



Investing in rural people

United Republic of Tanzania

Agricultural Sector Development Programme - Livestock Zanzibar

Supervision report

Main report

Appendices and working papers

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Abbreviations and acronyms

ASAP	Adaptation for Smallholder Agriculture Programme
ASDP-L	Agricultural Sector Development Programme – Livestock
ASFT	Agricultural Sector Facilitation Team
ASSP	Agriculture Service Support Programme
AWPB	Annual Work Plans and Budget
BEO	Block Extension Officer
CAHWs	Community Animal Health Workers
DADO	District Agricultural Development Officer
DAS	District Administrative Secretaries
DFF	District Farmer Fora
DLO	District Land Officer
EIT	Efficient Irrigation Technologies
FFs	Farmer Facilitators
FFS	Farmer Field School
ISM	Implementation Support Mission
KATI	Kizimbani Agricultural Training Institute
KM	Knowledge Management
LGA	Local Government Authority
M&A	Monitoring and Assessment
M&E	Monitoring and Evaluation
MANRLF	Ministry of Agriculture, Natural Resources, Livestock and Fisheries
MIVARF	Marketing Infrastructure, Value Addition and Rural Finance Support Programme (IFAD)
PDA	Participatory Diagnostic Assessment
PDO	Programme District Officer
PIA	Participatory Impact Assessment
PIM	Project Implementation Manual

A. Introduction¹

1. This Aide Memoire presents the recommendations of the 13th Joint Implementation Support mission which was carried out in October 2016. In consultation with the Ministry of Agriculture, Natural Resources, Livestock and Fisheries (MANRLF), the mission:

- Reviewed the implementation status of the last ISM's recommendations and improvements made since then, and addressed issues that are still pending;
- Assessed overall programme performance and outreach;
- Reviewed progress in executing the 2015/16 and 2016/17 AWPBs and proposed measures to improve implementation performance during the remaining project period;
- Assessed ASDP-L's preparedness for completion, including the hand-over process, and proposed adjustments to exit strategy to ensure sustainability, and;
- In conjunction with relevant programme stakeholders, identified and discussed actual and potential/emerging problems and constraints, and agreed on solutions, changes or adjustments and accountability for their implementation.

2. The implementation support mission worked in-country in the period from 3 to 14 October 2016, and liaised with the Principal Secretary of the Ministry of Agriculture, Natural Resources, Livestock and Fisheries (MANRLF), as well as key staff from the ministry and districts, service providers, civil society and community representatives. Field visits were conducted in Unguja: Central district (Ubago, Dunga, Mpapa, Machui), West 'B' district (Fumba, Kisakasaka), North 'A' district (Kibokwa, Tazari) and on Pemba in: Wete district (Kisiwani, Weni, Madenjani, Kinyikani), Chake Chake district (Mchanga wa kwale, Vitongoji, Wawi, Limani), Micheweni district (Bule, Shumba), Mkoani district (Mkoani DFF, Kendwa, Wambaa, Mzingani, Mjimbini, Mgagadu) in close collaboration with the programme management and PDOs. Both in Unguja and Pemba discussions were held with District Farmer Fora, Farmer Facilitators (FF) and Community Animal Health Workers (CAHWs). MIVARF National Programme Coordinator and Zanzibar Coordinator were present in several meetings held with MIVARF team.

3. The mission wishes to extend its most sincere thanks and appreciation for the courtesies, cooperation and hospitality extended by the staff of Ministry of Agriculture, Natural Resources, Livestock and Fisheries, as well as the programme facilitation team and representatives of FFS, CAHWs, Farmer Facilitators (FF), Farmer Fora and MIVARF programme.

4. The Agriculture Service Support Programme (ASSP) and Agriculture Sector Development -Livestock Programme (ASDP-L) have been jointly implemented as one project since 2007. The objective of ASSP and ASDP-L is to improve economic returns to smallholder farmers, fisher-folk and rural economically active poor households and thus increase their incomes and reduce poverty. Programme activities are guided through empowerment of smallholder farmers using farmer field school (FFS) approach.

5. Continuous satisfactory performance of this project has led to an approval of additional finance of US\$ 3.9 Million in June 2015 together with a two years extension of ASDP-L with a new closing date of September 2017. The purpose of additional financing was to close the financing gap for the ongoing sub-programme, while at the same time implementing strategic interventions along three main lines of activities:

- i. Sustainable agricultural intensification based on the FFS approach

¹ Mission composition: The mission consisted of Francisco Pichon Country Director, Team Leader; Mwatima Juma, IFAD Senior Country Programme Officer, Assistant team leader and institutional specialist; Eva Jordans, Community Empowerment, IFAD consultant; Isabelle Lagailarde, Value chain Development specialist IFAD consultant; Aimable Ntukanyagwe, Country Programme Officer and Livestock specialist; Emmanuel Batamuzi, Dairy and extension specialist, IFAD consultant; Janvier Gasasira, Programme Management specialist, IFAD consultant; Masahiro Kishi, Procurement specialist, IFAD consultant; and Christian Hakiba, Financial Management specialist, IFAD consultant. Rachele Arcese (who supported the mission's work on gender and KM), Marie Clarisse Chanoine (on NRM), and Jeremiah Kisusi (UNV on Procurement), are ICO staff who participated in the mission for training and exposure, and contributed to thematic areas under the supervision of the team leader and/or consultants. The mission was also accompanied by staff from the IFAD Research and Impact Assessment Division (RIA), Alessandra Garbero, Senior Econometrician and Pierre Marion, Research Analyst for preparation of the project for the upcoming IFAD-led impact assessment. Prof. Amon Mattee, consultant for the Participatory Impact assessment also joined the mission.

ii. Development of FFS-based enterprises

iii. Strengthening District Farmer Fora to constitute an apex association of small-scale farmers and livestock keepers

6. The last Joint Review and Implementation Support Mission was held from 7 to 20 December 2015 to assess the overall progress in implementing the actions, principles and recommendations agreed upon for the extension of the programme, and provide implementation support where needed. This mission was followed by two support missions undertaken in January and March 2016 to assist the programme in implementing agreed actions on Monitoring and Evaluation (M&E), revising the Project Implementation Manual (PIM), defining steps for reformation and strengthening of District Farmer Fora (DFF), preparing a step-by-step approach for the Participatory Impact Assessment (PIA), fine-tuning the categorization of FFS-based groups presenting an opportunity for enterprise development and access to start-up grants, and developing a 9-month operation plan to fast-track technical, financial and marketing support to eligible FFS-based enterprises.

7. ASDP-L is soon reaching its **completion date on 31 March 2017**. Critical actions need to be taken to ensure that the project's extension phase will achieve its objectives and an effective exit strategy and hand-over process is in place to ensure sustainability of the impacts and processes initiated by the programme. This mission is therefore instrumental for ASDP-L's last six months of implementation and consequent preparedness for completion and subsequent closing.

8. The 13th joint review and implementation support mission provided implementation support for activities undertaken in the nine and half months period from mid-December 2015 to end of September 2016.

B. Overall assessment of ASDP-L implementation

9. The programme (ASFT) continued to show commitment in coordinating and managing implementation of the planned project activities with budget execution of 74% percent for 2015/2016 AWPB and 13.3 percent for 2016/2017 AWPB. Over the past year the programme has achieved notable progress on most of its activities and the progress in implementation since the last implementation support supervision mission December 2016 is thus considered *satisfactory*. However, the mission is concerned by the lack of progress in support for business enterprise development which is a core element of the additional financing and extension of the ASDP-L programme. This weakness can be attributed to continued focus on production and productivity to the detriment of quality enhancement and market access and also to a lack of practical experience in agribusiness development at ASFT level. The changes in the political system during the course of extension also had impact on progress of the programme.

10. Both the FFS for the existing groups as well as the new FFS groups are based on a thorough needs assessment of the beneficiaries and are implemented according to schedule. Farmers are motivated and ready to learn more in the second phase of FFS (FFS2), adopt technologies (such as communal cow and goat sheds, drip irrigation) and develop their livelihoods further through value addition activities and improved marketing. The turn-around of dysfunctional DFF into promising energetic and focused fora representing farmers at District level is a huge achievement, as they are now viewed as key actors to voice farmers' needs in backward and forward market linkages, engage local authorities and development organizations, and thus ensure continuity of farmers' development.

11. Sustainable livestock intensification was done by introducing the right breeds of cattle, goats and poultry but feeding systems and market access were not well addressed and still deserve dedicated efforts on the part of the programme. The mission observed that service delivery has improved tremendously thanks to CAHWs and the transferring of a veterinarian to Pemba. However, for private sector investment in marketing and processing ground work has been done, but this has not yet lived up to the expectations regarding actual achievement.

12. The financial management systems of the programme are rated *moderately satisfactory* in view of the issues noted in the internal control environment, the financial reporting and the funds flow. In particular, the counterpart funds for 2016/17 are yet to be provided to allow for an effective completion and closing of the Programme. For the remaining implementation period of the programme, the ASFT

and MANRLF are called upon to dedicate particular efforts in mobilizing the counterpart funds that are needed until completion and during the winding-up period.

13. The programme's greatest challenge remains the operationalization of the new strategic approach of the extension phase in the field of support to viable FFS-based enterprises. There is a high risk that the project will neither achieve any result nor have impact in terms of business development, unless the project gives it the highest rank of priority and concentrates all efforts in fast-tracking the (a) contracting of the business coaches, (b) finalization of the business plans for high potential groups and (c) disbursement of start-up grants combined with close monitoring and support from the business coaches.

14. On a more positive note, the mission notes with high satisfaction the strong commitment made by the MANRLF, the ASDP-L team, and the MIVARF team, to implement practical ways of cooperation in order to deliver a sound exit strategy for ASDP-L, while at the same time pass on ASDP-L's wealth of experience and concrete achievements in the field to help resolve the challenges currently met by MIVARF in Zanzibar.

Agreed action	Responsibility	Agreed date
Revise AWPB 2016/2017 in line with the agreed actions from this 13 th Joint Implementation support mission with activities that will be finalised within the remaining time of programme implementation (up to March 2017) and activities to be implemented within closing period March-Sept 2017	ASDP-L – ASFT	October 2016

C. Outputs and outcomes

Component 1: Farmer empowerment

Outcome 1: Social inclusion in FFS is broadened and existing FFS are strengthened

15. The mission assessed the progress of activities under component 1, including the selection and implementation of new FFS curricula for existing FFS groups and the process of development of new Farmer Field Schools groups.

16. **FFS training sessions for 300 new groups.** The programme conducted the first session of the farmer led/second year with 15 sessions of the FFS in ten programme districts. Participatory Diagnostic Assessment (PDA) was done and 24 extension led FFS training sessions were facilitated for the new FFS in the last FY with a focus on crops livestock integration.

17. **Existing FFS groups.** Existing FFS groups were given the chance to participate in a refresher FFS training in the last FY – a total of 12 training sessions were organized with a focus on crops livestock integration. The last ISM acknowledged that not all FFS would need to participate in this. After the programme's assessment, 1,192 old FFS were interested in participating. The programme for the existing groups addressed the revised strategic focus of the extension phase – notably sustainable agricultural intensification, by focusing on the interconnection between agriculture, nutrition and agro-ecological aspects, as well as development of FFS based enterprises to effectively integrate member households into local markets.

18. The previous ISM advised the programme to select the FFS commodity/activity on the basis of a needs analysis. The following commodities/activities reflected in the table below were consequently selected by the existing groups.

First FFS	Number of groups		Second FFS	Number of groups
Crop production	678	➡	Livestock	530
		➡	Crop production	137
		➡	Business/processing	25
Livestock	522	➡	Crop production	334
		➡	Livestock	158
		➡	Business/processing	8

Total	1200		Total	1192
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19. These figures show that a majority of the existing groups (72%) went from crop to livestock or *vice versa* and the remaining 28% choose to remain with crop or livestock or to move into value addition through business development or processing.

20. **Adaptation of FFS curriculum.** FFS curriculum was revised. Both BEOs and existing FFs, as well as new FFs were trained on the new curriculum using available technical expertise at Ministry level. The curriculum now includes skills to understand cost-benefit analysis, production costs and returns and on that basis identify areas for improvement and opportunities for enterprise development.

21. **Promotion of the agro-ecological concepts and the evolution of the FFS approach.** In close collaboration with experts from Kizimbani Agricultural Training Institute (KATI) and MANRLF, the FFS facilitator refresher training and curriculum have been reviewed so as to reflect soil fertility management and climate smart-agriculture considerations.

22. The mission recognizes prevailing good practices in sustainable agricultural production especially in Pemba where a growing number of individual farmers have embraced organic farming. The principles include the understanding of dynamics of ecosystems (feeding both plants and soil), the making of compost, intercropping, hedging, mulching, soil water retention to improve productivity and soil fertility; to name a few. After embracing organic farming, FFS members in Pemba took the initiative to organize learning visits to successful peers. Thus, the mission recommends organizing learning visits from Unguja to Pemba which will strengthen ongoing learning process in Zanzibar by fostering exchange of best practice.

23. **Organic farming** is creating a momentum and opportunities for increasing smallholder farmers' market access and incomes despite small scale farm sizes. Unfortunately, due to the variability of rainfall patterns, organic farming is mainly practiced during "Masika" long rains (March-April-May). To facilitate year-round crop production the programme needs to carry on the promotion of drip irrigation in the targeted areas and promote crop varieties more suited to local rain-fed conditions to extend production periods. Given the added value of organic products, the mission advises assisting programme beneficiaries in obtaining Tanzanian organic label in recognition of their work and for accessing niche market (e.g. hotels).

Agreed action	Responsibility	Agreed date
Organize study tour/ learning routes on prevailing organic farming principles in Pemba	ASTF	Continuous
Fast-track inspection and organic certification of the produce from selected farmers thus facilitating access to specific niche market	ASTF	Immediate

24. **Nutrition.** The mission is glad to observe progress on the recommendation made during the last mission to provide additional training on nutrition aspects. The programme reported to have held a six days' workshop in late June 2016 attended by 40 participants (26 males and 14 females) including PDOs, FFs and representatives for cassava, banana, vegetable, poultry and dairy groups. The training on nutrition was supported by the Nutrition Specialist of the MANRLF, whose expertise helped also the revision of the FFS curricula.

25. Nutritional aspects have been incorporated in the new curricula as cross cutting issues, ensuring (i) education on the nutritional values of the commodities cultivated by the each FFS, (ii) education on appropriate food preparation and storage techniques and eating habits in relation to the commodities cultivated by each FFS, promoting diet diversification.

26. The revised curricula are being gradually introduced and implemented through refresher trainings targeting existing FFS as well as newly established FFS. In order to upscale the adoption of behaviour change, the mission recommends producing communication kit/materials with the aim of disseminating nutrition related messages to promote adoption of essential nutrition practices.

27. The monitoring of malnutrition reduction remains, however, an area of concern. The programme refers to indicators at regional and district level, which do not necessarily reflect the programme target population at Shehia level. This meant that the status to date of Key Performance Indicators on malnutrition reduction must be considered indicative. Yet, the mission recognizes that the programme

plays an important role in reducing malnutrition through the increased productivity of commodities with high nutritional values (vegetables, crop, poultry and dairy products).

28. **ToT of FFS facilitators.** A ten-day ToT of FFS facilitators on the new strategic direction of the programme, including post-harvest handling, entrepreneur skills farming as a business and climate change skills has not yet been implemented. This is planned for the second quarter. This activity should be given the highest priority, as time till completion is short. Also, FFS sessions have for a large part already been conducted. ASFT is advised to focus this training on entrepreneurship skills and farming as a business, reduce the number of days and focus initially on those facilitators in areas with enterprise development, green light groups and who show an interest. The business coach to be hired could assist in developing the curriculum, and possibly assist in the first ToT.

29. **Exchange visits/Learning routes.** Selected members from FFS groups were involved in study tours in mainland, including visits to processors, dairy goats and livestock crop intensification programmes in Bagamoyo, Mbeya, Mwanza, Njombe, Mgeta, Morogoro and Dodoma. Exchange visits for new FFS groups to existing groups were also facilitated.

30. **Participatory research.** Currently two types of participatory research are on-going. The on-farm adaptation (trial) research of a newly introduced poultry variety Kuroiler from India and an investigation of micro-biological quality of milk produced by smallholder farmers. These two researches were already reported during the previous FY.

31. **Categorisation of FFS groups.** The programme team made a categorisation of FFS groups and identified promising 11-15 FFS based enterprises, considered the green category, and a further 10-15 in yellow category. The intention was to develop group business plans and make grant financing available. See below Outcome 3 for more details on progress.

32. **Preparation of knowledge management (KM) material.** This activity was already planned for in the 2015/16 AWBP. In view of the exit strategy and hand-over this activity should be given the highest priority. During a discussion with BEOs they emphasised the need to include many visuals in the material, as there are a good number of farmers who are illiterate. Also, the programme could consider a range of communication means, including documentaries or radio programmes. Once finished the material needs to be distributed widely, including District officers, BEOs, FFs, CAHWs and also DFF.

Agreed action	Responsibility	Agreed date
ToT of FFS facilitators on new strategic direction of the programme to be given highest priority – to focus this training purely on entrepreneurship skills and farming as a business, possibly reducing the number of facilitators to be trained	ASFT	Immediate
Preparation of leaflets and other knowledge material should be given high priority, as well as their wide distribution	ASFT	Immediate

33. **Support drip irrigation initiatives.** The programme planned a budget of TSh 80 million in AWPB 2015-16 to support drip irrigation initiatives with 40 farmers who should be primarily selected according to their technical and organizational ability to undertake advanced horticulture farming, as well as their access to water (e.g. existing wells, pumps, overhead tanks, etc.) as own in kind contribution. The mission is pleased to report that within the last half of FY15/16, the programme has managed to identify 60 farmers (50% above the target) and has finalized the procurement of appropriate equipment that will be distributed end of October 2016².

34. The previous mission also recommended to explore ways of combining this support with the start-up grant facility available for business incubation. In that line, the ASFT, through its FFS categorization exercise³, identified another 8 groups involved in vegetables and banana farming and

2 Note: Delays incurred in the release of drip irrigation kits by Zanzibar Tax Department, beyond the control of ASFT

3 The previous implementation support missions had defined the following categorization:

- i. "green-light" FFS-based groups: groups presenting the strongest capacity in terms of human, technical and financial resources to go immediately a step further and develop as full business entities through own investments and access to start-up grants;
- ii. "orange-light" FFS-based groups: groups needing to fulfil additional criteria before being ready to be supported in FFY2 of the programme through the grant facility;

presenting a potential to develop as an enterprise (see Section 3 below – Outcome 3). Further assessment showed that while these groups were indeed in need of Efficient Irrigation Technologies (EIT), none of them were strong enough to qualify for start-up grants (weak cohesion between members, lack of business vision). It was thus agreed to requalify these groups as eligible to drip irrigation support. Based on an average of 20 members per group, this means that another 160 farmers have been identified to benefit from this support, for an estimated budget of TSh 128 million⁴, which is line with the current AWPB 2016-17 (TSh 120 million planned for this activity).

Agreed action	Responsibility	Agreed date
Distribute drip irrigation equipment already procured to first batch of 60 farmers identified in FY15/16	ASFT	Immediate
Procure additional drip irrigation equipment for 160 farmers	ASFT, Procurement Officer	December 2016
Distribute additional equipment to 160 farmers	ASFT	January 2017

35. **Soil fertility management and erosion control.** Zanzibar (Unguja and Pemba) has six distinctive soil types: sandy soil; clay sandy soil; sandy clay soil; coral; deep and shallow loam. Each soil type requires specific practices to maintain soil health and structure and preserving natural resources. Any measures undertaken must be adapted to local soil physical conditions and the prevalent topography. It is critical to assess if specific sites have recorded issues of soil quality and erosion. The programme should then commission soil testing for the most critical sites. This will ensure sustainability of the FFS approach and will provide farmers with better knowledge on soil status and types of nutrients required for ensuring sustainable crop production and natural resource conservation.

36. In addition to the rapid population growth, Zanzibar is highly sensitive to climate variability related to delays and decreased intensity of rainfall patterns. This situation leads to land scarcity and poses a threat to both crop and livestock production (e.g. loss of soil fertility, soil erosion, water scarcity, etc.). At the beginning of training sessions, FFS facilitators should assist members in establishing their seasonal and climatic calendars so as to facilitate agricultural activities and foster the adoption of adaptation and mitigation measures.

Agreed action	Responsibility	Agreed date
Assess if specific sites have recorded issues of soil quality and then commission soil testing for the most critical sites	ASFT and KATI	December 2016
Establish seasonal and climatic calendars at FFS levels	FFS facilitator	Continuous

Outcome 2: FFS based networks and apex organizations assume a primary role in agricultural sector development, complementary natural resource management and participatory evaluation.

37. The ISM assessed progress of outcome 2, the reformation and strengthening of District Farmer Fora. Focus was their progress towards socially legitimate and effective representative organizations and definition of support activities in the remaining programme period.

38. During last year's ISM the programme confirmed the need to reform and strengthen the District Farmer Fora to be able to organize and perform its functions as an apex organization. In January a step-by-step approach was developed with ASFT. Consequently, the programme facilitated half day workshops with each DFF in both Pemba and Unguja, initially in two pilot districts of Mkoani and North A. Issues discussed included status and performance of that specific DFF, gaps and challenges identified, which paved the way for reformation of the Farmer Fora. The reformation involved a new election of the DFF committee, which stipulated the following rules:

- A maximum of 15 members (in order to be lean and focused);
- At least 2 representatives of Farmer Facilitators and two of CAHWs (in order to ensure outreach to FFS groups and livestock keepers);
- Representatives of commodity organisations (in order to ensure outreach to various commodity farmers);

iii. "red-light" FFS-based groups: groups that do not have viable enterprises options or sufficient group strength to realistically develop into an FFS business group during the remaining period of the programme.

4 Considering expenditures incurred in FY15-16 to support 60 farmers, the average cost is estimated at TSh 800,000 per head

- Representatives of shehia's without FFS groups (to broaden representation to all farmers in a district);
- Both men and women (in order to ensure attention to gender issues).

39. Following election and DFF reformation, a fifteen days training was conducted involving 150 representative DFF leaders from the ten programme districts. The topics covered in the training included: Roles and responsibilities of the District Farmer Fora, Organization and leadership skills, Governance, Preparation of strategic plans, Communication skills, Advocacy and mobilization skills, Participatory Monitoring and Evaluation and Gender and development.

40. The mission met four reformed DFFs (North A and Central in Unguja and Mkoani and Wete in Pemba), all consisting of 15 members. Among the reformed DFFs on average seven or eight are from the former DFF. Though only recently reformed, the mission was impressed by the focus, organisation, action plans, and the ability to carry out their responsibilities. During discussion they are very clear on their mandate and role, which in summary is described as functioning as "One voice for farmers". Their focus is on linking farmers to input, services and markets. All four DFFs prepared action plans, established good working relationships with PDO, DADO, DLO and are now using the offices at the District Agricultural offices that were rehabilitated by ASDP-L for their use. Most are registering members and handing out membership cards. The DFF in Mkoani has made official identification cards for the DFF committee. The DFFs have already achieved the following results:

- Linked paddy producers through DADO to mechanization services (North A)
- Managed to arrange input package on time for paddy seed producers (North A)
- Aggregate sales of banana and linking to a buyer from Chake Chake for a good price at a time that middlemen locally were offering a very low price (Mkoani)
- Dealing with cases of theft (livestock, seedlings) reported to DFF, which were resolved by linking to the District Police Commander, who managed to locate the thieves and resolve the conflicts (Mkoani)
- Mediation in instances of conflicts between crop farmers and livestock keepers (Mkoani)

41. The mission's concern is that not all DFF are equally strong yet. In Pemba the Chake Chake DFF is not yet as strong as the Wete and Mkoani DFF. West B DFF in Unguja is still weak. It only started to be formed and strengthened recently due to the split of West District into two districts.

42. Actions required: Design a follow-up step by step approach to cover the period up to the closing of the programme, including the following steps:

- Increasing DFF membership (possibly organise a membership competition with a prize for the DFF with most members)
- Specific focus and backstopping of DFFs with weaker performance, such as Chake Chake and West B. ASFT to assign one team member to conduct follow-up sessions with PDO/DADO with all DFFs, both on Pemba and Unguja
- Encourage DFFs to regularly meet each other (Pemba already started to meet quarterly) in order to learn from each other
- Assist DFFs in finding best ways to ensure transparency and communication to their members, notably on their results and financial management
- Increase their profile at District level: DFF to identify all ongoing agricultural development initiatives in the District and create a link to them, any new projects would need to consult with the DFF: DADO, PDO, DLO, DAS and DC need to be made aware
- Capacity building is planned on lobbying and advocacy and on quality control and standard measures enforcement. Both issues are considered important. To ensure their long-term sustainability it could be considered to add training on proposal writing, which they have requested.
- Coaching the DFF in applying what was learned on strategic planning: preparing practical strategic plans for the next three years
- Supporting the DFF in preparing an annual DFF budget: Income vs. costs and design a strategy how to achieve financial independence
- ASDP-L to financially support start-up. The budget caters for outreach (fuel) and DFF social networking. In addition it could be reviewed whether costs can be covered from the current budget such as renovation/repair of ITC equipment that is still there from previous DFF, possibly provision of laptops (1 to each DFF) and support to some PR costs such as a folder/website etc.

43. There is also progress in the formation of CAHWs/FF organizations, with now both CAHWs and FFs being organised into island wide organisations. The CAHWs organisation is relatively stronger, and was established first. One factor facilitating their organisation is that most of the CAHWs have secondary education, whereas FFs do not have that same education level. The CAHWs organisations have indicated their interest in being a partner for vaccination campaigns; they are actively preparing plans for opening pharmacies, and are interested to support some of their members in attaining higher education. They are active members of the DFF.

Agreed action	Responsibility	Agreed date
Develop and implement a step-by-step plan for support to the DFF covering the above mentioned steps	ASFT, PDO, DADO, DLO	Immediate
Assess possibility for further financial support during this start-up phase	ASFT	Immediate
Establish modality of hand-over of support to MIVARF after March 2017	ASFT, MIVARF Coordinator Zanzibar	Immediate
To raise DFF profile they need to be recognised as a key stakeholder in any on-going or future agricultural development programme in their District	DFF, ASFT, PDO, MANRLF	Continuous

44. **Support sensitisation meetings and mobilisation for establishment of producer, marketing and agro-processing association from FFS.** The programme conducted 10 meetings with FFS groups in order to mobilize them around the concept of forming producer/agro-processing entities engaged in collective marketing. Following last year's mission recommendation, the programme team used these meetings to extract business ideas, and feed them in the investment plans of groups categorized as green or orange-light. However, the mission wishes to re-emphasize that these general meetings are neither sufficient to fully understand the groups' vision nor prepare a sound business plan. The ASFT agribusiness officers need to engage into sustained, one-to-one discussions with these groups to help them refine their business ideas and develop a realistic plan that they fully own and understand.

Agreed action	Responsibility	Agreed date
Undertake one-to-one meetings with "orange-light" groups in order to help them reflect on the way they will operate, understand their costs and benefits, and ultimately own their business plan	ASFT, Agribusiness Officers with support from business coaches	Continuous, starting immediately

Outcome 3:

FFS member HHs secure market access and share in the profits from self-organized production, processing, marketing, and other sustainable enterprises; as well as contract farming; joint/multipartite ventures; and related initiatives.

45. Within the framework of the new strategic direction of ASDP-L extension phase, the development of FFS-based enterprises has been by far the most challenging intervention, since it implied engaging in a radical shift from mere production-led activities mostly related to yield increases to the wider picture of agricultural business development requiring to tackle post-harvest management issues, develop operational capacity of nascent enterprises and secure sustainable access to markets. The previous ISM acknowledged the difficulties encountered by the programme ASFT in evolving from "business as usual" (i.e. FFS training and provision of livestock through community sheds), to adopting a more proactive approach requiring direct interventions at enterprise level. To this effect, it was agreed that the programme will get additional support through specialised business coaches whose task is to provide hands-on support to FFS-based enterprises in the preparation and implementation of their business plan. This tailor-made assistance is to be combined with the provision of start-up grants for those groups who present a real potential to evolve into sustainable business entities and managed to develop a bankable business plan.

46. This approach was further developed during an IFAD follow up mission in early March 2016. Together with the ASFT team members in charge of M&E, Agribusiness, KM and Financial Management, the following was achieved: (i) the categorization of all FFS groups was fine-tuned, to identify "low-hanging fruits", especially "green-light" groups presenting the best potential to develop as an enterprise and thus qualify for start-up grants; (ii) The investment plans developed in a first stage

by ASFT through the RuralInvest Toolkit were reviewed and assessed, confirming the inevitable need to further strengthen them with the support of external expert advice in the form of business coaches; (iii) the TORs for three business coaches in the field of dairy, cassava and post-harvest/market linkages were fine-tuned; (iv) This led to the participatory drafting of a 9-month action plan with key milestones as follows:

- i) Cassava and dairy business coaches contracted by end of April 2016;
- ii) Internal review of business plans developed for green-light groups finalized by end of June 2016;
- iii) Data collection for orange-light groups finalized by end of June 2016;
- iv) Post-harvest/Market Linkage coach contracted by beginning of July 2016;
- v) Disbursement of start-up grants for green-light groups (first batch) made by mid-July 2016;
- vi) Hands-on support to first batch of grant beneficiaries provided by business coaches up to December 2016 (10 weeks);
- vii) Disbursement of start-up grants for orange-light groups (second batch) made by mid-October 2016;
- viii) Hands-on support to second batch of grant beneficiaries initiated by business coaches from November-December 2016 (6 weeks), to be continued and completed early 2017.

47. As of October 2016 none of these milestones have been achieved. The delays started with the actual recruitment of the business coaches, who's TORs were only submitted to IFAD for NO (single source procurement) at the end of June 2016. It took another two months to launch the invitations for proposals (issued on 12 September 2016), and all three proposals were finally received end of September 2016. Ultimately, since the whole of the implementation process of the action plan was closely depending on business coach support, the programme has not yet recorded any progress in the development of FFS-based enterprises, and the related budget thus remained almost 100% unspent in FY15/16 as well as during the first quarter of the current FY.

48. Yet, the comprehensive investment plans that ASFT managed to develop through RuralInvest, and the field visits undertaken during this mission, have shown that opportunities and demand for business development do exist, for instance:

- the CAHWs Associations registered at District level have the potential to develop sustainable mini-pharmacies, as evidenced in Wete District (Pemba);
- two dairy milk collection centres have proved their ability to federate a large number of producers and will definitely add value to their product if they get support in appropriate storage and cooling equipment;
- two out of three cassava groups are already equipped with processing equipment and will certainly capitalize on business coach support to refine their operational organization and technical skills and develop a marketable product;
- it is not too late in season to support the paddy seed producer group in its plan to develop and market its own paddy QDS brand in Zanzibar;
- and the strong Pemba Vegetable Grower Association visited during the course of this mission would certainly benefit from an ASDP-L start-up grant to complement their contribution to the establishment of a central collection/market centre;

49. The mission is concerned that the ASFT did not pay adequate attention to ensure timely implementation of the 9-month action plan, and rather opted to give priority to other production-led activities. There is now a high risk that the programme will not achieve any result nor have any impact in terms of business development, unless the programme gives it the highest rank of priority and concentrates all efforts in fast-tracking a) the contracting of the business coaches, b) the finalization of the business plans for above mentioned groups and c) the disbursement of start-up grants combined with close monitoring and support from the business coaches.

