



United Republic of Tanzania  
Ministry of Agriculture, Food Security & Cooperatives  
Kigoma Regional Secretariat



# SUSTAINABLE AGRICULTURE KIGOMA REGIONAL PROJECT SAKIRP ANNUAL RESULTS REPORT 2017



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## Acronyms

AAS	Assistant Administrative Secretary
AFM	Administration and Finance Manual
AFO	Administrative and Finance Officer
AGRA	Association for Green Revolution in Africa
AIDS	Acquired Immunes Deficiency Development Syndrome
AMCO	Agricultural Marketing Cooperative Organisation
ANO	Announce of No Objection
ARDI	Agricultural Research and Development Organisation
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
BIO	Belgian Investment Organisation
BDSP	Business Development Service providers
BFFS	Belgium Fund for Food Security
BLS	Baseline Survey
BTC	Belgium Technical Cooperation
CAADP	Comprehensive Africa Agricultural Development Programme
CB	Capacity Building
CBO	Community Based Organisation
CBODP	Capacity Building & Organizational Development Plan
CBSV	Cassava Brown Streak Virus
CBTNA	Capacity Building Training Need Assessment
CMO	Implementation Agreement
CMV	Cassava Mosaic Virus
CRS	Catholic Relief Services
CRDB	CRDB Bank
CSO	Civil Society Organisation
CSP	Chain Service Provider
DADP	District Agricultural Development Plan
DAICO	District Agriculture, Irrigation and Cooperative Officer
DED	District Executive Director
DFP	District Focal Point
DFT	District Facilitation Team
DRC	Democratic Republic of Congo
EPC-LGAP	Enhancement of Procurement Capacity of Local Government Authorities Project
ETR	End Term Review
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organisation of UN
FEWSNET	Famine Early Warning Systems Network
FO	Farmers Organisation
GAFCO	Great African Food Company
GEWE	Gender Equality and Women Empowerment
GIS	Geographic Information System
GoT	Government of Tanzania
HR	Human Resources
IFAD	International Funds for Agriculture Development
IITA	International Institute for Tropical Agriculture
JGI	Jane Goodall Institute
JLPC	Joint Local Partner Committee
KIYADO	Kibondo Youth Agricultural Development Organisation
LGA	Local Government Authority

LIC	Local investment climate
M&E	Monitoring and Evaluation
MATI	Ministry of Agriculture - Training Institute
MEDA	Mennonite Development Association
MFI	Micro Finance Institution
MIS	Market Information System
MIVARF	Market Infrastructure Value Addition and Rural Finance Support Programme
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MTR	Mid Term Review
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania
NGO	Non-governmental Organisation
NMB	National Microfinance Bank
NRM	Natural Resources Management
NRM-LED	Natural Resources Management for Local Economic Development
NTA	National Technical Adviser
O&OD	Opportunities & Obstacles for Development
PASS	Private Agriculture Sector Support
PIU	Project Implementation Unit
PO-RALG	President's Office – Regional Administration and Local Government
PPP	Public Private Partnership
PSC	Project Steering Committee
PSO	Private Sector Organisation
RAS	Regional Administrative Secretary
RFT	Regional Facilitation Team
RR	Resident Representative (BTC/ENABEL)
RS	Regional Secretary
RS	Regional Secretariat
RSM	Regional Stakeholders Meeting
SA	Specific Agreement
SACCAS	Saving and Credit Cooperative Association
SACCOS	Saving and Credit Cooperative Societies
SAKIRP	Sustainable Agriculture Kigoma Region Project
SIDO	Small Industries Development Organization
TAFSIP	Tanzanian Agriculture and Food Security Investment plan
TBS	Tanzania Bureau of Standards
TCRS	Tanganyika Christian Refugee Service
TFF	Technical and Financial File
TOC	Theory of Change
TOR	Terms of Reference
TOSCI	Tanzania Official Seed Certification Institute
VC	Value Chain
VCA	Value Chain Assessment
VCD	Value Chain Development
VCDF	Value Chain Development Fund
VCF	Value Chain Finance
VICOBA	Village Community Bank
WRS	Warehouse Receipt System
QFP	Quality Food Products Ltd

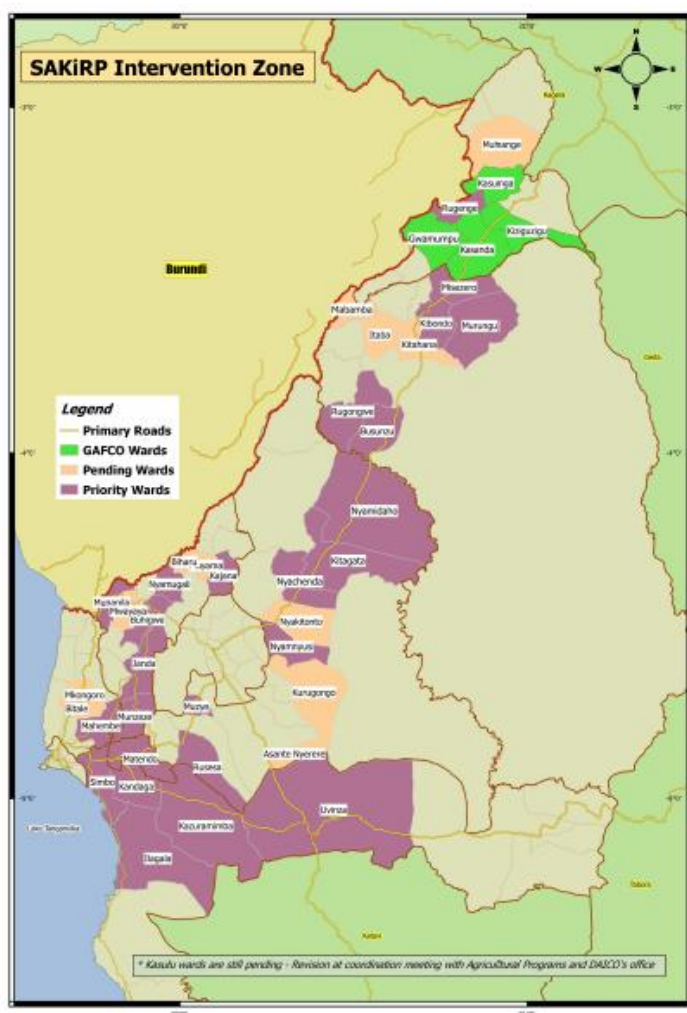
# 1 Intervention at a glance

## 1.1 Intervention form

Intervention title	Sustainable Agriculture Kigoma Regional Project SAKIRP
Intervention code	TAN 14 031 01
Location	Kigoma Region Tanzania
Sector (CAD codes)	31120: Agricultural development
Total budget	€ 8.000.000 Belgium + € 800.000 Tz
Partner Institution	MAFC, PMO-RALG / RS Kigoma
Start date Specific Agreement	25th November 2015
Date intervention start	June 2016
Planned end date of execution period	30th May 2020
End date Specific Agreement	24th November 2020
Target groups	Direct beneficiaries: smallholder farmers, especially women and other chain actors of cassava & beans value chains. Secondary beneficiaries: local chain supporters private & public
Impact	Local economic development and wellbeing of smallholders is improved in Kigoma Region through sustainable agriculture development
Outcome	Smallholders' income is increased and diversified in Kigoma region, especially for women, through pro-poor value chains development.
Outputs	R1: Value chains management and coordination mechanisms are installed and steer cassava and beans value chain development.
	R2: Sound financial mechanisms are developed and financial organisations are strengthened to support value chains development.
	R3: Public and private chain supporters provide effective services to value chains actors.
	R4: Stronger position of small holders, especially women, in the value chain through improved integration and empowerment.
	R5: Improved market access and sustainable trade
Period covered by the report	January - December 2017

## 1.2 Budget execution

euro	Budget	Expenditure		Balance	Disbursement rate end 2017
		Previous years	Year covered by report - 2017		
A activities	4,260,000	€ 8,908	€ 338,072	€ 3,913,020	8%
Output 1	312,000	€ 4,012	€ 109,694	€ 198,295	36%
Output 2	2,030,000	€ 0	€ 26,850	€ 2,003,150	1%
Output 3	585,000	€ 1,795	€ 84,534	€ 498,670	15%
Output 4	852,000	€ 3,102	€ 38,279	€ 810,620	5%
Output 5	481,000	€ 0	€ 78,715	€ 402,285	16%
B ITA's/NTA's	2,054,400	€ 157,706	€ 331,441	€ 1,565,253	24%
X Budgetary Reserve	93,050	€ 0	€ 0	€ 93,050	0%
Z General means	1,592,550	€ 311,008	€ 122,490	€ 1,159,052	27%
<b>Total</b>	<b>8,000,000</b>	<b>€ 477,622</b>	<b>€ 792,003</b>	<b>€ 6,730,375</b>	<b>16%</b>





## 1.3 Self-assessment performance

### 1.3.1 Relevance

	<b>Performance</b>
<b>Relevance</b>	A

Cassava and beans are important crops cultivated and traded in large volumes (especially cassava) by the majority of smallholder farmers in Kigoma region. Value chain development to alleviate poverty and boost economic development remains high on the national and regional EA agenda. The Tz government emphasises value addition in the agricultural sector through local processing to spur industrialisation. With the absence of DASIPS, this project is seen as very relevant by local government authorities in order to support smallholder agriculture and boost crop cess revenue. The budget of the microfinance fund was increased and is awaited by small traders and VICOBAS to address the capital constraints throttling their business. The collateral fund is expected to deepen the financial inclusion of smallholder farmers in Kigoma Region.

Based on inception phase assessments, the project refined its strategies to ensure that all key components are adequately addressed. Principally, an increased focus was placed on production support activities. Tackling production node bottlenecks increased the project's relevance in light of the low productivity currently prevailing in the region. The value addition component of value chain development is increasingly becoming more important as the project seeks better alignment with national government priorities. Huge gaps in value chain financing persist and the project's objective of instituting sound financial mechanisms remains critically relevant.

The feedback of project partners and the value chain assessments indicate that the overall intervention's logic remains by and large consistent. However, the following issues need to be taken into consideration:

- Both value chains are dominated by the informal sector with limited scope for growth and capacity to uplift smallholder agriculture. There are almost no lead firms which are crucial according to the value chain development theory.
- The TFF assumption that farmer field schools will be the building blocks for dynamic farmer organisations is not supported by the reality on the ground. The project made an inventory of the best performing groups and VICOBAS emerged as the best albeit very small scale. A flexible and more diverse approach was opted for in function of the most dynamic groups.
- For equity reasons, the technical and financial file emphasises a lot the empowerment of farmer groups and collective marketing. It is also the government's desire to relaunch the collapsed cooperative structure. In addition, formal agricultural commodity firms have also a strong interest of well organised smallholder farmers in order to reduce transaction costs. However, the socio-economic dynamics on the ground favour overwhelming the model of individual producer marketing through a set of agents funded by individual traders. The latter system seems to cope better with the existing constraints. One can then wonder how feasible the smallholder collective marketing system is in the long term.
- The assumption of free trade in East Africa is challenged by the developments on the ground. Central government bans on food exports have entirely disrupted the results of the cassava value chain as 90% of marketable volume is exported to neighbouring countries. The political situation in Burundi remains very volatile and will influence the trading patterns with its neighbours. In Kigoma, the transit trade of cassava through Burundi to Kigali was suspended.
- Given the institutional anchoring, there is a strong pull towards the local government authorities and a "direct implementation" style; whereas a value chain advocates a facilitation role with more reliance on market dynamics and a competitive private sector to drive value chain transformation.
- The new Belgian cooperation policy focuses stronger on the private sector and the role of Belgian firms. In the context of Tanzania, Kigoma has rather a weak private sector with limited absorption capacity. There are no Belgian companies that are operational in Kigoma Region.



### 1.3.1 Efficiency

	<b>Performance</b>
<b>Efficiency</b>	C

#### Factors that contribute to efficiency:

1. The installed mobile data management allows for more efficient data collection and better performance monitoring of extension staff.
2. The 2 cluster offices (Kakonko & Kibondo / Kasulu & Buhigwe) are operational and allow for a closer follow-up at grassroots level and improved communication with VC stakeholders.
3. The anchoring of the project at regional level fosters exchange with the local government extension system and integration in the districts.
4. Selection of wards for project interventions has followed a clustering approach to create a critical mass of farmers and also to reduce logistical costs associated with supporting geographically dispersed farmers. Ward Agricultural Extension Officers have been strategically selected to provide extension support to farmer groups and this minimizes the cost of extension provision. The appointment of ward extension officers by local governments went swift.
5. The vehicle pool is in place. An additional investment was done in the motorcycles for extension staff which improved drastically the outreach.
6. The cost efficiency of project procurement is good – prices are aligned with market prices. The overall financial turn-over is about 16%. The audit 2017 did not reveal any big problems.

#### Factors that reduce efficiency

1. The absence of producer organisations that can mobilise a large membership and the fragmented trade of cassava and beans mean that there are no economies of scale for value chain development. The VC development work is tedious and transaction costs are high.
2. The project faced serious problems with the supply of inputs for the on-farm demos and multiplication plots. The bean seeds were ordered late. The cassava cuttings were ordered early but the supplier was disorganised. Quite some cuttings lost their vigour because of the long processing time. As a consequence, the performance of some demo and multiplication plots will be substandard.
3. The elaborate grant agreement procedures do not allow for flexible partnerships in the outsourcing of project activities and the development of local capacity. Much time is spent on public procurement like selection processes which could have better been invested in capacity building, local resource mobilisation and straightforward agreement with local partners. The Belgian Ministry of Finance and Enabel are working on new grant agreement procedures.
4. It is a pity that major agricultural projects focus on the same crops. If SAKIRP and AGRA would be dealing with different crops then strong synergies between the projects could have been built. With the current situation, the implementation modalities are guided by avoiding overlap rather than pooling resources.
5. Most consultancies delayed considerably due to overstretched firms dealing with multiple contracts during the same period.
6. While procured early in Oct 2017, the motorcycles for extension officers could only be issued in January 2018 because of the long procedure of tax exemption and technical certification. The critical planting time was missed and extension workers had to use local means.
7. The opportunities for better collaboration between BTC projects in Kigoma have not been fully materialised. The aim is to get economies of scale and reduce administrative costs.
8. Staff recruitment met with a number of obstacles: limited number of candidates that meet the full skill requirements, Kigoma is not seen as an attractive duty station for Tanzanian talent, competitive salaries for qualified personnel the BTC salary scale cannot provide for. There have been administrative staff turn-over and new recruitment. All positions have been filled.
9. The remoteness of Kigoma region comes inherently with increased cost of project implementation.

