

research program on Livestock and Fish

More meat, milk and fish by and for the poor

More Milk in Tanzania (MoreMilkiT) Project Review and MLE Framework Development Workshop Morogoro, Tanzania, 24-26 September 2013

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Workshop objectives

A workshop was held 24-26 September at Sokoine University of Agriculture (SUA), Morogoro, Tanzania to: a) review progress on project implementation and b) further develop the Monitoring, Leaning and Evaluation (MLE) framework of the More Milk in Tanzania (MoreMilkiT) project that runs from 2013-16. Representatives of the following organizations involved in project implementation participated: SUA, Heifer, TDB and ILRI/CIAT. This workshop follows on from one held on 9-10 May at Kunduchi Beach Hotel & Resort in Dar es Salaam to initiate the process.

Review of progress made by partners

Progress - Heifer	Pending/Issue/action
Heifer project assistant (Emmanuel	Next stage is facilitate emergence of groups
Mihayo) has been recruited	Need to know available groups + traders, BDS providers
	Need to know available groups + traders, bbs providers
Awareness created in all the 30 villages	
Feeds assessments done by MilkIT and	
opened door for MoreMilkiT to follow	
Progress - TDB	Pending/Issue/action
Meetings conducted with councils	Deo to circulate Moshi proceedings for comments
management committees and in villages	before publishing
Publication of the Moshi proceedings	Need to note differences between groups, hubs and
	platforms. Groups can identify persons to participate in
Reference to innovation platforms	IPs. One could catalyze the other
	Inventory traders not yet properly identified, particularly
	small scale traders. It is recommended that the
	identification starts with retailers and work backwards
Progress - MilkIT	Pending/Issue/action
Facilitation for IPs ongoing but there is	Mr Bwana of Rural Livelihoods Development Company
concern that there is insufficient expert	(RLDC; http://www.rldp.org/) to be contacted to train IP
input into the process	facilitators – Prof Lusato Kurwijila
Challenges: Some potential actors not	NB: Mr Bwana has successfully trained facilitators to
available at village level; there are also	conduct IPs working in 7 of 19 projects under EPINAV (A
ownership problems	SUA led project)
The process is facilitated by MilkIT team.	Village-level IPs more likely to work at district-level for
Village facilitators/ champions who will	critical. Also check literature of optimal size (research
be closely following up on the process	question)
will still need technical assistance for	
proper guidance	
Progress – SNV Netherland Development	Pending/Issue/action

Organization	
A consultancy contract for Maria of SNV was drawn but not agreed upon because SNV can no longer afford to let her make the 3-months input envisaged. SNV has however agreed to let Maria contribute up to 3 weeks pro bono.	Need a consultant who could be co-supervised with Maria of SNV

Remarks/other action points:

- Though mobilization was conducted as a group, Heifer and TDB to report with respect to the objectives that they are addressing in their respective work plans.
- May need to work at ward or district-level for innovation platforms. Village may be too small
- If it won't work, walk out of the village
- Do 'Maziwa Zaidi' logo Amos; Swahili version by Deo.

Updated work plans for both Heifer- and TDB-led activities are in Annexes 2 and 3.

The meeting discussed the need to adopt a uniform outline for reporting field trips.

Outline of trip report

Repo	ort authors									
Date	e of trip start									
Date	e of trip end									
Dest	tination									
Purp	oose of trip									
1.	Introduction									
 1.1. Details of the purpose of visit/trip, staff involved, people/institutions/group n 2. Achievements – make reference to work plans and indicators 										
2.	Achievements – make	e reference to work plans and indicators								
3.	Challenges									
4.	Lessons learnt									
5.	Way forward – link to	work plans and challenges								