50. **The way forward.** The programme team has confirmed its commitment to make up for time lost and a strategy was defined during this mission to ensure that whatever is realistically achievable within the next 5 months will be implemented, as described below.

The ASFT will focus as a priority on the eight green-light groups that have been confirmed as eligible for start-up grants, i.e. two dairy collection centres⁵, two veterinary mini-pharmacies⁶, three cassava processing groups⁷, and one paddy seed production group⁸. A review of the business coach proposals confirmed that for two of them (dairy and post-harvest/market linkage coaches), the proposed activities and budget match the programme's expectations and the mission thus recommends to go ahead, submit their final contract for IFAD NO and then sign their contract without further delay so that they become operational by end of October 2016. As for the cassava business coach, whose proposal is by far exceeding the programme's budget, the ASFT will engage into price negotiation with the Procurement Officer in the driver's seat. Should the bidder refuse the budget proposed by the programme, a new single-source procurement should be initiated with another suitable candidate.

- The dairy business coach will be requested to focus on the two dairy collection centres. It was agreed that the start-up grants will be used for investments in equipment related to collection and storage, a pre-requisite before the groups can consider venturing into milk processing;
- The post-harvest and market linkage coach will focus first on the paddy seed production group in Unguja, in order to ensure availability of working capital through start-up grant before the planting season due in January 2017. In a second stage, the mission recommends coaching intervention and grant disbursement in Pemba for the establishment of Wete mini-pharmacy. This work should be combined with the support to Pemba Vegetable Growers Associations in a) forging direct supply contracts with hotels and b) identifying opportunities for grant support to their planned market centre. In a last stage, hands-on support will be provided to Unguja mini-pharmacy;
- The cassava business coach, who will probably be hired a little later, will be directed to start with the two cassava processing groups in Pemba, while the programme ASFT will further engage Machui group in Unguja to further refine their intended way of operation.

51. Then on top of these eight "green-light" groups, and based on achievements made in the first two veterinary mini-pharmacies, the programme should consider the financing of an additional eight mini-pharmacies, so that all CAHWs Association in the 10 districts in Zanzibar enjoy this type of facilities. This activity is fully in line with the budget planned for FY16/17 (TSh 200 million for 10 mini-pharmacies).

52. As for the remaining three "green-light" groups originally identified in the current AWPB, the mission concurs with ASFT that they should be re-qualified as follows: the two Vitongoji (Chake Pemba) and Mwera (West A Unguja) vegetable groups, who are still struggling to define a sound business strategy but have already invested in access to water will be supported through EIT (see section above – Support drip irrigation initiatives); the agricultural input shop programme will be moved to the "orange-light" category and undergo thorough assessment to ascertain its viability and sustainability.

53. Among the "orange-light" groups, eight of them (3 in banana, 5 in vegetables) will be re-qualified to get EIT support, while the rest will need further refinement to again ascertain their capacity to develop into sustainable enterprises. Considering the delays incurred in the recruitment of business coaches, it is anticipated that very few or even none of the orange groups will be able to benefit from start-up grants before programme completion in March 2017. However, the objective is to have sound business plans developed by then, and ready to be handed over to MIVARF for complementary support through its rural finance and/or value addition components (see below section F – Sustainability/Exit Strategy).

54. In terms of budget, the reduction in the number of business plans to be supported by start-up grants from 30 originally planned in FY16-17 to about six (excluding the veterinary mini-pharmacies funded under another line of budget), means that a substantial amount will remain unspent at project completion, unless it is reallocated to other activities such as support to drip irrigation and/or

5 Dairy collection centers: Kisiwani in Wete Pemba and Mpapa in Central Unguja

6 Veterinary mini-pharmacies: Mangapwani in North B Unguja and Machomanne in Chake Pemba

7 Cassava processing: Machui in Central Unguja, Kinyikani in Wete Pemba, Makombeni in Mkoani Pemba

8 Paddy seed production: Kisongoni in North B Unguja

intensification of business coach contracts (currently set at 10 weeks spread until March 2017). This could be particularly useful with the post-harvest/market linkage coach, in view of the number of projects he will have to support.

Agreed action	Responsibility	Agreed date
Sign contracts of dairy and post-harvest/market linkage coaches	ASFT, MANRLF	Immediate
Engage price negotiation with cassava business coach, and either sign contract (if price agreement) or launch second single source procurement after submitting for IFAD No Objection	ASFT, Procurement Officer	Immediate
Upon recruitment of dairy business coach, disburse start-up grants for 2 dairy collection centres	ASFT, Finance Manager	November 2016
Upon recruitment of post-harvest/market linkage business coach, disburse start-up grants for 2 veterinary mini-pharmacies and paddy-seed group	ASFT, Finance Manager	November 2016
Upon recruitment of cassava business coach, disburse start-up grants for three cassava processing groups	ASFT, Finance Manager	December 2016
Dairy business coach supports implementation of BPs in Pemba, followed by Unguja	ASFT, M&E and Agribusiness Officers	On-going, starting Nov 2016
Post-harvest/market Linkage coach supports implementation of BPs in Unguja (paddy seeds) followed by Pemba (mini-pharmacy) then Unguja (mini-pharmacy). While in Pemba, business coach also supports Vegetable Growers Association to enter into supply contracts with hotels and fine-tune BP for potential financing through start-up grant. Once first two mini-pharmacies are on track, support additional 8 to cover all 10 districts in Zanzibar	ASFT, M&E and Agribusiness Officers	On-going, starting Nov 2016
Cassava business coach support implementation of BPs in Pemba, followed by Unguja	ASFT, M&E and Agribusiness Officers	On-going, starting Nov 2016
Examine opportunity and justification for intensifying contract of post-harvest/market linkage coach	ASFT, M&E and Agribusiness Officers	December 2016
Re-qualify three "green-light" vegetable groups to access EIT	ASFT, M&E	Immediate

Component 2: Technical support to livestock development

Outcome 4: Sustainable livestock development achieved through intensification and diversification of production

55. **Livestock intensification.** The main objective of livestock intensification is to increase the use of inputs and services in order to increase the output quantity and value per input. In dairy production systems therefore proper investment in the form of breeds of cattle or goats that are efficient converters, proven feeds and feeding systems coupled with proper marketing systems, are a prerequisite for intensification. In this regard crossbreeding for dairying is a major tool in intensification of cattle and goat production. The mission was informed that cross-breeding programmes are in place in form of support to AI services, establishment of a total of 12 cow shed and similar number of goat sheds for both Unguja and Pemba. In addition livestock based FFS have some cross bred animals. However, the mission noted that in the period under consideration, the aspect of feeds and feeding systems for the FFS as well as the cow and goat shed visited, have not been fully addressed. The mission reiterated its earlier recommendation of hands on training on livestock feeds and feeding systems to members of livestock FFS and cow/goat sheds so as to fully exploit the production potential of cross bred cows and goats. To be worthwhile, intensification has to be sustainable. Sustainability is possible under the crop-livestock integration, which is among the intended outputs in the second phase of support to ASDP-L. It was noted however that crop-livestock integration has not been fully utilized to the extent that would have brought about the expected benefits.

56. **Market access.** The mission observed that market access, a key requirement for sustainable intensification, has not been addressed. In many of the communal cow and goat sheds animals are heavily pregnant and others have started calving/kidding. It is thus expected that there will be an increase in amount of milk produced. Furthermore there will be an increase in the calf/kid crop most of which will be given to new beneficiaries in the second round. After a short period of time there will be further increase in milk production. It is imperative that preparations for marketing the bumper produce/harvest from dairy investment should have started. It was noted that members of a limited number of communal cow/goat sheds and FFS have been trained on marketing issues and an even smaller proportion on preparation of business plans. There is therefore an urgent need to address this

aspect of sustainable intensification. However, given the limited timeframe before the end of ASDP-L there is a need to request Heifer Project International (HPI) to take up this challenge. The institution has successfully revolutionized communal cow sheds and associated milk hubs in Rwanda and thus can help organise milk collection, quality control, storage, marketing as well as value addition.

57. The Mission noted with satisfaction that the number of livestock FFS has increased from 522 to 622. Most of these FFS have dairy cattle and poultry enterprises that have been mainly used for training to build their capacity to increase production and productivity. In addition the establishment of cow sheds, goat sheds and poultry initiative are all geared towards organizing farmers as effective group-based enterprises. Despite these breakthroughs in organizing farmers, they are still far from becoming effective enterprises. Effective enterprises focus on working to attain the desired results. The desired result in the context of ASDP-L is improved group members' livelihoods because of increased production and productivity. This is expected to translate into increased income, a key factor in livelihood improvement. To be effective therefore they need a full package on making farming a business. They should also be able to effectively take full advantage of working together as a team including sourcing for markets for their produce together, looking for services and inputs as a group. This approach tends to increase their bargaining power and allows for reaping fruits of economic and social empowerment. As programme closure date is approaching there is need for an exit strategy that will prepare ground for taking over unfinished capacity enhancing tasks including making dairy cattle farmers and poultry keepers' effective group-based enterprises. The Mission recommends that in the remaining period ASFT should scale-up capacity enhancement of poultry keepers in areas of proven production and marketing through their associations/farmer fora. Resources set aside for poultry initiative in participatory research can be used to support this felt need. In case of dairy cattle farmers, the Mission recommends that ASFT should link them to a new project coordinated by HPI. Under HPI farmers' capacity to collect, store, control quality, process and market dairy products and by-products will be sustainably built.

58. **Support to community cattle and goat sheds.** The programme has supported the establishment of 12 community dairy cattle sheds (6 in Pemba and 6 in Unguja), out of the 18 targeted during the fiscal year 2015/2016. To date, 20 dairy cattle have been placed in each community shed, thus reaching a total of 240 cattle and allocating one cow per beneficiary household. In addition, the programme distributed goats into 11 community-sheds (6 in Unguja and 5 in Pemba) out of 18 that were planned to be completed during the current fiscal year. Each community goats' shed received 40 females (2 per household) and 5 males for reproduction purposes. Beneficiary farmers from both dairy cattle and goats provided the plots and paid all construction costs based on the plans provided by the programme. The community sheds have been serving as FFSs for programme beneficiaries but are also facilitating the organization of veterinary services as CAHWs are able to visit the communal sheds on a regular basis and assist whenever it is required. The community sheds also provide the opportunity to share good practices among farmers; collect large volumes of milk from one site (in the case of cattle sheds) and increase the bargaining power of farmers.

59. Within the community sheds, the mission noted a key issue related to the lack of clear selection criteria of beneficiaries who received livestock at the first placement and/or during the upcoming pass-on-gift process (transfer of the first heifer born to the next beneficiary). It was agreed that the programme should put in place guidelines for the selection of beneficiaries as well as a committee in charge of supervising the distribution process based on the approved criteria. Such a committee should include at a minimum: Shehia leadership, Programme District Officer, District Livestock Officer, District Agricultural Development Officer, District Farmers' Forum representative, Block extension officer, CAWHs in the Shehia, etc. In addition, the ASDP-L will train farmers owning livestock under community sheds to plant fodder that can allow preparation of balanced rations.

Agreed action	Responsibility	Agreed date
Build capacity of members of cow/goat sheds and FFS on pasture establishment and harvesting, feed conservation, supplementary feeding, compounding feeds and feeding systems	ASFT, MANRLF	December 2016
MANRLF and the programme make arrangements to link dairy cow/goat keepers in FSS and communal sheds with HPI so that the latter help promote them into sound and effective group based enterprises able to collect, store and process high quality milk and milk products	ASFT, MANRLF-PS	Immediate
Build capacity of poultry keepers to form effective group based enterprises	ASFT	Immediate
Put in place guidelines for selection criteria of beneficiaries under community cattle/goats shed as well as a committee in charge of supervising the distribution process of livestock through the pass-on-gift	ASFT	Immediate

60. **Crop and livestock integration.** Traditionally, farmers in Zanzibar have combined crop with livestock production. Unexpectedly, the demand exceeds supply of manure thus generating profits for livestock keepers. Due to the high prices of chemical fertilizers as well as their environmental impacts, farmers acknowledge the multiple advantages of manure from different type of livestock (poultry, goat, cows etc.). In regard to high demand for manure, the mission recommends the programme to assess manure availabilities in the different programme targeted areas and foster compost-making and best-practices on manure conservation.

Agreed action	Responsibility	Agreed date
Assess quantities of available manure and foster compost-making and manure conservation	ASFT	December 2016
Fast track 5 days training on manure handling, compost making, and conservation	ASFT	Immediate
At budget revision consider adding additional funds to strengthen activities on manure handling and composting production and conservation	ASFT	October 2016
Fast track 10 days training on organic farming to selected bananas, cassava tomatoes, sweet pepper	ASFT	Immediate

61. **Supporting FFS livestock in installation of bio-gas plant and in the use of slurry for soil fertility improvement.** The last supervision mission asserted that the major challenge for the adoption of biogas plant was the requirement for high capital investment from farmers with limited means. The mission also observed poor operational skills and maintenance of the existing biogas plants. The mission then advised undertaking a feasibility study on the promotion of biogas and, if needed, to assist farmers financially according to their incomes. Following an internal assessment and given the short period remaining prior to project completion, ASFT took the sensible and realistic decision not to plan for biogas related activities in the current AWPB 2016-2017. This is justified by the fact that a successful adoption of biogas requires timely monitoring and coaching of targeted beneficiaries over a long period.

Outcome 5: Improved sector service delivery is realized from both public and private providers

62. **CAHWs.** The mission was informed that, 48 new CAHWs have been trained thus increasing the number of this grass-root cadre to 174 and serving an equal number of Shehias and beyond. This means CAHWs now serve 68% of the Shehias in the whole of Zanzibar. This is a significant achievement in as far as veterinary service provision considering the limited number of trained service providers. The Mission was further informed that 90 practicing CAHWs were given refresher training to sharpen their skills in service provision. It was noted that the demand for CAHWs is increasing by the hour because of exemplary services that they provide in livestock production and disease management. In addition CAHWs are serving as private artificial inseminators after receiving a two-month training course on the basics of the technology. The Mission noted with satisfaction that CAHWs have managed to employ themselves and thus reduced the number of unemployed young men and women. It was gratifying for the Mission to note that the CAHWs in both Unguja and Pemba

have formed their associations for service provision. The association is registered, governed constitutionally and recognized by local and central government.

63. **Legal recognition.** The Mission was informed that mechanisms for enlisting CAHWs as legally recognised paraprofessionals were in advanced stage at the ministry responsible for justice after getting a request and requisite inputs from the ministry responsible for livestock development. The Mission reiterates its earlier recommendation that legal recognition of this key cadre be fast tracked as a means for regulating their services and also as a morale booster. The Mission was pleased to learn that one veterinarian has already been transferred to Pemba. Once in Pemba the vet will surely provide the much needed expert guidance and back-up to CAHWs. However, given the size of Pemba, the number of livestock and the ever increasing number of CAHWs, one veterinarian will find it difficult to offer services to the required level. In view of that fact, MANRLF is requested to avail to Pemba one additional veterinarian so that there will be at least one qualified professional in health management for each of the two regions.

64. **Operationalizing mini-veterinary pharmacies.** ASDP-L embarked on an ambitious agenda of supporting the CAHWs to manage mini-veterinary pharmacies in order to better serve livestock farmers. Currently, the programme received four business plans (2 from Unguja and 2 from Pemba) related to the financing of mini-veterinary pharmacies managed by CAHWs association in four Districts. The mini-veterinary pharmacies will help to ensure the supply of veterinary drugs in the concerned Districts as well as the provision of basic veterinary services to livestock farmers. The CAHWs associations are already renting the premises for their upcoming mini- veterinary pharmacies while waiting for the financing of the business plans through a grant that will be provided by the programme. However, the mission noted that there is a need for putting in place guidelines to ensure that veterinary pharmacies are managed properly and livestock services provided according to the minimum standards of animal health. Indeed, the CAHWs received a short term training (2-3 months) related to basic technics of animal health and still need close supervision by a qualified veterinarian especially in Pemba where there is none in function. The mission was informed that MANRLF has appointed a veterinarian to oversee the provision of veterinary services and the overall management of mini-pharmacies by CAHWs.

65. **Support to dairy groups and linkage to the Dairy Hub model Integration into IFAD-funded projects.** Currently, three dairy groups are being organized in the Central District (Unguja/MPAPA Village), West B District (Unguja/Shehia Fuoni-Uwandani village) and Wete District (Pemba/Kisiwani village). All dairy groups are composed of dairy cattle farmers who own infrastructure (building for milk collection). However, the mission noted that dairy groups are collecting milk without using the appropriate equipment and applying the required quality control. In many cases farmers are still using plastic equipment (bottles or Jerri cans) which are difficult to clean. In addition, the current milk collection centers don't have milk coolers to allow them maintaining milk at the required temperature. Sometimes raw milk is processed into yoghurt and/or butter in an old-fashioned way and directly put on the local market without any quality control. This situation might result into food poisoning and to the closure of the existing collection centers by local authorities due to poor hygiene. To cope with this issue, it was agreed that the ASDP-L will support the dairy groups to acquire appropriate milk cans and coolers to allow the collection and storage of milk in appropriate conditions.

66. The mission noted that Heifer International has just started the implementation of a regional project covering two Districts in Rwanda and two in Zanzibar (Dairy Hub model Integration into IFAD-funded projects_ DHI) - through a regional grant provided by IFAD. The grant will have synergies with ASDP-L and add significant values in identifying and addressing current challenges related to farmers' organization, market linkages, and capacity building issues. It will specifically focus on mobilizing farmers and building social capital for dairy hub establishment that would be used as a tool for linking to markets, access to improved production, and financial and business services. Key activities include:

- a) **Farmers' organization:** Heifer will mobilize women and men smallholder farmers to form dairy farmer groups and associations around Milk Collection Centers (MCCs).
- b) **Hub development:** Through links to dairy hubs, farmers are able to access productive resources, such as artificial insemination (AI), feed production, veterinary services, and financial services through linkages to financial institutions.

- c) **Social capital building:** Heifer will strengthen the dairy sector's social capital base by helping producers build organizational structures and commercial linkages, in order to function as a network of small business entrepreneurs.
- d) **Milk quality control:** The dairy hubs will work with the processors to ensure the quality of milk supplied by farmers to the chilling plant and milk sold by the dairy hubs to processors
- e) **Knowledge management:** This project will establish knowledge creation and sharing platforms that will provide space for value chain actors to interact, communicate, and take actions to improve performance of the value chain and scale up and out best practices.

67. Heifer International has already launched the project in Zanzibar in close collaboration with MANRLF on 26 September 2016. To this effect, efforts should be made to link dairy groups to the regional grant in order to ensure that they are identified and ready to receive appropriate support before and after ASDP-L has phased out.

Agreed action	Responsible	Agreed date
Fast-track official enlisting each of the practicing CAHWs to facilitate the regulation of the services by DVS through qualified veterinarians	MANRLF	Immediate
Post one more veterinarian to Pemba	MANRLF-PS	November 2016
Support the dairy groups to acquire appropriate milk cans and coolers that will facilitate collection and storage of milk in appropriate conditions.	ASFT	Immediate
Link dairy groups to DHI	ASFT	Immediate

Outcome 6: Private sector investment in livestock marketing and processing increased

68. The Mission noted with satisfaction that the programme has prepared ground and created favourable conditions for attracting private sector investment in livestock marketing and processing. This has been done by encouraging and facilitating small scale dairy cattle and goat farmers to work together in communal cow and goat sheds. In this production system, animals of proven performance track record are kept and managed by using tested technologies in housing, feeding, records management, quality control and marketing.

69. The group-based enterprises' production levels for products and by-products such as milk, dairy products, replacement heifers, bull calves and manure as well as biogas were thus envisioned to be high. However, there are some aspects that still prevent significant investments targeting ASDP-L beneficiaries, especially for milk buyers. One such shortfall is the lack of quality control mechanisms and appropriate equipment to handle the milk (e.g. stainless steel containers, cooler tanks, appropriate quality control equipment), coupled with the fact that ASDP-L has not paid enough attention to these aspects, stopping its support at production level, as already outlined in Outcome 3 Section. Once the shortfalls are addressed, high production levels are expected to woo the private sector to invest in milk collection, bulking and processing thus creating favourable environment for further investment by other stakeholders in transportation, retail and wholesale marketing. The ASFT and MANRLF should thus give priority to re-fresher training of members of cow and goat sheds on quality production techniques that have potential to attract private investment and on market access. A practical example for these training sessions would be the two dairy collection centres (Kisiwani in Wete Pemba and Mpapa in Central Unguja) that are going to benefit from start-up grants to upgrade their overall milk quality through appropriate equipment.

70. As for the meat market, the bull-calf crop from cow sheds and cattle FFS based enterprises may attract the beef cattle industry based private investors to start feedlots for rearing and fattening animals for ordinary and niche markets. Both the cow sheds and feed lots would surely attract input suppliers as the requirement for feeds, drugs, minerals and vitamins in these intensive production systems is enormous.

71. The Mission was also informed that the programme is engaged in participatory research in the area of poultry hereafter known as the poultry initiative. In this research selected farmers with assistance from ASFT, MANRLF and PDOs are studying the performance of the Kuroiler dual-purpose breed. After successfully piloting this initiative, the ASFT plans to provide a total of 10,500 Kuroiler day-old chicks to 300 HH in Unguja and Pemba. Given the high production and associated performance rates in this dual-purpose breed it is expected that this will attract the attention of keen private investors, particularly in import and supply of parent stock, day-old chicks and poultry feeds.

Other investors are also expected in bulking and sale of eggs, slaughter of poultry for meat as well as poultry manure production and marketing. Emphasis should be put on the use of popular publications to prepare the ground for attracting local and foreign investment in Kuroiler production, marketing and processing.

Agreed action	Responsible	Agreed date
Mount short term refresher course for members of community cow shed on market oriented production techniques to attract private investment in marketing and processing for dairy enterprises	ASFT	December 2016
Complement above refresher courses with field visits at Kisiwani (Wete Pemba) and Mpapa (Central Unguja) milk collection centres	ASFT	January 2017
Organize sensitization meetings/workshops, popular publications and video documentation to attract potential investors in livestock marketing and processing; and on Kuroiler poultry breed	ASFT, MANRLF	January 2017

D. ASDP-L implementation progress

73. **Project Management Performance.** The ASDP-L was designed to be implemented under existing institutional structures at the national and district levels. The current implementation arrangement using public employees under the Ministry of Agriculture, Natural resources, Livestock and Fisheries was a model envisaging sustainability right from the beginning. The idea behind this was to build the capacity of the existing human resources. It was also aimed at ensuring continuity beyond the programme life. The programme is managed by an Agricultural Service Facilitation Team (ASFT) composed of a Programme Coordinator assisted by a Liaison Officer based in Pemba, as well as programme staff based in both Unguja and Pemba and in charge of M&E, KM, Agribusiness, Livestock extension and Financial Management activities. Overall the team managing ASDP-L has demonstrated its strong capacity to put in place the arrangements for the oversight and implementation of different programme activities. This has been particularly evidenced by the level of preparedness for this mission, both at office level with comprehensive, up-to-date information on the implementation progress, and at field level with the timely and appropriate preparation of field visits that required extensive flexibility and short-notice decisions. Out of the three strategic directions that made the rationale for programme extension, two have been adequately tackled by ASFT: the crop/livestock integration through FFS and the strengthening of District Farmer Fora.

74. Weaknesses are however persisting in aspects related to business development. The mission is aware that the value chain development approach embedded in ASDP-L extension phase is a new concept that has never been implemented by the ASFT in previous IFAD projects, and is rather a novelty in the context of Zanzibar. This has certainly contributed to the delays and inadequate focus observed in this specific field of intervention. The mission regrets that the ASFT has not seized the opportunity to complement its technical capacity in value chain development with the recruitment of selected business coaches, as recommended during the last ISM and follow-up mission. To curb this trend and ensure optimum efficiency in building on the opportunities identified during the categorization of FFS groups, the mission urges the programme team to give utmost priority to the roadmap defined in Outcome 3 (support of business coaches combined with provision of start-up grants). Should this happen, the mission believes that ASDP-L has the potential to close with the highest rate of achievement in all three strategic directions defined for the extension period.

75. **Coherence between AWPB and Implementation.** The total budget for FY15/16 was US\$ 1,973,074 and the expenditures stand at 74%. Most activities have been implemented as per annual plan, except for interventions related to project impact assessment (postponed to FY16/17) and business development (e.g. preparation of business plans, training on business management and market access, grant financing, etc.), that have not been given the necessary attention and thus incurred a close to nil disbursement of budget.

76. According to programme's data made available to the mission, the detailed physical and financial achievements in AWPB 2015-16 are as follows:

Component	Physical achievement	Financial achievement
Component 1 – Farmer empowerment		

Component	Physical achievement	Financial achievement
Outcome 1: Social inclusion in FFS is broadened & existing FFS are strengthened	93%	82%
Outcome 2: Capacity Building of DFF and Apex Organizations.	63%	39%
Outcome 3: FFS member HH secure market access	30%	37%
Component 2 – Technical support to livestock development		
Outcome 4: Intensification and diversification of production	67%	63%
Outcome 5: Improved sector service delivery	88%	72%
Outcome 6: Private sector investment increased	0%	0%
Component 3 – Management and coordination		
Procurement of Equipment and Materials	111%	116%
Training, Workshops and Studies	52%	43%
Operation costs	77%	78%

77. In the first quarter of FY16/17, with a budget of US\$ 2,303,451 planned up to March 2017., the programme spent US\$ 950,000 or 41%. While most of other activities have been implemented as per plan, the same trend mentioned above has been observed in the field of business development (outcomes 3 and 6). The mission wishes to highlight that a substantial amount is planned for the three activities of business coaches, grant financing of veterinary mini-pharmacies and grant financing of business plans meant to increase private sector investment. As earlier said, the programme team needs to concentrate all its efforts on these outcomes to ensure that this budget will be effectively and efficiently used, in accordance with the programme development objectives.

78. **Performance of Monitoring & Evaluation.** The M&E officer reviewed and revised the logframe for the extension phase, which is a combination of ASSP, ASDP-L and the new strategic direction of the extension phase. The logframe now in use is attached as Annex 2 to this AM and the status is updated every 6 months.

79. **Output and outcome data.** The M&E officer also adapted the M&E reporting format to capture output and outcome data and ensure alignment to the log-frame. For example PDOs were instructed with a form with guiding questions to interview communal cow-shed members in order to assess the outcome of the cow-sheds, including the quantity of milk produced, how much is sold, whether there is collective marketing and the funding for buying the drugs needed. Another indicator measured monthly is the number of spill-over farmers and how many members of the FFS are in SACCOS. A new form was also developed to assess the feasibility for development of business among the FFS groups. ASDP-L is going to get support from the IT section of the Ministry to prepare video documentation on programme outputs and outcomes. Comprehensive narrative reports are prepared quarterly, with inputs from FF and CAHW. So far it is mostly CAWHs who submit their reports to the Livestock department. ASFT has compiled a range of testimonials and stories from the field describing the impact of programme activities. These stories will need to be checked for accuracy and latest developments. IFAD could possibly support the documentation of in-depth case studies, as well as supporting the dissemination.

80. **Project completion:** ASFT has not yet started planning for the programme completion process, of which the participatory impact assessment will be an integral part. The 2016/17 AWPB only covers 3 quarters up to 31 March 2017 and does include other project completion activities.

Agreed action	Responsibility	Agreed date
Output and Outcome documentation to be compiled in stories and video productions and disseminated	ASFT, IT MANRLF, IFAD	Up to programme closure
Prepare for Project completion	M&E, ASFT	Immediate
Increase visibility of gender achievements by documenting and disseminating stories	M&E, ASFT, IFAD	Up to programme closure

81. **Gender achievements.** Despite the many gender achievements in the programme, the visibility of these achievements has not improved since the last ISM. Stories, narratives, video documentation on gender need to be actively prepared and most importantly be distributed to external

parties in Zanzibar and beyond. The recent blog⁹ that was posted on the UNESCO website is an example of increasing visibility.

Agreed action	Responsibility	Agreed date
Output and outcome results (including those related to gender) need to be compiled in stories and video productions and disseminated	ASFT, IT MANRLF, IFAD	Up to programme closure
Prepare for Project completion	M&E, ASFT	Immediate

82. **Targeting approach and poverty focus.** The Programme is effectively reaching out to its intended target groups comprising poor smallholder farmers, livestock keepers and fisher-folks in ten rural districts of Zanzibar, or 253 Shehias¹⁰. The beneficiaries actively participate in and benefit from the programme principally by attending the FFSs and getting involved in related and/or up-scaling activities. Since 2015 the FFS increased from 1,200 to 1,500, reaching about 16,500 households engaged in crops and 12,000 households engaged in livestock. If we include also the number of the spill-over outreach of about 13,000 households, the programme is reaching more than **41,000 households**, or 62% of the revised target. According to the findings of a survey conducted by the programme on the first four batches of FFS groups, youth¹¹ involvement in FFS activities is about 40%, while women's involvement is 63%. Activities are overall demand-driven and reach very poor, poor as well as less poor households, according to the kind of activity which is implemented.

83. **Gender focus.** There are clear achievements on gender empowerment¹². In particular, the level of gender balance in FFS groups is considered highly satisfactory in both Unguja and Pemba Islands. Women participation as members or leaders (mainly Treasurers) of programme's groups is high, and they are increasingly playing male-dominated roles, such as CAHWS or Farmer Facilitators. Adequate allocation of human and financial resources for a gender strategy are in place (ref: AWPB 2015-16 and AWPB 2016-17.) The programme staffing is gender balanced and experienced in participatory methods and tools for identifying gender issues at community level. This contributed to the success of the programme's gender mainstreaming efforts, which have resulted in an high proportion of women in FFS (63% of total 28,115 FFS members), an increased percentage of women in leading positions (about 40%, mainly Treasurers of FFS groups) as well as in male-dominated roles, like Farmer Facilitators (39% of total 150) or CAHWs (30% of total 174). According to the AWPB 2016-17, women are more likely than men to adopt improved production technologies and practices within and outside FFS. Finally, women's empowerment achieved so far is having direct benefits on the concerned households in terms of enhanced livelihood (improved nutrition, health and education of children.)

84. It is worth mentioning that gender issues have been also formally incorporated in the revised FFS curricula as cross cutting issues and that the leaders of the reformed DFF (including CAHWs, Farmer Facilitators, Commodity based associations and FFS representatives) have received a training on monitoring gender participation in agricultural development programmes. The programme consistently reports on and monitors gender-differentiated participation, outcomes and benefits, and utilises this information to make the programme gender responsive. However, there is still room for improvement in terms of documentation and dissemination of the above mentioned gender achievements.

85. **Innovation and learning/Knowledge Management.** The programme has created innovations in terms of institutional arrangements, which are new in the context in which they are applied. This is the case of the restructured DFF, which - following key changes in terms of number and composition of the committee members and setting of a clear goal - are now (i) successfully supporting farmers with inputs and services' provision, and (ii) striving to unite farmers and link them to markets.