It is expected that the efficiency will improve considerably in 2018 because of the on the job experience, identification of suppliers and a better planning of the seasonal agricultural needs.

### 1.3.3 Effectiveness

	<b>Performance</b>
<b>Effectiveness</b>	B

The project is still early in its implementation but has started seeing some positive outcomes from initial interventions. The capacity development of district extension staff, through provision of transport equipment and training, have already translated into improved extension service provision for groups covered by the project. The project has been particularly effective in its data collection and analysis as reliable data is timely collected and analysed by the project. Consultancies deployed during the reporting period have been successfully executed with satisfactory outcomes. The quality of consultancy deliverables has been generally acceptable though execution time was often longer than planned.

Collaboration with the formal private sector (GAFCO) is on track despite the limited flexibility on what the project can do to complement commercial firm efforts. Collaboration with the local traders for commodity aggregation is only slowly shaping and the first batch of traders has been mobilised and trained. The effectiveness of the local aggregator model will only be tested once linkages with farmer groups have been established and are monitored.

The identification of risks and mitigation efforts was high on the agenda in 2017. Given the modest levels of bean production and the disease risk in cassava, support to the production node remains important and cannot be left out of the intervention package. As a consequence of the value chain assessment and risk analysis, agricultural production and support to extension were prioritised next to marketing and trader capacity building. Adding those components is expected to improve the effectiveness of achieving the project objective and direct poverty alleviation. The phased approach of expansion to a limited number of wards, allowed for on-the-job capacity building and the testing of approaches.

Value chain development projects focus on the private sector. Unfortunately, BTC/ Enabel procedures do not have yet the instruments or the flexibility to support partnerships with companies. Only commercial tendering is available for firms, which is an inadequate tool if there is limited competition and private sector presence in the region. Enabel is working on new modalities to allow for better collaboration with the private sector. BTC/ Enabel has limited inhouse expertise with micro-finance – grant agreements and public tendering are the only financing tools available.

On a macro-scale, regular government food export bans are likely to impact the effectiveness of project activities in a negative way as the cassava value chain relies almost entirely on the markets in Rwanda and Burundi.

### 1.3.4 Potential sustainability

	<b>Performance</b>
<b>Potential sustainability</b>	B

#### Financial & economic sustainability

The Kigoma regional context is dominated by refugee support activities and many aid agencies are targeting the same implementing partners and beneficiaries. As a consequence, and because of the humanitarian aid situation, there is a risk that hard commercial requirements for investments and capacity building will be diluted due to the prevailing preference for subsidies and free hand-outs.

The local contribution concept pursued by SAKIRP aims at improving ownership and financial & economic sustainability. Data on production costs and yields are collected to assess the economic viability of promoted technologies. Once the micro-finance fund is in place, inputs and equipment will be delivered on credit terms.

The good export opportunities of cassava in Burundi and Rwanda are related to temporary events. In Burundi, the political instability is no incentive for local production. In Rwanda, the production

collapsed after an outbreak of cassava brown streak virus. The Rwandese government is working on mitigation efforts. It is expected that by 2020/21 Rwanda will be self-sufficient for cassava again. Current farming methods of cassava depend on further cutting the miombo forest and soil degradation. More sustainable farming methods are required including the use of fertilizer and erosion control. The economics of the domestic bean market are sound.

#### Ownership and capacity building

To avoid donor dependency, the starting point was to work with existing producer groups that have a track record on the ground and not to create specific project related groups. A lot of efforts are invested in the capacity building of producer groups, extension workers and lead farmers. These efforts foster local ownership. Ownership by the private sector (farmers, aggregators, processors and traders) still needs to be developed. Both the informal traders and small producer groups do not provide for an institutional framework that can easily absorb and sustain project interventions after closure. The continued involvement of traders depends a lot on the profitability of the value chain.

#### Policy support

The agricultural policy documents support job creation, intensification of agriculture, commercialisation of smallholder farms, value addition and the promotion of agricultural commodities as raw materials for the industrialisation drive. Nevertheless, recent sudden changes in central government policy with more emphasis on price controls of fertilizer & produce, food export regulation, cooperative unions and general protectionist tendencies have made an impact on the private investment that is needed to achieve the set agricultural development objectives. Given its geographical position, economic growth opportunities of Kigoma rely strongly on the export business with east african countries. Free trade principles foster that trade.

## 1.4 Conclusion

After 1.5 years, SAKIRP is in steady implementation phase for Result 1 (monitoring & coordination), Result 3 (value chain services) and Result 4 (farmer empowerment).

Activities under Result 2 and 5 need to be expedited:



- The direct award of the value chain financing modality awaits the approval of the Belgian authorities.
- Selection, design and procurement of market infrastructure.
- High quality concept papers and market studies have been developed for Result 5 (trade and markets) and are now awaiting the practical application for aggregation by smallholder farmers.

#### Achievements

1. SAKIRP developed a solid strategic plan based on a number of high quality studies and internal documents: 2 value chain assessments, 4 market studies, competitiveness analysis, value chain financing study, credit preparedness study and baseline survey of 1265 households.
2. Piloting efficient data management and performance monitoring through mobile data collection implemented by a network of ward extension officers. The collection of more reliable and regular data is crucial for the agricultural sector. This experience provides a hands-on learning opportunity for the LG departments.
3. Capacity building of producer groups in 31 wards of 6 districts covering about 5897 farmers. Capacity building involved training of lead farmers, action research at on farm demos, extension advice and group registration. 3 cassava extension materials, 1 manual on good agronomic practices and 1 manual on farming as a business were produced.
4. Operational agricultural extension support through 37 LG agricultural staff that have been capacitated with trainings, mobile data management, motorcycles and extension gear.
5. Operational collaboration with formal bean exporter in Kakonko district linking 396 farmers to export markets and improved technology.
6. The introduction of participatory on farm screening of improved varieties has been appreciated by smallholder farmers and extension staff. Better performing bean varieties were selected for further multiplication by producer groups. In total there are 202 demos and 47 seed multiplication plots.
7. Introduction of double tolerant cassava varieties (tolerant to cassava mosaic and cassava brown streak virus) for on farm testing and multiplication will reduce the disease risk in Kigoma region.

### Areas for improvement

1. The goal is to improve the income of 20.000 farmers. So far, the project only reaches directly only 5897 farmers through the best 200 groups of the targeted wards. The biggest constraint is the limited organisation of producers that does not allow for economies of scale. SAKIRP will have to explore mechanisms for leverage (radio and micro-finance) and have flexible approach. More wards need to be added while also avoiding overlap with other agricultural projects.
2. The approval process for the value chain financing grant needs to be quickened to facilitate the disbursement of loans for production and trading activities and allow sustaining the microfinance component during the lifespan of the project.
3. Commodity aggregation and effective market linkages are only in their initial stages. The next step is the practical implementation of the excellent concept notes related to value chain development and commodity aggregation. The challenge here is the fragmented and informal nature of much of the value chains.
4. The selection and feasibility assessment of market structures will need to be expedited so that there are no delays in structural work when a budget is availed.
5. Timely logistics of inputs for on farm demos and multiplication plots were a big constraint. Early internal planning and reliable & diversified suppliers will contribute to better operations.
6. Overall the performance of WAEOs has improved in the project area and many extension workers are enthusiastic about their work and the opportunities created by SAKIRP. Nevertheless, in some wards, there is a need for enhancement through better selection, coaching and performance monitoring.
7. Further fine-tuning of indicators and the log-frame so that its serves as an effective planning and monitoring tool.
8. Customisation of cassava graters to make them mobile and the identification of entrepreneurial youths should be prioritised to make the small-scale cassava processing technology and value addition work.
9. While the strategic cooperation with AGRA is excellent, the operational coordination with its implementing partner and the upcoming one UN project need attention.

National execution official	BTC – Enabel execution official
 <p>Josephat Rubuye SAKIRP project coordinator Acting Assistant RAS Kigoma Region</p>	 <p>Steven Hollevoet SAKIRP project manager</p>

## 2 Results Monitoring<sup>1</sup>

### 2.1 Evolution of the context

#### 2.1.1 General context

Agriculture remains the main economic and livelihood activity for the majority of the population of Kigoma region. Trade in cassava with Burundi and Rwanda is still flourishing despite an improvement in production in both countries. Bean trade continues to be predominantly domestic though Kenya's importance as a regional export destination keeps on expanding. Demand conditions in Kigoma are largely unchanged: the exit of some Burundian refugees has been offset by new arrivals from DRC thereby keeping refugees as an important segment within the region. On the overall, the refugee population, the refugee population has slightly increased to 261.000 as of December 2017. However, the anticipated surge in demand from refugee communities has been tampered by the Tanzanian government's ban on direct cash transfers which were expected to replace food handouts by WFP.

In spite of sporadic controls on staple food exports by Tanzanian authorities, regional cross-border trading improved noticeably during the reporting period. Notably, high level engagements between Kigoma regional authorities and their Burundian counterparts have been made with a view to increasing cross-border trade. This has also seen emphasis placed on development of agricultural market infrastructure at border exit points as a way of boosting trade. It is, however, noteworthy that trade with Burundi remains predominantly informal and this poses a challenge to value chain coordination. The export ban of food crops led to a drop of maize prices and as a consequence also the price of cassava dropped. The export ban has meanwhile been lifted by the government but prices are yet to recover. The government price control of fertilizer has caused a silent shortage of supplies as agro-dealers fear not being able to recover their costs.

Meanwhile, weather conditions in the region have been better than in 2016/17. In some districts (Kigoma, Kakonko) there were spells of extreme rain and drought experienced within the same season. In Kakonko district, such spells affected bean contract farming activities which the project is facilitating. One the overall, the rainfall weather outlook remains positive with normal to above normal rains expected during the 2017/2018 agricultural season. This will bring relief to the food security situation of poorer households and the nation as a whole. The disease situation for both cassava and beans largely remained unchanged though the danger for cassava brown streak virus lingers on as the virus is widely spread in some wards of Uvinza, Kasulu and Kakonko.

The central government is firmly set on creating an industrialised nation and theme of building an "industrialised Tanzania/Tanzania ya viwanda" is cross-cutting at all levels. With each region expected to set up at least 100 manufacturing facilities within a one-year period, value addition and small-scale processing is a top priority across all agricultural value chains. In a related development, 2017 saw the government launch a national microfinance policy in a move that underscores the importance of financial inclusion of the underbanked, especially smallholder farmers. The policy particularly acknowledges and emphasises the role of digital microfinance in reaching more people in a cost-effective way.

On the whole, the context of Kigoma region has remained the same. The region's link of the national economy is still weak thereby elevating the importance of trade with regional neighbours, Burundi in particular. The presence of refugees continues to attract humanitarian assistance and attention. The latter has led to a proliferation of loosely connected but related interventions thereby posing a coordination challenge. So far, the project has managed to put in place collaboration to avoid overlap and maximise synergies with other projects in the same operational space.

BTC changed to Enabel with a new mandate focusing more on coordination and networking. The restructuring of the organisation will continue in 2018. The modalities for the practical implementation in Kigoma are still being developed. New financial management and reporting tools are in the pipeline.

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<sup>1</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

## 2.1.2 Institutional context

SAKIRP is anchored in the Kigoma Regional Secretariat. This is relevant for a bilateral project and offers opportunities for networking with local government authorities and the collaboration with new agricultural projects. The Project Coordinator doubles as the convener of coordination meetings for all projects engaged in agriculture-related activities.

In line with Enabel procedures, the Steering committee is the governance oversight body. The ministries of finance, agriculture, local government are represented in the steering committee. The Kigoma RAS is the chairperson. The Agricultural Market Development Trust (AMDT) was added to the steering committee as it comes with an agribusiness background and mandate. In the districts, the DFP is responsible for coordinating activities of extension staff and has direct oversight from the DED.

The major partner of a value chain project is the private sector. The private sector is, unfortunately, very informal and hardly organised in Kigoma region. SAKIRP participates as a member in the regional business council facilitated by LIC.

## 2.1.3 Management context: execution modalities

The full team of technical advisers was only available on 1<sup>st</sup> January 2017 after some challenges of recruitment. The NTAs are on the project payroll. At district level, a district focal point has been appointed by the DED. For each of the operating wards, the DED also appointed a ward extension officer. The DFPs and WAEOs are crucial staffs for the implementation of Result 1, 3 and 4. Their coordination is done by the SAKIRP project coordinator who is provided by the regional secretariat.

Two cluster offices (Kasulu/ Buhigwe and Kibondo/ Kakonko) were set up in 2018-Q4 to allow for better capacity building and monitoring of field activities.

Offices are provided by the Regional Secretariat and the Tanganyika Basin Authority in Kigoma and by the respective district councils in Kakonko and Kasulu.

As of end of December 2017 the Administrative staff team is composed of: 1 Accountant, 1 Admin Assistant, plus 1 Procurement Officer and 1 Admin and Finance Officer, who are both shared with the ENABEL Water project in Kigoma (WASKIRP). The organizational structure of the Project support services has been optimized, and segregation of duties is implemented. Manuals have been harmonized between SAKIRP and WASKIRP and the guidelines are simple and applicable. Operating procedures are well known by the project stakeholders and adapted to local contexts. Mitigation of risks is being prioritized in the cash flow and procurement systems. Internal audits are run on-going basis. Accounting, HR, Log, and ICT reports are systematic, accurate and timely compliant. Financial Planning and treasury forecast are realistic and periodic. Budget Management is used as a tool for monitoring activities and decision making.

