

ACTION PLAN

Objective/Policy/ Technical Issue	Action recommended	Requirements			Agency involved	Time frame
		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
Trade Policy						
<i>Import Policy</i>						
	Enhance capacity building for policy reforms and trade negotiations including trade statistics database.			X	MIT, TRA, MTTI, DP	Short, Medium to Long term
	Reduce reliance on tariff revenue (import duties) by strengthening the tax administration and broadening the tax base (see section 3.1 in Volume 1).		X	X	MoF, MOFEA, TRA, DP	Longer term
	Improve awareness of trade policy issues through all forms of communication channels.			X	MIT, MTTI, regional administration, DP	Short term
<i>Export policy</i>						
	Expedite duty drawback refunds in order to reduce anti-export bias.	X			MTTI, MOF, MIT, BET, TRA	Short term
	Critically assess existing export taxes and levies with a view to phasing them out.		X		MIT, MCM, MFAIC	Short term
	<ul style="list-style-type: none"> • Rationalize taxes across various institutions for export goods • Harmonize and rationalize further local government taxes and levies 		X		MOF, regional administration, MNRT, BET	Medium term

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<i>Regional integration</i>						
	Enhance harmonization of exemptions within EAC to reduce the risk of trade deflection.		X		MOF, MIT, MTTI, TRA, MODNS	Medium term
	Negotiate simple and non-restrictive rules of origin specifications in regional agreements.		X		MIT, MTTI	Medium term
	Aim for harmonization within RTAs to avoid contradictory requirements.		X		MIT, MTTI	Longer term
<i>Competition Policy</i>						
	Operationalize competition policy through capacity building of Competition Policy Commission.		X	X	MIT, DP	Medium term
Market Access						
	Undertake studies to identify sectors for liberalization through trade negotiations.		X	X	MIT, MTTI, DP	Medium term
	Further examine means to expand market access into non-traditional markets through WTO negotiations.		X		MIT, MTTI	Short, Medium term
	Use EPA negotiations to address challenges faced in utilizing trade preferences.	X			MIT	Short term
Trade Institutions						
<i>Trade Policy Institution</i>						
	Expand the National EPA Technical Team (NETT) to cover all matters of trade policy including behind the border issues.		X		MIT	Short term
	Broaden the function of existing PS-level Inter-Institutional Technical Committee (IITC) to cover all matters of trade policy.		X		MIT	Short term

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	Improve skills, recruit and train competent staff and attach them to the field to deal with issues of regional and multilateral trade arrangements.		X		POPP, MTTI, MIT	Short term
	Strengthen donor/government coordination mechanisms in the context of the Joint Assistance Strategy.			X	POPP, MOFEA, MTTI, MIT, MOF, VPO, DP	Short and Medium term
	Establish institutional structure on a more permanent basis to ensure continued integration of trade in NSGRP/ZPRP.		X		POPP	Short term
	Organize specific export policy training for private sector operators.			X	MTTI, POPP, MIT, TPSF, ZNCCIA, BET, DP	Short to Medium term
<i>Export development</i>						
	Expedite restructuring and reinforce the capacity of BET.		X	X	MTTI, MIT, DP	Short term
	Identify alternative sources of funding to ensure sustainability of the operations of BET.			X	MOF, MIT, DP	Medium term
	Increase export competitiveness funding program.			X	MIT, MOF, BET, DP	Short to Medium term
	Capacity building for packaging center at TBS.			X	MIT, TBS, DP	Short term
Export Processing Zones						
<i>Institutional Framework</i>						
	Facilitate the process of establishing EPZ Authority and ensure adequate staffing coupled with capacity building.		X	X	MIT, DP	Short term