86. The mission observed that several satisfactory systems for learning are in place with good mechanisms to share the lessons learned. Examples are the FFS exchange visits and learning routes, the learning routes for DFF leaders and the publication of KM materials, such as programme

9 <https://gemreportunesco.wordpress.com/2016/09/28/learning-how-to-farm-the-impact-of-farmer-field-schools/>

10 Among which 147 are in Unguja and 106 in Pemba.

11 Here defined as individuals aged between 18-35 years.

12 According to the AWPB 2016-17, "empowerment through Farmers Field Schools has given the beneficiaries competence, confidence and expanded their life horizon. They have gained ability to challenge on issues affecting their development, take up community leadership positions and make their own decisions. Some of these farmers have also been used as resource persons by other institutions to provide training to other farmers, which in a way have created employment to them.

branded calendars. Moreover, the programme is currently preparing booklets on best practices related to poultry, dairy cows, cassava and vegetable production, and have decided to publish the revised FFS curricula for knowledge sharing within and outside the programme. The mission recommends to document also the good practices on organic farming, sharing leaflets at FFS level, and to publish a **Compendium of best practices** towards the end of the programme. The **compendium** is meant to share successful programme and policy models that could be replicated/adapted elsewhere, as well as and non-successful models that should be avoided in similar contexts.

Agreed action	Responsibility	Agreed date
Develop and disseminate a Compendium of best practices related to FFS (highlight gender and youth achievements)	ASFT	Immediate

E. Fiduciary aspects

87. **Financial management.** Overall the quality of the financial management remains *moderately satisfactory* in view of the shortcomings noted in the financial management systems and in particular, the internal control environment, the financial reporting and the funds flow. Notwithstanding the said issues, the other fiduciary aspects of the programme are well rated in terms of the disbursement rate, the accounting system in place, the execution of the Annual Work Plan and Budget, the financial management team, the audit and the special account administration

88. The financial reporting of the Programme still needs improvements, with the related recommendation of the last ISM remaining unexecuted to date. In particular, the configuration required to the accounting system in Pemba to allow financial reporting by line budget, component and expense category is yet to be performed. The mission was informed that this delay is mainly attributed to the non-availability of the consultant in charge of the said configuration. Financial reporting at Pemba is even more problematic as it was noted that accounting transactions for the month of July, August and September this year are yet to be inputted in the system in Pemba due to the crash of the workstation having the accounting system installed into it. ***It was agreed that the financial reporting issues noted in Pemba will be resolved urgently to facilitate compliance with financial reporting requirements.***

89. The financial reporting in Unguja also require attention to allow effective financial management. In particular, it was noted that the 2016/17 Annual Work Plan and Budget is yet to be inputted in the accounting system, making budget monitoring to be limited. Moreover, the opening of a control account and subsidiary account for better imprest management is yet to be executed in accordance with the last ISM. The delay has also been attributed to the non-availability of the consultant capable of the required addition in accounting system. ***It was agreed that the ASFT will promptly input the 2016/17 AWPB in the accounting system.***

90. **Disbursement.** Using IFAD disbursement rating criteria, the disbursement rate of the programme is considered satisfactory as disbursements have reached SDR 2.12 million equivalent to USD 2.97 million or 80% of total allocations, inclusive of the initial allocation. Considering the pending withdrawal application n° 6 that is yet to be submitted, total disbursements will increase to SDR 2.34 million equivalent to USD 3.28 million or 89% of total allocations.

91. **Funds available until completion.** Based on the above disbursement records and pending Withdrawal application, it is estimated that around **USD 1.1 million**¹³ remain available for programme implementation until completion and for winding up activities foreseen between completion and closing dates. With less than six months remaining until completion, the ASFT is called to strategically focus its efforts in consolidating the results achieved so far, completing activities that have been initiated and delivering on the activities that are yet to be executed towards enterprise development.

92. **Special account.** The recovery of the initial advance needs to be initiated as the trigger for recovery has been reached. In particular, the available balance of the loan (SDR 500,645.12) is less than twice the initial advance (SDR 719,424.46). As such, ***it is agreed that the recovery of the***

13 This figure includes account balances in the special and operation accounts.

initial advance be initiated, starting with WA n° 6 that is pending submission to IFAD. ASFT is also required to draw a recovery plan that can be shared with IFAD.

93. **AWPB.** Refer to para. 74 Coherence between AWPB and Implementation.

94. **SOE review.** The mission carried out at random a review of expenditure items from the Statement of Expenditures (SOEs) supporting withdrawal applications submitted for replenishment of the special account. The SOE spot-checks revealed the following internal control issues:

- a. Selected imprests provided for FFS training in Pemba lacked complete supporting documents to justify the total amount spent. In particular, based on reviewed FFS trainings, around USD 25,325 were not accounted for;
- b. A number of payment vouchers did not have supporting documents such as air tickets, delivery note or a proforma invoice from a third supplier;
- c. Filing system needs improvement, considering the above missing documentation.
- d. Purchase orders for catering services were made with the same supplier with no framework contract in place.

95. Based on the above issues, the mission is recommending management to enforce strict internal control measures for the imprest system that can be risky. Measures that can be put in place by the programme include:

- a. Requiring a summary sheet to be attached to supporting documents accompanying imprest payments, to clearly indicate total amount paid, retired and the balance remaining to be accounted for or owed to the staff;
- b. Technical specialists to certify that services were provided (e.g. FFS training) accordingly and to attach such certification as a supporting document accompanying payment vouchers;
- c. For each FFS training provided, FFS group representatives need to sign off on a sheet to certify that the training was provided. Their phone numbers should also be included on the sheet to facilitate possible verification

96. ***Based on the above issues, it was agreed that ASFT will adhere to strict internal control measures and improve its filing system. The above expenditures such as FFS trainings need to be reviewed in greater detail to justify the amounts not accounted for.***

97. **Procurement.** A review of the procurement actions carried out by the ASFT revealed the following issues that needs to be taken into account for future procurement:

- a. Technical evaluation for procured goods was either missing or incomplete;
- b. The Ministerial Tender Board (MTB) approval was missing for applicable purchase;
- c. Contract agreements present missing provisions such as trade terms (e.g. CIP), applicable law, liquidated damage, dispute settlement; country of origin of the goods, standards, patent rights, warranty, and others.
- d. Local purchase orders (LPO) are not effectively managed, with the procurement officer having no records of them

98. **Based on the above, it was agreed that LPOs will be issued by the procurement officer only. For commonly procured items (such as catering services, livestock), selection of suppliers should be made on the basis of clear procurement procedures.**

99. **Procurement Plan.** Though it is generally well prepared, the mission reiterates its previous recommendation on the need to update it regularly and share it with the relevant staff.

100. **Project Completion Date (PCD).** In view of the near completion of the programme, the mission recommends the ASFT to take the following into consideration:

- a. All existing and future contracts (for goods, works and/or services) need to ensure that delivery takes place before the PCD;

- b. Only invoices having a delivery period on or before the PCD can be paid during the winding-up period.

101. **Counterpart funds.** Overall, the provision of counterpart funds is rated unsatisfactory, following the little to no contribution of funds since the extension of the Programme. So far, only in-kind contributions in form of tax exemption and staff have been provided. For the 2015/16 fiscal year, the provision of cash contributions has been nil. For the 2016/17 fiscal year, the mission has been informed that only Tsh 148 million has been committed, against a total of Tsh 353.1 million needed as counterpart funding for the on-going budget. This provision of Government contributions is very low, considering the remaining period until completion and the need to effectively close the programme. ***It was agreed that the ASFT will follow up with MANRLF to ensure that counterpart funds are provided adequately and timely for 2016/17, to allow for an effective completion and closing of the Programme.***

102. **Winding up period.** In accordance with IFAD procedures, it was agreed that a staff reduction plan will be provided by the ASFT for the winding period, which is between completion and closing date.

103. **Loan covenants.** There is overall compliance with loan covenants as no contraventions were noted by the mission, except for the provision of counterpart funds on an annual basis

104. **Internal audit.** The latest internal audit exercise took place in 2014/15 fiscal year and did not make specific recommendation for ASDP-L since no IFAD funds were available then. However, the 2015/16 audit is currently being planned. Considering the internal control issues noted in the spot-checks carried out in this mission, including the previous one, it is recommended that the current audit exercise include a review on the statement of expenditures. ***It was agreed that the internal audit exercise for 2015/16 will be carried out timely and will include a review of the statement of expenditures and especially the FFS trainings.***

105. **External audit.** The 2015/16 external audit report will be due in December 2016 and the mission was informed that discussions with the Office of the Controller and Auditor General Zanzibar (OCAGZ) are on-going to ensure the submission of the report within the required deadline.

Agreed action	Responsibility	Agreed date
ASFT to resolve financial reporting issues noted in Pemba	ASFT	Immediate
Input AWPB in accounting system	ASFT	Immediate
Develop recovery plan	ASFT and IFAD	Immediate
Justify expenditures not accounted for	ASFT	Continuous
Provision of adequate and timely counterpart funds	ASFT and MANRLF	Immediate
LPOs to be issued by procurement officer and to follow clear procurement rules	ASFT	Continuous
Internal audit exercise should include review of SOEs, including expenditures on FFS training	MANRLF	Continuous

F. Sustainability

106. **Institution building:** The Programme District Officers (PDOs), Block Extension Officers (BEOs), CAHWs and Farmer Facilitators which were intensively trained under the programme indicated their commitment to continue to support the FFS groups and enterprises after project end. Their improved skills will impact positively on the institutional sustainability. Potential risks for the continuation and effectiveness of their support include the lack of funds to cover their transport costs. Another liability is their still limited skill set to support enterprise development and “farming-as-a business” activities. Government focus on FFS has also unfortunately not yet led to the institutionalization of FFS as a consistent agricultural extension approach. It would be beneficial if the Government could fast track the institutionalization of FFS as an approach to agricultural extension.

107. DFF are very important institutions for ensuring sustainability of the programme activities. There is a need for development efforts to be coordinated at MANRLF level, district and Shehia level. The

Department of Policy and Planning needs to be actively spearhead coordination and collaboration to ensure cohesiveness and avoid duplication. At District level the DFF can be a partner in coordinating agricultural development efforts.

108. The FSS groups are also a new type of farmer-level institution. The sustainability of technologies learned through crop and livestock FFS will be achieved when graduates are able to continue their implementation profitably, by generating higher incomes and contributing to food security. Another condition for the sustainability of adopted technologies will be strongly related to the quality of technical backstopping they will receive from both the FFs, CAHWs and public facilitators in the future.

109. **Empowerment.** The programme has achieved both economic empowerment as well as social empowerment. And this empowerment is demonstrated at individual level and at group level in FFS groups, DFF and also the apex organisations of CAHWs and FFs. The members of the FSS groups have acquired knowledge to improve their agricultural practices, but also increased their confidence and self-respect through sensitization on a range of issues such as nutrition, HIV/Aids and gender as well as assuming leadership positions. The groups are in a much better position to request services and lobby for solutions for their challenges. The active participation by women in the programme has contributed to their increased confidence, taking up leadership positions, public speaking and an increased role in household decision-making. The social and economic empowerment through the FFS is a key factor in ensuring the sustainability of the programme. For many farmers it is a stepping stone in their development, which will not be easily reversed. Even if their FFS groups may become less active over time, the individual members will retain their knowledge and confidence.

110. **Quality of beneficiary participation.** Most of the programme activities, ranging from group formation to agricultural enterprises were identified by the communities themselves, through a participatory process. This helps ensure the sense of ownership and partnership among the beneficiaries.

111. **Responsiveness of service providers:** The project operates through public implementation modality and resources (PDO and BEOs) and has built the capacity of CAHWs and FFs. Soon business coaches will be hired by the programme, as skills in hands-on supporting business development are lacking within ASFT. These coaches will be involved in training both the ASFT, some of the FFS facilitators.

112. **Exit strategy.** This mission was instrumental in fine-tuning ASDP-L's exit strategy, which will build on the experienced human resources remaining available within the MANRLF beyond project completion, combined with clear opportunities to further engage MIVARF, another IFAD-funded project implemented in Zanzibar. There is an obvious overlap in the two programmes activities related to value addition, producers' empowerment and market linkage, which often take place in the same district, with the same value chains and/or same beneficiaries. Therefore both ASDP-L and MIVARF have a definite incentive to act in a coordinated manner, and further blend ASDP-L interventions within the larger scope of MIVARF once ASDP-L has ended. The rationale for the integration can be summarized as follows:

- (i) MIVARF is still struggling to implement its Value Addition (VA) and Producers Empowerment and Market Linkage (PEML) sub-components on Zanzibar in an effective manner, in part due to non-performance of its Service Provider (SP), and it has only managed to operate in 5 Districts (batch I) out of 10. The remaining 5 districts (batch III) are still to start PEML implementation, with a more flexible approach that will not necessarily involve an SP, but rather focus on key interventions meant to fill identified gaps in the downstream part of the value chain (post-harvest management, access to finance and marketing);
- (ii) On the other hand, ASDP-L covers 80% of Zanzibar Shehias with a network of 1500 FFS, represented by strong emerging District Farmer Fora and active commodity-based associations that can be used as the backbone of MIVARF interventions in all districts. Besides, the programme's ASFT has accumulated a wealth of experience in improving FFS-groups' productivity. The last 6 months of the project are expected to demonstrate the ASFT's ability to lead the transformation of the most advanced FFS groups into sustainable business entities;

- (iii) Rural financing needs are yet to be addressed for an immense majority of Zanzibar farmers. MIVARF has the tools and financial resources to engage with financing institutions (beyond the mere SACCOS) to enable farmers' access to agricultural loans;
- (iv) Last but not least, while ASDP-L is due for completion in March 2017 with very few financial resources remaining available, MIVARF will carry on up to September 2018, and currently has more than 60% of its PEML budget unspent, leaving room for tailor-made, high impact interventions towards ASDP-L beneficiaries.

113. Short-term (i.e. by March 2017) and long-term areas of cooperation have thus been explored and a preliminary *modus operandi* defined as follows:

- *In the period October 2016 – March 2017:* a) MIVARF to systematically link with DFF and commodity-based associations currently supported by ASDP-L; b) MIVARF to dedicate specialist rural finance staff to Zanzibar and c) ASDP-L, with the support of the newly recruited business coaches, to identify 4P opportunities in Batch III Districts, and start supporting them through MIVARF budget. *In the period April 2017 – March 2018:* a) MIVARF to take over support from ASDP-L for strengthening the DFF; b) if need arises, MIVARF to pursue the support to FFS-based enterprises by extending the contract of ASDP-L business coaches; c) MIVARF to follow up the work done by its SP in batch I districts, and to continue 4P approaches in batch III districts; d) MIVARF to continue to facilitate access to rural finance for Zanzibar farmers, esp. FFS group members.
- For this second period, the mission highly recommends that selected ASFT members¹⁴, as well as all 10 PDOs remain available to lead PEML implementation in Zanzibar, so as to capitalize on their skills and experience and ensure smooth hand-over of ASDP-L beneficiaries.

114. The above rationale and operationalization has been discussed and agreed upon in a joint meeting with the PS of MANRLF, MIVARF National and Zanzibar Coordinators, Rural Finance Specialist, and representatives of ASDP-L programme coordination team. The mission sees the agreement to integrate the two programmes as a major achievement that will not only ensure a sound exit strategy for ASDP-L, but also help MIVARF overcome the challenges incurred in PEML implementation as well as provide additional impetus in Zanzibar rural financing system.

115. Efforts should be made to link dairy groups to the regional grant (Dairy Hub Model Integration implemented by Heifer International) in order to ensure that they are identified and ready to receive appropriate support before and after ASDP-L has phased out.

Agreed action	Responsibility	Agreed date
Decide which value chains to focus joint efforts on in a first stage, e.g. cassava, bananas, vegetables, paddy (seeds), and possibly livestock	ASFT, MIVARF PCT	31 October 2016
Draft joint action plan of integration MIVARF and ASDP-L and present this to PS MANRLF Zanzibar	ASFT, MIVARF PCT, PS MANRLF	31 October 2016
MIVARF shares with MANRLF information on actions engaged with Zanzibar Ministry of Finance	MIVARF Rural Finance Specialist	31 October 2016
Roles and responsibilities of each programme clearly defined along the two periods (pre- and post-ASDP-L completion)	ASFT, MIVARF PCT	November 2016
ISM MIVARF November 2016 to follow-up on joint action plan	IFAD, MIVARF PCT	November 2016
Budget incorporated into ASDP-L and MIVARF current AWPBs		31 October ASDPL 30 November MIVARF
Ensure proper linkage of dairy groups to Heifer International grant project.	ASDP-L	Immediate

116. **Potential for scaling up and replication.** The Farmer Field School concept was originally developed by the FAO to promote integrated pest management among Indonesian rice farmers in the

¹⁴ i.e. ASDP-L Coordinator, M&E officer in Unguja, Agribusiness officers in Unguja and Pemba, and Liaison Officer in Pemba

late 1980s. Since then the FFS approach has spread to many countries in Asia and Africa and over the years has been so widely adopted and locally adapted that there is no longer a single model for either its technical content or the educational format¹⁵.

117. There are two interrelated aspects of the FFS approach that are fundamental to its success, and its suitability for scaling-up and replication: (1) The method is very well adapted to the capabilities (as well as the available assets) of the families who join in the process. That is to say, the programme operates from the ground up, without imposing or even encouraging changes in the way productive activities are organized. It has focused on practices that are both more effective and feasible to be adopted by family farmers with few monetary implications. Most investments made subsequently by members of FFS, are generally on an individual basis. (2) The second aspect is evidenced by the spontaneous scaling-up and replication in the 'spill over' groups accomplished with the support of farmer facilitators who undertake to provide services to others after having been trained themselves.

G. Other

118. **Impact assessment (Research and Impact Assessment Division (RIA, IFAD) and Participatory Impact Assessment.** Discussions were held between Research and Impact Assessment Division (RIA) of IFAD and Participatory Impact Assessment (PIA) consultant both joining the mission in order to reduce duplications of efforts with the objective of maximising the learning potential of both impact assessments.

119. A discussion was held on both studies' approaches. At the time of this AM the teams did not reach consensus with each other, especially for both assessments to use the same sampling strategy (including the need for a control group, the need for a census of FFS participants). The approach and recommendations from RIA and PIA are both presented in Appendix 8 and 9.

120. A summary of RIA's outcomes from the Supervision mission and a summary on the steps ahead regarding RIA's impact assessment (IA) are also included in Appendix 8. A full plan for the RIA ASDP-L/ASSP Quantitative IA is also provided as a working paper to the Supervision mission report.

121. **Participatory Impact Assessment:** The work on the PIA has started, albeit with quite some delay. In January 2016 a step by step approach was discussed and designed. ASFT conducted a participatory meeting with the beneficiaries. They discussed and came up with a list of indicators to measure the progress as a result the programme. After delays in procurement the contract for Participatory Impact Assessment has recently been signed by consultant from Sokoine University of Agriculture Morogoro to perform the task. The consultant joined the ISM, and also interacted with the IFAD RIA team starting preparations for the impact assessment.

Agreed action	Responsibility	Agreed date
PIA consultant and RIA team will coordinate and seek assistance with ASFT for the preparation and planning of field activities.	RIA IFAD,PIA consultant, ASFT	PIA: ongoing- December RIA: Between Oct - March

H. Conclusion

122. The mission has observed sound progress on various outcomes of the ASDP-L programme extension period. The FFS groups and apex organisations which have gradually developed in Zanzibar will last and allow replication well beyond this extension period. However, in the area of business development the programme needs to make up for time lost and maximum efforts are to be provided to ensure that the programme implements whatever is realistically achievable within the next 5 months. In addition, the proposed exit strategy in the form of integration of ASDP-L into MIVARF Zanzibar needs to be translated into an action plan and budget, and approved by both implementing institutions so that integration can assume from 1st of December 2016.

¹⁵ Farmer field schools reap long-term reward, van den Berg & Jiggins, 2007. Pesticides News 78 December 2007

123. IFAD and the Revolutionary Government of Zanzibar endorse the findings of the supervision mission.

Signed and dated:

Francisco Pichon
Country Director IFAD
Tanzania

Juma Ali Juma
Principal Secretary
Ministry of Agriculture Natural Resources
Livestock and Fisheries – Zanzibar

Appendix 1: Summary of project status and ratings

Basic Facts

Country	United Republic of Tanzania			Project ID	1306	Loan/DSF Grant No.	672
Project	Agricultural Sector Development Programme – Livestock: Support for Pastoral and Agro-Pastoral Development				Top-up Loan/DSF Grant		
Date of Update	13 Oct 2016						
Supervising Inst.	IFAD/IFAD						
No. of Supervisions	15	No. of Implementation Support/Follow-up missions		13			
Last Supervision	13 October 2016	Last Implementation Support/Follow-up mission		December 2015			

				USD million Disb. rate %		
Approval	08-Sep-2005			Total financing	3.9	
Agreement	08-May-2006	Effectiveness lag	17.0	IFAD Total	3.7	61.7%
Entry into force	30-Jan-2007	PAR value	-----	IFAD loan	3.7	61.7%
First disbursement	01-Jun-2007			DSF grant		
MTR	17-Jun-2010	Last amendment		IFAD grant		
Original completion	31-Mar-2015	Last audit	30 June 2013	Domestic Total	0.2785	
Current completion	30 – Sep-2017			Beneficiaries	0	
Original closing	30-Sep-2015			Government (National)	0.2785	0
Current closing	30-Sep-2017			External Co-financing Total	0	
No. of extensions	1					

Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management	4	4	1. Quality of project management	5	5
2. Acceptable disbursement rate	3	5	2. Performance of M&E	5	5
3. Counterpart funds	3	2	3. Coherence between AWPB & implementation	5	5
4. Compliance with financing covenants	4	4	4. Gender focus	6	6
5. Compliance with procurement	4	4	5. Poverty focus	6	6
6. Quality and timeliness of audits	4	4	6. Effectiveness of targeting approach	6	6
			7. Innovation and learning	5	6
			8. Climate and environment focus	4	5
B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
Zanzibar: Technical support for livestock dev	3	4	1. Institution building (organizations, etc.)	5	5
Zanzibar: Farmer empowerment	5	5	2. Empowerment	5	5
			3. Quality of beneficiary participation	5	5
			4. Responsiveness of service providers	NA	NA
			5. Exit strategy (readiness and quality)	3	5
			6. Potential for scaling up and replication	5	6

B.5 Justification of ratings

Operationally, the programme is rated satisfactory, considering the progress on most of its activities and on the last ISM's recommendations. In particular, the ASFT continued to show commitment in coordinating and managing implementation of the planned project activities and budget execution stood at 74% and 13.3% for the 2015/2016 and the 2016/2017 AWPBs respectively.

On fiduciary aspects, the financial management systems of the Programme are rated moderately satisfactory in view of the issues noted in the internal control environment, the financial reporting and the funds flow. The provision of counterpart funds is rated unsatisfactory, following the little to no contribution of funds since the extension of the Programme. With regards to gender, no improvement has been noted since the last ISM since stories, narratives, video documentation on gender achievements have not been prepared and distributed to stakeholders. Targeting is however satisfactory as the Programme is effectively reaching out to its intended target groups comprising poor smallholder farmers, livestock keepers and fisher-folks in

ten rural districts of Zanzibar, or 253 Shehias. Since 2015 the FFS increased from 1,200 to 1,500, reaching about 16,500 households engaged in crops and 12,000 households engaged in livestock. With spill-over outreach of about 13,000 households, the program is reaching more than 41,000 households, or 62% of the revised target. M&E is also satisfactory following the revision of the logframe to fit the extension, and the updating of M&E reporting format in accordance with the outputs and outcomes data aligned to the log-frame.

Overall Assessment and Risk Profile

	Last	Current
C.1 Physical/financial assets	5	5
C.2 Food security	5	5
C.3 Quality of natural asset improvement and climate resilience	4	5
C.4 Overall implementation progress (Sections B1 and B2)	5	5

Rationale for implementation progress rating

Food security focus remains satisfactory with the percentage of households reporting to eat three or more meals a day increased from 66.2% in 2009/10 to 70.7% in 2014/15 (Ref: ASDP-L Annual Report 2015-2016).

Climate and environment focus increased to satisfactory due to the inclusion of natural resources management and climate-smart agriculture considerations in FFS curricula, with farmers demonstrating a clear understanding of the principles of organic farming and the benefits that accrue from the adoption of conservation and adaptation measures.

The overall implementation progress remains satisfactory, with notable progress on most of the Programme's activities being achieved over the past year.. Most activities have been implemented as per annual plan, except for the lack of progress in support for business enterprise development which is a core element of the additional financing and extension of ASDP-L programme. This weakness can be attributed to continued focus on production and productivity to the detriment of quality enhancement and market access and also to a lack of practical experience in agribusiness development at ASFT level. There is a high risk that the project will neither achieve any result nor have impact in terms of business development, unless the project gives it the highest rank of priority and concentrates all efforts in fast-tracking the key activities that were identified during the mission. Innovation and learning has been particularly highlighted through the transformation of District Farmer and is highly rated in view of important innovations in terms of institutional arrangements and systems for learning with clear mechanisms to share lessons. Ratings for sustainability (institution building, empowerment and quality of beneficiary participation) remain satisfactory. Potential for scaling up and replication is highly satisfactory, both as a result of farmer to farmer training in spill-over groups, as well as proposed adoption of FFS approach by MANRLF.

C.5 Likelihood of achieving the development objectives (section B3 and B4)	5	5
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Rationale for development objectives rating

Both the FFS for the existing groups as well as the new FFS groups are based on a thorough needs assessment of the beneficiaries and are implemented according to schedule. Farmers are motivated and ready to learn more in the second phase of FFS (FFS2), adopt technologies (such as communal cow and goat sheds, drip irrigation) and develop their livelihoods further through value addition activities and improved marketing.

The turn-around of dysfunctional DFF into promising energetic and focused fora representing farmers at District level is a huge achievement, as they are now viewed as key actors to voice farmers' needs in backward and forward market linkages, engage local authorities and development organizations, and thus ensure continuity of farmers' development.

Sustainable livestock intensification was done by introducing the right breeds of cattle, goats and poultry but feeding systems and market access were not well addressed and still deserve dedicated efforts on the part of the programme. The mission observed that service delivery has improved tremendously thanks to CAHWs and the transferring of a veterinarian to Pemba.

The programme's greatest challenge remains the operationalization of the new strategic approach of the extension phase in the field of support to viable FFS-based enterprises that is also a pre-requisite to increase private sector investment in processing and marketing of both crops and livestock products..

The exit strategy has been fine-tuned, which will build on the experienced human resources remaining available within the MANRLF beyond project completion, combined with clear, identified opportunities to further engage MIVARF, another IFAD-funded project implemented in Zanzibar. A preliminary modus operandi has been defined for the 2 periods before and after ASDP-L completion, with firm commitment from MANRLF to help coordinate ASDP-L/MIVARF joint action plan.

C. Risks Short description of major risks for each section and their impact on achievement of development objectives and sustainability

Fiduciary aspects	Risks relate to issues noted in the internal control environment, the financial reporting and the funds flow
Project implementation progress	Effective execution of the business development activities to ensure full implementation of strategic re-orientation during this extension phase of the programme
Outputs and outcomes	ASDP-L may not achieve any result nor have any impact in terms of business development, implying also that a substantial amount of budget will remain unspent at completion time end of March 2017, unless the project gives it the highest rank of priority and concentrates all efforts in fast-tracking the identified activities Delayed institutionalization/official recognition and certification of FFS is also an issue
Sustainability	Risks relate mainly to the lack of progress in support for business enterprise development, soil fertility management, crop-livestock integration and transport allowances for Programme District Officers

(PDOs), Block Extension Officers (BEOs), CAHWs and Farmer Facilitators

Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
Fiduciary aspects	<ul style="list-style-type: none"> • Timely and adequate provision of counterpart funds • Justify expenditures not accounted for, especially for FFS trainings • Inputting AWPB in accounting system • Resolving financial reporting issue noted in Pemba • Executing internal audit exercise for the past fiscal year 	Immediate	
Low disbursement of grant financing associated with approved business plans	Hiring of business coaches and start of grant financing to be given highest priority.	Immediate	
Sustainability	<ul style="list-style-type: none"> • The Government to fast track the institutionalization process of FFS as an approach to agricultural extension • Further capacity building of DFF in line with ISM recommendations • Provision of transport allowances for PDOs, BEOs, CAHWs and FFs by • Commissioning soil fertility tests for critical sites 	December 2016	

Additional observations

The PSR relates to the Additional Financing of the ASDP-L (672-TZ), 2015-17.