There are more opportunities for resource sharing between the 3 BTC projects in Kigoma (water, natural resources, and agriculture) to generate cost efficiencies, in particular in Fleet Management, Procurement Systems and Internal Controls on Finances, HR, Administration and Procurement.

SAKIRP follows the financial management and procurement regulations of the donor (*regie* management). Tanzanian staff has been familiarised with those procedures. The project is using a cashless financial system based on Mpesa, in addition to the Banking system. The Steering committee met once in line with the requirements to approve the budget and plan for the inception phase.



## 2.1.4 Harmo context

### Harmonisation

Kigoma region hosts several agricultural and economic development projects targeting both refugees and their host communities. The main projects with a link to value chain development are the Local Investment Climate (LIC), AGRA<sup>2</sup>, UN Kigoma Joint Programme and MIVARF. SAKIRP has systematically reached out to new projects to agree collaboration mechanisms. A challenge encountered in this process is that implementation is often outsourced to different local partners who do not have sufficient appreciation of the modalities for collaborating in a complimentary way. A key challenge has been an overlap in the targeting of smallholder farmer groups and efforts to resolve this are still in progress.

Moreover, the project actively works to leverage local capacity and an example of this are the two MoUs entered with TCCIA and SIDO. The project works with TCCIA to promote cross-border business coordination and works with SIDO to promote adoption and utilisation of value adding technologies.

### Ownership

To enhance chances of sustainability, the project is using a number of approaches to build local ownership: innovation platforms, the regional stakeholder meetings, the implementation through the LG extension staff, decentralised execution at ward level and stressing the liaison function with LG mandatory institutions (WDC, CMT, standing committees), co-opting the regional coordinator, the use of local contribution, .... From the district perspective full LG ownership will only be acquired if SAKIRP funding is channelled through the LG financial system. On the other hand, SAKIRP is a private sector project. Given the fragmented nature of the cassava and bean trade and the producer groups, it is unlikely that traders and farmers groups will assume full ownership. Value chain development is targeting the private sector which is highly informal in Kigoma region. The ownership by value chain actors (traders, producer organisations, aggregators and processors) will need to be developed. Key interventions for the private sector will require local contribution which is an important tool to enhance ownership and identify core priorities. Community contribution will, however, slow down implementation and increase the need for monitoring.

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<sup>2</sup> Agricultural transformation for increased income and improved food security and livelihood among Smallholder farmers in the western Tanzania



## 2.2 Performance outcome

This section describes progress made at performance outcome level by linking the outputs with the outcome as visualized below:



### 2.2.1 Progress of indicators

Specific Objective: Smallholders income is increased and diversified in Kigoma region, especially for women, through pro-poor value chains development						
INDICATORS	Project Baseline		Overall Target	2018	2019	2020
	Date	Value		Target	Target	Target
% Increase in smallholders’ total income derived from cassava	2017	0	25%	5%	10%	25%
% Increase in smallholders’ total income derived from beans	2017	0	30%	10%	20%	30%
Added value in cassava by smallholders [Billion TZS]	2017	19	45	22	30	45
Added value in beans by smallholders [Billion TZS]	2017	14	45	20	35	45

### 2.2.2 Analysis of progress made

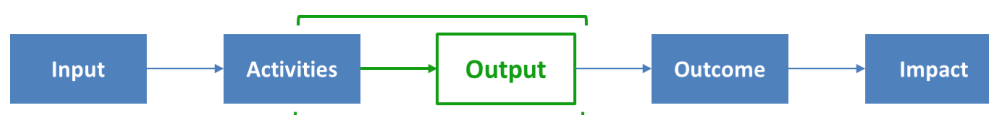
The project is in its first year of implementation and results that have been measured and observed so far are still at output level. During the review of the log-frame, indicators for the project outcome were refined to make them clear and easier to measure. Relevant baseline data was collected during the project baseline survey. The theory of change mapping processes was used to create closer alignment and linkage between the different result levels leading to the outcome.

Analysis of progress made towards outcome:	
<i>Relation between outputs and the Outcome. (How) Are outputs (still) contributing to the achievement of the outcome:</i>	Project outputs feed into the outcome of the project were updated at the completion of the inception phase. Specifically, additional outputs were added on increased productivity and adoption of improved input technologies. These adjustments were necessary to reflect the logic that exists between increased productivity and household agricultural income increase.
<i>Progress made towards the achievement of the outcome (on the basis of indicators):</i>	No progress has measured as yet but baseline figures were established based on the baseline household survey conducted during the period.
<i>Issues that arose, influencing factors (positive or negative):</i>	No critical issues, with an effect on the outcome, were identified during the period
<i>Unexpected results:</i>	None recorded to date

### 2.2.3 Potential Impact

SAKIRP is half way 1 agricultural seasons. Little can be said yet about the achievement of the specific objective. The log-frame has been reviewed during the strategic planning workshop and the theory of change exercise.

## 2.3 Performance output 1: value chain coordination.



### 2.3.1 Progress of indicators

Result 1: VC management & coordination mechanisms are installed & steer VCD						
INDICATORS	Project Baseline		Overall Target	2018	2019	2020
	Date	Value		Target	Target	Target
1.1a - % of farmers reporting/perceiving cassava buyers as trustful business partners	2017	14%	30%	20%	25%	30%
1.1b - % of farmers reporting/perceiving bean buyers as trustful business partners	2017	14%	35%	20%	25%	35%
1.2a - % of trader reporting/perceiving cassava farmers as reliable suppliers	2017	-	75%	25%	50%	75%
1.2b - % of trader reporting/perceiving beans farmers as reliable suppliers	2017	-	75%	25%	50%	75%

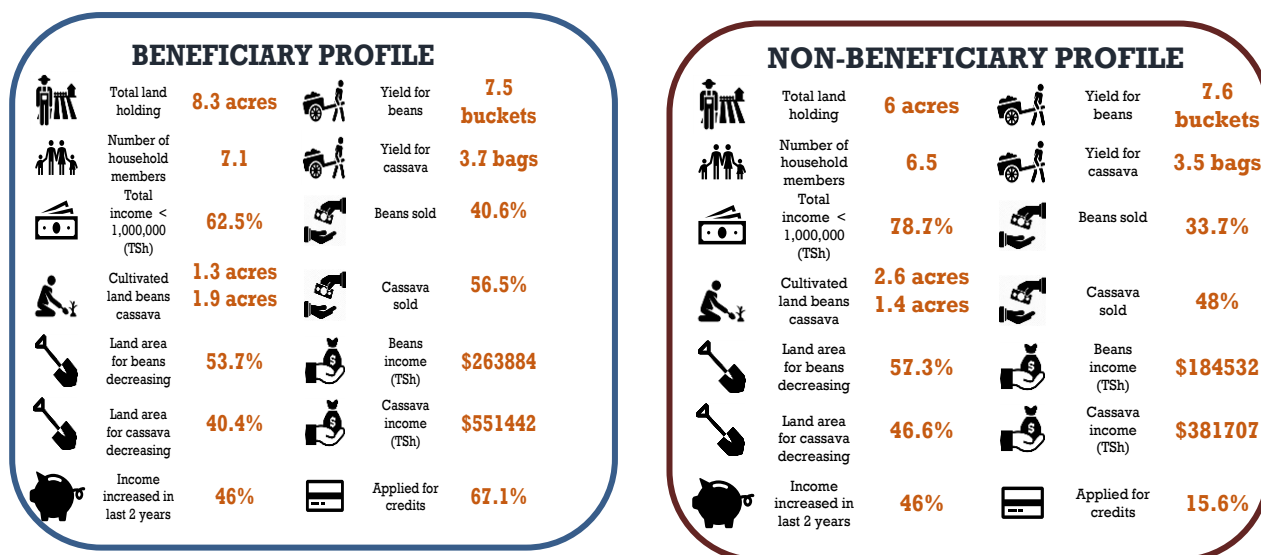
### 2.3.2 Progress of main activities

Progress of <u>main</u> activities	A	B	C	D
<i>1. Value chain assessment reports produced</i>		Done		
<i>2 Value chain development strategies elaborated</i>		Done		
<i>3. M&amp;E &amp; capitalization framework for VCD are elaborated</i>		Ongoing		
Review of the project log-frame		x		
Conduct household baseline survey			Done	
Develop monitoring matrix and data collection tools		x		
Train agricultural extension officers on data collection		x		
Periodic data collection, analysis and progress tracking.		x		
<i>4. Forums for enhancing VC management &amp; coordination are conducted</i>		Ongoing		
Facilitate coordination meetings for agricultural projects at regional level		x		
Establish innovation platforms			x	
Regional stakeholders meeting		x		
Project steering committee		x		
<i>5. Project capitalisation products are produced &amp; disseminated</i>		Ongoing		
Facilitate project capitalization workshops		x		
Develop capitalization products and channels for use of mass media (radio, video, website etc.) for ad hoc supports and product		x		

### 2.3.3 Analysis of progress made

The participatory value chain assessments and the marketing surveys were the core activities of the inception phase. The quality reports contributed to the strategic plan and competitiveness analysis per value chain. The SAKIRP log-frame was reviewed as a consequence.

The extensive household survey covered 1265 households and provides now a number benchmarks. It was implemented by 37 extension officers with the technical guidance of a specialised consultancy firm. The mobile database allows for regular call backs of the households to track the progress of the project in a cost-efficient way.



Extension workers and local governments appreciate the mobile data collection and monitoring and the use of Kobo tool box. It is the first time that this system is piloted in Kigoma for the agricultural sector and. Kobo toolbox allows for systematic monitoring, better data collection in a sector notorious for the unreliability of its statistics. It also contributes to a better performance monitoring of field workers. 450 rural households have been selected for the regular collection of production and income data to track the log-frame indicators.

More and more agricultural and SME programmes are coming to Kigoma region (AGRA, World Vision, UNDP, Gatsby fund, BIO, MEDA, GAFCO) and coordination becomes important. The challenges of poverty alleviation are important and more funding is required. However, there are equally problems of absorption capacity as the same organisations and producer groups are targeted. SAKIRP has been very pro-active to reach out to new projects and look into the question of regional/ district coordination to improve synergies and avoid overlap. An agreement with Local Investment Climate/ Danida was reached with delegation of functional tasks for the cassava value chain. With MEDA, there is the market linkage for cassava cuttings. With AGRA there is a good coordination at senior level but better agreements are required with its implementing partner Nyakitonto. One regional coordination meeting was organised in collaboration with AGRA.

Stakeholder and steering committee meetings were conducted as planned. They provided a better insight in potential partners, critical drivers in the value chain and market dynamics for cassava and beans.

The loose and functional value chain platforms will be linked to the more formal forums like the district and regional business councils (currently promoted by LIC). No innovation platforms were organised so far; but SAKIRP has access to the network of people and organisations to initiate them.

## 2.4 Performance output 2: value chain financial services.

### 2.4.1 Progress of indicators

Result 2: Financial mechanisms are developed & financial organizations are strengthened to support VCD						
INDICATORS	Project Baseline		Overall Target	2018	2019	2020
	Date	Value		Target	Target	Target
2.1 - % of smallholders' beneficiaries with access to agricultural finance by gender	2017	2%	25%	10%	20%	25%
2.2 - % of groups with access to agricultural finance	2017	1%	25%	10%	20%	25%
2.3 - % of participating traders with access to agricultural finance	2017	30%	80%	33%	50%	80%
2.4 - % of participating farmer groups with access to improved market infrastructure	2017	0	20%	0%	10%	20%
2.5 - % of participating local traders utilising improved market/storage infrastructure	2017	0	25%	0%	0%	25%
2.6 - % of defaulters (calculated from those who accessed loan)	2017	-	<5%	<5%	<5%	<5%

### 2.4.2 Progress of main activities

Progress of <u>main</u> activities <sup>3</sup>	Progress:			
	A	B	C	D
1 Elaborating and supporting a comprehensive value chain development financing strategy		done		
2 Improving financial products and services for chain actors by banks and improving access to finance by chain actors ( <i>expected to start in 2017-Q4</i> )			X	
3 Strengthening technical and managerial capacities of VICOBA's and SACCOS ( <i>expected to start in 2017-Q4</i> )				X
4 Direct investments to support value chain development ( <i>expected to start in 2018</i> )			X	

<sup>3</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

### 2.4.3 Analysis of progress made

#### Value chain financing: collateral fund and financial literacy.

The establishment of sound financial mechanisms is central to the achievement of the project's farmer value chain integration and sustainable trade objectives. The latter activities are dependent on farmers and other actors' access to favourably structured and affordably priced financial products. Over the reporting period, the project's efforts were directed towards the development of practical strategy informed by an assessment and understanding of the needs of farmers, traders and processors working within each value chain. The main activities conducted under this result area are as follows:

- Completion of an agricultural value chain financing assessment that covered farmers and traders
- Completion of a creditworthiness assessment that included VICOBAs, SACCOs, traders and processors
- Elaboration of an integrated value chain financing strategy based on a synthesis of the above studies
- Conceptual design of a project value chain financing facility which will be set up to deliver on the key needs of this result area
- Elaboration of terms of reference for engaging a value chain financing partner who will operationalise the value chain financing facility
- Identification of potential value chain financing partners eligible to receive a grant to set up and operate the value chain financing facility

Assessments conducted during the reporting period confirmed that lack of appropriate value chain financing products is a major bottleneck to upgrading for both beans and cassava value chains. The creditworthiness assessment revealed that both farmers and traders meet the basic lending criteria though the absence of reliable activity information makes bankability assessment difficult. All assessments conducted showed that there is a huge gap in financial literacy and this needs to be integrated and prioritised in the roll-out of value chain financing activities.

