Request for Proposal

(For Professional Services or Consultancies)

Date: 24/04/2023

Dear Sir/Madam,

ESAFF on behalf of the PSA Alliance hereby courtly invites your submission of a proposal to provide professional consultancy services for the *Analysis of Public Financing for Agroecology in Tanzania* in accordance with the conditions detailed in the attached terms of reference (ToR) and related attachments. ESAFF intends to issue a pure consultancy contract for the required service.

This ToR is open to all legally constituted companies and sole proprietors that can provide the requested services and have legal capacity to deliver within the required country(ies), or through an authorised representative and provide electronic fiscal device (EFD) receipts.

From time-to-time, Individual Consultants and even Entities (companies, firms, organizations, etc.) will form a joint venture (team-up) to deliver against a project. If you will be joining up with another consultant/s or another entity to render the required service, please include in your proposal a letter that stipulates this arrangement. In the letter it must clearly state all the parties that will be concerned in rendering the service, what they will contribute, whom will be the Project Lead and main contracting party (the legal person/main contracting party to sign a binding contract with ESAFF) and that they have read and understood the requirements as set forth in this ToR and associated documents. This document must be signed by all parties involved and submitted with your proposal. If this document is not submitted, your offer will be rejected. Should it become evident from the proposal documents that more than one consultant or entity is offering their services in relation to this RFP, and it was not declared with the stated document, then the offer will be rejected.

The mere provision of a proposal does not constitute a contract or an order. ESAFF is under no obligation to award this RFP, or to award it to the bidder who scored the highest points. ESAFF reserves the right to award this RFP as a whole, or to split the award amongst bidders for different parts of the RFP.

We look forward to receiving a proposal from you before **1600hrs** EAT, on **11th May 2023**, through coordinator@esaff.org

Yours faithfully.

Procurement Team
ESAFF

Terms of Reference

Consultancy – *Analysis of Public Financing for Agroecology in Tanzania*

24th April 2023

Regional Coordinator - ESAFF
P.O. Box 1782, Morogoro - Tanzania
Email: coordinator@esaff.org
Tel +255782486183

1. Introduction and Background

1.1 Agriculture and Food Security in Tanzania

Tanzania has continued to be among African countries south of the Sahara with food sufficiency. According to the Tanzania ministry of agriculture, for the period of five years (2016-2021) the country produced enough food crops and attained food surplus at the level of 122.8%. According to the ministry budget speech 2022/2023, national food security was attributed to good rains and improved utilisation of inputs among smallholder farmers who are the majority.

The **SADC Synthesis Report on the State of Food and Nutrition Security and Vulnerability in Southern Africa** (2022) indicates that Tanzania is among the countries with relatively low food insecurity in the last 5 years – 2017-2021 (with about 446,066 people food insecure). The SADC report also shows that Tanzania's prevalence of stunting among children under five is 31.8%. Tanzania experiences climate change impacts that result in delays in the onset or early stoppage of rainfall in some parts of the country leading to below-average rains that cause prolonged dry spells, outbreaks of livestock diseases and high prices of agricultural inputs. For the year 2021/2022 rainfall performance was inadequate which led to a drop in maize yield by 5.4%, while rice yield decreased by 29.4%. The country is also experiencing a sharp rise in the price of fertilisers that increase the cost of production for small-scale farmers.

Tanzania like many countries in Sub-Saharan Africa need to adopt agroecology as a sustainable model of food production and a pathway to a more sustainable food system, due to frequent climatic changes.

To overcome food insecurity in SADC region, including Tanzania, SADC has proposed that in the longer term, member states should encourage crop and dietary diversity through the growing and consumption of diversified diets. This would include growing indigenous crops, diversifying livestock production especially small ruminants that are adapted to harsh weather conditions, promoting irrigation and rainwater harvesting, constructing dams to ensure year-round agricultural production, strengthening the integration of agriculture and food security in the national adaptation, and developing mitigation plans to promote conservation agriculture, environment/ecosystem management and building community resilience to climate change.

The African common position to the UN Food System Summit (in line with African Agenda 2063) put emphasis on shifting to sustainable consumption patterns through promotion of diet diversification, including nutritious traditional and indigenous foods and promote and support the production and consumption of traditional and indigenous foods[1].