Appendix 2: Updated logical framework: Progress against objectives, outcomes and outputs

Narrative Summary	Key Performance Indicators	Means Verification of	Assumptions (A) / Risks (R)	Status to as at October, 2016
Goal:				
<p>AGRICULTURAL SECTOR DEVELOPMENT PROGRAMME</p> <p>Supervision of project implementation</p> <p>Approval: Summary of Regulations</p> <p>Strategy for Growth and Reduction of Poverty II</p>	<p>Programme Livestock Zoonosis</p> <p>3-Oct 2016 - 14-Oct 2016</p> <ul style="list-style-type: none"> Increased assets by 50% for participating households Child malnutrition reduced to < 5% in programme area shehias by 2017 Basic need poverty line reduced from 49% to 20% in programme area by 2017 	<ul style="list-style-type: none"> Surveys supported by ASDP-L 	<p>Political-progressive devolution and commercialisation continues and is translated into policy reforms. Macro-economic factors and conditions remain stable and liberal. Government maintains vigilance on pandemic livestock diseases</p>	<p>Besides data reported on the last ISM based on CPR 2013 by IFAD, no further study conducted. However, The Programme participatory Impact Assessment is going on, to be followed by a quantitative Impact Assessment will establish status according to the Indicators.</p>
Programme Development Objective:				
<p>Sustainable increased returns and livelihood of farmers through sustainable agricultural intensification, diversification and self-organized enterprise development</p>	<ul style="list-style-type: none"> 66,000 households (% 60 women) receiving programme services (RIMS) Number of households in spill over groups 60% of FFS households evidence 50% increase in income and assets from farm, value-added and/or service enterprises by 2017 95% of households report satisfactory food security (0 months of scarcity) 80% farmers (60% women) adopt recommended production practices and technologies 20% farmers (at least 40% women entrepreneurs) are managing their own enterprises 	<ul style="list-style-type: none"> Surveys and participatory evaluation conducted under ASDP-L Programme M&E reports Country Programme Assessment 2013 	<p>Continued Government commitment to institutionalize FFS</p> <p>Input supply, marketing systems and credit availability respond effectively to farmers' demand</p>	<p>41,682 households (61% women) receiving programme services</p> <p>14,447 households in spill over groups (63% women)</p> <p>Based on Country Programme Review Report (CPR 2013):</p> <p>53% of FFS households reported an increase in productivity, 24% reported an increase in income</p> <p>51.4% food secure; 6.0 % mild food access insecurity; 28.0% moderate food insecurity; 14.6 % severely food insecure.</p> <p>70% of farmers (61% women) adopt recommended production practices and technologies</p> <p>70% of farmers are managing their own enterprises</p> <p>However, The Programme Participatory Impact Assessment is going on, to be followed by a quantitative Impact Assessment will update the status according to the Indicators.</p>
Component 1: Farmer empowerment				
<p>Outcome 1:</p> <p>Social inclusion in FFS is broadened and existing FFS are strengthened</p>	<ul style="list-style-type: none"> 165,000 number of people (60% women and unemployed youth) accessing facilitated advisory services (RIMS) 1,500 Crop/livestock production groups formed/strengthened (RIMS) 70% of trained Farmer Facilitators (FF) are actively providing advisory and training services 80% of FFS formed/established (new and existing) are effectively operational by 2017 80% of new and existing FFS are strengthened through participatory learning processes to better manage sustainable intensification and diversification 	<ul style="list-style-type: none"> Programme M&E reports Participatory evaluation based on FFS member input <p>33</p>	<p>Continued Government commitment to institutionalize FFS</p> <p>Market for poultry and small stock remains buoyant</p>	<p>229,251 farmers (58% women)</p> <p>1,500 Crop/livestock production groups formed/strengthened (RIMS)</p> <p>60% of trained Farmer Facilitators are actively providing advisory and training services to FFS groups and individual farmers</p> <p>350 service providers (150 private) received refresher trainings on technical issues in crops and livestock production, participatory skills, communication, agricultural intensification by crops and livestock integration, Cost benefit analysis, data collection and reporting, facilitation skills as well as Participatory M&E tools and practice</p> <p>99.5% of FFS formed/established (300</p>

Appendix 3: Summary of key actions to be taken within agreed timeframes

Action Area	Action Agreed	Date	Whom	Progress
Project Implementation	<ul style="list-style-type: none"> Revise AWPB 2016/2017 in line with the agreed actions from this 13th Joint Implementation support mission with activities that will be finalised within the remaining time of programme implementation (up to March 2017) and activities to be implemented within closing period March-Sept 2017 	October 2016	ASDP-L – ASFT	
Outputs	<ul style="list-style-type: none"> Organize study tour/ learning routes on prevailing organic farming principles in Pemba Fast-track inspection and organic certification of the produce from selected farmers thus facilitating access to specific niche market ToT of FFS facilitators on new strategic direction of the programme to be given highest priority – to focus this training purely on entrepreneurship skills and farming as a business, possibly reducing the number of facilitators to be trained Preparation of leaflets knowledge materials should be given high priority, as well as their wide distribution Distribute drip irrigation equipment already procured to first batch of 60 farmers identified in FY15/16 Procure additional drip irrigation equipment for 160 farmers Distribute additional equipment to 160 farmers Assess if specific sites have recorded issues of soil quality and then commission soil testing for the most critical sites Establish seasonal and climatic calendars at FFS levels Develop and implement a step-by-step plan for support to the DFF covering the above mentioned steps Assess possibility for further financial support during this start-up phase Establish modality of hand-over of support to MIVARF after March 2017 To raise DFF profile they need to be recognised as a key stakeholder in any ongoing or future agricultural development programme in their District Undertake one-to-one meetings with “orange-light” groups in order to help them reflect on the way they will operate, understand their costs and benefits, and ultimately own their business plan 	<ul style="list-style-type: none"> Continuous Immediate Immediate Immediate Immediate December 2016 January 2017 December 2016 Continuous Immediate Immediate Continuous Continuous, starting immediately 	<ul style="list-style-type: none"> ASTF ASTF ASFT ASFT ASFT ASFT, Procurement Officer ASFT ASTF and KATI FFS facilitator ASFT, PDO, DADO, DLO ASFT ASFT, MIVARF Coordinator Zanzibar DFF, ASFT, PDO, MANR/MLF ASFT, Agribusiness Officers with support from business 	

			coaches
• Sign contracts of dairy and post-harvest/market linkage coaches	Immediate		ASFT, MANRLF
• Engage price negotiation with cassava business coach, and either sign contract (if price agreement) or launch second single source procurement after submitting for IFAD No Objection	Immediate		ASFT, Procurement Officer
• Upon recruitment of dairy business coach, disburse start-up grants for 2 dairy collection centres	November 2016		ASFT, Finance Manager
• Upon recruitment of post-harvest/market linkage business coach, disburse start-up grants for 2 veterinary mini-pharmacies and paddy-seed group	November 2016		ASFT, Finance Manager
• Upon recruitment of cassava business coach, disburse start-up grants for 3 cassava processing groups	December 2016		ASFT, Finance Manager
• Dairy business coach supports implementation of BPs in Pemba, followed by Unguja	Ongoing, starting Nov 2016		ASFT, M&E and Agribusiness Officers
• Post-harvest/market Linkage coach supports implementation of BPs in Unguja (paddy seeds) followed by Pemba (mini-pharmacy) then Unguja (mini-pharmacy). While in Pemba, business coach also supports Vegetable Growers Association to enter into supply contracts with hotels and prepare BP for potential financing through start-up grant. Once first 2 mini-pharmacies are on track, support additional 8 to cover all 10 districts in Zanzibar	Ongoing, starting Nov 2016		ASFT, M&E and Agribusiness Officers
• Cassava business coach support implementation of BPs in Pemba, followed by Unguja	Ongoing, starting Nov 2016		ASFT, M&E and Agribusiness Officers
• Examine opportunity and justification for intensifying contract of post-harvest/market linkage coach	December 2016		ASFT, M&E and Agribusiness Officers
• Requalify 3 "green-light" vegetable groups to access EIT	Immediate		ASFT, M&E
• Build capacity of members of cow/goat sheds and FFS	December 2016		ASFT, MANRLF
• On pasture establishment and harvesting, feed conservation, supplementary feeding, compounding feeds and feeding systems			
• MANRLF and the program make arrangements to link dairy cow/goat keepers in FSS and communal sheds with HPI so that the latter help promote them into sound and effective group based enterprises; able to collect, store and process high quality milk and milk products	Immediate		ASFT, MANRLF-PS
• Build capacity of poultry keepers to form effective group based enterprises	Immediate		ASFT
• Put in place guidelines for selection criteria of beneficiaries under community cattle/goats shed as well as a committee in charge of supervising the	Immediate		ASFT

	distribution process of livestock through the pass-on-gift		
	• Assess quantities of available manure and foster compost-making and manure conservation	December 2016	ASFT
	• Fast track 5 days training on manure handling, compost making, and conservation	Immediate	ASFT
	• At budget revision in October, consider adding additional funds to strengthen activities on manure handling and composting production and conservation	October 2016	ASFT
	• Fast track 10 days training on organic farming to selected bananas, cassava tomatoes, sweet pepper	Immediate	ASFT
	• Fast-track official enlisting each of the practicing CAHWs to facilitate the regulation of the services by DVS through qualified veterinarians	Immediate	MANRLF
	• Post one more veterinarian to Pemba	November 2016	MANRLF-PS
	• Support the dairy groups to acquire appropriate milk cans and coolers that will facilitate collection and storage of milk in appropriate conditions.	Immediate	ASFT
	• Link dairy groups to DHI	Immediate	ASFT
	• Mount short term refresher course for members of community cow shed on market oriented production techniques to attract private investment in marketing and processing for dairy enterprises	December 2016	ASFT
	• Complement above refresher courses with field visits at Kisiwani (Wete Pemba) and Mpapa (Central Unguja) milk collection centres	January 2017	ASFT
	• Organize sensitization meetings/workshops, popular publications and video documentation to attract potential investors in livestock marketing and processing; and on Kuroiler poultry breed	January 2017	ASFT, MANRLF
	• Output and Outcome documentation to be compiled in stories and video productions and disseminated	Up to programme closure	ASFT, IT MANR, IFAD
	• Prepare for Project completion	Immediate	M&E, ASFT
	• Increase visibility of gender achievements by documenting and disseminating stories	Up to programme closure	M&E, ASFT, IFAD
	• Output and Outcome documentation to be compiled in stories and video productions and disseminated	Up to programme closure	ASFT, IT MANR, IFAD
	• Prepare for Project completion	Immediate	M&E, ASFT
	• Increase visibility of gender achievements by documenting and disseminating stories	Up to programme closure	M&E, ASFT, IFAD
	• Develop and disseminate a Compendium of best practices related to FFS (highlight gender and youth achievements)	Immediate	ASFT
Fiduciary Aspects	• ASFT to resolve financial reporting issues noted in Pemba	Immediate	ASFT

Sustainability	• Input AWPB in accounting system	Immediate	ASFT
	• Develop recovery plan	Immediate	ASFT and IFAD
	• Justify expenditures not accounted for	Continuous	ASFT
	• Provision of adequate and timely counterpart funds	Immediate	ASFT and MANRLF
	• LPOs to be issued by procurement officer and to follow clear procurement rules	Continuous	ASFT
	• Internal audit exercise should include review of SOEs, including expenditures on FFS training	Continuous	MANRLF
	• Decide which value chains to focus joint efforts on in a first stage, e.g. cassava, bananas, vegetables, paddy (seeds), and possibly livestock	31 October 2016	ASFT, MIVARF PCT
	• Draft joint action plan of integration MIVARF and ASDP-L and present this to PS MANRLF Zanzibar	31 October 2016	ASFT, MIVARF PCT, PS MANRLF
	• MIVARF shares with MANRLF information on actions engaged with Zanzibar Ministry of Finance	31 October 2016	MIVARF Rural Finance Specialist
	• Roles and responsibilities of each programme clearly defined along the two periods (pre- and post-ASDP-L completion)	November 2016	ASFT, MIVARF PCT
• ISM MIVARF November 2016 to follow-up on joint action plan	November 2016	IFAD, MIVARF PCT	
• Budget incorporated into ASDP-L and MIVARF current AWPBs	31 October ASDPL 30 November MIVARF		
Other	• Ensure proper linkage of dairy groups to Heifer International grant project.	ASDP-L	Immediate
	• PIA consultant and RIA team will coordinate and seek assistance with ASFT for the preparation and planning of field activities.	PIA: Between Oct- Dec RIA: Between Oct-Mar	RIA IFAD,PIA consultant, ASFT

Appendix 4: Physical progress measured against AWP&B, including RIMS indicators

Status of Implementation of the ASDP-L July2015- June 2016 AWPB by Components

Act. Code	Component /Activity	Unit	Physical Performance				Financial Performance			Remarks
			Plan	Actual	% Implementation	Expected Results	Plan Budget Tsh (000)	Actual Exp Tsh (000)	% Expenditure	
1.1.1	Conduct Sensitization meetings for the formation of 300 new FFS in ten Programme districts.	No. of meetings	10	10	100	Stakeholders made aware of the Programme strategic direction under the supplementary financing.	10,000.00	10,110.00	101	
1.1.2	Facilitate 24 FFS training sessions for 300 new FFS (extension led = First year) with focus on crops livestock integration	No of sessions	24	24	100	Farmers expected to adopt production enhancing knowledge and technology as well as practicing livestock crops integration	760,320.00	695,015.80	91	
1.1.3	Facilitate 12 FFS training sessions for 1,200 existing FFS with focus on crops livestock integration		12	12	100	Farmers expected to adopt production enhancing knowledge and technology as well as practicing livestock crops integration	1,630,440.0	1,222,948,.41	75	
1.1.4	Support participatory research (farmers demand driven)	No of Researches	2	2	100	Farmers Field schools to work as farmers' research groups (FRGs) to test adaptability of the breeds to their local environment before adopting the breed.	40,000.00	29,665.01	74	On farm adaptation (trial) research of a newly introduced poultry variety Kuroiler (from India). Another research is investigation of microbiological quality of milk produced by smallholder farmers
1.1.5.	Facilitate a workshop to review of FFS curriculum to incorporate crops livestock integration	Workshop	1	1	100	Curriculum for all FFS enterprises reviewed to address current issues and Livestock crops diversification	5,160.00	3,950.00	77	Curriculum reviewed to accommodate issues of human nutrition, soil improvement initiatives, and gender.
	Facilitate training on FFS operation and agro ecological intensification to new FFS facilitators	Person	100	100	100	New facilitators are expected to understand tools and concepts of FFS before being deployed to provide training to the FFS	33,833.00	32,999.86	98	New facilitators were drawn from young male and female with certificate and diploma

Appendix 5: Financial: Actual financial performance by financier; by component and disbursements by category

Table 5A: Financial performance by financiers as at 30 September 2016

Table 5A: Financial performance by financier			
Financier	Appraisal (USD)	Disbursements (USD)	Per cent disbursed
IFAD loan	3,700,000	2,284,300	61.7%
Revolutionary Republic of Zanzibar	278,500	0	0%
Total	3,978,500	2,284,300	57.42

Table 5B: Financial performance by component as at 30 September 2016

Components	TOTAL			IFAD			RGoZ		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
	USD	USD		USD	USD		USD	USD	
Farmer Empowerment	2,105,400.00	1,655,123.14	78.61	1,958,000.00	1,655,123.14	84.53	147,400.00	-	0%
Technical Support livestock development	683,200.00	156,236.93	22.87	635,400.00	156,236.93	24.59	47,800.00	-	0%
Management & Coordination	1,189,900.00	472,940.74	39.75	1,106,600.00	472,940.74	42.74	83,300.00	-	0%
TOTAL	3,978,500.00	2,284,300.81	57.42	3,700,000.00	2,284,300.81	61.74	278,500.00	-	0%

Table 5C: Financial performance by categories as at 30 September 2016

Components	TOTAL			IFAD			RGoZ		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
	USD	USD		USD	USD		USD	USD	
Civil Works	-	-	-	-	-	-	-	-	-
Vehicles, Equipments and Furniture's	94,010.00	70,802.34	83.88	84,410.00	70,802.34	83.88	9,600.00	-	0%
Training, Workshops and Studies	714,820.00	139,237.50	21.06	661,220.00	139,237.50	21.06	53,600.00	-	0%
Technical Assistance	320,770.00	-	0%	295,440.00	-	0%	25,330.00	-	0%
Contract for Service Providers	-	-	-	-	-	-	-	-	0%
Grants	1,631,010.00	1,672,936.35	111.13	1,505,320.00	1,672,936.35	111.13	125,690.00	-	0%
Operating Costs	852,110.00	401,324.62	50.94	787,830.00	401,324.62	50.94	64,280.00	-	0%
Unallocated	365,780.00	-	-	365,780.00	-	-	-	-	0%
Total	3,978,500.00	2,284,300.81	57.42	3,700,000.00	2,284,300.81	61.74	278,500.00	-	0%

Table 5D: IFAD disbursements in SDR as at 30 September 2016

Category	Category Description	Appraisal	Actual	Pending W/A 6	Balance	% disbursed
	Consultancies	210,000	0	0	210,000.00	0%
	Equipment and materials	60,000	50,424.31	0	9,575.69	84%
	Grants and Subsidies	1,070,000	1,015,200.21	169,661.21	-114,861.42	111%
	Operating costs	560,000	244,883.50	41,810.34	273,306.16	51%
	Training	470,000	99,422.40	427.03	370,150.57	21%
	Authorized allocation		719,424.46	0	-719,424.46	0%
	Unallocated	260,000	0	0	260,000.00	0%
	Total	2,630,000	2,129,355	211,899	288,746.54	89%

Appendix 6: Compliance with legal covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 4.02	PCU to open and maintain a Programme Account in USD in Barclays bank; IFAD to make an initial deposit equivalent to USD 1,000,000	Bank Account	Done	
Section 4.02	ASDP-L to replenish Programme Account quarterly in advance	Quarterly	Done	Or when need arises
Section 4.03	Procurement of goods, works and services carried out in accordance with the procedures laid down in Schedule 3		Done	
Section 4.04	Insurance of vehicles, equipment and civil works financed from the loan proceeds to be consistent with sound commercial practice.		Done	
Section 4.05, section 11.10(b)	Audit report submitted to IFAD.	Audit report	Done	2015/16 report due in December
Section 4.06	Progress reports to be submitted to IFAD on a quarterly basis.	Six months of financial year	Done	
Schedule 4, para 7	AWPB to be submitted to the Fund, for its review and comments		Done	
Schedule 4, para 8(a)	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.		Done	
Schedule 4, para 16	Programme to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures		Done	

Appendix 7: Knowledge management: Learning and Innovation

Learning

The mission confirms the successful evolvement of many old FFS in new integrated ones. One of the assessed benefits is the farmers' self-reliance by producing their own manure for increasing their crop and vegetable productions. A remaining challenge, however, are the linkages to market, which still needs improvement. An increased production that does not have a market is in fact translated into a failure for the farmer.

Two more key lessons learnt from the programme are the below:

- Production costs could be reduced if animals are fed with enough and improved pasture and fewer supplement feeds. It is therefore important for any dairy farmer to own and cultivate a plot of improved pasture rather than cut and carry fodder from elsewhere;
- For successful livestock-crops integration, environmental conservation and soil improvement should be enforced as a policy or directive in community cow or goats sheds.

Innovation: Describe any interesting innovation noted during supervision

The Programme has created innovations in terms of institutional arrangements, which are new in the context in which they are applied. This is the case of the restructured **District Farmers Fora (DFF)**. In early to mid-2016 new elections have been held for ten DFF, resulting in strengthened and highly motivated committees of 15 people maximum, including Farmer Facilitators, CAHWS, Representatives of commodity associations and Representatives of Shehias which are not part of the ASDP-L target area. The fora now have a clear and focused goal, which is to support farmers with inputs and services provision and link them to markets. Most of the DFF have developed a medium- or a long-term working plan, are issuing membership cards and providing concrete and efficient services to their members. It has become evident that the higher the number of members, the higher will be their credibility and strength from an institutional point of view. Going forward, the DFF will have to increase their visibility and ensure, together with the local institutions, that all new projects occurring in Zanzibar will acknowledge their presence and role at district level. Briefly describe innovations adopted during implementation that were identified by the supervision mission. The description should identify the type of innovation (adoption, adaptation or creation), the context in which it is/can be applied (project, country, or portfolio), and its potential for scaling up or replication. Successful and less successful innovations can be included.

Stories from the field

FARMERS' EMPOWERMENT THROUGH FFS

ALI SULEIMAN ALI



Junguni is a village of Wete district, in the North region of Pemba Island. Here the typical household is primarily engaged in agriculture, while livestock keeping and fishery are secondary activities. The main cultivated crops are cassava, banana and sweet potatoes. Most of the population entirely depends on these crops for the sustainability of their households.

In 2010/2011 Ali Suleiman Ali joined the vegetable FFS of Junguni and became the chairperson of the “*Nia njema group*”. At the end of the training, Ali and other three members of the *Nia njema group* decided to develop their own business using the farming technologies learnt at the FFS.

They decided to grow sweet potatoes and water melons, harvesting about 9,000 melons during the first season, and 11,000 kg sweet potatoes during the second season for a total income of 29 million Tsh (about 13 million US\$.) At the end of the seasons they were distributing 4,000,000 and 3,300,000/- from sweet potatoes and water melon respectively, after removing all the production cost and left some amount for emergency issues.

Following this successful initial experience, the three members of the group decided to continue their business individually.

Currently, Mr Ali has about 1 acre of vegetables and 1/4 acre of banana using drip irrigation, and 2 dairy cows producing about 25 l milk per day, as well as manure. The income obtained from the milk sale is reinvested in the farm and used to cover domestic expenditures and to improve the household’s livelihood. The main challenge remains the market, which is not always reliable.

FARMERS’ EMPOWEREMENT THROUGH FFS

HADIA ALI MAKAME



Hadia Ali Makame is 50 years old, she is self-confident and unclouded. She has 8 children.

Her older daughter has entered University this year. They have a plot of land where they cultivate paddy, cassava and vegetables. They keep chickens, which provide manure and other income options with minimal investment. This is how Hadia supports her family by herself since six years, when she became a member of the poultry Farmer Field School (FFS) first, of the cassava and paddy FFS later. Since then, Hadia's children are getting a balanced diet, proper health care, education, and better living conditions. Hadia is also the current Treasury of the District Farmer Fora in the district of North A (Unguja island), aiming to become the next Chairman of the Fora. She also collaborates with other local organizations, being the focal person for children and women's rights at district level.

FARMERS' EMPOWERMENT THROUGH FFS

Abdalla Zarali

Abdalla Zarali lives in Kiwani district, Unguja. He has been a member of the dairy cow FFS, and has received a training on banana production by his neighbour, who was a member of the banana FFS. Both learning experiences made Abdalla understand the potential of crop-livestock integration. He then decided to establish his own banana plot nearby a dairy yard using the manure obtained from the cows to increase the banana production. Abdalla also keeps chickens (more than 150 birds), rabbits and produce vegetable nearby his house. From the income of banana and chickens sells, Abdalla has managed to build a house roofed with corrugated iron sheets and to partially pay for a biogas plant used for cooking and lighting. The women's workload of Abdalla's household has consequently been decreased in a more environmentally friendly way.



Appendix 8.a: RIA¹⁶ Impact Assessment

1. The discussions and field visits of project beneficiaries during this Supervision Mission were very useful for the planning of the ASDP-L and ASSP impact assessment. They enabled to reconstruct the theory of change of the projects and also to present RIA's work and the essential elements that are needed for a rigorous impact assessment (definition of impact, the reconstruction of the theory of change, the counterfactual and the methodology). It also gave RIA the opportunity to present the expected timeline of the quantitative analysis (indicated below). It was also useful to learn about the details of the PIA and explore ways to avoid duplication of efforts and to maximise the learning potential of both the quantitative analysis and the qualitative PIA activities.

2. **RIA's recommendations to the PIA.** The project is foreseeing a qualitative PIA, which aims at eliciting the definition of impacts from the beneficiaries as well as collecting participants' experiences related to receiving the FFS training. We recommend that a set list of topics related to outcomes and impacts, are asked to the participants, and that interviews are semi-structured. As a minimum, questions should remain fixed during the first round of data collection, across all surveyed groups. It also suggested that the list of topics and questions are discussed in consultation with RIA, in order to allow for triangulation of findings between the qualitative and the quantitative impact assessments. Ideally, RIA also recommends that the first round of data collection for the qualitative PIA follows the **same sampling strategy** as the quantitative analysis. This means at least, interviewing farmers that belong to the treatment and comparison groups that will be surveyed as part of the quantitative. By adding these, it will be possible to assess whether the definition of impact is different thanks to being a participant of ASDP-L/ASSP, and attribute impacts to the projects only. It is paramount to have control or comparison groups to establish attribution.

3. RIA also recommends a census of FFS participants and spillovers to determine an adequate sampling strategy (notably for the identification of the control group) for both the RIA impact assessment and the PIA. RIA is also considering using MIVARF areas not targeted by ASDP-L and ASSP as a control group. To this end, the support of MIVARF in identifying these areas is essential. The added value of having similar sampling strategy in the PIA (with a control group) as the quantitative analysis lies in the larger learning synergies between the PIA and the quantitative analysis.

4. RIA also understands that the PIA initially foresaw a quantitative survey. We recommend that PIA focuses on the qualitative component only and maximise the resources for this exercise since it is important. To this end, RIA would like to continue the discussion relating to the sample determination and the questionnaires design of the PIA with the consultant.

5. In terms of indicators, we recommend a reduced version of the Women's Empowerment in Agriculture Index (reduced WEAI) on the basis of the work that has been done by RIA as the full WEAI has been proved to be very burdensome for farmers. A qualitative version of the reduced WEAI should be included in the PIA. RIA has also produced a set of questions that could inform the qualitative and are attached in a separate document.

6. **RIA quantitative Impact Assessment** As far as the quantitative impact assessment that will be carried out by RIA, the plan is to hire a local firm that will carry out the data collection. Based on the discussions held during the supervision mission, the available information is insufficient to identify an adequate control group (counterfactual group) for this impact assessment. The 5th batch of FFS (those implemented since August 2015) is a potential control group candidate for this impact assessment. It might also be possible to use MIVARF areas not targeted by ASDP-L and ASSP as a control group. It was thus suggested to perform a census to identify all the FFS members and spillovers since the start of the projects and to extract their key characteristics (6 short questions) for the identification of the control group and ultimately the sample for both impact assessments (PIA and quantitative impact assessment). The available options on how to conduct this census were discussed and are being explored. It is also paramount to understand the key characteristics of the shehias where the project got implemented. Data on the key characteristics of each project targeted shehias will improve the

¹⁶ the IFAD Research and Impact Assessment Division (RIA) under the Strategy and Knowledge Department

sampling strategy as it would enable to have FFS participants and spillovers located in similar shehias in the treatment and control group. The list of variables used to measure the shehias characteristics is in the process of being determined by RIA and will be provided in the next few days. Additionally, in order to select an addition control group in the MIVARF areas, it is recommended that data on the status of implementation of MIVARF at shehias level in Zanzibar is obtained. To this end, the assistance of the MIVARF counterparts is essential.

Timelines:

Milestones	Responsibility	Agreed date
Exploration on methods to conduct a census of ASDP-L and ASSP FFS members and FFS spill-overs.	RIA and ASFT	October 2016
Data gathering on shehias features.		
Provide inputs to the PIA sample and questionnaire	ASFT	October/ November 2016
Sample design for the quantitative IA.	RIA	November/December 2016
Household Survey questionnaire design for the RIA/IA	RIA and ASFT	December 2016
Household Survey Data Collection	RIA	December 2016/ January 2017
RIA IA Report.	RIA and ASFT	February/March 2017

Appendix 8.b: Participatory Impact Assessment (PIA)

1. The planned Participatory Impact Assessment (PIA) will be for the purpose of: i) understanding the impact of the programme at household, group and community level, ii) generating information that will eventually be used in the Project Completion Report. However, of primary importance is that, by participating in the impact assessment, community members will be empowered, in the sense that they will develop capacity to assess progress towards achieving their (individual and collective) social, economic and political goals, and to decide on what they need to do to achieve these goals in the context of FFS-based groups. The PIA is to be understood mainly as a mutual learning process whereby FFS members achieve a clearer consensus about their objectives and how to achieve them practically; while project staff and district officials obtain a better understanding of how to better support the groups' transformation into agro-enterprises.

2. In practical terms, the intention of the participatory impact assessment is to support the formulation of a practical strategy to support FFS members to develop market linkages and value addition activities, as well as improved access to financial and non-financial services; and to empower the DFFs to more effectively influence policy, facilitate participatory research, and promote opportunities for training. Furthermore, the PIA will generate lessons that can help in scaling up the strategic approach of the ASSP/ASDP-L that focused on the three key areas of Sustainable agricultural intensification; Development of FFS-based enterprises; and Strengthening of District Farmer Fora.

3. The ASSP/ASDP-L project team has already conducted participatory reflection meetings with FFS groups, Farmer Facilitators, CAHWS and District Subject-matter Specialists during which impact indicators were identified based on the on their perspectives. These indicators were in the areas of: Increased productivity and production; Increased household income; Increased household food security and nutrition; Improved Service provision; Empowerment; Gender sensitivity; Performance of DFFs; Performance of CAHWS; and Market access and level of profits from self-organized enterprises. These indicators, together with those issues identified during the Joint Implementation Review Mission, May 2015, will form the basis for the consultant together with the project team to engage with the FFS members, DFFs and CAHWS for the purpose of eventually identifying and agreeing on priority indicators that will be adopted for assessing impact. However, particular attention will be paid to beneficiaries' assessment of the extent to which the project has led to organisational empowerment, given that the programme puts a lot of emphasis on demand-driven bottom up participatory approaches that aim at empowering FFS members and non-members so that they can sustain the project activities, demand for better services and influence policy.

4. For each agreed indicator beneficiaries will be asked to indicate what objective they had intended to achieve, what they had actually achieved due to the programme, what challenges they have faced which prevented them from achieving their objectives, and how they intend to move forward in future in dealing with those challenges so that they can achieve their objectives (even without the programme).

5. Given the purpose of the PIA, it will be necessary to involve all the programme actors in the study including FFS members (women, men and youth implementing different enterprises) as direct beneficiaries and spillover groups, facilitators, DPOs, BEOs, CAHWS, DFF representatives, Shehia representatives and financial institutions that may operate in rural areas. Beneficiaries will assess themselves at different levels: at individual (FFS, DFF and CAHW individual member) level; at group (FFSs, marketing, savings and credit and other collectives) level; at community (Shehia) level; and at District (DFF, Networks and Apex organisations of FFs and DFFs) level. Indicators will be grouped to facilitate assessment at each of these levels and protocols will be developed for conducting Focus Group Discussions and Key Informant Interviews and will be pre-tested before final adoption. Considering the diversity of the FFSs, DFFs, CAHWS and any other collective ventures, it will be important to carefully characterise them so that the assessment captures all the possible categories of beneficiaries. The Project team will prepare a matrix of all the FFSs including 'spill-over groups' according to their characteristics (batch, enterprise, location etc.) to facilitate decision on sample size

and sampling procedure. The project will also select a group of capable staff (Public Facilitators) who will be trained by the consultant on data collection before the actual data collection.

6. The general approach to be taken will involve several distinct steps: i) Finalizing a set of key indicators that will have been developed based on inputs from beneficiaries, project team and other key stakeholders; ii) Developing a protocol for conducting focus group discussions and holding key informant interviews; iii) Pre-testing the protocol on few selected FSSs, DFFs and CAHWs and fine-tuning as necessary; iv) sampling of FSSs, DFFs, and CAHWs; v) training of selected project staff (Facilitators, BEOs and PDOs) on data collection; and vi) actual data collection.

7. To complement the PIA, a household survey to determine the impact of FFS on women empowerment by comparing FFS participants and non-participants, using a tool which will essentially be based on the Women's Empowerment in Agriculture Index (WEAI). This will involve customizing the tool to fit the local context after an initial review of project documents and conducting field visits and talking to selected FFS participants and project staff, pre-testing the tool and making any necessary amendments, developing a sampling strategy and determining the sample size in collaboration with project staff. Once this is done a plan for conducting the household survey will be agreed upon and enumerators will be identified who will work under close supervision of the project staff.

8. According to the RIA study, a census of all FFS participants and FFS spill-overs since the beginning of the projects will be conducted in order to locate these farmers and livestock keepers and to extract basic characteristics, to facilitate appropriate sampling and determination of a control group. Since the women empowerment study will follow a quantitative approach, it will be designed based on the outcome of the census of the FFS members that will be done, so as to facilitate appropriate selection of women FFS participants and non-participants of comparable characteristics as a control group.

9. The PIA will be designed in such a way as to be accommodated within the normal activities of project staff so as not to overstretch them given other activities that will need to be finalized before the end of the project. However, it is expected that it will be finalized by mid-January 2017.