Issues arising from review of work plans

- How to fill SNV role on strengthening entrepreneurship, developing business plans and building B-to-B linkages based on the training needs that will have emerged from assessment. It was agreed that a consultant be engaged to fill the gap:
 - Ask Maria (SNV) to recommend/co-supervise the consultant to carry out this activity. Action: Amos by end Sept 13. Maria has recommended the engagement of FAIDA MaLi (www.faidamarketlink.or.tz).
 - Explore with local NGO (e.g., Himwa) to fill gap **Fred** Wassena to talk to Sarah to gauge interest and send feedback by end Sept 13
 - Check with Mr Bwana of RLDC who could also assist with agribusiness besides IPs. Action: Prof Kurwijila.
 - Whether TechnoServe (TNS; www.technoserve.org) that will be a partner in EADD2 could fill the agribusiness gap was raised concerns expressed regarding their high costs. However, TNS (Rebecca) will be updated by Henry Njakoi by 15 Oct 13

Monitoring, Learning and Evaluation (MLE) Framework

MoreMilkiT is a research in development project, whereby the focus is about understanding how to enable and/or accelerate development outcome. The project objectives are not only to reach some development outcomes (in this case increase in dairy income, more gender equity) but also to understand the process followed to reach those outcomes. A combination of partners is required as no single partner has the expertise to perform the various tasks. By working together, research organizations, NGOs, public and private sector are also more likely to 'own' the lessons and therefore to apply them in other projects.

The Monitoring, Learning and Evaluation (MLE) framework is the mechanism to collect data and evidence, analyse them and reflect for lessons learning.

Suggested MLE Framework principles

The following principles were introduced at the May 2013 workshop.

- 'Usual' monitoring
 - Monitoring of activities and outputs
 - For fund accountability purpose (direct relationship between fund use and activities)
 - As an input into the other components (learning and evaluation)
- Strong emphasis on 'learning'
 - Regular and systematic collection and analysis of evidence on key outcomes and some impact indicators
 - At various levels of the value chain: farmers, hubs, VC actors
 - Both qualitative and quantitative
 - Will allow evidence based and timely feedback loops into project and hub activities
 - An input into the other component (monitoring and evaluation)
- Less on 'evaluation'
 - Mainly qualitative to understand the 'why' (why do things happen this way)
 - Use evidence from M&L,
 - Done externally for objectivity purpose
 - Mid term evaluation is an input into the other component (monitoring and learning)

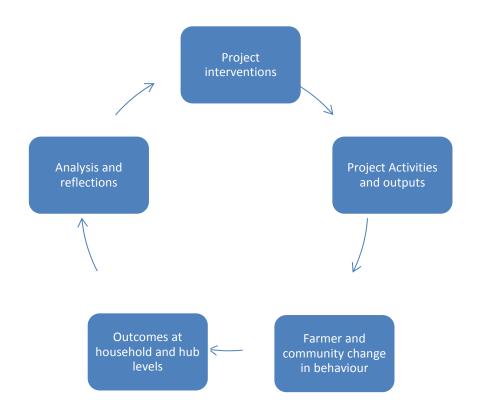
MLE Summary table

Type of assessmen	Main objective	Indicators	Approach	Lead partner	Frequenc y	Status of completio
t Value chain assessmen t	To identify constraints and opportunities for 1 st best bet identification		Qualitative	ILRI	Done once	n Done, August and Septembe r 2012
Baseline survey, household level	To measure level of outcome and impact indicators at project start		Quantitative	ILRI	Done once	Done, November 2012 to January 2013
Monitorin g of activities	To assess implementatio n of activities, also for accountability purposes		Workplan will be used	All partner s	Reportin g done bi -annually	On going
Monitorin g of outputs (at farmers, groups and business providers level)	To assess how the activities delivered the expected results at farmers, groups and business providers levels	- # farmers who have joined groups, by age and gender - # farmers groups formed, membershi p structure and leadership structure - # individuals trained, by type of training, age and gender - # BDS providers linked to hub	Template- draft here MLE for MoreMilkiT templates 1.xlsx Draft protocol MLE protocol draft 0.docx	All partner s	Done bi- annually	Draft template, need revision and testing; protocols to be complete d
Monitorin g of trends of outcomes and impact-	To assess farmers uptake of technologies and dairy income		Quantitative, panel survey of cattle keepers Structured survey done annually. Main sources of data for farm level research	ILRI	Done annually	Tools & protocol to be developed (draft in embedde

