

タンザニア国
農業・食糧保障・協同組合省（MAFC）
首相府地方自治庁（PMO-RALG）

タンザニア国
よりよい県農業開発計画作りと
事業実施体制作り支援プロジェクト

事業完了報告書

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独立行政法人
国際協力機構（JICA）

株式会社国際開発センター

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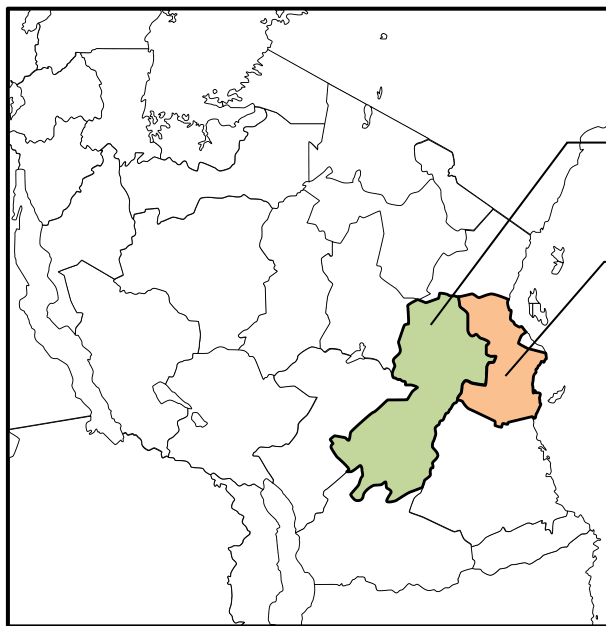
US\$ 1 = ¥ 80.48（JICA 月次レート）

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プロジェクト対象地域



タンザニア本土



モロゴロ州
(重点支援対象州)

コースト州
(重点支援対象州)

* 本事業は、全国全県を対象にする。事業活動の一環で、重点支援対象地域を設けて巡回指導を行った。

重点支援対象地域*

事業完了報告書

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略語集

ACT	Agricultural Council of Tanzania／（農業関連民間セクターのアンブレラ機関）
ASDP	Agricultural Sector Development Programme／農業セクター開発プログラム
ASDP M&E TWG	ASDP Monitoring and Evaluation Thematic Working Group／ASDP モニタリング・評価作業部会
ASLMs	Agricultural Sector Lead Ministries／農業セクターリード省庁
A-WG	Agricultural Sector Working Group／（農業支援 DPs のグループ）
DADP	District Agricultural Development Plan／県農業開発計画
DADP P&I TWG	District Agricultural Development Plan Planning and Implementation Thematic Working Group／DADP 計画・実施作業部会
DASIP	District Agriculture Sector Investment Project／県農業セクター投資事業
DIDF	District Irrigation Development Fund／県灌漑開発交付金
DPs	Development Partners／ドナーの総称
DSC	Directorate of Sector Coordination／セクター調整局
JIR	Joint Implementation Review／（ASDP）合同実施レビュー
M&E	Monitoring and Evaluation／モニタリング・評価
NFT	National Facilitator Team／ナショナル・ファシリテーション・チーム
PMO-RALG	Prime Minister's Office-Regional Administration and Local Government／首相府地方自治庁
OJT	On-the-Job Training／実地研修
PO	Plan of Operation／活動計画表
SWAp	Sector Wide Approach／セクター・ワイド・アプローチ
SWOT	Strengths, Weaknesses, Opportunities, and Threats／（強み、弱み、機会、脅威）
TWG	Thematic Working Group／（テーマ別）作業部会
VADP	Village Agricultural Development Plan／村農業開発計画

1. 背景と目的

1.1. 背景

タンザニア政府は、開発パートナー（Development Partners: DPs）とともに、農業セクター全体を包括する開発プログラム「農業セクター開発プログラム（Agricultural Sector Development Programme: ASDP）」を、2006年7月から本格的に開始した。ASDPは、セクター・ワイド・アプローチ（Sector Wide Approach: SWAp）の考えに基づき、政府・DPsが共通の開発プログラム（すなわち ASDP）に合意し、資金をプール化（すなわちバスケット・ファンドを設立）して実施することを基本としている。また、その資金は政府の公共支出のルート及びサイクルに従って配賦・執行されている。

ASDPの基本目的は、1) 農業の生産性・収益性の向上のための環境の創出、2) 農家所得の向上による貧困削減及び世帯レベルの食糧安全保障の実現、である。ASDPは3つのサブプログラム（「A：県・現場レベル支援・事業実施」、「B：国レベルの支援」、「C：横断的課題」）から構成されており、そのうち、「A：県・現場レベル支援・事業実施」サブプログラムにおいては、地方自治体（県）¹が、県農業開発計画（District Agricultural Development Plan: DADP）を策定・実施し開発を進めることになっている。その実施にはASDPバスケット・ファンドの75%の資金が割当てられており、ASDPの中でも最重要コンポーネントとなっている。

タンザニア政府は1990年代後半より地方分権化を進めており、県が策定・実施するDADPは、地方レベルの農業開発を推し進める中心的施策として位置づけられている。参加型アプローチのもと、村レベルでコミュニティが策定した村農業開発計画（Village Agricultural Development Plan: VADP）が取りまとめられてDADPとなる。対象とする分野は、農業投資、研究、研修、普及、民間活性化等広範な内容を含む。典型的な事業としては、灌漑、家畜薬液槽、溜池などの施設整備、鶏・山羊・肉牛など家畜の導入とその飼育訓練、家畜予防接種、コーヒー・コメなどの品種導入・加工などが挙げられる。

¹ 「地方自治体」には、一般的に県（または市）とその下の村が含まれる。

上記 DADP の重要性に鑑み、タンザニア政府は、2007 年、農業セクターリード省庁 (Agricultural Sector Lead Ministries: ASLMs)²の傘下に、ASDP の主要課題やコンポーネントの実務を担うテーマ別作業部会 (Thematic Working Group: TWG)³の一つとして DADP 計画・実施作業部会 (DADP Planning and Implementation TWG: DADP P&I TWG) を設置した。DADP P&I TWG は、DADP 策定に関して、州や県に対する技術支援や DADP 計画文書の評価を担う。実際に、研修や評価を行う際には、他 TWG のメンバーも含んだナショナル・ファシリテーション・チーム (National Facilitation Team: NFT) を動員する (DADP P&I TWG メンバーの一部は NFT でもある)。DADP P&I TWG 主導のもと、NFT が活動を展開し、州や県に対して技術支援を行う仕組みである⁴。また ASLMs の一つ首相府地方自治庁 (Prime Minister's Office-Regional Administration and Local Government: PMO-RALG) は、セクター調整局⁵に農業ユニットを設置している。同ユニットは各県が作成する DADP 計画文書・事業進捗報告書を受領し、DADP 予算や支出額、施設整備や研修実績などの成果の情報を集計し報告する。さらに、地方レベルでは、州が県を直接指導する立場であり、州の役割が重要視されている。しかし、これまで州の実施体制・能力が十分でないことから、多くの場合、中央 (DADP P&I TWG、NFT、PMO-RALG 農業ユニット) から県に対して直接支援を行ってきた (図 1.1.1 参照)。

DADP に係る中央政府から県に対する支援活動は、ASDP 開始当初から始まった。2006 年に DADP の策定指針として「DADP 策定実施ガイドライン (DADP ガイドライン)」が作成され、各県に配付された。同年には、それに基づき、全県に対して研修、そして「バックストッピング」と称される技術支援が⁶、DADP P&I TWG 及び NFT により実施されることとなった。また、2007/08 年度からは DADP 計画文書の質の確認・向上を目的に、「DADP 文書の質的評価」が実施されてきた。他方、DADP 事業進捗報告については、四半期進捗報告書の書式 (フォーマット) が規定され、州を対象にした報告書作成の研修等が実施されてきた。

² ASLMs には農業・食糧保障・協同組合省 (農業省)、首相府地方自治庁 (PMO-RALG)、畜産・漁業開発省、及び産業貿易省が含まれる。ASDP の実施を担う省庁である。

³ ASDP 実施体制においては、ASLMs 局長委員会のもと、ASDP の主要課題やコンポーネントに対して、政策立案や県に対する支援活動を行うテーマ別作業部会 (TWG) が設置されている。TWG は、ASLMs 職員及び DPs から構成される。現在、DADP P&I TWG や ASDP モニタリング・評価 (Monitoring and Evaluation: M&E) TWG を含めて、9 つの TWG が設置されている。

⁴ DADP P&I TWG は、年間を通じて行う技術支援活動、すなわち年間活動計画を策定し、また個別活動の枠組み (活動の目的、成果、スケジュールや実施方法等) を決定する。NFT は TWG が決定した枠組みに則って、実際に州や県を訪問し研修する等の技術支援活動を展開する。

⁵ 2011 年 7 月の PMO-RALG 組織改正以降、農業ユニットは地方自治局に所属する方針となったが、本報告書作成時点 (2012 年 3 月) では、なお正式な改正となっておらず、従来のままセクター調整局に含まれている。

⁶ DADP P&I TWG 及び NFT (後には州も) が DADP 策定に関し県に対して行う技術的支援の内、毎年、県の DADP 策定の時期に合わせ、州あるいは県を訪問し (州での場合は、州都に県を招集) 実施するワークショップ形式の技術支援及びその後の県へのフォローアップを特に「バックストッピング」と称している。

上記のいずれの活動も、ASDP バスケット・ファンドの 75%が投入される DADP を効果的に策定することや、その実施状況を県レベルから中央レベルに効率的に報告（最終的には ASDP バスケット・ファンド運営委員会へ報告）するためには欠かせないものであり、これらの活動により DADP の質は徐々に改善されつつあった。しかし、タンザニア政府は、ASDP の目標を達成するためには、州や県に対して、より効果的・効率的に技術支援を行うことが必要であると認識し 2008 年 12 月、県に対する DADP 策定・実施に係る技術支援の実施能力を強化することを目的に、本技術協力プロジェクト（技プロ）の実施を要請したものである。

1.2. 事業目標と業務実施体制

本技プロは添付資料 1 のログフレームに沿って実施された。ログフレームは、第 1 年次に関係機関間の役割等に関し現実的な形に見直され、第 2 年次以降は改訂されたものが基本となっている（改訂の詳細は添付資料 1 参照）。本技プロの上位目標、目標及び成果、またそれを実現するための実施体制を下図に示す。本技プロ実施主管機関は、農業・食糧保障・協同組合省（農業省）政策計画局、及び PMO-RALG セクター調整局であるが、業務上、直接関係するのは DADP P&I TWG 及び PMO-RALG セクター調整局農業ユニットである。技プロチームは両者と協働し、全州全県を対象に、DADP 策定と事業進捗報告の質の向上を図るための活動を実施した。

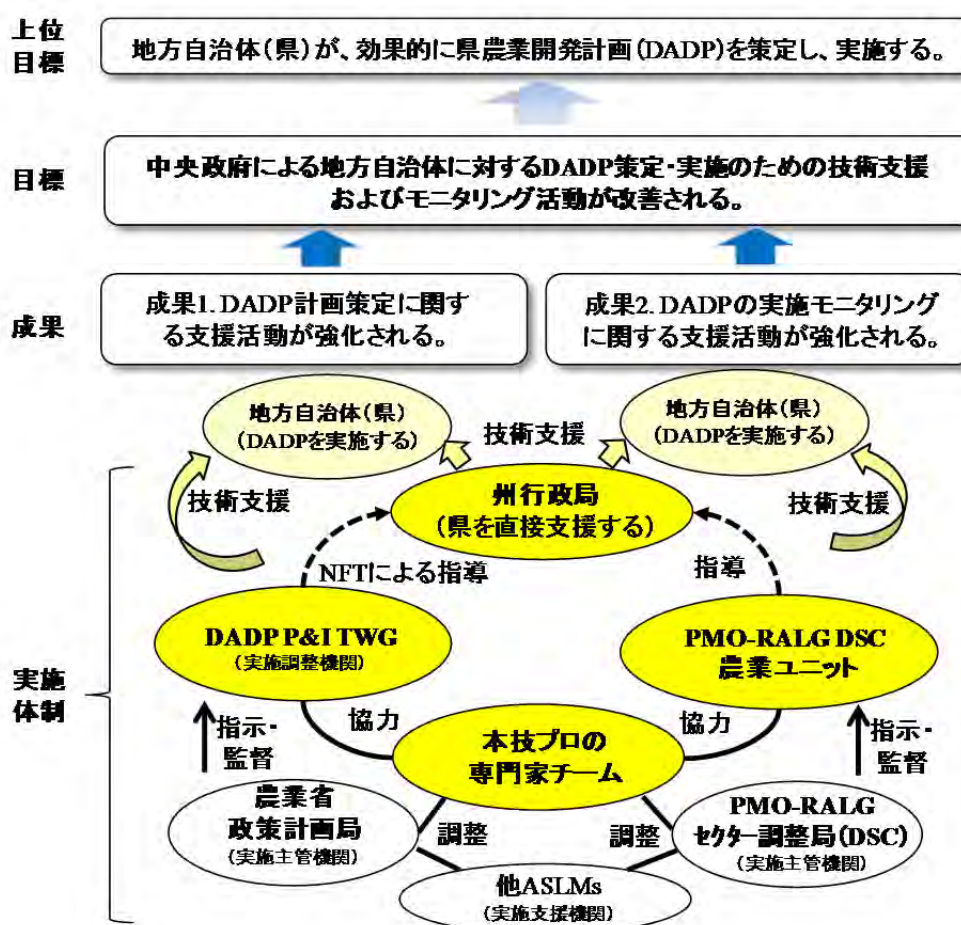


図 1.2.1: 本技プロの上位目標・目標・成果及び実施体制との関連

1.3. 本報告書の内容と構成

本技プロの活動は、原則、DADP P&I TWG と PMO-RALG 農業ユニットが主体となって行う活動である。本技プロの専門家の役割は、これら関係者への技術支援であり、そのために専門家は DADP P&I TWG のメンバーとなって政府職員と共同作業を行った。従って、本報告書では、専門家チーム（技プロチーム）の支援した内容を記すとともに、カウンターパートとともに実施した活動についても報告する。

