

SELECT COMMITTEE
NATIONAL HORTICULTURAL STAKEHOLDERS WORKSHOP

10 May 2007

Michael Roberts
STDF Secretary
World Trade Organization
Centre William Rappard
Rue de Lausanne 154
Case postale CH-1211 Genevre 21

Dear Mr. Roberts,

Application for a STDF Grant

Please find attached the Application Form and required Annexures for application for a grant from the STDF. I know the Tanzania Horticultural Association is very appreciative of your support of their development.

The initiative we are embarked on to create a permanent Public Private forum in which to coordinate and establish direction in Horticultural development will be the catalyst, I am sure, for achievements in all the categories of interest to the STDF.

The Select Committee met with the Ministry of Agriculture on the 20 April and formally decided to move forward with this application. The relative signed resolution is attached. A letter from the Tanzania Horticulture Association endorsing this initiative is also attached.

The Tanzanian Horticultural Association will host this project and the select committee also thanks them very sincerely.

Yours Sincerely

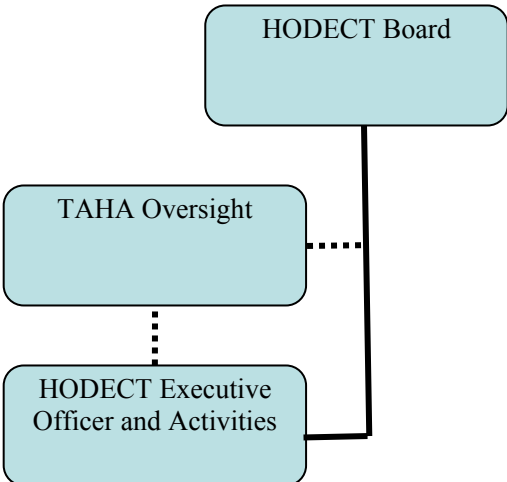


Michael Chambers
Chairman, Select Committee

ANNEX I: FACILITY APPLICATION FORMS

GRANT APPLICATION FORM

1. Project title	Horticulture Development Council of Tanzania Support Project.
2. Theme 1, 2 and/or 3	<p>Theme 1: SPS capacity evaluation and planning tools, including the need for and implications of international standards and their application.</p> <p>HODECT Support Project Response: Tanzania lacks an institutional structure (both public and private) to put n place the evaluation and planning tools. HODECTS coordinating work will deal very specifically with this issue.</p> <p>Theme 2: Capacity building for public and private organizations, notably with respect to market access.</p> <p>HODECT Support Project Response: The National Stakeholder Workshops mandate is for Horticulture to positively affect the economy. The essential missing element is market access where in the Tanzanian situation this is primarily caused by in country issues.</p> <p>Theme 3: Information sharing on standards and co-ordination of technical co-operation activities</p> <p>HODECT Support Project Response: The coordination of technical and co-operation activities is central to the HODECT mission where that coordination falls within a national strategy. One of the principal constraints to building capacity is the lack of coordination.</p>
3. Starting date	1 st July 2007
4. Completion date	31 st December 2008
5. Requesting organization(s)	Tanzania Horticulture Association (TAHA) P.O. Box 3003, Arusha, Tanzania
6. Implementing organization(s)	HODECT Limited P.O. Box 9192 Dar es Salaam, c/o P.O. Box 3003 Arusha, Tanzania
7. Project background and rationale	<ol style="list-style-type: none"> 1. The Tanzanian Horticultural sector met at the first National horticultural Stakeholders Workshop on the 7th December 2005. 2. All the working group discussing the various areas of concern including standards and SPS agree that Tanzania required an Apex organization to coordinate Public and Private horticultural activities initiatives and strategy. 3. A select committee was formed to set up the proposed Apex structure – The Horticultural Development Council of Tanzania - HODECT. 4. The HODECT has now been registered and the Select Committee only needs to secure the signature of the MAFC. MIT & MoP to complete its mandate. 5. In the opinion of the Select Committee however it will be very difficult for the HODECT to start activities without some support. As the Private Sector is weak in Tanzania it can be expected that some time and expertise will be provided but no significant funds. The MAFCs will likely provide some funds however the Select Committee believes this funding will be nowhere near sufficient and will place an unbalanced constraint on the HODECT as it would come only from