farm level	To assess farmers use of				d doc)
Monitorin g of trends of outcomes and impact- hub and communit y levels	hub services To assess DMH status in terms of organization, business entity and providers of inputs & services	Qualitative (MSC?) and quantitative Use the EADD stage gate tool as starting point Conducted annually Main sources of data for hub level research	ILRI	Done annually	Tools & protocol to be developed (draft in embedde d doc)
Monitorin g of trends of outcomes and impact- regional/ country level	To assess change in policy and mindsets of key decision makers	Qualitative, KII	ILRI	Done annually	Tools & protocol to be developed (draft in embedde d doc)
Mid term evaluation	To review progress to date and allow wider range of stakeholders to provide feedbacks	Qualitative, relying on monitoring data	Externa I	Done once	
Final evaluation	To assess quantitatively impact of the interventions on key outcome and impact indicators	Quantitative	Externa I	Done once	

NB. This MLE summary table reflects the project Results Framework (See Annex 1)

Learning cycle



Discussions

The following points were discussed on the last day (Friday), with each person being encouraged to air the areas they are unclear about. We were not always able to provide solutions but the discussions raised interesting points that are summarized below. Some questions were sub questions in the discussions but were separated in this document if they seem crucial to build a common understanding of the project activities.

1. What to do in case of mistrust between producers and processors (low price, arbitrary milk rejections, delayed payments according to farmers)?

Depending on the challenges faced by the farmers or farmers group, a key intervention will be a discussion with the processor or transporters to better understand the problems and identify possible solutions. TBD will actively participate in this process given their arbitration mandate.

2. What process do we follow to facilitate farmers groups creation and when do we know a group has been formed (what is the indicator)?

There are different situations. There are existing groups in about 5 villages (out of 30), 3 of which are cooperatives (so larger groups and more organized). If a group is existing but focusing on another commodity (e.g poultry) and some farmers are interested in cattle, it is up to the members to decide to form another group or do the activities through the existing group. If the group members are not interested in cattle, another group would have to be formed. It depends on the circumstances.

With existing groups or once groups have been set up, we may need to facilitate the writing of a 5 year strategic plan, which will be reviewed every year (the stage gate tool is one mechanism to review progress). We first need to assess their needs: capacity building (not only training) needs assessment. The sequence is therefore: 1. Stimulating group formation (on going through mobilisation), 2. Capacity needs assessment and 3. Group may need support in writing their strategic plan (depending on their needs).

How to facilitate development of a 5 year strategic plan? Business plan would focus too much on the financial aspects and does not show the long term vision.

When there are no groups (or no group working on cattle), the steps are:

- Sensitization and mobilization, already done
- Facilitation of writing of a constitution (or by laws), including training on group dynamics. Heifer facilitates the district community development officers to meet the emerging group
- Election of an interim leadership
- Registration at district level is the project indicator for group formation

3. Indicator of a hub (when do we know there's a hub at village/ ward level)

We need to have more than 1 definition for a hub, depending on the hub approach.

- In the case of hub approach A (direct relationship between farmer and buyer (either milk or cattle trader), so no milk bulking at farmer group level), there's a hub once farmers are able to access inputs & services on check off system

- In the case of hub approach B (milk bulking at farmer group level), there's a hub once the farmers group has at least 1 link with a trader/ buyer and at least 1 link with an input & services provider.
- 4. When farmers trade directly with milk (or cattle) sellers, what benefits do farmers derive from their group?

Farmers join groups for other reasons, including social capital. They may access services, for example training. Additionally, when farmers sell milk individually to traders, the group constitutes the fall back position in case things go wrong between the farmer, milk trader and the input& service providers.