1.2 Defining Agroecology

A widely adopted characterisation of agroecology is that it is a science, a set of practices, and a social movement (Wezel et al. 2020). This broad statement aims to emphasise the multidimensionality of agroecology, that it is more than merely a set of fixed practices but is rather a transformational approach to food and farming systems with environmental, economic, social and political dimensions.

[1] The Synthesis Report on the State of Food and Nutrition Security and Vulnerability in Southern Africa 2022

Agroecology favours the use of natural processes, limits the use of external inputs, promotes closed cycles with minimal negative externalities and stresses the importance of local knowledge and participatory processes that develop knowledge and practice through experience, as well as scientific methods, and the need to address social inequalities" (HLPE 2019).

The Committee on World Food Security's High-Level Panel of Experts (HLPE)[2] further elaborated that an "agroecological approach to sustainable food systems recognizes that agri-food systems are coupled with social-ecological systems from the production of food to its consumption with all that goes on in between. It involves agroecological science, agroecological practices and an agroecological social movement, as well as their holistic integration, to address food security and nutrition" (HLPE 2019).

The PSA Alliance has joined growing global calls to '**scale-up'** and '**scale-out'** agroecology and is urging governments and donors to join forces to support agroecology on a large scale. At least 500 million family farms - composed of smallholders, pastoralists, landless, fisher folk, forest dwellers, and tribal and indigenous peoples, about half of whom are women - produce about 80% of the world's food. Peasant agriculture plays a multifunctional role, providing food, animal fodder, fibre and other goods, as well as employment, culture, and a way of life. There is now extensive evidence that peasant-based agroecological systems are superior to high external input industrial agriculture and are highly productive, highly sustainable, empower women, create jobs, engage youth, provide greater autonomy, climate resilience, and multiple social, cultural and environmental benefits for women and men in rural and urban communities. Agroecology promotes food sovereignty and can also significantly contribute to achieving multiple Sustainable Development Goals (SDGs) and the 2030 Agenda.

Key benefits of agroecology include:

- Year-round access to healthy, fresh, diverse and culturally-appropriate food for local populations;
- Reduced poverty and a key contribution to the realization of the right to adequate food and nutrition;
- Increased climate resilience and reduced greenhouse gasses (GHG) emission;
- Empowerment of women and reduced workload burden;
- Diversified livelihoods and valued local, tribal and indigenous knowledge and culture;
- Improved health through reduced exposure to harmful agrochemicals;
- More resilient ecosystems, healthier soils and improved water management;
- Lower costs, less debt and greater autonomy;
- Enhanced stewardship of seeds, crops, biodiversity, forests and natural resources.

Despite the urgency and clear benefits of adopting agroecological approaches towards the transformation of food systems, the quality and quantity of finance for agricultural research and

[2] **Recycling**- use local renewable resources**, Input reduction**- reduce dependency on purchased inputs, **Soil health** and functioning, **Animal health** and welfare. **Biodiversity** - enhance diversity of species, **Synergy**- Enhance positive ecological interaction of plants, animals, trees, soil, water; **Economic diversification** - on-farm incomes; **Co-creation of knowledge** - horizontal sharing of knowledge; **Social values and diets** – health food systems based on the culture, tradition, social and gender equity; Fairness- fair trade, fair employment and fair treatment of intellectual property rights. **Connectivity**-proximity and confidence between producers and consumers; **Land and natural resource governance** -recognize and support the needs and interests of family farmers; **Participation**- greater participation in decision-making by food producers and consumers.

development, and food security is woefully inadequate. Globally, there is a shortfall in funding for sustainable food systems, and very little of that is allocated to smallholder farmers. Additionally, almost all of that funding is allocated to encouraging farmers to adopt detrimental forms of high-energy, high-input industrial agriculture. Agroecological approaches are clearly marginalised in existing funding streams, and when they are supported, it is often done in unhelpful and even damaging ways.[3]

1.2 Financing of Agriculture in Southern Africa

As early as 2003 African Union (AU) member states signed the Maputo Declaration, which committed to increasing agricultural budget allocations to 10%, pursuing agricultural growth of 6%, and to setting up the Comprehensive Africa Agriculture Development Programme (CAADP).[4] Soon after, SADC member states signed the Dar-es-Salaam Declaration in 2004, which established priority areas for achieving food security, including short-term approaches such as ensuring access to quality seeds, fertilisers and agrochemicals.[5]

According to the African Centre for Biodiversity, practices that emanate from CAADP which have been implemented by African governments, such as input subsidies through farm input subsidy programmes (FISPs), have not always had the desired effect.[6] While international, continental and regional (SADC) commitments promote support for smallholder farmers as a key strategy for achieving household food security, agricultural policy making in the region has failed to adequately respond to their needs. Large portions of national budgets are directed into FISPs by providing subsidies that reduce the price of fertiliser and seed (usually hybrid maize).