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	Evaluate effectiveness of merging EPZ Authority with other investment facilitating institutions in Zanzibar.		X	X	ZIPA, DP	Short term
	Expedite process of reviewing EPZ Act.	X	X	X	MIT, MJCA, ZIPA, DP	Short term
	Develop a comprehensive strategy for implementing the EPZ Program that entails adequate staffing and provision of training. The strategy could be extended to Zanzibar to strengthen existing EPZ programs.	X	X	X	MIT, ZIPA, MTTI, DP	Short term
	Facilitate the process of establishing SEZ.			X	POPP, MIT, MTTI	Long term
<i>EPZ Regulatory Framework</i>						
	Fine-tune the EPZ regulatory framework including: (i) developing an industrial sector eligibility list for the EPZ Program; (ii) preparing criteria to assess EPZ applications; (iii) preparing detailed, minimum development standards for all EPZ sites in Tanzania; and (iv) developing standard operating procedures for the agency administering the EPZ Program.			X	MIT, ZIPA, DP	Short term
	Revisit custom procedures with TRA to ensure compliance with the intent of the EPZ Program in both Zanzibar and Mainland.	X			ZIPA, MIT, TRA	Short term
<i>Investment Promotions</i>						
	Develop a market strategy for Zanzibar and Mainland to promote the EPZ Program and seek funding for its implementation.			X	MIT, ZIPA, DP	Short term
<i>Utility Providers</i>						
	Work with utility providers to develop guidelines and criteria for EPZ facilities to ensure availability of proper infrastructure and utilities in future EPZs; develop streamlined procedures to obtain utility approvals for EPZ facilities.		X		MIT, ZIPA	Short term

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<i>Public/Private Sector Dialogue</i>						
	Enhance opportunities to carry out discussion/public forums on EPZ issues.		X		MIT, MTTI, ZIPA	Short term
Trade-related Sanitary and Phyto-sanitary management capacity						
<i>Strategy and Priority Setting</i>						
	Enhance capacities to participate effectively and play a more active role in committee meetings of the SPS, Codex Alimentarius, OIE, and IPPC.		X	X	TBS, MOAFS, MIT, MOF, TFDA, MWLD, POPP, MNRT, MALE, DP	Long term
	Establish formal mechanism for improved strategic planning.			X	TBS, TFDA, MOH, MOAFS, MNRT, MOF, MIT, MWLD, MALE, private sector, research and professional organizations, DP	Short term
<i>Institutional efficiency and effectiveness</i>						

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Establish formal mechanisms for improved institutional coordination on matters of trade-related quality and SPS management, GHP/SSOP.			X	TBS, TFDA, MOH, MOAFS, MNRT, private sector, research and professional organizations, MOF, MIT, MALE, DP	Short term
<i>Food Safety Controls in Food and Agriculture</i>						
	Undertake awareness-raising and training in food processing sector and agriculture related to HACCP, GAP, GMP, GHP/SSOP, etc.			X	TBS, TFDA, MOAFS, MALE, private organizations, training institutions, DP	Short term
	Implement scheme for support of implementation of HACCP, GAP, GMP etc. through loans, partial subsidies etc.			X	TBS, TFDA, MOAFS, MOF, MALE, private organizations, DP	Medium-term

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Implement comprehensive program of food safety controls in hotels/restaurants servicing tourists via awareness-raising, certification, surveillance, auditing, etc.		X	X	MNRT, MOH, TBS, MOF, MALE, private organizations, local governments, CTZ, DP	Short to Medium-term
<i>Enhancing food quality standards in smallholder production</i>						
	Increase and sustain initiatives that build on existing efforts to organize small and medium scale producers to supply high-value markets for agricultural and food products.			X	MOAFS, NGOS, private organizations, TFDA, MALE, MOF, MNRT, MWLD, TAHA, DP	Medium-term
<i>Phytosanitary control measures</i>						
	Update legislation on plant health controls to become compliant with the IPPC.		X	X	MOAFS, MOF, POPP, MJCA, MALE, DP	Medium-term
	Raise awareness and training in practices for plant health control including GAP, integrated pest management, etc.			X	MOAFS, training institutions, MOF, POPP, TPRI, MALE, DP	Medium-term

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	Address immediate problems which threaten to undermine trade or productivity (including fruit fly), including cross-border control arrangements.		X	X	MOAFS, neighboring countries where there are regional/ bilateral arrangements, MOF, MIT, MTTI, MALE, DP	Short-term
	Enhance scale and effectiveness of surveillance for plant pests and diseases.		X	X	MOAFS, MOF, TPRI, POPP, MALE, DP	Medium to Long term
<i>Animal Health Controls</i>						
	Continue updating of animal health legislation.		X		MWLD, MJCA, MALE	Medium term
	<ul style="list-style-type: none"> Enhance scale and effectiveness of surveillance for animal diseases, including cross-border control arrangements; Enhance post entry quarantine structures; Modernize slaughter houses to meet international standards. 		X	X	MWLD, neighboring countries where there are regional/ bilateral arrangements, MOF, MIT, MALE, DP	Medium to Long term
<i>Laboratory Capacity</i>						