	<p>Government.</p> <p>6. A TAHA representative sits on the Select Committee and holds the Chair. TAHA has suggested to the Select Committee via the Chairman that TAHA could make the application to the STDF Secretariat to host the start up phase of the HODECT.</p>
<p>8. Project management</p>	<p>The “Project” under discussion is the Horticulture Development Council of Tanzania Support Project. That is to say only those parts of the HODECT initiative defined for support by the STDF. The project activities listed below will be carried out by a single contractor with some consultancy support. The contractor will work for HODECT Limited. The Board of HODECT limited is made at present by the members of the Select Committee. These Directors will be replaced part way through the period of the activities of the Support Project by New Directors chosen by the National Horticultural Stakeholders Workshop. The structure and oversight of management is therefore as follows:</p>  <pre> graph TD Board[HODECT Board] --- EO[HODECT Executive Officer and Activities] EO -.-> TAHA[TAHA Oversight] Board -.-> TAHA </pre>
<p>9. Project objectives</p>	<ol style="list-style-type: none"> 1. Secure Ministerial MOUs: The Select Committee has the agreement of the key Department but there are at least four Departments that should participate and three that are considered essential before a national Stakeholders meeting at which the council can be launched will be feasible. These are, in addition to the Ministry of Agriculture Food Security and Cooperatives, the Ministry of Industry and Trade and the Ministry of Planning and Empowerment. 2. Take Stock of GoT: In addition to the agreement of the Ministry itself stock needs to be taken of Governmental activities. There are a plethora of working groups and initiatives within Government and its regulatory institutions that need to be identified and their respective roles made. This is particularly true relative to SPS issues. 3. Take Stock of Private Sector: There are some organized and some unorganized aspects of the private sector. Both of which need to be understood and the information fed into the HODECT process. Before the National Workshop some considerations of the potential impact the work going on in Government (and in international standards) and the private sector need to be formulated and this needs to be finalized after the meeting with the meetings input and further suggestions. 4. Take Stock of Civil Society: The majority of players that any developmental view point target becoming involved with horticulture are now in Civil Society. Small Growers, not yet part of the value chain, are a very significant fact in the Tanzanian situation. Stock needs to be taken here to ensure that policy and programs will achieve their goals and not continue to perpetuate small growers exclusion. 5. Organize National Stakeholders Workshop: The First national Workshop was a success but if the HODECT is going to actually solve some of the issues then the Second workshop needs to be inclusive of ALL the results of the stock taking noted in Sections II b, c & d. As well as having formulated the issue that have arisen out of the

	<p>stock taking thus encouraging the workshop to focus on positive change for the better rather than rehashing the constraints.</p> <p>6. Organize Council Meeting: The HODECT plan sets out that the GoT memberships of the Council will be established by agreement through MOU and the institutional private a civil society membership will be chosen at the National Workshop. After this is accomplished the resource person should help organize the first Council meetings.</p> <p>7. Target Creating Sustainability: When the resource person hands over to the HODECT Secretariat a viable plan for self sustainability should be in place. With the proper focus on the Ministerial priorities some GoT funding should be available as well as donor and private sector sources.</p>	
10. Project outputs	<ol style="list-style-type: none"> 1. Three (or perhaps four) Memorandum of Understanding from the key Ministries. 2. A Status Paper regarding the GoT in which the initiatives and activities and the ToR of each are enumerated. 3. A Status Paper regarding the private sector in which the production areas and active operators in the export processing production inputs and other sub sectors are enumerated for each with an appreciation of their capacity. (This may be defined as a Value Chain study and include consultants support to fulfill the DTIS priority Horticulture line item in the matrix. 4. Status of Civil Society Paper and a written appreciation of the constraints imposed on developing market access as a result of village socio/political structures. 5. The National Stakeholder Workshop should achieve the following: <ol style="list-style-type: none"> a. Elect the Council members of the HODECT. b. Ratify the proposed (or amended) National Horticultural Strategy. c. Convene the first Council meetings (the support project would include some subsequent meetings). 6. Develop a written sustainable plan ratified by the Council to fund the on going operation of HODECT Limited under its own stewardship. 	
11. Project activities	<p>Project activities fall into five types:</p> <ol style="list-style-type: none"> 1. Meeting with GoT 2. Travel and investigation of production areas 3. Preparation of three written reports on the Status of Horticulture. 4. Organizational activities to support Select Committee, Council and Stakeholder meetings. This organizational activity will include ‘networking’ to gain an ever clearer picture of the various initiatives and stakeholders actual capacity and interest. 5. Administrative activities to keep abreast of accounting and reporting obligations. 	
12. Timetable	<p>1st July 07 1st August 07 1st October 07 1st November 07 1st January 08 “ “ 1st December 08 31st December 08</p>	<ul style="list-style-type: none"> - Project Commencement - Selection of contractor - All MOUs secured from Ministries - Fixing Date of Stakeholders meeting - National Stakeholders Meeting - Draft Status reports - Business Plan for sustainability. - Final status reports - Sustainability Program in place
13. Private/public sector co-operation	<p>The HODECT is very deliberately structured as a Public - Private Partnership as the attached documentation makes clear. The following is a diagram of the Public Private relationship (i.e. <u>not</u> the organizational structure).</p>	

	<pre> graph TD COUNCIL[COUNCIL] --> HODECT[HODECT LIMITED] HODECT --> PUBLIC[PUBLIC SECTOR] HODECT --> PRIVATE[PRIVATE SECTOR] PUBLIC --> MINISTRIES["THREE MINISTRIES: MAFC MIT MoP"] PUBLIC --> REGULATING["REGULATING BODIES TRS TPRI RFT etc"] PUBLIC --> GO_T["GoT Research and support insitutions"] PRIVATE --> ASSOCIATIONS["Private Sector Associations TAHA TASTA"] PRIVATE --> GROWER["Small Grower Associations & Small Grower NGOs"] PRIVATE --> ACADEMICS["Academics, Input suppliers etc"] </pre>
14. Budget	The Budget for the Horticulture Development Council of Tanzania Support Project is \$268,755 USD and a detailed breakdown is attached.
15. Non STDF contributions	As mentioned above the operations of HODECT Limited will be funded by the Horticulture Development Council of Tanzania Support Project and the budgetary allocations of the GoT through, most probably the MAFSC

Appendix 1: Supporting letters – This application is accompanied by a resolution of a joint meeting of the Select Committee of the National Horticultural Stakeholders Workshop which is mandated to set up the HODECT and the Ministry of Agriculture Food Security and Cooperatives

Appendix 2: The application is endorsed by the implementing organizations the Tanzania horticulture Association and that endorsement is formalized in the attached letter.