Agreed action	Responsibility	Agreed date
<ul style="list-style-type: none"> The Project Team will prepare a matrix of all the FFSs including 'spill-over groups' according to their characteristics (batch, enterprise, location etc.) to facilitate decision on sample size and sampling procedure. 	ASFT	15 th October
<ul style="list-style-type: none"> Elaboration of methodology and preparation of a consolidated list of indicators that will be validated by FFSs, DFFs, CAHWs 	Consultant	15 th October
<ul style="list-style-type: none"> Development and pre-testing of a protocol for FGDs and KIIs 	Consultant and Project team	22 nd October
<ul style="list-style-type: none"> Embarking on data collection 	Project team and consultant	1 st November
<ul style="list-style-type: none"> Data Analysis and report writing 	Consultant and Project team	31 st December
<ul style="list-style-type: none"> Submission of Final Report 	Consultant	15 th January, 2017

Appendix 9: List of persons met

Name	Function/Title
1. Juma Ali Juma	Permanent Secretary
2. Dr. Talib Saleh Suleiman	Programme Coordinator
3. Zainab Saleh Hassan	Planning Officer
4. Leila Kihwele Miraj	Agriculture Officer
5. Iddi Kheir Vuai	Financial Manager
6. Anna Athanas	Accountant
7. Salum Said Khamis	Livestock Officer
8. Mwenemzi Omar Said	Procurement Officer
9. Seif Ali Khatib	Monitoring and Evaluation Officer (Pemba)
10. Hamza Suleiman Juma	Livestock Officer (Pemba)
11. Suleiman Atik	Nutrition Officer (Pemba)
12. Khamis Salum Khamis	Accountant (Pemba)
PDOs	DISTRICT
13. Hassan Ibrahim	North B
14. Mohammed Yusuf Haji	Central
15. Mkubwa Abdalla Hamza	North A
16. Abeid K. Ramadhan	West A
17. Hawa S. Kassim	West B
18. Ishaq Mahmoud Kheir	South
FARMER FORA CENTRAL DISTRICT	
19. Haji Jongo Juma	Chairperson
20. Makmae Ali Makame	Vice Chairperson
21. Adam Muhsin Amour	Secretary
22. Kikombe Ussi	Cashier
23. Semeni Uzia Khamis	Member
24. Fatma Ali Ali	Member
25. Khamis Nna	Member
26. Mwanakhamis S. Ali	Member
27. Abdu Hisabu	Member

28. Makame Omar Makame	Member
29. Ali Juma Omar	Member
30. Arafa Asseid Mvita	Member
31. Ali Hassan Nassor	Member
MPAPA- DAIRY GROUP	
32. Silima Ali Haji	Cahier
33. Ali Hassan Shamsi	Member
34. Haji Ussi Haji	Member
35. Khatib Juma	Member
36. Sheha Mtumwa	Member
37. Abdalla Juma Abdalla	Member
38. Mwajuma Jaffar Ali	Member
39. Mohammed Naimu Simai	Member
40. Mwanapili Ame Haji	Member
NURU NJEMA	
41. Siajabu Abdalla	Member
42. Mwanaisha Haji Ussi	Member
43. Hamdani Kheri Mtumwa	Member
44. Mwawanu Rajab	Member
45. Saumu Ali Khatib	Member
46. Mwanahamis Juma	Member
47. Amina Pamba Kijika	Member
Communal COW SHED	
48. Tatu Juma Ali	Member
49. Asia Mwinyi Bai	Member
50. Yussuf Mussa Hassan	Member
51. Ali Haji Abdalla	Member
52. Saidi Kijarabu Iddi	Member
53. Hassan Haji	Member
NASISI TUWEMBELE	
54. Maryam Khamis Issa	Member
55. Mkasi Makame Hadi	Member
Myonge Husikilizwa	

56. Ali Omar Mrisho	Member
57. Makame Ali Makame	Assistant Chairperson
UBAGO	
58. SIASA MWINYI REHAN	BANANA FARMER
MACHUI: KIZIMBANI CASSAVA	
59. Suleiman J. Deve	Secretary
60. Micheal James Maguha	Member
61. Abuu Suleiman	Member
62. Hadia Said	Member
63. Zuwena Ameir	Member
64. Asha Feruzi	Member
65. Mosi Makele Ngayalina	Chairperson
66. Salama Kessi	Member
67. Bikombo Hassan	Member
68. Miza Khamis Juma	Member
69. Amina Mkupi	Member
70. Biabu Khelefu	Member
71. Khadija Maruzuku	Member
72. Silima	Member
MACHUI GRAND (Cow Shed)	
73. Muhoja Abdalla Matandala	Chairperson
74. Mary sabastain	Member
75. Hadia Said	Chasheir
76. Zeyana Salum Said	Member
77. Susana Joseph Shija	Member
78. Robart Yahana Yatabu	Member
79. Magret Missana	Member
80. Meja Habibu Abdalla	Member
81. Zainabu Khatib Matandala	Member
82. Emmanuel Elias Fulana	Member

83. Nassor Salum Juma	Member
84. Ambari Almas Kombo	Member
85. Bulla Joseph Shija	Member
86. Adili Mohammed Salum	Member
FUMBA Fish farming and Pearl Production	
87. Mwanamvua Abdalla	Member
88. Mwasiti Mohammed	Member
89. Ikiwa Abdalla	Member
90. Asha Fumu	Member
91. Mwanaali Bakari	Member
92. Mwanaidi Suleiman	Member
93. Maryam Balo	Member
94. Mahiba Makame	Member
FARMER FORA NORTH A DISTRICT	
95. Abeid Ussi Haji	Chairperson
96. Yusuf F. Yussuf	Secretary
97. Hadia Ali Makame	Cashier
98. Ame Saleh Mganga	Member
99. Mtumwa Iddi Makame	Member
100. Mwajuma Haji Faki	Member
101. Zuhura Hamad Haji	Member
102. Makame Omar Ali	Member
103. Makame Wadi Ali	Member
104. Shaani Hassan Bakari	Member
105. Pili Juma Mohammed	Member
106. Denge Juma Denge	Member
107. Mtumwa Ali Mati	Member
108. Shani Hassan Bakari	Member
TUSIZEMBEE (RICE SEED PRODUCTION GROUP)	
109. Vuai Muhiddini Mzee	Chairperson
110. Yusuf Faki Hassan	Katibu
111. Simai Ali Hassan	Cashier

112. Pandu Makame	Member
113. Hassan Othman	Member
114. Zuhura Othman	Member
115. Haji Makame	Member
116. Mrisho muhiddin	Member
117. Yenu Haji	Member
118. Safia Haji	Member
119. Heshu Juma	Member
120. Machano	Member
TAZARI GOAT SHED	
121. Omari H. Haji	Chairperson
122. Machano Ame Machano	Secretary
123. Patima Khamis	Cashier
124. Kombo Nyange Ali	Member
125. Vuai Haji Ame	Member
126. Acha Kh. Kombo	Member
127. Khamis M Khamis	Member
128. Nachum M. Haji	Member
129. Miza M Ussi	Member
130. Mussa K. Kheir	Member
131. Ali J. Ali	Member
132. Jecha M Jecha	Member
133. Juma Mati Haji	Member
134. Muhamad H. Makame	Member
135. Sheha O Mjomba	Member
136. Juma Ussi Rumba	Member
137. Hawa Boga Makame	Member
138. Patima Ruya Kombo	Member
139. Haji Faki Haji	Member
140. Khamis Mwadini Mshoni	Member
PEMBA -COURTSEY CALL	
141. Issa Nassor Baker	Acting Officer in Charge

142. Sheha I Hamdani	Director of Planning
143. Amour Juma Mohammed	Head Department of Agriculture
144. Abdulmalik M Bakari	Planning Officer
145. Asha Zaharan Mohammed	Head, Dept of Livestock
146. Sharif Faki Sharif	Department of Forestry
147. Omar Mussa Othman	Research Officer
FARMER FORA WETE DISTRICT	
148. Mohamed Khamis Mohammed	Chairperson
149. Mohammed Ali Mmanga	Asst Chairperson
150. Said Mussa Khamis	Secretary
151. Mchanga Said Hamad	Cashier
152. Juma Silima	Member
153. Mussa Suleiman	Member
154. Assaa Juma Ali	Member
155. Ali Ayub Ali	Member
156. Hamad Ali Mussa	Member
157. Bimdogo Suleiman	Member
158. Bishamba Ali	Member
159. Mauwa Said Kheir	Member
160. Time Ali	Member
161. Mohammed Khamis Mohamed	Member
162. Mussa Hussein Ayoub	Member
CAHW s MINI PHARMACY WETE DISTRICT	
163. Mussa Suleiman	Member
164. Ismail Bakari	Member
165. Khamis Abraham	Member
166. Suleiman Abdalla Hassan	Member
167. Salum Omar Nasor	Member
168. Said Hamad Hamad	Member
169. Hadiya Kombo Hamad	Member
170. Aisha Ali Hamad	Member
171. Bimdogo Suleiman Juma	Member

172. Assaa Juma Ali	Member
173. Khalfan Omar Makame	Member
174. Mussa Hussein Ayub	Member

United Republic of Tanzania

**Agricultural Sector Development Programme - Livestock
Zanzibar**

Technical papers

Working Paper 1: Sustainable Livestock Intensification

A. Introduction

1. This technical report presents the findings and recommendations as an input to the 13th IFAD Supervision and Implementation Support Mission, which was carried out from 3rd to 14th October 2016. During the current Mission, As a Livestock Specialist I was responsible for reviewing the sustainable livestock intensification sub-component. More specifically I was tasked to: (a) Review the progress in livestock intensification activities, identify challenges and opportunities;(b) Assess the progress in organization of dairy cattle farmers and poultry keepers as effective group-based enterprises; (c) Assess the progress and challenges in the establishment of communal dairy cattle and goat sheds; (d) Assess the progress and operationalization of veterinary services and community veterinary pharmacies; (e) Assess the progress and challenges faced by CAHWs in the provision of veterinary services; (f) Review the progress in the implementation of agreed actions since the last implementation support mission; (g) Review overall implementation performance against project's objectives; and (h) Contribute to the project scoring assessment.

2. Field visits were conducted in Unguja: Central district (Ubago, Dunga, Mpapa, Machui), West ' B' district (Fumba, Kisakasaka) North 'A' district (Kibokwa, Tazari) and in Pemba: Wete district: (Kisiwani, Weni, Madenjani, Kinyikani) Chake Chake district (Mchanga wa kwale, Vitongoji, Wawi, Limani) Micheweni district (Bule, Shumba) , Mkoani district (Mkoani DFF, Kendwa, Wambaa, Mzingani, Mjimbini, Mgagadu) in close collaboration with the programme management and PDOs. Both in Unguja and Pemba discussions were held with District Farmer Fora, Farmer facilitators and Community Animal Health Workers (CAHWs). The mission also interacted with some Farmer Field School (FFS) participants, key staff from the district authorities, Veterinarians as well as staff at Animal Health and Production Centers. The Mission would like to express its appreciation for the frank discussions, many courtesies, cooperation, and hospitality extended.

Progress in livestock intensification activities, challenges and opportunities

3. **Rationale for intensification and diversification:** The main objective of livestock intensification is to increase use of inputs and services in order to increase the output quantity and value per input. In dairy production systems therefore proper investment in the form of breeds of cattle or goats that are efficient converters, proven feeds and feeding systems coupled with proper marketing systems, are key pre-requisites for intensification. In this regard crossbreeding for dairying is a major tool in intensification of cattle and goat production. The mission was informed that cross-breeding programs are in place in form of support to AI services, establishment of a total of 12 cow shed and 11 goat sheds for both Unguja and Pemba. In addition livestock based FFS have some cross bred animals. However, the mission noted that in the period under consideration, the aspect of feeds and feeding systems for the FFS as well as the cow and goat shed visited, have not been fully addressed. The mission re-iterates its earlier recommendation of hands on training on livestock feeds and feeding systems to members of livestock FFS and cow/goat shed so as to fully exploit the production potential of cross bred cows and goats. Proper establishment of pastures is required in order to provide enough fodder for the animals whose requirement for maintenance and production is considerable.

4. **Pasture establishment:** Most Communal dairy cattle and goat sheds and livestock based FFS visited had established grass only pastures for groups and individual HH. Generally pasture legumes and/or multipurpose trees were conspicuously absent in the plots. Farmers will therefore require training on basics of intercropping with pasture legumes and planting of leguminous multipurpose trees that are poised to improve livestock feed quality and quantity. Hands on training on selection of right varieties and seeds of the desired quality as well as seed treatment techniques (e.g. scarification and inoculation) coupled with land preparation and sowing techniques should be mounted immediately. Also urgently required is training on defoliation management that promotes the maintenance of feed value through regular but judicious cutting of pasture (note that feeding value declines rapidly with age of regrowth, as increasing amounts of lignin are laid down). Training will also

be required on pasture plots' fertility management. This recommendation is motivated by the fact that all plants including grasses and legumes require various plant nutrients for growth. However different plants vary in the amount of each nutrient they require. Consequently they will only grow to the level set by the limiting nutrient. Thus if the soil is low in phosphorus, no amount of additional nitrogen or any other nutrient will make the plants grow beyond the level set by the amount of phosphorus available to the plant. Soils vary in their ability to supply nutrients, and so it is necessary to know the fertility of the soil, and the fertility demands of the forage varieties to be sown. Chemical analysis of the soil will give an indication of its fertility, and knowledge of the characteristics of the plant will help in determining its nutrient requirements. Generally Legumes have a high requirement for P, S, and Mo., while Grasses have a high requirement for N and P, and also K for some species (e.g. *Setaria sphacelata*), which have luxury uptake of this nutrient. Re-fresher training in pasture establishment for members of livestock FFS and communal dairy animal shed has to address these issues.

5. **Pasture seeds:** The mission noted that there was a high demand for pasture seeds (grass and legumes) in the whole of Tanzania (Mainland and Zanzibar). This ought to be considered an opportunity for both crop and livestock FFS. As seen forages used for feeding cattle and goats are of low quality to the extent of preventing exploitation of the full potential of animals kept. Let ASFT prepare training for promising groups of farmers (crop and livestock) on pasture seed production, use and marketing. At the same time popular publications in form of leaflets, booklets, posters and videos should be prepared. These should be tailor-made and user-friendly in a way that provides "do it yourself" instructions in Kiswahili to members of the targeted groups. Seeds produced by farmers with commercial orientation and that are quality declared will go a long way in revolutionizing the dairy production landscape in Zanzibar.

6. **Feeding systems:** Used by farmers are another critical element in efficient production of dairy animals and ensuring optimal yields in products and by-products. The feeding system selected must consider delivery of forages, grain, protein and minerals, either individually or in various combinations. So far almost all dairy cattle and goat keepers in the communal as well as individual production systems have not quite grasped an essential production fact that successful dairy feeding systems are those that deliver the needed nutrients to each cow/goat at the correct time (growth/stage of lactation) to maintain optimal performance notably maximum milk production. In the remaining ASDP-L programme life and in order to address the issue of feeding systems for targeted and spill-over dairy animal keepers, there is an urgent need to mount hands-on training in feeding systems for various classes and age groups of animals respecting nutrient requirements for the groups in question. To fully support this initiative, the programme is advised to prepare leaflets and booklets with "do it yourself" instructions on how to feed calves, heifers, pregnant heifers, milking cows and even bull calves destined for feedlotting and slaughter as by-products of the dairy production system.

7. **The role of crop-livestock integration:** To be worthwhile, intensification has to be sustainable. Sustainability is possible under the crop-livestock integration, which is among the intended outputs in the second phase of support to ASDP-L. There have been deliberate efforts aimed at increasing benefits to livestock and crop production. Crop production on one hand has provided crop residues used directly or conserved as hay for use during the dry season, while livestock has provided much needed manure to increase soil fertility. It was noted however that crop-livestock integration has not been fully utilized to the extent that would have brought about the expected benefits.

8. **Market access:** The mission observed that market access, a key requirement for sustainable intensification has not been addressed. In many of the cow and goat sheds animals are heavily pregnant and others have started calving/kidding. It is thus expected that there will be an increase in amount of milk produced. Furthermore there will be an increase in the calf/kid crop most of which will be given to new beneficiaries in the second round. After a short period of time there will be further increase in milk production. It is imperative that preparations for marketing the bumper produce/harvest from dairy investment should have started. It was noted that only few cattle/goat sheds and FFS have been trained on marketing issues and an even smaller proportion on preparation of business plans. There is therefore an urgent need to address this aspect of sustainable intensification. However given the limited timeframe before the end of ASDP-L there is need to request Heifer Project International (HPI) and MIVARF to take up this challenge. Collaboratively the two institutions will help organise milk collection, milk quality control, milk storage, marketing as well as value addition.

Progress in organization of dairy cattle farmers and poultry keepers as effective group-based enterprises

9. The Mission noted with satisfaction that the number of livestock FFS has increased from 522 to 622. Most of these FFS have dairy cattle and poultry enterprises that have been mainly used for training to build their capacity to increase production and productivity. In addition the establishment of cow sheds, goat sheds and poultry initiative are all geared towards organizing farmers as effective group-based enterprises. Despite these breakthroughs in organizing farmers, they are still far from becoming effective enterprises. Effective enterprises focus on working to attain the desired results. The desired result in the context of ASDP-L is improved group members' livelihoods because of increased production and productivity. This will consequently translate into increased income, a key factor in livelihood improvement. To be effective therefore they need a full package on making farming a business. They should also be able to effectively take full advantage of working together as a team including sourcing for markets for their produce together, looking for services and inputs as a group. This approach tends to increase their bargaining power and allows for reaping fruits of economic and social empowerment.

10. As programme closure date is approaching there is need for an exit strategy that will prepare ground for taking over unfinished capacity enhancing tasks including making dairy cattle farmers and poultry keepers' effective group-based enterprises. The Mission recommends that in the remaining period ASFT should scale-up capacity enhancement of poultry keepers in areas of proven production and marketing through their associations/farmer fora. Resources set aside for poultry initiative in participatory action research can be used to support this felt need. In case of dairy cattle farmers, the Mission recommends that ASFT should link them to a new project coordinated by HPI. Under HPI farmers' capacity to collect, store, control quality, process and market dairy products and by-products will be sustainably built.

11. The mission noted that Heifer International has just started the implementation of a regional project covering two Districts in Zanzibar and two in Rwanda (Dairy Hub model Integration into IFAD-funded projects_ DHI) - through a regional grant provided by IFAD. The Grant will definitely have synergies with ASDP-L and add significant values in identifying and addressing current challenges related to farmers' organization, market linkages, and capacity building. The mission was informed that the project will specifically focus on mobilizing farmers and building social capital for dairy hub establishment that would be used as a tool for linking to markets, access to improved production, and financial and business services. Key activities are planned to include:

12. **Farmers' organization:** Heifer International will mobilize smallholder farmers to form dairy farmers' groups and associations around Milk Collection Centres;

13. **Hub development:** Through links to dairy hubs, farmers will be able to access productive and reproductive resources, such as artificial insemination, feed production, veterinary services, and financial services through linkages to financial institutions;

14. **Social capital building:** Heifer International will strengthen the dairy sector's social capital base by facilitating the producers to build organizational structures and commercial linkages, so as to function as a network of small business entrepreneurs;

15. **Milk quality control:** The project is designed in such a way that, dairy hubs will work with the processors to control the quality of milk supplied by farmers to the chilling plant and milk sold by the dairy hubs to processors as per prescribed standards and guidelines;

16. **Knowledge management:** This project is designed to have in-built knowledge creation and sharing platforms that will provide space for value chain actors to interact, communicate, and take actions to improve performance of the value chain and scale up and out best practices.

17. The mission was further informed that Heifer International has already launched the project in Zanzibar in close collaboration with MANRLF on 26th September 2016. To this effect, efforts should be made to link members of the communal dairy cattle and goat sheds and other dairy animal owning farmers' groups to the regional grant in order to ensure that they are identified and ready to receive appropriate support before and after ASDP-L has phased out.

Progress and challenges in establishment of communal dairy cattle and goat sheds

18. **Rationale, genesis and progress:** Communally managed dairy enterprises were supported by the programme in order to create conducive environment that lays a firm foundation for collective services provision in terms of inputs as well as output market. In this arrangement, Artificial Inseminator (AI), veterinary and production management services are brought closer by assigning a specific Community animal Health Workers (CAHWs), Block extension officer (BEO) or any other service provider for the shed that would provide the services in time whenever needed. The arrangement would also provide favourable environment for support from the programme in terms of biogas installations, capacity building as well as fostering collective marketing of milk and other services. The Mission was informed that business plans development was to be facilitated and that grants would be provided to plans that meet the set criteria.

19. The Mission was informed that the programme had planned to establish a total of 18 dairy cattle shed and similar number of dairy goat shed in Unguja and Pemba during the two year extension period. Up to the time of the Mission, 12 cow sheds and 11 goats sheds had been established each with 20 in-calf heifers and 45 (40 does and 5 bucks) goats, respectively. The plan is that each household is given one in-calf heifer or two pregnant does on understanding that upon calving/kidding the household will pay back a female calf/two kids to another deserving household once animals attain age of six months or they are weaned for calves and kids respectively. The Mission observed that in some cases the criteria for selecting beneficiaries in the solidarity chain, was not fully respected thus tending to benefit unintended households. **It is therefore recommended that for the next beneficiaries in the next and subsequent solidarity chains inclusion as well as exclusion criteria should be followed. The Shehia leadership with assistance from the district authorities should foresee this exercise.**

20. **Challenges and areas for improvement:** The Mission observed that dairy cattle and goats' sheds have been built according to required specifications for floor, walls, roofing, watering and feeding points and even the location. Furthermore the breeds of cattle and goats at the communal shed were of mixed breed types and thus acceptable in terms of production levels and adaptability to the Zanzibar environment. One area that requires improvement in the context of proper housing of animals is to set aside in the sheds areas for calf/kid shelter, feeding and watering points. These young future dairy cattle/goats were found by the Mission roaming about or tied next to the dam with no freedom to exercise, feed and drink, which are considered pre-requisites to fast growth and future performance. **There is therefore need to rehabilitate the sheds with a view to create requisite space for present and future calf/kid crop.**

21. **Feeds and feeding systems:** Feeds and feeding systems were noted to vary from shed to shed as if beneficiaries were trained using different curricula. Generally low quality feeds that do not match requirements for the breeds in question were being used as sole source of nutrients. In addition in most sheds very small and inappropriate sized watering utensils that do not provide for provision of water *ad lib*, were being used. In the technical report on livestock, for the 10th, 11th and 12th Mission, there were recommendations on proper feeds and feeding systems to which the ASFT is referred as means for redressing the situation. Also noted was a fact that many of the dairy cattle and goat sheds have established pasture plots in areas close to the sheds. Most of these have planted elephant grass but failed to intercrop with leguminous plants and multi-purpose trees like *Grilicidia* and *Leucaena leucocephala*, which would have improved the nutritive value of fodder used for cattle and goat feeding at the communal sheds. Furthermore whenever pasture plots were located on steep slopes notably in Pemba no effort was made to use land preparation techniques and cultural practices that discourage soil erosion and corresponding soil nutrient loss. In the remaining period efforts should be directed at redressing the situation by improving FFS –livestock curricula used in capacity enhancement for members of cow and goat sheds, to include recommended pasture establishment techniques that enhance feeds and feeding systems in dairy animal production.

22. **Market access:** One of the objectives of establishing communal dairy cattle and goat sheds was to organize farmers as a means for making their voice loud and clear in the negotiation and bargaining arena and to attract private sector investment in marketing and value addition for livestock and their products. One and half years into the extension period pre-requisites for penetrating into the

challenging and competitive marketing and processing arena have not been fulfilled. Even the basic facilities such as aluminium cans for milk collection and safe storage, milk testing gear, refrigerated transport facilities and even bulking tanks are not available at all dairy animal sheds supported by ASDP-L. **In order to create conducive environment for attracting private investors, it is hereby recommended that firstly ASFT should make plans of re-tooling members of the communal cow and goat sheds in key aspects of post-harvest management of dairy products and by-products especially preparation for milking, hygienic milking and post-milking milk handling and milk collection and storage.** There is need to have a mini-laboratory in the immediate vicinity of the dairy animal sheds at which regular testing of milk for its quality would be routinely undertaken. **Secondly, it is hereby proposed that with assistance from HPI each communal dairy animal shed should have own milk collection centre complete with all requisite facilities and an input shop as well as a health service provider all under one roof.**

Progress and operationalization of veterinary services and community veterinary pharmacies

23. **Veterinary services:** There has been significant improvement in veterinary and other livestock related services in Unguja and Pemba thanks to the CAHWs who have increased the number of service providers available to livestock keepers. The AHPCs and VIC at Maruhubi as well as a laboratory at Machomanne in Chakechake are serving as back-up for provision of much needed helping hand in disease diagnosis and management. As pointed out in the last mission there is need for the laboratories at Maruhubi and Machomanne to serve as referral centres in disease diagnosis, acaricide and feed testing for Unguja and Pemba, respectively. ¹⁷Samples may be collected by CAHWs, farmers and PDOs and transported to laboratories by available public transport. The sample receiving and handling points (VIC-Maruhubi and laboratory at Machomanne) will usually be informed in advance by responsible CAHW or Farmer through a mobile phone message about time of dispatch and means of transportation. The message will at the same time be sent to the veterinarian responsible for services and supervision of CAHWs in the area from which the sample has originated. Once results are obtained and advise on case management are in place from experts, a message is sent to the owner of the animal, the CAHW and to the server proposed to be at the Director of Veterinary Service's office for proper storage. The Ministry of Agriculture Natural Resources Livestock and Fisheries is advised to test this innovation starting with Pemba as pilot, considering the fact that there is only one veterinarian for the entire area including smaller islands and expected to oversee professional activities done by a total of 76 CAHWs.

24. **Community veterinary pharmacies:** Veterinary inputs especially pharmaceuticals and animal feeds that provide essential micro-nutrients like minerals and vitamins have been reported to be among major limiting factors to livestock production and productivity. Improved breeds of cattle, goats and poultry kept in Unguja and Pemba, are very sensitive to fluctuation and/or un-reliable services including unavailability of drugs for managing infectious diseases some of which like ECF are fatal if not managed on time. It is because of this felt need which also happens to be demand driven, that ASDP-L with advise from the last mission, decided to facilitate the establishment of mini-pharmacies manned by teams of 10 to 15 CAHWs using space provided at AHPCs as well as rented premises in areas that do not have designated animal health and production centres.

25. The mission was informed that the programme has received four business plans (2 from Unguja and 2 from Pemba) related to the financing of mini-veterinary pharmacies managed by CAHWs association in four Districts. The mini-veterinary pharmacies will help to ensure a steady supply of veterinary drugs in the concerned Districts as well as the provision of basic veterinary services to livestock farmers. The CAHWs associations are already renting the premises for their upcoming mini- veterinary pharmacies while waiting for the financing of the business plans through a grant that will be provided by the programme. However, the mission noted that there is a need for putting in place guidelines to ensure that veterinary pharmacies are managed properly and livestock

17 Use of mobile phones has been proven to improve animal health service delivery in underserved rural areas by facilitating access to metropolitan based diagnostic centers and expertise - see Karimuribo et al. BMC Veterinary Research (2016) 12: 219. This system might be used to link CAHWs in different parts of Unguja and Pemba to veterinarians and diagnostic facilities located in Zanzibar town, Wete and Chakechake (Once Pemba gets two veterinarians as per recommendation in the *Aide Memoire*)

services provided according to the minimum standards of animal health. Indeed, the CAHWs received a short term training (2-3 months) related to basic technics of animal health and still need close supervision by a qualified veterinarian especially in Pemba where currently there is only one in function. The mission was informed that the Ministry of Agriculture Natural Resources Livestock and Fisheries has appointed a veterinarian to oversee the provision of veterinary services and the overall management of mini-pharmacies by CAHWs. It should be borne in mind that the practical and legally acceptable model of private veterinary practice that fits underserved remote areas in many countries is urban based pharmacy staffed by a veterinary professional who supports a network of CAHWs. In this regard ASDP-L, Heifer International and MANRLF should help link the respective Associations and groups of CAHWs to reputable veterinary drugs and inputs companies/pharmacies in Dar es Salaam. Furthermore, ASDP-L and Heifer International should help draft and supervise the signing of MoUs between CAHWs and veterinary drugs and inputs companies/pharmacies as basis for formalizing this arrangement and to ensure a workable *modus operandi*.

Progress and challenges faced by CAHWs in provision of veterinary services

26. **Progress and achievements:** The mission was informed that a total of 48 new CAHWs have been trained thus increasing the number of this grass-root cadre to 174 and serving an equal number of 174 Shehias and beyond. This means CAHWs now serve 68% of the Shehias in the whole of Zanzibar. This is a significant achievement in as far as veterinary service provision considering the limited number of trained service providers. The Mission was further informed that 90 practicing CAHWs were given refresher training to sharpen their skills in service provision. It was noted that the demand for CAHWs is increasing by the hour because of exemplary services that they provide in livestock production and disease management. In addition CAHWs are serving as private artificial inseminators after receiving a two-month training course on the basics of the technology. The Mission noted with satisfaction that CAHWs have managed to employ themselves and thus reduced the number of unemployed young men and women. It was gratifying for the Mission to note that the CAHWs in both Unguja and Pemba have formed their associations for service provision. The association is registered, governed constitutionally and recognized by local and central government.

27. **Accreditation of CAHWs:** ¹⁸There is need for developing objective and transparent systems for accreditation, monitoring and supervision of CAHWs. The Director responsible for veterinary services under MANRLF should license CAHWs and maintain a register of licensed CAHWs. Licensing of CAHWs should be done by designated veterinary inspectors currently present and by those expected to be stationed at Chakechake, Wete; Zanzibar Town and in South district of Unguja. Such licenses should be location specific and must name the veterinarian responsible for activities of the CAHW. Licenses issued to CAHWs should be renewed annually according to annual assessment of CAHW's knowledge and skills by the veterinary inspectors.

28. The Mission was informed that mechanisms for enlisting CAHWs as legally recognised paraprofessionals were in advanced stage at the ministry responsible for justice after getting a request and requisite inputs from the ministry responsible for livestock development. The Mission reiterates its earlier recommendation that legal recognition of this key cadre be fast tracked as a means for regulating their services and also as a morale booster. **In the interim period the Ministry of Agriculture Natural Resources Livestock and Fisheries is requested to avail to Pemba at least two veterinarians under whom CAHWs are supposed to work and receive professional guidance.**

Progress in implementation of agreed actions since the last implementation support mission

29. **Capacity building for members of communal cow/goat shed:** Feeds for the dry season and associated feeding systems were foreseen as a limiting factor for the fledgling communal dairy sheds. Experience gained from livestock based FFS over the last five years indicated that proper harvesting,

18 AU/AIBAR Policy on Community-based Animal Health Workers (2003) provides the bureau's position and guidelines on supervision and regulation of CAHWs basing on The World Organization for Animal health (OIE) code chapters 1.3.3 and 1.3.4. According to AU/AIBAR, statutory bodies are required to license CAHWs and maintain a register of licensed CAHWs. It is therefore recommended that the director responsible for veterinary services under the MANRLF should spearhead the exercise.

packaging and storage of animal feeds obtained from crop residues and other sources might serve as a solution to feed shortage during the dry season. Thus during the 12th mission it was agreed that there was an urgent need to build capacity of FFS members engaged in communal dairy cow/goat sheds to collect, package, store and utilize feeds for the dry season. The mission noted that capacity has been built to that effect through hands-on training and members of cow/goat shed in Pemba have started using the knowledge gained. The mission saw bales of rice straw-hay stored at the sheds at Kisiwani in Pemba. However, there was no evidence of stored feeds at communal dairy cow/goat sheds visited in Unguja. **The mission recommends that follow-up of farmers who benefited from capacity building on feed harvesting and conservation should be done immediately especially in Unguja. This will help to check progress made in adoption of the technology and areas that require improvement.**

30. **Farmer exchange visit to Rwanda:** The mission was informed that the exchange visit was undertaken benefiting farmers, PDOs and some ASFT staff. The mission was further informed that experts from Rwanda provided guidance to ASPD-L staff on the process of supporting the establishment and maintaining communal dairy cow/goat sheds.

31. **Engaging an Animal Production and Management Expert on ASFT:** A subject matter specialist in the area of Animal Production and Management has been deployed as per agreed action. He has been assigned to serve Unguja. The mission noted with satisfaction that since his arrival there has been considerable improvement in Unguja in as far as Livestock development is concerned.

32. **Fast-tracking the enlisting of CAHWs:** The mission was informed that the matter is with the ministry responsible for justice and constitutional affairs.