5. What are the reporting dates?

As per the contract with Irish Aid, 2 narrative reports are due every year: end July ('semi-annual' report) and end Oct (annual report), so all partners need to send the reports to ILRI by end June and end Sept every year. Also, three financial reports at the same time as the narrative and another one end Dec.

6. Farmers groups and village innovation platforms- Complementarity and sequence.

Phrased differently, how to link the village innovation platforms and the emerging hubs? It is possible that the hubs will evolve faster in the villages where IPs exist- this is a research question that we may be able to answer in this project. However, it is important to clarify that farmers group and IP have different functions, one does not replace the other. The IP is about bringing various VC actors together while the farmers group is about organizing the farmers. So it is important that farmers groups are facilitated even in villages where there are IPs.

As mentioned above, the question still remains whether the level of the innovation platforms at village level is adequate? Would they aggregate to ward or district level so that to include more VC actors types, or more actors? Phrased differently, should IPs be promoted at village or higher level (e.g. ward)? This is another research question.

7. The monitoring of outcomes, especially at farm level, will require staff, who will conduct these surveys? And how to motivate these people?

In EADD, we used the producers' organization extension officers to conduct the cost of production and milk monitoring surveys. In this project, the village (or ward) livestock extension officers have time allocated to this project, so they will be able to assist. Additional (wo)man power may be needed.

What incentives or motivation for the ward livestock officers to participate in the project activities? We came up with 3 main types: 1. Capacity building activities; 2. Participation in project activities beyond their geographical area, for example before we finalise the 'do's and don'ts' document of the project; 3. Run meetings near the field so that the village livestock officers from that district or region can attend the project meetings and project staff can do a field visit.

- 8. Other points
 - Visits from Irish Aid: they had requested to visit 'a hub' this year. We need to prepare the visit: 1 existing group and 1 site where a group is emerging. The communities will be informed of the visit but all activities remain the same as planned (managing expectations).
 - Amos will follow on business support: how to involve Maria (SNV) and who could take over the field work, possibly under Maria's guidance and co-supervision?

- Financial support of DDF: only 1 workshop per year was budgeted but there are more planned. How to meet the cost? One solution would be to have the next meeting held back-to-back with the BMGF genetics workshop to save costs and the difference would be paid for by ILRI
- Establishment of the Morogoro regional platform (the Tanga one is operational)? This could be facilitated by DDF with help from SNV.
- Frequency of review meetings: at Kunduchi, we had agreed that we meet quarterly. We now agree that semi-annual is sufficient and more efficient. The semi-annual meetings should be planned well in advance. Amos to ensure that MilkIt is represented
- To better share information, we will create a MoreMilkIT wiki which will be a depository of documents including project proposal, M&E templates, workplans, Calendar of activities workshop reports, meeting minutes, trip reports etc. Isabelle will follow up with Dorine.
- Steering Committee: it is suggested to conduct review meetings back to back with the SC meeting to save costs. The SC is composed of representatives of the 2 regions secretariats, SUA, TDB, ILRI, Heifer, Irish Embassy representative; district executive directors or their representatives (2 for Lushoto). Prof will contact the district and regional authorities. Draft SC ToRs were circulated by Prof for comments (see revised ToR)

Next meeting: Week of 17th to 21st March 2014. Put the dates in your calendar!

New acronyms

CMT: Council Management Team at district level, represents the technical units

Next steps

- Activity 1.4 In Heifer-led work plan. Support training needs assessments for all interest groups and individual BDS (identify constraints, activities to engage, financial needs, market info needs, technical needs).
- Activity 1.6 In Heifer-led work plan. Facilitate group formation / engage & strengthen existing groups (include dynamics, governance, constitution and registration)
- Aim to conduct the first round of outcome surveys at farm level by end of 2013. Isabelle: who should do the surveys? Seconded staff (Henry's suggestion). See proposed steps in Box 1 below

Box 1. Considerations/Steps in Monitoring of Outputs

We present the monitoring templates and some adjustments are required

- The group/ hub form should capture existing relationships with traders/ processors/ BDS providers and issues related to that relationship [it would be the basis for discussions with processors, including TDB that has the mandate to improve the relationship amongst VC actors]
- Isabelle and James to finalise the templates
- The Tanzanian team will then translate them in Kiswahili
- The ILRI team will then accompany the field team to pre- test the monitoring tool and make final adjustments. If possible, the pre testing is done in a village where there's an existing group and in a village without group. Dates to be finalized.