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	Upgrade laboratory capacity for food safety, plant and animal health in a graduated manner building upon existing initiatives (for example the DANIDA project and Nyegezi laboratory) including for post-harvest handling, and for Government Chemist Laboratory of Zanzibar.			X	TBS, TFDA, MOH, MOAFS, TPRI, MNRT, private organizations, MALE, MOF, MIT, MOH Zanzibar, DP	Medium to Long term
<i>Advisory and Certification Services</i>						
	Develop competitive market for advisory and certification services involving both public and private suppliers. Capacity building on inspectorate processes.		X	X	TBS, MOAFS, private organizations, MOF, MIT, MNRT, MWLD, MALE, DP	Medium to Long term
<i>Quality Enhancement</i>						
	Create and raise awareness among herders and in slaughterhouses and implement a grading system which provides incentives to improve the quality of hides and skins available to industry. Improve animal quarantine structure and inspection system.		X	X	MWLD, BET, training institutions, MOF, TCCIA, MIT, Chamber of Butchers, MALE, DP	Short to Medium term
Transport						
<i>Upgrade transport infrastructure</i>						

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Develop a comprehensive transport infrastructure needs assessment and development strategy.			X	MCT, MOW, MOF, DP	Short to Medium term
	Promote private-public partnerships for investments in railways infrastructure, air transport infrastructure, marine and fresh water transport infrastructure, cargo terminals, and the development of all transport corridors.		X	X	MCT, TRC, TAZARA, TAA, NDC, TANROADS, TPA, MIT MOW, MOF, Municipalities, private sector, DP	Medium to Long term
	Promote and facilitate the building and operation of (dry) ports and intermodal terminals.	X	X	X	MCT, Ports, TRC, TAZARA, MOF, private sector, DP	Medium to Long term
<i>Training</i>						

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Training of transport operators, providers of logistics services, forwarders and terminal operators.	X	X	X	MCT, Road Haulage Association, Forwarders Association, Clearing Agents Association, Ports, TRC, TAZARA, SUMATRA, BET, MOF, training institutions, DP	Short to medium term
<i>Strengthen public-private dialogue in transport and trade facilitation, transit and border crossings</i>						
	Create capacity at SUMATRA to carry out monitoring of performance of transport, transit and border crossings and involve all stakeholders in the process.	X		X	SUMATRA, MOF, TRA, DP	Short term
	Promote dialogue between private and public sectors on trade and transport facilitation issues and strengthen the existing Working Group on Trade Facilitation.		X	X	BET, MIT, MCT, MOW, DP	Short term
<i>Develop and Implement Transport Reform Program</i>						
	Transpose and enforce international agreements like SADC Protocol on Transport, Communications and Meteorology into national legislation to obtain legal enforcement authority.	X		X	MCT, MOF, MJCA, DP	Medium term
	Elaborate new transport legislation: road freight transport act; road passenger transport act; Railway Code.		X	X	MCT, MOF, MJCA, DP	Medium term

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	Strengthen implementation and control capacity of the Ministry of Communications and Transport.	X		X	MCT, MOF, DP	Short term
	Set up transport information system to monitor developments of the sector.		X	X	MCT, MOF, DP	Medium term
	Further develop technical capacity of staff of SUMATRA and related transport institutions.	X		X	MCT, MOF, DP	Medium term
	Re-assess situation of overloading by balancing interests of road transport operators with those maintaining roads and overlooking safety.		X		MCT	Medium term
Customs						
<i>Customs Import and Export Processing</i>						
	Implement recommendations from Time Release Study (TRS) to address bottlenecks and inefficiencies in clearance procedures.		X		TRA, TPA, TICTS, TBS	Short term
	Establish steering committee for monitoring implementation of TRS report recommendations.		X		MOF, MTC, MIT	Short term
	CED executive to pursue as a matter of priority the feasibility of establishing an electronic interface between the ASYCUDA ++ system and external systems (for example TISCAN) to avoid the need to re-enter data already held in electronic form. This integration will comply with the state-of-the-art ICT security and trade facilitation EDI standards (XML, CUSDEC).		X		TRA, MOF	Short term
<i>Transit Regulations</i>						
	Review current transit transport regulations and procedures including existing time limits to ensure they are consistent with commercial reality.		X	X	TRA, TPA, SUMATRA, MCT, MOF, DP	Short term