Conclusion

33. The mission has observed sound progress in the period under consideration notably establishment and maintenance of communal dairy cattle and goat sheds and use of CAHWs in veterinary service provision. However, a new impetus is needed in the area of pasture establishment, feeding systems, operationalization of community pharmacies as well as preparing ground for market access for dairy products and by-products. The project is advised to take advantage of a new project that has just been launched by Heifer project International and of MIVARF to redress the situation.

Working Paper 2: Farmer Field Schools and Farmer Organisations¹⁹

1. Previous missions have prepared working papers on Farmer Field Schools (FFS) and Farmer Organisations (December 2015, May 2015 and June 2014). Building upon those papers, this working paper will focus on two distinct issues (1) How the ASSP/ASDP-L programme to date with FFS focused on productivity has been transformed towards a more integrated approach towards sustainability, and market/business orientation and (2) How farmer organisations can be formed and strengthened for greater representation and advocacy at district and higher levels.

2. This paper concludes with a discussion on how both FFS groups and the Farmer Organisations, such as DFF, CAHWs, FFs and commodity organisations, feature in the overall sustainability, scaling-up and exit strategy of ASSP/ASDP-L programme.

Farmer Field Schools

Outcome 1: Social inclusion in FFS is broadened and existing FFS are strengthened

3. **FFS Principles and process²⁰:** The goal of the FFS was initially to increase food security through the implementation of more productive and more environmentally sustainable practices. In Unguja and Pemba during mid-nineties FFS groups were introduced for Integrated Pest Management. In ASSP and ASDP-L, the FFS focused on a specific crop, such as banana, cassava, vegetables, or livestock keeping in its initial stages.

4. As a response to the often top-down approaches to agricultural extension, FFS were developed as a “bottom-up” approach to extension with a focus on participatory, experiential, and reflective learning to improve the problem-solving capacity of farmers through trained facilitators working with farmer groups²¹. A FFS generally consists of 15-20 members from as many households who form a group based on their interest in learning about agricultural productivity. The group selects its own leaders: Chairman, Secretary and Treasurer.

5. A FFS provides opportunities for learning by doing. It teaches basic agricultural and management skills that make farmers experts in their own farms. FFS is a forum where farmers and trainers debate observations, experiences and present new information from outside the community. Practical training methods include a demonstration plot that serves as a ‘classroom’ for testing the new methods under the same or nearly the same conditions as each family encounters on their own plots. In some cases a control plot is also established, to be able to compare the new practices with the traditional practices. Farmers can immediately apply the new methods to their own fields, or await the results of the demonstration plot before applying the new methods to their own fields.

6. The **rationale for FFS** includes the following:

- Empowering farmers with knowledge and skills
- Making farmers experts in their own fields
- Sharpening the farmers’ ability to make critical and informed decisions
- Sensitizing farmers in new ways of thinking and problem solving
- Helping farmers learn how to organize themselves and their communities.

7. **In ASDP-L programme**, during the first extension led season the public extension worker, in this case the Block Extension worker (BOE) with help of the Programme District Officer (PDO) conducts most of the sessions. However, they are facilitators not teachers. Once the farmers know what to do the extension workers take a back seat only offering guidance when need be. A farmer facilitator who has the requisite skills and expertise to conduct the FFS sessions in the following seasons is selected.

¹⁹ Joint implementation support mission, October 2016. Prepared by Eva Jordans, IFAD consultant

²⁰ The Farmer Field School concept was originally developed by the FAO to promote integrated pest management among Indonesian rice farmers in the late 1980s, but since then has spread to many countries and over the years has been so widely adopted and locally adapted that there is no longer a single model for either its technical content or the educational format (van den Berg & Jiggins, 2007).

²¹ [Anderson & Feder, 2007](#)

8. At present 99.5% of FFS formed/established (300 phase 5 and 1192 phase 1 to 4) out of 1,500 FFS groups are effectively operational in Unguja and Pemba, with an estimated 41,682 households (61% women) receiving programme services, and 14,447 households in spill over groups (63% women). Thus the overall programme outreach now stands at 56,129 households. A census among FFS farmers and spill over farmers indicates that about 70% of them adopt the knowledge, technologies and innovations.

9. The mission assessed the progress of activities under component 1, including the selection and implementation of new FFS curricula for existing FFS groups and the process of development of new Farmer Field Schools groups.

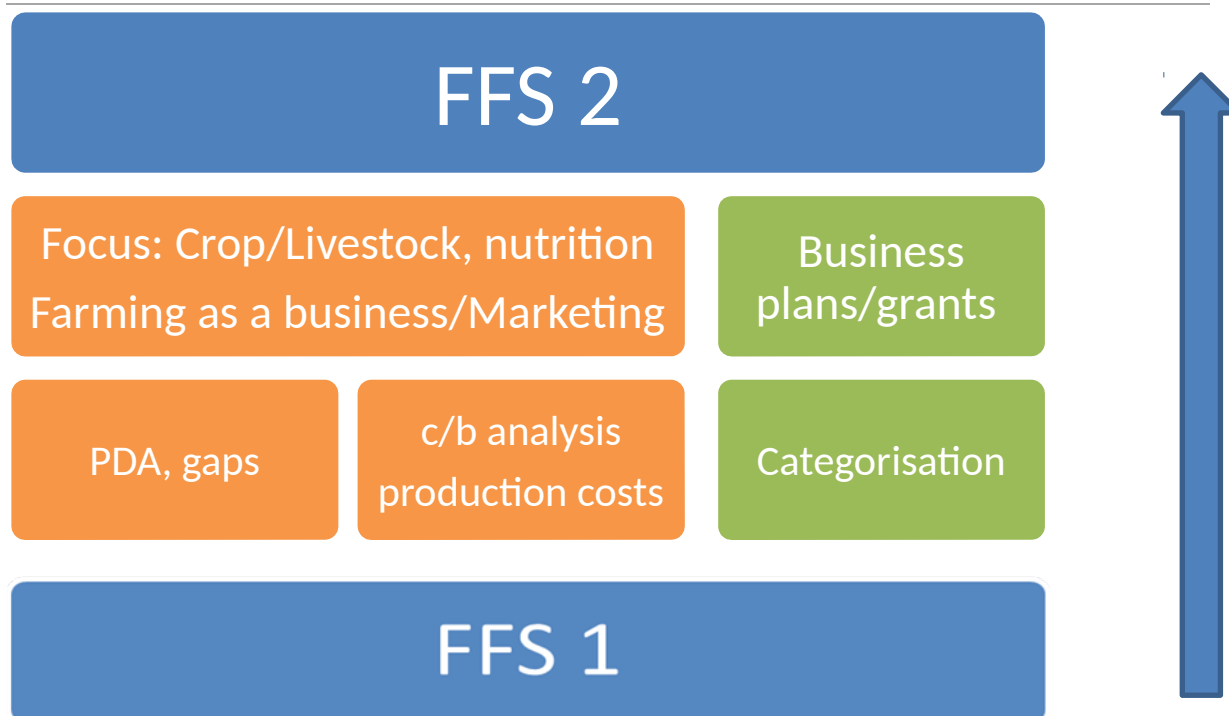
10. **FFS training sessions for 300 new groups:** The programme conducted the first sessions of the farmer led/second year with 15 sessions of the FSS in ten programme districts. Participatory Diagnostic Assessment (PDA) was done and 24 extension led FFS training sessions were facilitated for the new FFS in the last FY with a focus on crops livestock integration.

11. **Existing FFS groups:** These were given the chance to participate in a refresher FFS with in the last FY 12 training sessions with a focus on crops livestock integration. The last ISM acknowledged that not all FSS would need to participate in this. After the programme's assessment, 1,192 old FFS were interested in participating. The programme for the existing groups addressed the revised strategic focus of the extension phase – notably sustainable agricultural intensification, by focusing on the interconnection between agriculture, nutrition and agro-ecological aspects, as well as development of FFS based enterprises to effectively integrate member households into local markets.

12. The previous ISM advised the programme to select the FFS commodity/activity on the basis of a needs analysis. The following commodities/activities were consequently selected by the existing groups:

First FFS	Number		Second FFS	Number
Crop production	678	➡	Livestock	530
		➡	Crop production	137
		➡	Business/processing	25
Livestock	522	➡	Crop production	334
		➡	Livestock	158
		➡	Business/processing	8
Total	1200		Total	1192

13. These figures show that a majority of the groups (72%) went from crop to livestock or *vice versa* and the remaining 28% choose to remain with crop or livestock or to move into value addition through business development or processing. The decision making process on how the programme facilitated the move from FFS 1 to FFS 2 can be summarized as follows:



14. The programme implemented during last FY an extension led FFS with 24 sessions for new FFS, and 12 sessions for existing FFS. The current farmer led FFS is ongoing, with 15 FFS training sessions for new groups and 5 FFS sessions for existing groups. The latter was initially planned for 10 sessions for 600 groups, but in order to facilitate all 1200 groups it was reduced from 10 to 5.

15. **Adaptation of FFS curriculum:** FFS curriculum was revised. Both BEOs and existing FFs, as well as new FFs were trained on the new curriculum using available technical expertise at Ministry level. The curriculum now includes skills to understand cost/benefit analysis (c/b analysis), understand production costs and returns and on that basis identify areas for improvement and opportunities for enterprise development, soil fertility management and climate smart- agriculture considerations and nutrition.

16. **ToT of FFS facilitators:** A ten-day ToT training to FFS facilitators on the new strategic direction of the programme, including post-harvest handling, entrepreneur skills farming as a business and climate change skills has not yet been implemented. This is planned for the second quarter. This activity should be given the highest priority, as time till completion is short. Also, FFS sessions have for a large part already been conducted so the opportunity to train of farmers on these issues is reduced. ASFT is advised to focus this training on entrepreneurship skills and farming as a business, reduce the number of days and focus initially on those facilitators in areas with enterprise development, green light groups and who show an interest. The business coach to be hired could assist in developing the curriculum, and possibly assist in the first ToT.

17. **Exchange visits/Learning routes:** Selected members from FFS groups were involved in study tours in mainland, including visits to processors, dairy goats and livestock crop intensification programmes in Bagamoyo, Mbeya, Mwanza, Njombe, Mgeta, Morogoro and Dodoma. Exchange visits for new FFS groups to existing groups were also facilitated.

18. **Participatory research.** Currently two types of participatory research are on-going. The on-farm adaptation (trial) research of a newly introduced poultry variety Kuroiler (from India) and an investigation of micro-biological quality of milk produced by smallholder farmers. These two researches were already reported during the previous FY.

19. **Categorisation of FFS groups.** The programme team made a categorisation of FFS groups and identified promising 11-15 FFS based enterprises, considered the green category, and a further 10-15 in yellow category. The intention was to develop group business plans and make grant financing available. See for more details on progress Outcome 3.

20. **Preparation of knowledge management (KM) materials:** This activity was already planned for in last year's AWBP. In view of the exit strategy and hand-over this activity should be given the highest priority. During a discussion BEOs emphasised the need to include many visuals in the materials, as there are a good number of farmers who are illiterate. Also, the programme could consider a range of communication means, including documentaries or radio programmes. Once finished the materials need to be distributed widely, including among District officers, BEOs, FFS, CAHWs and also DFF.

Agreed action	Responsibility	Agreed date
ToT of FFS facilitators on new strategic direction of the programme to be given highest priority – to focus this training purely on entrepreneurship skills and farming as a business, possibly reducing the number of facilitators to be trained	ASFT	Immediate
Preparation of leaflets knowledge materials should be given high priority, as well as their wide distribution	ASFT	Immediate

Farmer Organisations

Outcome 2: FFS based networks and apex organizations assume a primary role in agricultural sector development, complementary natural resource management and participatory evaluation.

21. IFAD recognizes that "...institutions and organizations are pivotal to reducing poverty and fostering development."²² Institutions and organizations matter: they enable poor people to access the assets, services and knowledge they need to sustain their livelihoods. They also promote social cohesion and stability, and provide poor people with a collective voice to influence policy. In various IFAD programmes grass-roots institutional and organizational development is central to the approach. It involves the mobilization of individual farmers into groups, which are then strengthened and aggregated into producer associations. By forming into groups and associated production units, it becomes possible for farmers to access services, and it reduces the cost of service delivery to farmers and increases choice, information, skills, income, voice and welfare for farmers. The approach indicates a pathway through which enterprise-oriented farmer groups can be developed, starting with individual farmers and small-localized interest groups. When producer groups grow large and strong enough, they may either deliver services to members or be able to attract private and/or state service providers in their areas of operation. The function of producer associations is to establish sustainable linkages with input suppliers, financiers, output buyers and public services providers, so each can invest in the area, confident that the complementary services that farmers need in order to make use of their services are accessible.

22. The ISM assessed progress of outcome 2, the reformation and strengthening of District Farmer Fora. Focus was their progress towards socially legitimate and effective representative organizations and definition of support activities in remaining programme period.

23. During last year's ISM the Programme confirmed the need to reform and strengthen the District Farmer Fora to be able to organize and perform its functions as an apex organization. In January a step-by-step approach was developed with ASFT. Consequently, the Programme facilitated half day workshops with each DFF in both Pemba and Unguja, initially in two pilot districts of Mkoani and North A. Issues discussed included status and performance of that specific DFF, gaps and challenges identified, which paved the way for reformation of the Farmer Fora. The reformation involved a new election of DFF committee, which stipulated the following rules:

- A maximum of 15 members (in order to be lean and focused)
- At least 2 representatives of Farmer Facilitators and two of CAHWs (in order to ensure outreach to FFS groups and livestock keepers),
- Representatives of commodity organisations (in order to ensure outreach to various commodity farmers)
- Representatives of shehia's without FFS groups (to broaden representation to all farmers in a district)

22 IFAD (2013), "Synthesis Report: Strengthening pro-poor institutions and organizations" (a synthesis of lessons learned from field application of IFAD's Sourcebook on *Institutional and Organizational Analysis for Pro-poor Change*).

- Both men and women (in order to ensure attention to gender issues)

24. The below table presents data on all 10 reformed DFF. These data indicate that the proposed representation as outlined above was ensured in all reformed DFF. A minimum of 33% are women members, with often the role of Treasurer and assistant Treasurer performed by a woman. There are also female FF and CAHWs in the DFF committee, as well as female representatives of commodity associations.

District	No of DFF Representatives								No of members		Remarks
	FFs		CAHWs		Commodity Associations		Other		Male	Female	
	Male	Female	Male	Female	Male	Female	Male	Female			
Unguja											
West "B" (U)	2	1	3	-	-	3	5	1	10	5	
West 'A'	2	0	1	1	3	0	4	4	10	5	
North A Kaskazini A	4	5	1	2	2	0	0	0	7	7	Paddy and Cassava Producers Association, CAHWs representing livestock keepers and poultry farmers
North B Kaskazini B	2	1	2	1	3	1	3	2	10	5	Paddy and Cassava Producers Association, CAHWs representing livestock keepers and poultry farmers
Central (U)	2	1	2	1	4	2	1	2	9	6	
South	2	0	1	0	1	2	6	3	10	5	
Pemba											
Chaka Chake	6	4	2	1	0	0	2	1	10	5	
Mkoani	3	2	1	1	4	3	1	-	9	6	Vegetable/fruit, banana, cassava, paddy, poultry, goats and cows
Wete	3	0	3	1	2	0	3	4	10	5	Vegetable/fruit producers association, spice grower association
Micheweni	2	2	2	-	-	1	6	2	10	5	

25. Following election and DFF reformation, a fifteen days training was conducted involving 150 representative DFF leaders from the ten Programme districts. The topics covered in the training included: Roles and responsibilities of the District Farmer Fora, Organization and leadership skills, Governance, Preparation of strategic plan, Communication skills, Advocacy and mobilization skills, Participatory Monitoring and Evaluation and Gender and development. In addition the programme organized a **learning route** for selected members from DFF to visit a farmers' network group in Mbarali.

26. The mission met four reformed DFFs (North A and Central in Unguja and Mkoani and Wete in Pemba), all consisting of 15 members. Among the reformed DFFs on average seven or eight are from the former DFF. Though only recently reformed, the mission was impressed by the focus, organisation, action plans, and the ability to carry out their responsibilities. During discussion they are very clear on their mandate and role, which in summary is described as functioning as "One voice for farmers". Their focus is on linking farmers to input, services and markets. Most of the DFF have developed a medium- or a long-term working plan, are issuing membership cards and started providing concrete and efficient services to their members. It has become evident that the higher the number of members, the higher will be their credibility and strength from an institutional point of view. All four DFFs prepared action plans, established good working relationships with PDO, DADO, DLO and are now using the offices at the District Agricultural offices that were rehabilitated by ASDP-L for

their use. Most are registering members and handing out membership cards. The DFF in Mkoani has made official identification cards for the DFF committee.

27. There is a lot of interest among farmers in the DFF. One member of DFF in Central District said "Individually we cannot solve our problems, together we can make 'noise'". Initial results of farmer fora are promising, the DFFs have already achieved the following results:

- Linked paddy producers through DADO to mechanization services (North A)
- Managed to arrange input package on time for Paddy seed producers (North A), and arranged for paddy input package to be available at District level in time for planting season (Mkoani)
- Coordinated together with CAHWs a vaccination campaign against rabies after an outbreak was reported, with DFF members paying a reduced rate (Wete)
- Linked farmers of tomato and water melon to input suppliers and buyers who came to the fields with small pick-up trucks: they notice that before these products were imported from mainland, but now produced locally (Wete)
- Aggregate sales of banana and linking to a buyer from Chake Chake for a good price at a time that middlemen locally were offering a very low price (Mkoani)
- Dealing with cases of theft (livestock, seedlings) reported to DFF, which were resolved by linking to the District Police Commander, who managed to locate the thieves and resolve the conflicts (Mkoani)
- Mediation in instances of conflicts between crop farmers and livestock keepers (Mkoani)
- Reporting illegal house construction activities in paddy fields to the District, initiating the official removal of these buildings (West A)

Illustrative case study: The mission visited TUZIDISHE JUHUDI clove tree nursery at MJIMBINI. They complained about their problem with marketing their seedlings, due to the availability of free seedlings from the government nursery. The issue was subsequently discussed with the DFF of Mkoani. The Chairman, a clove farmer, explained the programme of Zanzibar State Trade that provides loans to buy seedlings. He proposed to link all clove tree nurseries with the farmers obtaining these loans, so that they are assured of good quality seedlings, and the seedling groups of a market. At the end of the meeting, the Chairman had already contacted the tree seedling group to communicate to them the awareness of the problem, and the proposed strategy.

28. Going forward, the DFF will have to increase their visibility and ensure, together with the local institutions, that all new projects occurring in Zanzibar will acknowledge their presence and role at district level. The mission's concern is that not all DFF are equally strong yet. In Pemba the Chake Chake DFF is not yet as strong as the Wete and Mkoani DFF. West B DFF in Unguja is still weak. It only started to be formed and strengthened recently due to the split of West District into two districts. In addition, several DFF still need to be officially registered, and then open bank accounts. In addition, due to recent changes in District personnel there are many new people at District level. Relationships with new officers and staff need to be build.

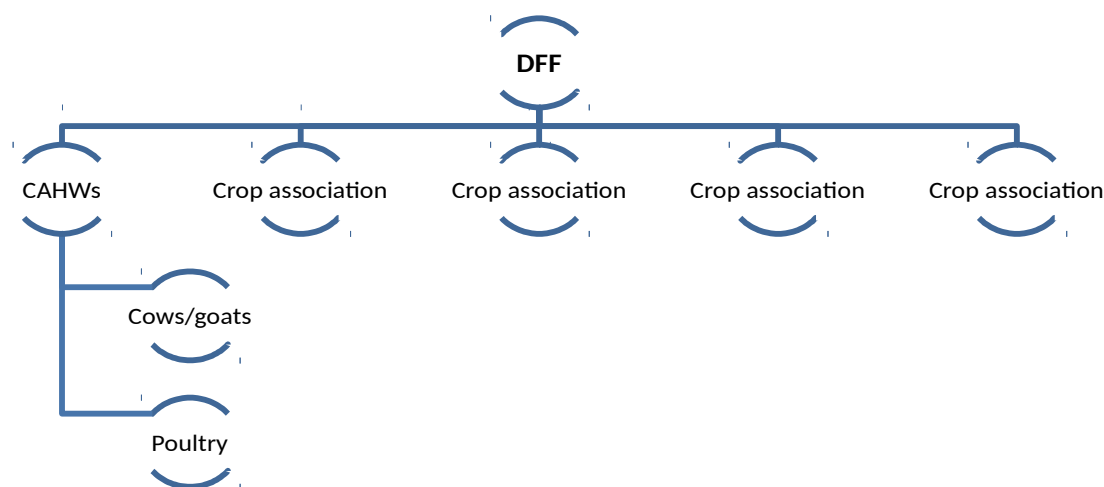
29. Actions required: Design a follow-up step by step approach to cover the period up to the closing of the programme, including the following steps:

- Increasing DFF membership (possibly organise a membership competition with a price for the DFF with most members)
- Specific focus and backstopping of DFFs with weaker performance, such as Chake Chake and West B. ASFT to assign one team member to conduct follow-up sessions with PDO/DADO with all DFFs, both on Pemba and Unguja
- Encourage DFFs to regularly meet each other (Pemba already started to meet quarterly) in order to learn from each other
- Assist DFFs in finding best ways to ensure transparency and communication to their members, notably on their results and financial management
- Increase their profile at District level: DFF to identify all ongoing agricultural development initiatives in the District and create a link to them, any new projects would need to consult with the DFF: DADO, PDO, DLO, DAS and DC need to be made aware
- Capacity building is planned on lobbying and advocacy and on quality control and standard measures enforcement. Both issues are considered important. To ensure their long-term

sustainability it could be considered to add training on proposal writing, which they have requested.

- Coaching the DFF in applying what was learned on strategic planning: preparing practical strategic plans for the next three years
- Supporting the DFF in preparing an annual DFF budget: Income vs. costs and design a strategy how to achieve financial independence
- ASDP-L to financially support start-up. The budget caters for outreach (fuel) and DFF social networking. In addition it could be reviewed whether costs can be covered from the current budget such as renovation/repair of ITC equipment that is still there from previous DFF, possibly provision of laptops (1 to each DFF) and support to some PR costs such as a folder/website etc.

30. **DFF and commodity organisations:** Since the reformation of the DFF several representatives of commodity associations have joined the DFF. Crop associations include associations of spice farmers, paddy farmers, banana farmers, cassava farmers, fruit and vegetable farmers.



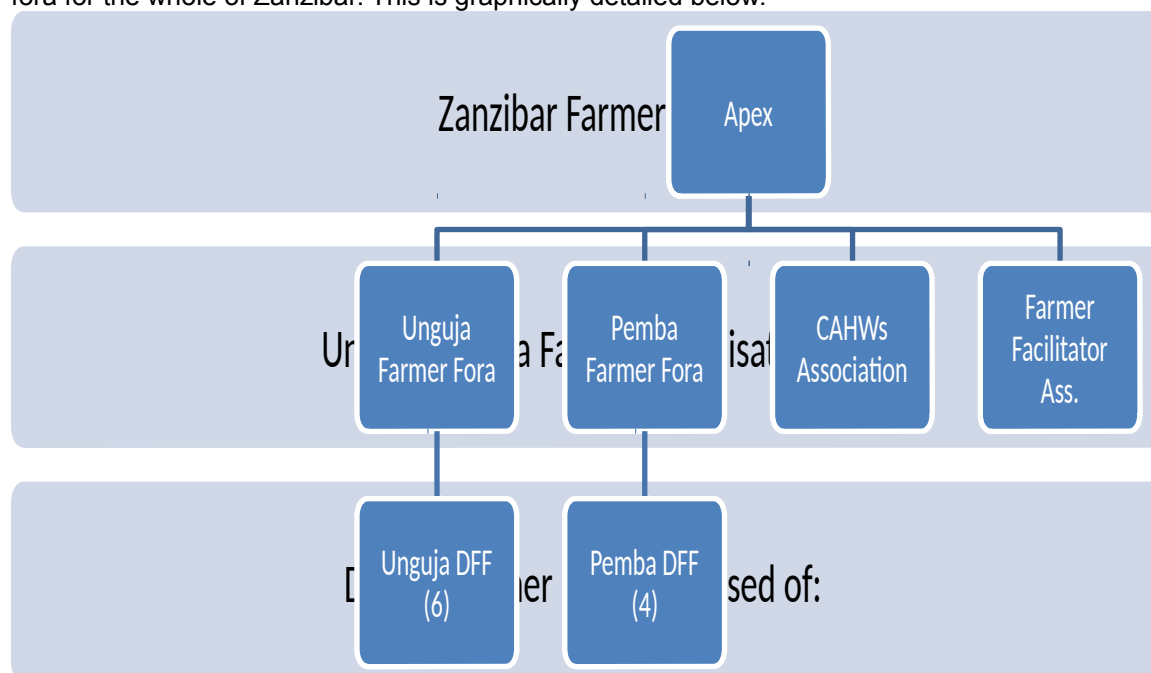
31. Therefore, members of the DFF are often simultaneously members of a commodity association. The question was raised during the wrap-up whether this would affect, or hamper the development and strength of the DFF; whether their interaction would strengthen them, or create competition. This issue was discussed in the meetings with DFF, with the conclusion so far that the integration of commodity associations in the DFF presents a win-win to all concerned. Commodity association members indicated that for them the DFF is an excellent means to get access to inputs, services and markets which is of great benefit to their members. In addition, farmers have integrated farming systems including both livestock and several crops. The DFF is a fora that represents a wide range of livestock and crops and as such is of additional benefit on top of the single commodity for which they are member of an association. For the DFF the participation of the commodity associations widens their membership base and facilitates outreach to many more farmers. The commodity associations' representatives also bring detailed knowledge of the inputs, services and markets for their specific commodity to the DFF. However, this issue would need close monitoring over the next half year in order to assess how their cooperation develops.

32. There is also progress in the formation of CAHWs/FF organizations, with now both CAHWs and FFs being organised into island wide organisations. The CAHWs organisation is relatively stronger, and was established first. One factor facilitating their organisation is that most of the CAHWs have secondary education, whereas FFs do not have that same education level.

33. **Community Animal Health Workers (CAHWs).** The CAHWs have remarkably advanced towards self-sustaining service providers. The main objectives of their associations are to (a) help the community by ensuring to cure cases of diseases at shehia level whenever there is a lack of government officers, (b) collaborate with the ministry and other organisations (c) to organise more training for CAHWs (d) organise joint input supply such as veterinary drugs and vaccines. The CAHWs organisations have indicated their interest in being a partner for vaccination campaigns; they are actively preparing plans for opening pharmacies, and are interested to support some of their members in attaining higher education. They are active members of the DFF.

34. **Farmer Facilitators** Farmer facilitators are like CAHWs also becoming recognised service providers and have also formed island wide associations. The objectives for the FF association are to (i) support farmers to solve their problems and reach their goals (ii) be an entry point and collaborate with other organisations in order to coordinate programmes. While the Farmer Facilitators have not yet reached the level of self-sustained service provider achieved by the CAHWs, the mission is pleased to note that a significant number of FFs are now used by other development agencies²³ to provide extension services. As such, they manage to receive additional training and transport allowances that strengthen their status. They are also active members of the DFF.

35. **Apex organisation.** At island level the representatives of the DFF, FFs association, CAHWs can form the island level organisations. Ultimately this could lead to forming an Apex Zanzibar farmer fora for the whole of Zanzibar. This is graphically detailed below.



36. The mission feels that DFF and Associations of FFs and CAHWs are in a good position to raise a common voice for Zanzibar farmers, and efficiently engage with / attract other development agencies. However, while there is no doubt that they can tackle technical agricultural challenges, the mission feels that they will need additional support to build their capacity in terms of entrepreneurship in general and value addition and market linkage in particular. Once they have acquired additional skills in their respective value chains or groups of value chains (e.g. dairy, fruits and vegetables, root crops, etc.), the farmer organisations will be in the best position to put into practice and showcase what they have learned, thus becoming a powerful promoter of supply contracts with identified buyers.

37. The DFF interacts and creates linkages between a ranges of stakeholders. Many linkages are within the District, but some are outside the District. A stakeholder map showing important existing and future linkages of the DFF with key actors is shown below:

23 E.g. CARE, TAHA, CASH, Diligent/MIVARF in Unguja, Action Aid, CARE, VSO, Diligent/MIVARF in Pemba



38. Now they have been reformed, the DFF still need further strengthening, as well as the FF associations, and association of CAHWs. This in order that they can perform their role long-term and sustainably in both scaling-up and exit strategy of the programme, as outlined below.

Agreed action	Responsibility	Agreed date
Develop and implement a step-by-step plan for support to the DFF covering the above mentioned steps	ASFT, PDO, DADO, DLO	Immediate
Assess possibility for further financial support during this start-up phase	ASFT	Immediate
Establish modality of hand-over of support to MIVARF after March 2017	ASFT, MIVARF Coordinator Zanzibar	
To raise DFF profile they need to be recognised as a key stakeholder in any on-going or future agricultural development programme in their District	DFF, ASFT, PDO, MANRLF	Continuous

Sustainability: Scaling-up and exit strategy

39. Selecting and strengthening the right organizations as part of IFAD's project implementation are a key part of achieving project success in scaling up and sustainability.

40. DFF are very important institutions for ensuring sustainability of the programme activities. There is a need for development efforts to be coordinated at MANRLF level, district and Shehia level. The Department of Policy and Planning needs to actively spearhead coordination and collaboration to ensure cohesiveness and avoid duplication. At District level the DFF can be a partner in coordinating agricultural development efforts of MANRLF and its development partners.

41. The FSS groups are also a new type of farmer-level institution. Most of the programme activities, ranging from group formation to agricultural enterprises were identified by the communities themselves, through a participatory process. This helps to ensure the sense of ownership and partnership among the beneficiaries. The FFS method is very well adapted to the capabilities (as well as the available assets) of the families who join in the process. That is to say, the program operates from the ground up, without imposing or even encouraging changes in the way productive activities are organized. It has focused on practices that are both more effective and feasible to be adopted by farmers with few monetary implications. Most investments made subsequently by members of FFS, are generally on an individual basis. The sustainability of technologies learned through crop and livestock FFS will be achieved when graduates are able to continue their implementation profitably, by

generating higher incomes and contributing to food security. Another condition for the sustainability of adopted technologies will be strongly related to the quality of technical backstopping they will receive from both the FFS, CAHWs and public facilitators in the future. Here again the DFF can play a central role in linking farmers to services, especially when they experience challenges.

42. **Empowerment.** The programme has achieved both economic empowerment as well as social empowerment. And this empowerment is demonstrated at individual level and at group level in FFS groups, DFF and also the apex organisations of CAHWs and FFS. The members of the FFS groups have acquired knowledge to improve their agricultural practices, but also increased their confidence and self-respect through sensitization on a range of issues such as nutrition, HIV/Aids and gender as well as assuming leadership positions. The groups are in a much better position to request services and lobby for solutions for their challenges. The active participation by women in the programme has contributed to their increased confidence, taking up leadership positions, public speaking and an increased role in household decision-making. The social and economic empowerment through the FFS is a key factor in ensuring the sustainability of the programme. For many farmers it is a stepping stone in their development, which will not be easily reversed. Even if their FFS groups may become less active over time, the individual members will retain their knowledge and confidence.

