There has been renewed interest by the private sector both local and international to invest in agriculture, in production and service provision

The resources to support interventions at local level are mainly from the central government although the non state actors, the private sector and civil society organizations also undertake parallel projects. Despite the nominal increase in national budget to realize the Maputo Declaration, the sector performance averages 4%. One of the reasons for this could be poor strategies and priorities, particularly at local level where most of the resources for the sector are spent.

The dialogue structures are limited, and often not well coordinated to capture the voices of smallholder farmers and micro-small and medium entrepreneurs. At national level through the ASDP and SAGCOT there are various changes to engage. These opportunities are very limited at the local level.

The sector is poorly coordinated, at local level in particular with public sector playing a major role. It is noted that there is information and knowledge gap that contributes to duplication of efforts, wheel-reinventing and resource wastage among various players.

Tanzanian government promotes the rule of law and encourages openness in its business; it signed the open government partnership as a gesture to this commitment and observation of Paris Declaration on aid and development. Thus, the issues on transparency and accountability are embedded in government strategies and policy to ensure upward and downward accountability on resources and power.

The parliament remains a constitutional oversight body among others at national level. The parliament holds the executives (government) into account on behalf of the citizens. The councillors (full council) are the representative of people at local level, and do hold LGA officials into account.

## Section 2: KEY activities and Achievements

### *Strengthening Platforms to Exchange Agricultural Information and Influence Policies*

ANSAF embarked on activities that were aimed at strengthening dialogue platforms and exchange of information. This involved identifying agricultural policy spaces, articulating policy issues (such as export ban) and strengthening working groups as well as focus on social accountability.

- *Identify critical agricultural policy spaces and arena and constructively engage with relevant policy and decision makers.*

### **Petition delivery: Over 16000 signatures to his Excellency Jakaya Kikwete!**

Being an advocacy platform, ANSAF partnered with an International organization, ONE Campaign to deliver a petition to the URT President, H. E. J. Kikwete. The petition served as a reminder to African Heads of State on the 2003 Maputo commitment to allocate 10% of the national budget to agriculture sector. Close to 100 Tanzanian smallholder farmers and ordinary African citizens marched to State House in Tanzania on 01<sup>st</sup> March 2012, to deliver a petition. The delegation asked President Jakaya Kikwete to present an appeal on sustainable agriculture to other African Heads of State during the forthcoming African Union in July 2012, that was to be held in Addis Ababa Ethiopia. The march also attracted diplomats from 13 embassies out of 19 and also senior government officials that were invited by H.E. Kikwete including the former Minister for Agriculture Hon. Juma Maghembe. The petition requested African leaders to take lead in investing more in smallholder farmers and ensure Africans are food secure.



‘We have come to realize that not every activity has to be done by the government; Private Sector has its position as well. We have sat together with the private sector, put forward ideas in the TNBC meeting, where I am the chairman of government and private sector. We formed a joint committee and initiated the concept of “Kilimo Kwanza” which now brings the coordination between the private sector and government and ensure the following are accomplished; Mechanization, Irrigation, Inputs (seeds and fertilizers, pesticides), knowledge to farmers, sustainable markets to their produce...’

**H.E. President Jakaya Kikwete**

**Petition delivery speech**

ANSAF had the opportunity to meet the President and express through joint efforts of Farmers’ representatives and One Campaign Organization. Some of the issues discussed were:

- Supporting delivery of emergency aid pledges made to Somalia;
- Keeping the long-term promise toward spending 10% of national budgets on agriculture and food security;
- Support small holder farmers as they are the ones feeding Africa
- Accountability and transparency in public resources and budgets, so that citizens can know that the money is well spent.
- Protecting agricultural laws and rights especially to the smallholder
- Farmers participation in decision making process; and improving rural infrastructure such as roads and assured power supply for value addition and agro-processing
- Accessibility of markets and Mechanization

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In response to concerns raised, the president emphasized that the government is aware and has been working towards achieving the Maputo commitment. The petition was well articulated and the call in time as the 10<sup>th</sup> anniversary of the declaration was fast approaching.

He also promised to “faithfully and dutifully deliver the message,” to other African leaders during the AU Summit which took place in Addis Ababa, July this past year. He also promised to send a letter on the following day to the AU chairman to deliver the strong message on receiving the signed petition.

Farmers from Mvomero and Bagamoyo districts (supported by ANSAF members -MVIWATA and ActionAid respectively) had an opportunity of meeting with H.E J M. Kikwete and expressed their concerns on issues, particularly on forced eviction (Mvomero) and conflict with investor (Bagamoyo). Raising voices and concerns to the national high level authority maximized the outcomes, as the president instructed his aide to communicate with local level authorities in addressing these challenges.

The secretariat could not have done this alone and therefore we greatly appreciate the participation of members who responded promptly by taking on board their partner farmers to engage in this event particularly MVIWATA, ACTION AID and all those who showed interest in collecting over 800 signatures and those who allocated time to participate.

### **Formalise working relationship with parliamentary committee on Agriculture Livestock and water**

ANSAF intended to formalize working relationship with the office of parliamentary committee on agriculture livestock and water. This was expected to minimise the difficulty of having to repeat on going issues (such as budgetary allocation, agricultural inputs) when the committee changes. It has been the practice that after five years, the chances of maintaining same members of committee is limited, and often times when the committee changes the secretary is changed as well.

Although this has not been finalized, the committee leadership have committed themselves to meeting with ANSAF whenever possible, in particular few days before meeting the government. The chairman of the current committee insisted this as a way of ensuring continuous discussions that input into their discussion with the government

## **Building Strategic Alliances**

### **FAO policy working group: Focus on Export Ban and Cereals and Other Producer Board**

There are various challenges in agricultural marketing. With the aim to address some of these challenges, the government established the Cereals and Other Produce Board (COPB), which was followed by the establishment of the COPB in 2009. Among the major responsibilities of the COBP, under Section 6 (1) is to “carry out commercial activities and such other activities as are necessary, advantageous or proper for the development of the cereals and other produce industry”. ANSAF and other participants of the working group worked to challenge this through a number of avenues, including consultative meetings with the Executive Director of the Board and Parliamentary Committee on Agriculture, Livestock and Water.

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ANSAF as a convener of the policy working group supported by Food and Agriculture Organisation (FAO) participated in a stakeholder's workshop where the working group presented the concerns of the Cereals and Other Produce Act of 2009. Some of the issues in the Act included government intervention in the purchase and processing of cereal and other commodities. Key issues within the COPB were consolidated and shared with the board itself as well as with the parliamentary committee. ANSAF was invited by the Permanent Secretary for the Ministry of Agriculture Food Security and Cooperative (MAFSC) to present issues that require amendments in the Act so they are taken into consideration. An in depth analysis of the Act is on-going in collaboration with the group participants. Upon completion, the review will be shared with ANSAF Members and stakeholders. This meeting never materialised in 2012, but ANSAF is keen to pursue the discussions with relevant authorities in 2013.

The current state of the Act impacts negatively on emerging SMEs, discourages business thinking among producers, promotes state monopoly on cereal sector and discourages cross-border trade. It also reduces competition and puts the government back into doing business by supporting producers, purchasing produce, stocking, processing and releasing the produce into the market.

Further to this engagement through COPB, members of the policy working group were concerned that export ban has persisted and had negative effects to smallholder producers, traders and country's economy. The Economic and Social Research Foundation, SERA (under Feed the Future programme) and AGRA (working with RLDC and REPOA) had consolidated some issues related to export ban. ANSAF had organized meeting with Parliamentary Committee and one of the presentations and discussions were on the ban.

Outcome of such effort has been the government's decision to revoke the previous decree on export ban for maize.

### **Strengthening Linkages: Research, Advocacy institutions and the Media**

ANSAF established collaboration relationship with the Foundation for Civil Society to undertake a pilot project funded by the Southern Africa Trust (SAT). The project aims at understanding better ways of working together among the three entities (research, advocacy and media) in influencing agricultural policy. Following this agreement, a three-day workshop was organized involving agricultural stakeholders in September 2012 at Ubungo Plaza, Dar es Salaam. The convention aimed at creating space for discussing how to strengthen links for pro-poor policy work, and was expected to be a unique initiative that brought together a myriad of stakeholders including CSOs, government agencies the media, and private sector to discuss and constructively debate on strategies of fostering the link among them. The convention also assessed whether Government's commitments to ensuring Tanzania becomes a food secure nation are put into practice.

The workshop outputs were a key stakeholder mapping; an analysis of current practices of collaboration and engagement with government for strategic partnerships; and a task force established involving media, research and advocacy institutions. ANSAF was to take lead in this, by bringing stakeholders together. The following organizations were selected to be part of the taskforce to operationalize the agreed advocacy work; Agriculture CSOs (MVIWATA; ANSAF and HakiArdhi) Media (TBC; Sahara Communications; and IPP Media), CSOs networks (Policy Forum; and TEF) and research institutions: (ESRF and REPOA). The main aim of the taskforce was to prepare and issue periodic declarations and to address SAGCOT and define how to engage with SAGCOT effectively.

### **Investigative Business Environment Journalism Training Journalists at SAUT**

The agricultural agenda and rural reporting is generally missing in the mainstream media. Yet the sector being major contributor to the economy and food security has limited attention among the media, and when reported it has little space/coverage. The few journalists that have been champions on agriculture and rural business reporting have limited knowledge and understanding.

