

Research In Use - Monitoring, Impact Assessment and Learning Component

Tanzania Scoping Visit (December 2006) draft report

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Glossary

ACT	Agricultural Council of Tanzania
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
ASLM	Agricultural Sector Lead Ministries
COSTECH	Council on Science and Technology
DANIDA	Danish International Development Agency
ESRF	Economic and Social Research Foundation
INGO	International Non-governmental Organisation
LLL	Linked Local Learning
M&E	Monitoring and Evaluation
MAFC	Ministry of Agriculture, Food and Cooperatives
MDG	Millennium Development Goal
MIL	Monitoring, Impact Assessment and Learning
MITM	Ministry of Industry, Training and Management
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MLD	Ministry of Livestock Development
NASCO	National Agroforestry Steering Committee
NBS	National Bureau of Statistics
NGO	Non-governmental Organisation
PADEP	Participatory Agricultural Development and Empowerment Project
PANTIL	Programme for Agricultural and Natural Resources Transformation
PMO- RALG	Prime Ministers Office – Regional Administration and Local Government
PMS	Poverty Monitoring System
PRSP	Poverty Reduction Strategy Paper
REPOA	Research on Poverty Alleviation
RIU	Research In Use
SUA	Sokoine University of Agriculture
TAFIRI	Tanzania Fisheries Research Institute
TAFORI	Tanzania Forestry Research Institute
UK	United Kingdom
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

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Part 1: Introduction, methodology and limitations

The purpose of the Research Into Use Programme (RIU Programme) is to ‘maximise the poverty reducing impact of the previous RNRRS and, by doing so, significantly increase the understanding of how the promotion and widespread use of such research can contribute to poverty reduction and economic growth’. A key component of the RIU Programme is Monitoring, Impact Assessment and Learning (MIL). The scoping visit is a part of the MIL component. The overall purpose of the visit is to gather information, meet key stakeholders and understand the institutional context relating to monitoring and impact evaluation within a country.

The report is organised into four parts corresponding to the visit objectives set out in the terms of reference (Annex 1). The first part is about the introduction and methodology while the second part maps the national MIL context and state of play, with particular reference to rural poverty and the agricultural sector. The third part seeks to identify the main information sources (quantitative and qualitative), actors and capacity of relevance to RIU Programme. The fourth and final part attempts to present some cases and lessons.

The two-week scoping visit to Tanzania during 4-15 December 2006 consisted of meetings with select representatives from the government ministries and organisations, international not-for-profit organisations, aid agencies, local not-for-profit organisations, national research centres, the agricultural university, private sector support organisations and individual experts. A field visit to Morogoro was undertaken to visit the Sokoine University of Agriculture. A village visit was also undertaken to observe a participatory rural development project(PADEP).

Part 2: Rural Poverty and Agriculture in Tanzania: State of Play with special reference to the institutional context

Policy framework for natural resources

In early 1980s Tanzania embarked on economic reforms as part of the Structural Adjustment Programme. It developed multiple strategies to address poverty such as Poverty Reduction Strategy or Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania (MKUKUTA), the Agriculture Sector Development Strategy 2001, the Rural Development Strategy 2001, Tanzania Development Vision 2025, National Beekeeping Programme 2001, and Tanzania National Forest Programme 2001 (NASCO, 2006).

Tanzania Poverty Reduction Policy framework – Milestones

Policy Planning Initiative	Objective
Vision 2025	National vision of economic and social objectives to be attained by the year 2025
National Poverty Eradication Strategy(NPES)	National Strategy and objectives for poverty eradication efforts through 2010
Tanzania Assistance Strategy(TAS)	Medium-term national strategy of economic and social development, encompassing joint efforts of Government and the international community
Poverty Reduction Strategy Paper(2000/1-2002/3)	Medium-term strategy of poverty reduction, developed through broad consultation with national and international stakeholders, in the context of the enhanced Highly Indebted Poor Countries (HIPC) Initiative
National Strategy for Growth and Reduction of Poverty(2005/6-2009/10)	The second national organizing framework for putting the focus on poverty reduction high on the country's development agenda. The NSGRP is informed by the aspirations of Tanzania's Development Vision (Vision 2025) and the Millennium Development Goals.

Source: Poverty Reduction Strategy Paper, October 2000 and NSGRP, June 2005

The National Strategy for Growth and Reduction of Poverty (NSGRP) for 2005/6 to 2009/10 was published in 2005 by the Government of Tanzania. It is known in the local language as MKUKUTA. It is informed by the aspirations of Tanzania Development Vision, 2025 and follows the Poverty Reduction Strategy Papers brought out since the year 2000 in the country. The first PRSP came out in October 2000 and the second one (called MKUKUTA) came out in June 2005. Currently the second one is the most important policy document governing poverty and development. It identifies the constraints to rural growth and those in the agricultural sector as described in the table below.

Constraints to Rural Growth and Agricultural Development	
<ul style="list-style-type: none"> ▪ Low productivity of land ▪ Labour and production inputs ▪ Underdeveloped irrigation potential ▪ Limited capital and access to financial services ▪ Inadequate agricultural technical support services ▪ Poor rural infrastructure hindering effective rural -urban linkages ▪ Infestations and outbreaks of crop, animal pests and diseases 	<ul style="list-style-type: none"> ▪ Erosion of natural resource base ▪ Environmental degradation ▪ Gender relations ▪ Weak producers' organizations ▪ Poor coordination and limited technological capacity ▪ Depressed prices for primary commodities in global markets ▪ Insecurity with respect to property rights to land ▪ Land use as collateral for credit

;; t'(NGRSP, 2005:6).

Poverty Monitoring System

The NSGRP provides for a poverty monitoring system to fulfill the need for effective monitoring and evaluation (NSGRP, 2005:69). “The PMS is a national system designed to meet information needs of different stakeholders including: policy makers, civil servants in the central government, local government officials, civil society organisations, research and academic institutions, external development partners, the media and the general public. The institutional framework for monitoring was originally established in 2001 during the implementation of the first *Poverty Reduction Strategy*. Poverty Monitoring Master Plan was compiled through a year-long consultative process, involving many different stakeholders in Tanzania. This Master Plan provides the framework for the revised approach for MKUKUTA monitoring and reporting.

The specific objectives of the system are:

- To ensure timely availability of data.
- To ensure proper storage, easy access and use by different stakeholders.
- To analyse data and disseminate the findings to stakeholders.
- To promote evidence-based decision making at all levels through monitoring and an increased attention to evaluation.
- To ensure that targets of global initiatives (e.g. MDGs) to which Tanzania is committed to are integrated into the system and localised.”