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Implement electronic cargo tracking system under the framework of the EAC.		X	X	TRA, MOF, EAC, DP	Medium term
<i>Relationship with Private Sector</i>						
	Consolidate existing consultative mechanisms to foster open and effective communication and facilitate the development of a constructive partnership with clients.		X		TRA, Industry Associations	Short term
<i>Integrity</i>						
	Ensure full implementation of the national integrity Action Plan based on the provisions of WCO's revised Arusha Declaration on Integrity in Customs.		X	X	TRA, DP	Short term
<i>Duty Relief Schemes</i>						
	Expedite elimination of current "double lock" system at bonded warehouses and replace by audit based approach.		X		TRA	Medium term
<i>Staff Participation</i>						
	Develop effective destination inspection exit strategy to ensure CED officials are capable of assuming their full range of responsibilities at expiry of current 7-year Tiscan contract. As an early step, give consideration to stationing appropriate CED officials in TISCAN office in Dar Es Salaam.		X	X	TRA, MOF, DP	Medium term
	Develop detailed client service standards or review and modify existing standards to adequately address client service responsibilities of Tiscan.				TRA	Medium term
<i>Human Resource Management and Development</i>						
	Expedite implementation of TRA Human Resources Development Program.			X	TRA, MOF, POPP, DP	Long term
Gems and Jewelry						

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Update study on gems and jewelry focusing on developing concrete actions for increasing value-added in gems and jewelry exports.			X	MIT, DP	Short term
Agricultural Export Crops						
<i>Cross-cutting issues</i>						
	Review crop boards to respond to reformed roles and functions to become producer supported organizations.		X		MOAFS, MCM, private sector organizations, Crop Boards	Short term
	Build farmers' capacity to produce, and develop and strengthen farmers associations through the provision of technical assistance for capacity building.		X	X	Private sector associations, MCM, ZNCCIA, POPP, DP	Short to medium term
	Continue reviewing agricultural taxes with a view to eliminating all nuisance taxes and enforce the existing laws on taxes, particularly the 5 percent cap on producer prices.	X	X		MOF, MOAFS, local governments, private sector organizations	Short term
	Explore options for market-based insurance schemes to reduce the vulnerability of farmers to international commodity price volatility.		X	X	MCM, MOF commercial banks, crop boards, producer organizations, DP	Short to medium-term

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	Improve support services to agricultural sector, in particular in the area of research and extension services, with a view to responding to market demands.			X	MOAFS, MALE, MCM, private sector, DP	Short to medium term
Cashews						
<i>Replanting</i>						
	Review feasibility of aggressive replanting using new clones.	X		X	MOAFS, DP	Short to medium term
<i>Taxation</i>						
	Implement Memorandum of Understanding on cashew nut processing incentives (including through reduction of level of taxation to promote processing) between MOAFS, MOF, and MIT.	X			MOAFS, MIT, MOF	Short term
<i>Increasing international demand for Tanzanian cashews</i>						
	Undertake pilot project to test response to advertising to increase demand in selected importing countries and willingness of donors to finance such an activity.			X	MOAFS, MIT, MCM, TPSF, DP	Short-term
<i>Develop processing industry</i>						
	Develop and implement strategic plan to promote competitive cashew processing.			X	MIT, CTI, TPSF, DP	Short-term
Coffee						
<i>Licensing</i>						
	Rationalize license fee.		X		MOAFS, MCM,Coffee Board	Short-term
Horticulture and Floriculture						
<i>Improve range of horticulture and floriculture exports</i>						