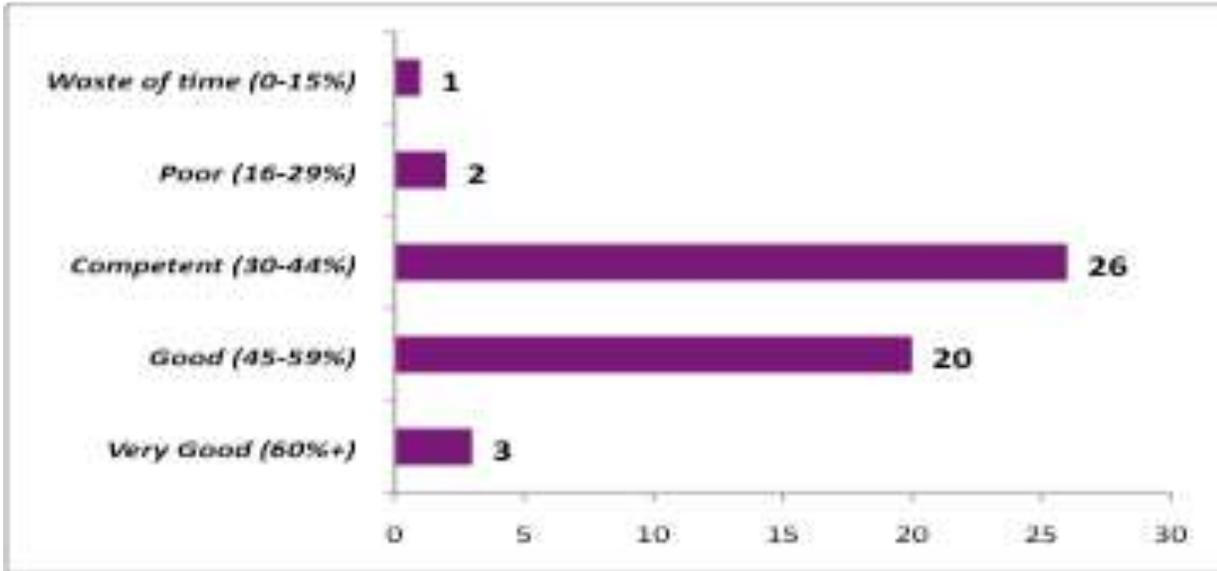
ANSAF entered into a tripartite partnership with Business Environment Strengthening for Tanzania-Advocacy Component (BEST-AC) and St. Augustine's University of Tanzania (SAUT) in training Investigative business environment journalism (IBEJ) for 32 journalists across Tanzania. This was a pilot project testing the concept that training, placement with ANSAF members and mentoring can transform ordinary journalists into knowledgeable investigative business reporters. ANSAF and partners discussed about inadequate coverage of agricultural issues in the news as well as lack of knowledge on how to report on agriculture and agribusiness issues. The specific focus of the course was to give journalists living in rural areas the technical knowledge required to put their regions and their issues in mainstream media through training.

ANSAF's role was to provide input on the budget and policy issues during the 1 month classroom training at SAUT. ANSAF also involved members in providing placements for 3 months (August to November, 2012). The aim of the placements was to pair members up with journalists so they would have an opportunity to have their issues covered in the mainstream media, in exchange, the journalists would receive sector specific knowledge from our members on the ground and aid in influencing agricultural reforms.

13 members and 4 ANSAF partners offered placements for 30 students. Out of 30 journalists, 7 journalists fully participated with ANSAF organizations and 1 placed with ANSAF partner. 22 journalists did not take up placements as planned. Reasons cited for their not taking up placements included; commitments at their work place, unforeseen transportation costs from where journalists work place to ANSAF member locations, personal commitment of journalists to the placement option, communication barriers and the need of journalists to survive day today as per the nature of their work.

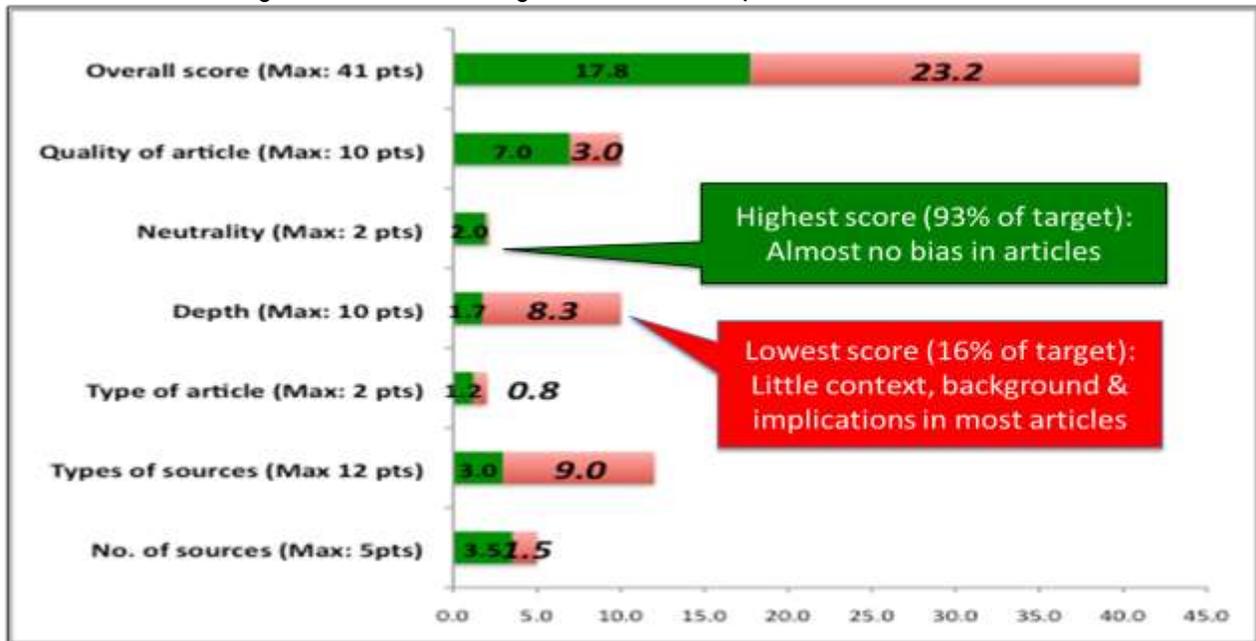
Overall, there is great potential to increase the quality and quantity of agricultural reporting. The next phase will start in July with a new intake and the advanced course for journalists trained last year will start in April. The secretariat is grateful to all members who accommodated journalists and also those who showed interest in accommodating but missed the opportunity.

At the end of the program, 112 articles were submitted by 26 out of 32 participants (81%), and six (6) participants produced 53% of the articles submitted. Of the articles reviewed; 16 articles assessed (31%) were in English, 69% in Kiswahili. Part of the evaluation attempted to discern any changes/improvement over time of selected articles. The following two graphs show the performance of the students for the basic course.



96% of the articles were ranked to be either competent or really good.

The details of scoring for the class were graded as follows;



The average quality level achieved by the class overall, was just 43% of the possible target. Overall average score of all the articles was 17.8 out of 41 while the average class performance was best in the neutrality score, achieving 2 out of 2 points. The class performed worst in the depth score, demonstrating little contextual, background and forward-looking analysis.

The recommendations made were to include the tool for analysis in the teaching during the next session; a smaller class size will also enable closer attention to the students and improve the quality of learning. Overall, the class showed promise in creativity and hard work but a lot more needs to be done to have a cadre of journalists that can successfully report on agriculture.

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There were teething problems with the first pilot as it was a new agreement between three different institutions. Discussions in December between all partners reviewed the entire project and charted a new strategy to ensure that the next course would be successful and offer better delivery to students. Issues came up from ANSAF membership as well and through the surveys that were conducted; the secretariat has identified the key problems to include lack of a common understanding by the students on the role of placement opportunities. There were also inconsistencies in the set up for students making the output inconsistent. The secretariat will make preparations for placements earlier and formalize the relationship between the partners and students where students will write motivation letters to the ANSAF member. This will ensure commitment from the student themselves. ANSAF will also discuss with members in regards to contributions that could be made to ensure that the students are accommodated and can be sustained financially within the placement period that would now be reduced to two months.

Articles published can be found at <http://www.best-ac.org/who-we-work-with/media/investigative-business-journalism/>

### **RUKA JUU: Young farmers in business Radio and TV Program**

Agriculture remains one of the major sectors that could absorb the young graduates from schools and colleges. Stereotypes and challenges within the sector are among the blocks that stop young men and women from involving themselves in farming as a business. Yet, Tanzania's unemployment rate is on the rise and opportunities for employment are scarce.

Fema is the one of the largest local, multimedia civil society organizations working with youth, communities and partners throughout Tanzania through edutainment. Their current focus is on youth and agribusiness. They aim to pro-actively impact a positive mind set on agri-business to the youth. ANSAF in collaboration with BEST-AC have an agreement with Fema to produce radio programs that will complement the Television series RukaJuu. ANSAF is providing technical expertise in the sector and provides linkages with members in the areas of focus for this program (Rukwa, Morogoro and Arusha).



The topics to be covered include; resource management, prioritization and utilization, mindset change towards agribusiness, access to inputs and fertilizers, access to markets, infrastructure, pre-harvest, Storage facilities, agriculture financing and Land rights.