Poverty Monitoring System In Tanzania

Components	Key elements	Notes
Surveys and Routine Data	<ul style="list-style-type: none"> ▪ Household Budget Survey ▪ Labour Force Survey ▪ Agriculture Survey ▪ Health Survey ▪ Population and Housing Census ▪ Local Government Monitoring System ▪ Government 	National Bureau of Statistics hosts the secretariat for this component

	administration MIS	
Research and Analysis	<ul style="list-style-type: none"> ▪ Participatory Poverty Assessment ▪ In-depth research studies on poverty 	Research and Policy Analysis institute(REPOA) hosts the secretariat for this component.
Dissemination, Sensitisation and Advocacy	<ul style="list-style-type: none"> ▪ Stakeholder communication 	

Source: NSGRP, GOT

The Ministry of Planning, Economy and Empowerment (MPEE) monitors and evaluates the implementation of MKUKUTA through the MKUKUTA Monitoring System. The Poverty Monitoring Secretariat has members from the Vice-President's Office, the Ministry of Finance, and the President's Office, Planning and Privatisation. Four working groups coordinate PMS monitoring activities. Their themes are: Censuses and Surveys, Routine Data Systems, Research and Analysis; and Dissemination, Sensitisation and Advocacy. The four working groups are situated in different government and non-government departments. The lessons are discussed and disseminated through annual poverty week events, website (on PMS) and other publications. There are major challenges as well notably: harmonizing routine data from sectoral ministries and strengthening M&E capacities at different levels of the results chain. The government is introducing a new computer based management information system known as RIMKU to bring together data from different ministries, departments and agencies.

NSGRP has a monitoring framework with specific indicators/targets to track the millennium development goals as well as support the different organs of the government in reducing poverty. These are translated into five national goals and operational targets across different sectors and included as part of the MKUKUTA document. MKUKUTA identified five broad national goals, which are further subdivided in to operational targets. These integrate the millennium development goals in

a national context. According to the MKUKUTA document, its evaluation will be done at three levels. First, internal evaluation will continue through the production of the Poverty and Human Development Reports (PHDR) and the PER process. Second, additional space will be created for on-going evaluation mechanisms through Participatory Poverty Assessments and other methodologies such as service delivery reports and other qualitative assessments, particularly of the reform programmes (e.g., public sector reform and local government reform). Third, a comprehensive review, informed by annual progress reports produced under national consultative processes, will take place at the end of the NSGRP period in 2010. The Poverty Monitoring System succeeded in producing expected reports as detailed below.

PRS Reports in Tanzania at a glance

Reports Produced	Year of publication
MKUKUTA Annual Implementation Report	2006
National Surveys- Agricultural Census	2003
Status Report on Growth and Poverty	2006
Poverty and Human Development Report	2003

In Tanzania, Poverty Reduction Strategy *Annual Progress Reports* were prepared three times during the period 2001-2004. Their overall objective was to outline the progress made in implementation of the PRS in priority sectors, and recommend priority action interventions for resource allocation. The PRS Annual Implementation Report for 2006 provides an analysis of progress towards the goals for growth, social well-being and governance. It describes the new MKUKUTA Implementation Reporting System (in Kiswahili it is known as RIMKU, Ripoti ya Utekelezaji wa MKUKUTA). In Tanzania, outcome level reporting is institutionalized through the production of the *Poverty and Human Development Reports* (2001; 2003; 2005).

Agriculture Sector Development Strategy

The strategy developed in 2001 aims to create an enabling environment for improving agricultural productivity and profitability, for improving farm incomes, for

reducing rural poverty and for ensuring household food security. Its specific targets are to reduce population below the poverty line to 20.4% by 2010 and increase agricultural growth rate to at least 5%. The responsibility to update, articulate and spearhead the strategy rests with the ASDP Secretariat within the Government of Tanzania. The ASDP is proposed to be increasingly supported by Development Partners through a basket fund arrangement, which is integrated into the Medium Term Expenditure Framework (MTEF). The interest to support the ASDP basket has been expressed in principle by: Danish International Development Agency (DANIDA), Japanese International Cooperation Agency (JICA), the European Union (EU), Irish Aid (IA), and the International Fund for Agricultural Development (IFAD) and the International Development Association (IDA).

ASDP objectives are: (i) to enable farmers to have better access to and use of agricultural knowledge, technologies, marketing systems and infrastructure, all of which contribute to higher productivity, profitability, and farm incomes, and (ii) to promote private investment based on an improved regulatory and policy environment. Its five strategic areas of intervention are:

- Strengthening the institutional framework
- Creating a favourable climate for commercial activities
- Identifying public and private sector roles
- Strengthening marketing efficiency for inputs and outputs
- Mainstreaming planning for agricultural development in other sectors

Three sub-programmes will accomplish these interventions, namely:

- a. Direct support to agriculture in the field for production and processing expected to consume 75% of the resources. Thus main focus is at district and community levels.
- b. National level support activities covering policy, regulation, research, finance, etc. to cover 20% of the resources
- c. Cross-sectoral and cross-cutting issues such as gender, HIV/AIDS, water, forestry, wildlife, etc. to be addressed through coordination with non-agriculture ministries to consume 5% of the resources

This is the proposed approach and the arrangements need/being made to put these in to practice.

ASDP Monitoring and Evaluation framework

The monitoring and evaluation system proposed in ASDP covers mainly two levels: the district level, where the bulk of the ASDP funds are expected to be spent, and the national level. Key elements of the system cover overall ASDP development objectives, a set of performance indicators, source of information and assumptions. Indicators, data sources and assumptions are then presented for the investment and services components at the local and national levels, for outputs in the components of research, irrigation, and markets, as well as a programme coordination/quality control component. At the local level, M&E system comprises of:

- i. Tracking funds and measuring outputs through Planrep
- ii. Measuring LGA performance through use of grant fund
- iii. Measuring outcomes

The Prime Ministers Office – Regional Administration and Local Government (PMO-RALG), launched the Planning and Reporting Database (Planrep) in 2005. Districts are expected to enter in it their District Development Plans and District Agricultural Development Plans. Planrep was set-up in all the districts of Tanzania. Districts are expected to track expenditure and activities through PlanRep as a central monitoring tool. A national version of Planrep is expected to enable the ASLMs to aggregate district performance and track the objectives and targets of the Medium Term Expenditure Framework (MTEF), the funding mechanism to support agriculture development in the country.