本報告書は、本技プロの完了にあたり、業務期間約3年間（2009年3月～2012年3月）の活動の変遷・成果をまとめたものである。まず次の第2章では、3年間の業務の実績・活動内容をまとめ、支援対象の諸側面で具体的にどのような変化があったのか記述する。第3章では、2章の変化を踏まえ、本技プロで達成された成果をまとめる。第3章ではさらに本技プロ実施運営上の工夫と、得られた教訓、また今後の課題についても報告する。

2. 業務の実績・活動内容

2.1. 作業フロー及び年間活動のサイクル

2.1.1. 本技プロの作業フロー

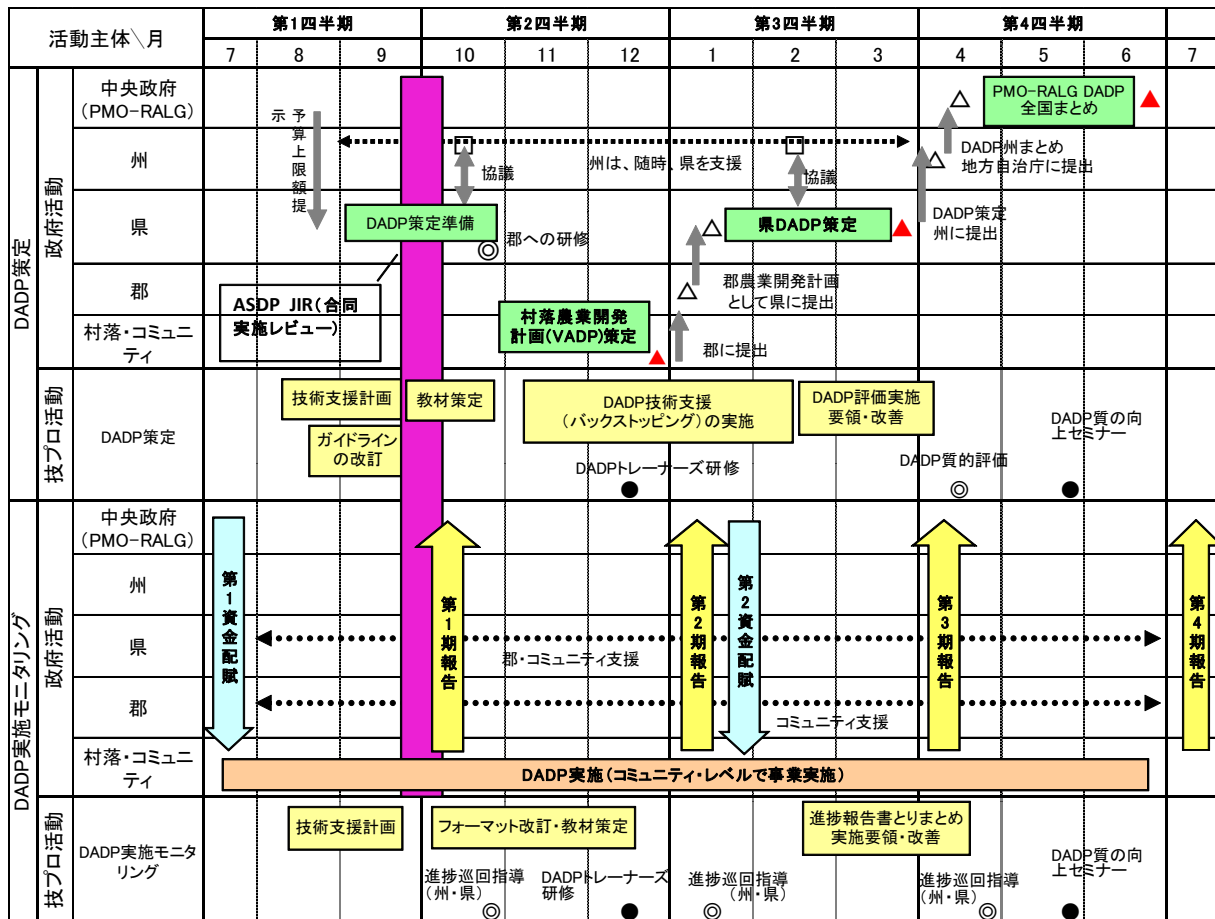
本技プロの第1年次から第4年次までの作業フローを以下に示す。

年次	年	月	国内作業	現地作業	IC/Rの説明			
1	2009	3	既存資料の収集・分析	DADP質的評価項目見直し及び実施方法改善の検討			活動実績についての、ASDP/バスケット/ファンド運営委員会等、セクターレベルの会議における報告、PMO-RALGにおける報告、ASDP/DPs他)間における情報共有及び有機的連携の推進を通じたASDPの円滑な実施への支援 ステークホルダー(他の作業部会、ASLMs、DPs他)	
		4		DADP質的評価実施	DADP質的評価ベースライン確認及び目標値設定			
		5		DADP策定及び実施モニタリング改善方針及び州・県対象の研修方針(含、重点支援地域の選定基準)の策定				
		6		DADP P&I TWG役割分担及びロジカルフレームワーク、POの修正に係る提案				
	8	国別研修の実施	DADP策定実施ガイドラインの改訂	DADP策定及び実施モニタリング技術支援計画(含研修)及び研修教材の策定	重点支援対象地域の選定、技術支援・巡回指導の実施	PMO-RALGにおけるDADP事業進捗報告取りまとめ支援		
	9					州対象DADP事業進捗報告取りまとめOJT実施		
	10		DADP質的評価及びDADP事業進捗報告取りまとめ実施要領の作成と周知	技術支援の実施	州対象DADP事業進捗報告取りまとめOJT実施			
	11							
	12		DADP質的評価項目の見直し及び実施方法改善の検討					
	1		2010	国別研修の実施	DADP質的評価及びDADP事業進捗報告取りまとめ実施要領の作成と周知	技術支援の実施		州対象DADP事業進捗報告取りまとめOJT実施
	2				DADP質的評価項目の見直し及び実施方法改善の検討			
	3				DADP文書質的評価実施	優良事例・知見等を共有するセミナー・研修の開催		PMO-RALGによる共通フォーマット導入に係る試行的検証実施
4	DADP質的評価項目の見直し及び実施方法改善の検討							
8	3	国別研修の実施	DADP策定実施ガイドラインの改訂					
9			DADP策定及び実施モニタリング技術支援計画(含研修)及び研修教材の策定	州対象DADP事業進捗報告取りまとめOJT実施、重点支援対象地域に対する技術支援・巡回指導の実施及び結果の共有	PMO-RALGにおけるDADP事業進捗報告取りまとめ支援及び試行的検証結果フォローアップ			
10								
11			技術支援の実施					
12			DADP質的評価及びDADP事業進捗報告取りまとめ実施要領の見直し					
1			2011	国別研修の実施	DADP質的評価項目の見直し及び実施方法改善の検討			
2					DADP文書質的評価実施	優良事例・知見等を共有するセミナー・研修の開催		
3					DADP質的評価項目の見直し及び実施方法改善の検討			
4	DADP質的評価項目の見直し及び実施方法改善の検討							
8	4	国別研修の実施	DADP策定実施ガイドラインの改訂	DADP策定及び実施モニタリング技術支援計画(含研修)及び研修教材の見直し	州対象DADP事業進捗報告取りまとめOJT、重点支援対象地域の巡回指導実施と結果共有	PMO-RALGにおけるDADP事業進捗報告取りまとめ支援(含実施要領改訂)及び共通フォーマット導入に係る対応、		
9								
10			技術支援の実施					
11			優良事例・知見等を共有するセミナー・研修の開催					
12	2012	国別研修の実施	技術支援の実施					
1			優良事例・知見等を共有するセミナー・研修の開催					
2			優良事例・知見等を共有するセミナー・研修の開催					
3								

図 2.1.1: 本技プロの作業フロー (第1年次～第4年次)

2.1.2. 本技プロの年間活動サイクル

DADP の策定・実施モニタリングの年間活動サイクル及び技プロの主要活動を以下に示す。DADP の年間サイクルは、現実には、8月のタンザニア財務省の予算提示が1月にずれることもあり、また政府・DPsの資金準備に時間を要した結果、資金配賦が遅れるなど、全体的に大きな遅延が常態となっている。



(注) タンザニアの会計年度は7月開始翌年6月終了。

図 2.1.2: DADP 策定・実施モニタリングに係る想定上の年間活動計画及び技プロの活動

本技プロは、図に示すとおり DADP 年間サイクルに沿いつつ、DADP 策定及び実施モニタリングに係る支援活動を展開した。DADP 策定の年間サイクルは、想定上では、年度当初の財務省による予算提示から始まり、それに基づき県レベルでは DADP 策定の準備を9月以降開始する。村レベルからプロジェクト形成を始め、それらを郡・県レベルに集約して DADP を策定する。県から提出される DADP は、最終的に国レベルで統合され、ASDP バスケット運営委員会に提出される。DADP 策定に係る主な支援活動は、①その年の政策や前年の教訓を踏まえて DADP ガイドラインを改訂し、②それに基づき DADP 技術支援計画や研修教材を作成する。③その後、州・県に対して技術支援を実施し（本技プロで定めた重点支援県⁷への巡回指導も含める）、④その年度末に県

⁷ 本技プロでは、重点支援県を選定し、それらを定期的に訪問し、巡回指導を行った。現状を観察するとともに適宜改善を指示し、そこで得られた知見は、中央にフィードバックし、技術支援の更なる改善に利用した。

が作成した DADP を評価する、⑤さらに、年度末には、当該年の活動を振り返り協議する場として DADP 質の向上セミナーを開催する等である。また、年間サイクルの主要活動として ASDP 合同実施レビュー (JIR) がある。これは ASDP の実施状況を政府・DPs が合同で検証する作業で、DADP 策定及び実施モニタリングの両面に係る活動である。技プロチームも DADP P&I TWG とともに適宜参加した。

一方、DADP 実施モニタリングにおいては、年間サイクルで DADP の資金配賦と連動する四半期ごとの DADP 事業進捗報告書の改善を支援対象とした。同報告書で示されている成果達成や予算執行状況のデータは、州と国レベルで取りまとめられ、最終的には ASDP 四半期事業報告書の主要部分となる。本技プロでは、①国レベルの取りまとめや州に対して研修等を行う農業ユニットを支援するとともに、②重点支援州に対する報告書取りまとめの OJT や、③重点支援県に対する巡回指導を行った (下図参照)。実施モニタリングにおいては、事業進捗報告書の改善の他、タンザニアのセクター間での報告書フォーマットの統一を目的としたセクター共通フォーマット導入への対応支援⁸や四半期ベースの事業進捗報告書の枠組みを超えたプロジェクト・レベル・アウトカムの把握⁹も業務として含まれた。