### **Research and Evidence based advocacy**

#### **Effective Regulatory Bodies and Public Resource Allocation in agricultural Sector**

There are various value chains in Tanzania, with potential of transforming smallholder lives. Most of the value chains are facing enormous challenges. Cashew nut is one such value chain, that earns foreign currency for the nation, but producers – who happen to be smallholder farmers, are very poor. It is with this understanding that ANSAF members, particularly Swiss Aid, Action Aid, and Concern Worldwide presented these issues in one of the members' meeting.

As follow up to members meeting, the ANSAF secretariat in collaboration with Swiss Aid convened a cashew nut stakeholders' workshop in April, 2012. The workshop aimed at raising awareness on the

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ongoing failure of the market particularly in cashew sub-sector and charting a way forward. Specifically, the main objectives were to; share experiences, identify all factors constraining the cashew nut sector and come up with a way forward on how to contribute towards change in the current status quo. The paradox of the cashew plant is that cashew nut is one of the most profitable crops in the world today yet; Lindi and Mtwara who are the leading cashew growing areas in Tanzania for several decades continue to be ranked among the poorest regions.

The key findings at the workshop showed that the entire regulatory framework and political economy governing the cashew sector had major flaws that hurt farmers. Some key issues that arose included; lack of transparency in pricing, failures revolving around the Warehouse Receipt System, the monopolistic set up of the Warehouse Receipt System (WRS), failure to separate organic versus inorganic cashew, exporting raw cashew nut, low literacy levels among farmers and the role of the Cashew Board of Tanzania.

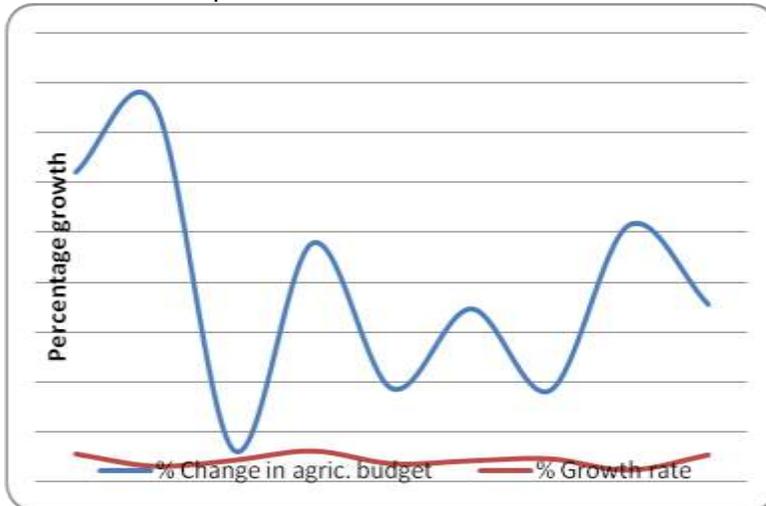
A task force was formed which included ANSAF (convener), Action Aid, Tanzania Organic Agriculture Movement (TOAM), Agricultural Council of Tanzania (ACT) and SWISSAID and FORDIA. The taskforce was tasked to discuss further on how to engage in the cashew nut sector. They produced a work plan and proposal that was shared with BEST-AC and received funding to conduct further research into the cashew sector whose intention would be to dialogue with government to influence changes in the sector that would bring a relief to SHF.

In September, 2012 ANSAF hired a consultant to conduct the research on cashew nut sector and provide recommendations for ANSAF to advocate with government for long term solutions in the sector. The research has been concluded, with immediate, short and medium term suggestions. The next stage is to widely share the findings and prompt positive actions among stakeholders and members and ultimately use it in the process of dialogue with government. ANSAF working with members and the two working groups envisages using extensive media, training of farmers in cashew growing areas and engagement with the Cashew Board of Tanzania, processors and exporters as well as the government at LGAs and members of parliament –especially the ones coming from cashew growing areas in advocating for changes in the sector.

### **Budget analysis**

ANSAF undertakes budget analysis on annual basis. The budget analysis work in 2012 was joint effort with one of ANSAF members, Participatory Ecological and Land Use Management (PELUM). A research was commissioned to review agricultural budget trends; the study sought to gather pertinent information related to agriculture budget trends, allocation, utilization and outcomes in Tanzania over the past 5-10 years. It also intended to find out whether the 10% budget target is enough to transform the sector and contribute to reduction of poverty and food insecurity. The main purpose was to inform ANSAF members/partners, government institutions and other stakeholders on the outcomes of public spending and/ or interventions on the sector and enable them to take relevant actions.

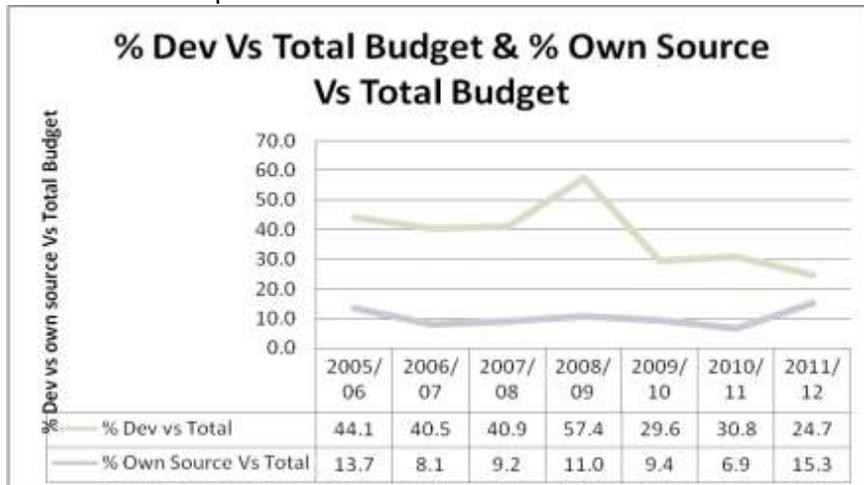
One of the key observations from the research is that, although the sector budget has been increasing in nominal budget, the rate of growth for the sector is not correlating with corresponding increase. There are could be reasons such as duration that agricultural investment takes before bearing results. Despite that fact, one can make inferences such as funds being too little to register impact, being mismanaged and poor priorities that do not maximize opportunities available from other initiatives.



ANSAF in collaboration with Policy Forum convened a breakfast debate in November 2012 at The British Council themed “10% National Budget to Agriculture; could it transform Rural Agriculture?” The debate aimed to deepen and stimulate discussions on the findings of the research conducted. Several presenters made a strong case for the increase of the agricultural budget in order to reduce rural poverty. Highlights of the key presentations are provided herein;

The main presentation was on leveraging 10% budget allocation for agricultural pro-poor transformation in Tanzania. The discussion highlighted one clear message that “Tanzania is leaving its rural world behind.” The research also reviewed annual GDP of the sector which indicates significant growth annually. Agriculture contributes an average of 4% to the national GDP; the rural poor are the largest contributors to this growth yet they have not benefited from their contribution to national growth. The study indicates the majority of households live today as their grandparents did access to infrastructure and social aspects is still a major problem. The discussion focused on whether the 10% budget allocation is adequate to transform the sector and contribute to poverty reduction and food security. Emphasis was made that the spending seems to aim at poverty alleviation instead of poverty reduction.

ANSAF presented on agriculture budget sector allocations at the local level. The discussion focused on gaps that arise from process involvement of women, men and youth in the planning process. The research identified that high potential regions receive higher resource allocation while poor regions receive lower resource allocations from PMO-RALG. However, indirect costs are higher than direct costs indicating higher spending on recurrent expenditure over development expenditure. Such findings raise questions as to how money is spent and points to a general lack of focus on strategic investments. Highlighted were the key issues to include coordination and involvement, access to information and timeliness on funds release.



Graph showing budget allocation to agricultural sector over the last 8 years presented by ANSAF at the breakfast debate.

ANSAF will continue to use the findings to increase the knowledge of the key issues to its members, partners and to government, both at the local and national level.

### National Budget Engagement

The secretariat in collaboration with the Policy Forum budget working group came up with a Pre-budget statement intended to share ANSAF expectations for the 2012/2013 budget that was tabled in Parliament on the 14<sup>th</sup> June 2012.

ANSAF urged the Government to ensure the effective use of resources in the agricultural sector. Agriculture is the main source of employment and livelihood for more than 75% of the population and contributes about 25% of GDP. In Tanzania majority of the population lives in rural areas where poverty level is high compared to urban and peri-urban areas. Despite sector budget growth from 52 billion Tanzania shillings (2001/02) to 926 billion Tanzania shillings (2011/12), the annual performance has stalled at 4%. Three main issues are outstanding in this regard: poor planning and allocation (recurrent expenditure takes a significant portion of the budget as compared to development budget component). Secondly, poor resource utilization as consistently raised in audit queries by the Controller and Auditor General for most of Local Government Authorities. Fund misuse has contributed to delays in fund transfers by development partners over a number of years. Finally, there is weak supervision of project implementation from both central and local levels resulting into poor results.

Furthermore, the government was urged to address the above concerns in the 2012/13 budget so as to realize the expected results as demonstrated in sector budget increase and commitment by the government through the Kilimo Kwanza Resolve. While the improvement is expected on the three issues, ANSAF advised the government both local and central to take stand and stern measures against individuals and institutions known to be poor performers and embezzlers of public sector funds.