Appendix 3: Description of the project background and rationale: The HODECT Framework Document is attached which fully explains the rational and background. The relation of these to the themes is explained above.

Appendix 4: Description of the project management structure. The HODECT Framework Document is attached which fully explains the rational and background. The relation of these to the themes is explained above

Appendix 5: Work Plan: The work Plan is attached:

Appendix 6: Timetable: A detailed timetable is attached.

Appendix 7: Budget: The Budget is attached.

Appendix 8: TORs of key project staff; The Project Manager ToR is Attached.

TANZANIA HORTICULTURAL ASSOCIATION

P O BOX 3003

ARUSHA, TANZANIA

Tel/Fax: 255 27 2544568/2509700 Email:taha@habari.co.tz

10 May 2007

Michael Roberts
STDF Secretary
World Trade Organization
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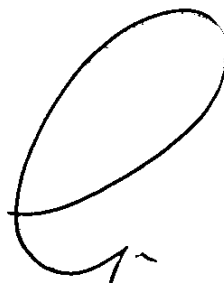
ENDORSEMENT OF STDF GRANT APPLICATION

Tanzania Horticulture Association is pleased to endorse the **Horticulture Development Council of Tanzania Support Project** application which the Select Committee of the National Stakeholders Workshop and the directors of HODECT have asked TAHA to host. From the point of view of the private sector this project will develop the close public private ties that are needed to coordinate all the various activities that are needed to move forward with Horticultural development in Tanzania.

Yours sincerely



Jacqueline Mkindi
For the Chairman



Tjerk Scheltema
Treasurer

SELECT COMMITTEE
NATIONAL HORTICULTURAL STAKEHOLDERS WORKSHOP

RESOLUTION

**JOINT MEETING OF THE SLECT COMMITTEE AND THE MINISTRY OF
AGRICULTURE FOOD SECURITY AND COOPERATIVES**

Time Date: 2:00pm 20 April 2007

Venue: The Offices of the Tanzania Horticulture Association

Present:

FOR THE SELECT COMMITTEE

Mr. Mike Chambers, TAHA, Chairman
Mr. Umakant Gupta, Processors representative, Acting Secretary
Mr. Bob Shuma, TASTA
Mr. Shebughe Omari, Small Grower Reprehensive
Mr. Geoffrey Kirenga. MAFSC Representative

FOR THE MINISTRY OF AGRICULTURE FOOD SECURITY AND COOPERATIVES

Dr. Shichilima
Dr. A. Rutabanzibwa, Head legal officer MAFSC
Mr. P. Ngwediagi, Registrar of plant Breeders Rights, MAFSC

The following extract of the minutes of the 4th meeting of the Select Committee was resolved on the above mentioned date:

It is resolved to apply to the WTO STDF facility for funding to support the start up of the Horticultural Development Council of Tanzania. These activities will be hosted by the Tanzania Horticulture Association at their premises in Arusha. The application was tabled and the issue was unanimously resolved.


Chairman


Acting Secretary

**Select Committee
Of the
National Stakeholders Workshop of December 2005**

Horticultural Development Council of Tanzania

“HODECT”

FRAMEWORK DOCUMENT

Background: The First National Horticultural Stakeholders Workshop was held between the 6 and 7th December 2005 and was hosted by the MAFS and was widely attended and representative. The workshop operated in a structured and deliberative manner in which the various aspects to be considered were worked on by separate groups and the input forwarded to a plenary session. There were numerous issues proposals and suggestions and there was unanimity between the working groups that this National Initiative should be coordinated by a National Coordinating body in which all sectors participated.

Terms of Reference: The Select Committee having received the mandate from the National Stakeholders Workshop to implement the proposed Way Forward along with a concise Term of Reference moved forward met on the 22 and 23 February 2006. It was agreed that the committee would act in a transparent and open manner and pursue the goals set down in the ToR within a structured goal oriented methodology.

Status of Horticulture in Tanzania: As was noted repeatedly in the workshop the opportunity for horticulture in Tanzania is vast. However this opportunity is not, or not yet, having the economic and poverty alleviating affect that it ought. It was felt that one of the main stumbling blocks in taking up this opportunity was that the efforts at Horticultural development between the Public Sector Private sector and civil Society were not well coordinated. It should be noted however that:

Numerous Sub Sectors: Tanzania could be successful in many areas with Horticulture: The floriculture sector is the most advanced area of horticultural development in Tanzania. Even this sub sector is stalling in its development due to the various constraints experienced. There is some vegetable export and also some spice exports [though the capacity is dropping]. There is some processing but the processors are not growing as they might in a more business contusive environment. As a result of the slowness of these markets there is at present a lack of market and business for producers big and small.

Numerous Regions: The North is the key start up Horticultural area with the majority of the horticultural exporters in Kilimanjaro and Arusha regions and Tanga, Manyara and Morogoro poised to add their considerable productive capability: In the particular Lushoto and Muheza districts. However it is generally agreed that further south in Regions of

Mbeya, Iringa, Rukwa and Ruvuma there is also huge potential as well as other areas such as the Lake Victoria area regions of Kagera, Mwanza and Mara.

