



Strategic Plan



2019 - 2024

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LIST OF ACRONYM

ACT	Agricultural Council of Tanzania
AGM	Annual General Meeting
ANSAF	Agricultural Non-State Actors' Forum
ARIs	Agricultural Research Institutes
ASA	Agricultural Seed Agency
ASDP	Agricultural Sector Development Program
ASDS	Agricultural Sector Development Strategy
ASLM	Agricultural Sector Lead Ministries
BEST	Business Environment Strengthening for Tanzania
BMUs	Beach Management Units
CAADP	Comprehensive Africa Agriculture Development Programme
CBOs	Community Based Organization
CTI	Confederation of Tanzania Industries
DPs	Development Partners
EABC	East Africa Business Council
EAFF	Eastern Africa Farmers Federation
ERB	Economic Research Bureau
ESRF	Economic and Social Research Foundation
FBOs	Faith Based Organizations
GDP	Gross Domestic Product
ICT	Information Communication Technology
LGAs	Local Government Authorities
MEMARTS	Memorandum and Articles of Association
MPs	Members of Parliament
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania
NBS	National Bureau of Statistics
NGO	Non-Governmental Organization
NMB	National Microfinance Bank
PAC	Partnership Accountability Committee
PAFO	Pan African Farmers Organization
PAG	Policy Analysis Group
PPD	Public Private Dialogue
PPP	Public-Private Partnership
REPOA	Research on Poverty Alleviation
SACAU	Southern Africa Confederation of Agricultural Unions
SAGCOT	Southern Agricultural Corridor of Tanzania
SUA	Sokoine University of Agriculture
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TADB	Tanzania Agricultural Development Bank
TAP	Tanzania Agricultural Partnership

TBS	Tanzania Bureau of Standards
TCAL	Tanzania Chamber of Agriculture and Livestock
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
TCT	Tanzania Confederation of Tourism
TFRA	Tanzania Fertilizer Regulatory Authority
TMDA	Tanzania Medicines and Medical Devices Authority
TNBC	Tanzania National Business Council
TOSCI	Tanzania Official Seed Certification Institute
TPRI	Tropical Pesticide Research Institute
TPSF	Tanzania Private Sector Foundation
TDV	Tanzania Development Vision
WFO	World Farmers' Organization

FOREWORD

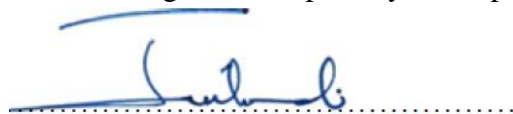
The execution of the third ACT's Strategic Plan 2019-2024 is important for achieving the organizational General Goal which is to be the pro-active and centre of coordination between the public and private sectors for pertinent issues related to sustainable development of agribusiness in Tanzania. The Plan articulates the strategies that the Agricultural Council of Tanzania (ACT) will employ to address the agriculture sector development bottlenecks over the next five-years so as to contribute to the achievement stated targets in the Tanzania Development Vision (TDV 2025) especially on first and fifth target which are “*high quality livelihood*” and “*a competitive economy capable of producing sustainable growth and shared benefit*” respectively. The plan will also catalyze actions from both partners to place agriculture at the center of the national industrialization agenda.

Conducive agribusiness environment is among the major prerequisites for promoting investments in the agricultural sector. Past experiences from many developed countries indicate that conducive agribusiness environment attract private sector investments that can help address challenges related to low productivity, dependency on rain-fed agriculture, limited access to market, inadequate infrastructures and inadequate technical and financial services. These factors contribute greatly to poor crop and livestock production, food insecurity and poverty among the rural people. The conducive agribusiness environment will also attract the private sector to invest in the implementation of SDPII of which 60% of fund resource for the implementation of the ASDPII expected to come from the private sector.

To achieve the above desire, ACT through this strategic plan will implement different activities via five major strategic objectives which include:- lobbying and advocacy for conducive agri-business environment, strengthen the technical and managerial competencies of ACT members for improved service delivery to their members, provide and receive relevant information from and to ACT Members and other stakeholders for development of the agricultural sector in Tanzania, support and strengthen the Public-Private Partnerships (PPPs) at national and district levels and coordinate the Public and private sector initiatives towards the development of agribusiness in Tanzania.

I would like to assure ACT members and other stakeholders that we are fully committed to fulfill the strategic objectives outlined in this document. We are aware that, implementation of this plan requires also commitments from other actors; and therefore we request all stakeholders to cooperate with ACT in the implementation of this strategy.

On behalf of the Board of Directors, I would like to take this opportunity to thank all those who contributed in developing this strategic plan which will guide the ACT activities for the next five years (2019-2024). I am confident that its successful implementation will contribute in addressing issues of poverty, unemployment and food insecurity in the country.



Jacqueline Mkindi

Chairperson Agricultural Council of Tanzania

EXECUTIVE SUMMARY

After every five years of operation, ACT do evaluate itself and develop new five years strategic plan to suit with ACT members requirements and dynamics of agribusiness environment in Tanzania. The strategic plan provides direction of organization in the next five years. Using an environmental scan and stakeholder's workshops, ACT evaluated its performance for the past five years of which comments, critics and recommendations from different stakeholders were used as inputs in developing this third strategic plan (2019-2024). Through a strategic planning process that involved the participation of ACT members and other stakeholders, the organization's vision, mission and core values were developed.

Vision, Mission and Core Values

Vision: A vibrant and prosperous sustainable agricultural sector which is competitive and ensures food and nutrition security; and is private sector driven.

Mission: To advocate, coordinate and provide support for a competitive and sustainable agribusiness.

Core Values: The major core values of ACT are:- Member-centered, Inclusiveness, Transparency, Innovativeness, Professionalism, Integrity and Non-partisan.

Goal

The goal of ACT is to be the pro-active and center for coordination between public and private sectors for pertinent issues related to sustainable development of agribusiness in Tanzania.

Strategic Objectives

To achieve the above Goal, ACT has five strategic objectives as explained below.

Strategic Objective 1: To advocate for improved agri-business environment

This is one of the most pertinent strategic areas to focus on in the next five years. ACT will continue to advocate and lobby the Government of Tanzania to put in place the supportive policies that will improve productivity, commercialization and competitiveness of the agricultural sector. ACT as an organization, aims to achieve this strategic objective through:

- i. Developing and executing the Annual advocacy agenda as they are raised from the ACT members and other stakeholders for better agribusiness environment to attract more investment from the private sector
- ii. Conducting policy researches and analysis on key issues impacting the agribusinesses
- iii. Increasing partnerships with other stakeholders to compliment the ACT's lobbying and Advocacy efforts.

Strategic Objective 2: To strengthen the technical and managerial competencies of ACT members so that they can improve service delivery to their respective members

ACT is committed to enhancing the capacity of its members to be more effective organizations so that they can conveniently deliver tangible services to their members. This is to be accomplished through conducting annual membership surveys to identify key issues affecting their members; and hence develop strategies to address them. ACT also focuses on continuously increasing the membership base by providing appropriate services that will address challenges facing their businesses, which ultimately leverages the motive to join the ACT membership, thus broadening the membership base. The expansion of membership base will allow the organization to achieve greater financial sustainability as well as broaden the ability to achieve the mission and vision. This will be done through the following activities:-

- i. Expanding ACT Membership base
- ii. Enhancing the Capacity of ACT members in Organizational Management
- iii. Enhancing Member networking and business linkages to enable their businesses grow
- iv. Facilitating the use of technologies and innovations by ACT members so as they increase efficiencies and profit in their agribusinesses
- v. Strengthening the access to different agribusiness services strengthened to ACT Members
- vi. Empowering Women and Youth in agribusiness so as to have access to productive resources.