The project is currently awaiting a decision on a request for a direct grant award for the value chain financing facility. The next steps on this result area are as outlined below:

- Organisational assessment of grant beneficiary
- Elaboration and signing of value chain financing grant agreement
- Activation of the value chain facility

Value chain financing study - summary						
Criterion	PASS	CRDB	TPB	Vision Fund	Pride	NMB
Publicly owned or not-for-profit or no-private shares	Yes	No	Yes	Yes	No	No
Experience managing credit /micro finance	No	Yes	Yes	Yes	Yes	Yes
Experience agricultural value chain financing	Yes	Yes	No	Yes	No	Yes
Expressed interest collaboration SAKIRP	No	Yes	Yes	Yes	Yes	Yes
Commitment to rural development	Yes	Yes	Yes	Yes	No	Yes
Tested core products	Yes	Yes	No	Yes	Yes	Yes
Operations in Kigoma region	Yes	Yes	Yes	Yes	Yes	Yes
Branches all districts Kigoma region	No	Yes	No	No	No	No
Collaboration with smallholder farmers	Yes	Yes	Yes	Yes	No	Yes
Digital technology to reduce transaction costs	No	No	Yes	Yes	No	Yes
Collateral requirements that can accommodate smallholder farmers	Yes	Yes	Yes	Yes	Yes	Yes
Willingness to match SAKIRP funding with own funds	No	No	No	Yes	No	No
(Substantial) fund administration fee	No	Yes	??	No	Yes	Yes
Experience financial literacy training	Yes	Yes	Yes	Yes	Yes	Yes
Post loan follow-up	Yes	Yes	Yes	Yes	Yes	Yes

Based on the value chain financing assessment (see table above for a summary), it is proposed that the collateral fund is directly awarded to Vision Fund Tanzania. This institution is relatively young but is primarily focused on smallholder farmers and small and micro enterprises. Affiliated to World Vision, the bank has a social and developmental mandate. Of all the institutions it is the only one involved in integrated agricultural value chain financing in Kigoma region. It has acquired hands-on expertise in the bean value chain financing. It is the only organization willing to match its own funds with the SAKIRP financing.

#### The value chain investment fund

The TTF proposal of an investment innovation fund for the private sector met a procurement challenge as BTC cannot provide grants to private companies. Private companies can only be assisted through credits. As a consequence, the investment fund focuses now on public market infrastructure. Refurbishment and construction of public market infrastructure have emerged as high priority for direct investment. This prioritisation considered the potential that such infrastructure has in promoting organised marketing activities and meeting the needs of both farmers and traders.

The majority of the markets prioritised by the districts were assessed on economic importance (aggregation/primary/ retail markets & collected revenue), crops handled, existing infrastructure, maintenance provisions and available land for construction. In function of these parameters a final selection of 4 markets will be made. Important risks are: under-utilisation of existing improved market infrastructure, no land for expansion of the markets, poor quality construction, congested markets without a master development plan, weekly markets do not allow for fast depreciation of the investment.

The budget cap in 2018 does not allow for the implementation of market works. The time will be used to expedite the selection, feasibility, design and contractor procurement so that the construction can start once the funds are available. It is proposed to construct the markets and storage facilities as prefabricated metal structures to speed up construction and have long lasting facilities that require less maintenance.

## 2.5 Performance output 3: chain supporters render effective services.

### 2.5.1 Progress of indicators

Result 3: Public and private chain supporters provide functional services to value chains actors						
INDICATORS	Project Baseline		Overall Target	2018	2019	2020
	Date	Value		Target	Target	Target
3.1 - Proportion of farmers reporting to have received useful extension services	2017	23%	70%	50%	60%	70%
3.2 - Proportion of traders satisfied with business development support services	2017	0%	80%	80%	80%	80%

### 2.5.2 Progress of main activities

Progress of <u>main</u> activities <sup>4</sup>	Progress:			
	A	B	C	D
1. Assessing service needs for chain actors and need for capacity building and supporting models for chain supporters		X		
2. Strengthening chain supporters for sustainable effective service provision to chain actors of selected value chains ( <i>expected to start in 2017-Q4</i> )			X	
3. Supporting the Districts and the region to play their role for facilitating VCD		X		

<sup>4</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.



### 2.5.3 Analysis of progress made

The focus of this result is on strengthening the capacity of chain service providers to provide relevant services to smallholder farmers, traders and processors. Highlights of the main activities accomplished by the project under this result are as follows:

- Identification of potential partners for the provision of business development and extension services
- Hands-on capacity building of extension service in 6 districts and 31 wards (see table below).
- Launch of a tender to recruit service providers for Farming as a Business (FAAB) training
- Conclusion of a memorandum of understanding with SIDO for technology support and business advisory services
- Conclusion of a memorandum of understanding with TCCIA for supporting trad facilitation.

SAKIRP support to local government extension	
Item	Units
Tools - equipment	<ul style="list-style-type: none"> <li>• 37 motorcycles</li> <li>• 37 smart phones for mobile monitoring &amp; data collection</li> <li>• Extension gear (coats, boots, weighing scales, extension materials...)</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Capacity needs assessment &amp; selection WAEOs</li> <li>• Good Agricultural Practices by ARI Maruku</li> <li>• Kobo toolbox for data collection</li> <li>• Data collection for progress tracking</li> </ul>
Facilitation	<ul style="list-style-type: none"> <li>• fuel, airtime and top up allowance</li> </ul>
Output	<ul style="list-style-type: none"> <li>• 193 lead farmers coached &amp; 5.745 farmers supported</li> <li>• 188 on farm demos and 48 multiplication plots</li> <li>• Better grassroot data collection of agricultural data</li> <li>• Household baseline survey</li> </ul>

It is noteworthy that the project's chain support services strategy strongly hinges on building the capacity of local government extension staff to provide both agronomic and marketing extension services to farmers. This strategic move is partly due to the general absence of reliable non-governmental chain supporters in Kigoma region; but also due to the need to engender ownership and drive mindset change at local government level. The first phase of support to local government extension staff has reached 31 WAEOs and the next phase will onboard 12 or more. The performance of supported staff has so far been satisfactory and on-the-job coaching efforts are continuing. On average 6.2 groups and 185 farmers are coached per extension worker. There are 4 female WAEOs (13%).

A training of trainer's manual for farming as a business training was developed and will be used by extension officers and private trainers to be engaged. An SME training manual was also developed and will be shared with other organisations and private business development service providers targeting SMEs.

To strengthen the provision of business development services for SMEs, the project entered into memoranda of understanding with SIDO and TCCIA. Through collaboration MoUs, the project will reinforce the capacity of each organisation to provide services to both farmers and SMEs. A tender for the farming as a business training rollout is in progress and will be concluded in March 2018.

Challenges that remain under this result area include the following:

- Lack of effective demand for agribusiness development services. This discourages experienced service providers from locating in Kigoma region.
- There is competition for the services of the few local civic organisations and as a result they are overstretched and fail to deliver quality services.
- Local service providers' inexperience with the implementation of a value chain approach
- Limited government budgets impact on provision of services as mobility is limited
- Every project related to agriculture is depending of the same extension officers, as result they are overwhelmed.



## 2.6 Performance output 4: smallholder farmers strengthened.

### 2.6.1 Progress of indicators

Result 4: Stronger position of smallholder's farmers in VC is enhanced through improved productivity, economic integration & empowerment						
INDICATORS	Project Baseline		Overall Target	2018	2019	2020
	Date	Value		Target	Target	Target
4.1 - Smallholder gross margin of cassava per hectare	2017	219.949	1.300.000	400.000	800.000	1.300.000
4.2 - Smallholder gross margin of beans per season per hectare	2017	323.798	950.000	400.000	700.000	950.000
4.3 - Value of incremental sales of cassava by smallholder beneficiaries	2017	377.294	1.500.000	600.000	900.000	1.500.000
4.4 - Value of incremental sales of beans by smallholder beneficiaries	2017	558.257	1.800.000	900.000	1.300.000	1.800.000
4.5 - % adoption of cassava improved technologies, innovative services and GAP by smallholder beneficiaries	2017	8%	25%	10%	15%	25%
4.6 - % adoption of beans improved technologies, innovative services & GAP by smallholder beneficiaries	2017	1%	15%	5%	10%	15%
4.7 - Yield of cassava [MT/Ha]	2017	3,1	6	3,5	4,5	6
4.8 - Yield of beans [Kg/ha]	2017	417	1.200	600	850	1.200
4.9 - % of smallholder beneficiaries engaging in collective marketing of cassava	2017	5%	25%	10%	15%	25%
4.10 - % of smallholder beneficiaries engaging in collective marketing of beans	2017	3%	20%	5%	10%	20%
4.11 - % of farmer groups transitioned to professional organisations	2017	0%	60%	5%	20%	60%
4.12 - Number of producers involved in contract farming	2017	123	2.000	500	1.200	2.000

## 2.6.2 Progress of main activities

Progress of <u>main</u> activities <sup>5</sup>	Progress:			
	A	B	C	D
1. Empowering farmers through farmer business schools		X		
Capacity assessment of farmers' organisations		X		
Train farmer groups on farming as a business & financial literacy		X		
Train farmer groups on contract farming, crop insurance and collective marketing		X		
2. Supporting farmers' organisations for improved integration and empowerment in the value chain			X	
Coach and guide farmer groups on group marketing and sustainable trade relationship			X	
Organize market linkage meeting between group leaders and traders/aggregators to establish aggregation volume and plan for collective supply			X	
Lead farmers: identification and capacity building/ motivation and outreach		X		
Facilitate adoption Savings & Credits schemes non VICOBA groups		X		
3. Improved cassava & bean productivity and production to improve smallholder income		X		
Train and coach farmers on improved agronomic practices		X		
Conduct quick scan of cassava diseases and pests in Kigoma region		X		
Facilitate participatory screening of improved cassava varieties		X		
Support community multiplication plots and cutting supply system of disease resistant cassava varieties		X		
Post-harvest management practices cassava: on farm testing & farmer training			X	
Facilitate participatory & market driven screening of new bean varieties		X		
Post-harvest conservation beans: test & demonstrate technology options			X	
On farm demos: good agronomic practices & pest/ disease management		X		
Organize field-days & facilitate exchange visits		X		
Disseminate extension messages through radio broadcasts			X	
Develop & print agronomic extension materials		X		

## 2.6.3 Analysis of progress made

The diagnostic survey of the farmers' groups was conducted. Criteria like management, profitability, social cohesion, leadership, business orientation, operations, financial management, supply, marketing, risks, enablers and sustainability were covered. VICOBAS were singled out as the best groups to work with because of their local dynamics, gender composition and business orientation. Farmer field schools are heavily donor dependant, lack market orientation and have only few members. Primary societies for coffee and tobacco are market-oriented and offer some economies of scale but have suffered management problems in the past and only very few farmers remain members.

<sup>5</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

The capacity of groups to mobilise a large membership is limited. SAKIRP is working currently with the best 193 groups but they only have a membership of about 5897 farmers (68% female). This is far off the minimum target of 20.000 farmers that are directly reached. 20.000 farmers are seen as a benchmark target in order to reach a critical mass so that innovations are sustained in the rural community and in order to justify the SAKIRP funding. It is recommended to accommodate new wards that forwarded the request to join the programme and to consolidate the group mobilisation in existing wards.

Possible avenues to increase the outreach from 5.897 to a minimum of 20.000 farmers	
Avenue	remarks
1. More groups per extension worker	Groups/WAEO vary currently widely: 4-12. A feasible minimum number is 8 that would increase outreach by 30%.
2. Co-opt the village extension worker	Very few wards have additional village extension workers. This can be a solution for wards with a lot of potential groups where the capacity of the WAEO has been exhausted.
3. Add more potential wards per district	There is demand DAICO to increase wards. This comes at additional cost that can be absorbed by budget. There will be an overlap with other projects notably Nyakitonto / AGRA. Through the ward development committees, farmer groups should request to join the programme. Adding 4 wards per district would increase outreach by 75%.
4. Expansion membership base per group	Most groups are reluctant to add more members. Their core is the mutual credit group and they would not like to co-opt members they cannot trust.
5. Collaboration other groups notably religious groups	Next to VICOBAS, religious groups are very active at grassroots but they are not oriented towards agriculture
6. Collaboration with primary societies	Membership of AMCOS has declined considerably (only 2.5% of sampled households) and their interest to expand to other crops is limited. Management issues have deterred farmers of joining.
7. Regular radio / mosque broadcasting of core extension messages	Radio and mosque advertisements are a very efficient extension medium that should be explored much more. Through this channel >300.000 farmers are reached albeit in a super

The groups selected 193 lead farmers according to set of criteria. 39 % of the lead farmers are female. Lead farmers were trained by ward extension officers on good agronomic practices, data collection and the organisation of on farm demos. Extension materials on cassava agronomy and diseases were (re)printed to support lead-farmers and raise public awareness. A Kiswahili training manual of farming as a business was developed. The training itself will be rolled out from 2018-Q2 onwards through local consultancies. There is a need to monitor the performance and effectiveness of the lead farmers better in the future.

The support to agricultural production got a more prominent role given the constraints outlined during the value chain assessment and its direct impact on poverty alleviation. Virus diseases are a serious threat for the profitability of the cassava value chain. Cassava brown streak virus has led to the collapse of yields in the Lake Zone and Rwanda. It is a risk for the production in Kigoma too. Increasing access to improved cassava varieties and increasing bean yields (varieties, crop protection) are essential to the generation of tradable surpluses and improvement of household incomes. Bean production is limited by the genetic potential of the popular Kigoma yellow variety. By August the stocks of beans are exhausted and only small volumes are traded.

In collaboration with ARI Maruku, a quick scan of cassava diseases was conducted. Cassava mosaic is unfortunately well established (60% with peaks of 80% in some districts). Cassava brown streak virus (CBSV) was detected in a number of wards in Uvinza, Kasulu and Kakonko. The prevalence region wide is 10%. As a consequence, double tolerant varieties need to be introduced. SAKIRP started trainings on disease & pest identification and proper phyto sanitary procedures. Grassroot training for the identification and destruction of diseased planting material is essential to curb the spread of the disease.