Through its partnership with The Foundation for Civil Society (FCS), ANSAF contributed to the newsletter on the Budget 2012-2013. There was an article published on how the 10% commitment would work to improving agriculture. Based on its work on policy and budget ANSAF was invited in the parliament during submission of agricultural budget in July 2012. Based on the timing of the event, ANSAF was represented by RLDC – the member based in Dodoma.

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Training on Budget Analysis was given to 11 ANSAF members (VSO, RLDC, TUSHIRIKI, MIBOS, VECO, CEMDO, TADT, CONCERN WORLDWIDE, MVIWATA, RUDI, MVIWAMO). The training took place in Dodoma in February 2012 in collaboration with IDASA. Budget Analysis (BA) is one of the tools to assist the State and Non State Actors (NSAs) to monitor and assess public expenditures and thereby improve the delivery of public goods and services within the sector. The aim is to increase policy dialogue, political commitment, accountability and resource allocation for scaling -up Agriculture Development Programmes (ADPs) at the national and local governments in Tanzania.

The Objective of the training was to give a comprehensive knowledge to members on the budget framework, the processes, sources of government revenue, how to analyse budgets, gender budgeting and the role of CSOs in planning at the local level. Among other issues highlighted was the need to monitor a commitment made by Government to allocate at least 10% of the national budget to interventions that are meant to increase agriculture productivity. This knowledge would positively impact on analysing agriculture sector programmes and strategies as well as allocation of funds and other resources through Medium Term Expenditure Framework (MTEF) from the members' respective areas.

The secretariat committed to provide technical support where necessary in the establishment and participation in District Agriculture Networks. Members were encouraged to keep abreast of ongoing activities and changes to the process by using various sources of information from Ministry of Finance, National Audit and Kilimo websites. In addition, members were expected to produce reports on budget analysis within their regions. There were no reports that came in from any of the members that attended the training. Various reasons have been cited such as lack of proper follow up with members to find out what the gaps were and how to support them, some of the individuals who attended the training are no longer in the organizations. So far, three members have shown interest to receive further support and will continue in the coming year. These include VSO, Concern Worldwide and Mviwata.

This exercise is however difficult due to fact that most staff that were trained either changed jobs or left their employers to work with other organizations. With the support of ANSAF staff, efforts are underway to reinvigorate the work on budget analysis through the research and policy working group. It is anticipated that the work and findings from budget analysis at LGA level will encourage discussions and continuous dialogue with local actors, including smallholder farmers

### *Roundtables and Debate platforms*

#### **The Parliamentary Committee on Agriculture, Livestock and Water**

During the past years, ANSAF has been organizing roundtables with relevant stakeholders on specific issues. In 2012, a roundtable was jointly organized between ANSAF and AGRA (led by RLDC and REPOA)<sup>1</sup> to engage with the Parliamentary Committee on two main issues “impact of domestic and cross border trade in agriculture sector” (AGRA & RLDC) and “Public Intervention with Gender Implications” (ANSAF). The discussions on these two themes (on public interventions with gender implications and cross border trade in agriculture) broadly addressed issues on Food Security, Poverty reduction in community level and national economic growth .The roundtable was chaired by

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<sup>1</sup> RLDC and REPOA are lead organizations supported by AGRA in the Tanzania Markets Policy Action Node

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the Chairman of the Parliamentary Committee on Agriculture, Livestock and Water. Other participants were the 23 members of the Parliamentary Committee and 6 other parliamentarians with interest in this subject.

The main discussion points revolved around the following themes; Access to markets and impacts of export bans to farmers, delays in input supply and whether changes can be made in the supervisory framework and possible monitoring processes, access to finance and mechanization, participation of women and youth as well as the need of these groups to form associations.

The importance of multi sector coordination was highly recommended, especially in planning activities such as projects by Ministry of Agriculture, Infrastructure, Energy, Land among others. This would aid the development of the sector as a whole and transform the lives of farmers. Parliamentarians were concerned about the limited coordination at the local level.

As it was pointed out elsewhere in this report, this roundtable contributed to the lifting up of the export ban that was imposed by the government.

### **Strengthening secretariat and members engagement: The role of working groups**

The programme technical team in ANSAF had two people, with regular support from the executive secretary and a few members. Although the involvement of members has been very strong in the past, ANSAF secretariat decided to have a formal engagement by forming two groups to work with the secretariat. The advocacy and communication, and research and policy working groups are mostly made up of ANSAF member staff.

On the one hand, the advocacy and communication group had met twice in pursuit to define the roles and learn how to work together. The research and policy group adapted<sup>2</sup> some of the members from strategic alliance policy working group, whereas the advocacy and communication group has its participants from ANSAF members.

The two groups, although not fully functioning, but are anticipated to ease the workload, maximise skills, knowledge and expertise and expedite the work to influence policies and positive actions among stakeholders. Year 2013 will be devoted to work closely with these two groups, support them to take lead in working with government, development partners as well as stakeholders at national and local level

### **National and International Level Meetings and Dialogue**

ANSAF has been involved in national meetings such as ASDP extended committee and other meetings organized by MAFSC. There has been improved communication between ANSAF and SAGCOT centre, where the latter was invited to make a presentation on one of ANSAF's organized meeting. SAGCOT centre has subsequently invited ANSAF in two of their major meetings, and discussions are underway to improve this collaboration

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<sup>2</sup> Not all the members in the strategic alliance (ACT, Oxfam, FRABHO, East Africa Grain Council, MVIWATA. representatives from the Ministry of Agriculture Food Security and Cooperatives, Ministry of Industries, Trade and Marketing, USAI-FitF (SERA project), REPOA, ESRF and FAO) are members of research and policy working group.

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ANSAF has also participated in the Eastern and Central African meeting on Cross-border Trade (conducted in Entebbe Uganda) and its implication to national economy and trade protocols among relevant countries. As a member of TAFSIP Team, ANSAF was among the national delegation that attended the Africa-wide CAADP meeting in Tunis Tunisia. The meeting aimed at identifying ways of engaging smallholders in CAADP process at country and sub-regional levels.

## *Media and Communication*

### **ANSAF documentation and website: Reference points for the sector**

The ANSAF website has some information on the sector and on activities of the secretariat. In its current setup it was a destination for many visitors, a sign that people are hungry for information. Although its website was up and running throughout 2012, there were challenges with the original set up of the site.. The days leading to petition delivery to state house there was a lot of visitors to our website. There was a drastic increase of traffic to our website during the month of March unlike the previous months. Likewise, just before the Ministers for the Finance and agriculture ministries submitted their budget speech in 2012, there were a lot of visitors to ANSAF website. This is a clear indication that ANSAF website is expected to offer useful information which might not be available through other sources. This also means that the information uploaded and all ANSAF documentation has to be relevant, simple with factual prompting actions among stakeholders.

Towards the end of the year, after a thorough evaluation of the site, the secretariat decided that it was necessary to redesign the website and make it more resourceful, easily accessible and lively. A firm has been identified to rework on the website and give it a better look

Once ANSAF relocated to the new office, the secretariat set up a new physical resource center that is open to members and non-members. The resource center has information on budgets, policies, magazines and other agriculture related information. There is a lot of room on our shelves still for additional resource materials and members are welcome to add materials to the center. Members and visitors are encouraged to make use of available information.

### **ANSAF Publicity**

Preparation of the ANSAF brochure, placards and other publicity materials had to be put on hold until there was a strategic plan in place. This way, the information produced would be consistent with the intended direction of ANSAF. In 2013, these items will take priority and will be developed as the strategic plan is now complete.

### **Kilimo Kwanza Supplement**

ANSAF entered into an agreement with the IPP Media to give the secretariat and its' members an opportunity to publicize issues in the sector and to increase the visibility and recognition of ANSAF. The Kilimo Kwanza Supplement published in the Guardian Newspapers produce a monthly supplement that includes articles which are published both in English (The guardian) and Kiswahili (Nipashe) newspapers. In addition to the newspaper coverage, there are 2 television programs; Kumekucha (ITV) and The Monday's agenda (Capital television) that provide ANSAF members an opportunity to have their issues discussed widely.

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The first supplement featured the following issues; strengthening gender equity in Agriculture (TOAM), new green revolution model in the offing – The Plant Breeders Right Bill 2012, (TAB through TOAM), ANSAF Probes cashew nut crop failures (ANSAF secretariat) and the new EJAT award to change rural lives (ANSAF secretariat). Kumekucha live show was aired in December, 2012 on The Plant Breeders Right Bill 2012, farmers under pressure. This was chaired by EnviroCare, also a member of Tanzania Alliance for Biodiversity (TAB). The show raised the needs of Smallholder's farmers, rights and involvement in developing the new policy.



In the coming year, the secretariat has planned to have three supplements that will offer ANSAF members the opportunity to publicise their issues. The supplements will have an additional radio and TV segment to increase the audience and the depth of discussions via live discussions with ANSAF members.

### **Engagement with the media fraternity**

ANSAF in collaboration with its partners noted with concern inadequate reporting of agricultural issues in the media such as complaints from journalists about editors not using their work, or media owners not giving adequate attention to agribusiness and rural development issues and the premise that agricultural news being not saleable. It was with this understanding that ANSAF in collaboration with BEST AC organized a one day meeting with editors' forum. The meeting also aimed at building relationships with the editors directly. The event was quite successful as the editors were enthusiastic in engaging with ANSAF and in getting to learn more about the sector. ANSAF and BEST-AC used this opportunity to inform editors about the training at SAUT and in getting editors to publish articles that were to be produced by SAUT students.