Strategic Objective 3: To provide and receive relevant information from and to ACT Members and other stakeholders for development of the agricultural sector in Tanzania

ACT is a centre for information and communication for its members and the public in general. As part of its mandate, ACT communicates the outcomes of all activities undertaken by the organization, including results of the advocacy work for various issues raised by members and other stakeholders. Therefore ACT will review and improve its communication strategy to match with stakeholders and public needs through:-

- i. Strengthening the communication and networking with ACT members and other stakeholders in the agricultural sector.
- ii. Improving ACT's Communication Strategy so as the ACT members and other stakeholders are well informed about changes in laws, regulation, technologies and other dynamics in agriculture which support investment in agribusinesses.
- iii. Strengthening the ACT's communication unit
- iv. Strengthening the ACT's information hub

Strategic Objective 4: To support and strengthen the Public-Private Partnerships (PPPs) at national and district levels

ACT has been an active promoter of Public Private Partnerships (PPPs) – a new model of development cooperation – for the Tanzanian agricultural sector since 2006. ACT is one of the founding partners of the Tanzania Agricultural Partnership (TAP) together with the Ministry of Agriculture, Yara, Norfund, Norad, Rockefeller Foundation, to mention just a few. Due to its unique position as a neutral broker of this pioneering partnership, ACT was mandated by other partners to be the ‘focal point’ of TAP which uses the value chain approach to address critical constraints along selected value chains.

Since the inception of TAP to date, ACT has been coordinating and facilitating partners to do their work better, at the same time enabling them to create a combined effect that is far greater than the summed-up efforts of individual partners. With considerable experience and skills gained over the years in running TAP, ACT is duty-bound to assist the private sector, stakeholder associations, community organizations and other stakeholders to forge sustainable partnerships with government agencies for long term agricultural development.

Strategic Objective 5: To coordinate the Public and private sector initiatives towards the development of agribusiness in Tanzania.

Tanzania is now implementing the Agricultural Sector Development Programme Phase II and the BluePrint which aims at improving the business environment in Tanzania. Private sector needs to be well coordinated so as to effectively participate in the implementation of ASDP II and Blue Print. Apart from coordinating the implementation of ASDP II and Government regulatory BluePrint in private sector perspective, ACT should continue to be proactive in pushing forward different agricultural policy agenda in collaboration with other institutions for the development of agricultural sector in Tanzania.

CHAPTER ONE

1. BACKGROUND

Agricultural Council of Tanzania (ACT) is the agricultural private sector apex organization in Tanzania. It was established in 1999 as the Tanzania Chamber of Agriculture and Livestock (TCAL) and officially launched by Hon. President, Benjamin W. Mkapa in 2000. In 2005, the organization changed its name to ACT to reflect its democratic nature and a forum for free dialogue between actors.

ACT is a membership organization representing a wide spectrum of actors in the Tanzanian agricultural sector. Members include groups and associations of farmers (crops, livestock and fish producers), suppliers, processors, transporters, researchers and other stakeholders dealing in different agri-business value chains. ACT strives to support and improve the economical and organizational environment for the agricultural sector in the country, which will lead to improved standard of living and poverty reduction for the majority of Tanzanians. Currently ACT has about 188 members of which majority are associations. From these 188 members, ACT represents about 4.5 million individual operators in agricultural sector and therefore ACT is very important institution in agricultural development in Tanzania.

ACT has built relationships with local, regional, and international organizations for the purpose of improving service delivery to its members. At the national level, ACT is a member of the Tanzania Private Sector Foundation (TPSF), which is the umbrella private sector organization in Tanzania. At the regional level, ACT is a member of the Eastern Africa Farmers Federation (EAFB), East Africa Business Council (EABC) and Southern Africa Confederation of Agricultural Unions (SACAU). For almost twenty (20) years, Agricultural Council of Tanzania (ACT) through its previous strategic plans has been working with the Government of Tanzania as well as its members to address the unique challenges facing the agricultural sector in Tanzania.

Some of the key achievements registered by ACT in its 20 years of operation include:

- i. ACT in collaboration with other stakeholders including the Government, managed to put agriculture on top of the political agenda through Kilimo Kwanza Resolve in 2009 and establishment of Southern Agricultural Growth Corridor of Tanzania (SAGCOT) in 2010 as one of the strategies of implementing Kilimo Kwanza.
- ii. Lobbying the Government to increase public expenditure in agricultural sector from 2.1% in 2000/2001 to 7.7 percent in year 2010/2011.
- iii. ACT advocated for establishment of the Tanzania Agricultural Development Bank (TADB).

- iv. ACT advocated for removal/reduction of number of charges, fees and taxes in the agricultural sector.
- v. For the last 12 years, ACT has been a coordinator of Tanzania Agricultural Partnership (TAP) programme which uses Value Chain Approach to promote agribusiness in 29 districts of mainland Tanzania. TAP includes over 100 public and private sector partners including Government Ministries and agencies, local Government authorities, farmer associations, local and international companies. Through TAP programme, ACT has managed to support different farmers and other stakeholders in the maize and rice value chains to access markets for inputs and produce as well as financial services. ACT has been promoting the Conservation Agriculture (CA) and System of Rice Intensification (SRI) as adoptive measures against climate change in agricultural sector.
- vi. ACT was among the major players in the development of National Blueprint which was adopted for implementation by the Government in July 2019. Blueprint as a guiding document in improving Business environment in Tanzania.
- vii. ACT was actively engaged in the formulation of the Private Sector Development Policy.
- viii. ACT is a member of the National Task Force for Tax Reform chaired by the Ministry of Finance which recommends annual tax reforms to the Parliament for approval.
- ix. ACT involved in the development of ASDP 1 and ASDPII of which its implementation improved the food security in Tanzania.
- x. ACT managed to have representatives in 10 districts of various regions in Tanzania and through the use of these representatives, training to private sector on lobbying and advocacy at local government level have been conducted. Currently, Public-Private Dialogues (PPD) in these LGAs is conducted on regular basis to address agribusiness challenges at local level.
- xi. ACT signed the MoU with Ministry of Agriculture where both parties collaborate in pushing forward the agricultural policy agenda such as review and formulation of agricultural related policies, strategies, programs and projects. Also, a significant number of issues impinging the agribusiness have been addressed through this collaboration including nuisance charges, levies, fees and taxes in agricultural sector.

CHAPTER TWO

2. SITUATION ANALYSIS

4.1 Analysis of External Environment

The analysis of the external environment was important in order to understand the opportunities and threats for ACT's growth and sustainability. The analysis looked into external threat and opportunities that ACT has, macro-economic parameters, National Budget on Agriculture, Food and Nutrition Security, Gender and Employment in Agriculture, Current Trends and Events in Agricultural Sector and the Operative Environment.

4.1.1 Macro-Economic Status of Agricultural Sector

Agriculture sector provides 66.9% of employment, 27% of GDP, 30% of exports and 65% of inputs (raw materials) to the industrial sector. Tanzania's Gross Domestic Product (GDP) grew by 7.0% in 2016 and this growth was contributed by expansion in both the industrial and agriculture sectors. However the growth in 2017 dropped by 1.4% compared to that of 2016 of which the growth was 7.0%.

On average, the annual growth in the agricultural sector is about 3-4%, this is below the Tanzania Development Vision (TDV) 2025 which targets the growth of 6% per annum. This implies that many challenges need to be addressed so as to reach that target by 2025.

4.1.2 National Budget on Agriculture

Statistics show that the average allocation of national budget to the agricultural sector (crops, livestock and fisheries) for the period of 10 years is about 2.2 percent of the national budget. Moreover, according to BoT (2017) the execution of the development budget has continued to be low at about 65% in 2017/18 fiscal year.. African countries agreed in Maputo (2003) and Malabo Declarations (2014) to allocate at least 10% of their national budget to agricultural sector. Tanzania is not yet there and this calls for more effort in advocating for the increase in public expenditure in the agricultural sector especially in infrastructure and research.