Private Sector: The Private Sector is in the process of organizing itself and is changing very significantly the way in which it interacts with development initiatives. In particular the Tanzania Horticulture Association (TAHA) is involved with such participation and looking to expand to include small holder, processors and have a greater geographical coverage.

Public Sector: The public Sector is very much involved with a wide number of projects and programs and is very positive about the development of Horticulture. However the effort is fragmented and 'compartmentalization' is weakening the initiatives. Additionally there is still some conceptual holdover from the past that results in initiatives that lack market orientation.

Methodology: The Select Committee resolved to pursue the ToR and Way Forward by first and foremost creating a National Horticultural structure, the HODECT, while ensuring that those elements of its mandate that could not be definitively achieved before handing over its ToR could be achieved by the HODECT and that the HODECT was specifically structured to be successful in this regard. The Committee decided to apply this method in an organized and step by step manor to ensure clarity, transparency and good practice. Following fairly standard organizational principals the committee proposes seven steps to achieve this. These steps are:

Institutional Character: The HODECT is neither a private sector representational body nor a public sector administrative body. The HODECT should be seen as a meeting point where these two sectors can work at, and attain, consensus, develop and agree on plans to achieve the goals of that consensus and monitor the progress made by each other toward that consensus. As such it will require a Secretariat in addition to consultative and interactive ones. Its mission therefore may be expressed as:

HODECT is an apex Public Private Partnership institution with the goal promoting the development of the full extent of the horticultural sector in Tanzania, to maximize the economic benefit to the country and its people through the promotion of the production, processing and export of horticultural crops for local and export markets.

Method: To be successful the HODECT must create a structure in which Public and Private interests meet in frank discussion. These issues should be discussed and considered in an informed atmosphere where market oriented, best practice solutions are the goal.

Structure: The proposed Council is simply a forum where the various key interests are represented and agree to meet within an agreed terms of reference. However to be effective it will need employees and the ability to organize research and projects, therefore a legal format is required. The Select Committee proposes that a Company Limited by Guarantee should be created named HODECT Limited. This non-profit entity will support and organize council membership for the Horticultural Development Council of Tanzania (HODECT). A legal entity of this type will allow the council to employ staff and give it eligibility for various methods of sustainability including government support private support

fund raising and donor loans and grants. At the same time the actual Council itself will not be an entity in law.

Councilmen: It is proposed that The Horticultural Development Council of Tanzania - HODECT - would consist of 15 Councilmen. Councilmen should be chosen by one of two methods. Key participants that are needed by virtue of their institutional capacity, as for example the Ministry of Agriculture, should become members through the execution of a Memorandum of Understanding with the HODECT Ltd. General members should be chosen at the annual stakeholders meeting and be representatives of particular sub-sectors. The proposed seats on the council (subject as all proposals of the Select Committee to the verification of the annual stakeholders meeting):

1. Ministry of Agriculture Food Security and Cooperatives. Participates through MOU.
2. Ministry of industry and Trade. Participates through MOU.
3. Ministry of Planning. Participates through MOU.
4. Ministry of Finance. Participates through MOU.
5. Regulatory Agencies. Participate through Stakeholder selection.
6. Promotion Agencies. Participate through Stakeholder selection.
7. Donors. Participate through Stakeholder selection.
8. Sectoral Associations. Participate through Stakeholder selection.
9. Exporters. Participate through Stakeholder selection.
10. Processors. Participate through Stakeholder selection.
11. Large Growers. Participate through Stakeholder selection.
12. Small Growers. Participate through Stakeholder selection.
13. Input suppliers. Participate through Stakeholder selection.
14. Member at Large. Participate through Stakeholder selection.
15. Member at Large. Participate through Stakeholder selection.

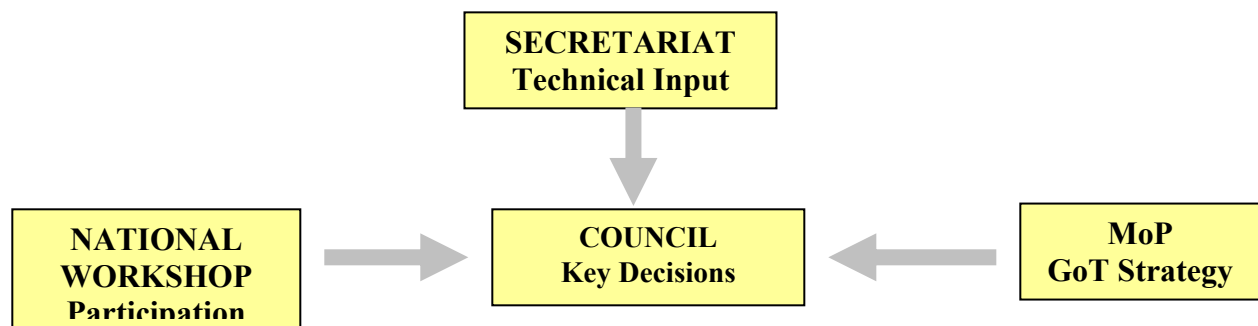
The Annual National Stakeholder Workshop: This event should be held every year and in the proceedings any organizations that are interested and are legitimately involved in Horticulture should be able to join. The workshop should act as the Annual General Meeting of the HODECT Ltd and perform the duties of selecting all those councilmen that are not members by virtue of a Memorandum of Understanding. It should review the activities of Council and validate any proposed measures, strategies studies and action plans that the council brings to its attention as a result of its deliberations. It should propose to the council issues constraints and ideas that can further the councils goals. In particular it should be noted that the 2nd annual Stakeholders meeting should validate the creation of the HODECT and propose and appropriate changes.