After this exercise, the forms are finalized and printed for use in the field

Summary of key action points

Action	Who	When
Initiate process of recruiting new business consultant in consultation with Maria (SNV)	Amos	Immediately
Trip report of recent field activities	Salim/Agnes/Emmanuel	7 Oct 2013
Explore local NGO (e.g., Himwa) capacity to fill business gaps	Fred to talk to Sarah	13 Oct 2013
Maziwa Zaidi logo	Amos	13 Oct 2013
Contact potential local facilitator (Mr Bwana of RLDC) for IPs/capacity building for B2B linkages	Prof	Immediately
Outcome monitoring survey tools	Isabelle/James	Dec 2013
Outcome monitoring survey implementation	Heifer	Dec 2013
Workshop report compilation	Amos/James/Isabelle	
Next DDF (possible with BMGF Genetics)	TDB	Starting Oct 2013
Next meeting	ILRI to organise	17th to 21st March 2014

MoreMilkiT Do's and Don'ts

The following Dos and Don'ts will guide our interactions and engagement with partners and clients in the field (these are complementary to the "Principles of engagement" agreed during the last workshop held on 9-10 May at Kunduchi Beach Hotel & Resort in Dar es Salaam)

What we will do:

- Work with to identify your needs as cattle producers
- Work with you to identify the emerging challenges in cattle production especially to improve access to inputs, services and milk markets
- Work with you to identify opportunities for improving access to inputs, services and milk markets
- Work with you to develop a road map to achieving these aims
- Work with you to improve efficiency in cattle production through collective action
- Work with you to improve your capacity to do cattle production as a business
- Work with you to engage with other stakeholders/institutions to improve the policy environment around cattle production
- Work with you to improve access to information and knowledge about cattle production and marketing
- Work with you to encourage cattle production & marketing approaches that do not harm natural environment
 - In all these initiatives, work with you to ensure that gender issues are taken into consideration

What we will not do:

- We will not provide cattle including heifers, cows or bulls
- We will not provide equipment, input and services
- We will not pay allowances for attendance of meetings
- We are not promoting specific service provider or market outlets e.g., milk processors
- We are not affiliated with any political/religious/ethnic grouping
- We will not provide land or water facilities
- We will not divulge sensitive information regarding your group, business etc.

Workshop participants

Name		Organization	Email
1.	Henry Njakoi	Heifer	henry.njakoi@heifer.org
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6.	Lusato Kurwijila (Prof)	SUA	Kurwijila_2000@yahoo.com
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7.	Isabelle Baltenweck	ILRI	i.baltenweck@cgiar.org
8.	Amos Omore	ILRI	a.omore@cgiar.org
9.	Freddy Wassena	CIAT	f.j.wassena@cgiar.org
10.	Emmanuel Mihayo	Heifer	