4.1.3 Agriculture Food Security and Nutrition

The government has enabled the development of Tanzania Agricultural and Food Security Investment Plan (TAFSIP) 2011 – 2021. TAFSIP is designed to address the core national problems of poverty and food insecurity in rural areas and promote agricultural growth as well as food and nutrition security in Tanzania under the framework of the Comprehensive Africa Agriculture Development Program (CAADP). Currently, Tanzania has more than 100% self-sufficiency ratio (SR) with regard to food production but still there are challenges in nutritional security of which many children suffer malnutrition across the country. More promotions with regards to production, commercialization and consumption of nutritive crops and livestock need to be done.

4.1.4 Gender and Employment in Agriculture

Despite the essential role that women and youth in Tanzania play in smallholder agriculture and the importance of land ownership to agricultural development, women and youth seldom own the land (Ellis, 2007). Therefore special attention needs to be paid to these groups so that they can have equal opportunities and through land ownership they can invest in more effective farming techniques and support in securing food supply.

4.1.5 The Current Trends and Events in Agricultural Sector

Recently Tanzania has made different initiatives aimed at improving agricultural production and commercialization. Some of these initiatives include; Tanzania Livestock Modernization Initiative, Agricultural Sector Development Programme, Blueprint for Regulatory Reforms and establishment of Tanzania Agricultural Development Bank (TADB). ACT expect to capitalize these initiatives as an important tool in implementation of this strategy

4.1.6 Agricultural Operative Environment

a) Operators and types of farming

According to Annual Agricultural Sample Survey (AASS - 2018), Tanzania has a total of 8,763,267 operators¹ in agriculture. Out of this number, 55.8% are in crop sub sector, 41.8% deal with both crop and livestock and 2.4% practicing only livestock.

b) Operators with Registered Farms

A registered farm is a farm that has an official certificate of ownership. According to AASS, the total number of farms surveyed was 8,795,088 out of which, 1,576,235 (17.9%) were registered. Kigoma region lead in registration of farms in Tanzania of which 16.1% of all farms are registered. Rukwa region has the least registered farms (0.3%) in Tanzania. ACT is advocating for registration of farms and legal protection of agricultural land.

b) Urbanization Vs. agricultural land encroachments

The Tanzania urban population is growing rapidly such that there is a rapid expansion of urban satellite cities. The growth of such cities has become a threat to the agricultural land due to continuous constructions of urban settlements and establishment of related infrastructures in expenses of agricultural land. In such scenarios the land meant for agricultural investments continues to shrink due to changes in its uses and re-categorization for urban uses. For a quite number of years, ACT has been advocating for allocation and legal protection of agricultural land. This is also part of discussions at the Ministerial level in the review of agricultural policy (2013). The directives from the Ministry of Lands Housing and Human Settlements to stop the LGAs from reallocating agricultural lands for urban settlement is a good indication that will take ACT extra miles in implementing this strategic plan for the next five years.

¹ an individual or organization that exercises management control over the agricultural operation

d) Irrigation

The total number of operators using irrigation in 2016/17 was 437,112 of which 407,190 (93.2%) operators were in Tanzania Mainland and 29,922 (6.8 %) operators in Zanzibar. Currently the total area under irrigation in Tanzania is about 475,000 hectares and according to recently reviewed Irrigation Master Plan, Tanzania expects to have about one million hectares under irrigation by 2035. Therefore, ACT needs to put more effort to advocate for public investment (increase the agricultural budget to at least 10%) in agricultural infrastructures including irrigation so as to achieve the said target by 2035.

4.1.7 Opportunities

External analysis shows that there are many opportunities that ACT can capitalize in the implementation of its strategic plan. These opportunities include:-

- i) Political will and government support in improving agribusiness environment,
- ii) Trust of ACT on the face of Government, Donors and other partners,
- iii) Increasing more members due to growing number of requests from different organizations and individuals.
- iv) The current industrialization agenda gives opportunity for the agricultural sector to grow since most of the industries will be agro-based of which about 75% of raw materials will come from the agricultural sector. Therefore, most constraints in agricultural sector have the potential to be addressed for the success of industrialization agenda and that will be an opportunity for ACT to advocate for good agribusiness environment.
- v) ACT has about 188 members most of them are associations and other agribusiness firms. These are potential customers that ACT can start a business wing to serve them.

4.1.8 Threats

The external threats that ACT face and which might hinder the implementation of this strategic plan include:-

- i) Unpredictable government policies and directives with regards to agribusiness and interference on cross-border trading
- ii) Climate change effects such as drought and floods are likely to affect production and productivity in the agricultural sector. This might also have negative consequences to the implementation of ACT's programs and projects.
- iii) Donors preferences are dynamic and keep on changing with time, this imposes the risk for the implementation of ACT activities especially those which are financed by donors and other partners,
- iv) Mistrust between the Public and Private sector is still a challenge which threaten Public-Private Partnership (PPP)
- v) Inadequate National budget allocation and disbursement for agriculture sector might be a disincentive for private sector investment in the agricultural sector which will then affect the implementation of this strategic plan since most members of ACT are from the private sector.

4.2 Analysis of Internal Factors

As part of the SWOT analysis, the analysis of internal environment conducted to analyze the strength and weakness of ACT to be capitalized or rectified in this strategic plan respectively.

4.2.1 Strength of ACT

The information about the strength of ACT was collected through consultation with different stakeholders, document review and observation. The feedback from those consultations indicates that for the past five years ACT has shown the an unprecedented strength in advocacy and capacity building to its members.

4.2.1.1 Lobbying and Advocacy

ACT has improved lobbying and advocacy skills of the secretariat and members through training on lobbying and advocacy on an annual basis. The organization has strengthened and diversified relationships and collaborations with government and local, regional and international partners that have enabled the realization of evidence-based lobbying and advocacy through policy research and analysis. The ACT's lobbying and advocacy has also amplified the voice of agricultural community that has enabled to convey the key policy messages to the government. This has been possible through various fora and platforms, where the similar kinds of issues are repeatedly tabled by different non-state actors targeting the Government reforms for improved agribusiness environment. Through ACT, the voice of agricultural community is heard by the government and there have been many reforms in regulations, taxes, fees and levies. ACT will continue to improve its lobbying and advocacy approaches so as to bring more positive impact to its members and general transformation of agricultural sector in Tanzania.

4.2.1.2 Capacity Building to ACT Members

ACT has built capacity of members in 6 main areas: these areas include Climate Smart Agriculture (CSA); Farmers' access to improved agricultural inputs, Public Private Dialogues (PPD) at district levels, Empowerment of Women and Youth; Promotion of Value Chain and Public Private Partnership (PPP) approaches, and System of Rice Intensification (SRI) to improve utilization of water resource in paddy production. ACT plan to cover much more districts in the next five years of implementation of this strategic plan.

4.2.1.3 Other Strengths of ACT

Apart from the strength in advocacy and capacity building to its members, ACT has several other strengths such as:-

- Good relationship with the Government which influenced the establishment of Kilimo Kwanza, TADB, SAGCOT, etc.
- Ability to mobilize resources from different donors and partners such as NORAD, SACA, DANIDA, AGRA, EU, USAID, etc. for the implementation of its different projects

- ACT is a known, recognized and trusted private sector apex organization in Tanzania and across the SADC, EAC, COMESA as well as International organizations such as IFDC, UNCTAD and FAO
- ACT has wide representation of stakeholders across the country
- ACT has skilled, competent and committed Board Members and Secretariat Staff
- ACT is powerful in conducting evidence and research based lobbying and advocacy at local and national levels
- ACT is good at information sharing to its members and the general public.

4.2.2 Weakness of ACT

Below are some weaknesses of ACT identified by different stakeholders.