To encourage media houses, owners, and individual journalists, ANSAF in collaboration with BEST-AC were able to hold discussions with MCT stakeholders on having a stand-alone category for agricultural award. Formerly this category was under the economic category together with other economic sectors such as tourism and banking. ANSAF and BEST-AC were successful in convincing stakeholders to accept introduction of a new independent category in the annual Excellence Journalism Awards for Tanzania (EJAT). There is now a standalone category dedicated to Agriculture and Agribusiness sponsored by ANSAF and BEST-AC. The award looks at reporting in these main areas; rural business environment (Topics relating to the (un) ease of doing business, policies, innovations and best practice), rural citizen engagement (topics on the local budget cycle, notably the planning and implementation for agriculture and agribusiness. The EJAT award is expected to take place in April 2013 where ANSAF is one of the core sponsors and part of the implementation committee of EJAT 2012 awards.

### **Ulimwengu wa mkulima (Farmers' World) Quarterly magazine**

The first edition of Ulimwengu wa Mkulima was produced and shared with stakeholders from different arenas. The purpose of the magazine was to provide publicity to the work of ANSAF and members of ANSAF; it provides an opportunity for members to learn from each other. The second edition is now out and is being shared widely. From feedback received, the second magazine will focus on Gender and Value Chain Development as well as policies and budgets. The number of copies has increased from 3,000 to 5,000 (1500 English copies and 3,500 Kiswahili copies). The

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secretariat has received compliments from readers and the demand for the magazine is steadily increasing.

The secretariat is interested in receiving advertisements from the private sector, banking institutions and partners of members focusing on agribusiness.

### *Governance and Social accountability*

Following social accountability work that was started in 2011, ANSAF continued working on increasing knowledge about SAM and supporting its members in advancing their involvement in local budget cycle and holding local government accountable. In 2012, a total of six new SAM teams<sup>3</sup> were trained on introduction to SAM and data analysis.

### **Capacity Building and networking**



ANSAF membership includes organizations with varying capacity in different areas. The major work with ANSAF members were on social accountability monitoring (SAM) and working with media. Despite this, plans for strengthening local dialogue platforms by working with members did not take place, due to personnel capacity in the secretariat. Capacity enhancement among members will be one of the major focuses in 2013. The strong emphasize will be on policy engagement and developing and strengthening dialogue platforms at local level.

### **SAM training of four ANSAF Members:**

After the Introduction of the five stages of Social Accountability, ANSAF members came with documents for analysis from their respective areas for data analysis training. The training was held in Morogoro, 24<sup>th</sup> – 29<sup>th</sup> September 2012. There was a total of 21 participants representing SAM teams from Korogwe, Tandahimba, Iringa Rural, Kilolo, and Singida. The process involved analysis of the projects, reviewing expenditure tracking of projects, CAG reports and MTEF. Draft reports from these teams have been produced with the exception of Kilolo<sup>4</sup>.

Access to information at LGAs remains a biggest challenge for SAM teams undertaking the analysis. While ANSAF members have been keen to involve some local government officials in the teams, the bureaucracy and red-tapes among LGAs slows down the implementation process, and sometimes causing the conclusion to be based on just few documents. With all the reasons for not giving/sharing documents, LGA officials perceive SAM work as an interference in their work. For instance, Tushiriki based in Mbeya Municipal was unable to proceed with the data collection due failure to access the documents from their Municipality. ANSAF will continue working with other stakeholder, particularly

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<sup>3</sup> The previous were CEMDO and Karagwe from Ulanga and Karagwe districts respectively. New teams trained in 2012 were from Korogwe (Katani ltd), Tandahimba (ActionAid), Mbeya rural (Tushiriki), Kilolo (Concern and RUDI), Iringa (Concern) and Singida (ActionAid)

<sup>4</sup> One of our members involved in SAM in Kilolo district had since indicated lack of interest to continue working with Kilolo district council -something that might delay the process if the other member is not taking initiative.

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Policy Forum in registering commitment from PMO-RALG and Ministry of Finance and Economic Affairs (MoFEA) to easy accessibility to such information.

Within SAM teams, despite the criteria being stipulated, some of members in the team have limited understanding on issues, something that needs a review with members. Furthermore it is noted that some members would do SA as long as there is support from ANSAF, something that needs to be challenged, because issues continue to be there whether ANSAF is supporting or not.

Looking at the findings of the SAM work, it is evident that funds are available from central government, local government and NGOs. However, NGOs and other Non State Actor contributions are not reflected in the plans of the district. This shows that the planning at local level is not coordinated by all players in the region thus there are duplication of efforts. There is limited involvement of the private sector and civil society in the planning process. Better coordination among stakeholders would greatly enrich the process of planning for the local government, CSOs and non state actors as a whole.

SAM teams have found that councillors are given inadequate time to review documents such as the MTEF during the preparation of the budget. There is generally a low capacity of local councils to implement projects. Also, there are fewer and delayed disbursements which affect the implementation of projects. The amount of money that goes to development of the sector goes in as investment expenditures where findings show that there is no strategic use of the investment expenditures. In addition to all these issues, there is rampant fund mismanagement, failure to adhere to procurement procedures and the extensive corruption that has led to lack of functional systems to hold people accountable.

## **Data analysis on Social Accountability and feedback sessions**

### **Feedback Sessions by CEMDO and KARDERES.**

Feedback sessions were held in Ulanga and Karagwe districts, with action plans developed to engage local people in monitoring the implementation. There has been positive response from both communities and LGAs on issues raised in reports. Some of these issues are being addressed by respective authorities at district level.

The purpose of the feedback workshops is to engage and share the findings of SAM exercise to agriculture stakeholders in the respective districts which include SAM team, Local Government Authorities, civilians and media. Based on the findings that emerged in the field, the SAM teams produce a report to be shared with the respective parties in advocating for the proper use of public resources within their district.

In both districts; findings indicated similar issues, particularly on the target plans versus the actual achievements. The plans are not set in line with the priorities of the region; most of funds are spent contrary to what was planned.

Communities were not involved in developing, implementing and monitoring most of the projects surveyed such as Minepa Irrigation Scheme and abattoir in Uponera (Ulanga) as well as Chigologoro in Karagwe district. See Annexes attached

The Local government officials had a positive response during the workshops, and showed interest to receive more training on SAM, as it helped them to draw up the strategic plan and understand their roles. It would also enable them to properly plan and set allocations in their respective areas.

There has been recognition of the SAM team, which is an added advantage to gain respect and get involved in the planning meetings. Although the district council officials have power over people's choices, Villagers hold their leaders accountable to deliver on plans and commitments made. There has been some response from the District Council on the projects members have inspected. (case studies in annex)

### **Mixed responses to SAM findings**

Despite their positive response in needing SAM training, the LGAs were distrustful on what has been presented in the report. The councillors on one hand were concerned that irresponsible spending and lack of openness among civil servants were contributory fact to poor performance. One of SAM team member (a councillor) said “... I never knew I was such a stupid person by approving plans and budgets without reviewing them....SA training has been an eye-opener for me..”. Civil servants, especially from relevant departments were concerned that such findings although were known to them; have never been shared and sharing will make matters worse. “*Bila shaka Miradi mingi ina mapungufu, ...sijui wakianza kutangaza matokeo itakuwaje...*” meaning in unofficial translation....obviously most projects are poorly implemented if SAM team disseminate findings for all projects...I cannot imagine what will happen”.

### **Analysed CAG and DADP/ASDP Performance reports, recommendations**

This was one for the major activities, which ANSAF had committed to undertake during the year. Analysis for both activities has not been done, and could be done in the coming year, 2013. Although there is no deep analysis on the CAG reports, the budget analysis work revealed that councillors have limited understanding and power to hold the government (local) into account on behalf of citizens in case audit opinion indicate weaknesses. Audit reports and recommendations are hardly shared with the wider local community where redress might be needed.

## **Section 2: Organizational Development**

### **Strengthened capacity of ANSAF Secretariat**

In a view to expand our reach and deepen our engagement with stakeholders, the secretariat recruited additional staff to assist with program activities. In this capacity a budget and policy officer was recruited alongside an advocacy and communication officer who will assist in building the capacity of members and stakeholders on issues related to planning, budgeting and accountability. As of 01<sup>st</sup> July 2012, ANSAF had recruited an Accountant to assist in finances. This achievement will enable the secretariat to improve on finance systems and minimise audit queries that were raised in 2011 audit report.

Under institutional support of BEST AC, an advocacy and communication person has also been placed at ANSAF to strengthen the Secretariat in business advocacy activities. Furthermore, she will primarily work with ANSAF on BEST AC funded projects offering support to the Executive Secretary and his team in coaching ANSAF and its membership in implementation of advocacy projects. As a formal liaison person inside ANSAF she provides advice on the identification of relevant advocacy projects that can make a difference in the ease of doing business in the rural environment to ensure optimal results in the agricultural sector

Through the continuous support of VSO, George Lambert and Michelle Froats has been placed with the Secretariat as an IT and Knowledge Sharing experts respectively. The two will stay with ANSAF for the next two years, while at regular times supporting other VSO partners.