43. **Exit strategy.** This mission was instrumental to fine-tune ASDP-L's exit strategy, which will build on the experienced human resources remaining available within the MANRLF beyond project completion, combined with clear opportunities to further engage MIVARF, another IFAD-funded project implemented in Zanzibar. There is an obvious overlap in the two programmes activities related to value addition, producers' empowerment and market linkage, which often take place in the same district, with the same value chains and/or same beneficiaries. Therefore both ASDP-L and MIVARF have a definite incentive to act in a coordinated manner, and further blend ASDP-L interventions within the larger scope of MIVARF once ASDP-L has ended. This will not only ensure a sound exit strategy for ASDP-L, but also help MIVARF overcome the challenges incurred in PEML implementation as well as provide additional impetus in Zanzibar rural financing system.

44. **Potential for scaling up and replication.** The Farmer Field School concept was originally developed by the FAO to promote integrated pest management among Indonesian rice farmers in the late 1980s. Since then the FFS approach has spread to many countries in Asia and Africa and over the years has been so widely adopted and locally adapted that there is no longer a single model for either its technical content or the educational format²⁴.

45. **Scaling up:** Four types of scaling up can be identified²⁵:

- **Vertical scaling up:** this implies a movement from lower to higher levels, such as from district to provincial, or from provincial to national level.
- **Horizontal scaling up:** innovations are spread from one local organization to others at the same level, e.g. from district to district or commune to commune. Often financing and implementation is provided by these same organizations. Horizontal scaling up usually requires at least some higher-level organization to manage the horizontal spread, though there are cases where innovations either spread spontaneously at the same level or groups of organizations band together to create a horizontal spread mechanism, such as a network.
- **Functional scaling up:** the innovation or project itself expands in terms of its content, either by adding more components or by deepening an existing component. Functional scaling up is not exclusive of other types of scaling up.
- **Creating a supportive external environment:** scaling up is achieved by creating institutions, organizations, rules and regulations that foster spontaneous scaling up in this favourable climate. An example might be creating a national grants or awards programme, or a financing pool for the purchase of private agricultural extension services, or for communal agricultural

46. The scaling-up of ASDP-L is evident in all of these four types:

²⁴ Farmer field schools reap long-term reward, van den Berg & Jiggins, 2007. Pesticides News 78 December 2007

²⁵ IFAD 2014 A Field Practitioners Guide. Institutional and organizational analysis and capacity strengthening

- **Vertical scaling up:** The formation of apex organisations at both District, island level, and in future possible Zanzibar wide level implies a movement from lower to higher levels.
- **Horizontal scaling up:** The well documented formation of spill-over groups with the support of farmer facilitators who undertake to provide services to others after having been trained themselves are an indication of horizontal scaling-up, whereby the FFS innovation has spread spontaneously among farmers.
- **Functional scaling up:** The strategic redirection in the extension phase of ASDP-L is an expansion in terms of the FFS content, notably on agro-ecological intensification, nutrition, cost/benefit analysis and business development.
- **Creating a supportive external environment:** Attempts are made to create a supportive external environment. The adoption of the FFS approach as the default extension approach by MANRLF would imply a scaling-up of the programme's activities. The exit strategy of linking ASDP-L to the MIVARF programme, aims to strengthen both the market orientation, as well as the access to rural finance.

Working Paper 3: Support to FFS-based enterprises

1. The third outcome of ASDP-L Component 1 – Farmer Empowerment is defined as “*FFS member households secure market access and share in the profits from self-organized production, processing, marketing, and other sustainable enterprises as well as contract farming, joint/multipartite ventures and related initiatives*”. The mission reviewed progress for this outcome in line with ASDP-L development objectives and in the specific context of the strategic focus agreed upon for the two-year extension of the programme. Particular attention was paid to the assessment of progress made in the implementation of the 9-month action plan developed in March 2016 to support FFS-based enterprises

2. Within the framework of the new strategic direction of ASDP-L extension phase, the development of FFS-based enterprises has been by far the most challenging intervention, since it implied to engage in a radical shift from mere production-led activities mostly related to yield increases to the wider picture of agricultural business development requiring to tackle post-harvest management issues, develop operational capacity of nascent enterprises and secure sustainable access to markets. The previous ISM acknowledged the difficulties encountered by the project ASFT in evolving from “business as usual” (i.e. FFS training and provision of livestock through community sheds), to adopt a more proactive approach requiring direct interventions at enterprise level.

3. To this effect, it was agreed that the project gets additional support through specialized business coaches whose task is to provide hands-on support to FFS-based enterprises in the preparation and implementation of their business plan. This tailor-made assistance is to be combined with the provision of start-up grants for those groups who present a real potential to evolve into sustainable business entities and managed to develop a bankable business plan.

4. To help identify such good-potential groups, the previous implementation support missions defined the following categorization:

- i) “green-light” FFS-based groups: groups presenting the strongest capacity in terms of human, technical and financial resources to go immediately a step further and develop as full business entities through own investments and access to start-up grants;
- ii) “orange-light” FFS-based groups: groups needing to fulfil additional criteria before being ready to be supported in FFY2 of the programme through the grant facility;
- iii) “red-light” FFS-based groups: groups who do not have viable enterprises options or sufficient group strength to realistically develop into an FFS business group during the remaining period of the programme.

5. Based on this categorization, the plan developed in March 2016 was to focus on the first 2 groups, with a strong emphasis on “green-light” groups during AWPB 2015-16 (FFY1) in order to “pick the low hanging fruits”.

6. This approach was further developed during an IFAD follow up mission early March 2016. Together with the ASFT team members in charge of M&E, Agribusiness, KM and Financial Management, the following was achieved: a) the categorization of all FFS groups was fine-tuned, to identify “low-hanging fruits”, especially “green-light” groups presenting the best potential to develop as an enterprise and thus qualify for start-up grants; b) The investment plans developed in a first stage by ASFT through the Rural Invest Toolkit were reviewed and assessed, confirming the inevitable need to further strengthen them with the support of external expert advice in the form of business coaches; c) the TORs for three business coaches in the field of dairy, cassava and post-harvest/market linkages were fine-tuned; d) This led to the participatory drafting of a 9-month action plan whose key milestones were as follows:

- i) Cassava and dairy business coaches contracted by end of April 2016;
- ii) Internal review of business plans developed for green-light groups finalized by end of June 2016;
- iii) Data collection for orange-light groups finalized by end of June 2016;
- iv) Post-harvest/Market Linkage coach contracted by beginning of July 2016;

- v) Disbursement of start-up grants for green-light groups (first batch) made by mid-July 2016;
- vi) Hands-on support to first batch of grant beneficiaries provided by business coaches up to December 2016 (10 weeks);
- vii) Disbursement of start-up grants for orange-light groups (second batch) made by mid-October 2016;
- viii) Hands-on support to second batch of grant beneficiaries initiated by business coaches from November-December 2016 (6 weeks), to be continued and completed early 2017.

7. However, none of these milestones have been achieved as of October 2016. The delays started with the actual recruitment of the business coaches, whose TORs were only submitted to IFAD for NO (single source procurement) end of June 2016. It took another two months to launch the invitations for proposal (issued on 12 September 2016), and all three proposals were finally received end of September 2016. Ultimately, since the whole of the implementation process of the action plan was closely depending on business coach support, the project has not yet recorded any progress in the development of FFS-based enterprises, and the related budget thus remained almost 100% unspent in FY15/16 (TSh 682 million, eq. to US\$ 320,000) as well as during the first quarter of the current FY (TSh 1.1 billion, eq. to US\$ 548,000 planned in this field for the whole AWPB 2016-17).

8. Yet, the comprehensive investment plans that ASFT managed to develop through Rural Invest, and the field visits undertaken during this mission, have shown that opportunities and demand for business development do exist, for instance:

- the CAHWs Associations registered at District level have the potential to develop sustainable mini-pharmacies, as evidenced in Wete District (Pemba);
- two dairy milk collection centres have proved their ability to federate a large number of producers and will definitely add value to their product if they get support in appropriate storage and cooling equipment;
- two out of three cassava groups are already equipped with processing equipment and will certainly capitalize on business coach support to refine their operational organization and technical skills and develop a marketable product;
- it is not too late in season to support the paddy seed producer group in its plan to develop and market its own paddy QDS brand in Zanzibar;
- and the strong Pemba Vegetable Grower Association visited during the course of this mission would certainly benefit from an ASDP-L start-up grant to complement their contribution to the establishment of a central collection/market centre.

9. The mission regrets that the project ASFT has not paid the necessary attention to ensure timely implementation of the 9-month action plan, and rather opted to give priority to other production-led activities. There is now a high risk that the project will not achieve any result nor have any impact in terms of business development, implying also that a substantial amount of budget will remain unspent at completion time end of March 2017, unless the project gives it the highest rank of priority and concentrates all efforts in fast-tracking a) the contracting of the business coaches, b) the finalization of the business plans for above mentioned groups and c) the disbursement of start-up grants combined with close monitoring and support from the business coaches.

The way forward

10. The project team has confirmed its commitment to make up for time lost and a strategy was defined during this mission to ensure that whatever is realistically achievable within the next 5 months will be implemented. Taking into account the short time left before programme completion, and the ground work that was done by ASFT up to September 2016 to fine-tune several investment plans through Rural Invest Toolkit, a thorough review of the "green-light" and "orange-light" groups took place during the course of this mission.

11. The following 4-month action plan has thus been drafted:

- i) **The ASFT will focus as a priority on the eight (8) green-light groups that have been confirmed as eligible for start-up grants**, i.e. (full description is provided in Table A below):

- 2 dairy collection centres: Kisiwani in Wete Pemba and Mpapa in Central Unguja;
- 2 veterinary mini-pharmacies: Mangapwani in North B Unguja and Machomanne in Chake Pemba;
- 3 cassava processing groups: Machui in Central Unguja, Kinyikani in Wete Pemba, Makombeni in Mkoani Pemba;
- 1 paddy seed production group: Kisongoni in North B Unguja.

ii) A review of the business coach proposals confirmed that for two of them (dairy and post-harvest/market linkage coaches), the proposed activities and budget match the project's expectations²⁶ and the mission thus recommends to go ahead, submit their final contract for IFAD No Objection and then sign their contract without further delay so that they become operational by end of October 2016.

iii) As for the cassava business coach, whose proposal is by far exceeding the project's budget²⁷, the ASFT will engage into price negotiation with the Procurement Officer in the driver's seat. Should the bidder refuse the budget proposed by the project, a new single source procurement should be initiated with another suitable candidate.

iv) **The business coaches will be requested to prioritize their activities** as follows:

- The dairy business coach will focus on the two dairy collection centres. It was agreed that the start-up grants will be used for investments in equipment related to collection and storage, a pre-requisite before the groups can consider venturing into milk processing;
- The post-harvest and market linkage coach will focus first on the paddy seed production group in Unguja, in order to ensure availability of working capital through start-up grant before the planting season due in January 2017. In a second stage, the mission recommends coaching intervention and grant disbursement in Pemba for the establishment of Wete mini-pharmacy. This work should be combined with the support to Pemba Vegetable Growers Associations in a) forging direct supply contracts with hotels and b) identifying opportunities for grant support to their planned market centre. In a last stage, hands-on support will be provided to Unguja mini-pharmacy;
- The cassava business coach, who will probably be hired a little later, will be directed to start with the two cassava processing groups in Pemba, while the project ASFT will further engage Machui group in Unguja to further refine their intended way of operation.

v) Then **on top of these 8 "green-light" groups**, and based on achievements made in the first 2 veterinary mini-pharmacies, **the project should consider the financing of an additional 8 mini-pharmacies**, so that all CAHWs Association in the 10 districts in Zanzibar enjoy this type of facilities. This activity is fully in line with the budget planned for FY16/17 (TSh 200 million for 10 mini-pharmacies).

vi) **As for the remaining 3 "green-light" groups** originally identified in the current AWPB 2016-17 as eligible to start-up grants, the mission concurs with ASFT that **they should be requalified as follows**:

- **The 2 vegetable groups in Vitongoji (Chake Pemba) and Mwera (West A Unguja)** that are still struggling to define a sound business strategy but have already invested in access to water **will be supported through Efficient Irrigation Technologies (EIT)**;
- **The agricultural input shop project will be moved to the "orange-light" category** and undergo thorough assessment to ascertain its viability and sustainability.

vii) **Among the "orange-light" groups, 8 of them (3 in banana, 5 in vegetables) will be requalified to get EIT support, while the rest will need further refinement to there again ascertain their capacity to develop into sustainable enterprises** (see Tables B and C below). Considering the delays incurred in the recruitment of business coaches, it is anticipated that very few or even none of the orange groups will be able to benefit from start-up grants before project completion in March 2017. However, the objective is to have sound business plans developed by then, and ready to be handed over to MIVARF for complementary support through its rural finance and/or value addition components (see section F of AM – Sustainability/Exit Strategy).

26 Budget proposal by Post-harvest and Market Linkage coach (49 days): TSh 32,830,000

Budget proposal by Dairy coach (45 days): TSh 39,750,000

27 Budget proposal by Dairy coach (60 days): TSh 288,200,000

12. The schedule of this 4-month action plan is summarized in Table D at the end of this technical paper.

13. In terms of budget, the reduction in the number of business plans to be supported by start-up grants (TSh 750 million) from 30 originally planned in FY16-17 to about 6 (excluding the veterinary mini-pharmacies funded under another line of budget), means that a substantial amount will remain unspent at project completion, unless it is reallocated to other activities such as support to drip irrigation and/or intensification of business coach contracts (currently set at 10 weeks spread until March 2017). This could be particularly useful for the contract extension of the post-harvest/market linkage coach, in view of the number of projects he will have to support.

Agreed action	Responsibility	Agreed date
Sign contracts of dairy and post-harvest/market linkage coaches	ASFT, MANRLF	Immediate
Engage price negotiation with cassava business coach, and either sign contract (if price agreement) or launch second single source procurement after submitting for IFAD NO	ASFT, Procurement Officer	Immediate
Upon recruitment of dairy business coach, disburse start-up grants for 2 dairy collection centres	ASFT, Financial Officer	November 2016
Upon recruitment of post-harvest/market linkage business coach, disburse start-up grants for 2 veterinary mini-pharmacies and paddy-seed group	ASFT, Financial Officer	November 2016
Upon recruitment of cassava business coach, disburse start-up grants for 3 cassava processing groups	ASFT, Financial Officer	December 2016
Dairy business coach supports implementation of BPs in Pemba, followed by Unguja	ASFT, M&E and Agribusiness Officers	Ongoing, starting Nov 2016
Post-harvest/market Linkage coach supports implementation of BPs in Unguja (paddy seeds) followed by Pemba (mini-pharmacy) then Unguja (mini-pharmacy). While in Pemba, business coach also supports Vegetable Growers Association to enter into supply contracts with hotels and fine-tune BP for potential financing through start-up grant. Once first 2 mini-pharmacies are on track, support additional 8 to cover all 10 districts in Zanzibar	ASFT, M&E and Agribusiness Officers	Ongoing, starting Nov 2016
Cassava business coach support implementation of BPs in Pemba, followed by Unguja	ASFT, M&E and Agribusiness Officers	Ongoing, starting Nov 2016
Examine opportunity and justification for intensifying contract of post-harvest/market linkage coach	ASFT, M&E and Agribusiness Officers	December 2016
Requalify 3 "green-light" vegetable groups to access EIT	ASFT, M&E	Immediate

Table A – Green-light groups selected for start-up grants – updated 10 October 2016

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans
1	Nguvu kazi Tusizembe	Kisongoni (North A District Unguja)	Total 19 11 M 8 F	Paddy QDS production packaging & branding	<p>Group Strength:</p> <ul style="list-style-type: none"> ▪ Adequate knowledge in seed production ▪ More than five years' in contract with government ▪ High group cohesiveness ▪ Have a group bank account ▪ Trained in agribusiness skills ▪ Have a business plan ▪ Has legal status (registered) ▪ Members participate in savings and credit scheme <p>Group's weakness:</p> <ul style="list-style-type: none"> ▪ Inadequate entrepreneurial skills. ▪ Over dependency of rainfall for production ▪ Poor seed storage <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ High demand of paddy QDS by smallholders paddy farmers ▪ Highly accessible by tarmac road. 	<ul style="list-style-type: none"> ➤ Support the business through a grant for improved storage, quality control, packaging and branding as well as working capital ➤ Build capacity in management, entrepreneurial skills and agribusiness.
2	JUWA Wakulima	Mpapa (Central District Unguja)	Total 106 69 M 37 F	Milk Collection Center	<p>Group strength:</p> <ul style="list-style-type: none"> ▪ All members are smallholder livestock keepers. ▪ High group cohesion ▪ The Group has legal Status (registered). ▪ Members have knowledge in dairy farming, milk production and processing. <p>Group Weakness:</p> <ul style="list-style-type: none"> ▪ Inadequate business and entrepreneurship skills. ▪ Poor Market linkages therefore Market Information ▪ Inadequate leadership and management skills ▪ Poor quality control <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ High dairy cows population in the central district ▪ All of the members are dairy farmers ▪ Existence of a community cowshed nearby could be an extra source of increased milk availability. 	<ul style="list-style-type: none"> ➤ Provide grant to support their business with equipment for storage and collection, as well as quality control ➤ Facilitate training on quality control, business skills, entrepreneurship skills, leadership and management skills ➤ Facilitate market access

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans
					<ul style="list-style-type: none"> ▪ Own a milk collection center ▪ Long experience in milk collection and distribution and a little bit of processing 	
3	Kizimbani FFS	Machui (Central District Unguja)	Total 20	Cassava Processing, packaging and branding	<p>Group Strength:</p> <ul style="list-style-type: none"> ▪ Experienced cassava producers ▪ Have knowledge on processing ▪ Have a cassava chipper and mill ▪ The group has legal status (registered) ▪ Has a bank account ▪ Participating in savings and credit schemes <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Being producers, they can source raw cassava from their own farms ▪ High potential of cassava production from neighboring shehias ▪ Close and highly accessible from Zanzibar Town <p>Group Weakness:</p> <ul style="list-style-type: none"> ▪ Poor market linkages ▪ Inadequate entrepreneurial and business skills. ▪ Poor organization, management and planning skills 	<ul style="list-style-type: none"> ➤ Provide grant to support their business with water tanks, pump, packaging and branding materials ➤ Facilitate training on cassava processing ➤ Facilitate training on agribusiness and entrepreneurial skills ➤ Facilitate training in organization, management and planning skills
4	Tuko fiti (cassava Makombeni)	Makombeni (Mkoani Pemba)	Total 20 10 M 10 F	Cassava Production, processing and collective marketing	<p>Group Strength:</p> <ul style="list-style-type: none"> ▪ Knowledge and experience in production and marketing of raw cassava ▪ Has legal status with a Bank account ▪ Own building to accommodate a processing machine ▪ Cohesiveness of the group <p>Group Weaknesses</p> <ul style="list-style-type: none"> ▪ Lack of processing skills ▪ Poor entrepreneurship skills ▪ Poor Packaging and labelling 	<ul style="list-style-type: none"> ➤ Facilitate development of business plan ➤ Facilitate training on agribusiness, organization and management skills ➤ Support with a grant as per business plan ➤ Training on Organic farming

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans
5	Kinyikani cassava processing group	Kinyikani (Wete Pemba)	Total 20	Cassava Production, processing and collective marketing	<p>Group Strength:</p> <ul style="list-style-type: none"> ▪ Knowledge and experience in production and marketing of raw cassava ▪ Has legal status with a Bank account ▪ Own building to accommodate a processing machine ▪ Cohesiveness of the group <p>Group Weaknesses</p> <ul style="list-style-type: none"> ▪ Lack of processing skills ▪ Poor entrepreneurship skills ▪ Poor Packaging and labelling 	<ul style="list-style-type: none"> ➤ Facilitate training on entrepreneurship and processing skills ➤ Support operation of existing processing unit ➤ Market linkages with other cassava producers
6	Kisiwani dairy FFS	Kisiwani (Wete Pemba)	Total 20 14 M 6 F	Milk collection Center	<p>Group Strength:</p> <ul style="list-style-type: none"> ▪ Members are experienced smallholder dairy farmers ▪ The group has legal status (registered) ▪ Have knowledge and experience in collective marketing and processing ▪ Own a building for milk collection ▪ Knowledge in cows management and milk processing ▪ Active and cohesiveness <p>Group Weakness:</p> <ul style="list-style-type: none"> ▪ Inadequate business and entrepreneurship skills. ▪ Poor Market linkages therefore Market Information ▪ Inadequate leadership and management skills ▪ Poor quality control techniques ▪ Lack of packaging material 	<ul style="list-style-type: none"> ➤ Provide grant to facilitate improvement of a milk collection center and storage. ➤ Facilitate training on quality control, business skills, entrepreneurship skills, leadership and management skills ➤ Facilitate market linkages

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans
7	Community Animal Health Workers (CAHWs) Association	Machomanne (Chake Pemba)	Total 14 10 M 4 F	Veterinary Mini pharmacy	<p>Strength</p> <ul style="list-style-type: none"> ▪ Registered as an organization with a bank account ▪ Knowledge and experienced in delivering basic vet. services ▪ They have a working space ▪ Have a business plan <p>Weakness</p> <ul style="list-style-type: none"> ▪ Inadequate knowledge in drugs handling, management and quality control ▪ Poor Net working with other organization ▪ Inadequate entrepreneurship skills, business, organization and management. 	<ul style="list-style-type: none"> ➤ Provide grant to support business with working capital (purchase of vet. drugs), storage (fridge and cool boxes), computer and cash tiller ➤ Facilitate trainings in drugs handling, management and quality control ➤ Facilitate training on entrepreneurship skills, business, organization and management
8	Community Animal Health Workers (CAHWs) Association	Mangapwani (North B Unguja)	Total ?	Veterinary Mini pharmacy	<p>Strength</p> <ul style="list-style-type: none"> ▪ Registered as an organization with a bank account ▪ Knowledge and experienced in delivering basic vet. services ▪ They have a working space ▪ Have a business plan <p>Weakness</p> <ul style="list-style-type: none"> ▪ Inadequate knowledge in drugs handling, management and quality control ▪ Poor Net working with other organization ▪ Inadequate entrepreneurship skills, business, organization and management. 	<ul style="list-style-type: none"> ➤ Provide grant to support business with working capital (purchase of vet. drugs), storage (fridge and cool boxes), computer and cash tiller ➤ Facilitate trainings in drugs handling, management and quality control ➤ Facilitate training on entrepreneurship skills, business, organization and management
<i>Additional Business Idea that may deserve support with start-up grants upon fine-tuning of business plans</i>						

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans
9	Pemba Vegetable Growers Association	Pemba	Total 196 111 group members 85 individuals	Vegetable market centre	<p>Strength</p> <ul style="list-style-type: none"> ▪ Registered as an organization ▪ Have already received support from other donors (e.g. Action Aid, Pemba Foundation, VSO) ▪ Good understanding of market demand according to seasons ▪ Ability to address shortage/surplus issues through strong connections between members <p>Weakness</p> <ul style="list-style-type: none"> ▪ Inadequate entrepreneurship skills, business, organization and management ▪ Some groups lack efficient irrigation systems 	<ul style="list-style-type: none"> ➤ Assess precisely levels of vegetable demand by hotel industry (volumes & value per month, according to tourism season) ➤ Train growers on cost-benefit analysis and record keeping ➤ Facilitate establishment of sustainable supply contracts ➤ Provide support with business grant to complement other donors (e.g. for returnable plastic crates, scales, etc.)
<i>Additional Business Ideas that may deserve support with start-up grants based on experience raised in financing the first two veterinary mini-pharmacies</i>						
10 to 17	Community Animal Health Workers (CAHWs) Associations	Pemba and Unguja		Veterinary Mini pharmacy	<p>Strength</p> <ul style="list-style-type: none"> ▪ Registered as an organization with a bank account ▪ Knowledge and experienced in delivering basic vet. services ▪ They have a working space ▪ Have a business plan <p>Weakness</p> <ul style="list-style-type: none"> ▪ Inadequate knowledge in drugs handling, management and quality control ▪ Poor Net working with other organization ▪ Inadequate entrepreneurship skills, business, organization and management. 	<ul style="list-style-type: none"> ➤ Provide grant to support business with working capital (purchase of vet. drugs), storage (fridge and cool boxes), computer and cash tiller ➤ Facilitate trainings in drugs handling, management and quality control ➤ Facilitate training on entrepreneurship skills, business, organization

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans and management

Table B – Orange-light groups whose business plan needs further development, and that may or may not qualify for grant support – updated 10 October 2016

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans
1	Vumilia cooperative	Wavi	Total 15 2 M 13 F	Production, processing and marketing of chicken and Eggs	Group Strengths <ul style="list-style-type: none"> ▪ The group is registered ▪ Most members are women ▪ They have a space which can occupy up to 1000 birds at a time ▪ Technical knowledge on poultry keeping Group Weaknesses <ul style="list-style-type: none"> ▪ Lack of capital ▪ Unreliable market of chicken meat and eggs ▪ Lack of processing equipment ▪ Lack of packaging material 	<ul style="list-style-type: none"> ➤ Conduct study to determine feasibility of chicken processing industry ➤ Preparation of business plan ➤ Networking with hotels for reliable market ➤ Build capacity in entrepreneurial skills ➤ Coaching on chicken meat processing and labeling

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans
2	Kikiwana (Dairy goat shed)	Mchangamdogo (Pemba)	Total 20	Goat milk production and marketing	Group Strengths <ul style="list-style-type: none"> ▪ Experienced in goat keeping. ▪ Marketing live goat for meat and sometimes goat milk 	<ul style="list-style-type: none"> ➢ Facilitate a study to ascertain market opportunities of goat milk ➢ Facilitate a business plan development ➢ Facilitate market linkages and collective marketing. ➢ Training on milk quality
3	Mialeni (Poultry keeping) Wambaa	Wambaa	Total 20	Chicken production	Group Strengths <ul style="list-style-type: none"> ▪ Group cohesiveness and commitment ▪ Experience in poultry keeping and management. Group Weaknesses <ul style="list-style-type: none"> ▪ lack of business plan ▪ Poor market linkage. ▪ Knowledge in chicken meat processing ▪ Lack of entrepreneurship skill 	<ul style="list-style-type: none"> ➢ Training them on business planning, ➢ Provide training on chicken processing and quality control, labeling and market linkage ➢ Providing chicken processing machine
4	Umoja ni Nguvu (Cowshed) Vikunguni	Ngambwa (Pemba)	Total 20	Cow milk production and marketing	Background <ul style="list-style-type: none"> ▪ This is a new group. ▪ It is just started to obtain training on keeping dairy cow ▪ They have experience in keeping local cows and they were selling their milk on individual basis Group Weaknesses <ul style="list-style-type: none"> ▪ Lack of storage and transport facilities ▪ Lack of knowledge on processing milk into different dairy products ▪ Lack of knowledge on quality control ▪ Unreliable market 	<ul style="list-style-type: none"> ➢ Mobilizing into collective marketing ➢ Giving them training in management practices ➢ Giving them training on milk processing ➢ Providing them biogas plantation on cost sharing basis ➢ Milk quality control. ➢ Business plan preparation and cost benefit analysis ➢ Entrepreneurship skills

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans
5	Ya kwao	Donge Majenzi (North B District)	Total 20 7 M 13 F	Pineapples production and Marketing	<p>Group strengths</p> <ul style="list-style-type: none"> ▪ Legal status (registered) ▪ Access to productive land ▪ Trained in pineapple production ▪ Members participate in savings and credit scheme ▪ Good Access to local Markets (within North and Town) <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Nearby local market at Kinyasini accessed through road constructed by MIVARF ▪ Existence of Tourists hotels in the North Region <p>Group Weaknesses:</p> <ul style="list-style-type: none"> ▪ Poor Market linkages therefore Market Information ▪ Poor handling of produce from farm to market (packaging, storage and transportation) ▪ Inadequate agribusiness and entrepreneurial skills ▪ Lack of business plans 	<ul style="list-style-type: none"> ➤ Provide support to facilitate Market linkages therefore access to Market Information ➤ Facilitate training in postharvest handling, marketing, agribusiness and entrepreneurial skills ➤ Support development of a business plan
6	Dimani Safi	Dimani - Unguja	Total 23 17 M 6 F	Organic Vegetable Production	<p>Group Strengths</p> <ul style="list-style-type: none"> ▪ Has Legal status (Registered) ▪ Has a bank account ▪ Knowledge (trained) in vegetable and poultry farming ▪ High group cohesion ▪ Participating in saving and credit schemes <p>Group Weaknesses</p> <ul style="list-style-type: none"> ▪ Lack of business plan ▪ Poor Market Linkages ▪ Lacking skills in vegetable preservation/processing ▪ Inadequate business and entrepreneurship skills 	<ul style="list-style-type: none"> ➤ Facilitate development of business plan ➤ Facilitate trainings on agri-business and entrepreneurship skills. ➤ Facilitate training in Organic farming and certification.