4.2.2.1 Low Representation at District Levels

ACT is represented in few districts in the country though membership covers the entire country. The organization is represented in only 10 districts of Tanzania mainland due to resource constraints. Resource constraints have also limited the implementation of capacity building and technology transfer projects in those selected districts.

4.2.2.2 Sustainability of ACT

Most of the ACT activities depend on financial support from donors for over 90%. The organizational effort to sustain itself financially is still challenging, such that membership annual subscription fees is the only source of finance received by ACT apart from donor support. This is a small amount that is less than 5% of the total budget spent on annual basis. The effort to sustain 20% the total budget in the previous strategic plan (2013-2018) has not been reached which continues to threaten the ACT's financial sustainability. However the organization is currently struggling to look for new opportunities to for financial sustainability including establishment of Business wing.

4.2.2.3 Slow growth of ACT membership

For the past five years the ACT membership has increased up to 44% which is below the previous plan which was to double the membership. This low increase in membership base has been attributed to the inadequate resources to mobilize potential members and develop appropriate services to members as highlighted in the last strategic plan (2013-2018).

4.2.3 Areas for improvement

Environmental scanning findings indicate that, most of stakeholders are satisfied with ACT's performance in the past five years. It was further noted that there are some key areas within the goal areas implemented in the last strategic plan (2013-2018), as highlighted below.

4.2.3.1 Lobbying & Advocacy

In this area ACT need to improve on the following: -

- (i) Be proactive rather than reactive in different National Policy issues arise
- (ii) Take a lead in different policy dialogues processes.

- (iii) Increase collaboration with other institutions and participate in different forums so that its presence can be strongly felt among its partners
- (iv) Advocate for establishment of private sector desk in each Agriculture Sector Lead Ministry (ASLM) to solve different agribusiness challenges faced by the private sector.
- (v) Collaborate with Sector Skills Council to advocate for the review of curriculum in universities and tertiary institutions to cope with labour market demand in agriculture sector
- (vi) Participate in national budgeting process together with conducting budget analysis to share with ACT members and the general public.

4.2.3.2 ACT Institutional Capacity and Sustainability

Further improvement in this area include

- (i) Strengthen the Committees on Resource Mobilization and Sustainability
- (ii) Capacity building for ACT staff – Promoting specialization, expertise and exposure on their areas of work.
- (iii) Revise the ACT Organization Structure to suit the proposed functions in this plan
- (iv) Improve ACT services through opening the ACT offices in each zone.

4.2.3.3 Member Services Engagement and Capacity Building

Under this area stakeholders suggested more improvement on:-

- (i) Training more member organizations on governance, leadership and management
- (ii) Capacity building for member organizations on lobbying and advocacy should be extended to more districts
- (iii) Facilitate business relationships among ACT members; and with other institutions through exchange visits and experience sharing.
- (iv) Organize product promotional events to facilitate membership networking and business opportunities
- (v) Organize at least one High level Dialogue Meeting a year for active ACT members and the Government (decision makers)

4.2.3.4 Information and Communication

Stakeholders suggested that ACT can devise different education programs to be broadcasted in different media such as radio and television.

4.2.4 New areas to be incorporated

Stakeholders recommended the new areas that ACT can look into in this Strategic Plan for the next five years. The proposed new areas include advocacy for conducive agri-business environment, strengthen the technical and managerial competencies of ACT Members and provide and receive relevant information from and to ACT Members and other stakeholders for development of the agricultural sector in Tanzania

4.2.4.1 New areas for Advocacy

Based on the observations from the situation analysis, the following areas are pertinent for improving the ACT's advocacy efforts for the next five years. These are as follows:-

- (i) Facilitate the Private-Private Dialogues among the specific value chain actors
- (ii) Advocate for Public investment in Agricultural Infrastructures (for Fisheries and livestock, Irrigation, storage, transport, research etc) and establishment of specific institution for development of public agricultural infrastructure
- (iii) Advocate for promotion of investment in commercial farming
- (iv) Advocate for the implementation of Blue Print
- (v) Coordinate the private sector in the implementation of ASDP II
- (vi) Advocate for establishment of Act to protect agricultural land
- (vii) Advocate for establishment of Regulatory Body for important crops such as Horticultural crops so that to promote the commercialization of these crops.

4.2.4.2 Membership Services and Engagement

During the environmental scanning, stakeholders proposed the inclusion of the following:-

- (i) Facilitating ACT members to be given priority by the TADB.
- (ii) Membership regulations and eligibility criteria should be revised to allow farmer groups registered as Community Based Organizations (CBOs), Faith Based Organizations (FBOs) and Beach Management units (BMUs) to qualify for ACT membership
- (iii) Establishment of ACT Business wing- provision and facilitation of demand driven services such as finance, referral services, incubation, technology and training.
- (iv) Profiling all ACT members so as to ascertain their capabilities which can be capitalized by ACT in its operations

4.2.4.3 Information and Communication

On information and communication, stakeholders recommended the following as new areas for inclusion in this strategic plan:-

- (i) Mass and customized education and communication programs to various agricultural actors, using mass media
- (ii) Establish a Resource Centre which links with authorized public institutions of which different crop, livestock and fisheries data can be accessed.
- (iii) Publish agricultural sector newsletter for insertion in Newspapers and magazine for promotion of the sector
- (iv) Massive use of social media including, establishing online agriculture TV Channel
- (v) Developing sector, regional and district agriculture profiles
- (vi) Establishment of the ACT public relations department to improve the sector visibility and public relations

4.2.5 ACT Strategic Framework for 2019-2024

Following deep and active discussions, stakeholders reached consensus on ACT's vision, mission, core values, goal and strategic objectives. These are presented and elaborated in the next chapter.

CHAPTER THREE

3. ACT STRATEGIC PLAN (2019 – 2024)

This Plan will guide the ACT strategic direction and will be implemented for five years from 2019 to 2024. Development of this document took into consideration comments, recommendations and suggestions from different stakeholders as shared in Appendix..... The plan is composed of seven major components, namely the Vision, Mission, Core Values, Major Goal, Strategic Objectives, Outputs and Activities to be undertaken.

4.3 Vision

A vibrant and prosperous sustainable agricultural sector which is competitive and ensures food and nutrition security; and is private sector driven

4.4 Mission

To advocate, coordinate and provide support for a competitive and sustainable agribusiness.

4.5 ACT Core Values

The core values guide the conduct of the organization. They are the principles of doing business. They are concerned with office bearers i.e. Secretariat. Following are the core value of ACT:-

- Member-centered
- Inclusiveness
- Transparency
- Innovativeness
- Professionalism
- Integrity
- Non-partisan

The description of the contextual meaning of each core value for more understanding and conduct guidance is given here below as follows:

Member-centered

Helping to solve members' problems and safeguarding their collective interests are the major focal points of ACT activities. Therefore the organization will maintain a high level of responsiveness and receptiveness in serving them.

Inclusiveness

ACT values and embraces diversity as it can inspire creativity and drive innovation. Further, the Organization is sensitive to the special needs and diverse backgrounds of its stakeholders. The organization will seek out views that reflect all walks of life, and reflect those views in pursuing development of the agricultural sector. All individuals will be given an equal opportunity to be heard and to benefit from ACT.

Transparency

ACT cherishes transparency as being one of the main pillars of good governance. The organization will always strive for openness and honesty in all its dealings with persons within or outside the institution and the general public.

Innovativeness

ACT strives to find new ways to make things better, optimize results by working smarter, learn and grow, learn from failures and successes to keep adding value to its members and the agricultural sector in general.

Professionalism

Committed to continuous improvement and professional advancement of its employees, ACT takes pride in producing high-quality work and delivering valuable services to internal and external stakeholders. This pride is exhibited in professional appearance, language and behavior. As an apex body, ACT respects others, expresses sincere appreciation, and seeks to positively influence those around the organization.