At the regional and national levels, the Poverty Monitoring Master Plan (PMMP coordinated by the MKUKUTA secretariat) will seek to capture the impacts through routine data systems (including the Local Government Monitoring Database) and censuses and surveys. Two notable surveys in agriculture sector are:
National Sample Census of Agriculture (done once in 5-10 years)
Rapid Agricultural Service Survey (proposed to be done once in 1-3 years)

All Local Government Authorities (LGA) were expected to implement the Local Government Monitoring Database in 2004/05 but it appears the results are mixed.

ASDP RESULTS FRAMEWORK

Hierarchy of Objectives	Key Performance Indicators	Data Collection	Critical Assumptions
<p>Sector-related Goal (towards NSGRP):</p> <p>NSGRP Goal 2: Increased agricultural economic growth (2.4)</p> <p>Goal 4: Rural poverty declines (4.1)</p> <p>Investments in sector move towards a SWAp.</p>	<p>Sector Indicators:</p> <p>Annual growth in agricultural GDP moves from 5 to 10% by 2010</p> <p>Reduced proportion of rural food poor (men and women) from 27% in 2000/01 to 14% by 2010.</p> <p>Evidence of basket support moving to budget modality</p> <p>Productivity in participating LGAs rises by 10% over programme period.</p>	<p>National Accounts</p> <p>Household Budget Survey</p> <p>MoF reports</p>	<p>Political will and support sustained for progressive commercialization</p>
<p>Programme Development Objective:</p> <p>1. Farmers have better use of agricultural knowledge, technologies, and infrastructure contributing to their productivity, profitability and farm incomes.</p> <p>2. LGAs plan and coordinate agricultural services and investments in a more participatory, capable, efficient and sustainable manner.</p> <p>3. Private sector investment</p>	<p>ASDP Indicators</p> <p>Productivity in crop and livestock enterprises increases by at least 20%</p> <p>% of farmers accessing improved services and infrastructure (by type) shows measurable annual change</p> <p>% of farmers showing sustained use of one or more relevant technologies and assets (by type) shows measurable annual change</p> <p>By year 3 four new fully developed relevant technologies implemented by farmers in 10% of villages</p> <p>90 LGAs meet minimum criteria to access enhanced DADG by end of 2008/9 and 120 by 2012/13</p> <p>20 LGAs with improved annual assessments by 2008/9 and 60 by 2012/13</p> <p>Flow of private funds into</p>	<p>National Sample Survey of Agriculture (NSSA) or Rapid Sample Survey of Agriculture by NBS and ASLMs</p> <p>Broad assessment of surveys, including:</p> <ul style="list-style-type: none"> ◆ Rapid Agricultural Services Panel Survey (RASPS) [contracted] ◆ Policy and Service Satisfaction Survey (PSSS) [periodic survey by REPOA] ◆ NSSA ◆ Beneficiary and contractor/service provider assessments <p>LG M&E System</p> <p>Annual grant performance assessment system</p> <p>Public Expenditure Tracking</p> <p>Bank of Tanzania/TIC reports</p>	<p>(from Objective to Goal)</p> <p>Input supply and marketing systems respond to higher effective farmer demand</p> <p>Stable macro economic environment with improving terms of trade for producers</p> <p>Supporting local government reform actions occur</p> <p>Supporting legal and</p>

Hierarchy of Objectives	Key Performance Indicators	Data Collection	Critical Assumptions
in agriculture rises	agricultural sector increases by 5% p.a. # of commercial agro-enterprises rises by 5% annually	Sector investment database Business registration records in LGAs	regulatory framework Private sector respond to incentives

Source: ASDP Secretariat, GOT.

National Agroforestry Strategy

The National Agroforestry Strategy revolves around promotion, dissemination and scaling up various agroforestry technologies in Tanzania. National Agroforestry Steering Committee (NASCO) based at the Tanzania Forestry Research Institute develops it. Its vision is:

“By 2025, at least 4 million rural farming households adopt and benefit from agroforestry interventions in a sustainable manner”

The strategy identifies vital components to accomplish its vision as:

- Adequate and sustainable supply of diverse and quality germplasm
- Location specific and farmer responsive technologies
- Capacity building
- Awareness creation

- Dissemination of agroforestry technologies
- Networking
- Policy and legal framework
- Market and information access
- Implementation, monitoring and evaluation

It sets out criteria to identify Zones. These criteria include: high impact of socio-economic factors, decline in use of traditional fallow, deforested areas, areas with high soil erosion and presence of positive scaling up factors such as tested technologies, innovative farmers, etc., and availability of agroforestry organisations or partners. It identified priority areas as Lake and Northern Zones, Southern highlands, and Western Zone. Monitoring the strategy is the responsibility of the secretariat situated in the Tanzania Forestry Research Institute.

The National Forestry Research Master Plan

Forestry sector in Tanzania is housed in the Ministry of Natural Resources and Tourism. Tanzania Forest Policy of 1998 encourages demand-driven research. The country has a National Forestry Research Master Plan (2000-2009) aimed at developing appropriate knowledge and technology for the sustainable management of forest resources. Monitoring the Plan is the responsibility of the Forestry Division's Planning and Policy section. It supports demand driven research, stakeholder participation, networking among institutions, and communication of research to users. Its main programmes are:

- Management of natural resources
- Community and farm forestry
- Plantation forestry and tree improvement
- Forest resource assessment
- Forest operations and utilisation
- Socio-economics, policy and forestry extension

National Fisheries Sector Policy and Strategy

The National Fisheries Policy (1997) promotes the conservation, development and sustainable management of the fisheries resources for present and future generations. Advising on policy matters and developing strategic plans is the role of planning and policy division. It also does monitoring and budget preparation. The legal framework for fisheries in Tanzania includes the Fisheries Act, 1970; Territorial Sea and Exclusive Economic Zone, 1989; Tanzania Fisheries Research Institute Act, 1980 and Marine Parks and Reserves Act, 1994.

The National Fisheries Sector Policy and Strategy Statement makes references to research that:

- Facilitate availability of research findings
- Improve collection and processing of information
- Establish applied research programmes
- Encourage environmentally friendly fishing technologies
- Establish management information system for continuous monitoring and evaluation

Environmental Management Act and Regulations

“4.-(1) Every person living in Tanzania shall have a right to clean, safe and healthy environment”
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Tanzania’s environmental management legislation received Presidential accent in February 2005. It provides for legal and institutional framework for sustainable management of environment. Viewing environment as a crosscutting theme, it outlines principles for management, impact and risk assessments, prevention and control of pollution, waste management, environmental quality standards, public participation, compliance and enforcement of the national environment policy. Tanzania also enacted The Environmental (Registration of Environmental Experts) Regulations, 2005 as well as the Environmental Impact Assessment and Audit Regulations, 2005.