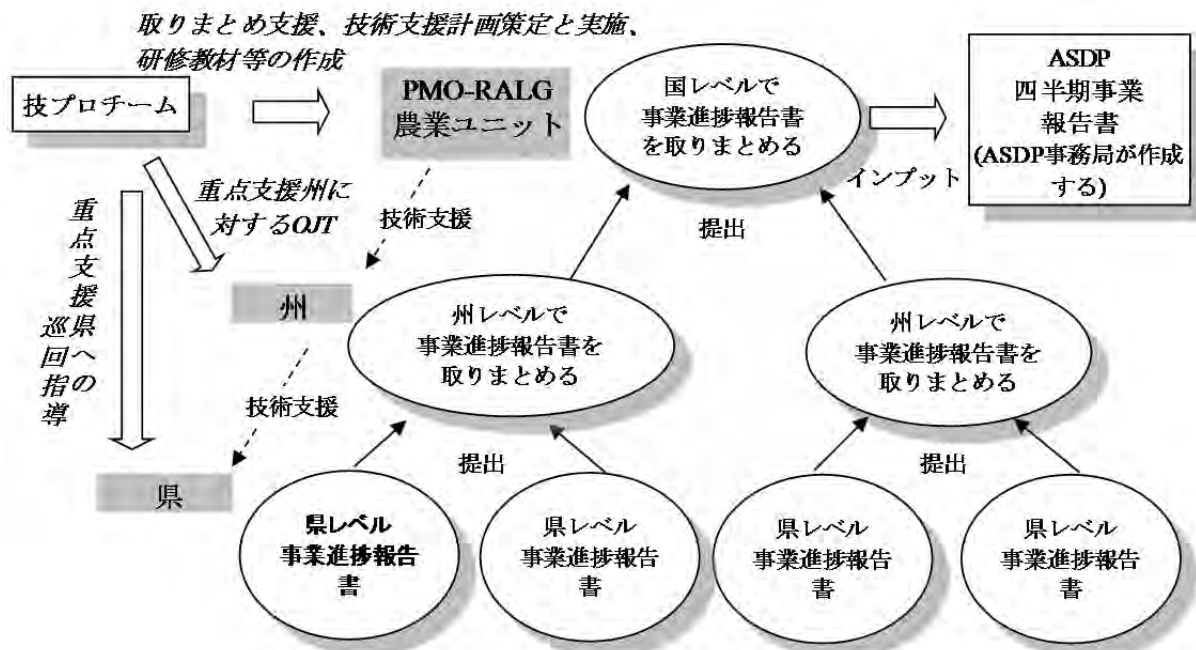


図 2.1.3 : DADP 事業進捗報告書改善支援の概要

2.2. 活動内容

本技プロの主な活動は下表のとおりである。本技プロの活動は、大きく DADP 策定に係る支援 (ログフレームの成果 1 に対応) と DADP 実施モニタリングに係る支援 (同じく成果 2 に対応) とに分けられる。前者は、県の農業開発計画としての効果的な DADP の策定を支援するものであり、後者は、DADP プロジェクトの進捗を四半期ごとに報告する DADP 事業進捗報告の改善のための支援である。同表では、各活動が、DADP の計画策定と実施モニタリングのどちらの分野に関連

⁸ 後項 2.2.8 (1)参照。

⁹ 後項 2.2.8 (2)参照。

するのとともに、ログフレームで定められているどの活動に相当するのかをログフレーム活動番号で示している。本節 2.2.1 項以降、それぞれの活動の概要と、その結果生じた変化を記述する。また 2.2.15 項では、本節のまとめとして、本技プロが各活動においてもたらした改善点とそれら活動が本技プロの目標達成にどのように貢献したかについて記載する。

表 2.2.1 : 本技プロの主要活動とその位置付け

項番号	活動	計画策定 (成果 1)	実施モニタリング (成果 2)	ログフレーム 活動番号
2.2.1	DADP ガイドラインの改訂	◎		1-2
2.2.2	DADP 策定及び実施モニタリングに係る技術支援計画の策定支援	◎	◎	1-1 2-1、2-3 と 2-5
2.2.3	DADP 策定及び実施モニタリングに係る研修教材の作成・見直し	◎	◎	1-1 2-1、2-3 と 2-5
2.2.4	州及び地方自治体に対する技術支援の実施	◎	◎	1-4、1-5 と 1-8、 2-1、2-3 と 2-5
2.2.5	重点支援対象地域の選定及びそれを対象とする巡回指導	◎	◎	1-7 2-4
2.2.6	州を対象とする DADP 事業進捗報告取りまとめに係る OJT		◎	2-2
2.2.7	PMO-RALG による DADP 事業進捗報告書取りまとめ支援		◎	2-2 と 2-5
2.2.8	その他の DADP 実施モニタリング活動支援 (セクター共通フォーマットへの移行支援とプロジェクト・レベル・アウトカム収集に係る支援)		◎	2-2 と 2-5
2.2.9	DADP 質的評価の評価項目の見直し及び実施方法の改善	◎		1-6
2.2.10	DADP 質的評価の実施	◎		1-6
2.2.11	DADP 質的評価及び DADP 事業進捗報告書取りまとめに係る実施要領の作成・見直し	◎	◎	1-6 2-2 と 2-5
2.2.12	優良事例の収集及び重点支援対象地域への支援を通じて得られた成果・知見の共有	◎	◎	1-4 と 1-8 2-3 と 2-5
2.2.13	ASDP バスケット・ファンド運営委員会、セクターレベル会合における活動実績報告	◎	◎	1-8 と 2-5
2.2.14	ステークホルダー間における情報共有、及び有機的連携を通じた ASDP 実施への支援	◎	◎	1-8 と 2-5

2.2.1. DADP ガイドラインの改訂

DADP ガイドラインとは、DADP 策定・実施において遵守すべき諸項目を説明した指針である。基本的に、同ガイドラインに基づき、NFT・州は県に対するバックストップ¹⁰を実施する。県は、ガイドラインとバックストップの指導内容に基づき、DADP を策定する。

DADP ガイドラインは、毎年何らかの形で改訂が図られてきた。これまでの改訂の全体的な傾向として、ASDP 開始当初は DADP の策定・実施プロセスを中心に説明・指示がなされていたが、その後、同プロセスが定着するに従い、DADP をより効果的な計画にするための指示に変わってきた。本技プロがガイドラインの改訂支援を始める 2009/10 年度（技プロの第 2 年次にあたる）では、ASLMs からの指示に基づき、ガイドラインをより使い易いものとする簡易版（簡易ガイド）が作成され、ポテンシャルのある少数村落の選定や費用便益分析の導入など投資効果の改善を目的とする指示が盛り込まれた。2011/12 年度には、DADP を特定農産物のバリューチェーンに沿って策定・実施する方針が決定され、DADP に期待される内容はますます高度化しつつある。本技プロの開始以前の期間も含み、これまでの DADP ガイドライン改訂の経緯を下表にまとめる。

表 2.2.2 : DADP ガイドライン改訂の変遷

改訂年度 (適用年度)	主な内容・改訂点	改訂理由
2006/07 (2007/08)	<u>DADP ガイドラインの策定</u> <ul style="list-style-type: none"> ASDP/DADP の背景 村/県/州/中央の責任・役割 DADP 交付金の目的・配賦条件・流れ 会計報告、調達 モニタリング・評価 (M&E) 	
2007/08 (2008/09)	<u>DADP ガイドラインの改訂</u> <ul style="list-style-type: none"> DADP 交付金の使途を明確化。 マーケティング・民間セクター開発、及び食糧安全保障につき追記。 スワヒリ語版を作成。 	<ul style="list-style-type: none"> DADP 交付金の不適切な使用。 マーケティング・民間セクター開発促進の方針。 食糧安全保障への配慮。
2008/09	改訂なし	
2009/10 (2010/10) 本技プロ 第 2 年次	<u>簡易ガイドの作成</u> <ul style="list-style-type: none"> 本文を簡略化、添付資料で詳細を説明。 ポテンシャルの高い少数村落・プロジェクトの選定を指示。 村落での投資プロジェクトの最低予算額を設定。 プロジェクト概要書の作成を指示。 費用便益分析（資金回収期間）の実施を指示。 	<ul style="list-style-type: none"> DADP ガイドラインは長文・抽象的との意見。 プロジェクトが小規模かつ広く実施されていて、十分な効果を発揮していないとの認識。 個別投資事業の有効性向上。
2010/11 (2011/12) 本技プロ 第 3 年次	<u>簡易ガイドの改訂</u> <ul style="list-style-type: none"> 他の TWG が作成したガイドラインとの整合性向上 (DIDF¹¹事業の資金処理等)。 費用便益分析を詳細化。 	<ul style="list-style-type: none"> 他の TWG が作成したガイドラインとの齟齬があるとの見解。 個別プロジェクトの投資効果が十分得られていないとの認識。
2011/12 (2012/13) 本技プロ 第 4 年次	<u>簡易ガイドの改訂</u> <ul style="list-style-type: none"> バリューチェーンに沿った開発を導入。 ステークホルダー会合の開催を指示（特定農産物を選定）。 添付資料を充実。 	<ul style="list-style-type: none"> 農業セクター全体で民間参加による開発の傾向が強まったこと。

¹⁰ 1.1 項の「バックストップ」の説明（脚注を含む）を参照。

¹¹ District Irrigation Development Fund（県灌漑開発交付金）。

DADP ガイドラインの改訂は成果 1 に資する活動である。一連のガイドライン改訂において、技プロチームは、DADP P&I TWG と緊密に連携し様々な面で支援を行った。例えば、第 2 年次（2009/10 年度）では、コミュニティ・レベルでの投資プロジェクトの妥当性を検討する上で、資金回収期間の算定方法を示した。第 3 年次（2010/11 年度）では、計画の戦略性の向上に関して手法を提言し、プロジェクト概要書や費用便益分析の詳細化を図った。第 4 年次（2011/12 年度）のテーマであるバリューチェーンに沿った開発においては、この分野で先行している ACT¹²から特定農産物投資計画の知見を得、その上で、特定農産物選定の条件、バリューチェーン分析、チェーンに沿ったプロジェクトのまとめ表等を提供した。技プロチームの提案は適宜取り入れられ、その結果、ガイドラインは計画の戦略性に資する内容で充実した。

2.2.2. DADP 策定及び実施モニタリングに係る技術支援計画の策定支援

DADP P&I TWG 及び NFT は、DADP 策定に関する種々の支援・指導を州や県に伝えるために、年間活動計画（技術支援計画）を策定する。一方、PMO-RALG 農業ユニットは、DADP 実施モニタリングの技術支援として、主に DADP 事業進捗報告書に係る指導を行う。技プロチームは、それぞれの技術支援計画策定に対して支援を行った。

(1) 計画策定に関する技術支援計画（成果 1 に資する活動）

第 1 年次では、技術支援計画、特に県へのバックストップの改善方針・研修方針を検討した。DADP P&I TWG は当時、DADP 策定に係る主要な指示が県に十分周知されていないとの懸念があり¹³、県に対して直接的に支援を行う必要があることを認識していた。本技プロが実施する重点支援地域（州及び県）に対する巡回指導はこの認識に沿ったものとして了承され、翌年度以降 NFT とともにそれら地域に技プロチームも参加することとなった。また研修方針については、本技プロの巡回指導を通して新たな研修コンテンツ（例、投資事業と普及・研究の連携）を試行的に実施し、その結果を関係者に共有・検証した上で、適宜、次年度以降の活動に活用することとした。

技術支援計画に含まれる主な支援活動は以下のとおりである。これらは年度により名称・内容、実施時期等に多少差があるが、基本的には定常的に計画され、また実施された。

- DADP ガイドラインの改訂
- DADP 策定に係る NFT・州に対する研修（トレーナーズ研修¹⁴）
- 県へのバックストップ
- DADP 質的評価
- プロジェクト・レベル・アウトカム収集
- JIR への参加

¹² Agricultural Council of Tanzania (ACT) は、農業セクター民間企業のアンブレラ機関である。

¹³ 例えば、DADP 策定に関して「ポテンシャルを持つ少数村の選定」、「村レベルの投資プロジェクトの概要書の作成」を県に指示していたが、DADP 質的評価結果から、その指示が県に周知されていないことが判明した。

¹⁴ NFT・州に対するトレーナーズ研修は、両者が、県に対するバックストップ（次年度の DADP 策定に係る要点的説明・指導を示す）を担うためである。研修後、両者が担当する州に行き県への支援を行う。

第2年次の支援計画の概要を下表に示す。第2年次の支援計画は、ガイドラインの改訂を7月（年度開始直後）に想定するなど必ずしも現実的なものではなかった。実際、DADP ガイドライン改訂（簡易ガイドの作成）に時間を要したことから、県またはその下位にある郡へのバックストップは、予定を大幅に遅れ、翌年1月から3月の期間に実施することとなった。ただし、実際のバックストップは、NFT が県を個別に訪問しその後もメール・電話を使って助言を行うなど、第1年次の基本方針である「県レベルの直接的な支援」に従っての実施となった。