Integrity

Integrity forms the foundation of ACT. ACT demands the highest level of ethics and morals. As an organization, ACT grows through interactions that promote mutual trust and respect with our stakeholders and partners. ACT will keep doing the right thing and being accountable at all levels, all the times.

Non-partisan

In this context non-partisan means that ACT operations and leadership are not involved, not affiliated, and not supported by any political party or political ideology.

4.6 ACT's Goal and Strategic Objectives

ACT is committed to improving the Tanzanian agriculture sector. It will continue to lobby and advocate for effective policies that support Tanzanian farming communities and other agribusinesses nationally, regionally, and internationally. ACT will collaborate with its members and other stakeholders to build a stronger agriculture sector by providing products and services designed to enhance the capacity of its members. Internally, ACT is committed to retaining and expanding its membership base through better engagement strategies and communication techniques. ACT will continue to diversify its funding mechanisms to achieve more sustainable budgets that will support the implementation of these strategic objectives.

The current strategic plan comprises of five strategic objectives, namely:-

- To advocate for improved business environment in the agricultural sector
- To strengthen the technical and managerial competencies of ACT members for improved service delivery to their members

- To strengthen communication and networking with ACT members and other stakeholders in the agricultural sector
- To support and strengthen the Public-Private Partnerships (PPPs) at national and district levels
- To coordinate the Public and Private Sector initiatives towards the development of agribusiness in Tanzania.

4.6.1 Strategic Objective 1: To advocate for improved business environment in the agriculture sector

Lobbying and advocacy is the core mandate of ACT. ACT will continue to advocate for policies that will promote private sector investments in agriculture. ACT aims to achieve this strategic objective through developing annual advocacy agenda based on issues raised by members and other stakeholders at both national and local Government levels; providing support to ACT Secretariat to improve their skills to lobby and advocate effectively; conduct policy research and analysis and strengthening networking with other relevant organizations.

Key issues of focus

Based on the analysis of external environment, the following will be among the advocacy key issues ACT will focus on for the next five years.

- i. Public investment in infrastructure such as irrigation schemes, storage/warehouses and transport/roads as part of incentives for private sector investments
- ii. Improved Market information Systems
- iii. Advocacy for farming as a business
- iv. Allocation of land for agriculture
- v. Promotion of aquaculture including cage fish farming
- vi. Improved access to quality agricultural inputs and machineries
- vii. Up-scaling of Public Private Dialogue and PPD platforms at Local Government Levels
- viii. Establishment of private sector desk in all Agricultural Sector Lead Ministries (ASLM) to solve different agribusiness challenges faced by the private sector
- ix. Establishment of Horticultural Authority as well as revamping of public research and training Institutions

Output 1: Annual advocacy agenda developed and executed

Activities

- 1.1.1 Collect key advocacy issues from members and other stakeholders
- 1.1.2 Prioritize and select key issues based on their importance and resources available
- 1.1.3 Prepare annual advocacy plans for selected issues

Output 2: Policy research and analysis on key issues impacting on Agribusinesses executed

Activities

- 1.2.1 Develop a list of agribusinesses affected by a particular policy issues
- 1.2.2 Prepare research plans and budgets
- 1.2.3 Carry out field visits and stakeholder consultation processes
- 1.2.4 Analyze the impact of the key policy issues to the agribusiness community
- 1.2.5 Prepare and research reports and policy briefs on key issues
- 1.2.6 Communicate the results of advocacy processes and obtain feedback from members and other stakeholders
- 1.2.7 Publicize the policy research reports through various stakeholders and platforms
- 1.2.8 Closely follow the different dynamics of policy changes in the agricultural sector

Output 3: Partnerships to sustain the ACT's lobbying and Advocacy efforts increased

Activities

- 1.3.1 Examine the current ACT partnership with respect to the advocacy agenda
- 1.3.2 Recruit new partners based on the current advocacy agenda
- 1.3.3 Organize regular and specific partnerships events
- 1.3.4 Assign roles and responsibilities for each partner based on the key advocacy issues in place
- 1.3.5 Initiate the development of Memoranda of Understanding (MoUs) with other public and private institutions for the purpose of pushing forward various policy agendas related to agricultural development in Tanzania
- 1.3.6 Facilitate agricultural budget processes and analysis at national and local level
- 1.3.7 Monitor and evaluate the progress and achievement of advocacy partnerships

4.6.2 Strategic Objective 2: To strengthen organizational and technical competencies of ACT members

Strengthening ACT members in their organizations will contribute to ACT's growth. This will be done through training in good governance, lobbying and advocacy as well as exposing them to different technologies and innovations. In addition, ACT will support members in accessing different agribusiness services and establishing networks among themselves.

Output 4: ACT Membership base expanded

Activities

- 2.4.1 Conduct biannual membership satisfaction survey to identify the membership needs
- 2.4.2 Categorize members into different groups based on the identified needs for better service
- 2.4.3 Develop member driven service/product packages specific groups of members

2.4.4 Identify and recruit potential members to increase the membership base

Output 5: *Skills of members in technical and organizational management improved*

Activities

- 2.5.1 Carrying out technical and organizational needs assessment among ACT members
- 2.5.2 Organize training based on the need identified/to bridge the identified gaps
- 2.5.3 Facilitate exchange visits and experience sharing between ACT members and other stakeholders with similar businesses
- 2.5.4 Development of Apprenticeship services/programme through partnership with training Institutions such as SUA and others
- 2.5.4 Make follow ups on the progress.

Output 6: *Member business growth enhanced through networking and business linkages*

Activities

- 2.6.1 Regularly update members on the ongoing business trends and opportunities
- 2.6.2 Preparing annual agricultural shows and exhibitions and other business development events to create market demand
- 2.6.3 Linking members with local, regional and international businesses (markets)

Output 7: *Use of technologies and innovations by ACT members facilitated*

Activities

- 2.7.1 Develop Digital Platform for ACT Members to interact in different agribusiness activities
- 2.7.2 Initiate collaborations with research institutions such as the Agricultural Research Institutes (ARIs) and Sokoine University of Agriculture for developing new innovations and technologies demanded by producers

Output 8: *ACT members' access to different agribusiness services strengthened*

- 2.8.1 Categorize members based on the type and stage of value chain activities
- 2.8.2 Develop new market driven products/services to suit their needs

Output 9: *Women and Youth in agribusiness empowered.*

Activities

- 2.9.1 Establish women and youth desks or section which will provide support to women and youth involved in agribusiness.
- 2.9.2 Map women and youths and their respective agribusiness activities
- 2.9.3 Develop appropriate technical and business services for women and youth groups
- 2.9.4 Foster business linkages and networks to various commercial outlets and markets

4.6.3 Strategic Objective 3: To provide and receive relevant information

ACT is a centre for information and communication for its members and the public in general. As part of its mandate, ACT communicates the outcomes of all activities undertaken by the organization, including results of the advocacy work for various issues raised by members and

other stakeholders. Therefore ACT will review and improve its communication strategy to match with stakeholders and public needs.

Output 10: *ACT's Communication Strategy improved so as the ACT members and other stakeholders are well informed about changes in laws, regulation, technologies and other dynamics in agriculture which support investment in agribusinesses.*

Activities

- 3.10.1 Evaluate ACT communication plan and improve it to increase external awareness of ACT activities and services
- 3.10.2 Develop and execute a communication programs to bridge the identified gaps
- 3.10.3 Implement a revised communication strategy to increase awareness of the ACT's activities among members and the agriculture community.