Overall, FISPs have become largely top-down and ineffective social transfer schemes that create dependency and enable significant loss of public funds through elite capture, leakage and diversion (vouchers and/or fertilisers are stolen before reaching the intended beneficiary group). Aside from providing a partial economic safety net, the subsidies have been found to not directly benefit the poor and most vulnerable, who are mostly women. Instead, the FISPs have led smallholder farmers to direct scarce resources towards hybrid maize production, effectively reducing the diversity of food available.[7]

With the effects of climate change causing droughts and flooding throughout the Southern Africa region, the need for long-term measures to reduce the impact of climate shocks and build the capacity of communities and countries to withstand them have become even more urgent. COVID-19 has further highlighted the need to support local, sustainably produced food with shorter value chains to ensure countries are resilient, even in the face of disasters.

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[3] CIDSE (2021) *Policy Briefing – Making Money Move for Agroecology: Transforming Development Aid to Support Agroecology.* https://www.cidse.org/wp-content/uploads/2021/04/EN-Making-money-move-for-agroecology.pdf

[4] For the Maputo Declaration, see: https://bit.ly/2PQ4EhX

[5] For Dar-es-Salaam Declaration, see: https://bit.ly/2EzVRPc

[6] African Centre for Biodiversity (2016). Farm Input Subsidy Programmes (FISPs): A Benefit for, or the Betrayal of, SADC's Small-Scale Farmers? https://www.acbio.org.za/wp-content/uploads/2016/07/Input-Subsidies-Report-ACBio.pdf

[7] African Centre for Biodiversity (2016). Ibid; PSA Alliance (2019) PSA Policy Brief on Social Accountability of FISPs in Malawi, Mozambique, Tanzania and Zambia. http://www.copsam.com/wp-content/uploads/2017/02/SAfAIDS_PSA_PolicyBrief_FISPs_FINAL.pdf

1.3 The African Common Position on Food System and the United Nations Summit on Food Systems (September 2021)

Though heavily criticised by activists and farmers alike, the 2021 African Common Position has recognised the strengthening and harnessing Africa's growing local food markets. It is recommending as game changer the shifting to sustainable consumption patterns in which Africa is committed to dedicated national and regional R&D capacities for enhanced sustainable production, processing as well as marketing and consumption of traditional and indigenous food crops, including nuts, fruits, vegetables, and tuber. On the other hand, at the United Nations Food System Summit (**UNFSS**), **agroecology** emerged strongly as a key concept for inclusive food systems transformation by fostering the diversity of knowledge systems, ecosystems, gender and nutrition. The Summit identified 5 (five) action areas to help inform the transitions needed to realize the vision of the 2030 Agenda. Some of these areas are related to agroecology which include: (i) Nourish All People; (ii) Boost Nature-based Solutions; (iii) Advance Equitable Livelihoods, Decent Work and Empowered Communities; (iv) Build Resilience to Vulnerabilities, Shocks and Stresses; and (v) Accelerating the Means of Implementation.

1.4 The PSA Alliance Project Focus

The Partnership for Social Accountability (PSA) Alliance is a consortium of organisations including ActionAid International (AAI), Public Service Accountability Monitor (PSAM) of Rhodes University, Eastern and Southern Africa Small Scale Farmers' Forum (ESAFF) and SAfAIDS. The PSA Alliance is implementing the project 'Strengthening Social Accountability and Oversight in Health and Agriculture in Southern Africa', in five countries (Malawi, Mozambique, Tanzania, Zambia and Zimbabwe).