The Secretariat: The Executive Officer should report to the Council and provide the detailed information relative to the many initiatives going on in Tanzania that the council should discuss and endeavor to coordinate.

Technical Aspects: There are many initiatives that are in process, or that need to be in process, to succeed in Developing Horticulture. These are often of a technical nature. Sometimes they are of a purely private nature, sometimes purely public and sometimes partnerships. It is not the role or task of HODECT to usurp these initiatives but rather to ensure their interconnectedness and monitor if they are working within the context of a coordinated developmental model. To achieve this HODECT would wish to interact with

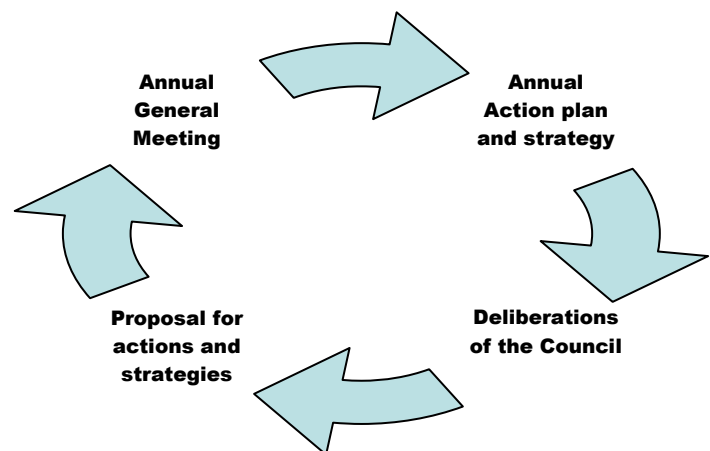
numerous existing and future working groups. To gather the plans and achievements of these groups, ensure that other working groups have access to the progress made. It will be the secretariats job to collect and priorities all this information for the consideration of the Council.

Consultative Aspects: As the HODECT is an entity that will coordinate and monitor it is appropriate to look at how it will perform this consultative work. There are a number of key Ministries involved notably the Ministries of Agriculture, Industry and Trade and of Planning and Empowerment what is happening ion the ground need to be coordinated with the policies of all these and they also have to be notified of the various private initiatives and at times warned of possible overlapping efforts. The HODECT will work at finding consensus were these initiatives are at counter purposes and coordinate such that the resulting national strategy will include all essential parties in a consensus.



Operations: HODECT will operate a secretariat that will perform a central organizing role and will coordinate the many initiatives that are on going in the public and private sectors. HODECT may as time goes forward carry out or have carried out studies and other work to move its objectives forward. In the meantime it should coordinate the work that is going on at the moments and interact with those public and private entities that may affect the development of Horticulture. The issues and initiatives are: East African Regional Horticultural Task Force, MoP Private Sector Strategy, MIT NETT Negotiations, Investment Incentives, International Standards, Sanitary and Phytosanitary, Pesticides, Training, Intellectual Property, Water, Land, Local Government, Finance, Security, Varieties and research.

Activities: The main work of the Council will be quarterly meetings at which it discusses the status of horticultural development as outlined by the secretariats report on the on going activities and initiatives. Where any of these activities are out of line with policy, good practice and the move toward a market oriented sector then the Council can undertake communicating with those parties. The summation of the Councils



Activities and the results of the inventory of initiatives shall be developed into an annual report including a statement of the situation and the way forward. This should move toward a defined National Horticultural Strategy. Thus the activities of the Council, The Secretariat and the Annual Stakeholders meeting follow a consultative and participatory pattern. To ensure the activities fully cover the necessary issues the HODECT may commission specific studies such as investigating how more regions can participate in horticultural development, what new crops could be included, research into Marketing Tanzanian Horticultural products, looking into the real potential of horticulture to effect the economy and alleviate poverty and finally a clear and concise expression of the constraints to the development of Horticulture to permit the process to focus on solutions rather than repeatedly querying the problems. .

Developing Sustainability: To be effective the HODECT must develop sustainability to participate in long term development. The Select Committee believes that support for such long term viability for HODECT can be structured through Public, Private and Donor means. To create a business plan for the initiative the Select Committee feels there are six prerequisites:

- The HODECT Ltd legal entity is registered
- The Key institutional partners have agreed to an MOU
- The HODECT plan, as amended by a participatory stakeholders meeting, is adopted
- The General members of the council are appointed and the Council inaugurated
- Short term support is secured
- A short term Secretariat is established

Conclusions: The Select Committee believes that the approach it has taken is the most assured way of successfully achieving the goals defined in the way forward. The HODECT itself will be the best way to accomplish those goals listed in the way forward that the select Committee has not yet delivered. The Select Committee is further convinced that starting up and operating HODECT over a period of time will make a very significant difference to the likelihood of Horticulture being a positive contributor to economic growth in the future and that Horticulture is a very viable sector to develop to achieve such economic growth. The theme of the First National Horticultural Stakeholders meeting was Developing Horticulture as a tool for Economic growth. The Select Committee proposes that the HODECT process as here defined should move forward, the institutional members execute MOUs and a Second Annual National Horticultural Workshop be convened. It is sincerely hoped that such a national apex organization will provide the momentum of achievement to the developmental process and achieving the goal of benefiting the economy and people of Tanzania.