Output 11: *ACT's communication unit strengthened*

Activities

- 3.11.1 Recruit competent communication staff to manage the communication unit
- 3.11.2 Provide adequate working facilities to fast track the delivery of information to members and other stakeholders
- 3.11.3 Facilitate on-job training and exposure to improve the capacity of ACT communication staff

Output 12: *ACT's information hub strengthened*

Activities

- 3.12.1 Establish information depository to facilitate access to members and agribusiness information.
- 3.12.2 Expand the coverage of ACT publications to the grassroots level.
- 3.12.3 Link ACT website with other important websites on investments in agriculture
- 3.12.4 Initiate and deliver bulk short messages to all ACT members

4.6.4 Strategic Objective 4: To support and strengthening the PPP

ACT has been an active promoter of Public Private Partnerships (PPPs) – a new model of development cooperation – for the Tanzanian agricultural sector since 2006. ACT is one of the founding partners of the Tanzania Agricultural Partnership (TAP) together with the Ministry of Agriculture, Yara, Norfund, Norad, Rockefeller Foundation, to mention just a few. Due to its unique position as a neutral broker of this pioneering partnership, ACT was mandated by other partners to be the ‘focal point’ of TAP which uses the value chain approach to address critical constraints along selected value chains.

Since the inception of TAP todate, ACT has been coordinating and facilitating partners to do their work better, at the same time enabling them to create a combined effect that is far greater than the summed-up efforts of individual partners. With considerable experience and skills gained over the years in running TAP, ACT is duty-bound to assist the private sector,

stakeholder associations, community organizations and other stakeholders to forge sustainable partnerships with government agencies for long term agricultural development.

Output 13: *Coordination and facilitation of PPPs at national and district levels strengthened*
Activities

- 4.13.1 Organize regular partnership forums at national and district levels
- 4.13.2 Support and engage strong farmers associations to participate in structured trading
- 4.13.3 Align and provide support to various partners in thematic value chains
- 4.13.4 Conduct regular reviews of partnership to allow recruitment of new partners to suit the partnership initiatives
- 4.13.5 Monitor the project implementation progress for the new partnerships

4.6.5 Strategic Objective 5: To coordinate the Public and private sector initiatives

Tanzania is now implementing the Agricultural Sector Development Programme Phase II and the BluePrint which aims at the business environment in Tanzania. Private sector needs to be well coordinated so as to effectively participate in the implementation of ASDP II and Blue Print. Apart from coordinating the implementation of ASDP II and Government regulatory BluePrint in private sector perspective, ACT should continue to be proactive in pushing forward different agricultural policy agenda in collaboration with other institutions for the development of agricultural sector in Tanzania.

Therefore in the next five years, ACT will strengthen its leading role to coordinate the private sector in the implementation of ASDP II and Government regulatory Blueprint as well as strengthening the facilitation and collaboration with other institutions. In practice, the facilitation role will involve many different tasks, depending on the nature of the constraints to be addressed, such as strengthening supply-side capacity e.g. introducing new innovations, enhancing networks and exchange, providing information or increasing demand-side awareness.

Output 14: *Private sector participation in the National Agricultural Policy frameworks coordinated*
Activities

- 5.14.1 Regularly make follow up and provide updates to private sector on the ongoing policy processes and agricultural development initiatives.
- 5.14.2 Organize and mobilize the private sector to participate in the implementation of ASDP II
- 5.14.3 Monitor the Government commitments in the implementation of the regulatory Blueprint

CHAPTER FOUR

4. IMPLEMENTATION STRATEGY

4.1. Operational Framework

ACT recognizes that, to achieve the desired mission and vision the organization will need to have among others competent human resource and sustainable funding. ACT will strengthen its human resource and funding mechanisms so as to sustainably support the implementation of this strategic plan for the next five years.

AGM and Board

The implementation of ACT strategic plan vests in the interest of the Board of Directors that is also responsible to the Annual General Meeting (AGM) as the top most body of ACT structure. The role of ACT Board is to look for financial resources and other opportunities that will enhance the growth of ACT in terms of the scope operations, geographical coverage and fulfilling its core mandates i.e. oversight of key policy issues impacting the agriculture sector. The ACT Board is composed of different board committees; responsible for making follow ups of the implementation progress. The ACT Board Committees will meet regularly, ideally on quarterly basis to review progress made in the implementation and provide corrective action whenever required. The Committees will submit implementation progress reports at the Board's quarterly meetings.

4.2. The Secretariat

ACT will review the organizational structure of the Secretariat to align and address all identified strategic issues in this Strategy. While embracing the fact that the Secretariat should remain relatively small, the developed organizational structure should cater for specific technical requirements such as the establishment of crops, livestock, fisheries, youth and women units. The Secretariat will investigate alternative funding mechanisms available and implement approaches to self-financing including the establishment of a business wing.

In view of the above, the technical competencies of the Secretariat will have to be strengthened to improve the service delivery and agribusiness and enterprise development skills. Other areas of improvement include monitoring and evaluation, information and communication skills and any other skill gap that will be identified in course of the implementation of the Strategy

The Secretariat will endeavor to maintain good corporate governance principles. All administrative, policies, financial management systems and procedures will be reviewed and updated for effective and efficient administration.

4.3. Collaboration and networking with other strategic partners

To make this strategic plan implemented effectively, ACT will collaborate with a number of strategic partners such as:-

- i. Government Ministries including the Ministry of Agriculture, President office-regional Administration and Local Government (PO-RALG), Ministry of Finance, Ministry of Livestock and Fisheries, Ministry of Land, Ministry of Trade and Industry and Prime Ministers' Office. The role of Government ministries is to make supportive policies and regulations; and create favorable environment for the agribusinesses to operate and provide support for various ACT initiatives and project interventions.
- ii. Private sector Apex institutions at national level such as Tanzania Private Sector Foundation (TPSF), the Confederation of Tanzanian Industry (CTI), Tanzania Chamber of Commerce Industry and Agriculture (TCCIA), Tanzania Confederation of Tourism (TCT) and Agricultural Non State Actors Forum (ANSAF) and MVIWATA. ACT will collaborate with private sector apex institutions in various policy analysis, advocacy and dialogue processes to ensure the successful achievement of this strategic plan.
- iii. Private sector Apex institutions at Regional level such as Southern African Confederation of Agricultural Unions (SACAU), Eastern African Farmers Federation (EAFF) and Eastern African Business Council (EABC), East Africa Grain Council. The regional organizations will contribute to ACT's advocacy efforts at the regional level for businesses cutting across borders to ensure that the agribusiness community can easily access such services at the regional level as well as accessing regional markets.
- iv. Non-Governmental Organizations (NGOs) implement a significant number of agricultural development initiatives at various stages of value chains. The same value chains are engaged with ACT's activities countrywide. ACT will explore the type of activities that are implemented by NGOs that are similar in its areas of coverage so as to avoid duplication of efforts but enhance partnership and collaborations among stakeholders. in similar activities to explore services provided by those NGOs which might be useful to ACT in implementation of this strategic plan
- v. Programmes, projects and initiatives such as SAGCOT, AMDT, ASDP II Coordination Unit, Farm to Market Alliances will collaborate with ACT in specific areas of their interests which are also implemented by ACT. These are the partners that support ACT activities in terms of areas of synergy and coming together for a common agenda, thus pushing forward the national policy agenda and agricultural development programs.
- vi. Development Partners and Donors such as NORAD, EU, USAID, DANIDA, FAO, IFAD, WFP, World Bank, DFID, Irish Aid, AfDB, just to mention a few. These are

here to support ACT in terms of financial and technical assistance to ensure their areas of interests are well articulated in this strategic plan.