The scope of the above is wide to include water resources, biological resources, genetic resources, and soil. The framework exhaustively deals with environmental impact assessment and role of local self-government and other bodies in promoting and regulating environmental use and abuse. As part of the monitoring of environment, the Government of Tanzania will bring out periodic 'state of the environment' reports. The draft of the report is understood to be ready. The department of environment in the Government of Tanzania is responsible for this.

Part 3: Principal Actors, Capacities and Information Sources relevant to RIU/MIL

Principal Actors

This part discusses the broad institutional framework for poverty reduction and economic growth with special reference to natural resources in Tanzania. It also identifies principal sources of qualitative and quantitative information on natural resources. The remit of RIU seems to extend to a wide terrain encompassing national, regional and local levels in Tanzania. Principal actors are primarily located in the government set-up in Tanzania. The government of Tanzania's lead ministries underwent restructuring in recent past and therefore the functions and structures are gradually evolving. An important principle for reorganisation of structure and function appears to be 'decentralisation'. This is a significant approach fostered by the Government of Tanzania. A related area of priority for the government has been local government reform. These reforms aim to usher in a new 'mind-set' among the public as well as public administrators. A positive feature of this has been devolution of resources (along with responsibilities) to the district level and below.

Key Actors for RIU/MIL in Tanzania

- Vice President's Office – Poverty Eradication Division
- Ministry of Agriculture, Food and Cooperatives (MAFC)
- Ministry of Livestock Development (MLD)
- Ministry of Industries, Trade and Marketing (MITM)
- Prime Minister's Office – Regional Administration and Local Government (PMO-RALG)
- Ministry of Natural Resources and Tourism (Fisheries Division and Forestry Division)
- Department of Environment in Vice President's Office
- National Bureau of Statistics
- Sokoine University of Agriculture
- National Forestry Research Institute
- National Fisheries Institute
- Research and Policy Analysis (REPOA)

- | |
|---|
| <ul style="list-style-type: none">▪ Bilateral and multilateral donors▪ Civil Society Organisations |
|---|

The key actors include government ministries and departments, government sponsored national research organisations, international and local non-governmental organisations, rural local government bodies and private sector organisations, and donor agencies. Details of these actors are shared in brief.

Agricultural Sector Development Programme Secretariat

The secretariat performs the support function for the four agriculture sector lead ministries (ASLM):

- Ministry of Agriculture, Food and Cooperatives (MAFC)
- Ministry of Livestock Development (MLD)
- Ministry of Industries, Trade and Marketing (MITM)
- Prime Minister's Office – Regional Administration and Local Government (PMO-RALG)

ASDP Secretariat reports to the Permanent Secretary in MAFC. The Secretariat's functions are:

- Coordinate the implementation of ASDP
- Facilitate the mobilisation of resources
- Enhance stakeholder participation
- Facilitate ASDP budgeting and financing process
- Monitor and evaluate ASDP implementation by line ministries
- Commission and supervise sector related studies

The Secretariat is a treasure house of publications on official agricultural development policy in Tanzania. The publications are accessible by visiting the Secretariat located in the campus of the Ministry of Agriculture in Dar es Salaam. It also provides training for district level officials on District Agricultural Development Planning. The

Secretariat is hosting a working group that is developing a common M&E framework for all the four ASDP Lead Ministries.

Vice President's Office

The Vice President's Office coordinates the poverty reduction strategy implementation. It has a poverty eradication division as well as the Poverty Monitoring Secretariat. The secretariat monitors PRSP/MKUKUTA progress in coordination with different agencies within the government and outside. It has a public website wherein information is shared. The Vice President's Office also has the Environment Division responsible for legislation, coordination and promotion of environment. The monitoring is done by special cells in different ministries as per the procedure laid down in the environment legislation.

Prime Minister's Office – Regional Administration and Local Government (PMO-RALG)

This is vital element of growth and poverty reduction strategy at local level. Nearly three fourths of the agricultural resources flow through the district level bodies and below coordinated by PMO-RALG. Unlike other ministries, many offices of this entity are situated at Dodoma. The key functionary at the district level is the Executive Director for overall administration. For RIU, the key functionaries at the district level are: District Agriculture and Livestock Development Officer and District Statistical Officer.

National Bureau of Statistics

Ministry of Planning's 'National Bureau of Statistics (NBS)' carries out surveys, studies, and censuses and periodically brings out statistical publications. Some of the publications are accessible through the website of the NBS. The Bureau operates a good library replete with public documents along side its sales unit for publications in Dar es Salaam. The Bureau's agriculture section occasionally conducts studies including the agricultural census.

Ministry of Natural Resources and Tourism

Forestry, Fisheries and Wild Life fall in the purview of the Ministry of Natural Resources and Tourism. Monitoring is the responsibility of the concerned Divisions within the ministry. There are separate divisions in the ministry for fisheries, forestry and wild life. Within the individual divisions, there are policy and planning units that are responsible for monitoring and evaluation.

The Forestry and Bee Keeping Division deals with forestry related research. Tanzania Forestry Research Institute (TAFORI), located at Morogoro (200 km from Dar es salaam), is part of this ministry. TAFORI is in the vanguard of applied and adaptive forestry research in Tanzania. It has six research centres in different parts of the country. Among the staff of TAFORI is a 'Director of Research Utilisation' (something that RIU focuses on). Its work is constrained by inadequate internal funding and thus carries out externally funded projects.

There is a fisheries division in the Ministry of Natural Resources and Tourism. The division has administrative units dealing with 'Policy and planning' and Research and statistics. Tanzania Fisheries Research Institute (TAFIRI) is a lead research organisation in the country located on the outskirts of Dar es Salaam. TAFIRI conducts research on inland and marine fisheries issues.

An institution that could not be contacted for want of time but worth exploring is the Tanzania Council on Science, Technology (COSTECH).

Non governmental Organisations

-Agricultural Council of Tanzania: The Agricultural Council of Tanzania acts as a joint platform for farmers, private enterprises dealing with farmers and others interested in agriculture.

-Tanzania Private Sector Foundation seeks to promote the interests of its wide range of members through advocacy and campaigns. The membership includes private sector enterprises operating in the natural resources sector. These two agencies work

with farmers and commercial vendors to strengthen financing and marketing in a few parts of the country that could serve as case material source for RIU/MIL.