Appendix: The annexed 'Strategic Starting Point' is provided solely as a starting point for discussion by the stakeholders and councilmen in their future work of defining the sectors way forward.

Strategic Starting Point

At present there is no statement of strategy to direct the various horticultural initiatives. HODECT is proposed as an aid to developing strategy and as a tool to ensure that the sector works towards consensus once a strategy is in place. The Select Committee assumes that a National Strategy is one in which has been developed by or has the support of the Ministry of Empowerment and Planning. The committee assumes this because horticulture is a cross cutting issue with as many trade as agricultural issues to be solved and is or should be the subject of multi ministry planning. In addition to the MoP a National Strategy should have the support and input of the private sector particularly the sector in question. As both the public and private sectors are in the process of formalizing the structures to move forward it may help both sectors if a preliminary starting point for Horticultural strategy is on the table. The Select Committee therefore proposes the following Strategic Starting Point.

12 Preliminary Points

1. National Horticultural Strategy; The National Horticultural Strategy (The Strategy) should be a strategy to develop horticulture in such a way as it will maximize the economic growth and economic benefit which Tanzania gains from horticulture.
2. The maximum economic gain from Horticulture should be defined as horticultural structures which connect the export of horticultural products to the production of horticultural products by small growers since export gains the most economically and small growers give the greatest base (or potential volumes) on which to access the export gains.
3. The Strategy should not be exclusive of local and regional sales and large scale growers and every effort should be made to find win-win answers to create as inclusive a strategy as possible.
4. The Strategy assumes that Tanzania is in the possession of very significant natural resources that are appropriate to and available for horticultural development.
5. The Strategy also assumes that in addition to natural resources Tanzania has thousands or tens of thousands of small grower and other farmers that are available to create a production base and it further assumes, though this needs significantly more precision, that markets are available for Tanzanian products.
6. The Strategy should be developed on a market oriented basis. This implies that the logic driving the creation of strategic elements should be based on actual commercial opportunities.
7. Export markets may be described generally as having a significantly higher requirement in terms of quality, service and volume than that of local markets.
8. Small Grower capacity in Tanzania in terms of being able to supply the quality service and volumes required by the market is lacking.
9. One of the primary goals of The Strategy is to plan how Tanzania will be able to bridge the gap between 7 and 8 above. This bridge is often described as value chain or market chain
10. It is not feasible to plan on small growers being able to self develop and build their capacity until they have the capability to export. In some existing traditional crops e.g. coffee such a structure may be feasible. In terms of Horticulture this conceptual response to the problem represents a preconception planners need to avoid in favour of a market based answer.

11. Analysis of the market chain in Horticulture shows a number of different types of commercial entities involved. It also shows a number of different public entities involved. To be successful a cluster of interrelated public and private entities must be coordinated.
12. A market oriented strategy should find ways to help develop those entities which form the chain connecting the market to the small grower. That is if the capacity of the small grower cannot be developed on its own to be able to reach the market then strategies must be found to develop those entities that can access the market sufficiently so that they can buy from the small grower.

6 Point Core Strategic Plan

The six points below are proposed as a strategic starting point. Many of these points, for instance number four, involve a long list of issues that are presented within the body of this document. The goal here is propose a strategic framework within which the many matters to be considered can be dealt with.

1. The National Horticultural Strategy should put in place policies and initiatives that will encourage Entrepreneurs and Investors to create entities which export and or process horticultural products. The structure of this encouragement should be in a form that integrates with National Private Sector development along the lines of EPZ, SEZ or Intermediary development schemes.
2. The National Horticultural Strategy should work with the MAFS and other departments (as well as encouraging the donor community) to so arrange small grower programs that they are structured *to help buyers contract small growers* rather than small grower's link to buyers. This is a key and essential distinction without which Tanzanian Horticultural development cannot succeed. From the buyers point of view this support should lower their cost of access to production. From the small growers point of view this should simply redirect the considerable support already available in various programs in an effective and coordinated manner that will build on success.
3. The National Horticultural Strategy should be supported and prioritized by the GoT in such a manner that the particular regions, sub sectors or operators that are the actors carrying out development on the ground are assured that they will receive the full benefit of the incentives and rule of law and not be put in constant discussion, conflict or negotiation with localities wherein access to the benefits of the law and or incentives are renegotiated.
4. The National Horticultural Strategy should lay out a program of development in which the principals that will be adhered to in solving the various constraints experienced by the sector are expressly stated and backed up by the assurances of the highest authority that these undertakings will be followed.
5. The National Horticultural Strategy should ensure that the existing horticultural community in Tanzania, and in particular the operators that are actually working already and commercially involved, have had their various concerns well addressed as without signs that these companies have good prospects there will be no confidence in the strategy going forward.
6. The National Horticultural Strategy should commit to a process that will develop a name or 'brand' Tanzanian horticultural products. This process should be envisaged as one that will result from consensus of the operators as the sector grows and only come to fruition at a more mature stage. However the commitment to work on such a program and the implied long term team approach is an important message from the start. This 'message from the start', while not yet branding, should include the elements of the strategy and a plan made to ensure that it is delivered to industry professionals, Tanzanian entrepreneurs, and the investment community.