On farm demonstration plots are a very tangible activity appreciated by community and extension workers. They have been a mobilising factor for groups. Farmer field school principles of action research, adult education and in the field observations are used to assess the new varieties of cassava & beans and good agronomic practices. Nevertheless, some groups are more interested in

production and subsidized inputs. Those groups are referred to the upcoming microfinance fund. There were big challenges with the timely supply of the cassava cuttings and bean seeds due internal and external handling of logistics. Delivery was delayed and the vigour of many cassava cuttings was inadequate which led to poor germination. The development of a pre-season order and payment system will allow for a better response to demand.

On farm participatory variety screening has been the main activity in order to identify the best performing varieties (93 demos for beans and 94 for cassava). For the first season, Lyamungu 90 and Jesca have been the most promising varieties. Nevertheless, Kigoma Yellow performed better or equal than Bilfa or Uyole Njano. Double tolerant cassava varieties (Kipusa, Chereko, Mkumba, Mukuranga) were introduced with genetic material obtained from ARI Maruku. It is too early to make any deductions from the field observations for cassava. A new variety Tz130 will be released in 2018/19. The multiplication will be done in collaboration with the prisons and Mubondo. In addition, supplies will be obtained from the Meda supported commercial seed entrepreneurs if available. On average only 7% farmers use improved cassava varieties and 0% improved bean varieties. High costs (66.8%) and being used to the old variety (39.8%) were mentioned as reasons for non-adoption of improved varieties.

Good agricultural practices tested on farm versus local practice	
Beans	<ul style="list-style-type: none"> <li>Varieties (Lyamungu 90, Jesca, Bilfa, Uyole Njano, Kigoma Yellow)</li> <li>Spacing</li> <li>Modest fertilizer rate</li> </ul>
Cassava	<ul style="list-style-type: none"> <li>Disease resistant varieties CMD – CBSV (Kipusa, Chereko, Mkumba, Mukuranga &amp; local)</li> <li>Spacing</li> </ul>

In order to strengthen local seed systems, SAKIRP applied the pragmatic concept of community multiplication plots (24 beans & 24 cassava) based on the following observations:

- Only 5.3% of the seed used in Tanzania is certified which is exceedingly inadequate to meet the needs of farmers. 95% of the seed planted by farmers is from the informal seed systems.
- The need of rapid and cost-effective multiplication at ward level in order to serve many farmers.
- Apart from maize, oil palm and horticultural crops, there are no certified seeds sold in Kigoma.
- Community multiplication plots offer a good entry-point for new varieties from the formal system. They are complementary to the certified seed supply.

In the future, there where cassava commercial seed entrepreneurs (supported by Meda) are operational, business links will be established with the producer groups.

SAKIRP is conscious about the need for clean planting materials and strict disease monitoring. The seeds and planting materials were acquired from ARI Maruku in order to ascertain the quality and comply with the TOSCI certification.

The principle of community contribution was introduced. Inputs (seeds, fertilizer) are refunded in kind as planting materials so that more groups can be supported (heifer in trust principle). In addition, farmers provide labour and land. The local contribution helps to foster local ownership and outreach.

So far market linkage activities have focused on the collaboration with GAFCO in Kakonko district. Local aggregation linkages between farmer groups r local traders have not yet gained momentum. Currently the project has mobilised and trained 16 aggregating traders and establishment of linkages with farmer producer groups is in progress. practical steps to be taken to promote aggregation and collective marketing are as follows:

- Training of farmer groups of farming as a business training to farmer groups
- Introduction and linkage of trained SME aggregators to farmer groups
- Establishment of marketing linkages between local SME aggregators and end market buyers
- Facilitation of working capital financing of aggregators

- Coaching and monitoring to nurture marketing linkages

The Great Africa Food Company (GAFCO) is a social impact private company operating contract farming mainly with smallholder farmers in Kakonko district (see box below). GAFCO is linked to World Vision and is piloting crop insurance and credit delivery to smallholder farmers (through Vision Fund). SAKIRP's role in the collaboration with GAFCO is the mobilization of farmers, the training of farmers and extension workers and liaison with the local government. GAFCO intends to diversify into other crops (after 2 difficult bean years) and to expand to Kibondo. GAFCO makes export markets, credits and technical know-how available to smallholder farmers. While GAFCO pays a premium price (1400 versus 900 Tsh) during harvest, farmers resent the costs of the crop insurance and input credits. During high rainfall, the bean varieties grown under GAFCO contract do not perform well and need the full fungicide treatment. The piloting of the crop insurance still faces a number of operational challenges (cost management, monitoring, district references while weather effects can vary drastically from ward to ward...).

Post-harvest and processing technologies will be demonstrated in 2018. 3 cassava graters and presses were bought for village demonstrations. While the quality of grated cassava is excellent, the adoption is hampered by its stationary technology and the lack of demand for superior flour by agents. Graters will only take off if they can be transported by motorcycle to the fields where cassava is harvested to reduce transport cost of the bulky roots. The re-design faces a number of challenges. SAKIRP is contact with Sido and Intermech for the re-design of the processing equipment.



## 2.7 Performance output 5: marketing & trade.

### 2.7.1 Progress of indicators

Result 5: Improved market access and sustainable trade						
INDICATORS	Project Baseline		Overall Target	2018	2019	2020
	Date	Value		Target	Target	Target
5.1 - % of smallholder producer groups participating in structured cassava market relationships	2017	5%	50%	50%	50%	50%
5.2 - % of smallholder producer groups participating in structured bean market relationships	2017	4%	50%	50%	50%	50%
5.3 - Value of cassava sold through structured marketing by smallholder producer groups (Million TZS)	2017	28	8.000	600	3.800	8.000
5.4 - Value of beans sold through structured marketing by smallholder producer groups (Million TZS)	2017	21	4.000	400	1.900	4.000
5.5 - % increase in sales by local commodity traders of cassava	2017	0	50%	50%	50%	50%
5.5 - % increase in sales by local commodity traders of beans	2017	0	50%	50%	50%	50%
5.6 - % of farmers accessing objective sources of market information	2017	13%	75%	25%	50%	75%

### 2.7.1 Progress of main activities

Progress has been made under all the five major activity groups for this result area.

Progress of <u>main</u> activities <sup>6</sup>	Progress:			
	A	B	C	D
1 Conducting market surveys	X			
2 Supporting collectors, processors and traders in value chain development initiatives and facilitate market linkages		X		
3 Strengthening the existing market information system(s) for the major crops		X		
4 Supporting public infrastructures and sale points <i>(to be rolled out in 2019)</i>			X	
5 Strengthening advocacy capacities regarding trade issues and other issues within the value chains			X	

<sup>6</sup> A: The activities are ahead of schedule  
 B: The activities are on schedule  
 C: The activities are delayed, corrective measures are required.  
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

## 2.7.2 Analysis of progress made

Key strategic decisions and plans for the execution of this result area have been finalised and implementation is underway. Highlight achievements for the reporting period are as follows:

- End market assessments were successfully conducted in Burundi, Rwanda, Uganda and Tanzania
- End market competitiveness strategies were elaborated for both beans and cassava value chains
- 17 SME entrepreneurs (traders and processors) were trained on improved agribusiness management
- A business membership network for Kigoma agribusiness SMEs was initiated to foster collaboration and coordination within the value chains. The initial membership stands at 16 SMEs.
- 15 informal women entrepreneurs involved in cassava processing and trading were mobilised for a joint value chain upgrading initiative that the project is jointly running with SIDO

Market research assessment findings were synthesised and translated into overall competitiveness strategies. For the cassava value chain Burundi was selected as a high priority market alongside the domestic market for low value-added cassava flour. The lake zone corridor, consisting of Kahama and Mwanza, was prioritised for beans. The export market for beans is being addressed via the GAFCO contract farming collaboration.

### Competitive strategy implications on the cassava value chain upgrading

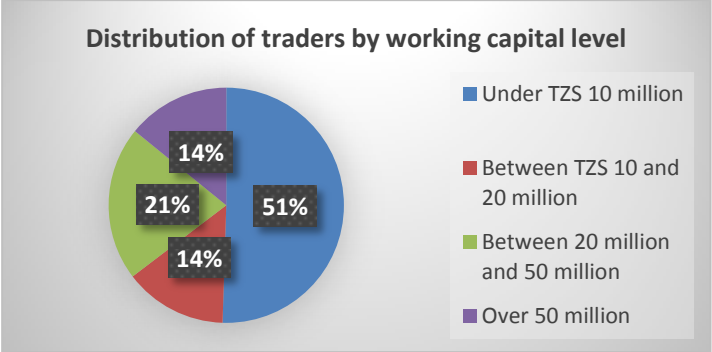
	Input suppliers	SH producers	Aggregators and traders	Processors	End user distributors
Process upgrading		Use of improved inputs Improved drying techniques Introduce grating	Engage with groups of farmers Apply improved business management	Use dedicated machines for cassava to improve quality	n/a
Product upgrading	Improved varieties	Use of improved varieties Introduce sweet varieties Improved cassava multiplication	Develop trade in flour, cake, chips Provide storage services for farmers	Produce improved flour Introduce flour blends (composite)	Improve packaging Product branding
Functional upgrading		Bulking Flour processing Chips/cake production	Engage in processing By-pass middlemen and sell to w/salers	Enter new higher value segments	Diversify into processing
Coordination		Organisation in groups Linkages	Form trader association	Form a processors association (maybe one with traders)	Informal flour traders

### Competitive strategy implications on the beans value chain upgrading

	Input suppliers	SH producers	Aggregators and traders
Process upgrading		Use improved inputs to get higher yields	Work with organised farmer groups to cut down the cost of beans aggregation
Product upgrading	Agrodealers to stock improved varieties	Adopt new and improved bean varieties Clean beans	Invest in collection centres and storage facilities to create economies of scale Engage in beans grading
Functional upgrading		Conduct produce bulking at farmer group level Sell directly to large aggregators at secondary markets like Kasulu	Engage directly with bulk buyers than rely on brokers Diversify to reach export markets
Coordination		Organisation in groups Linkages with bulk buyers	Formation of a traders association to facilitate economies of scale and efficiencies



The project is pursuing a three-pronged approach to creation of market linkages. The approaches include a local aggregator model, contract farming and direct linkages between farmer groups and end-market buyers. The local aggregator model has a higher chance of reaching more farmers and as a foundation for its implementation, 17 small and micro enterprises (SMEs) consisting of traders, aggregators and processors have been selected and trained on good agribusiness management practices. The next step is to link these SMEs with farmer producer groups so that mutually beneficial market relationships can be established and nurtured.



The contract farming model is anchored on the Great African Food Company (GAFCO) and so far, the project has assisted the company to grow its beans contract farming portfolio from 120 to 390 farmers in Kakonko district.

The project identified and selected 15 women entrepreneurs involved in cassava flour processing and trading so that they can receive training and coaching as part of the cassava value chain local upgrading strategy. A memorandum of understanding has been signed with the Small Industrial Development Organisation to accelerate the development of small-scale technologies to increase efficiency in processing and value addition activities. To achieve this, cassava grater sets have been procured and will be tested at selected pilot sites in Kigoma, Kasulu and Kibondo districts. The feasibility of the cassava grating technologies hinges on the selection of entrepreneurial youth and re-design the model and press to make them transportable by motorcycles.

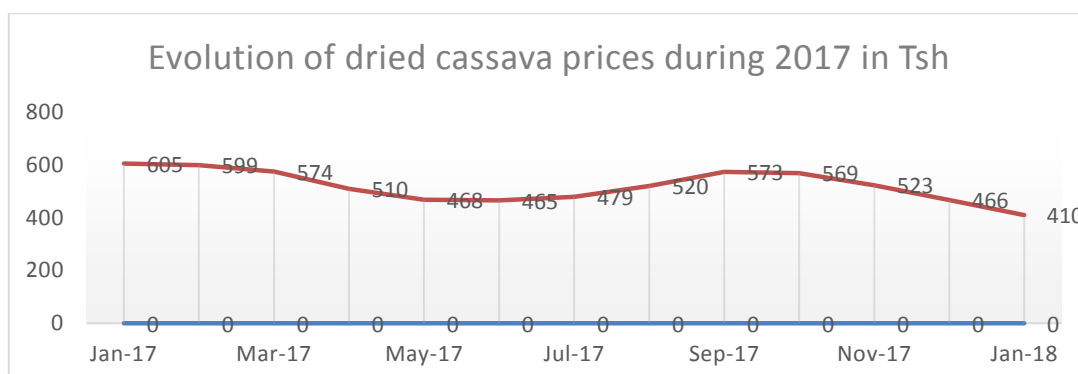
To promote joint action and cross-border engagement by traders, the project is collaborating with TCCIA to host cross-border events and build address policy issues that hinder trade effectiveness. A trader membership organisation was initiated on the back of the SME business management training and that will serve as a platform for finding joint solutions to challenges affecting local businesses involved in cassava and beans trading. With an initial membership of 16 SMEs, the business membership organisation marks the first step towards the development a connected community of value chain actors.

In response to the absence of reliable platforms for market information collection and dissemination, the project is leveraging popular and innovative technologies to engage both farmers and SMEs in the generation, sharing and utilisation of critical market information. The social media application, WhatsApp, has proved to be a powerful tool for dissemination of market information and also for coordination amongst value chain actors.

The main risk for the achievement of this result remains the policy uncertainty around trade in food staples between Tanzania and her neighbours. The other challenge is the general lack of sizable commodity firms to assume leadership roles in value chain development; this is linked to remoteness of Kigoma relative to other regions competing for private sector attention. The prices of staple foods have remained unstable and a dip in cassava prices was experienced around December 2017.

The main challenges encountered in the execution of this result are as follows:

1. Lack of functional platforms for agricultural marketing information due to unsustainability of donor-initiated systems
2. Policy uncertainty around staple food export bans. Episodic export bans for staple food products have seen prices fluctuate significantly over the reporting period.