-The Foundation for Civil Society is an intermediary NGO that acts as a conduit for supporting smaller NGOs by mobilizing resources from different bilateral donors. The Foundation prepares the monitoring reports for different donors as per their M&E needs by gathering information from its local partners. Given its wide outreach, the Foundation offers as a good source of a survey of NGOs to assess impact of research in RIU at the local level. It operates nation-wide.

-Tanzania Multi-sector Learning Association promotes sharing of information and mutual support. It also promotes a learning centred methodology called, Linked Local Learning (LLL). In LLL approach, the communities will try to *visualise* the situation say 30 years ago, and what is the current situation, and how they want the future situation to be in 30 years. They draw maps. They do a vision based planning covering natural and other resources (schools, roads, water catchments). This approach links the national level, the district level and the local level. All service providers should share knowledge and with the district.

-MS Tanzania is a Danish NGO (working in Tanzania since 1960), which carries out extensive advocacy for environment by working through local NGOs. MS has a training centre in Arusha that offers language training as well as project planning and evaluation orientation for NGOs. Its work in the area of natural resources could offer case material for RIU. MS supports the Agricultural Council of Tanzania by deputing experts to strengthen ACT. It promotes Farmers Field Schools as 50% of its work relates to natural resource sectors.

There are a large number of bilaterally funded projects in the area of natural resources implemented by international NGOs. Based on information from USAID office, two international NGOs, namely, Development Alternatives and Technoserve operating in the area of agriculture technology transfer were visited. These promote private enterprise support activities using 'value chain' approach in production, processing, packaging and marketing of the produce as part of projects funded by USAID. Development Alternatives operates a project called Development Alternatives Inc

Private Enterprise Support Activities (DaiPesa). Other USAID funded INGOs operating agricultural projects in Tanzania are: Kick Start, Enterprise Works and Catholic Relief Services. These US based NGOs have their own internal systems for monitoring, impact assessment and learning that are used in program planning and implementation. RIU can benefit from their rich experience in the area of agricultural value chain.

Sokoine University of Agriculture

Sokoine University of Agriculture is located at Morogoro, 200 km from Dar es Salaam. As the only agricultural university in Tanzania it offers graduate, postgraduate, and doctoral education in a range of natural resource sectors such as agriculture, livestock, fisheries and forestry. It has four faculties (Agriculture, Veterinary Medicine, Forestry and Science). Each faculty consists of departments. There are seven departments in Agriculture and five in Veterinary Medicine. Norwegian government funded the university to carryout two projects of importance for RIU. There is a short write-up on them in the next part.

In the university the staff independently negotiate and manage projects as consultants. However they provide a short write up for the university's periodical on research.

Donor agencies

This discussion is not exhaustive due to limitations of data and time.

-Department of International Development (UK) supports local research institutions engaged in poverty monitoring and works with a number of government ministries and agencies to support their work through bilateral aid. It supported Research and Policy Analysis institutions (REPOA) and the Economic and Social Research Foundation to strengthen their capacities.

- USAID's agriculture unit supports NGO projects as part of private sector support initiatives in agriculture. It supported different US based NGOs to operate projects.

-DANIDA is active in the area of environment supporting the Environment Division in the government. It is also the chair of the Donor Group for Environment.

-European Union supports activities in the realm of rural development as well as humanitarian relief and rehabilitation.

- NORAD supports the Sokoine University in strengthening its research capacities through grant-funded projects

Research and training organisations

Research on Poverty Alleviation (REPOA) and Economic and Social Research Foundation are leading research organisations in Tanzania. REPOA acts as the secretariat for a working group for MKUKUTA monitoring. Both the institutions carry out research studies on poverty and economic growth besides other areas and offer training programmes on policy themes. These are viewed as the leading institutions for research in Tanzania. REPOA also hosts the secretariat for the monitoring of MKUKUTA.

REPOA's special papers list (from their website):

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|-----|---|------------------------|
| SP1 | <i>"Changing Perceptions of Poverty and the Emerging Research Issues"</i> | by M.S.D. Bagachwa |
| SP2 | <i>"Poverty Assessment in Tanzania: Theoretical, Conceptual and Methodological Issues"</i> | by J. Semboja |
| SP3 | <i>"Who's Poor in Tanzania? A Review of Recent Poverty Research"</i> | by Brian Cooksey |
| SP4 | <i>"Implications of Public Policies on Poverty and Poverty Alleviation: The Case of Tanzania"</i> | by Fidelis Mtatifikolo |
| SP5 | <i>"Environmental Issues and Poverty Alleviation in Tanzania"</i> | by Adolfo Mascarenhas |

- SP6 *"The Use of Technology in Alleviating Poverty in Tanzania"* by A.S. Chungu and G.R.R. Mandara
- SP7 *"Gender and Poverty Alleviation in Tanzania: Issues from and for Research"* by Patricia Mbughuni
- SP8 *"Social and Cultural Factors Influencing Poverty in Tanzania"* by C.K. Omari
- SP9 *"Guidelines for Preparing and Assessing REPOA Research Proposals"* by REPOA Secretariat and Brian Cooksey
- SP9 *"An Inventory of Potential Researchers and Institutions of Relevance to Research on Poverty in Tanzania"* by A.F. Lwaitama
- SP10 *"A Bibliography on Poverty in Tanzania"* by B. Mutagwaba
- SP11 *"Some Practical Research Guidelines"* by Brian Cooksey and Alfred Lokuji
- SP12 *"Guidelines for Preparing and Assessing REPOA Research Proposals"* by REPOA Secretariat and Brian Cooksey
- SP13 *"Capacity Building for Research"* by M.S.D. Bagachwa
- SP14 *"Guidelines for Monitoring and Evaluation of REPOA Activities"* by A. Chungu and S. Muller-Maige
- SP15 *"Poverty Research in Tanzania: Guidelines for Preparing Research Proposals"* by Brian Cooksey and Servacius Likwelile

Economic and Social Research Foundation's research highlights(from website):

" Evaluation of the Implementation of the East African Cooperation Development Strategy

" Agriculture and Rural Development Strategy for East African Community

- “ Socio-Economic Impact of HIV/AIDS on the economy
- “ Agricultural Trade in the SADC Region
- “ Regional Programme on Enterprise Development Survey (RPED)
- “ Supply, Demand and Utilization of Financial Services in Tanzania
- “ Capacity Needs Assessment of the Ministry of Finance
- “ Implications of Globalization of East African Economies
- “ The role of Micro-Finances Services in Agricultural Sector Development
- “ Trade Policy and Transport Cost in Tanzania.
- “ Rural Development Policy & Strategy
- “ Participatory Poverty Assessment (PPA) for Tanzania
- “ Agricultural Marketing Development Policy

Monitoring and evaluation and related capacities

Poverty monitoring system of MKUKUTA lays out a broad framework that is expected to be coupled with line ministries’ M&E systems. ASDP Secretariat has a mandate for M&E of the ASDS, which in turn depends on the individual M&E function of each ministry. ASDP Secretariat has a working group that seeks to develop a common M&E framework for ASLMs to track performance. It recently started work on preparing terms of reference for the purpose through a specially constituted technical committee. Each ASLM as well as the Fisheries Division in the government has a unit called ‘Policy and Planning’ that often addresses M&E issues. PMO-RALG is in the process of evolving its own monitoring system as it has the gigantic task of integrating the functions of several economic and social ministries at the district level and below as well as assessing their effectiveness.