Appendix 5 Workplan
Appendix 6 Timetable

HORTICULTURE DEVELOPMENT COUNCIL OF TANZANIA SUPPORT PROJECT

Timetable

Workplan

July 1, 2007	Interviews with Executive Officer candidates
July 8, 2007	Contract Executive Officer to start work
July 15, 2007	Start work and Familiarization with documentation
July 22, 2007	Familiarization with Documentation and Arusha - Moshi situation
July 29, 2007	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
August 5, 2007	Work at securing the signature of the ministries of MIT, MoP & MoF on MOU's with HODECT
August 12, 2007	Production area investigation trip to Manyara - Arusha
August 19, 2007	Production area investigation trip to Kilimanjaro Tanga
August 26, 2007	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
September 2, 2007	Work at securing the signature of the ministries of MIT, MoP & MoF on MOU's with HODECT
September 9, 2007	Production area investigation trip to Morogoro
September 16, 2007	Production area investigation trip to Coast and Mwatara
September 23, 2007	Select Committee meeting & preparation of national workshop
September 30, 2007	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
October 7, 2007	Work at securing the signature of the ministries of MIT, MoP & MoF on MOU's with HODECT
October 14, 2007	Production area investigation trip to Iringa
October 21, 2007	Select Committee meeting & preparation of national workshop
October 28, 2007	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
November 4, 2007	Production area investigation trip to Mbeya
November 11, 2007	Familiarization with Regulatory entities in dar and elsewhere
November 18, 2007	Select Committee meeting & preparation of national workshop
November 25, 2007	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
December 2, 2007	Production area investigation trip to Lake Region
December 9, 2007	Preparation of draft Status of Horticulture report
December 16, 2007	Preparation of draft Status of Horticulture report
December 23, 2007	Select Committee meeting & preparation of national workshop
December 30, 2007	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
January 6, 2008	National Horticulture Stakeholders Workshop
January 13, 2008	Production of workshop results documentation
January 20, 2008	Production of workshop results documentation
January 27, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support Project
February 3, 2008	Finalization by email with HODECT of documentation and public private action plan
February 10, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
February 17, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
February 24, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
March 2, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
March 9, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
March 16, 2008	Organization and support of HODECT Meeting
March 23, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
March 30, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
April 6, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
April 13, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
April 20, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
April 27, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project

May 4, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
May 11, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
May 18, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
May 25, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
June 1, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
June 8, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
June 15, 2008	Organization and support of HODECT Meeting
June 22, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
June 29, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
July 6, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
July 13, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
July 20, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
July 27, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
August 3, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
August 10, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
August 17, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
August 24, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
August 31, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
September 7, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
September 14, 2008	Organization and support of HODECT Meeting
September 21, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
September 28, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
October 5, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
October 12, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
October 19, 2008	Vetting and selection of evaluation and value chain consultants
October 26, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
November 2, 2008	Presentations to Ministries, regulators and donors regarding the results of the workshop and strategic alignment as well as negotiating changes required by coordinated plan
November 9, 2008	Travel to regions for the discussion and implementation with Districts and associations and other stakeholders as well as finalizing status report information.
November 16, 2008	Organization and support of HODECT Meeting
November 23, 2008	Horticultural Status and Value Chain report
November 30, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project
December 7, 2008	Working with Consultant on the evaluation process
December 14, 2008	Finalizing Horticulture status and Value Chain final report
December 21, 2008	Preparation of reports and formalization of accounts and other administrative tasks
December 28, 2008	Preparation of reports and formalization of accounts and other administrative tasks regarding the management of the Support project