表 2.2.3 : 第2年次（2009/10年度）DADP 策定に関する技術支援計画及び実績

項目	計画時期	実施時期	計画との対比	備考
DADP ガイドラインの改訂	2009年7月	2009年11月	遅延して実施。	詳細は 2.2.1 参照。
NFT への研修	2009年9月	2009年12月	遅延して実施。	詳細は 2.2.4 参照。
県・郡への技術支援 1) 村落ベースのプロジェクト形成	2009年10月	2010年1-3月	遅延して実施。	詳細は 2.2.5 参照。
県・郡への技術支援 2) プロジェクト概要書作成	2009年11月			
県・郡への技術支援 3) DADP バックストップ	2010年2月			
DADP 質的評価	2010年3月	2010年6月	遅延して実施。	詳細は 2.2.10 参照。
JIR 参加	2009年9-10月	2009年9-10月	計画どおり実施。	詳細は 2.2.14 参照。

第3年次では、前年度の反省を踏まえ、支援計画をより現実的なものに近づけるよう DADP P&I TWG に働きかけた。下表に計画の概要と実績の対比を示す。

表 2.2.4 : 第3年次（2010/11年度）DADP 策定に関する技術支援計画及び実績

項目	計画時期	実施時期	計画との対比	備考
農業ビジネスに係る州・県・郡への研修	2010年10-11月	2010年11月	遅延して実施。	本活動は FAO 支援によるもの。本技プロは直接参加せず。
環境社会管理に係る州・県・郡への研修	2010年10-11月	2010年11月	遅延して実施。	本活動は世銀支援によるもの。本技プロは直接参加せず。
DADP ガイドラインの改訂	2010年10月 -2011年2月	2010年11-12月	計画どおり実施。	詳細は 2.2.1 参照。
DADP 策定に係る NFT・州に対する研修	2010年11-12月	2010年12月	計画どおり実施。	詳細は 2.2.4 参照。
DADP 策定に係る県へのバックストップ	2010年12月 -2011年2月	2010年12月 -2011年3月	計画どおり実施。	詳細は 2.2.5 参照。
DADP 質的評価	2011年3-4月	2011年5-6月	遅延して実施。	詳細は 2.2.10 参照。
DADP 実施の実態確認調査	2011年4-6月	2011年4-6月	小規模で実施。	詳細は 2.2.8 参照。
JIR 参加	2011年5-9月	2011年9-10月	遅延して実施。	詳細は 2.2.14 参照。

第3年次では、DADP P&I TWG の活動として農業ビジネス及び環境社会管理についての研修がそれぞれ FAO 及び世界銀行（世銀）からの要請で盛り込まれた。このため例年のガイドライン改訂等の活動はこれらの後に実施されるよう計画された。なお、3年次からは DADP 策定に係る NFT 研修に州を招集することとなった。

第4年次も前年度同様、現実的な技術支援計画の策定を DADP P&I TWG に働きかけた。4年次では、前年度から新たに加わったプロジェクト・レベル・アウトカム収集に関する支援も明示的に

計画に盛り込んだ¹⁵。予算配賦の全般的な遅れ等から実施時期に若干の遅れはあったものの、ほぼ計画どおりの実施となっている。なお、第4年次の支援計画は、DADP P&I TWG がほぼ独自に策定した。本活動を通じて DADP P&I TWG が年次当初に技術支援計画を策定することは定着したが、本来の DADP サイクルに比較して実施時期が遅く、全般的に時期の前倒しが必要である。

表 2.2.5 : 第4年次 (2011/12 年度) DADP 策定に関する技術支援計画及び実績

項目	計画時期	実施時期	計画との対比	備考
環境社会管理に係る州・県・郡への研修	2011 年 10-12 月	2011 年 11 月	計画どおり実施。	本活動は世銀支援によるもの。技プロは直接参加せず。
DADP ガイドラインの改訂	2011 年 12 月	2011 年 11-12 月	計画どおり実施。	詳細は 2.2.1 参照。
DADP 策定に係る NFT・州に対する研修	2011 年 10-12 月	2011 年 12 月	計画どおり実施。	詳細は 2.2.4 参照。
DADP 策定に係る県へのバックストップピング	2011 年 12 月 -2012 年 2 月	2012 年 2 月	計画どおり実施。遅延して開始。	詳細は 2.2.5 参照。
DADP 質的評価	2012 年 3-5 月	カウンターパートが実施予定。		
DADP プロジェクト・レベル・アウトカム収集	2011 年 11 月	2011 年 12 月	ほぼ計画どおり実施。	詳細は 2.2.8 参照。
DADP 実施の実態確認調査	2012 年 4-5 月	カウンターパートが実施予定。		
JIR の準備	2012 年 5 月	カウンターパートが実施予定。		

(2) 実施モニタリングに係る技術支援計画 (成果 2 に資する活動)

本技プロにおける DADP の実施モニタリングに係る支援は、主に DADP 事業進捗報告書の改善に係る活動である。DADP 事業進捗報告書は、毎四半期、県が州を通じて PMO-RALG 農業ユニットに提出する。このため、技術支援計画は、技プロチームによる農業ユニットへの支援及び同ユニットを通じた州・県に対する支援の計画にあたる。

第1年次に、技プロチームは報告書改善に係る要望、研修ニーズに係る聞き取り調査を実施した。調査結果に基づき、PMO-RALG 農業ユニットと協議して、以下の改善方針・研修方針を立てた。

表 2.2.6 : DADP 実施モニタリングの改善方針・研修方針

方針	主な内容
事業進捗報告書のフォーマット改訂	農業ユニット指定フォーマットの改善 (次頁図 2.2.1 参照) <ul style="list-style-type: none"> • 予算支出面のデータに加えて、活動進捗に係るデータを追加する。 • DADP 事業の成果を集計するための仕組みも検討する。
事業進捗報告書作成ガイドラインの作成	報告書作成方法に係るガイドラインの作成 知見と教訓を共有するセミナーを活用した報告書作成ガイドラインの普及
事業進捗報告書作成に係る研修	改善された報告書フォーマットの利用に係る実践的研修の実施 <ul style="list-style-type: none"> • 州行政局の能力強化に留意する。 • 研修と本技プロの巡回指導を効果的に組み合わせる。
事業進捗報告書の質の検証	県・州に対するフィードバックの実施 <ul style="list-style-type: none"> • 事業進捗報告書の質的評価を実施し、県・州に対して評価結果をフィードバックし、進捗報告書の改善を促す。 • 将来的に州・県が自立的に評価できるよう簡単な評価方法とする。

¹⁵ プロジェクト・レベル・アウトカム支援は、主に DADP 事業進捗報告書への支援に関連する活動であり、次項「(2) 実施モニタリングに係る技術支援計画」でも記載されている。

上記改善方針・研修方針を基にして、各年次で技術支援計画を策定した。

第2年次の技術支援計画及び実績は、表 2.2.7 のとおりである。第2年次は、PMO-RALG のセクター共通フォーマット導入の方針¹⁶により、DADP 事業進捗報告書に関する活動を一時見合わせたため、多くの支援活動が遅延した。なお、フォーマットは、実務経験を踏まえて関係者の要望により改訂されることになり、これは第3年次以降も続いた¹⁷。

表 2.2.7 : 第2年次 (2009/10 年度) DADP 実施モニタリングに関する技術支援計画及び実績

項目	計画時期	実施時期	計画との対比	備考
報告書のフォーマット改訂	2009年10-11月	2010年6月	遅延して実施。	詳細は2.2.4参照。
報告書作成ガイドラインの作成	2009年10-11月	2010年6月	計画どおり作成。配付が遅延。	詳細は2.2.4参照。
報告書作成に係る研修	2009年10-11月	2010年6月	遅延して実施。	詳細は2.2.4参照。
報告書の質の検証	2009年7-8月	2009年8月-2010年1月	遅延して実施。	詳細は2.2.4参照。技プロチームが試行的に実施。

第3年次は、前年の経験を踏まえ、より現状に即した計画を策定した。事業進捗報告書フォーマット改訂（繰越金¹⁸報告フォーマット追加）や DADP プロジェクト・レベル・アウトカムの収集が重要な活動として新たに加わった。

表 2.2.8 : 第3年次 (2010/11 年度) DADP 実施モニタリングに関する技術支援計画及び実績

項目	計画時期	実施時期	計画との対比	備考
報告書フォーマットの改訂 1) 改訂・配付 2) 繰越金フォーマット作成 3) 報告書作成能力の評価 4) 報告に基づく事業実施能力評価	1)-3) 2010年9月 4)は状況に応じて実施。	1)-3) 2010年12月	計画どおり実施。配付が遅延。 4)指標設定が難しいため、未実施。	詳細は2.2.4参照。
報告書作成に係る研修	2010年11月	2010年12月	ほぼ計画どおり実施。	詳細は2.2.4参照。
重点支援地域への巡回指導	第1・第3四半期	第1・第3四半期	計画どおり実施。	詳細は2.2.5参照。
セクター共通フォーマット導入支援	2010年9月	2010年11月	遅延して実施。	詳細は2.2.8参照。
プロジェクト・レベル・アウトカムのフォーマット配付	2010年11月	2010年12月	ほぼ計画どおり実施。	詳細は2.2.8参照。

¹⁶ 詳細は後項 2.2.8 (1) 参照。

¹⁷ フォーマットの改訂の変遷については、後項 2.2.4 (2) 参照。

¹⁸ DADP の予算執行率（全県執行状況の集計結果）は、これまで多くの年度で、6、7割となっている。繰越金が発生する理由としては、中央からの予算配賦の遅延（DPs の資金拠出の遅れにも関係している）、県の不十分な事業実施能力、受益者拠出金（県は支出しているが受益者がまだ使っていない）等、様々な要因が指摘されている。繰越金の発生は、DPs 側からみれば、更なる資金拠出の面で懸念材料になっており、ASLMs は説明責任と事業実施の改善の必要性から、繰越金のモニタリングを重視している。

また、第4年次の計画は、基本的に第3年次の内容を踏襲する形で策定され、若干の遅延はあるものの、ほぼ計画どおり、技術支援活動は実施された。

表 2.2.9 : 第4年次 (2011/12年度) DADP 実施モニタリングに関する技術支援計画及び実績

項目	計画時期	実施時期	計画との対比	備考
報告書フォーマットの改訂 1) フォーマットの改訂 2) 繰越金フォーマット改訂 3) 報告書作成チェックリスト 4) 物理的進捗を示す表を追加	1)-3) 2011年11月 4) 2011年10月	1)-3) 2011年12月 4) 2011年11月	1)-3) ほぼ計画どおり実施。 4) ほぼ計画どおり実施。	詳細は2.2.4参照。
重点支援対象地域への巡回指導	第1・第2 四半期	第1四半期に実施。第2四半期は、 報告書の検証に留めた。		詳細は2.2.5参照。
報告書作成に係る研修	2011年9月	2011年12月	遅延して実施。	詳細は2.2.4参照。
セクター共通フォーマットの導入支援	2011年9月	2011年11月	遅延して実施。	詳細は2.2.8参照。
プロジェクト・レベル・アウト カムの収集	2011年12月 -2012年3月	2011年12月	本報告書作成時点で 農業エットが実施中。	詳細は2.2.8参照。

2.2.3. DADP 策定及び実施モニタリングに係る研修教材の作成・見直し

(1) 計画策定に係る研修教材 (成果1に資する活動)

DADP P&I TWG は、NFT・州を対象としたトレーナーズ研修や県を対象にしたバックストップングを実施するにあたり、研修教材を作成する。本技プロでは第2年次 (2009/10年度) より、その作成・見直しを支援した。これまでに支援した研修教材の概要は下表のとおりである。