Though routine data is available at the ministries, evaluation reports were not easily available. In the Ministry of Agriculture that manages about 17 zonal agricultural research centres in Tanzania, evaluation is done through inspection visits but the reports were not immediately available for reference. The Ministry's staff carries out the inspections internally. There were no clearly specific evaluation units/sections at the government ministries. This was subsumed in the Policy and Planning function.

In general performance information was difficult to obtain at results level. This is echoed in a ASDP document (2003:46) which cites a consultant report to say "Currently, M&E systems in the sector are disjointed, as each sector ministry and project undertakes its own M&E;" According to MS Tanzania monitoring and evaluation capacity is a challenge both in the government and the civil society organisations.

An important dimension of M&E is utilisation of available data. Tanzania boasts of a range of regular surveys covering agriculture, livestock, health, environment, etc. but it was not clear how the information is used for improving policy, programming and practice on the ground. The new information systems such as Planer (in Regional Administration and Local Government Ministry) seek to bridge this gap by collecting and analysing data at the national and the local levels across a range of ministries, departments and agencies. Similarly it is proposed to develop a comprehensive Tanzania statistical base to bring together information cohesively in the country (this is led by the National Bureau of Statistics).

At the district level, there is a District Statistical Office that collects and disseminates information upwards to the line ministries. It is also responsible for District Development Plan that integrates in it the District Agricultural Plan. One of the challenges in the restructuring of government machinery in Tanzania is clearly mapping the procedures, processes and responsibilities for management information systems.

Information Sources

There are multiple sources of qualitative and quantitative information regarding natural resources sectors in Tanzania. These are listed below. All works of the National Bureau of Statistics are available to the public through its website or the sales counter at its offices. The reports of the ASDP secretariat are available from its office in Dar es Salaam. These are not for sale or offered to the public at large. MKUKUTA document and related reports are accessible on the website of the poverty monitoring division of the Government of Tanzania for free. The publications/pamphlets of the other agencies listed below were collected personally during the scoping visit.

Source	Product	Description
National	-Statistical Abstract	General information
Statistical	-Livestock Census	Recently completed
Bureau	-Agricultural Census	Recently completed
	-Environmental Statistics	Pollution related data
	-Tanzania Socio-economic Database	Information collected from 12 ministries by the Bureau
ASDP	-Agricultural Sector	These provide data for agriculture
Secretariat	Development Strategy	and allied sectors in one place. The strategy document contains log
	-Guidelines for District Agricultural Development Planning and implementation	frame as well
	-ASDP Support through Basket Fund	
	-ASDP Framework and Process Document	
Vice	-MKUKUTA (PRSP)	Mkukuta document has a section on
President's	document	monitoring and evaluation
Office	-Website	The website provides information on annual poverty week events, etc.

Fisheries	-Fisheries Frame Survey	Data on fisher persons, nets, etc
Division	-Catch Assessment Survey	Marine and inland fish production
Environment	- State of the Environment	First ever report draft is ready but
Division		pending finalisation
Sokoine	-Research News	List faculty work and publications
University of	-Annual Conference	Presents papers submitted by
Agriculture	proceedings	contributors to the conference
	-SUA Record of Research	Published once in 5-10 years
REPOA	-Poverty and Human	This is regularly published on lines
	Development Report	of UN human development report.
	-Website	Website has research reports
TAFORI	Newsletter	Research and news of the institute

The National Statistical Bureau brought out a range of publications that are available at its office for reference and purchase. In general, Tanzanian institutions offer a range of information in multiple formats on the state of development.

Possible places of interest for RIU/MIL work are:

- National Bureau of Statistics
- Sokoine University of Agriculture
- Research on Poverty Alleviation
- Economic and Social Research Foundation
- ASDP Secretariat
- Vice President's Office – Poverty Monitoring Secretariat
- Tanzania Forestry Research Institute
- Tanzania Fisheries Research Institute
- Agricultural Research Division, Ministry of Agriculture
- Regional Administration and Local Government¹

The above are potential sources of information and consultation for identifying RIU/MIL possibilities in Tanzania.

¹ The Office of the Regional Administration and Local Government located at Dodoma could not be visited as part of the scoping visit. It is recommended that it be covered during the country assessment/future visit to Tanzania.

Part 4: Cases and lessons relevant to RIU/MIL

This part discusses three cases relevant to RIU/MIL. The source of information for the case on SUA projects is their Director of Research and other publications of SUA.

The case on PADEP is based on consultations with the Director of PADEP in Dar es salaam, district level government officials in Morogoro who arranged the field visit and the head of the village council, village extension staff and village committee members at the project site. The case on Cassava utilisation is based on a discussion with Prof. Lekule, Professor and Head of Department of Animal Science and Production at SUA, Morogoro.

Case 1: TARP II Project, SUA

Food security and household income for smallholder farmers in Tanzania: Applied Research with emphasis on women

This Norwegian government funded project was implemented by SUA from 2000 to 2005 with a total outlay of £3066981.88. Its main components were: on-farm and on-station research in production, processing and marketing; farmer-research-extension linkages, staff training and impact assessment. It assisted 34 research projects and supported 3100 farmers.

Lessons learnt

Demand for farmer-oriented research and extension services is high

Farmers groups are vital for research implementation

Technological skills combined with input support motivate farmers

Farmer affordability of inputs is critical for adoption of technologies

Gender bias in favour of women yields better research results

In-built monitoring and evaluation assist in implementation (IMPACT, July 2005:7)

The above project is close to the remit of RIU/MIL and offers scope for further work.

Norwegian government is supporting an on-going project of interest for RIU called,

Programme for Agricultural and Natural Resources Transformation for Improved Livelihoods (PANTIL). This will be implemented by SUA during 2005 to 2009 with the Norwegian assistance of £5766645.47. This follows a previous project.