### **Strategic Planning**

Since early 2012, ANSAF Secretariat has been working on the Strategic plan 2013 – 2017. The process involved various stages of participatory processes including; the secretariat, ANSAF Members, Donors and ANSAF Board. This was meant to be a member-led process to instil ownership on the SP. Although the initial stages ANSAF secretariat had commissioned an independent reviewer to evaluate the previous SP, following a workshop with members an SP, a Task Force was formed. This team was instrumental in collecting and input ideas for incorporation in the SP.

Beyond ANSAF members, the document needed to be representative of the sector needs and receive a buy in from donors and other stakeholders working in the sector.

ANSAF successfully completed the strategic plan and received substantial financing from donors including SDC, AcT and Irish Aid that will go a long way in ensuring that the secretariat is able to carry out all its functions.

### **Staff retreat and Team Building**

The Secretariat held its 1<sup>st</sup> staff retreat in December 2012 which was held in Lushoto from 11<sup>th</sup> -16<sup>th</sup> December, 2013 . The aim of the retreat was mainly to identify gaps in performance and the systems for ANSAF to be able to deliver the strategic plan successfully. Time was spent on team dynamics and finding ways to build a more cohesive and effective team. There was also time spent on performance development reviews and performance indicators with the team being trained on the aim of these reviews and going through various examples to determine the formulation of individual work plans as the basis for the performance reviews.

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The retreat was led by two consultants; one on the training needs assessment and team building and the second consultant focused on Performance development Review. The retreat was successful and brought the secretariat team closer together. At the end of the four days the team had learned how to work as a team and how to relate better with each individual in the team. The new staff got to see where they could fit in the team and also had a chance to review the strategic plan for the next five years. The team was oriented to the performance review process and tasked to plan their work and anticipate review. The team established reporting modalities, based on the performance review procedures that included setting objectives as per the annual work plan, personal objectives and leadership management skills. A needs assessment of each team member was carried out and specific needs will be addressed in the coming year through training, coaching and mentoring.

### **Internal Control & M&E Systems**

Effective systems and processes in place (Human resource, financial & M&E)

#### **HR and Finance manual in place**

The secretariat has developed a HR and Finance Manual that would provide guidance on issues related to management of staff and application of good financial procedures and policies in the day to day running of the office. These two documents have now been reviewed and updated; and approved by the d Steering Committee.

Likewise, the ANSAF constitution is being reviewed based on inputs that were made by members and based on the fact that ANSAF is now an independent entity after moving out of the Managing Agent's premises last year

### **Training and skills improvement: ANSAF staff**

#### **Social Accountability Training**

Under the sponsorship of Policy Forum and Rhodes University in South Africa, the secretariat had an opportunity to send one of its staff to attend the Fundamentals of Social Accountability course from the 11<sup>th</sup> March – 23<sup>rd</sup> March 2012 in South Africa. This training came at an opportune time when the secretariat was conducting SAM training to its members and had to solicit expertise from Policy Forum. At the end of the course, participants were equipped with full understanding of the rights based approach to SAM, the social accountability system and complete set of tools for public resource management, monitoring (budget analysis, expenditure tracking, performance monitoring, integrity monitoring and oversight tracking)

#### **Membership Training Course**

ANSAF being one of BEST-AC's grant beneficiary, was invited to the membership strategies course that took place from the 14<sup>th</sup> – 16<sup>th</sup> November 2012 at UDEC, University of Dar es Salaam. This training mainly focused on membership recruitment and retention to PSO's. Being a member based organization, the secretariat benefitted from this course that aimed to equip participants on practical tools needed to recruit and retain members such as ways to attract new potential members, increase members satisfaction levels, developing different tools for maximising retention process among others.

### **African Green Revolution Forum (AGRF),**

ANSAF had also an opportunity to be invited at the African Green Revolution Forum that took place at the Ngurdoto Mountain Lodge, Arusha, Tanzania from 26 to 28 September, 2012 which was chaired by Mr.Kofi A. Annan, AGRA's Board Chairman and former United Nations Secretary-General, and hosted by H.E. Jakaya Mrisho Kikwete, President of the Republic of Tanzania. This high level meeting brought together several African heads of state, ministers, farmers, private agribusiness firms, financial institutions, NGOs, civil society and scientists, to discuss and develop concrete investment plans for achieving the green revolution in Africa.

The event was co-chaired by the Alliance for a Green Revolution in Africa (AGRA), YARA and NEPAD Planning and Coordinating Agency and is supported by the African Union (AU), the African Development Bank (AfDB), International Fund for Agricultural Development (IFAD). Other strategic partners behind the event include Food and Agricultural Organization of the United Nations (FAO), Rockefeller Foundation, NORAD, Econet Wireless, OCP Group and Sasakawa Africa Foundation (SAA). This was an excellent learning opportunity extended to the secretariat to learn more on regional strategies for increasing agricultural productivity in Africa, revolutionizing agricultural finance, reducing risks, scaling up and reaching out.

### **New ANSAF Office up and running**

As of 01<sup>st</sup> July 2012, The Secretariat secured office premises located at Plot 566, along Senga Road, Mikocheni A. This great achievement was made possible with the financial support obtained from SDC and Irish Aid. Oxfam GB also donated to ANSAF some furniture such as tables, book shelves, telephone extensions and a PBX Machine that they were not using in their new office. This has in fact reduced the budget for purchasing such items.

### **Company Vehicle**

With the financial support that ANSAF managed to secure from partners in 2011, ANSAF was able to purchase own vehicle that would be used for its program activities. This support came at the right time whereby major program activities involving field visits can be undertaken more frequently. Earlier on most of the transport requests/ demands were managed by Concern Worldwide. The secretariat registers their heartfelt gratitude to Concern team that tirelessly supported their increased demand for transport. The secretariat believes and hopes that such spirit within most of ANSAF members can be extended to the Secretariat when needs arise.

## ANSAF BRIEF STATEMENT OF INCOME AND EXPENDITURE

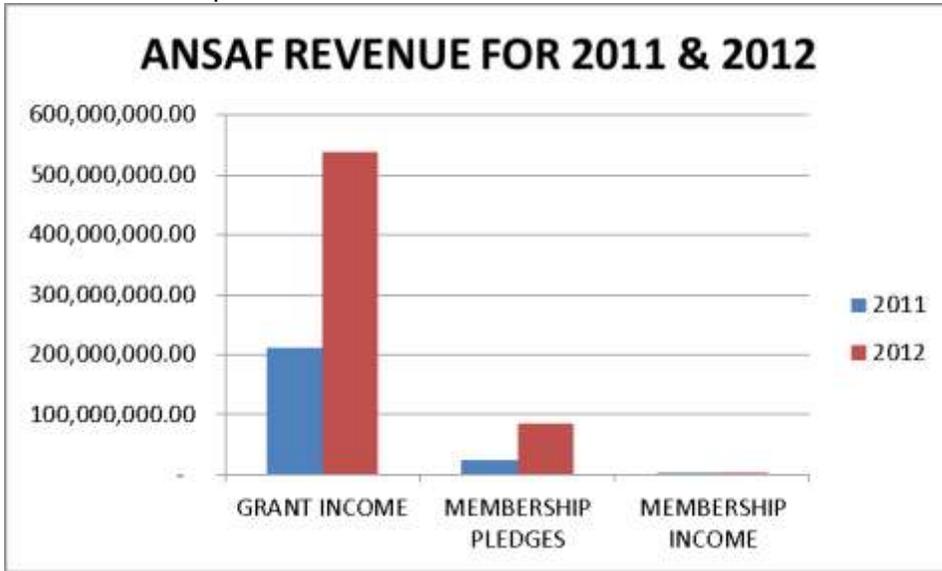
In the year 2012, ANSAF realised a net surplus of Tshs 72,678,112 as compared to a deficit of Tshs 47,051,318 in the year 2011. It will also be observed that grants from donors and other members increased by 166%; from Tshs 233,824,825 in 2011 to Tshs 622,753,994 in 2012. On the other hand, membership fees increased by 18%. That is from Tshs 2,900,000 in 2011 to Tshs 3,430,000/= in 2012.

The two main sources of funds both increased showing an interest of donors and members to continue in supporting the work of ANSAF. In the coming year, we anticipate further increases in funds available to support the new strategic plan. Below is a breakdown of the figures from the financial year 2012:

### ANSAF 2012 FINANCIAL ANALYSIS

YEAR	2011	2012	%
<b>GRANT INCOME</b>	210,574,825.00	538,435,904.00	166%
<b>MEMBERSHIP PLEDGES</b>	23,250,000.00	84,318,090.00	263%
<b>TOTAL GRANT INCOME</b>	<b>233,824,825.00</b>	<b>622,753,994.00</b>	<b>166%</b>
<b>MEMBERSHIP INCOME</b>	2,900,000.00	3,430,000.00	18%
<b>NET SURPLUS/DEFICT</b>	(47,051,318.00)	72,678,112.00	

	2011	2012
<b>GRANT INCOME</b>		
	210,574,825.00	538,435,904.00
<b>MEMBERSHIP PLEDGES</b>		
	23,250,000.00	84,318,090.00
<b>MEMBERSHIP INCOME</b>		
	2,900,000.00	3,430,000.00
	<b>2011</b>	<b>2012</b>
<b>Total Grant Income</b>	233,824,825.00	622,753,994.00
<b>As per audited accounts</b>		



A graph showing the revenue sources and total income for 2011 and 2012

### **Section 3: Key lessons and Conclusion**

It is obvious that building organization is a process. ANSAF attempts to grow in terms of focus. While managing the growth, it is important that the Secretariat maintains strong link with members. Policy influencing process will demand more evidence, well analyzed and packed to convince boundary partners and target audiences.