List of MoreMilkiT workshop participants 24-26 September 2013

Annex 1. Updated Project Work plan for Year 2013/14 – Heifer led

		= con	npleted		= ong			= pen	ding				2014					
Activity Milestones			Otr	2	YEAF	2013	Otr4				Qtr1	YEAR	2014		Qtr2		Complementary SNV/TDB/ILRI	
	Heifer Indicators (Yr 1)	Jul	Aug		Sep	Oct	Nov		ec	Jan	Feb	Mar	Арг		May	Jun		Comments
							6 17 18 19	20 21 22	23 24	25 26 27 28	29 30 31 3	2 33 34 35 3	6 37 38 3	9 40 41	42 43 44	45 46 47	48	
bjective 1: Develop scalable value chains approaches with improved organizations and utput 1.1 Vibrant, well organized, and sustainable DMHs delivering demand-led inputs of the second se		llholder	male an	d femal	le house	holds												
istablish and Operate DMHs																		
																	ILRI: Feedback with VC actors to validate	
1.1. Awareness creation at village level (includes identification of loose interest groups and	# meetings; # cattle																results of rapid VC assessment and feedback	Acomplished by 25 Sep 2013
presenting results of the research at local level)	keepers mobilised																on potential interventions	
2. Facilitate/stimulate emergence of Interest Groups, by actor type (cattle keepers/milk																		
endor/SP) and identify the actor type that will be the pivot of the DMH (at least 20% of the villages	1600 cattle keepers																ILRI: develop tool; TDB: Assist to mobilize	
eached by dec)	registered																traders and BDS providers; SNV/consultant:	
	10 BDS; 30 traders; vol of																C onduct training needs assessments for emerging interest groups; validate the capacity	
3. Identify entry points for organising/emergence of interest groups	milk																building (CB) plan with each interest	
																	group/individuals to prioritize with them for	
.4. Support training needs assesments for all interest groups and individual BDS (identify	CB plan, other needs																ownership	
constraints, activities to engage, financial needs, market info needs, technical needs).	e.g., more research # meetings &																	
.5. Participate in project review and planning meetings	recommendations																ILRI: Convene project review and planning meetings	
.6. Facilitate group formation / engage & strengthen existing groups (include dynamics,	1600 cattle keepers in																	
overnance, constitution and registration)	groups; 10 DMHs																	
	groups, to Dailins																	
.7. Implement business model(approach to address the constraints; include facilitation of	10 BDS; 30 traders; vol of																SNV/consultant: Develop appropriate business models (approaches to address	
mergency of business networks)	milk																identified constraints and facilitate emergence or	
	1600 cattle keepers																business networks); TDB: Complementary	Target hanging fruits, do one round, the another of business linkages across al
1.8. Facilitate the negotiation between different actors	linked																training and certification	districts
	1600 cattle keepers; 10																SNV: Development of business plans for BDS providers (linked to Agri-hub Tanzania	
	BDS; 30 traders; vol of																incubation program) to inform training on diary	
1.9.Conduct training on dairy as a business (business attitude)	milk																as a business: TDB: Complementary training and certification	
	1600 cattle keepers; 10																SNV/consultant: Make follow-up visits to concretize deals and organize service	Draws from VC info from the research,
	BDS; 30 traders; vol of																delivery systems	platforms, sharing etc
1.10. Support actors with market information on an on-going basis	milk																	
																		Draws from info from research, platform
																	TDB: Provide manuals on quality assurance	sharing etc; use training materials from
1.11. Support actors with technical information	1600 cattle keepers;																	and TDB for on-farm targeted coaching
	# reps of 1600 cattle																	
.12. Facilitate knowledge sharing exhibition, exchange visits (business and technical needs)	keepers;																	
																	SNV/consultant: Facilitate the negotiation	
	1600 cattle keepers; 10																between the different actors through business-to	
.13. Support actors to link with financial institutions (VICOBA, Banks, SACCOS etc). Based on	BDS; 30 traders; vol of																business (B2B) forums/workshops to reinforce	
business plans of different actor (s)	milk																training on diary as a business.	
Output 1.2 DMHs governance strategies strengthened through non-formal trainings																		
																	SNV: Strengthening TAMPRODA governance and community-level to	
2.1 Facilitate linkages between village-level feed innovations platforms, other DMHs and	1600 cattle keepers																support emerging DMHs (linked to	
ramproda	linked																emerging Feed Innovation Platforms)	
																	SNV: Strengthen DDF Secretariat's	
																	capacity on communication, linked	
.2. Link DMHs with Agri-hub TZ and DDF initiatives on communication	10 DMHs linked																to Agri-hub Tanzania	