Case 2: Ministry of Agriculture, Food & Cooperatives

Participatory Agricultural Development and Empowerment Project (PADEP)

This is a 5-year project launched in 2003 involving district councils, rural communities and private sector to enhance agricultural development through promotion and adoption of improved technologies by the target communities. The communities identify the projects through a participatory process. It supports watershed management, soil and water conservation, pest management, livestock management, input acquisition, and training. As of June 2006, the project covered 1985 subprojects in 380 villages reaching 283,082 households (as per PADEP 3 year progress report). Poor identify the problems, which are to be addressed jointly with the experts at the district level. This project does not operate throughout the country but in select locations in the country.

A subproject in Morogoro district was visited to learn more about the process of monitoring and evaluation. The project was located in Kambala village in Hembeti ward in Mvomero district. The district officials, given the logistics and distance from Morogoro, chose the site. Kambala has 605 households with an estimated population of 3945. They belong to two ethnic groups known as Paro and Masaai.

According to the Mr. Jumane Salum, Village Executive Officer, the local community investment subproject committee planned and built the milk collection centre at a cost of £11426.32. Of this, the villagers contributed 20%. Each household contributed £0.39 for the project and provided free labour. In terms of the process, the Village Extension Officer mobilised people and the villagers then elected a 10-member committee. This committee prepared the plan for construction of the milk-processing centre. The plan was approved by the village council and then approved by the district

administration. Among the project committee members, due to short notice of the village visit, only the treasurer Ms. Agnes Abdala could be met.

The construction started in 2005 and was completed in a span of three months. According to Mr. Kashu Moreto, the village chief (elected in 2005 election), a team of facilitators carried out a participatory planning exercise in the village prior to the construction program. The village constituted a committee for project management. Each household in the village owns livestock and desired to benefit from a milk centre. The milk collection centre has three rooms with space for storage, equipment, and some furniture. It will be potentially very useful for the community as they all own cattle. Unfortunately at the time of the visit, the centre was locked and not being used. It appears that there is no approach road for the vehicles to regularly transport milk from the village centre to markets. As a result the milk collection centre is not functional.

Lessons learned

Village identified a very useful technology to add value to their produce and increase income

Participation of the villagers in the enterprise ensured that the assets are intact despite a lapse of a year since the centre was completed

Lack of infrastructure planning led to idling of a very useful facility built

Village participation in the programme was extensive

Presence of a democratically elected village council ensured participatory decision-making

Village council and the village project committee worked together with the government village extension staff in completion of the project

The community monitored the project effectively ensuring the safety of the centre and its equipment intact

Case 3: Prof. Lekule - SUA

Increasing Cassava Utilization for improved household incomes through on-farm processing for human and livestock

This currently on-going two-year project at a cost of £30,000 covers six villages in three districts of Tanzania. GATSBY Foundation in the United Kingdom supports the project. It finances the loan component of the project. The main outputs of the project are:

- Diversified utilisation and marketing of cassava
- Increased production and productivity of cassava in target villages
- Empowering farmers organisations

The project provides loans for the farmers to encourage cassava cultivation. Project's only paid staff is a multi-purpose functionary who visits each project village once a month. During the visit, the functionary trains villagers on various technologies. She also monitors the progress and helps the farmer groups maintain records (covering production of cassava, sales of cassava, quantity processed and training details). She collects information on routine farming activities such as harvesting, weeding and planting. Farmers either sell their produce to vendors coming to their villages or sell at the nearby markets.

The project developed a project planning, monitoring and evaluation matrix to capture performance information. Its matrix has following items:

Result/ activity /process	Indicators	Baseline	Target	How often and when	Data sources	Who collects	Tools

The project is still in progress.

Lessons learned

Organising farmers is crucial for technology transfer

Loans motivate farmers to try new methods

Limited to farmers with the ability to obtain and repay the loans

Participatory information management builds a sense of ownership

Marketing tie-up increases the sustainable use of new technologies

When new technologies are introduced, there is limited extension support to embed them

References

“Adieu TARP II – SUA Project”, *Impact*, Vol.5 No.2, July 2005:6-7

Agricultural Sector Development Strategy, 2001

Agricultural Sector Development Programme Framework and Process Document, 2003

Agricultural Sector Development Programme, Guidelines for District Agricultural Development Planning and Implementation, 2006

Department of International Development (DFID), Tanzania Country Fact Sheet, 2006

National Agroforestry Steering Committee(NASCO), National Agroforestry Strategy, 2005

National Bureau of Statistics, Environmental Statistics, 2005

National Strategy for Growth and Reduction of Poverty (NSGRP), Vice President’s Office, 2005

Participatory Agricultural Development and Empowerment Project. Implementation Status Report: August 2003-June 2003

Research In Use Desk Review, Tanzania, Part One, Performance Assessment Resource Centre, 2006

Tanzania Forestry Research Institute, National Forestry Master Plan (NAFORM) 2000-2009, October 1999

United Nations Development Programme, Human Development Report, 2005

Annex 1: Terms of Reference for Scoping Visit

RESEARCH INTO USE PROGRAMME

Draft Terms of Reference v4.0
Sheelagh O'Reilly – 23rd November 2006

MONITORING, IMPACT ASSESSMENT AND LEARNING (MIL) COUNTRY VISIT.

Country:

Background

The purpose of the Research Into Use Programme (RIU Programme) is to '*maximise the poverty reducing impact of the previous RNRRS and, by doing so, significantly increase the understanding of how the promotion and widespread use of such research can contribute to poverty reduction and economic growth*'. Programme implementation will focus on a range of interventions in 10-12 countries identified/ developed within the frame of a pool of 25 PSA countries, over 300 RNRRS research outputs and an analysis of the conditions shaping effective research into use.

RIU Programme has a nine month inception phase (July 2006 – March 2007). During which a country selection process will be completed (from 24 to 10-12) and country assessment exercises undertaken in at least 6 of the 10-12 countries selected. A key component of the RIU Programme is Monitoring, Impact Assessment and Learning (MIL). These TORs form the basis for the RIU Programme MIL component country visits during the programme inception phase.

Purpose

The second part of the programme purpose is likely to require a substantial investment in monitoring and impact evaluation in RIU focus countries. The overall purpose of the MIL Country Visit is to gather information, meet key stakeholders and understand the institutional context relating to monitoring and impact evaluation within a country. RIU Programme will work through existing programmes, partnerships and institutions. The MIL component will make the maximum use of existing information and systems (e.g. poverty monitoring systems and sectoral systems), and of national and regional capacity, to assess the impact of the RIU Programme.