3. Low capitalisation of traders constrains their capacity to aggregate large quantities. As illustrated in the table below, the size of working capital for 50% of traders falls below 10 million shillings.

Size of working capital float	Proportion of traders
Under TZS 10 million	50%
Between TZS 10 and 20 million	14%
Between 20 million and 50 million	21%
Over 50 million	14%

4. The majority of SMEs are operating informally and at a very low scale. The table below shows that two thirds of traders have an annual turnover of less than 50 million shillings.

Annual revenue bracket	Proportion of traders
Under 50 million	67%
Between 50 & 100 m	20%
Between 100 & 200 m	7%
Over 200m	7%

5. Low educational levels amongst traders poses a challenge for upgrading of business practices. 80% of traders only have primary level education.
6. Attracting women traders to enrol for business development support has been particularly a problem and only 2 out of 16 enterprises enrolled are women-owned.

The next steps under this result area as follows:

- Facilitation of marketing linkages between farmer groups and local aggregating traders
- Facilitate the expansion of the GAFCO beans contract farming arrangements to more wards in Kakonko and to new groups in Kibondo
- Creation of marketing linkages between cassava flour processors and producer groups
- Initiation and nurturing of marketing linkages between local traders and end market buyers
- Provision of on-the-job coaching for traders and processors
- Collection and dissemination of market information to traders and farmers

## 2.8 Transversal Themes

### 2.8.1 Gender

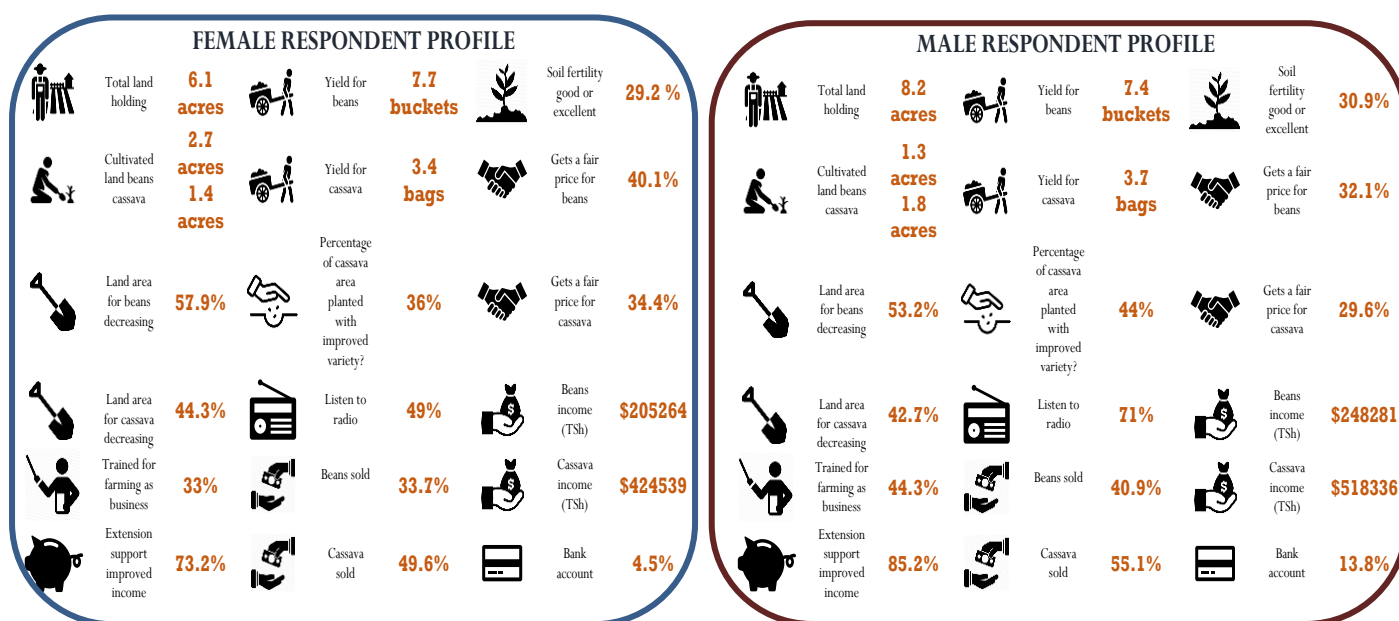
Gender considerations have been integrated at several stages of the project:

- A key criterion for the selection of the beans and cassava value chains was the high participation of women..
- The selection of VICOBA as groups to collaborate with was guided by the high percentage of female farmers (70%) in those associations. As a result, out of the 5897 farmers enrolled, 68% are women.

Beyond targeting, the project will address the issue quality participation of women in the groups, increase number of women who are holding leadership position. 40% of groups have female chairperson and 43% have a female secretary. This number looks high because of the substantial number of groups who are only women 17%, the remaining 87% is both sex groups.

Gender considerations have also influenced the choice of end markets. In combination with external, domestic market segments were included for both value chains as they are more accessible to women. Special women-focused initiatives are being pursued and these include the work on coaching and upgrading informal sector women involved in cassava flour processing in Kigoma town. The opportunity for cassava flour processing and trading in urban centres has been ringfenced for women actors. Business development assistance is being provided to Maendeleo Women of Informal Sector Cross-Border Trader Association (MWISCBTA).

Gender differences in key socio-economic parameters



Within the cassava value chain, gender-friendly technologies are being explored in collaboration with SIDO and private processing technology companies such Intermech. Grating and peeling technologies are being piloted with the objective of lessening the drudgery on women

SAKIRP also is piloting urban-rural linkage for the women entrepreneurs who are selling cassava flour in the street in Kigoma town. With this linkage, the target is to upgrade their product and bulk access to raw materials for economies of scale and efficiency.

With value chain financing through matching grants, women specific product will be considered to support more women to engage in farming as business and growth of processing business.

## 2.8.2 Environment and climate change

SAKIRP is mainstreaming the environmental issues in its activities. There are strong linkages between environment and LED and agriculture. With the demographic growth, expansion of agricultural production relies heavily on further cultivation of miombo woodlands in Kigoma region. 60% of the groups cultivate in the vicinity of some kind of conservation zone and 40% of those groups reported encroachment problems. Cassava is relatively tolerant of poor soil fertility management by smallholder farmers and drought. It is therefore seen as a crop that contributes to the resilience of smallholdings in the context of climate change. The table below gives an overview of the environmental issues at stake:

Issue	Mitigation effort
1. Encroachment conservation zones (national parks, watershed areas, forest reserves, game reserves) and the remaining miombo forest by farmers	<ul style="list-style-type: none"> <li>• Pre-condition for support – no fields in conservation zone</li> <li>• Sensitisation producer groups</li> <li>• Monitoring by village government &amp; SAKIRP</li> </ul>
2. Soil erosion - especially in cassava production as canopy closes only after 3 months.	<ul style="list-style-type: none"> <li>• Promote cultivation on closed ridges along contour lines</li> <li>• Promote use fertilizer &amp; manure for better crop growth and closed canopies.</li> </ul>
3. Pesticide contamination – biggest threat is insecticide impact on bees. Excessive use of agro pesticides can also contaminate groundwater but this level has not been achieved.	<ul style="list-style-type: none"> <li>• Train farmers on correct use pesticides and destruction containers</li> <li>• Promote tobacco that is easily broken down and has less residues</li> <li>• Do not promote atrazine and simazine as pre-emergence herbicide</li> <li>• Collaborate bee user associations &amp; district bee officer to identify susceptible areas where tobacco should not be used.</li> <li>• Collaborate district water engineer to identify sensitive zones.</li> </ul>

With regards to the management of the project, the biggest environmental foot print is the carbon emissions of the flights between Kigoma and Dar es Salaam and Europe for staff, consultants and backstopping. Backstopping by Skype and WhatsApp reduces the need for travel. An additional pollution factor is the use of heavy 4\*4 vehicles even on tarmac roads. During procurement, 3 hiluxes were purchased that are more fuel efficient than land cruisers. The use of motorcycles is encouraged where appropriate. Establishing a regional transport pool rather than operating individual project cars will further contribute to efficiency. Printing is very much reduced – most data storage and communication is done by ICT. Efficient use of electricity, water and transport will reduce waste and pollution. It is expected that the BTC green procurement guidelines will provide best practices in the future.

## 2.8.3 Other

Local economic development, markets for the poor, promotion of small and medium enterprises and public-private partnerships are important concept which complement the value chain approach to make economic growth inclusive and provide trade and employment opportunities for the poorer sections of the population.

## 2.9 Risk management

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
JLPC not really effective due to being too much concerned on operational issues and too little on strategic issues	TFF	OPS	Medium	Medium	Medium Risk	Streamline JLPC with only strategic institutions and delegate operational monitoring to Technical committees and to Regional and District Stakeholder Meetings	Project coordination unit	ongoing	split steering committee and regional stakeholders meeting helps to off set operational issues	Terminated
						From the start creating clear comprehension of the members of the JLPC what their mandate and role is.	Project coordination unit, RR	Oct-16	first meeting steering committee dealt with responsibilities and the mandate.	
Tendency of Districts to spread the project activities over too many value chains and areas, which dilutes the quality of outputs in each.	TFF	OPS	Medium	Medium	Medium Risk	Continuous dialogue with districts on strategy of project and reasoning behind strategic choices	Project coordination unit	Jun-17	only 2 value chains selected will keep multiplication of activities in check	Terminated
						Early communication guidelines	Project technical team	Nov-16	clear communication that SAKIRP not local government programme and not all admin units need to be covered	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Tensions among the population on both sides of the border disturb seriously the cross-border trade	TFF	OPS	Medium	Medium	Medium Risk	Develop market strategies which are not only focused on the cross-border trade but also on the market of other regions in Tanzania	ITA marketing	Jul-17	civil unrest in Burundi has consequences for the trade there but creates markets around the refugee camps. Refugee and seasonal labour from Burundi are essential for crop expansion in Kigoma	In progress
Insufficient attention for the gender dimension in VC activities	TFF	DEV	Medium	Medium	Medium Risk	Top down accountability for integrating gender at all phases of the programme and at all levels of the PIU	NTA Gender	ongoing	Selection of value chains and producer groups in function of gender. Experienced gender NTA recruited, TOR value chain assessment gender specific, gender trainings planned 2018-Q1, producer groups membership 68% female	In progress
Delays of implementation at District level linked to administrative and technical bottlenecks	TFF	OPS	Medium	Medium	Medium Risk	Provide technical and administrative assistance to Districts to influence bottlenecks, calling on their accountability and on the support through JLPC	DEDs districts project coordination	ongoing	many activities are implemented in regie, diagnostic survey of potential partners ongoing	In progress



Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Variety of partners including private sector and civic society	PIU	Jul-17		
Delays in contracting service providers due to bureaucratic procedures at region and district for procurement and tendering	TFF	OPS	Medium	Medium	Medium Risk	Centralize as much procurement as possible for service contracts, but keep a close eye on performance-based payments	Procurement officer		BTC tendering procedures are followed as the project is managed in regie. Belgian tender procedures require also time and resources.	In progress
						Procurement is according to Belgian legislation	IFO		grant procedures are very elaborate and will affect time for implementation of the micro finance fund	
Mistrust among value chain actors (e.g. private - public sector) and not having the willingness to collaborate	TFF	OPS	Medium	Medium	Medium Risk	Have an approach from the beginning of the dialogue between actors to create trust and engagement and ensuring the capacity of facilitators for this	Project team		SAKIRP has been reaching out private sector. mistrust is there given taxation regime and difficulties to obtain licenses. Mistrust expands equally to development projects that are seen as fat cats.	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Resistance in LGA to contract nonstate service providers with the necessary know-how and expertise	TFF	OPS	High	Low	Medium Risk	Involve LGA fully in the assessment of the need for services and support by the chain actors and the assessment of performance of service providers (including the public sector)	PIU	Jul-17	Directive of presidency that government agencies in the first place do business with other state actors is a setback to better engage the private sector	In progress
						Advocate during the project implementation consequent the principles of Value for Money.	PIU	Jul-17	ongoing + competitive procurement and call for proposals	
Implementation modalities of other donor funded projects are only facilitating micro-projects and therefore possibly disrupting a VCD approach	TFF	OPS	Medium	Medium	Medium Risk	Establish good communication and coordination platforms with other projects/agencies who have interventions linked to the selected value chains	PIU	Jul-17	SAKIRP has reached out to other programmes in pro-active way to avoid duplication and use as much as possible existing modalities - need for stronger coordination mechanisms between agricultural projects - many have same crops	In progress
Service providers do not continue after the end of the project due to lack of core funding	TFF	DEV	High	Medium	High Risk	service component was scaled down given the risk, lack of demand and available funding	Project technical team	ongoing	action expected in 2017-q4 after identification and selection of value chain service providers	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						reliance on district extension service and strong capacity building instead of outsourcing to NGOs	Project technical team	in place		
						make sure service provision takes local purchase power into consideration	BDSP	recurrent		
The inability to open "special accounts" for the project as per Execution Agreement, leads to a cumbersome fund flow system	TFF	FIN	Medium	Medium	Medium Risk	Use of the District development or miscellaneous account needs careful monitoring to ensure funds are earmarked for project and not allocated to other sectors	Financial team	2016-Q2	specific agreement provides for project implementation in "regie" that allows for efficiency but reduces ownership by LGA	Terminated
						Use of alternative accounts by transferring money through M-pesa	Financial team	2016-Q2	specific agreement provides for project implementation in "regie"	
Ineffective control of financial information at District and Regional level and questionable reliability and inconsistency in report data	TFF	FIN	Medium	Medium	Medium Risk	Prepare PIM and AFM Manual in an early stage and provide orientation and training and guidance in its use	Financial team	recurrent	draft PIM to be approved by JLPC 18/10/2016	In progress
						Provide administrative backup from PIU to districts to help improve quality of reporting	Financial team	recurrent	pending implementation	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Activities are implemented in regie and large fin admin section is employed	Financial team	recurrent	done	
						Organize regular financial audits (internal and external) and deal with issues through management reports	Financial team	recurrent	audit 2017 was done in Jan 2018 and did not reveal major issues	
Delays of implementation at project level due to difficulties to find and retain the right HR	Q3 2016	OPS	Low	High	Medium Risk	Paying attention to retention potential	PIU & RR	recurrent	all positions filled	In progress
						Expedite the recruitment of partners		recurrent		
Food export bans of the government while main cassava markets of Kigoma region are in neighbouring countries	inception phase	DEV	High	Medium	High Risk	organise/ link with farmer lobby groups - communicate evidence-based research on food security	RAA	recurrent	pending - discussed with AGRA who have lobbying section DSM & Dodoma	In progress
						liaise with Kigoma MPs	RAA	recurrent	pending	
						sensitize RC and district leadership	PIU	recurrent	issue brought up in RRC of Nov 2016	
Few dependable local partners for the implementation of SAKIRP activities in Kigoma region and reliable organisations already fully engaged with their own plans	inception phase	DEV	Medium	High	High Risk	mobilize partners from outside the region - allow for national call for proposals + rely on existing district extension system	PIU	2017-Q4	collaboration & capacity building of 31 extension workers	In progress
						screen for best local partners during inception phase and value chain assessment	PIU	2017-Q3	diagnostic survey ongoing but BTC procedures grant agreements very tedious and slow	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Many more agricultural programmes that target the same local partners will create an absorption capacity problem of donor funding	inception phase	DEV	High	Medium	High Risk	strengthen coordination mechanisms region for agricultural sector	PIU	recurrent	issues raised during induction meeting new leaders at region & 1 coordination meeting organised - coordination with senior AGRA staff is excellent but implementing partner is still considering adjustments	In progress
						coordination agreements with other agricultural programmes	PIU	recurrent	agreement signed with LIC/DANIDA for cassava processing	
Bean output is limited and might not justify an exclusive market approach	inception phase	DEV	Medium	Medium	Medium Risk	assess production output beans during value chain assessment	consultants	2017-Q1	important consideration during the VCA	Terminated
						include improved but locally adapted bean varieties and crop husbandry in value chain development	DFP-NTA FFS	2017-Q4	introduction new improved varieties with better yield potential or on farm testing Jesca, Uyole Njano, Lyamungu 84& 90, Bilfa	
Trade in Kigoma is dominated by the informal sector with limited growth potential and interest to develop smallholder agriculture	inception phase	DEV	High	Medium	High Risk	assess capacity of informal sector for value chain development	DFP-NTA markets	2017-Q3	important consideration during the VCA	In progress
						promote Kigoma as investment destination for formal exporters of agricultural commodities	DFP-NTA markets	2017-Q3	collaboration with GAFCO as only larger and formal bean commodity exporter	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Cassava brown streak virus disease is not contained and reduces cassava production considerably	inception phase	DEV	High	High	Very High Risk	training farmers & extension workers on CBSV identification and quarantine	DAICOS - DFP-NTA FFS - partners	2017-Q4	implemented & on-line tools and extension materials produced	In progress
						introduction of cassava varieties that have double tolerance: CMD & CBSV	DAICOS - DFP-NTA FFS - partners	2017-Q4	introduction double tolerant varieties for on farm testing and multiplication	
						cassava disease scan		2017-Q3	implemented: survey identified 10% regional prevalence with some hot spots of >30% (Uvinza, Kakonko, Kasulu wards)	
The credit crunch risk that financial institutions will not have adequate funds to avail for agricultural lending. This is in light of the general reduction in liquidity in the market	inception phase	DEV	High	Medium	High Risk	convert collateral fund into revolving loan fund for more leverage	ARI Maruku	2017-Q3	approved approach	In progress
							SC			
Ward extension officers will not be able to improve their performance in supporting farmer groups. This risk is heightened by the likelihood of having more projects drawing on the same staff	JLPC	DEV	Medium	High	High Risk	cluster offices	PIU	2017-Q3	cluster offices established	In progress
						open discussion with DEDs / RAS	PIU	2018-Q1	ongoing via RAA	
						performance reviews		2018-Q1	performance assessments Waeos via Kobo toolbox and DFP reporting	
						DED/ PIU				

## 3 Steering and Learning

### 3.1 Strategic re-orientations

Strategic re-orientations	justification	Approval steering committee
1 More emphasis on production next to trade and aggregation	The value chain assessment revealed crucial bottlenecks at the level of production. The quantities of beans produced are small in Kigoma region and improved varieties can be tested. Virus diseases threaten cassava production and trade as what happened in Lake Zone and Rwanda.	Yes, meeting 13 <sup>th</sup> July 2017
2 Pluralistic approach of collaborating with producer groups rather than the single focus on farmer field schools	In Kigoma region, FFS are few and they have been dormant waiting for the next round of ASDP funding. The diagnostic survey of village groups identified the VICOBAS and producer groups as the most reliable grassroots structures.	Yes, meeting 13 <sup>th</sup> July 2017
3 Stronger collaboration with the local government extension system	Only the local government has extension staff on the ground in the districts. BTC grant agreement procedures are very elaborate and few local organisations can comply with them. Collaboration with government services does not require these elaborated procedures.	Yes, meeting 13 <sup>th</sup> July 2017– but monitoring performance is required
4 Investment fund refocused on public market infrastructure and micro finance collateral fund	The TTF proposal of an investment innovation fund for the private sector met a procurement challenge as BTC cannot provide grants to private companies. Private companies can only be assisted through credits. As a consequence, the investment fund focuses now on public market infrastructure as outlined as priorities by district councils,	Yes, meeting 13 <sup>th</sup> July 2017
5 Be realistic about targets & improvement service delivery component	Limited available budget. Limited demand for business development services. Few organisations that can effectively provide BDS services	Yes, meeting 13 <sup>th</sup> July 2017

## 3.2 Recommendations

Recommendations	Actor	Deadline
1. In order to reach the minimum target of 20.000 farmers, the following should be done: expansion of the geographical area, minimum 8 groups / WAEO, intensive use radio/ mosque advertisements and exploring collaboration with religious groups.	PIU	ongoing
2. Speed up the approval process for the value chain financing grant facility through direct award to Vision Fund so that the microfinance component can effectively take off and still make an impact during the project lifespan.	Operational manager Belgian Min of Finance	2018-Q1
3. Through collaboration with prisons, operational commercial seed entrepreneurs and ATI Mubondo, establish local capacity to supply planting material of double tolerant cassava varieties to smallholder farmers.	PIU	ongoing
4. TOSCI certification of QDS multiplication plots of the most entrepreneurial groups and individuals in order to build local supply capacity and deal with legal requirements if seed will be commercialised in the future.	PIU	2018-Q4
5. Further develop the mobile data collection as a tool for monitoring implementation and staff performance: additional investment in software and capacity building of local government extension staff.	PIU	ongoing
6. Stronger field coaching of ward agricultural extension workers by the district focal point.	DFP	ongoing
7. Need to step up aggregation efforts so that practical market linkage is taking place at producer group level.	SAKIRP	2018-Q2
8. The selection, feasibility assessment and design of market structures will need to expedited so that there are no delays in construction work when the budget is availed.	PIU	2018
9. BTC /Enabel to step up efforts to develop tools and modalities for the collaboration with the private sector.	Enabel	ongoing
10. Look for further synergy between the BTC projects in Kigoma (administrative & gender staff sharing, transport pool, logistics)	RR	ongoing
11.		



### 3.3 Lessons Learned

Lessons learned	Target audience
1. In Kigoma region, farmer field schools are few and they have been dormant waiting for the next round of ASDP funding. The TFF assumption that FFS are the essential building blocks for strong farmers' organisations does not hold ground. A systematic assessment of the existing producer groups and SACCOs (market orientation, management, social coherence, leadership, risk mitigation) will identify the most reliable partners and the capacity gaps. Farmers' organisations are weak in Kigoma region and will not provide for the driving force of the value chain development.	Steering committee
2. 95% of the cassava produced in Kigoma is exported to Burundi and Rwanda. These markets are temporary because of political unrest (Burundi) or a collapse of the production (Rwanda). A big volume is exported informally to Burundi. Exports of cassava to neighbouring countries do not affect food security in the region as local residents prefer generally maize. Awareness on cassava diseases is low while the risk of a cassava brown streak virus outbreak is high.	Agricult projects Min Agriculture
3. There is a good market for yellow beans and beans in general. Kigoma production remains low due to out-dated varieties and poor husbandry conditions. The Kigoma yellow variety does not attract a premium payment – on the contrary beans from Kigoma are seen as of inferior quality by Kahama traders. Kigoma yellow has a limited yield potential. As a cash crop it is better replaced by improved yellow varieties released by research institutions that should be tested on farm first.	General
4. Important risks are: government bans on food exports as 90% of Kigoma cassava is exported to East African neighbours; cassava production collapse due to cassava brown streak virus while no tolerant varieties have been released; the informal actors that have limited growth capacity and no commitment to development of smallholder agriculture	Steering committee
5. From local governments, there is still a strong demand that the programme gets involved in agricultural production. The findings of the value chain assessment, the low yields and the non-availability of disease resistant cassava varieties underpin that need.	Steering committee
6. Cassava producers in Kigoma are largely disengaged from the value addition process. There is a high incidence of farmers selling their unharvested plots.	General
7. Despite the industrialisation drive in the country, the opportunity for cassava use in industrial processes has not matured yet. The immediate opportunity is in regional food markets where demand is already proven	General
8. Most agricultural market information systems have failed to outlive their sponsoring projects due to lack of viable business model to sustain them	General
9. Social media, especially WhatsApp, represent a new opportunity for agricultural communities and value chain actors to generate and share valuable market information	General
10. Digital tools enhance the efficiency and timeliness of data collection whilst making it much easier to remotely supervise field staff and assure quality of their work inputs	LGA agriculture departments
11. Many storage structures built under DASIP remain unused because of a poor commercial location, ownership by village government and lack of market linkages. It is not the farmers that seek large storage capacity but private traders.	LG, MA
12. Lack of a financial services breeds adverse coping mechanisms and marketplace practices by farmers, i.e. selling of crops before they mature and selling of crops without value addition.	General

## 4 Annexes

### 4.1 Quality criteria

<b>1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment RELEVANCE: total score	A	B	C	D
	√			
<b>1.1 What is the present level of relevance of the intervention?</b>				
√	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
<b>1.2 As presently designed, is the intervention logic still holding true?</b>				
	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
√	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		

<b>2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFICIENCY: total score	A	B	C	D
			√	
<b>2.1 How well are inputs (financial, HR, goods &amp; equipment) managed?</b>				
	A	All inputs are available on time and within budget.		
	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However, there is room for improvement.		
√	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.		
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.		

<b>2.2 How well is the implementation of activities managed?</b>	
	<b>A</b> Activities implemented on schedule
	<b>B</b> Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
√	<b>C</b> Activities are delayed. Corrections are necessary to deliver without too much delay.
	<b>D</b> Serious delay. Outputs will not be delivered unless major changes in planning.
<b>2.3 How well are outputs achieved?</b>	
	<b>A</b> All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
√	<b>B</b> Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	<b>C</b> Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	<b>D</b> Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

<b>3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
<b>Assessment EFFECTIVENESS: total score</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
		√		
<b>3.1 As presently implemented what is the likelihood of the outcome to be achieved?</b>				
	<b>A</b>	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.		
√	<b>B</b>	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.		
	<b>C</b>	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.		
	<b>D</b>	The intervention will not achieve its outcome unless major, fundamental measures are taken.		
<b>3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?</b>				
	<b>A</b>	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.		
√	<b>B</b>	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.		
	<b>C</b>	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.		
	<b>D</b>	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.		

<b>4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).</b>				
<i>In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D</i>				
<b>Assessment POTENTIAL SUSTAINABILITY : total score</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
		√		
<b>4.1 Financial/economic viability?</b>				
	<b>A</b>	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.		
	<b>B</b>	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.		
√	<b>C</b>	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.		
	<b>D</b>	Financial/economic sustainability is very questionable unless major changes are made.		
<b>4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?</b>				
	<b>A</b>	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.		
√	<b>B</b>	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.		
	<b>C</b>	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.		
	<b>D</b>	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.		
<b>4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?</b>				
	<b>A</b>	Policy and institutions have been highly supportive of intervention and will continue to be so.		
√	<b>B</b>	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.		
	<b>C</b>	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.		
	<b>D</b>	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.		
<b>4.4 How well is the intervention contributing to institutional and management capacity?</b>				
√	<b>A</b>	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).		
	<b>B</b>	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.		
	<b>C</b>	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.		
	<b>D</b>	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.		