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Identify new areas suitable for horticulture and floriculture production and undertake feasibility study to highlight costs and benefits of providing infrastructural access to these areas.			X	MOAFS, TAHA, DP	Medium term
<i>Air freight</i>						
	Promote cooperation between fish, vegetable and flower exporters to have all their exports air-freighted out of Kilimanjaro Airport. Coordinate importers for south-bound cargo for cost reduction.			X	MOAFS, BET, MNRT, TFA, MTTI, TAHA, DP	Short term
<i>Research and Training</i>						
	Develop business plan, including curriculum, for a Training and Research Farm at Tengeru, and seek funding for the Farm. Put more emphasis on research and training.			X	MOAFS, MALE, TAHA, DP	Medium term
<i>Improve enabling environment for exporters</i>						
	Discuss, prioritize, and propose mitigation measures for export-related problems.			X	Exporters, TAHA, MTTI, MIT, DP	Short term
	Develop entrepreneurship culture through changes in curriculum of educational and training institutions.		X		MOE, MHL, TPSAF	Short to medium term
<i>Registration of Pesticides</i>						
	Review arrangements for pesticide registration and explore equivalency of approval processes in other countries.		X	X	MOAFS, MNRT, TAHA, MALE, ZCCIA, TPRI, DP	Short term
<i>Improve coordination and economies of scale and increasing productivity and quality</i>						

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	Capacity building of TAHA.			X	MOAFS, MALE, ZCCIA, TAHA, DP	Short term
	Seek funding for and recruit short-term technical experts to be made available to exporters through TAHA.			X	MOAFS, TAHA, DP	Medium term
<i>Improve regional export trade and its competitiveness and increase returns to farmers</i>						
	Prepare a comprehensive study to evaluate the competitive environment and understand costs of each transaction in value chain.			X	TAHA, ZNCCIA, MALE, MOAFS, MTTI, DP	Short term
	Introduce farmer marketing education including training to improve product quality, packaging and level of service offered to buyers.			X	MOAFS, TAHA, MTTI, DP	Medium term
	Introduce export market information system based on a comprehensive review of existing regional trade and identification of areas of greatest potential.			X	MIT, BET, MOAFS, DP	Medium term
Tourism Backward Linkages						
<i>Monitoring quality standards</i>						
	Extend implementation framework for monitoring TBS standards in agriculture and fishery supply chains to include local vendors.		X		TBS, MIT, MOAFS, MNRT, MWLD, Municipalities	Medium term

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	TBS to include quality standards for spices and other dry goods targeted for local markets with special emphasis on implementation and monitoring.		X	X	TBS, MIT, MOAFS, MNRT, MWLD, Municipalities, DP	Medium term
<i>Investment promotion</i>						
	Conduct a focused campaign to encourage investments in products “most likely” for local production: dry, processed, and canned fruits and vegetables, select small machinery items, and furniture.	X		X	TIC, TBS, MIT, private sector, DP	Short term
<i>TIC capital goods list</i>						
	Review the list of capital goods approved for tourism and the exemptions associated with it.	X	X		TIC, MNRT, MOF, TPSF, Tourism Confederation of Tanzania	Short term
<i>Trade Fair</i>						
	Organize a “trade fair” specifically for tourism businesses for supplier and buyer interactions particularly with respect to dry goods and perishables, and locally manufactured goods.			X	TTB, MNRT, MIT, Tourism Confederation of Tanzania, private sector, DP	Short term
<i>Vocational and Technical Education and Higher Education Institutions</i>						

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		Implement existing policy	Change policy/ legislation/Reform Institutions	Technical assistance/ investments		
	Include private sector representatives on executive boards of training and research institutions, with a view to evaluate course offerings and participate in curriculum development.		X		VETA, MLYDS, MOSTHE, MIT, MOF, MTTI, MNRT, private sector	Short term
	Ensure accreditation and consistency of curricula amongst all institutions offering training in tourism.	X			MNRT, MTTI, NACTE, VETA, private sector	Short term
	Continue reviewing Vocational Training Levy (VET) which increases production costs and in the long-run could significantly reduce Tanzania's competitiveness in the regional market; explore other sustainable measures for training employees.		X	X	VETA, MLYDS, MOF, MIT, DP	Short to Medium term
	Review policy and provide incentives to encourage private colleges that will supplement VETA's role.		X		MIT, MLYDS, MYEWCD, MNRT	Medium term
<i>"Quality Vendor" program</i>						
	Develop quality vendor program linking small local producers of fresh produce and meat suppliers with hotels/restaurants.			X	MCM, MIT, MNRT, private sector	Short term
<i>Product Enhancement</i>						
	Develop and improve production of handicraft supply into tourism market involving the private sector.	X		X	MTTI, COT, ZIPA	Short term
	Develop policy to emphasize historical and cultural attractions involving the private sector.		X	X	MTTI, DA	Short term
Spices						