表 2.2.10 : DADP 策定に関する研修教材の概要と変遷

	教材	概要
第2年次 (2009/10 年度)	事業内容と DADP 交付金の対応表 事業パッケージ選定説明書	事業内容とそれに適用できる DADP 交付金の対応表 投資、普及、能力強化の3分野の事業を効果的に組み合わせること (パッケージ化) の有効性を説明。
第3年次 (2010/11 年度)	戦略的 DADP 策定のための SWOT ¹⁹ の利用	各県の個別の諸条件から県の農業セクター開発の方向性を抽出する手順として SWOT を説明。
	開発事業の選定におけるパッケージ・アプローチ及び中/長期的な計画策定を推奨	事業間の相互連携・相乗効果を促進するために事業のセット (パッケージ) 化を説明。また、3カ年、5カ年等の長期的視点で事業を進める重要性を説明。
	事業の優先順位付け	点数を付して事業の優先順位をつける方法を説明。
	費用便益分析	投資事業で費用・便益の把握から経済性を確認する方法を説明。投資回収期間に加え内部収益率も説明。
第4年次 (2011/12 年度)	DADP 優良事例報告書 (含、事例集)	重点支援州であるコースト州、モロゴロ州の実施プロジェクトから、①アウトカム、②農民グループ活動、③バリューチェーン、④民間等多様な組織との連携、⑤持続性などの点で優れた事例をまとめた報告書
	優良プロジェクト実現のための要点	上記報告書の分析から抽出した優良プロジェクト実現のための要点を主要事業分野ごとにまとめたもの
	バリューチェーン事業例	バリューチェーンに沿った開発の実例としてムクランガ県のキャッサバ加工プロジェクトの概要をまとめたもの (NFT と技プロの協働)
	バリューチェーン開発の要点	DADP をバリューチェーンに沿って作成するために必要な諸ツール (特定農産物選定基準、収益計算、バリューチェーン分析表など)

¹⁹ Strength, Weakness, Opportunities, and Threats (強み、弱み、機会、脅威)

第2年次では、技プロチームはDADP P&I TWGによる簡易ガイドの作成を支援するとともに、その内容をさらに分かり易くすることを目的に「事業内容とDADP 交付金の対応表」及び「事業パッケージ選定説明書」を追加資料として作成した。第3年次には、DADPの戦略性向上につながる研修教材を作成した。特に、費用便益分析の教材についてはDADP P&I TWGと協働して具体性の高いものを作成しガイドラインの付属資料として採用された。第4年次では、バリューチェーンに沿ったDADPを策定するという方針が打ち出されたことから、技プロチームはその要点をまとめた研修教材を作成し、これも同様にガイドラインの付属資料として採用されている。また、重点支援州であるモロゴロ、コーストからDADPの優良事例を収集・分析し、成功要因の共有を目的とした教材を作成した。またNFTも、これらの教材に基づき、優良事例の内容を具体的に紹介する資料を独自に作成し、研修等で活用した。本技プロで作成したDADP策定に係る研修教材は、ガイドラインの一部として、あるいはNFT・州のDADPの質に関する理解向上のための素材として活用され、DADPに対して徐々に高度化する要求に的確に答えてきた。

(2) 実施モニタリングに係る研修教材（成果2に資する活動）

DADP実施モニタリングにおいては、第1年次（2008/09年度）にDADP事業進捗報告書のフォーマットを改訂し、第2年次（2009/10年度）からそれを本格的に導入した。実施モニタリングに係る教材は、主に事業進捗報告書フォーマットの適切な利用、報告内容の向上、州・県の自立的検証能力の向上等を目指して作成された。これまで作成された研修教材の概要は下表にまとめられる。

表 2.2.11 : DADP 実施モニタリングに関する研修教材の概要と変遷

	教材	概要
第2年次 (2009/10年度)	報告書作成マニュアル	データ入力方法等、フォーマットを適切に利用するための要点をまとめたもの
第3年次 (2010/11年度)	事業進捗報告書の報告書作成能力改善資料	第2年次での活動を通して判明した報告書の質、そしてそれを改善するためのポイントを説明。
	質を検証するチェックリスト	州・県が提出前に報告書の質（データ入力方法）を自ら確認するためのチェックリスト。また受取り側（農業ユニット・州）からのフィードバックのツールとしても活用。
	事業進捗報告フォーマット（エクセル）の改訂、維持管理方法	農業ユニットが自立的にフォーマットを改訂・維持管理するために報告フォーマットの技術的詳細を説明。
	事業進捗報告フォーマット（エクセル）の適切な利用	バガモヨ県からの研修要請に応え、エクセルの技術的内容を説明。
	プロジェクト・レベル・アウトカム収集	プロジェクト・レベル・アウトカムの重要性、フォーマットの概要、収集方法を説明。

	教材	概要
第4年次 (2011/12年度)	質を検証するチェックリスト(改訂版)	データの入力方法ではなく、集計された結果からデータの正確性を問う項目を含めるため、改訂。
	県におけるプロジェクト・データ管理方法	県のプロジェクト管理の改善を目指して、プロジェクト・データ管理システムの説明

第2年次、技プロチームは、州・県が報告書フォーマットを適切に使用できるように、DADP 事業進捗報告書の作成・取りまとめマニュアルを作成した。同資料は、事業進捗報告書取りまとめに係る実施要領の一部として、年度末の「DADP 質の向上セミナー」で州職員に配付・説明された。第3年次に入り、技プロチームと農業ユニットは、それまでに州や県によって提出された報告書の質を検証し、その改善点を研修教材にまとめ、州・県にフィードバックした。また、彼らが自立的に検証できるようにチェックリストを提供し、その利用を促した。さらに、最終的に国レベルで取りまとめを担う農業ユニットに対しては、支援の持続性を確保するために、フォーマットの改訂・維持管理に必要なエクセル技術を紹介する教材を作成した。第4年次では、巡回指導等の支援経験から、県レベルのデータ管理が脆弱であることが進捗やアウトカムのデータの不備・不正確さの一因になっていることが判明したため、現場レベルでの情報収集・管理を改善するために県事務所のファイル管理システムの在り方を示す資料も作成した。DADP 実施モニタリングに関する研修教材は、当初は、進捗報告書を適切に作成することを目的とするものが中心であった。その後、持続性を担保するために、農業ユニットに対してはエクセル技術の教材、州や県等に対してはチェックリスト等を作成しその普及を図った。

2.2.4. 州及び地方自治体に対する技術支援の実施

(1) 計画策定に係る技術支援（成果1に資する活動）

前項2.2.2で示したとおり、DADP 策定に係る技術支援活動は、DADP P&I TWG の年間活動計画の中に含まれている。これらの内、DADP ガイドラインの改訂については2.2.1項に、DADP 質的評価については2.2.10項に、DADP プロジェクト・レベル・アウトカムについては2.2.8項に、さらにJIRへの参加については2.2.14項に記載した。

従って、本項では、DADP 策定バックストップの事前準備として実施されるNFT・州に対するトレーナーズ研修について記述する。県・郡へのバックストップについては、主に重点支援対象地域に対する巡回指導として実施したことから、次項2.2.5で報告する。

例年、DADP P&I TWG は、県へのDADP 策定に係るバックストップの開始に先立ち、NFTメンバーを対象にトレーナーズ研修を行っている。これは、県へのバックストップではNFTメンバーが州あるいは県に赴き、次年度のDADP 策定に係る要点を説明・指導するためである。技プロチームは、第2年次からバックストップに対する支援を開始したが、DADP ガイドラインの改訂（簡易ガイドの作成）に時間を要したため、NFTとガイドラインの内容等につき協議等を行ったものの、トレーナーズ研修の実施に至らなかった。この教訓を踏まえ、第3年次、技プロチームはDADP P&I TWG にトレーナーズ研修の計画的な実施を働きかけ、第4年次も同研修が継続的に実施されるようになった。第3年次にはまた、技プロチームからの提案により、NFT

に加え、全国 21 州から ASDP コーディネータ²⁰（各州 1 名）も参加することとなった。これにより NFT と州職員との連携が強化されるとともに、州職員の能力強化も促進された。州の参加は 4 年次のトレーナーズ研修でも継続的に実現された。これまで本技プロで実施したトレーナーズ研修の概要は下表のとおりである。

表 2.2.12 : DADP バックストップピングに係る NFT・州職員対象トレーナーズ研修の概要

項目	第 3 年次 (2010/11 年度)	第 4 年次 (2011/12 年度)
参加者	NFT (23 名) 州 (ASDP コーディネータ) (21 名) 技プロチーム (3 名)	NFT (15 名) 州 (ASDP コーディネータ他) 22 名 技プロチーム (3 名)
実施時期	12/17 - 12/20 (4 日間)	12/19 - 12/20 (2 日間)
実施場所	モロゴロ	モロゴロ
研修内容	DADP ガイドラインの説明 DADP 戦略性向上 (SWOT 分析/パッケージ・アプローチ/中長期計画/優先順位付け) 費用便益分析 DADP における環境社会配慮 アグリビジネス プロジェクト概要書作成の実践練習 DADP 事業進捗報告書* プロジェクト・レベル・アウトカム*	第 6 回 JIR の結果フィードバック バリューチェーン開発の概念と実践 (NFT による優良事例発表) DADP ガイドライン改訂案の説明・協議 DADP 優良事例活動となりうるためのチェックリスト DADP 事業進捗報告書 (改訂点、クロス・チェックの必要性、分析方法) *

(注) 上表のうち、* の活動は事業進捗報告に係る活動であり、活動内容は後述参照。

技プロチームは、第 3 年次及び第 4 年次ともに、講師として研修の一部を担当した。第 3 年次では、DADP 戦略性向上のための SWOT 分析や中長期計画策定等の主要な内容を技プロチームが担当した。しかし、第 4 年次ではバリューチェーン開発の概念やガイドラインの改訂案等の主要な内容を DADP P&I TWG や NFT が担当するようになり、技プロチームは側面支援に徹することができた (技プロチームはガイドラインの改訂作業を通して、要点を NFT 等に説明したのみ)。さらに第 4 年次では、新たな概念であるバリューチェーン開発への理解を深めるべく NFT を対象に事前に演習を行った。DADP ガイドライン (改訂版) に基づき、事前演習では、民間企業や研修・研究機関を招集したステークホルダー会合の開催や特定農産物の選定プロセス、バリューチェーン開発計画の策定方法を中心に議論が行われた。このように、DADP P&I TWG が意欲的にバックストップピングの事前準備の充実を図るようになった。また、第 3 年次に引き続き、第 4 年次もトレーナーズ研修へ州職員が参加することとなり、計画策定面においても、州が指導的役割を果たせるよう体制が整いつつある²¹。

(2) 実施モニタリングに係る技術支援 (成果 2 に資する活動)

前項 2.2.2. で示したとおり、本技プロでは DADP 実施モニタリングに係る技術支援として、事業進捗報告書の改善を主要テーマとして、フォーマット改訂、州対象研修、報告書の質の検証を計画した。

²⁰州には農業セクター担当官が 3、4 名配置されており、州内各県に対する技術的助言・指示を行う。州農業あるいは畜産担当官の内 1 名は「ASDP コーディネータ」に任命され、州レベルの ASDP/DADP 業務を専任している。

²¹ DADP 事業進捗報告面では、州は県報告書の取りまとめを行う役割を担っている。

フォーマットについては、本技プロの支援期間中に実際の適用で判明した課題や関係者のニーズに適宜対応する形で、機能を修正または追加した。改訂の変遷は下表のとおりである。改訂により、各県の予算執行率と成果達成率、交付金の種類（例：インフラ投資用交付金）とプロジェクトの種類（例：灌漑分野）ごとの予算執行率等が把握できるようになった。また、繰越金用の報告書フォーマットを導入し、繰越金の執行状況が明確に追えるようになった。国レベルでは、全国 132 県の予算執行状況が一覧表となる（下図参照）。

表 2.2.13：フォーマット改訂の変遷

改訂年次	主要変更・改訂点
第 1 年次	フォーマットの作成
第 2 年次	フォーマットの導入
	成果の計画と実績の対比可
	交付金の使途内訳把握可 交付金ごとの予算執行状況把握可
第 3 年次	活動ごとの受益者数の報告追加
	県ごとの予算執行率一覧追加
	繰越金の報告フォーマット導入
第 4 年次	活動ごとの予算執行率把握可
	県ごとの主要活動進捗一覧追加
	通常報告と繰越金報告の整合性確保

また、下表に示すとおり、州職員対象研修については、第 2 年次に、改訂フォーマットの配付やその利用方法を指導した。その後の第 3・4 年次では、実務を通して判明した報告上の誤り（よくある間違い）の改善方法及びフォーマットの改訂点を伝えるとともに、分析報告書の書き方等の指導を行った。また、技プロチームの支援により、農業ユニット自身もチェックリストを利用して報告書の質（データの妥当性）を検証し、その結果を州にフィードバックしつつある。