- vii. Research and policy related institutions, such as Economic Social Research Foundation (ESRF), Economic Research Bureau (ERB), Research on Poverty Alleviation (REPOA), Sokoine University of Agriculture (SUA), Mzumbe University (MU), University of Dar es Salaam (UDSM), University of Dodoma (UDOM) and other relevant institutions. These institutions will collaborate with ACT in provision of consultancy services in areas such as policy research, business trainings and incubations, budget analysis, value chain analysis, just to mention a few.
- viii. Tanzania Agricultural Research Institute (TARI) will collaborate with ACT in the development and dissemination of technologies innovations needed by the agribusiness community at all agricultural value chains. This collaboration aims at increasing production efficiency, cost reduction and improved productivity.
- ix. ACT will forge strategic alliance with mass media to advance information dissemination to the agricultural stakeholders, and heighten.
- x. Government Regulatory Agencies including Tropical Pesticides Research Institute (TPRI), Tanzania Bureau of Standards (TBS), Tanzania Fertilizer Regulatory Authority (TFRA), Tanzania Medicines and Medical Devices Authority (TMDA) Tanzania Official Seed Certification Institute (TOSCI) and others will continue to collaborate with ACT and its members in the course of implementation of its Strategic Plan to provide the necessary support to ensure their produce are compliant with set standards and are competitive.
- xi. Financial services institutions such as the Tanzania Agricultural Development Bank (TADB), CRDB Bank, National Microfinance Bank (NMB), Community Banks, Private Agricultural Sector Support Trust (PASS) and other private owned financial institutions to link ACT members to these financial institutions so that they get access to financial services including loans.
- xii. National Economic Empowerment Council (NEEC), Tanzania Gender and Networking Programme (TGNP) to address the issue of youth and women empowerment.
- xiii. International bodies and associations dealing with agriculture such as World Farmers' Organization (WFO), Institute for Agriculture and Trade Policy (IATP), Association for International Agriculture and Rural Development (AIARD), Pan African Farmers Organization (PAFO). These will assist in amplifying the ACT's activities as well as building networks and pave a way to business linkages to members across the globe
- xiv. Tanzania National Business Council (TNBC) to ensure that advocacy issues from ACT reach the decision makers of high levels.

APPENDIX 1: IMPLEMENTATION MATRIX

OUTPUT		ACTIVITY	MILESTONES	COST (USD)	TIME FRAME						ASSUMPTIONS
					2019	2020	2021	2022	2023	2024	
1.1 Annual advocacy agenda developed and executed	1.1.1	Collect key advocacy issues from members and other stakeholders	Five (5) Annual Policy workshops/ Meetings organized by the end of 2024 3 membership surveys conducted by 2024	325,000							All required resources will be available
	1.1.2	Prioritize and select key issues based on their importance and resources available	At least 10 major policy priority issues identified by 2024	-							
	1.1.3	Develop and Execute the advocacy plan	At least 10 policy studies and dialogues conducted by 2024	500,000							
1.2 Policy research and analysis on key issues impacting on agribusinesses executed	1.2.1	Develop a list of agribusinesses affected by a particular policy issues to be addressed	TBD	NA							-Resources are available -Stakeholders are ready to cooperate
	1.2.2	Prepare research plans and budgets	TBD								
	1.2.3	Carry out field visits and stakeholder consultation processes	10 field visits and stakeholders consultation processes carried out	75,000							

OUTPUT	ACTIVITY	MILESTONES	COST (USD)	TIME FRAME						ASSUMPTIONS
				2019	2020	2021	2022	2023	2024	
	1.2.4 Analyze the impact of the key policy issues to the agribusiness community	TBD	20,000							
	1.2.5 Prepare and research reports and policy briefs on key issues	-10 policy research reports prepared -10 policy briefs prepared	30,000							
	1.2.6 Communicate the results of advocacy processes and obtain feedback from members and other stakeholders	10 validation workshops held	140,000							
	1.2.7 Publicize the policy research reports through various stakeholders and platforms	-5 print media used to publicize research findings -3 policy structures used -2 PPD platforms used	50,000							
	1.2.8 Closely follow the different dynamics of policy changes in the agricultural sector	At least 4 consultative meetings attended per year	30,000							
1.3 Partnerships to sustain the ACT's lobbying and Advocacy efforts increased	1.3.1 Examine the current ACT partnership with respect to the advocacy agenda	At least 5 issues addressed through partnerships	15,000							-Resources are available -Stakeholders are ready to cooperate
	1.3.2 Recruit new partners based on the current advocacy agenda	At least 5 partners recruited to address respective issues	NA							
	1.3.3 Organize regular and specific partnerships events	4 partnership events/meetings	120,000							

OUTPUT	ACTIVITY	MILESTONES	COST (USD)	TIME FRAME						ASSUMPTIONS
				2019	2020	2021	2022	2023	2024	
		held per year								
	1.3.4 Assign roles and responsibilities for each partner based on the key advocacy issues in place		NA							
	1.3.5 Initiate the development of Memoranda of Understanding (MoUs) with other public and private institutions for the purpose of pushing forward various policy agendas related to agricultural development in Tanzania	4 MoU meetings held per year	60,000							
	1.3.6 Facilitate agricultural budget processes and analysis at national and local level	1 budget analysis meeting held per years	30,000							
	1.3.7 Monitor and evaluate the progress and achievement of advocacy partnerships	4 partnership meetings per year	0							
2.4 ACT Membership base expanded	2.4.1 Conduct membership satisfaction survey after every two years to identify the membership needs and aspirations	3 surveys conducted in 5 years	24,000							-Resources are available -Stakeholders are ready to cooperate
	2.4.2 Categorize members into different groups based on the identified needs for better service delivery	Done once after every 2 years	NA							
	2.4.3 Develop member driven service/product packages specific groups of members	At least 4 service packages developed	25,000							
	2.4.4 Identify and recruit potential members to increase the membership base	15 members recruited per year	9,000							

OUTPUT	ACTIVITY	MILESTONES	COST (USD)	TIME FRAME						ASSUMPTIONS
				2019	2020	2021	2022	2023	2024	
2.5 Skills of members in technical and organizational management improved	2.4.5 Develop incubation programme – for grass-root associations registered in districts to be gradually nurtured for acquiring ACT member qualification.	5 incubation programme done by 2024	100,000							-Resources are available -Stakeholders are ready to cooperate
	2.5.1 Carrying out technical and organizational needs assessment among ACT members	3 member needs assessment conducted by 2024	NA							
	2.5.2 Organize training based on the need identified/to bridge the identified gaps	4 training sessions organized per year	120,000							
	2.5.3 Facilitate exchange visits and experience sharing between ACT members and other stakeholders with similar businesses	At least 2 exchange visits	9000							
2.6 Member business growth enhanced through networking and business linkages	2.6.1 Regularly update members on the ongoing business trends and available opportunities	At least 20% of members participate in various business opportunities per year	10,000							-Resources are available -Stakeholders are ready to cooperate
	2.6.2 Preparing annual agricultural shows and exhibitions and other business development events to create market demand	At least 2 show/events held per year	1,000,000							
	2.6.3 Linking members with local, regional and international businesses (markets)	At least 4 business linkages made to ACT members	12,000							

OUTPUT	ACTIVITY	MILESTONES	COST (USD)	TIME FRAME						ASSUMPTIONS
				2019	2020	2021	2022	2023	2024	
2.7 Use of technologies and innovations by ACT members facilitated so as they increase efficiencies and profit in their agribusinesses	2.7.1 Develop Digital Platform for ACT Members to interact in different agribusiness activities.	3 digital platforms developed by 2024	1,000,000							
	2.7.2 Initiate collaborations with research institutions such as the Agricultural Research Institutes (ARIs) and Sokoine University of Agriculture for developing new innovations and technologies demanded by producers	1 collaboration project per year	200,000							
2.8 Women and Youth in agribusiness empowered to have access to productive resources and fully participate and benefit in course of development of agricultural sector in Tanzania	2.8.1 Establish women and youth desks or section which will provide support to women and youth involved in agribusiness.	1 staff recruited to attend youth and women empowerment issues	198,000							-Resources are available -Stakeholders are ready to cooperate
	2.8.2 Mapping of women and youths and their respective agribusiness activities	3 surveys conducted by 2024	20,000							
	2.8.3 Develop appropriate technical and business services for women and youth groups	2 programs developed for women and youth empowerment	600,000							
	2.8.4 Foster business linkages and networks to various commercial outlets and markets	4 business linkages done per year	NA							
3.1 ACT's Communication Strategy improved	3.1.1 Evaluate ACT communication plan and improve it to increase external awareness of ACT activities and services	At least 3 reviews made by 2024	6,000							-Resources are available -Stakeholders are ready to cooperate
	3.1.2 Develop and execute a	3 programs	240,000							