The project's interventions at the district, national and SADC regional levels seek to *improve accountability and gender-responsiveness in public resource management, particularly in the areas of HIV/SRH services for adolescents and agricultural services for smallholder farmers, contributing to the realisation of selected SADC regional commitments across the five target countries.*

The project interventions are focused in the areas of:

Food Security: *Climate resilient and gender-responsive agricultural public services (including input and extension) which benefit smallholder farmers through promoting agroecology and community-based seed systems. And* **HIV/SRHR:** *Comprehensive, quality, non-judgmental and inclusive HIV and other SRH public services for adolescents and young people (with a focus on girls).*

The project aims to strengthen the effectiveness of relevant actors within the five stakeholder groups on the demand side and supply side (specifically, parliamentary and district council committees, government departments, issue-based civil society organisations, smallholder farmers' organisations, and the media), by enhancing the project's focus on collective action. Together with local implementing partners, the project provides multi-stakeholder action-oriented training, support critical social accountability monitoring and advocacy, and facilitate platforms for collaboration and learning at district, national and regional levels.

At the SADC level, the project encourages the critical domestication and implementation of regional commitments through official processes of consultation, monitoring and oversight. The PSA Alliance tracks and shares the findings from district and national level social accountability monitoring on key issues prioritised at the continental and SADC levels, utilising the indicators contained within the monitoring and evaluation frameworks of selected regional agreements.

2 Framework for Analysing Public Financing for Agroecology

Achieving agroecology at scale requires governments to reform policies, research, agriculture extension service training as well as prioritise and increase public financing for agroecology towards supporting the seven steps outlined above. While multiple organisations have called for prioritisation of agroecology in national policies (specifically on research and development and extension services) and an increase in public financing, there isn't yet a broadly accepted framework to assist analysts in their review and critique of national budgets and plans. In general, while there is an abundance of literature which discusses the origins and worldviews intrinsic to agroecology, there are few publications which focus on analysing the financing of agricultural policies from an agroecological perspective, within the context of climate change.[8]

The PSA Alliance consortium members (in particular, ActionAid and ESAFF) developed a framework - the Agroecology Financing Analysis Toolkit (AFAT) - that assists in analysing whether domestic government policies, plans and budgets (including those supported through international development financing), are supportive of agroecology, and, specifically, *'climate resilient and gender-responsive agricultural public services (including input and extension) which benefit smallholder farmers through promoting agroecology and community-based seed systems.'*

The consultant, as described in these terms of reference, will practically apply the AFAT framework to analyse trends in public financing of agroecology in Tanzania. The analysis will consider existing and planned relevant national level policies and strategies, current international donor financing trends, and national level budgets over the last three years (2018-2022 budgets). The resultant analysis will be used for advocacy to improve financing of agroecology in Tanzania and at the EAC and SADC regional level as well as at district level.

2.1 Steps for analysis using the Framework for Analysing Public Financing for Agroecology (as per attached AFAT Tool)

https://psa.copsam.com/2022/11/25/new-analysis-tool-shows-low-support-for-agroecology-in-international-and-national-agricultural-funding-in-africa/

The following are steps and elements that the consultant will use to analyse financing for agroecology in Tanzania.

(i) **Foundation** - Agroecology textual analysis (contents and technical) - This involves analysis and assessment of the content of selected documents against the 13 HLPE principles.
(ii) **Step** 1: Identify the projects or programmes for data gathering and identify data sources.
(iii) **Step** 2: Gather and enter key project data into the database.
(iv) **Step 3:** Analyse budgets and project/ programme documents, using indicators for each of the agroecology principles,
(v) **Step 4**: Scoring using the AFAT template and document
(vi) **Step 5:** Analyse results as generated by the Excel spreadsheet
(vii) **Reporting**: on the outcomes, findings of data Analysis.

[8] Gonzalez et al (2018) 'Translating Agroecology into Policy: The Case of France and the United Kingdom.' *Sustainability*. August 2018. https://res.mdpi.com/sustainability/sustainability-10-02930/article_deploy/sustainability-10-02930.pdf?filename=&attachment=1

3 Terms of References (TORs) for the Assignment

The Consultant will undertake the following tasks, utilising the AFAT methodology:

(i) A desktop review of existing national **public policies and plans** on agriculture (crop development, livestock, fisheries, forestry), National Development Vision 2025, National Development Strategy III of 2021-2026, Agriculture Sector Development Plan (ASDP) II, Climate Change Strategy, health – life style diseases, and how they have mainstreamed agroecology.

(ii) Assess agriculture **extension services** in Tanzania; institutional arrangements, number of extensionists vis a vis number of farmers and their focus in agriculture (crop, livestock, fisheries, forestry, and training institutions and curricular used and how **agroecology** is mainstreamed.