表 2.2.14：州職員対象研修と報告書の検証の概要

技術支援活動	第 2 年次 (2009/10 年度)	第 3 年次 (2010/11 年度)	第 4 年次 (2011/12 年度)
州職員対象研修	<p><u>DADP 質の向上セミナー</u></p> <ul style="list-style-type: none"> フォーマット利用方法の理解促進 現行フォーマットの改善点に係る協議実施 報告書取りまとめ実施要領の配付 	<p><u>NFT・州職員対象研修*1</u></p> <ul style="list-style-type: none"> フォーマットの改訂点 よくある報告上の間違いと是正方法（データ入力について） チェックリストの活用 繰越金フォーマットの導入 プロジェクト・レベル・アウトカム収集方法 <p><u>DADP 質の向上セミナー</u></p> <ul style="list-style-type: none"> フォーマットの改訂点 プロジェクト・レベル・アウトカム収集方法*2 	<p><u>NFT・州職員対象研修*1</u></p> <ul style="list-style-type: none"> フォーマットの改訂点 よくある報告上の間違いと是正方法（集計されたデータについて） チェックリスト（改訂版）（クロス・チェックの重要性等） 繰越金フォーマットの改訂 分析報告書の作成 <p><u>DADP 質の向上セミナー</u></p> <ul style="list-style-type: none"> DADP 実施モニタリングの改善結果の共有
報告書の質の検証	2008/2009 年度年間報告書に対する質の検証	2009/2010 年度年間報告書に対する質の検証 チェックリストの導入	2010/2011 年度年間報告書に対する質の検証 チェックリストの利用促進

（注 1） NFT・州対象研修は、本項「(1) 計画策定に係る技術支援」で記したトレーナーズ研修の一部として実施。

（注 2） プロジェクト・レベル・アウトカム収集については、後項 2.2.8 参照。

2.2.5. 重点支援対象地域の選定及びそれを対象とする巡回指導

本技プロでは、重点支援対象地域を選定し、DADP 策定（成果 1）と実施モニタリング（成果 2）の両分野で巡回指導を行った。DADP 策定に関する重点支援対象地域への支援は、「DADP 策定に係る県へのバックストップ」も兼ねての支援活動であった。重点支援地域選定による支援の主な目的は、巡回指導で得た知見・経験は中央にフィードバックして技術支援の更なる改善を目指すことである。

重点支援地域の選定においては、DADP P&I TWG 及び PMO-RALG 農業ユニットと協議を重ねて、「アクセスが良い」、「農業・市場ポテンシャルが高い」、「DADP の質が低い県を主に対象としつつ、質が高い県を少なくとも 1 県支援する」等を留意点とし、州間の比較から、まずモロゴロ州とコースト州を選出し、さらに前州からキロサ県及びモロゴロ県、そして後州からバガモヨ県及びムクランガ県を重点支援県とした（下表参照）。

表 2.2.15：重点支援地域の選定

対象候補	主な選定根拠（相対的根拠）
コースト州	市場ポテンシャルが高い。農業セクターの重要性が高い。アクセスが良い。
バガモヨ県	コースト州において、DADP の質が低い。
ムクランガ県	同州において、DADP の質が低い。 同州において、DADP 事業進捗報告書の質が低い。
モロゴロ州	農業ポテンシャルが高い。市場ポテンシャルが高い。アクセスが良い。
モロゴロ県	モロゴロ州において、DADP の質が低い。 同州において、DADP 事業進捗が良くない。
キロサ県	同州において、DADP の質が比較的高い。

第 4 年次では、「質の高い DADP 策定及び実施の普及促進」という中間レビューの提言を踏まえ、重点支援対象 2 州（モロゴロ、コースト州）に加えてさらに 2 州に対し追加支援を行うこととした。計画策定面では、DADP P&I TWG と協議した結果、比較的計画策定能力が高く、農業ポテンシャルも高いとされるイリンガ州及びムベヤ州を選定した。また、実施モニタリングの面では、農業ユニットと協議し、前年度の年間事業進捗報告書で最も質が低いとされたキゴマ州及びドドマ州を選定した。以下に、重点支援対象地域における巡回指導の概要を計画策定面と事業進捗報告面に分けて報告する。

（1）計画策定に係る巡回指導（成果 1 に資する活動）

計画策定面での巡回指導は、例年、重点支援対象 4 県を含むモロゴロ州及びコースト州において実施されるバックストップに参加する形式で実施した。技プロチームは、第 2 年次より本活動を開始した。これまでの巡回指導の概要と変遷は下表のとおりである。

表 2.2.16 : 計画策定に係るバックストップング（巡回指導）の概要

項目		第 2 年次	第 3 年次	第 4 年次
実施時期		2010 年 1 月初旬～3 月初旬	10 年 12 月後半～11 年 3 月	2012 年 2 月
支援対象		コースト州 7 県 モロゴロ州 6 県	コースト州 7 県 モロゴロ州 6 県	コースト州 7 県 モロゴロ州 6 県 イリンガ州 8 県* ムベヤ州 8 県*
活動内容	計画策定指導	県への個別訪問 ・簡易ガイドの説明 ・ポテンシャル村落選定 ・プロジェクト概要書	州での研修 ・SWOT 分析等 ・DADP での環境社会配慮 ・アグリビジネス	州での研修 ・バリューチェーンに沿った計画策定 ・特定農産物の選定
	ドラフト検討	州での会合 コースト州のみ県訪問 (3 月 : 各 1 日)	州での会合 コースト州 2 県のみ訪問 (2～3 月 : 各 1 日)	州での会合 (3 月予定)
州職員の役割		研修受講者 県職員とともに指導受講	指導者 ・県職員に対する助言 ・バックストップング後のフォローアップ	指導者 ・NFT とともに指導 ・バックストップング後のフォローアップ
県職員の理解状況		簡易ガイドを概ね理解した。しかし、費用便益分析等への理解が不十分。	SWOT 分析や費用便益分析の理解が向上。DADP の戦略性や個別プロジェクトの投資効果のある程度理解。	バリューチェーン概念を理解。しかし、昨年度までの計画策定との整合や一産品のみの選定を懸念。

(注 1) 第 4 年次に、DADP P&I TWG と協議の上、追加支援州としてイリンガ州及びムベヤ州を選定。

第 2 年次では、DADP ガイドラインの簡易ガイドに従い、ポテンシャル村落の選定や費用便益分析を含むプロジェクト概要書の拡充を中心に指導を行った。県が作成した DADP ドラフトは概ね簡易ガイドの指示に準拠していたが、費用便益分析への理解が不十分であることを確認した。第 3 年次は、州に県職員を招集し、計画策定の指導及びドラフトの検討会を実施した。計画策定の指導は主にトレーナーズ研修の内容 (SWOT 分析、DADP での環境社会配慮、アグリビジネス等) を中心に行い、技プロチームは、特に SWOT 分析や費用便益分析に関して助言を行った。DADP ドラフトでは、これら手法への取り組みが見られ、戦略性や個別プロジェクトの投資効率にもある程度の理解が進んでいることが確認された。第 4 年次の巡回指導も州での会合形式で実施した。そこでは特定農産物を選定し、そのバリューチェーンに沿った開発計画を策定する演習を取り入れた。技プロチームは、バリューチェーン分析等で助言を行うなど、県の状況に応じた開発の実施を推進した。県職員の多くはバリューチェーンの概念に理解を示しつつも、昨年まで実施していた計画策定プロセス (対象農産物選定や活動内容はコミュニティがボトム・アップ・アプローチで決定) との整合性や、支援農産物を 1 つに限定するという NFT からの指導について懸念も示した。技プロチームは、今後のフォローアップや次年度のバックストップングに活用されるよう重点支援地域での観察事項を DADP P&I TWG にフィードバックした。

(2) 実施モニタリングに係る巡回指導（成果 2 に資する活動）

実施モニタリングにおいては、主に第 1 及び第 3 四半期に、事業進捗報告書の改善を目的に巡回指導を実施した。前項で示したとおり、本技プロ開始当初は、多くの県が報告書を適切に作成していなかった。巡回指導対象 4 県においても、旧フォーマットの継続利用、エクセルでの入力ミスといった初歩的な問題を始め、事前の計画 (アクション・プラン) と進捗との整合性の欠如等、

様々な課題が確認された。こうした課題に対応すべく、技プロチームは重点支援対象 4 県に対し巡回指導を通じて直接的な改善支援を行うとともに、巡回指導から得られた知見を農業ユニットにフィードバックし、事業進捗報告に係る技術支援の改善を図った。技プロチームの巡回指導の概要は下表のとおりである。

表 2.2.17：事業進捗報告に係る巡回指導の概要

項目	コースト州		モロゴロ州	
	バガモヨ県	ムクランガ県	キロサ県	モロゴロ県
第 2 年次	事業進捗報告書作成に係る基本的事項の指導 ・報告書フォーマットの説明 ・エクセルによるデータ入力 ・アクション・プランに対応した進捗報告 ・プロジェクトの進捗と予算執行率との整合確認			
	・入力ミスの減少等の改善 ・アクション・プランに応じた進捗報告に課題。	・入力ミスの減少等の改善	・入力ミスの減少等の改善 ・アクション・プランに応じた進捗報告に課題。	・入力ミスの減少等の改善
第 3 年次	事業進捗報告書作成に係る改善点の指導 ・フォーマットの改善点の指導 ・チェックリストの導入 ・繰越金報告フォーマットの利用状況の確認及び改善点の指導 ・分析報告書作成状況の確認及び指導 ・DADP 実施上の課題の把握と助言			
	・エクセルで概ね適切に作成。 ・繰越金報告作成も概ね良好。	・エクセルで概ね適切に作成。 ・ワードによる分析報告書の作成を指導。	・エクセルで概ね適切に作成。 ・繰越金報告作成も概ね良好。	・エクセルで概ね適切に作成。 ・繰越金報告の作成に課題。
第 4 年次	事業進捗報告書作成に係る改善点の指導 ・フォーマットの改訂点の説明と指導 ・分析報告書作成の指導 ・チェックリストの活用状況の把握と指導			
	・エクセルで概ね適切に作成。 ・チェックリストの活用を指導。 ・分析報告書作成指導。	・エクセルで概ね適切に作成。 ・チェックリストの活用を指導。 ・分析報告書作成指導。	・エクセルで概ね適切に作成。 ・チェックリストを適切に活用。	・エクセルで概ね適切に作成。 ・チェックリストを適切に活用。

第 2 年次では、多くの県職員が前年度に導入された報告書フォーマットを十分理解していなかったため、フォーマットの基本的な利用方法を中心に指導を行い、エクセルの入力方法や集計結果への理解を促した。これにより、初歩的なデータ入力ミスが減少した。他方、データに基づく分析や、アクション・プランに対応した進捗報告は十分行われていないことが次年度以降の課題となった。第 3 年次では、前年度のフォローアップを行うとともに、新たに導入された繰越金報告フォーマットの利用方法やワードの分析報告の強化に注力した。この結果、巡回指導対象のほぼ全県でフォーマットを適切に利用でき、データが揃うようになった。しかし、本来、データに基づく分析報告書の内容は依然として不十分である。第 4 年次では、第 3 年次の活動を継続するとともに、事業進捗報告書の質が低いキゴマ州及びドドマ州への追加的な巡回指導で演習を行った。

演習では、報告内容の誤りが指摘され、またその修正方法が提案された。このことから、両州とも報告書に係る理解はあるものの、実際の作成・統合プロセスでは精査が十分できていないことが明らかとなった。巡回指導で得た知見を生かして、NFT・州職員対象研修等で、チェックリストの積極的活用を推進し、それを報告書提出時に合わせて提出することを提案した。

2.2.6. 州を対象とする DADP 事業進捗報告取り まとめに係る OJT

四半期ごとに県が作成する DADP 事業進捗報告書は、州レベルで統合・集計され取りまとめられることになっている。しかし、本技プロ開始時は、県・州職員の報告書フォーマットへの理解不足により、多くの州で統合作業を円滑に行えず、州の統合報告書を適時に PMO-RALG へ提出するのが困難な状況であった。技プロチームは、成果 2 に資する活動として、主に第 1 及び第 3 四半期に重点支援対象地域の州職員（コースト州及びモロゴロ州）を対象に統合方法の指導を行い、州の能力強化を図ってきた。

第 2 年次では、技プロチームは、報告書フォーマットの内容及び統合作業方法について指導した。その結果、州職員のフォーマットの基本的な内容への理解が深まり、モロゴロ州では第 2 年次中に州職員のみで統合作業を完了することができるようになった。第 3・4 年次では、州職員の県に対する指導能力や統合結果の分析能力の向上に注力した。これにより、州職員が電話やレター等で県へフィードバックを行うようになり、指導能力の向上が確認された。特にモロゴロ州では、州レベルの四半期会合を通して提出期限の遵守を働きかけることや、チェックリストを活用したフィードバック体制の確立等、積極的な取り組みがあった。また、州報告書の充実化を図るべく、事例を活用して統合結果の分析方法を説明し、州職員の理解を促した。技プロチームは、州職員との共同作業で特定されたニーズを農業ユニットにフィードバックし、フォーマット改訂やチェックリストの作成に役立てた。本技プロの支援概要は下表のとおりである。