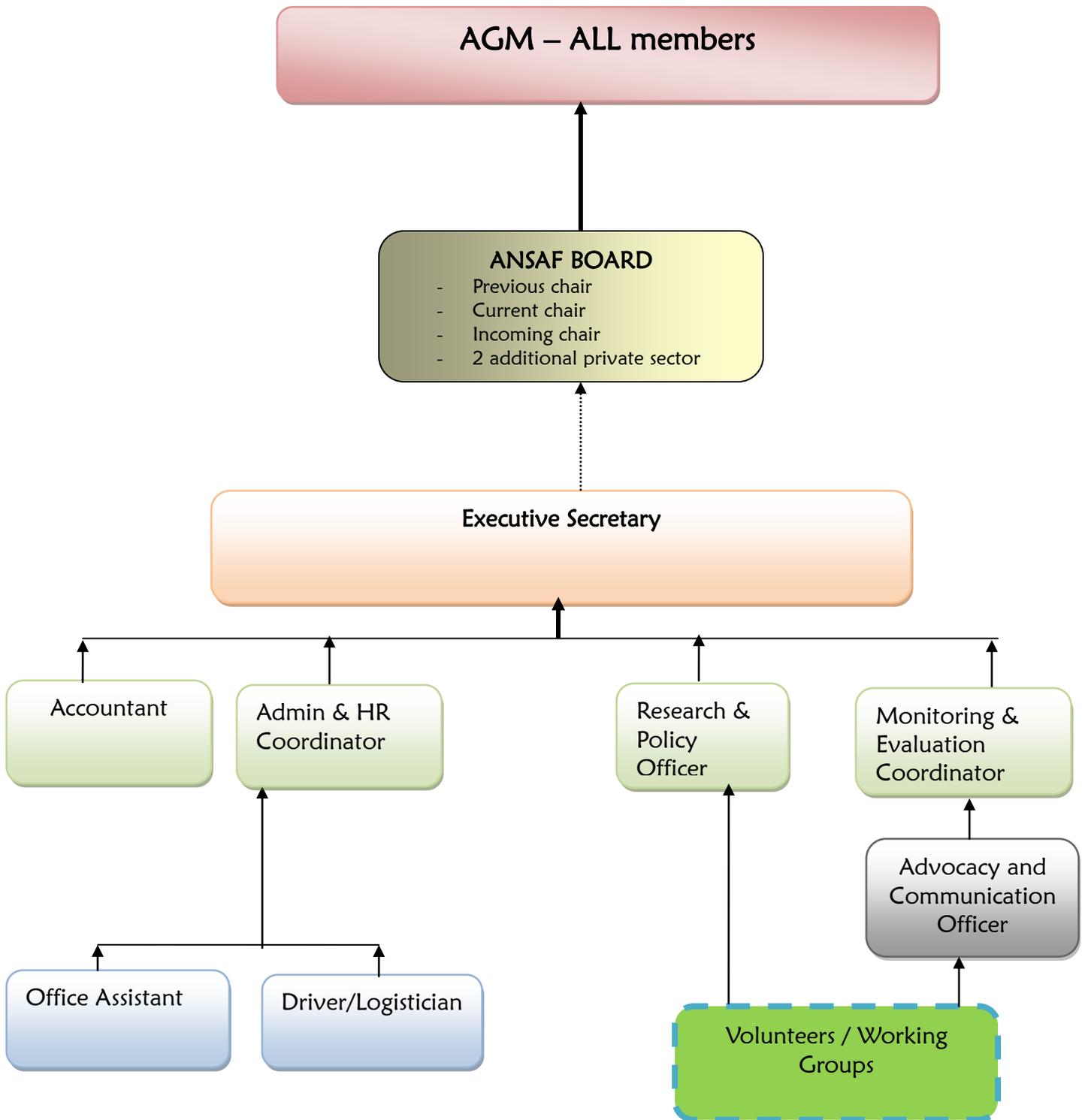
The work that has been done is the manifestation of members commitment (human, time and funds) to foster the agenda. Being a small organization with slim staff base it has been helpful to work with members who maintained local level links and ensured smallholders were constantly engaged.

#### ***Way Forward***

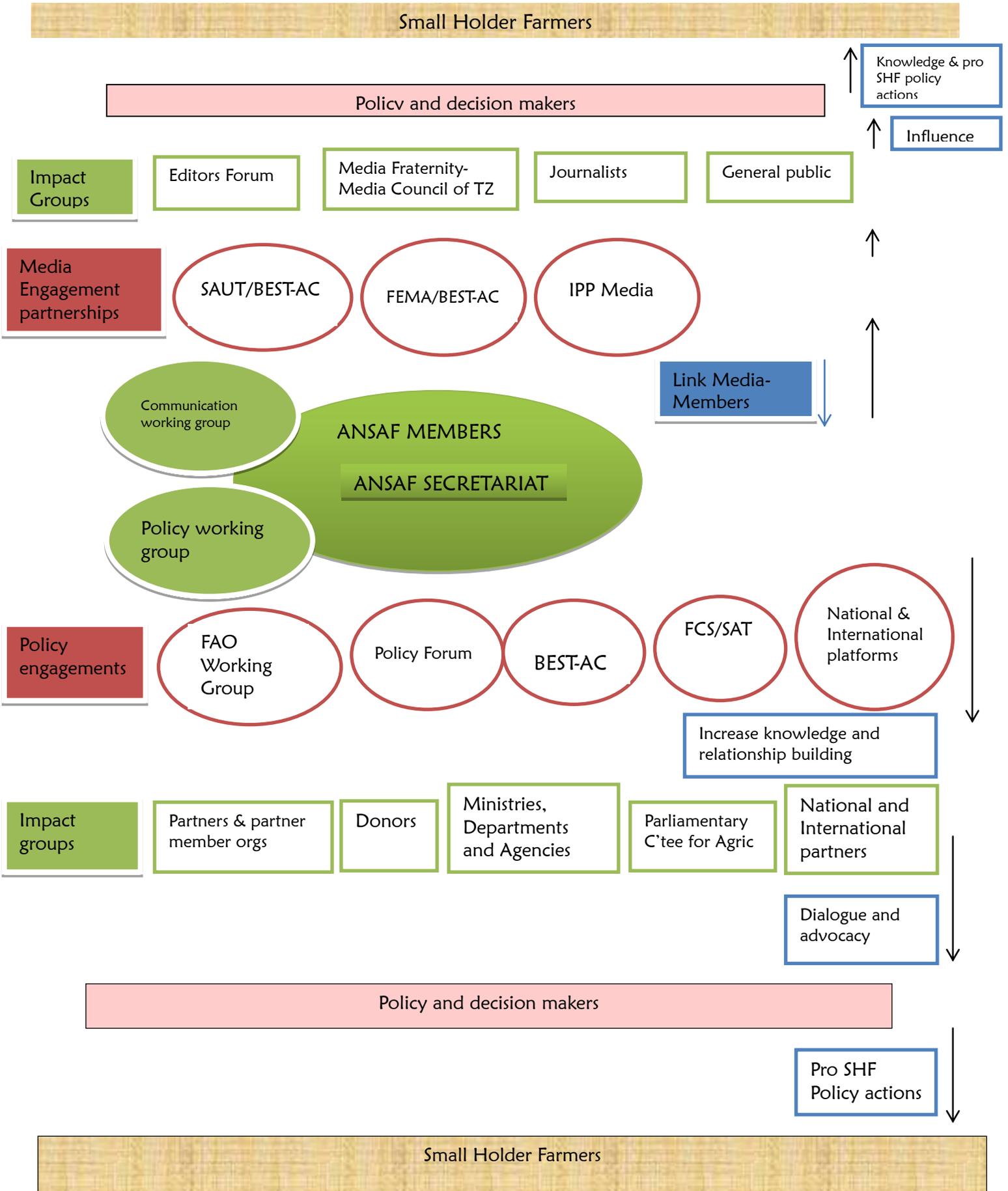
More challenges are yet to come. ANSAF has to be prepared. With a sharp focus and continuous reference to the Strategic Plan the challenges can be overcome. While the secretariat commits itself to undertake the implementation based on the outcome results defined in the SP, it will need to develop its interventions based on short-term, medium and long-term basis.

More energy will be mobilized to strengthen working groups, firm up local-national & member-secretariat linkages. We will develop further strategic partnerships with other institutions such as SAGCOT centre who are not among the institutions working with us at the moment.

**Annex 1: Agricultural Non State Actors Forum - Structure**



## Annex 2: Network Map of ANSAF relationships



### Annex 3: Case study: Quality DADP plans and timely funds release

#### Background:

The Tanzanian government supports the implementation of the Agricultural Sector Development Strategy (ASDS) through the sector development programme (ASDP). With the implementation framework, the ASDP is mainly implemented at the local level through the District Agricultural Sector Development Plans (DADPs). The development partners and government have been supporting agricultural interventions through basket funding approach, albeit some other mechanisms through independent projects and general budget support.