The specific objectives are;

To map the national MIL context and state of play, with particular reference to rural poverty and the agricultural sector²

To identify the main information sources (quantitative and qualitative), actors and capacity of relevance to RIU Programme

To document potential lessons for the RIU Programme generally and MIL processes from a selection of successful research into use cases (not necessarily those associated with the RNRRS). This will involve desk work including, where possible, detailed review of material and institutions involved. If time is available a field visit may be undertaken.

Where a joint mission with the RIU Programme Country Assessment is foreseen the MIL Scoping consultant will work as a full member of that team. Visits planned for 2006 will NOT be part of Country Assessment visits. January visit timing to be confirmed.

Logistics

The Research Into Use Set Up Visit report will indicate the key contacts within country, including within the DFID office, that will support the MIL Scoping visit. The consultant will contact the named contacts to ensure that initial meetings are set up before visiting the country.

Tasks

The MIL consultant will undertake the following tasks:

Part 1

Familiarise themselves with the following material including:

RIU Programme Document,

Country Desk Review produced by the MIL Team;

RIU Programme Country set-up report

initial impact methodology papers (not available yet),

and other relevant material on RIU;

RNRRS Outputs if available (not yet classified by country)

Identify and meet relevant key informants with detailed knowledge of the institutional context for development/natural resource data collection, analysis and use within country as well as the learning context. For large countries with a federal structure clarity about the roles and responsibilities of the federal and state government would be an important requirement;

Clearly seek links with PRSP monitoring, especially existing Natural Resource related areas of work and the donors/government agencies who are leading in this area;

Identify the gaps that exist in the existing development/natural resource data sources that would impinge upon effective monitoring, evaluation and impact assessment of the RIU programme;

Identify the institutions or individuals with relevant MIL capacity and experience;

present an overall analysis of the MIL capacity situation; and identify the major capacity constraints especially in relation to the scale of work they would be able to undertake. These institutions could include:

Research agencies (government and international)

² Broadly defined to include crops, livestock, forestry, fisheries, wildlife and other renewable natural resources.

NGOs and CSO organisations – especially those working with an explicit pro-poor mandate;
Academic institutions
Consultants and consultancy organisations
Private sector agencies and their trade associations
Identify the key ways for undertaking M&E activities linked to dissemination activities;
Validate these findings with the relevant agencies in country (government, academic, NGO and donor) to ensure effective understanding;
If appropriate³ identify between 2-5 case studies which show good RIU impact (scale of take-up, proven reduction in vulnerability of participants etc) for site visits and/or collection of relevant documentation for implementing agencies;
Draw up report highlighting the strengths, weaknesses, opportunities and constraints relating to MIL that are relevant to the development and implementation of a RIU programme in the country.

Part 2

Review the draft RIU Country Assessment Report, with particular reference to the implications for MIL including questions of how and whether the plan is ‘evaluable’ within ‘in-country’ capacity and if not why not.
Contribute as required to the RIU Country Implementation Plan, with particular reference to MIL.

Timing

The input will be carried out between November 2006 and March 2007.

Output

A report to a maximum of 10 pages with relevant Annexes⁴. This would detail the following:

Provide detail on the context within which the RIUP MIL component will operate including:

List of the key high level data sets that are available within the country (including those constructed by agencies not based in country) with an evaluation of their relevance, validity and current status;

Identification of any ‘in-country’ documentation processes not covered within the standard donor/government processes;

List of key institutions within country that could form an important part of an ‘in-country’ MIL team. This would include an evaluation of the capacity of institutions, consulting companies etc with respect to surveys/data management/participatory research etc.

An Outline structure for this report will be available in January.

Inputs and delivery team

The consultant will require a total of 25 days - if field work is undertaken.

Part 1: 20 – 22 days

³ Possible case studies would include those innovative activities in natural resources/rural development that are perceived as having a widespread impact on poverty. These case studies would then include an exploration of the actual impact documentation etc.

⁴ An outline structure for this report will be developed shortly and piloted in Bangladesh and Tanzania.

Part 2: 3 - 5 days

The consultant will report to the MIL Senior Advisor Julian Gayfer (Director, PARC) (julian@iod.uk.com) and the MIL Operations Manager, Sheelagh O'Reilly (sheelagh@iod.uk.com)

ANNEX 1

Annex 2: List of contacts

The following institutions/individuals were contacted as part of the scoping visit either in person or electronically

A. Government ministries/departments/offices

Director, Policy and Planning, Ministry of Agriculture, Food and Cooperatives, Dar es Salaam

Project Coordinator, Participatory Agriculture Development and Empowerment, Ministry of Agriculture, Food and Cooperatives, Dar es Salaam

Director, Prime Minister's Office -Regional Administration and Local Government, Dar es Salaam

Asst. Director/Acting Director, Poverty Eradication Division, Vice President's Office, Dar es Salaam

Assistant Director, Environment, Vice President's Office, Dar es Salaam

Tanzania Forest Research Institute, Morogoro

Tanzania Fisheries Research Institute, Dar es Salaam

Assistant Director, Fisheries Division, Dar es Salaam

ASDP Secretariat, Dar es Salaam

Policy and Planning, Ministry of Livestock

Farming Systems Research/Socio-economics, Ministry of Agriculture, Food and Cooperatives

National Bureau of Statistics, Dar es Salaam

District Statistics Officer, Morogoro

Assistant District Agriculture and Livestock Officer, Morogoro

Coordinator, Participatory Agriculture Development and Empowerment, Morogoro

B. University

Director of Research and Post graduate Studies, Sokoine University of Agriculture

Professor and Head of Department of Animal Production and Science, Sokoine University of Agriculture

C. Aid agencies

ECHO, European Union, Dar es Salaam

Statistics and Social Development Advisors, Department for International Development, Dar es Salaam

Danish International Development Agency, Dar es Salaam

Norwegian Development Agency, Dar es Salaam

Agriculture specialist, United States Agency for International Development

D. NGOs

Tanzania Private Sector Foundation, Dar es Salaam

Agricultural Development Council of Tanzania, Dar es Salaam

Tanzania Multi-level Learning Association, Dar es Salaam

MS Tanzania, Dar es Salaam

TechnoServe, Dar es Salaam

DaiPesa, Morogoro

E. Others

Food, Agriculture and Natural Resources Management Research Consultants, Dar es Salaam

Financing Sector Development Team, Dar es Salaam