表 2.2.18 : 州の取りまとめ作業の支援概要 (コースト州)

項目		第 2 年次	第 3 年次	第 4 年次
主な支援内容		フォーマット構成・内容の理解促進 統合作業方法の理解促進	統合作業プロセスの改善 県へのフィードバック 統合結果の分析能力向上	県へのフィードバック 統合結果の分析能力向上
確認事項	州職員の取りまとめ能力	フォーマットや統合作業の基本的な内容につき州職員の理解向上を確認。	州職員のみで統合作業を完了。作業プロセスの向上を確認。PMO-RALG へ適時に提出。	州職員のみで統合作業を完了。PMO-RALG へ適時に提出。
	県に対するフィードバック	電話連絡や近隣県への訪問で修正指導を実施。	電話連絡やワークショップ実施で修正指導実施。	電話連絡や近隣県への訪問で修正指導を実施。
	統合結果の分析	未実施。	事例を挙げて統合結果の分析方法を説明。	繰越金報告のみのため未実施。

(注) 第 2 年次までは繰越金の報告に統一規定がなく混乱状態であったが、第 3 年次に繰越金報告フォーマットが標準化され、技プロチームも同フォーマットに基づいて州職員への指導を実施。

表 2.2.19 : 州の取りまとめ作業の支援概要 (モロゴロ州)

項目		第 2 年次	第 3 年次	第 4 年次
主な支援内容		フォーマット構成・内容の理解促進 統合作業方法の理解促進	統合作業プロセスの改善 県へのフィードバック 統合結果の分析能力向上	県へのフィードバック 統合結果の分析能力向上
確認事項	州職員の取りまとめ能力	技プロチームの指導後、第 2 年次中に州職員のみで統合作業を完了。	州職員のみで統合作業を完了。作業プロセスの向上を確認。PMO-RALG へ適時に提出。	州職員のみで統合作業を完了。作業プロセスの効率化を確認。PMO-RALG へ適時に提出。
	県に対するフィードバック	技プロから電話連絡等で修正指導を行うよう指導。	チェックリストの活用、改善点をレターやメールで送付、データにコメントする等、フィードバック体制をほぼ確立。	チェックリストの活用、電話連絡等で修正指導実施。
	統合結果の分析	未実施。	事例を挙げて統合結果の分析方法を説明。	繰越金報告のみのため未実施。

(注) 表 2.2.18 の注を参照。

2.2.7. PMO-RALG による DADP 事業進捗報告書取りまとめ支援

州レベルの DADP 事業進捗報告書は、PMO-RALG 農業ユニットによって国レベルで取りまとめられる。技プロチームは、成果 2 に資する活動として、この取りまとめ作業に参加した。事業進捗報告書の作成上の課題を把握し、それに基づき同ユニットに対して技術支援を行ってきた。国レベル取りまとめ支援の概要、及び同支援による農業ユニットの行動変容は以下にまとめられる。

表 2.2.20: PMO-RALG における DADP 事業進捗報告書取りまとめ支援の概要

項目	第 2 年次 (2009/10 年度)	第 3 年次 (2010/11 年度)	第 4 年次 (2011/12 年度)
取りまとめ主体性	技プロチーム主導 (農業ユニットは共同作業として参加。)	農業ユニット主導 (技プロチームは繰越金報告書で取りまとめを一部支援。)	農業ユニットで完結 (技プロチーム関与なし。)
技プロチームの支援内容	<ul style="list-style-type: none"> 通常予算データ取りまとめ 繰越金データ取りまとめ フォーマットの改訂 	<ul style="list-style-type: none"> 繰越金データ取りまとめ フォーマットの改訂 エクセル技術研修 	<ul style="list-style-type: none"> フォーマットの改訂 エクセル技術 統合されたデータの妥当性の検証及び分析方法
農業ユニットの行動変容	<ul style="list-style-type: none"> データ取りまとめ方法を習得。 	<ul style="list-style-type: none"> 通常予算データの取りまとめができる。 フォーマット改訂に必要なエクセル技術の基本を理解。 	<ul style="list-style-type: none"> 通常予算・繰越金データ双方の取りまとめができる。 フォーマットの維持管理がある程度可能。 データ管理方法の改善で、データの整合性を確保。 分析報告書を試みる。
国レベル報告書の改善点	予算執行や成果の面で、計画値に対する実績を把握することが可能となった。	通常予算報告書に加えて、繰越金の執行状況について報告が可能となった。	繰越金報告が前年度の報告と整合するようになった。 プロジェクトの種類ごとに予算執行率が把握できるようになった。 問題分析や政策提言が少しできるようになった。

第1年次において、技プロチームは農業ユニットと協働で、報告書フォーマット案を作成した。成果の計画値や達成数、予算の支出額等を自動集計する仕組みを取り入れるため、エクセルファイルで作成し、技プロチームはその仕組み作りを支援した。第2年次から同フォーマットを使ってデータの取りまとめを開始した。段階的な技術移転を図るため、まずは技プロチームが取りまとめ作業を実践し、彼らの参加を取り付ける形でデータの統合作業を行った。第3年次からは農業ユニットが主体的に取りまとめ作業を行うようになり、最終年次で同作業は農業ユニット内で完結し、国レベル報告書を作成することができるようになった。技プロチームの支援は、年次を進むごとに、取りまとめ作業そのものから、フォーマットの修正・改訂を行うためのエクセル技術、データの妥当性・整合性の確認方法、分析報告書の書き方に移行していった。現在、農業ユニットは、データ取りまとめ・その管理を通じて、データの正確性の向上に努めている。また習得したエクセル技術を用いて、フォーマットの修正にもある程度対応できるようになった。

2.2.8. その他の DADP 実施モニタリング活動支援

本技プロでは、DADP 実施モニタリング支援において、DADP 事業進捗報告書の改善に加えて、(1) セクター共通フォーマットへの移行支援と (2) プロジェクト・レベル・アウトカム収集に係る支援を実施した。なお、本活動はともに成果2に資するものである。

(1) セクター共通フォーマットへの移行支援

本技プロでは、開始当初、PMO-RALG 農業ユニットが使用してきた報告書フォーマット（現行フォーマット）の継続的利用を念頭に、支援活動を想定した。しかし、第2年次に入り、PMO-RALG 上層部から、全てのセクターを対象にしたセクター共通フォーマットの導入の方針が伝えられた。これを受け、技プロチーム及び農業ユニットは、PMO-RALG 関係部局と協議を重ね、当面、現行フォーマットの継続使用を念頭に支援を続ける一方、セクター共通フォーマットの農業セクターへの適用可能性を検証することにした。本活動の概要及び変遷は下表のとおりである。

表 2.2.21：セクター共通フォーマット導入に係る経緯と本技プロの支援概要

年度	状況	本技プロの主な支援概要
第2年次 (2009/10年度)	PMO-RALG 上層部よりセクター共通フォーマットの導入の方針が伝えられる。	セクター共通フォーマット導入の試行的検証を実施。(セクター共通フォーマットを農業セクターに導入した場合、どのような情報が失われるか等を試行的に検証)。
第3年次 (2010/11年度)	セクター共通フォーマット案が変更される (PMO-RALG の政策が不明慮になる)。	セクター共通フォーマット案に対する提案書を作成。(ASDP M&E TWG と DADP P&I TWG とともに)。 これを受けて、関係者間で今後の対応を確認。PMO-RALG がフォーマット案を決定した後に農業省に回覧してコメントを求めることで合意。
第4年次 (2011/12年度)	PMO-RALG によりセクター共通フォーマットが決定される (農業省に対する回覧は実現されなかった)。	DADP P&I TWG や農業省政策計画局長との協議を促進。新たに候補となったフォーマットを検証し、提案をまとめた。 農業省はフォーマットの改訂を提案するレターを PMO-RALG 宛てに発出 (11月)。

第2年次に、セクター共通フォーマットの導入に係る試行的検証を実施した結果、同フォーマットは財務面の情報収集に特化したデザインとなっており、そのためDADPで整備された施設の種類や数など成果（アウトプット）の把握・集計が困難であることが判明した。第3年次、その結果に基づき、DADP P&I TWGとASDP M&E TWGとも協議を重ねて、セクター共通フォーマットを改訂するための提案書を作成した。その後、PMO-RALG側でセクター共通フォーマットの候補案が変更される等の紆余曲折があったものの、本技プロ完了時では、農業省がPMO-RALGにレターを提出し、同フォーマットにおける問題点、改訂の可能性を打診しているところである。

(2) プロジェクト・レベル・アウトカム収集に係る支援

ASDPの実施に伴う成果の確認は、バスケット・ファンド運営委員会等で2009/10年度頃より議論され始めた。ASDP全体に係る成果（アウトカム）は、従来、ASDP M&E システムの一部として、JICA「ASDP事業実施監理能力強化計画」（ASDP M&E プロジェクト）支援の下、整備が進められているところである。ASDP M&E が農業セクター全体のパフォーマンスに焦点を当てる一方、一部の関係者は、DADPとして実施される個別プロジェクトによる直接的な成果（プロジェクト・レベル・アウトカム）を確認することの重要性を指摘していた。

本技プロ第2年次（2009/10年度）に、DADP P&I TWGは、ASLMsの指示に基づき、DADPの成果を把握する目的で実態確認調査を実施した²²。これは当初計画には含まれない活動ではあったが、技プロチームは、技術支援の一環として、可能な限り調査に参加し支援を行った。

本技プロ第3年次（2010/11年度）に入り、DADP P&I TWGは前年に開始したDADP実態確認調査も年間活動に盛り込んだ。一方、この年はASDP開始後5年目になることもあり、ASDP成果の収集・提示に関するDPsから政府への要請はさらに強まった。これを受け、農業省上層部は、改めてDADP P&I TWGにASDP M&E TWG²³及びPMO-RALG農業ユニットと共同してデータ収集を進めるよう指示を出した。このような状況から、本技プロは第3年次よりプロジェクト・レベル・アウトカムの収集及びDADP実態確認調査に向けた支援を技術支援活動の一つとして位置づけ、DADP P&I TWG及び農業ユニットへの支援を開始した。

第3年次のプロジェクト・レベル・アウトカム収集では、技プロチームは、農業ユニットと両TWGとの間の連携を重視しつつ以下の作業を支援した。

- プロジェクト・レベル・アウトカム収集方法の検討
- データ収集フォーマットの作成
- 州に対するデータ収集方法に係る研修実施（NFT・州対象トレーナーズ研修）
- 中央レベルでのデータ集計方法の検討・集計作業の実施

その結果、全国21州のうち12州から農業ユニットにデータが提出された。農業ユニットは提出されたデータの集計を試みたものの、データの信頼性や集計方法で難しいことが判明し、技プロチームの助言によりアウトカムの報告を断念した。

²² 同調査は、DADP事業の成果（アウトプットとアウトカム）を把握することを目的にDADP P&I TWG、NFT、ASDP M&E TWGを動員して「DADPフォローアップ調査」と称して実施された。

²³ ASDP M&E TWGは、農業セクター全体のM&Eを担当しており、DADP P&I TWGとPMO-RALG農業ユニットは、DADPに含まれる個別プロジェクトのM&Eを担当している。このことからプロジェクトのアウトカム収集については、DADP P&I TWGが主体となり、ASDP M&E TWGと協働で進めることになった。

アウトカム・データの収集が芳しくない状況を踏まえ、DADP P&I TWG と技プロチームは、小規模の DADP 実態確認調査として、コースト州の 3 県（ムクランガ県、バガモヨ県、キバハ県）でアウトカム収集の実態調査を行った。調査の結果、県レベルでデータが収集できない原因は様ではないが、県がそもそもアウトカムの概念を理解していないこと、アウトカム・データを収集していないこと、配付されたフォーマットの使用方法を理解できなかったこと、アウトカム収集の体制（予算や人員）が不十分であること等が考えられる。このような結果を受け、州を招集して実施した DADP 質の向上セミナーにおいて本活動の結果を報告し、関係者間で今後の対応に関する協議を行った。