Implementation of DADPs is highly dependent on the availability of external funds, from treasury and donors, with some little amount of funds from own sources being reinvested back into the sector. Village and community project plans (Village Agricultural Development Plans – VADPs) are consolidated into DADPs which are part of the Council Comprehensive Plans (CCP), normally submitted in annual plans under a three year implementation plan – Medium Term Expenditure Framework (MTEF).

#### Plans at local level

Over the last five years 2007-2011, ANSAF secretariat has been working with its members in various Local Government Authorities (LGAs). Three key issues emerged as a result of this collaboration at local level:-

1. **Lack of strategic focus.** Although DADPs seemed to be a sector transformational tool at local level, most DADP plans lacked focus. Many LGAs attempted to focus on many small projects that would register impact on the ground. Small projects were being supported, ranging from onion, rice, chicken and capacity building. On average, some LGAs had allocated about Tzs 1.5 million for a project. Obviously this small allocation could hardly show significant results. It was realised that despite the renewed commitment by donors and government to support agricultural sector (as demonstrated in budgetary increase), one could hardly see impact as a result of such investments. The projects resources were thinly spread in such a way that one would easily see the impact.

Transforming smallholder farmers' agriculture meant linking them to value chain(s), among other aspect. Although the emphasize was on production, little attention was made in linking producers with processors and market channels. This is manifested in high level of post harvest loses as one of limited focus when promoting production.

2. **Delayed release of funds from treasury.** The release of funds from treasury was expected to be done on quarterly basis. During that time, it was realised that, although the first quarter begins 1<sup>st</sup> July each year, some LGAs would not receive funds until last month of the third quarter i.e. March. Delays in releasing funds for a seasonal sensitive sector like agriculture had a big impact on sector performance. What arose from this practice is that LGA officials developed the 31<sup>st</sup> June phobia. They would try as much as possible to spend the funds to ensure by 31<sup>st</sup> June all funds are spent or already committed to some activities/contract. This would most certainly compromise the quality.
3. **Poor coordination of stakeholders at local level.** It was evident that although at the LGA level there might be various institutions working in agricultural sector, there were no platforms (mechanism) that had a mandate to bring them together at least twice per year. This is critically important to reduce duplication of efforts, maximise learning across actors and promote transparency among actors. In some districts (such as Kasulu, Kibondo and Iringa and Kilolo), the civil society organizations and private sector had bigger budgets (more funds) compared to what the LGAs were receiving from the treasury. Unfortunately the actors were not meeting, to strategize on how to support the sector.

For the first time, in 2008 ANSAF during its annual learning event raised these issues. In the subsequent meetings with senior government officials and roundtables with donors and other actors, the above issues were discussed. There have been positive responses registered so far.

1. By December 2010, the government issued new DADP guidelines. The section on investment grant (Section 4.1(i) of the new guidelines) commonly referred to as District Agricultural Development Grant (DADG) made a limit on the minimum amount that could be allocated to a particular village, Tzs 56 million was set

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as the minimum amount the village could be granted. The new guidelines also insisted on the importance of transferring the funds directly to community/village accounts.

2. It was also agreed that to reduce delays and minimize negative consequences, the funds for the first quarter must be released by 1<sup>st</sup> week of second quarter<sup>5</sup>. Treasury was committed to do this, with expectations that the plans from LGAs will be of good quality and there will be minimal queries by CAG. Since 2010/11 fiscal year, the treasury has been trying to transfer the funds as agreed, albeit challenges<sup>6</sup>. In fact by October 2010/11 most<sup>7</sup> LGAs received their allocations in time, and it was two quarter transfer compared to the usual quarterly transfers!
3. **Weak coordination of stakeholders.** Sector stakeholder coordination is very important. Although heads of agricultural departments are expected to be convenors of such meeting, they hardly hold any. Since 2011, the ministry has been trying to promote stakeholder engagements through service providers' platforms. Although the initiative is expected to start with ten pilot regions, it is not very clear how this will roll-out to district level. Nonetheless, the government has taken up the challenge to initiate such platforms to bring together actors at regional level to critically discuss issues. ANSAF secretariat and members in various zones have been invited to make presentations on how these could be effective in delivering ASDP, and DADPs in particular.

### Challenges

- **Sustaining the change.** Although the central government and donors are committed to timely transfer the funds for the agricultural sector; poor plans and audit queries continue to delay the speed at which to process the requests
- **Maintaining coordination in LGAs.** Although there is a positive response on the need to be open and coordinate efforts among actors, LGAs lack capacity to keep morale high among stakeholders.
- **Access to information.** Although guidelines and policies are issues at national level, implementers have low knowledge on the same. This contributes to the 'business as usual' practices, whereby even if the documents have changed but the understanding among actors remains low, thus contributing to poor results.
- **Punishing the community instead of civil servants.** Disclaimer, adverse and qualified audit opinions have negative effect on timeliness of funds release for DADPs. Moreover, ability to utilize funds (absorption capacity) is considered as important component in releasing funds to LGAs. Unfortunately in both scenarios, the people being punished are end users of services (poor women and men in rural areas) who might not be aware on who is delays this process and on what grounds.

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<sup>5</sup> This was based on the understanding that the parliamentary budget sessions continues to mid August. The national committee of planning and budget would start preparing budget execution guidelines by end August. Therefore the process of transferring funds would take another four weeks,

<sup>6</sup> Among several conditions for transferring funds to individual LGAs is the controller auditor general report. LGAs with clean CAG report would receive funds on time, but if not the delays will be unavoidable. Also in some areas, individual Ministries and development agencies (MDAs) may have commitments to fulfill before donors can release funds. If such are not fulfilled, the donors might hold the funds. Unfortunately in both scenarios, the people being punished are end users of services (poor women and men in rural areas) who might not be aware on who is delays this process and on what grounds.

<sup>7</sup> Those that had audit queries could not receive funding in time. The number of LGAs with poor audit opinion ranges between 22 and 34 out of over 122 LGAs.

**Background**

The local government planning process provides opportunities for communities to set priorities based on available resources and opportunities. The opportunities and obstacles for development (O&OD) is one of the participatory approaches, through which sector development plans –such as village agricultural development plans (VADPs) are developed.

Karagwe district council, in their 2009 planning and approval processes had identified Charcoal dam construction for Kigorogoro community. The dam was to be used as a source of water for animals. Livestock keeping is among major livelihood sources for Karagwe district inhabitants. Although the dam was to be constructed in Kajumilo and Kibanda Hamlets in Kigorogoro village, there are other surrounding villages that would have benefited from the project. The total cost for the dam was Tzs 33.5 million.

However, despite the project approval, the dam construction did not take place. Interestingly enough, the performance reports state that ‘the project is ongoing’, on the ground there was nothing as such. Actually the project was never implemented until two years later (2011).

ANSAF, in collaboration with its member (KADERES) at local level have been implementing social accountability monitoring (SAM) in Karagwe district since July 2011. During SAM training, team members had access to various documents by LGA and reviewed them before selected sites to be visited. Kigorogoro Charcoal dam project was to be visited, for the assessment of the progress and performance.

**Chigorogoro Community**

Chigorogoro village is located about 80 kilometres from Kayanga town – the district head quarters. This village with its surrounding villages (Kijumbura/Nyakatera and Kibare) expected to benefit from the charcoal dam is a home of 13,088 inhabitants. Over 80% of the households in this area are livestock keepers and were expected to benefit.

The dam project under District agricultural development plans (DADPs) was identified during O&OD process and communities were enthusiastic that their animals will have enough water to drink, especially during dry the season. Normally young people (sometimes school going age children) drive animals to water points while the elderly take rest during the day.

However, due to poor planning and allocation of the resources, over 45% of the total cost estimate (Tzs 15 million out of 33.5 million) was spent on the initial activities of the dam construction (soil testing). Although the project was to have started in 2008/09, by 2010 DADP performance reports indicated that it was on going. Yet on the ground there was nothing ongoing.

**SAM TEAM in Kigorogoro**

The SAM team visited Kigorogoro community, where they interviewed; community leaders, villagers, livestock keepers as well as the responsible ward councillor. A report was drafted and a follow-up meeting with government officials made in October 2011. According to the response from government officials, the project was not implemented because the budget estimates were too low to completion stage. It is due to this, that the government was implementing another project (several kilometres away from Kigorogoro) for feeder road. The actual implementation (feeder road rehabilitation) was done between November 2011 and January 2012 – several months after SAM team had finished the training and field visit.

**Key issues**

Although the Kigorogoro community have not benefited from the original plan, it was clear that reports are not widely shared. If DADPs performance reports were shared, councillors would have been in a position to ask the officials. It was also evident that at LGAs, officials could easily switch priorities from one project to another without prior consultation with communities. There was no written document that would explain how the change of project was introduced. Furthermore, it was not clear, how soil testing could cost 45% of the project cost. Assumptions would be made that due diligence was conducted before the plans were submitted for approval. If it was not for SAM team, this community would have continued waiting for a project to be implemented, while in actual fact it was diverted to something else.

**Way forward**

Because community still insists the need for charcoal dam, they have re-submitted it for 2013/14 fiscal year. The council authority has agreed to reconsider the project, although the commitment is not firm until it is approved. ANSAF member – based at the local level (KADERES) has expressed concerns over this and are planning to consult the district and Rotary International to implement this project jointly.