Annex 2. Updated Project Work plan for Year 2013/14 – TDB led

TDB Work Plan	Jur	1e, ∶	201	3 -	Ma	y, 2	013																														
Sub-Grantee:	TD	В (Т	hro	ugh	ILI	RI)																															
Project Title:	Imp	rov	ing	qua	lity	ass	urai	nce	and	co	mm	unic	ati	on i	n th	e da	airy	sec	tor	in T	an	zan	ia	(An	activ	vity u	nde	r the	larg	ger u	mbr	ella I	Proje	ect "I	More	Mill	k in
-	Tar	zan	a: A	dap	ting	dair	y ma	rket	hub	s fo	r pro	o-po	ors	sma	llhol	der	/alue	e ch	ains	in T	[an:	zani	a)			-							-				
	Sub	Gran	nt Co	ntrac	t No:																	_							_								
Month	-		in-13		lul-13			ug-13			ep-1:		Oct-13			Nov-13			Dec-13				n-14			eb-1				r-14			or-14		Ма	ay-14	
Week	1 2	3	4	1 2	3	4	1 2	3	4 ⁻	1 2	3	4	1 2	2 3	4	1 2	2 3	4	1 2	2 3	4	1	2	3	4	1 2	3	4	1	2	3 4	1	2	3 4	1	2	3 4
Output 1.Awareness creation and mobilisation among key dairy stakeholders in																																					
the Kilosa, Mvomero, Lushoto and Handeni on T& C scheme for milk traders																																					
1.1 Scoping visit to identify potential traders and service providers (Kilosa, Mvomero,																								1													
Lushoto and Handeni) Brief LGA on workplan for T&C of BDSS																																		++			\downarrow
1.2 Project Inception meetings Awareness creation at local government level in																																					
pilot sites involving key dairy stakeholders - Local site (Kilosa, Mvomero, Lushoto and	\square	+	+			+	_	_	\vdash		_	++	+	_	_	\square		+	\square	_	_	_	+	<u> </u>		-+	_	+	_			_		++	_		++
2.0 Training and certification scheme implemented	\vdash	+	+					-	++	_	_	+	+	_	+	$\left \cdot \right $	_		\vdash	+	+	_	+	<u> </u>		_	_	+	-			_		++	+		++
2.1 Training materials updated and made available	Ц								\square										Ц					<u> </u>													$\downarrow \downarrow$
3.0 Capacity for TDB to establish and manage an accreditation and certification																																					
3.1 Purchase computer and two lactoscan																																					
3.3 Identify business opportunity and engage potential service providers (Implented by SUA and ILRI)																																					
3.4 Selection and accreditation of potential service providers in the project sites																																					
3.5 Carry out induction of service providers Purchase of demonstration kits for BDS																																					
Output 4. Guidelines for quality assurance improved																																					
4.1 Review existing regulatory and quality assurance guidelines and integrate training and certification into them (Develop popular version of Dairy Industry Act and it's																																					
4.3 Identify and carry out the training/empowerment of LGA inspectors in target areas and equip them																																					
Output 5. Trained milk handlers and traders certified																																					
5.1 Review current certification requirements and certification of milk trader																																					
5.2 Milk Traders training																																					
Output 6. Promotion of training and certification scheme and BDS service provision	on																																				
6.1 Review strategy for localized and national awareness creation j																																					
6.2 Implement promotion and communication strategy																																					
6.3 Design branding materials and organise quality award schemes																								1					1								
Output 7.0 Increase communication among dairy stakeholders																								1													\square
7.1.Support National Dairy Development Conference																													1								
7.2 Facilitate establishment and operation of Dairy Development Forum (DDF)																								1													\square
7.3 Facilitate formation of key stakeholders organisations up to regional level																																					
Output 8. Monitoring and Evaluation																																		Π			\square
8.1.Develop and Implement an impact measurement and indicator tracking system for the whole project (M&E follow up for feedback - continous)																																					