ANNEX 7

Horticulture Development Council of Tanzania Support Project Budget

1 Executive Officer Recruitment			\$6,000
TAHA will carry out the recruitment through a process defined in writing and based on ToRs established at the time of application. This process will ensure a short list of at least three persons who will be evaluated by a panel whose deliberations will be a matter of record.			
2 Executive Officer Salary	2500	18	\$45,000
The Executive Officer will be hired on a local basis and will need to have significant experience and be able to demonstrate initiative. The applying body feels this is the required salary.			
3 Housing and Medical Benefits	600	18	\$10,800
The contractor will need acceptable housing and medical for the family.			
4 Office Equipments			\$3,000
The work will require laptop, printer scanner UPS and other equipment			
5 Office Rent & local support	600	18	\$10,800
TAHA proposes that the project is based at the TAHA offices in Arusha and that the resource person is given access, in addition to an office, the association meeting room and vehicle to			
6 Travel	1250	18	\$22,500
The work requires a very significant amount of travel not only to Dar es Salaam but to literally every corner of Tanzania. It will be impossible to start a satisfactory Council without this leg work being done.			
7 Communication	500	18	\$9,000
In addition to land line and mobile phone an internet and email connection is needed.			
8 Office expenses	200	18	\$3,600
In addition to normal office requirements the work plan will involve considerable mailing and courier			
9 Promotional materials			\$15,000
The preparation for the national Stakeholders workshop and the post workshop phase will both have a heavy requirement for printed documentation. Both communication beforehand the HODECT structure and what the goals of the workshop are and disseminating the strategies and plans need to be professional and in sufficient numbers to have an effect.			
10 Select Committee meetings	2000	4	\$8,000
The Select Committee of the National Stakeholders Workshop holds the mandate to set up the HODECT and the resource person will report that Committee until it hands over its mandate. Though the committee does some work by email a series of meetings will certainly be required to direct the Executive Officer and organize the National Workshop.			
11 National Stakeholders Workshop			\$35,000
This process is integral in assuring a participatory character to the process. The MAFC will help and support the process and a mini budget can be prepared if required.			
12 HODECT Meetings	6500	4	\$26,000
Subsequent to the national stakeholder workshop the Executive Officer will report to the HODECT itself and the quarterly meetings of the HODECT should be funded by the support project to get the process moving.			
13 Value Chain Analysis Study			\$24,000
The work done by the Executive Officer on the Status of horticulture which will provide decision makers with knowledge of all the players and resources on which Tanzanian Horticulture can call will form the basis of an independent study required by the DTIS process to advance the coordination of the development of the sector and the economy.			
14 Project Evaluation			\$15,000
Project evaluation is a requirement of the SDTF.			
15 Administration and Oversight			\$35,055
TAHA will act as administrator to the HODECT Support project and will ensure that proper oversight is maintained and the reporting structure completed.			
16 Total			\$268,755

Annex 8

Horticultural Development Council of Tanzania

“HODECT”

TERMS OF REFERENCE

1. **JOB TITLE: EXECUTIVE OFFICER**

2. **Background**

The First National Horticultural Stakeholders Workshop was held between the 6 and 7th December 2005 and was hosted by the MAFC (Ministry of Agriculture Food Security and Cooperatives) and was widely attended and representative. The workshop operated in a structured and deliberative manner in which the various aspects to be considered were worked on by separate groups and the input forwarded to a plenary session. There were numerous issues proposals and suggestions and there was unanimity between the working groups that this National Initiative should be coordinated by a National Coordinating body in which all sectors participated.

3. **Status of the Horticultural Sector in Tanzania**

As was noted repeatedly in the workshop the opportunity for horticulture in Tanzania is vast. However this opportunity is not or not yet, having the economic and poverty alleviating affect that it ought. It was felt that one of the main stumbling blocks in taking up this opportunity was that the efforts at Horticultural development between the Public Sector Private sector and civil Society were not well coordinated.

4. **Structure**

The HODECT is simply a forum where the various key interests are represented and agree to meet within an agreed terms of reference. However to be effective it will need employees and the ability to organize research and projects, therefore a legal format is required. HODECT has already been registered as a Company Limited by Guarantee named HODECT Limited. This non-profit entity will support and organize council membership for the Horticultural Development Council of Tanzania (HODECT). A legal entity of this type will allow the council to employ staff and give it eligibility for various methods of sustainability including government support private support fund raising and donor loans and grants. At the same time the actual Council itself will not be an entity in law.

5. **INPUTS AND SCOPE OF WORK**

5.1 **Responsibilities:**

- Ex officio non-voting member of the Board of Directors.
- Execute the policy decisions of the Council.
- Manage the day-to-day operations of HODECT by providing quality leadership and guidance to all functions of the council.
- Uphold high standards of financial transparency, ethical and mission orientation and see they are implemented throughout the institution.

- Develop annual and longer term budgets and strategic plans for approval by the Council. Oversee the implementation of budget and strategic plans.
- Build HODECT reputation as a council committed to excellent Public-Private Partnership, both internally and externally.
- Maintain solid relations with stakeholders and external parties, including development partners, the Government of Tanzania, and other business partners.

5.2 Competency and Expertise Requirements

- Expertise in the horticultural Sector
- Ability to design and implement independent projects (Project Management).
- Proven expertise of assessing impacts of reforms or business development and/or experience of economic modeling.
- Analytical skills needed to identify key factors and understand how they interrelate.
- Demonstrated knowledge of the Principles Best Practices, International conventions, and Trade and Investment issues.
- Strong interest in and passion for developing collaborative working relationships between Public and Private Sector.
- Demonstrated successful fundraising ability and a strong record of soliciting foundation, government, corporate and individual support.
- Political acumen and diplomacy: excellent verbal and written communication, presentation, and public speaking skills, ability to represent the Council in Public forums.
- A clear and confident communication style that shows spirit, enthusiasm and integrity.
- Ability to represent the Council with the highest degree of professionalism.
- Ability to meet tight deadlines.

5.3 EXPECTED OUTPUT

- A vigilant council committed to excellent Public-Private Partnership, both internally and externally.
- Established solid relations with stakeholders and external parties, including development partners, the Government of Tanzania and other business partners
- The Council annual and longer term budgets and strategic plans in place
- Council policies executed effectively and efficiently.
- Various methods of the Council sustainability including government support, private support fund raising, and donor loans and grants, in place

6.0 QUALIFICATION

- The Applicant should have a Post Graduate Degree in any of the following field:
 - Agriculture
 - Horticulture
 - Business Administration
 - International Trade
 Obtained from a reputable Institution.
- A Proven working experience of not less than three (3) years in a related field.
- Experience on advocacy and policy development will be an added advantage.
- Computer proficiency is a must.