## 4.2 Decisions taken by the steering committee and follow-up

Decision					Action			Follow-up	
N	Decision	Identification period	Source*	Actor	Action(s)	Resp	Deadline	Progress	Status
1	Make selection of 1 candidate amongst proposed list of potential private agro-business representatives by email.	Oct-16	JLPC	JLPC	list proposals submitted to steering committee	JLPC	2017-Q2	decision pending 2017-Q1 next steering committee	CLOSED
2	Inform LIC about the agreement of the functional split for the cassava value chain and make a follow-up of the LIC board decisions	Oct-16	JLPC	JLPC	implemented	PIU	2017-Q2	LIC board meeting sat in Dec 2016 and approved the functional split between LIC and SAKIRP	CLOSED
3	While respecting the procedures, expedite the signing and implementation of grant agreements.	Oct-16	JLPC	JLPC	value chain assessment will outline requirements for services. The farmer and partner diagnostic survey will identify the best potential visits and agreements	PIU	recurrent	grant agreements are very eleaborate- the TOR micro finance grant are now at HQ for approval - auditors recommended the administration section moved to the Tanganyika Water Basin Authority in June 2017	ONGOING
4	Meeting with Tanganyika Water Basin Authority to avail office space SAKIRP & water programme so that movement can take place asp	Oct-16	JLPC	JLPC		AFD, TWBA	2016-Q4		CLOSED
5	Distribute a copy of the project implementation manual to the participating districts	Oct-16	JLPC	JLPC	adjustments allowances & streamlining other projects in Kigoma region pending	PIU	30/07/2017	pending streamlining allowances for DFP and ward extension officers	CLOSED
6	In function of the outcome baseline survey, adjust the TOR of district focal point and share with DEDs of the selected districts before submitting to the next steering committee	Oct-16	JLPC	JLPC	TOR of district focal points DFPs were dispatched by project coordinator.	PIU	2017-Q2	TOR were reviewed and agreements reached with 3 districts for replacements DFPs. Uvinza has a shortage of staff at agricultural department which affects the availability and choice	CLOSED
7	Review and approval progress and expenditure report 2016 S2 and provisional plan and budget 2017 by email to allow for more time for the implementation of the baseline so that the final strategic plan can be submitted to the steering committee of May 2017	Oct-16	JLPC	JLPC	draft annual plan and report in progress	PIU	01/02/2017	draft plan implemented	CLOSED

Decision					Action			Follow-up	
N°	Decision	Identification period	Source*	Actor	Action(s)	Resp	Deadline	Progress	Status
8	Co-opt steering committee member of the agri-business sector	Mar-17	JLPC	JLPC	Contact the management of the Agricultural markets development trust (AMDT) to see whether they are interested and have time to participate in the SAKIRP steering committees. If AMDT cannot commit, the East African Grain Council should be contacted.	PIU	01/06/2017	Martin Mgallah - Market Systems Manager of AMDT has been appointed as the private sector representative on SAKIRP steering committee	CLOSED
9	Provide 1 additional office in regional block	Mar-17	JLPC	JLPC	Check availability office	RAS	30/04/2017	With the opening of 2 cluster offices - NTAs will move to Kakonko and Kasulu - there is no need for additional space in RS anymore. But RAS availed additional room which is appreciated. Kakonko and Kasulu	CLOSED
10	Resolve human resource bottleneck at agricultural department in Uvinza district	Jul-17	JLPC	JLPC	reinstatement suspended staff / transfer within region or support Permanent Secretary PORALG	RAS	31st Aug 2017	new DFP was appointed, suspended agricultural staff was reinstated by DED Uvinza	CLOSED
11	Feedback on performance of district extension system	Jul-17	JLPC	JLPC	review performance ward extension workers and remuneration package	PIU	01/01/2018	performance extension workers is closely monitored with Kobo toolbox - regular updates on implementation are shared with all	ONGOING
12	Assess possibility of pilot bean grading at farmer level for value addition	Jul-17	JLPC	JLPC	internet search appropriate technology, co-funding farmers & traders	PIU	30/03/2017	pending next bean harvesting season Jan 2018 - internet study done and companies contacted	ONGOING
13	Circulate recommendation of regional stakeholder meeting to members of the steering committee	Jul-17	JLPC	JLPC	forward	PIU	30/07/2017	previous were forwarded, minutes next regional stakeholders meeting in Jan will be forwarded	ONGOING
14	PIU will review the projections in function of the results of the household baseline survey.	Jul-17	JLPC	JLPC	analysis data HH baseline survey	PIU	30/09/2017	pending report HH survey - Oct 2017 indicator matrix will be submitted to SC in February 2018	ONGOING

### 4.3 Updated Logical framework

The logical framework was updated after all the information of the household baseline survey, value chain assessment, end user market surveys and value chain financing study.

**Project Goal:** Indicators on volume traded and share of agriculture contribution to regional economy was dropped, due to the anticipated difficult in measurement as currently we have limited data because much of the trading activities for cassava and beans largely informal trade.

**Specific Objective:** Only two indicators were retained mainly; % increase of smallholders' income from cassava and beans as well as Added value in cassava & beans. However, for the income indicator it was emphasised that it should be disaggregated by gender.

**Result 1:** Indicators for this result were reformulated; % of farmers perceiving cassava and beans buyers as trustful business partners and % of traders perceiving farmers as sufficient suppliers of cassava and beans

**Result 2:** Here two indicators on public investment in market infrastructures and % default rate was added

**Result 3:** Indicators were reformulated; proportion of farmers reported to have received useful extension services and proportion of traders satisfied with business development support services

**Result 4:** The indicator on capacity development was dropped and the rest of indicators were just rephrased. The rephrasing and development of new indicators under this result, ideally considered the position of farmers in VC in terms of productivity, economic integration & empowerment.

**Result 5:** Most of indicators have been rephrased and new ones added (i.e. % of smallholders' groups participating in structured marketing and % of farmers accessing objective market information)

### 4.4 MoRe Results at a glance

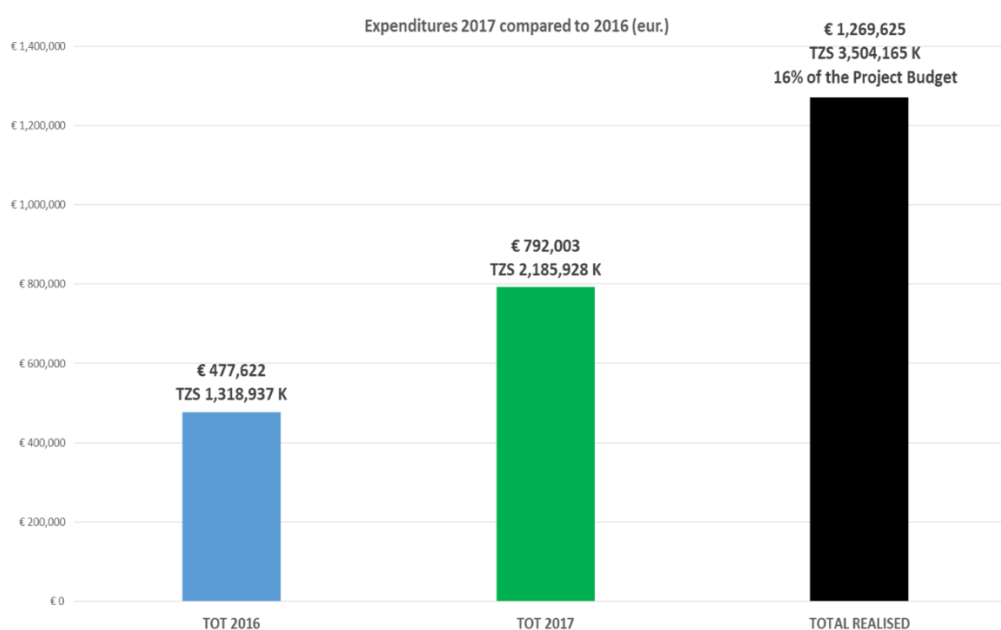
Logical framework's results or indicators modified in last 12 months?	Yes, as outcome inception phase and household
Baseline Report registered on PIT?	Baseline report is still being improved. A draft version was posted on PIT and Go-fast.
Planning MTR (registration of report)	2019-Q1
Planning ETR (registration of report)	2020-Q2
Backstopping missions since	last backstopping mission was in 2017-Q2

## 4.5 “Budget versus current (y – m)” Report

See separate PDF annex – FIT extract.

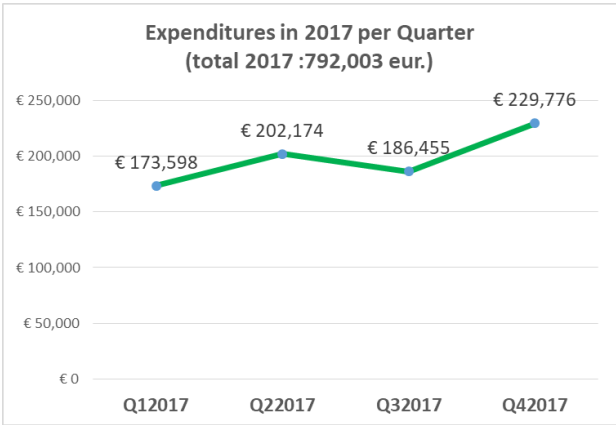
euro	Budget	Expenditure		Balance	Disbursement rate at the end of 2017
		Previous years	Year covered by report - 2017		
A activities	4,260,000	€ 8,908	€ 338,072	€ 3,913,020	8%
Output 1	312,000	€ 4,012	€ 109,694	€ 198,295	36%
Output 2	2,030,000	€ 0	€ 26,850	€ 2,003,150	1%
Output 3	585,000	€ 1,795	€ 84,534	€ 498,670	15%
Output 4	852,000	€ 3,102	€ 38,279	€ 810,620	5%
Output 5	481,000	€ 0	€ 78,715	€ 402,285	16%
B ITA's/NTA's	2,054,400	€ 157,706	€ 331,441	€ 1,565,253	24%
X Budgetary Reserve	93,050	€ 0	€ 0	€ 93,050	0%
Z General means	1,592,550	€ 311,008	€ 122,490	€ 1,159,052	27%
<b>Total</b>	<b>8,000,000</b>	<b>€ 477,622</b>	<b>€ 792,003</b>	<b>€ 6,730,375</b>	<b>16%</b>

2017 Expenditures represent a progression of 66% compared to 2016, and 16% of the overall Project Budget has been consumed:

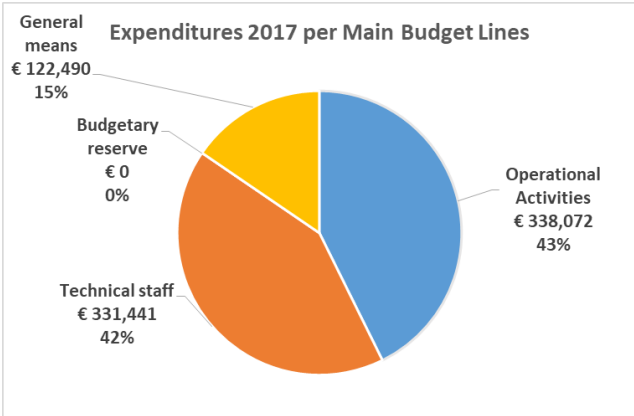




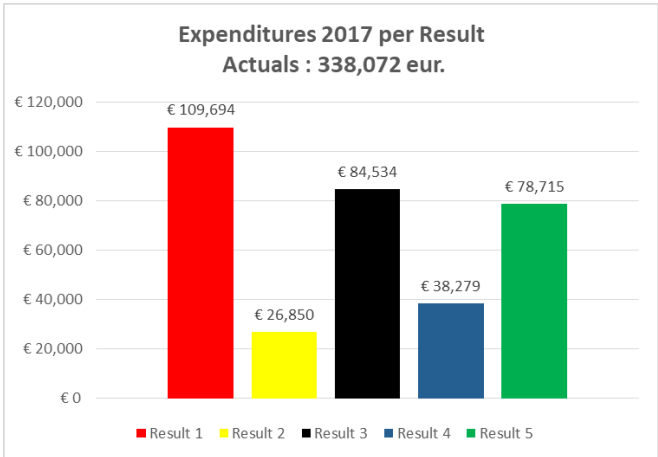
The repartition of expenses per quarter throughout the reporting period is as follows:



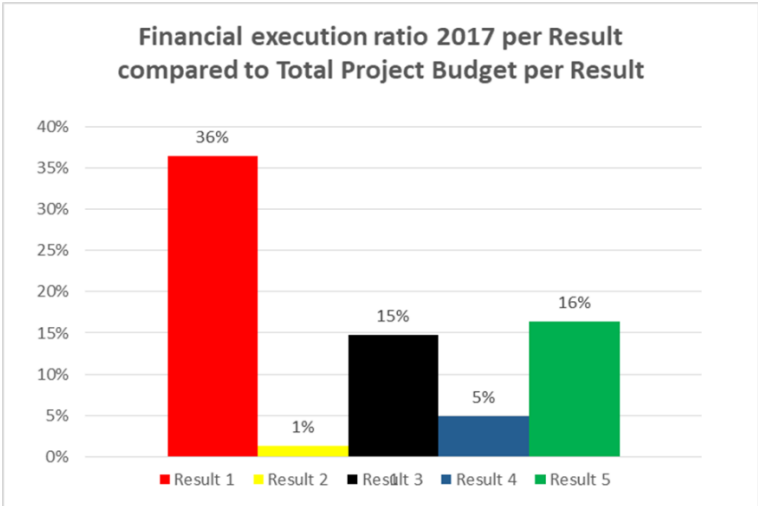
The Activities represent 43% of the expenditures in 2017, with 338.072 Euros:



The Expenditures per Result in 2017 is split as follows:



Below is the execution ratio in 2017 for each result:



The Project Financial Plan for the following year targets 1.2 M Euros, with an overall budget execution of 31%:



## 4.6 Communication resources

### Extension materials

- Posters cassava mosaic virus & brown streak virus (reprinted with permission CRS)
- Leaflets cassava mosaic virus & brown streak virus (reprinted with permission CRS)
- Cassava cultivation (adapted from the original Meda brochure)
- Manual on cassava cultivation
- Manual on bean cultivation

### Tools

- Diagnostic tools for the assessment of farmer and partner organisations
- Questionnaires for market surveys of beans and cassava
- Written tests and interview questions for the selection of technical advisers
- Kobo toolbox for data collection and performance monitoring of field workers
- Training manual Kiswahili – farming as a business
- Quick survey priority ranking rural markets
- Map Kigoma region

### Reports

- Value chain assessment beans in Kigoma region
- Value chain assessment cassava in Kigoma region
- Market study: cassava Burundi & Uganda
- Market study: cassava Rwanda
- Market study: beans in Tanzania
- Household baseline survey Kigoma region 2017
- Quick scan of cassava pest and diseases 2017
- Value chain financing assessment for cassava and beans in Kigoma region
- Credit preparedness in Kigoma region

### Technical specifications

- TORs of high quality were developed for the value chain assessment and the market surveys of beans and cassava.
- Criteria for selection of lead farmers.