No	Group name	Shehia / District	Members	Potential for business	Strength & Weakness of the group	Programme's plans
7	Chaza njema	Fumba (West B) Unguja	Total 15 15 F	Pearl processing	<p>Group Strengths</p> <ul style="list-style-type: none"> ▪ Group has Legal Status (registered) ▪ Trained in poultry and vegetable farming ▪ Trained in pearl farming ▪ Trained in entrepreneurship skills ▪ Has a bank account ▪ Running a savings and credit scheme ▪ Operating a gift/souvenir shop <p>Group Weaknesses</p> <ul style="list-style-type: none"> ▪ Lack of business plan ▪ Inadequate business and financial management skills ▪ Poor market linkages <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Experience petty business ▪ Flourishing tourism industry 	<ul style="list-style-type: none"> ➤ Discuss and review the business idea ➤ Facilitate development of business plan ➤ Facilitate trainings in business and financial management skills ➤ Facilitate Market Linkages

Table D – Green or Orange-light groups that have been requalified to get drip irrigation support – updated 10 October 2016

No	Group name	Shehia/District	Members	Potential business	Strength & Weakness of the group
1	Vegetable FFS group at Kisakasaka	Kombeni (West B - Unguja)	Total 20	Vegetable production and Marketing	<p>Group Strength</p> <ul style="list-style-type: none"> ▪ Adequate knowledge on vegetable farming ▪ High group cohesion ▪ Each of the members has a small vegetable farm, a shallow well and a generator and pump from own resources <p>Group Weakness</p> <ul style="list-style-type: none"> ▪ Very high water loses due to poor irrigation methods ▪ Poor market linkages and lack of a sense of collective marketing ▪ Lacking business plans ▪ Uncontrolled use of chemicals <p>Opportunities</p> <ul style="list-style-type: none"> ▪ Close to Zanzibar town central market ▪ Good soils for a variety of vegetable production
2	Umoja ni Nguvu Vegetable FFS	Shakani (Unguja)	Total 20	Now doing vegetable production. But have potential for vegetable seed production	<p>Group Strength;</p> <ul style="list-style-type: none"> ▪ Have knowledge in production through FFS ▪ Each one of the members has a small vegetable farm, a shallow well and pump

No	Group name	Shehia/District	Members	Potential business	Strength & Weakness of the group
3	Junguni Vegetable production group	Junguni	Total 15	Vegetable production	<p>Group Strength</p> <ul style="list-style-type: none"> ▪ Knowledge in vegetable production ▪ Experience in selling their produce in local and collective market in Unguja and Pemba. ▪ Making and use of compost ▪ Group cohesiveness <p>Group weakness</p> <ul style="list-style-type: none"> ▪ lack of business plan ▪ Unreliable market ▪ Lack processing knowledge ▪ Poor entrepreneurship skills <p>Opportunities</p> <ul style="list-style-type: none"> ▪ Cultivate near reliable source of water ▪ accessible to the main road
4	Kinyikani vegetable production	Kinyikani (Wete District)	Total 20	Vegetable Production	<p>Group Strength</p> <ul style="list-style-type: none"> ▪ Group cohesiveness and registered. ▪ Knowledge on vegetable production and management. ▪ They market vegetable individually and collectively local in Unguja and Pemba. ▪ They have saving and credits (SACCOS) <p>Group Weakness</p> <ul style="list-style-type: none"> ▪ lack of business plan ▪ Poor market linkages ▪ Poor post-harvest knowledge and skills ▪ Inadequate entrepreneurship and agribusiness skills <p>Opportunities</p> <ul style="list-style-type: none"> ▪ Good water source ▪ Adequate farm yard manure

No	Group name	Shehia/District	Members	Potential business	Strength & Weakness of the group
5	Lengo letu (Banana production) Makombeni	Makombeni	Total 20	Banana Production	<p>Group Strength</p> <ul style="list-style-type: none"> ▪ Knowledge on banana production and management through FFS. ▪ Group cohesiveness and registered <p>Group Weakness</p> <ul style="list-style-type: none"> ▪ lack of business plan ▪ They market they banana individually and sometimes collectively local. ▪ Inadequate Farm Yard Manure ▪ Poor post-harvest knowledge <p>opportunity</p> <ul style="list-style-type: none"> ▪ Near to the harbor (low transport cost to Unguja)
6	Chipukizi (banana Umangani Vitongoji)	Vitongoji	Total 20	Banana Production	<p>Group Strength</p> <ul style="list-style-type: none"> ▪ Group cohesiveness ▪ They got training on credit and saving, grading their fruits. <p>Group Weakness:</p> <ul style="list-style-type: none"> ▪ lack of business plan ▪ Poor knowledge in postharvest handling/packaging & transporting ▪ Poor Market Linkages ▪ Lack irrigation infrastructure. ▪ Production depends on rainfall availability ▪ Inadequate farm yard manure <p>Opportunities</p> <ul style="list-style-type: none"> ▪ Demand of banana to Unguja ▪ Availability of reliable transport to Unguja

No	Group name	Shehia/District	Members	Potential business	Strength & Weakness of the group
7	Mvivu hadumu (banana Production) Kuukuu	Kuukuu (Pemba)	Total 20	Banana Production	<p>Group strength: Group cohesiveness and registered</p> <ul style="list-style-type: none"> ▪ They have knowledge on banana production. <p>Group Weakness:</p> <ul style="list-style-type: none"> ▪ Poor knowledge in postharvest handling/packaging & transporting ▪ Poor Market Linkages ▪ Lack irrigation infrastructure. ▪ Production depends on rainfall availability ▪ lack of business plan <p>Opportunities</p> <ul style="list-style-type: none"> ▪ Demand of banana to Unguja ▪ Availability of reliable transport to Unguja
8	Tumaini Vegetable FFS	Vitongoji (Pemba)	Total 20 3 M 17 F	Irrigated vegetable seed production	<p>Group Strength;</p> <ul style="list-style-type: none"> ▪ Has Legal status (Registered) ▪ Has a bank account ▪ Knowledge (trained) in vegetable production ▪ High group cohesion ▪ Permanent source of water ▪ Land for vegetable production ▪ Have a business plan <p>Group Weakness:</p> <ul style="list-style-type: none"> ▪ Poor Market Linkages ▪ Poor irrigation infrastructure. ▪ Lacking techniques for vegetable seed production

Table D – 4-month action plan to support FFS-based enterprises before programme completion

Key: BC = Business Coach / PHH = Post Harvest Handling / ML = Market Linkages / BP = Business Plan / RIT = Rural Invest Toolkit / PC = Project Coordinator
ABO = Agri Business Officer / PDO = Project Development Officer / KMO = Knowledge Management Officer / LO = Liaison Officer / PO = Procurement Officer / FM = Finance Manager

ACTIVITIES	2016			2017			lead person(s)
	Oc t	No v	De c	Ja n	Fe b	Ma r	
BC contracting							
contract PHH & ML BC							PO
contract dairy BC							PO
negotiate with cassava BC to reach agreement on budget/activities							PO
contract cassava BC							PO
Start-up Grants							
disburse start-up grants for 2 dairy collection centres							FM, PC
disburse start-up grant for 1 paddy seed group							FM, PC
disburse start-up grants for 2 veterinary mini-pharmacies							FM, PC
disburse start-up grants for 3 cassava groups							FM, PC
Drip irrigation support							
distribute irrigation equipment to 60 farmers identified during AWPB 2015-16							PC
procure irrigation equipment for additional 8 groups = 160 farmers to be supported in AWPB 2016-17							PO
distribute irrigation equipment to additional 160 farmers							PC
Phase I – BP implementation							
UNGUJA: PHH&ML BC supports implementation of BP for <i>Kisongoni rice group</i>							M&E, ABO Unguja
PEMBA: Dairy BC supports implementation of BP for <i>Kisiwani Dairy collection centre</i>							M&E, ABO Pemba
Phase II – BP implementation							
PEMBA: PHH&ML BC supports implementation of BP for <i>Machomanne mini-pharmacy</i>							PC, M&E, ABO Pemba
PEMBA: PHH&ML BC supports <i>Pemba vegetable Growers Association</i> to enter into supply contracts and fine-tune BP for market center							M&E, ABO Pemba
UNGUJA: Dairy BC supports implementation of BP for <i>Mpapa Dairy collection centre</i>							M&E, ABO Unguja
PEMBA: Cassava BC supports implementation of BP for <i>Kinyikani and Makombeni cassava groups</i>							M&E, ABO Pemba
Phase III – BP implementation & additional start-up grants							
UNGUJA: PHH&ML BC supports implementation of BP for <i>Mangapwani mini-pharmacy</i>							PC, M&E, ABO Unguja
UNGUJA: Cassava BC supports implementation of BP for <i>Machui cassava group</i>							M&E, ABO Unguja
PEMBA: if <u>business plan viable</u> , disburse start-up grant for <i>Pemba Vegetable Growers Association (PVGA)</i>							FM, PC, M&E
PEMBA & UNGUJA: based on experience of first 2 mini-pharmacies, disburse start-up grants for <i>additional 8 mini-pharmacies</i>							FM, PC, M&E
PEMBA & UNGUJA: extend PHH & ML BC contract to provide additional support to <i>PVGA and 8 new mini-pharmacies</i>							PO

Working paper 4: Note on the Handover Exercise to be conducted by ASDP-L team

Introduction

1. The ASDP-L is being implemented in 275 shehias in Unguja and Pemba to date it has covered 27,235 household farmers' beneficiaries since 2006. The overall goal of ASDP-L is in line with ZSGRP aiming to reduce poverty, improved food, security and increase incomes of the target group of approximately 22,511 households in communities with a high level of livelihood dependence on livestock in nine (9) rural districts of Zanzibar. The programme's objectives are;

- To improve the livelihoods of the poorest agro-pastoralists,
- To strengthen the capacity of livestock communities, both institutions and technically;
- To enhance the delivery of livestock development services to smallholders;
- To improve marketing infrastructure and marketing systems for livestock products; and
- Strengthen national and local government institutions to provide services to the livestock sub-sector

2. The programme is due to completion in March 2017 and closing is set to September 2017. The current working paper is providing details on how the ASFT should progressively proceed to the handover of the programme to beneficiaries. Concurrently, the ASFT should build linkages with the sister programme MIVARF to ensure continuity of successful interventions and support to achieve similar activities not yet been implemented or which have been implemented partially.

3. Throughout the process ASDP-L's will coordinate the exit strategy by relying on the experienced human resources and remaining available financial resources within the MANRLF- beyond ASDP-L project completion and allocated funds. The exit strategy will be combined to clear opportunities to further engage MIVARF, another IFAD-funded project implemented in Zanzibar. There is an evident overlap between the two programmes related to value addition, producers' empowerment and market linkage. In addition, the respective interventions often take place in the same district, with the same value chains and target the same beneficiaries. Therefore both ASDP-L and MIVARF have a certain incentive to act in a coordinated manner, and further blend ASDP-L interventions within the larger scope of MIVARF once ASDP-L is completed. The rationale for the integration can be summarized as follows:

- i. MIVARF is still struggling to implement its Value Addition (VA) and Producers Empowerment and Market Linkage (PEML) sub-components in Zanzibar. This is partly due to non-performance of its Service Provider (SP), and because the project has only been implemented in 5 Districts (batch I) out of 10. The remaining 5 districts (batch III) are still to start PEML implementation, with a more flexible approach that will not necessarily involve an SP, but rather focus on key interventions meant to fill identified gaps in the downstream operations of the value chain (post-harvest management, access to finance and marketing);
- ii. ASDP-L covers 80% of Zanzibar Shehias with a network of 1500 FFS, represented by strong emerging District Farmer Fora and active commodity-based associations. This network should be mobilized within MIVARF interventions in all the districts. Besides, the programme's ASFT has accumulated a wealth of experience in improving FFS-groups' productivity. The last 6 months of the project are expected to demonstrate the ASFT's ability to lead the transformation of the most advanced FFS groups into sustainable business entities;
- iii. Rural financing needs are yet to be addressed for a majority of Zanzibari farmers. MIVARF has the tools and financial resources to engage with financing institutions (beyond the SACCOS) to enable farmers' access to agricultural loans;

- iv. Last but not least, while ASDP-L is due for completion in March 2017 with limited remaining financial resources, MIVARF will carry on up to September 2018, and currently has more than 60% of its PEML budget unspent, leaving room for tailor-made, high impact interventions towards ASDP-L beneficiaries.
4. Short-term (i.e. by March 2017) and long-term areas of cooperation have been explored during the supervision mission and the two programmes agreed to together work to define which activities will be integrated in the revised AWPB of MIVARF and ASDP-L, and a preliminary *modus operandi* has been defined as follows:
- i. *In the period October 2016 – March 2017:* a) MIVARF to systematically link with DFF and commodity-based associations currently supported by ASDP-L; b) MIVARF to dedicate specialist rural finance staff to Zanzibar and c) ASDP-L, with the support of the newly recruited business coaches, to identify 4P opportunities in Batch III Districts, and start supporting them through MIVARF budget. In each district a workshop with DFF will be organized to link MIVARF to DFF, discuss with them and come up with long term partnership. It is also possible for MIVARF and ASDP-L to organize two workshops with all DFFs one in Unguja, the other one in Pemba before end of November. During the two proposed workshops, the road map will be agreed up on.
 - ii. *In the period April 2017 – March 2018:* a) MIVARF to take over support from ASDP-L for strengthening the DFF; b) if need arises, MIVARF to pursue the support to FFS-based enterprises by extending the contract of ASDP-L business coaches; c) MIVARF to follow up the work done by its SP in batch I districts, and to continue 4P approaches in batch III districts; d) MIVARF to continue to facilitate access to rural finance for Zanzibar farmers, esp. FFS group members. At this stage the final handover will also be organized before September 2017 to the Ministry of Agricultural, Natural Resources, Livestock and Fisheries (MANRLF).
5. At this stage, the mission highly recommends that selected ASFT members²⁸, as well as all 10 PDOs remain available to lead PEML implementation in Zanzibar, so as to capitalize on their skills and experience and ensure smooth hand-over to ASDP-L beneficiaries. The Ministry should maintain ASFT members in their position to enable effective monitoring of ASDP-L interventions and to build strong synergies with MIVARF. The approach is innovative in Zanzibar as most programmes supported by IFAD have been linked in order to ensure the continuity and complementarity between interventions.
6. The above rationale and operationalization has been discussed and agreed upon in a joint meeting with the PS of MANRLF, MIVARF National and Zanzibar Coordinators, Rural Finance Specialist, and representatives of ASDP-L programme coordination team. The mission recognizes the agreement to integrate the two programmes as a major achievement that will not only ensure a sound exit strategy for ASDP-L, but also help MIVARF overcome the challenges incurred in PEML implementation as well as provide additional impetus in Zanzibar rural financing system.
7. The handover may not take place if there is no budget planned for that activity, it is in this regards that we propose the revised AWPB to capture the activity as follow:
- i. To organize workshop in Unguja and Pemba to connect DFF to MIVARF formally.
 - ii. To document all achievements in all districts using the format provided to be handed over to MIVARF first then to MANRLF.
 - iii. To organize handover ceremony in Unguja and Pemba in which main key actors will be invited: FFS facilitator, DFF, MIVARF, District officials and region official. This handover will be done between ASDP-L and MIVARF.
 - iv. To organize handover ceremony at national level in which best performing FFS, all organized DFF and best extension officers public and private will be recognize:
 - v. On budget line 3.2.5: Training, workshop and studies the AWPB shows undisbursed amount of 50.291.000 TS. This line can be increased a little bit to implement to handover ceremonies as proposed,

HANDOVER Guide

HANDOVER OF ASDP-L ACHIEVEMENTS, ASSETS AND FOLLOW UP OF REMAINING ISSUES TO MINISTRY OF AGRICULTURAL LIVESTOCK, NATURAL RESOURCES and FISHERIES

**OUTLINE OF THE EXPLANATORY NOTE ON HANDOVER OF ASDP-L ACHIEVEMENTS TO
 MINISTRY OF AGRICULTURAL LIVESTOCK, NATURAL RESOURCES and FISHERIES.**

I. Introduction

II. Summary Of ASDP-L Main Achievements

(i) Component by component

III. DETAILED ROADMAP TO BE FOLLOWED DURING PROJECT COMPLETION and CLOSING

III.1. Preparatory phase: Exit Strategy with MIVARF

(a) Activities to be undertaken towards the preparation for exit.

Among them, we could mention:

Date	Collaboration with MIVARF	Domain of intervention	Current observation

(i) Progressive collaboration and hand over to MIVARF from November 2016 to March 2017

Date/District	Service provider /ASFT	Domain of intervention	Takeover by MIVARF	Current observation

(ii) Nearing closing preparation, below activities to be undertaken for each District by MIVARF

Date	Work done	Objective attained	Future follow up

IV. PROCESS OF ASDP-L HANDOVER OF ACHIEVEMENTS TO RESPECTIVE DISTRICTS OF INTERVENTIONS AND THEIR PARTNERS

IV.1. Why ASDP-L is handing over some activities to MIVARF in District?

IV.2. Detailed information on handover exercise.

V. HANDOVER OF ASDP-L INFRASTRUCTURES WITH ASSETS AND INFORMATION TO ACTIVITIES SUPPORTED BY ASDP-L TO MINISTRY OF AGRICULTURAL LIVESTOCK, NATURAL RESOURCES and FESHERIES)

VI. Positive note on ASDP-L end

1. Closing term

2. Financial situation at closing of the Program and issues

- 1. FINANCIAL SITUATION AS AT**
- 2. BALANCE ON BANK ACCOUNTS**

N°	ACCOUNT NUMBER	DESCRIPTION	AMOUNT

3. RECEIVABLES/UNJUSTIFIED TRANSFERS

SERVICE PROVIDER	AMOUNT(TS or USD)	COMMENTS

I. PENDING ISSUES THAT NEED SPECIAL ATTENTION

- 1.**
- 2.**
- 3.**

ANNEXES

Annex 1: Handover documents in each district

Annex 2: note on HANDOVER DOCUMENT OF ASDP-L INFRASTRUCTURES ASSETS AND INFORMATION ON ACTIVITIES SUPPORTED BY ASDP-L TO MINISTRY OF AGRICULTURAL LIVESTOCK, NATURAL RESOURCES and FESHERIES.

Working paper 5: Technical annex on Financial management

1. Based on the fiduciary risk assessment carried out, the programme's fiduciary risks are assessed as "**medium**" considering the issues noted by the mission and explained in the table below.
2. **Financial management.** Overall the quality of the financial management remains *moderately satisfactory* in view of the shortcomings noted in the financial management systems and in particular, the internal control environment, the financial reporting and the funds flow. Notwithstanding the said issues, the other fiduciary aspects of the programme are well rated in terms of the disbursement rate, the accounting system in place, the execution of the Annual Work Plan and Budget, the financial management team, the audit and the special account administration
3. The financial reporting of the Programme still needs improvements, with the related recommendation of the last ISM remaining unexecuted to date. In particular, the configuration required to the accounting system in Pemba to allow financial reporting by line budget, component and expense category is yet to be performed. The mission was informed that this delay is mainly attributed to the non-availability of the consultant in charge of the said configuration. Financial reporting at Pemba is even more problematic as it was noted that accounting transactions for the month of July, August and September this year are yet to be inputted in the system in Pemba due to the crash of the workstation having the accounting system installed into it. ***It was agreed that the financial reporting issues noted in Pemba will be resolved urgently to facilitate compliance with financial reporting requirements.***
4. The financial reporting in Unguja also require attention to allow effective financial management. In particular, it was noted that the 2016/17 Annual Work Plan and Budget is yet to be inputted in the accounting system, making budget monitoring to be limited. Moreover, the opening of a control account and subsidiary account for better imprest management is yet to be executed in accordance with the last ISM . The delay has also been attributed to the non-availability of the consultant capable of the required addition in accounting system. ***It was agreed that the ASFT will promptly input the 2016/17 AWPB in the accounting system.***
5. The table below gives a summary of the main fiduciary risks and related mitigation measures assessed for ASDP-L.

	Risk Assessment H/M/L	Proposed Mitigation
Inherent Risk		N/A
Control Risks		
1. Organization and Staffing	M	Inform staff on IFAD anti-corruption policy. Evaluate staff performance periodically
2. Budgeting	L	
3. Funds flow & Disbursement Arrangements	M	Avoid mingling of IFAD funds and counterpart funds in the same operational account. Provision of timely and adequate counterpart funds
4. Internal Controls	M	Adhere to strict internal control measures for expenditure, including FFS training

5. Accounting	L	
6. Financial Reporting and Monitoring	M	ASFT to resolve financial reporting issues noted in Pemba Input AWPB in accounting system
7. Internal Audit	L	
8. External Audit	L	
Overall Project Fiduciary Risk	M	
H=High, M=Medium, L= Low		

6. **Disbursement.** Using IFAD disbursement rating criteria, the disbursement rate of the programme is considered satisfactory as disbursements have reached SDR 2.12 million equivalent to USD 2.97 million or 80% of total allocations, inclusive of the initial allocation. Considering the pending withdrawal application n° 6 that is yet to be submitted, total disbursements will increase to SDR 2.34 million equivalent to USD 3.28 million or 89% of total allocations.

7. **Funds available until completion.** Based on the above disbursement records and pending Withdrawal application, it is estimated that around **USD 1.1 million**²⁹ remain available for programme implementation until completion and for winding up activities foreseen between completion and closing dates. With less than six months remaining until completion, the ASFT is called to strategically focus its efforts in consolidating the results achieved so far, completing activities that have been initiated and delivering on the activities that are yet to be executed towards enterprise development. Below is the table explaining the computation of the available balance.

Category	Category Description	Appraisal	Actual	Pending W/A 6	Balance	% disbursed
	Consultancies	210,000	0	0	210,000.00	0%
	Equipment and materials	60,000	50,424.31	0	9,575.69	84%
	Grants and Subsidies	1,070,000	1,015,200.21	169,661.21	-114,861.42	111%
	Operating costs	560,000	244,883.50	41,810.34	273,306.16	51%
	Training	470,000	99,422.40	427.03	370,150.57	21%
	Authorized allocation		719,424.46	0	-719,424.46	0%
	Unallocated	260,000	0	0	260,000.00	0%
	Total	2,630,000	2,129,355	211,899	288,746.54	89%
	Analysis of the available balance					
	FUND	SDR	USD			
	Balance IFAD Loan	288,746.54	405,718			
			-			
	Total in IFAD	288,747	405,718			
	Add: Balance in Project bank accounts					
	L & G Special Accounts	336,858	473,319			
	Operation account		229,664			
	Total balance in bank accounts		702,983			
	Total funds Available until September 16		1,108,701			

29 This figure includes account balances in the special and operation accounts.

8. **Special account.** The recovery of the initial advance needs to be initiated as the trigger for recovery has been reached. In particular, the available balance of the loan (SDR 500,645.12) is less than twice the initial advance (SDR 719,424.46). As such, ***it is agreed that the recovery of the initial advance be initiated, starting with WA n° 6 that is pending submission to IFAD. ASFT is also required to draw a recovery plan that can be shared with IFAD.***

9. **AWPB.** Refer to section on programme coordination.

10. **SOE review.** The mission carried out at random a review of expenditure items from the Statement of Expenditures (SOEs) supporting withdrawal applications submitted for replenishment of the special account. The SOE spot-checks revealed the following internal control issues:

- e. Selected imprests provided for FFS training in Pemba lacked complete supporting documents to justify the total amount spent. In particular, based on reviewed FFS trainings, around USD 25,325 were not accounted for;
- f. A number of payment vouchers did not have supporting documents such as air tickets, delivery note or a proforma invoice from a third supplier;
- g. Filing system needs improvement, considering the above missing documentation.
- h. Purchase orders for catering services were made with the same supplier with no framework contract in place.

11. Based on the above issues, the mission is recommending management to enforce strict internal control measures for the imprest system that can be risky. Measures that can be put in place by the programme include:

- d. Requiring a summary sheet to be attached to supporting documents accompanying imprest payments, to clearly indicate total amount paid, retired and the balance remaining to be accounted for or owed to the staff;
- e. Technical specialists to certify that services were provided (e.g. FFS training) accordingly and to attach such certification as a supporting document accompanying payment vouchers;
- f. For each FFS training provided, FFS group representatives need to sign off on a sheet to certify that the training was provided. Their phone numbers should also be included on the sheet to facilitate possible verification

12. The table at the end of the annex provides a detailed summary of the SOE spot-checks carried out.

13. ***Based on the above issues, it was agreed that ASFT will adhere to strict internal control measures and improve its filing system. The above expenditures such as FFS trainings need to be reviewed in greater detail to justify the amounts not accounted for.***

14. **Procurement.** A review of the procurement actions carried out by the ASFT revealed the following issues that needs to be taken into account for future procurement:

- e. Technical evaluation for procured goods was either missing or incomplete;
- f. The Ministerial Tender Board (MTB) approval was missing for applicable purchase;
- g. Contract agreements present missing provisions such as trade terms (e.g. CIP), applicable law, liquidated damage, dispute settlement; country of origin of the goods, standards, patent rights, warranty, and others.
- h. Local purchase orders (LPO) are not effectively managed, with the procurement officer having no records of them

15. **Based on the above, it was agreed that LPOs will be issued by the procurement officer only. For commonly procured items (such as catering services, livestock), selection of suppliers should be made on the basis of clear procurement procedures.**

16. **Procurement Plan.** Though it is generally well prepared, the mission reiterates its previous recommendation on the need to update it regularly and share it with the relevant staff.

17. **Project Completion Date (PCD).** In view of the near completion of the programme, the mission recommends the ASFT to take the following into consideration:

- c. All existing and future contracts (for goods, works and/or services) need to ensure that delivery takes place before the PCD;
- d. Only invoices having a delivery period on or before the PCD can be paid during the winding-up period.

18. **Counterpart funds.** Overall, the provision of counterpart funds is rated unsatisfactory, following the little to no contribution of funds since the extension of the Programme. So far, only in-kind contributions in form of tax exemption and staff have been provided. For the 2015/16 fiscal year, the provision of cash contributions has been nil. For the 2016/17 fiscal year, the mission has been informed that only Tsh 148 million has been committed, against a total of Tsh 353.1 million needed as counterpart funding for the on-going budget. This provision of Government contributions is very low, considering the remaining period until completion and the need to effectively close the programme. ***It was agreed that the ASFT will follow up with MANRLF to ensure that counterpart funds are provided adequately and timely for 2016/17, to allow for an effective completion and closing of the Programme.***

19. **Winding up period.** In accordance with IFAD procedures, it was agreed that a staff reduction plan will be provided by the ASFT for the winding period, which is between completion and closing date.

20. **Loan covenants.** There is overall compliance with loan covenants as no contraventions were noted by the mission, except for the provision of counterpart funds on an annual basis

21. **Internal audit.** The latest internal audit exercise took place in 2014/15 fiscal year and did not make specific recommendation for ASDP-L since no IFAD funds were available then. However, the 2015/16 audit is currently being planned. Considering the internal control issues noted in the spot-checks carried out in this mission, including the previous one, it is recommended that the current audit exercise include a review on the statement of expenditures. ***It was agreed that the internal audit exercise for 2015/16 will be carried out timely and will include a review of the statement of expenditures and especially the FFS trainings.***

22. **External audit.** The 2015/16 external audit report will be due in December 2016 and the mission was informed that discussions with the Office of the Controller and Auditor General Zanzibar (OCAGZ) are on-going to ensure the submission of the report within the required deadline.

Agreed action	Responsibility	Agreed date
ASFT to resolve financial reporting issues noted in Pemba	ASFT	Immediate
Input AWPB in accounting system	ASFT	Immediate
Develop recovery plan	ASFT and IFAD	Immediate
Justify expenditures not accounted for	ASFT	Continuous
Provision of adequate and timely counterpart funds	ASFT and MANRLF	Immediate
LPOs to be issued by procurement officer and to follow clear procurement rules	ASFT	Continuous
Internal audit exercise should include review of SOEs, including expenditures on FFS training	MANRLF	Continuous

SOE review checklist

	SOE Element	Comments
1.	Are the expenditures properly accounted for in the books and financial reports of the project, and can they be cross-referenced in the SOE to relevant documentation (e.g. vouchers)? Does presentation of information in the SOEs allow for ready access to the files for review and audit purposes?	-Physical filling is not done properly
2.	Are all the invoices stamped Paid?	No this is not done consistently
3.	<p>(i) Review documentation supporting payments and for all cases described in (ii) through (iv) below, ensure existence of:</p> <ul style="list-style-type: none"> ✓ a signed contract or confirmed purchase order – showing the specified amount that is due to be paid ✓ evidence of receipt, invoice or performance ✓ a bank guarantee for advance payment, as specified in the contract documents ✓ a bank guarantee for performance, as specified in the contract documents ✓ copies of communications sent by the IFAD country programme manager to the lead project agency providing the 'no objection' (whether post or prior) to the contract award; and ✓ evidence of payment/bank statements ✓ accounting records of approvals, disbursements, and balances available ✓ procurement documents (bid documents, invitation, evaluation, award, add in a newspaper), if applicable. <p>✓ for recurrent costs (operation cost and PIU staff salaries), ensure existence of recurrent costs records</p> <p>(ii) For payment of goods, in addition to (i) above, ensure existence of:</p> <ul style="list-style-type: none"> ✓ a supplier's invoice, duly certified for payment by the project director – specifying the goods, their quantities, and prices ✓ bills of lading or similar documents; and shipping or import documents and inspection certificates , if applicable ✓ a certificate of delivery, as appropriate, to include condition of goods on delivery. <p>(iii) For payment of consultants' services and other services, in addition to (i) above, ensure the existence of:</p> <ul style="list-style-type: none"> ✓ the supplier's or consultant's claim, duly certified for payment by the project director and showing sufficient detail. If such services relate to the importation of goods (for example, freight and insurance payments), adequate reference should be given to enable the Fund to relate each of these items to specific goods whose cost has been or is to be financed by the financing closing date; and ✓ a certificate of delivery, as appropriate, of satisfactory services. <p>(iv) For progress and retention payments of civil works, in addition to (i) above, ensure existence of :</p> <ul style="list-style-type: none"> ✓ a claim by the contractor, including a financial progress report, stating the work performed and the amount due; ✓ a certificate – signed by the project consultants or owner's representative, if any, or by the borrower's chief engineering officer or resident supervising engineer assigned to the 	Sample reviewed showed missing air tickets, certification from technical specialists, delivery note or a proforma invoice from a third supplier

	SOE Element	Comments
	<p>project, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract; and</p> <ul style="list-style-type: none"> ✓ a copy of the contract payment monitoring form (Form C-11) signed in original by the certifying officer. <p>(v) Credit lines/equity:</p> <ul style="list-style-type: none"> ✓ review Subsidiary Agreement with the Project Party (i.e. Micro Finance Institutions, banks, equity companies etc.) ✓ review documentation evidencing proof of activities as described within the Subsidiary Agreement and/or any sub-agreement review bank statement(s) recording funds flow 	
4.	Question to address in review are:	
4.1	Is the documentation readily available?	Yes
4.2	Does it indicate that the expenditure was approved by an authorized official?	Yes
4.3	Is it in original form?	Yes
4.4	Does it relate to the project concerned?	Yes
4.5	Are the computations correct and are there any errors or alterations?	Errors noted in selected payments
4.6	Are the type of costs charged appropriate for the category and have the disbursement percentages been used correctly?	Yes
4.7	Are there any duplicate invoices?	Not noticed in sample
5.	Verify eligibility of expenditures. The review determines whether the expenditures are properly supported and are eligible for IFAD disbursement in accordance with legal agreements.	Some expenditures not accounted for
6.	Determine whether any payments were made in advance of receipt of good or delivery of services, and if so, is this consistent with contract provisions?	Not noticed in sample
7.	Payments exceeding defined SOE limits should be fully supported with related documentation.	Yes
8.	<p>Check for payments for items that are not procured in accordance with the legal agreements or signed contracts, such as:</p> <ul style="list-style-type: none"> ✓ Payments for items not specified in the Financing Agreement and the AWPB, including the procurement plan approved by IFAD; ✓ Payments made prior to credit signing or before the eligible date specified for retroactive financing; ✓ Commitments made before completion date (excluding winding up expenditures) and payments made for the expenditures incurred after closing date; 	Such payments were not found in the random sample of SOEs

SOE Review Details

Date payment	Reference number	Imprest reviewed	Imprest recipient	Amount claimed in Tsh	Amount justified in Tsh	Balance unaccounted for	Comment
25/04/16	CQ000191	FFS training session on crops livestock integration in Chake chake district	M&E officer	44,688,000	36,288,000	8,400,000	Budget related to 133 FFS groups but only 60 groups were trained. No
25/04/16	CQ000191	3 FFS training session in Micheweni district for 133 existing FFS groups		44,688,000	23,184,000	21,504,000	Budget related to 133 groups but only 69 groups were trained/appear on the attached signing sheet. Also, per group, a total of Tsh 672,000 was spent for farmer facilitators, instead of Tsh 336,000. No telephone number provided for FFS groups
12/5/2016	CQ000200	FFS training for 6 sessions for 133 groups, with focus on crop livestock integration in Wate district		44,688,000	20,160,000	24,528,000	Budget related to 133 groups but only 60 groups were trained/appear on the attached signing sheet. Also, per group, a total of Tsh 672,000 was spent for farmer facilitators, instead of Tsh 336,000. No telephone number provided for FFS groups
12/5/2016	CQ 000200	FFS training for 133 groups with focus on crop livestock integration in Mkoani district		44,688,000	-	-	Signing sheet shows a lot of double counting, meaning many groups are repeated twice in the supporting documents. Also number of groups
21/05/16	CQ 000218	FFS extension for 33 groups in Wate district		24,948,000	24,192,000	756,000	Signing sheet accumulate to Tsh 24,192,000. No telephone number provided for FFS groups
				Total unaccounted for	Tsh	55,188,000	
					USD	25,315.60	