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<i>Increase production and productivity</i>						
	Initiate program to establish nurseries for multiplication of planting material, and develop improved technology packages for production and post harvest practices. This should be integrated into general product and market development plans.			X	MANREC, MALE, SUA, MOAFS, DP	Short term
	Develop a sustainable small-scale irrigation infrastructure to furrow irrigation from surface run-off stored in field dams.			X	MOAFS, MALE, DP	Long term
	Establish water harvesting schemes for irrigation.			X	MALE, MOAFS, DP	Long term
<i>Development of integrated and efficient structure to sector</i>						
	Develop an active Industry Association involving exporters and processors to ensure private sector voice established in development of sector.			X	TCCIA, ZCCIA, private sector	Short term
	Expand programs for promotion and support of formation of farmer associations to provide a focus for buyer linkages; promote and facilitate linkages between associations and buyers.			X	MALE, MMC, MOAFS, TPSF, TAHA, DP	Medium term
	Establish business support programs to stimulate private sector buyers to establish extension programs for growers and promote farmer uptake of improved technology packages developed by MOAFS research programs to deliver increased productivity.			X	MALE, MOAFS, TPSF, ZCCIA, DP	Medium term
<i>Promotion of Exports</i>						
	Develop market profile of domestic spices to identify positions in international markets and include value-addition activities.			X	TBS, MALE, MIT, BET, ZSTC, DP	Short term

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	Undertake market research to identify demand, competitive sources of supply, existing export levels trade routes, and export costs to market.			X	TCCIA, MALE, ZCCIA, MOAFS, DP	Short term
Fish/Mariculture						
<i>Review and modify taxation regime to avoid penalizing value added products</i>						
	Analyze fiscal, investment and employment effects of alternative taxation regimes other than existing royalty based one.		X	X	TRA, Fisheries Department, MOF, DP	Short term
	Develop clear and operationally useable definition of “value-added content” for manufactured fish products which may be exempted from royalty payments.		X		TRA, Fisheries Department, TFPA, LVFPAT, DP	Short term
	Set up working group involving the TRA, the Fisheries Department, and the two fish associations (TFPA, LVFPAT) to establish mechanisms for collecting, reporting, and auditing accounts for the purpose of duty drawback, royalty payment, and other operational issues involving efficient tax administration.		X	X	TRA, Fisheries Department, TFPA, LVFPAT, MOF, DP	Medium term
<i>SPS issues</i>						
	Further strengthen fisheries inspection capacity.			X	Fisheries Department, TBS, DP	Medium term
	Complete the upgrade of basic infrastructure (cold store, electricity, etc.) for the 54 designated landing beaches.			X	Fisheries Department, DP	Short to Medium term

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	Strengthen DFMR capacity to enable Zanzibar to obtain EU export market code for fish products (that is, train DFMR staff to meet EU inspection standards and familiarize with HACCP Manual).			X	MALE, DP	Medium term
<i>Enhance seaweed farming in Zanzibar</i>						
	Undertake research and identify potential areas, and develop program to establish offshore/deep water seaweed farming for world demanded sea weed species (for example, <i>Euchuma cottonii</i>).			X	DFMR, seaweed companies, seaweed farmer committees, DP	Medium term
	Implement (program developed as discussed above) by providing training to increase production of world demanded seaweeds.			X	DFMR, seaweed companies, seaweed farmer committees, DP	Medium term
<i>Strengthen backward linkages to fishermen</i>						
	Work with local NGOs to help develop fishermen's associations which have commercial orientation and which can enter into collective bargaining agreements.		X	X	Fisheries Department, NGOs, TFPA, LVFPAT, DP	Short to medium term

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	Work with local NGOs to demonstrate viability of alternative business models for fishermen associations (after they are set up -- see above action) which involve direct contracting for services/outputs to fish processors without intervention of “agents”.		X	X	Fisheries Department, NGOs, TFPA, LVFPAT, fishermen’s associations, BEST, DP	Medium to Long term

Time Frame Specifications: Short-term – within 12 months; Medium-term – within 2 years; Long term – 2 to 5 years; DP indicates development partners.