(iii) Analyse the **fertilizer** and **pesticide** industry (chemical and non-chemical), its importation, internal manufacturing and cost (national budget cost and farmer costs) and the impact for or against promotion of agroecology in Tanzania.

(iv) Assess the **seed sector** in Tanzania especially "formal seed sector", importation level and cost and the significance of farmer-managed seed systems challenges and success in promoting agroecology.

(v) Assess focus and level of **funding to public agriculture research** institutes, research focus and the level how agroecology is mainstreamed.

(vi) Analyse amount of public funds – (**annual budget** and in percentages) allocated to agriculture sector from 2020/21, 2021/22 and 2022/23 against the Malabo Goal 10% as share of total public expenditure.

(vii) Analyse **allocations versus disbursement** trends for agriculture sector and subsectors (seed, extension climate resilience) at national in 2020/21, 2021/22 and 2022/23.

(viii) To analyse the extent to which Tanzania's agriculture sector national budgets 2020/21, 2021/22 and 2022/23 (both included in domestic budgets allocations) are supportive of a **transition towards agroecology**, and specifically: '*climate resilient and gender-responsive agricultural public services (including input and extension) which benefit smallholder farmers through promoting agroecology and community-based seed systems.*'

(ix) To analyse the extent to which Tanzania agriculture sector national budgets 2020/21, 2021/22 and 2022/23 **off-budget** international and other donor finance (ODA) are supportive of a transition towards agroecology, and specifically: '*climate resilient and gender-responsive agricultural public services (including input and extension) which benefit smallholder farmers through promoting agroecology and community-based seed systems.*'

(x) Identification and analysis of **law** and **regulations** that hinders current and future agroecology initiatives in the country (e.g. seed sharing).

(xi) Provide overall policy and **practical recommendations** for each of the key study areas on how Tanzania can scale-up support for agroecology in all of the above subthemes.

4 Methodology:

(i) Submission of Request for Proposal by **11th May 2023**, 16hrs EAT
(ii) Online exposure on the AFAT and scoring by PSA consultant/s (TBC **18th May 2023, at 09:00-10.30 EAT)**
(iii) Desktop review and research
(iv) Physical and virtual meeting with ESAFF/ActionAid
(v) Questionnaire management
(vi) Focus group discussions/Interview with stakeholders/informants
(vii) Scoring, analysis and reporting

5 Expected Outputs

The Consultant will provide the following outputs as assignment deliverables (suggested timelines).

(a) Draft outline of the study report (suggested **– 25th May 2023**)
(b) Draft of the study report (Three weeks later)
(c) Presentation of draft study report for comments and suggestions (suggested 15th June 2023)
(d) Submit final working of the report (by a week later- suggested 22nd June 2023)

6 Budget

The total cost of the Budget should not exceed **TZS 12,650,000** of tax inclusive. A prospective consultant/s should propose a fee for the work outlined in this TORs above. All costs, including stationary, communications and travel. The Consultant will be paid 30% of the fee upon signing of the contract and an invoice. The remaining 70% of the fee will be paid upon satisfactory submission of the final deliverable, its approval by ESAFF, and a final invoice.

7 Desired profile of consultant/s

- University educational qualifications in agriculture, economics, finance, social science, international relations or related fields.
- Practical work experience in agriculture and agroecology in Tanzania and the eastern and southern Africa region.
- Research and/or consultancy experience in analysing agricultural sector and agroecology financing in the Eastern and Southern Africa region (including national budget analysis).
- Understanding of international, regional (SADC, EAC) and national policies and programmes related to agriculture, climate change and gender.
- Understanding of social accountability in the context of public resource management processes in Southern Africa.
- Proven ability to facilitate focus group discussions and interviews with stakeholders at varying levels.
- Excellent connection with agriculture line ministries, research and training institutes as well as development partners funding agriculture sector in the country
- Excellent English skills (and knowledge of Kiswahili).