OUTPUT	ACTIVITY	MILESTONES	COST (USD)	TIME FRAME						ASSUMPTIONS
				2019	2020	2021	2022	2023	2024	
	communication programs to bridge the identified gaps	developed by 2024								
	3.1.3 Implement a revised communication strategy to increase awareness of the ACT's activities among members and the agriculture community.	At least 3 new entries by 2024	NA							
3.2 ACT's communication unit strengthened	3.2.1 Recruit competent communication staff to manage the communication unit	2 new communication experts recruited	290,400							-Resources are available -Stakeholders are ready to cooperate
	3.2.2 Provide adequate working facilities to fast track the delivery of information to members and other stakeholders	At least 3 facilities put in places	50,000							
	3.2.3 Facilitate on-job training and exposure to improve the capacity of ACT communication staff	3 trainings offered to ACT staff by 2024	36,000							
3.3 ACT's information hub strengthened	3.3.1 Establish information depository to facilitate access to members and agribusiness information.	Update the information depository quarterly each year	NA							-Resources are available -Stakeholders are ready to cooperate
	3.3.2 Expand the coverage of ACT publications to the grassroots level.	10 districts covered per year	100,000							
	3.3.3 Link ACT website with other important websites on investments in agriculture	At least 2 websites linked to ACT website per year	6000							
	3.3.4 Initiate and deliver bulk short messages to all ACT	At least 80% membership	NA							

OUTPUT	ACTIVITY	MILESTONES	COST (USD)	TIME FRAME						ASSUMPTIONS
				2019	2020	2021	2022	2023	2024	
	members	receives the short sms per year								
4.1 Coordination and facilitation of PPPs at national and district levels strengthened	4.1.1 Organize regular partnership forums at national and district levels	4 partnership forums organized per year	400,000	2019	2020	2021	2022	2023	2024	-Resources are available -Stakeholders are ready to cooperate
	4.1.2 Support and engage strong farmers associations to participate in structured trading	2 farmer associations supported per year	250,000							-Resources are available -Stakeholders are ready to cooperate
	4.12.3 Align and provide support to various partners in thematic value chains	10000 value chain actors supported per year	9,000,000							-Resources are available -Stakeholders are ready to cooperate
	4.12.4 Conduct regular reviews of partnership to allow recruitment of new partners to suit the partnership initiatives	4 reviews per year	100,000							
	4.12.5 Monitor the project implementation progress for the new partnerships	4 progress monitoring activities per year	50,000							
5.13 Private sector participation in the National Agricultural Policy frameworks coordinated	5.13.1 Regularly make follow up and provide updates to private sector on the ongoing policy processes and agricultural development initiatives.	At least 4 policy processes per year	80,000	2019	2020	2021	2022	2023	2024	-Resources are available -Stakeholders are ready to cooperate
	5.13.2 Organize and mobilize the private sector to participate in the implementation of ASDP II	4 learning events held on private sector participation in	80,000							

OUTPUT	ACTIVITY	MILESTONES	COST (USD)	TIME FRAME						ASSUMPTIONS
				2019	2020	2021	2022	2023	2024	
		ASDP II implementation								
	5.13.3 Monitor the Government commitments in the implementation of the regulatory Blueprint	-At least 4 events held by 2024 -At least 4 issues addressed per year as per regulatory blue print	120,000							-Resources are available -Stakeholders are ready to cooperate

APPENDIX 2: LOGICAL FRAMEWORK FOR ACT'S STRATEGIC PLAN 2019-2024

	Description	Indicators	Means of Verification	Assumptions
Goal	To be a pro-active and centre for coordination between public and private sectors for pertinent issues related to sustainable development of agribusiness in Tanzania.	Number and type agribusiness issues addressed and reformed through ACT initiatives, at both national and local levels -Number of issues taken up by the Government through the influence of ACT	Annual and biannual reports	Public and private sector recognize ACT as strong and leading private sector apex to coordinate public and private sector issues
Strategic Objectives				
1.0	Business environment in the agricultural sector improved, through ACT's lobbying and advocacy efforts	Number of policy and regulatory reforms made per year	Annual reports	Government is ready to cooperate with ACT
2.0	Technical and managerial competencies of ACT members strengthened for improved service delivery to their members	Number of member associations supported in terms of technical and managerial capacities	Annual reports ACT newsletters	Resources available Donors willing to provide financial support
3.0	Strengthen communication and networking with ACT members and other stakeholders in the agricultural sector	Types of resources allocated for communication and networking among agribusinesses	M&E reports	Financial resources are available
4.0	Public Private Partnerships supported and strengthened	Number and type of PPP initiatives supported and strengthened per year	Annual reports M& E reports	-Resources available -Appropriate partnership expertise acquired
5.0	Public and private sector initiatives coordinated	Number and type of PPP initiatives coordinated per year	M& E reports, Annual reports	Assumptions
Outputs				
1.0	Develop and execute annual advocacy agenda	Number of advocacy issues incorporated in the annual plan	Quarterly and annual reports	Resources available Stakeholders are ready to cooperate
2.0	Policy research and analysis on key issues impacting on agribusinesses conducted	-Number of issues investigated and analyzed -Number of policy briefs and fact sheets developed	Research reports, Policy briefs, Fact sheets Reports for validation meeting	-Resources to carry out research activities available -Stakeholders are ready to cooperate
3.0	Partnerships to sustain	Number of advocacy issues	Quarterly and	-Partners are

	the ACT's lobbying and Advocacy efforts increased	under partnership	annual reports	ready to collaborate with ACT in advocacy efforts -Resources are available
4.0	ACT Membership base expanded	% increase in membership base per year	Annual reports	Agribusinesses are willing to join the ACT membership
5.0	Member business growth enhanced through networking and business linkages	Number of members linked to different business networks	Quarterly reports	-Resources to support members in business linkages available
6.0	Use of technologies and innovations by ACT members facilitated	Number of members exposed to different technologies and innovations Types of technologies adopted by members	Annual reports	-Resources are available -Members are able to access the available technologies and innovations -Stakeholders are ready to cooperate
7.0	ACT members' access to different agribusiness services strengthened	Types of agribusiness services accessed by members Number of members accessing different agribusiness technologies on need basis	Quarterly reports	Resources are available
8.0	Women and Youth in agribusiness empowered.	Number of youths and women empowered	Annual reports M&RE reports	-Youths and women are ready to invest in agribusiness -Resources are available Technical expertise available
9.0	ACT's Communication Strategy improved	Sections reviewed in the communication strategy/document	Quarterly reports	Technical expertise available
10.0	ACT's communication unit strengthened	-Budgets allocated for communication unit -Types of facilities rehabilitated/purchased -Number of competent staff recruited -New activities initiated	Quarterly reports	Enough resources are available
11.0	ACT's information hub strengthened	New areas incorporated in the information hub	Quarterly reports	Resources are available
12.0	Coordination and facilitation of PPPs at national and district	Number of PPP activities facilitated at national and district levels Number of businesses participating in PPP	Annual reports	-Technical expertise available to facilitate PPP -Financial

	levels strengthened	activities through ACT's coordination efforts/initiatives		resources available
13.0	Private sector participation in the National Agricultural Policy frameworks coordinated	Number of agribusinesses participating in national agricultural policy processes per year	Annual reports	-Capacity of private sector to provide inputs in the policy processes available -Resources to carry out coordination activities available