8 Proposals

Your proposals must be marked with this ToR's Subject, and submitted in the following;

- The proposals must be submitted in TWO (2) separate attachments.
- One will be marked "Technical Proposal" which will contain your proposal on all technical related aspects as covered, prescribed and requested for in the ToRs.
- The second attachment will be marked "Financial Proposal" which will contain your detailed and comprehensive financial offer indicating number of days proposed to be spent on the project with your daily rates, an all-inclusive total price for the whole project.
- Your respective offer must be valid for a period of 30 days from the closing date of this ToRs.
- Your offer must be clearly marked for easy identification (same as ToR's description), ESAFF will not be held responsible if your offer could not be identified.
- Your offer must be on a letterhead of your company, contain your company name, contact details and address, relevant contact person.
- Your offer must contain a date on which you are submitting your offer.
- Your offer must indicate an excluding VAT price and an including VAT price (if applicable).
- Your offer must indicate in which currency you are submitting a quote and will be needing payment in should your offer be successful.
- Your offer must include any other regulatory or legislative related costs (if applicable).
- Your offer must include any disbursements (if applicable).
- Your offer must be submitted in a PDF signed by an authorised representative.
- The costs of preparing and submitting an offer to ESAFF will be borne by the bidder/s and will not be for ESAFF's account.

*Your proposals must be submitted as per above requirements via email to procurement@esaff.org before or on the closing date of **11/05/2023** at **16:00hr** (EAT).*

9 Selection Criteria

In your respective "Technical Proposal", please include the following supporting documentation and cover the relevant topics in addition to what is requested throughout the ToRs; it will form part of the technical evaluation of your proposal and must be submitted. If not submitted, your offer will not proceed to the evaluation round to be evaluated:

- Company/Consultant profile and ability to provide electronic fiscal device (EFD) receipts.
- Introductory document which introduces the team that will be deployed on the project and clearly indicating the following of each member: role with regards to this project and what they will do/contribute; qualifications and experience.
- Minimum of three (3) contactable references which shows the Company's/Consultant's relevant experience in providing the same services to international NGO's (can provide more).
- Methodology/workplan with an indicative timetable with regards to achieving the desired outcomes and deliverables as contained in the TOR.
- Tax clearance certificate or a letter of good standing from your local VAT/Tax authorities which indicates your VAT/Tax affairs are in order (not older than 6 months).

(a) Award Criteria

Proposals from Consultants will be assessed against the following criteria:

AC	AWARD CRITERIA	WEIGHTING
AC1	**Qualification and experience of the consultant or a group of consultants**	**40 %**
	• University educational qualifications in agriculture, economics, finance, social science, international relations or related fields. Research and/or consultancy experience in analysing agricultural sector and agroecology financing in Tanzania (including national budget analysis).	**5**
	• Research and/or consultancy experience in analysing agricultural sector and agroecology financing in the Eastern and Southern Africa region (including national budget analysis).	**10**
	• Understanding of international, regional (SADC, EAC) and national policies and programmes related to agriculture, climate change and gender.	**5**
	• Understanding of social accountability in the context of public resource management processes in Southern Africa.	**5**
	• Excellent English skills (and knowledge of Kiswahili languages).	**10**
	• Excellent connection with agriculture line ministries, research and training institutes as well as development partners funding agriculture	**5**
AC2	**Understanding of the assignment and methodological approach**	**35%**
	• Understanding of the assignment, stakeholders and proposed approach	20 %
	• Innovativeness of the proposed approach	10 %
	• Description of the risks, constraints and opportunities as well as the means identified for addressing them	5%
AC3	**Financial Proposal**	**25 %**
	• Clarity of the financial proposal, full character of the cost structure, realistic estimation of the unit costs and a clear cost breakdown	20%
	• Issuance of electronic fiscal device (EFD) receipts as proof of payment received.	5%
	Formula to determine price percentage: $\text{Score} = \left(\frac{P_{min} \times \text{max.Points}}{P}\right)$ P = Price of the Proposal to be assessed P min = Price of the lowest Proposal Max.points = 5	

Award criteria are evaluated on a scale of 0 to 5, as follows.

Score	Fulfilment and quality of the criteria	
0	Cannot be established	• Information is not available
1	Very poor	• Information is incomplete • Data quality is very poor
2	Poor	• Information relates inadequately to the requirements • Data quality is poor
3	Average	• Information globally responds inadequately to the requirements • Data quality is adequate
4	Good	• Information focuses well on requirements • Data quality is good
5	Excellent	• Information clearly relates to the achievement of outputs • Data quality is excellent

Regional Coordinator - ESAFF
P.O. Box 1782, Morogoro – Tanzania, Email: coordinator@esaff.org , Tel +255782486183