第 4 年次においても、農業ユニット及び DADP P&I TWG はプロジェクト・レベル・アウトカム収集の継続に強い意向を示し、技プロチームは可能な範囲で支援を行った。第 3 年次で把握された課題と関係者間で協議した対応策を踏まえ、基本的にはデータ収集フォーマットの簡素化を中心に支援を行った。また県職員のアウトカム概念に対する理解向上のため、DADP ガイドラインにプロジェクト・レベルのアウトカムを明記する指示を盛り込んだ。また、巡回指導等からの知見を生かして、通常業務の中でプロジェクト・レベル・アウトカムを収集し、中央からのデータ報告要請に適宜対応できる体制を整えるため、県レベルのプロジェクト・データ管理の在り方を示す研修教材を作成した（下表参照）。

表 2.2.22：プロジェクト・レベル・アウトカム収集に係る技術支援（第 4 年次）

第 3 年次で特定された課題	課題への対応策	技プロチームの技術支援 (第 4 年次実績)
県職員のアウトカム概念に対する理解不足	DADP ガイドラインにアウトカム概念の説明を明示。 州・県に対する研修を実施。	同ガイドラインに反映。
県職員のデータ収集フォーマットに対する理解不足	フォーマットを簡素化 州・県に対する研修を実施。	フォーマットの簡素化実施。
ベースライン・データの未設定	プロジェクト概要書のアウトカムの明記を DADP ガイドラインで指示。	同ガイドラインに反映。 県レベルのプロジェクト・データ管理の在り方を提案。
データ収集実施体制の不備（予算不足や人員不足）	協議継続。	県レベルのプロジェクト・データ管理の在り方を提案。

2.2.9. DADP 質的評価の評価項目の見直し及び実施方法の改善

DADP 質的評価とは、各県が作成した DADP 計画文書に対して、文書の質を測る評価項目を設定し、その評価項目に基づき点数付けを行い、DADP の質を検証する作業である（図 2.2.3 参照）。これにより、中央、州、県の関係者間で「DADP の質」に対して共通理解を醸成することができ、現在の DADP の質がどの程度なのか、今後どの分野を強化していく必要があるのかを把握することができる。

同評価は 2007/08 年度に「地方開発セクタープログラム策定調査フェーズ 2 支援」のもと導入された。本技プロでは、同評価が DADP P&I TWG の年間活動として定着すべく、評価項目の見直しや実施方法の改善を通し、その実施を支援してきた（成果 1 に資する活動）。

評価項目の見直し及び実施方法の改善に係る支援の概要及び変遷は以下のとおりである²⁴。

表 2.2.23 : DADP 質的評価項目の見直し及び実施方法の改善

項目	第 1 年次 (2008/09 年度)	第 2 年次 (2009/10 年度)	第 3 年次 (2010/11 年度)
中央からの指示・政策的状況	DADP の対象として、ポテンシャルのある少数村落の選定 個別プロジェクト概要書作成	少数村落の選定と個別プロジェクト概要書の継続 州による県支援体制の強化 (ASDP コーディネータ任命)	少数村落の選定と個別プロジェクト概要書の継続 個別プロジェクトに対する審査 (アプレイザル) の導入 プロジェクト・レベル・アウトカムの収集
評価項目の見直しの変遷	<u>主に書式面の確認 (DADP の基本要件を確認する評価)</u> ・少数村落選定と個別プロジェクト概要書の有無を追加 (書式使用を確認)。 ・多くの県によって達成されている項目を削除。	<u>主に書式面の確認 (政策的要件に重点を置いた評価)</u> ・少数村落選定と個別プロジェクト概要書に係る評価に比重を置く。 ・多くの県によって達成されている項目を削除。	<u>計画内容についての確認 (事業選択、全体戦略の確認等)</u> ・個別プロジェクトに対する審査を導入。評価結果に応じて改善を促す。 ・県の全体戦略性に関する項目を追加。
実施方法の変遷	・ NFT のみで実施していたため、次年度以降は、県を直接支援する州を巻き込んで評価することを提案。 ・ 技プロチームは、①評価 (132 県の DADP を NFT と作業分担)、②評価作業の全体運営、③評価結果の分析を支援。	・ 評価項目の見直しは計画に従って行われず (性急なプロセスで実施)。改善を提案。 ・ 州による評価を実現。	・ 評価項目の見直しを計画に従って実施。 ・ 州による評価を継続。
		・ 技プロチームは評価に参加せず、②評価作業の全体運営、③評価結果の分析を支援。 ・ 運営等を DADP P&I TWG 自身で実施するように提案。	・ 技プロチームは評価や運営に参加せず、③評価結果の分析を支援。 ・ DADP P&I TWG は管理グループを設置し、運営を担う。

評価項目の見直しを通して、DADP 質的評価を主に計画の書式面を確認する作業から、中央の政策が反映されているかを確認する作業、さらには計画の質を問い、DADP に含まれるプロジェクトの選択に影響を及ぼすツールへと発展させた。実施方法については、県を直接支援する立場にある州による参加を取り付けるとともに、DADP P&I TWG が評価作業全体を担えるように支援してきた。その結果、第 3 年次には、エクセルを用いた評価結果の分析を除くほぼ全ての面で、同 TWG が主体的に実施できるようになった。その後、終了時評価において、カウンターパートからエクセル技術の研修が提案され、技プロチームはその提言に基づき、同研修を実施し、彼らはデータ分析の基本的操作を学んだ²⁵。

²⁴ 2011/12 年度の DADP 質的評価は、技術支援計画に則って、本技プロ終了後の 2012 年 3-5 月に実施される予定。

²⁵ エクセル技術研修により、カウンターパートは、DADP 質的評価の分析に必要な技術本を習得したと考える。

2.2.10. DADP 質的評価の実施

DADP 質的評価は年に一回、NFT・州等が一堂に会してワークショップという形で開催される。DADP P&I TWG が評価項目や方法について説明した後、一つの DADP を全員で評価し、評価者間の理解を統一する。各自の評価作業の後には、評価結果が議論され、今後の対応が検討される。本技プロ支援のもと、これら一連の作業は、質的評価の実施プログラムとして定着した（成果 1 に資する活動）。

各年次の DADP 文書の質的評価の結果を表 2.2.24 にまとめた。同評価では、評価項目に対して点数付けを行い、その結果に応じて、DADP を「Good」、「Fair」、「Poor」等のランクに分ける。下表のランク別県の割合が示すように、第 1 年次から第 2 年次にかけて、主に計画の書式面で、多くの DADP が一定の質に到達したことが確認される。文書の構成や添付書類で DADP の基本要件や政策的要件を満たしたことを示している。第 3 年次において、「Very Good」または「Good」の県の割合が極端に減った。これは、これまで書式面の確認から計画の質・内容に関する精査に移行した結果、評価基準がより厳しいものになったことが原因である。

他方、本技プロで選出した経年評価指標²⁶においては、年度ごとに改善が見られている。同指標に対する目標値として、主要評価項目で 0 点を取った県の割合（主要 5 項目の平均値：低い値ほど良い）を、ベースラインの 42%から 20%まで下げることを設定したが、第 2 年次（2009/10 年度）において 9.8%まで削減することができ、所期の目標を達成することができた。質的評価の結果の解釈については表中に示すとおり、留意すべき点はあるが、概ね、本技プロに一定の効果があったと考えられる。因みに、DADP P&I TWG では第 3 年次の評価結果に基づき、各県に個別プロジェクト概要書の改善を義務づけた（改善が図れない限り、予算を配賦しない処置をとった）。これは、質的評価を DADP 策定・実施に影響を与える具体的なツールとして活用したものであった（それまでは、質的評価の結果は予算配賦に直接反映されなかった）。

今後、実践（実際の業務への適用）を通して、技術を定着させることが必要である。

²⁶ 本技プロの第 1 年次（2008/09 年度）に、質的評価の評価項目から特に重要であり改善が求められる項目を選出し、経年指標に設定した。評価項目の詳細は表 2.2.24 の注釈参照。

表 2.2.24 : これまでの DADP 質的評価の結果

項目	第 1 年次 (2008/09 年度)	第 2 年次 (2009/10 年度)	第 3 年次 (2010/11 年度)
評価の性質	主に書式面の確認 (DADP 文書の基本要件を 確認する評価)	主に書式面の確認 (中央からの政策的要件へ の対応を確認する評価)	県の全体戦略の確認と個別 プロジェクトに対して審査 を行い、改善を促す評価
評価結果	<u>ランク別県の割合</u> Very Good: 6.1% Good: 42.4% Fair: 37.1 % Poor: 14.4%	Very Good: 23.5% Good: 50.8% Fair: 22.0 % Poor: 3.8%	Very Good: 1.5% Good: 6.1% Fair: 74.2 % Poor: 18.2%
経年変化指標 * (主要評価項目 とその平均値)	<u>0 点を取った県の割合</u> (低い値ほどよい) 課題対応 : 14% 村落選定 : 52% 事業選定 : 41% 概要書 : 61% M&E : 43% 平均値 : 42% (目標 20%)	課題対応 : 1.5% 村落選定 : 9.8% 事業選定 : 19.7% 概要書 : 3.8% M&E : 14.4% 平均値 : 9.8% (目標達成)	評価方法や項目の大幅な変 更により、以下の 2 項目に ついてのみ比較可能。 村落選定 : 10.6% 事業選定 : 11.4%
留意事項	NFT による評価	州による初めての評価であ ったこともあり、評価スキ ルの未熟さが結果に含まれ ている。	これまでの評価項目を個別 プロジェクト・レベルで適 用し、厳格化を図ったこと もあり、前年度と比較は難 しいが、厳しい結果になっ ている。

(注) *: 本技プロの第 1 年次に経年変化指標として 5 つの評価項目を選定した。表中に示す課題対応とは「記載されている県の戦略計画は、県の主要課題に対応しているか」、村落選定とは「少数のポテンシャルのある村落を選定しているか」、事業選定とは「選定には優先順位付けがなされているか」、概要書とは「個別プロジェクト概要書が策定されているか」、M&E とは「モニタリングと評価の活動計画が記されているか」である。また平均値とは、これから指標の値を平均したものである。

2.2.11. DADP 質的評価及び DADP 事業進捗報告書取りまとめに係る実施要領の作成・見直し

DADP 質的評価 (成果 1) 及び DADP 事業進捗報告書取りまとめ (成果 2) に対する技術支援は、本技プロの主要活動である。本技プロでは、これら活動の実施方法やプロセスを関係者に周知するために実施要領を作成した。実施要領の作成・見直しの変遷は以下のとおりである。

表 2.2.25 : DADP 質的評価及び DADP 事業進捗報告書取りまとめ実施要領作成・見直し

項目	第 2 年次 (2009/10 年度)	第 3 年次 (2010/11 年度)	第 4 年次 (2011/12 年度)
DADP 質的評価に係る実施要領	以下の内容で作成。 • 質的評価の位置付け (目的、実施時期、メンバー等) • 評価プロセス (スケジュール、各段階での作業内容) • 評価結果の活用 (県へのフィードバック、結果に応じた予算配分の検討)	以下の点で見直し。 • 質的評価の位置付けに関して、個別プロジェクトに対する審査方法を追加。 • 上記に伴い、スケジュールやメンバー等について再設定。 • 個別プロジェクトに対する審査結果の解釈方法の追記。	以下の点で補足資料を追加。 • DADP 質的評価の実施に必要なエクセル技術の紹介 (ピボット・テーブル等の活用方法)

項目	第2年次 (2009/10年度)	第3年次 (2010/11年度)	第4年次 (2011/12年度)
	周知方法：DADP 質の向上セミナーで NFT・州に配付。	周知方法：DADP 質の向上セミナーで NFT・州に配付。	周知方法：DADP P&I TWG・NFT 主要メンバーに対して研修
DADP 事業進捗報告書取りまとめに係る実施要領	<p>以下の内容で作成。</p> <ul style="list-style-type: none"> 報告システム（プロセス、報告書種類の確認等） 作成マニュアル（エクセルでの作成・取りまとめ方法） 分析マニュアル（統合データの読み取り方） 州による取りまとめ <p>周知方法：DADP 質の向上セミナーで州に対して研修を実施。</p>	<p>以下の点で補足資料を追加。</p> <ul style="list-style-type: none"> 報告書フォーマット改訂点 作成・取りまとめ上の留意点（よくある間違いの是正等） 提出前のチェックリスト活用等 <p>周知方法：DADP 質の向上セミナーで州に対して研修を実施。</p>	<p>以下の点で補足資料を追加。</p> <ul style="list-style-type: none"> 報告書フォーマット改訂点 統合データの妥当性のチェック方法 分析報告書の書き方 <p>周知方法：バックストッピング事前研修で州を対象に研修を実施。</p>

DADP 質的評価に関しては、第2年次に評価作業の概要をまとめた実施要領を作成し、第3年次には導入された個別プロジェクトの審査に応じて改訂を行った。第4年次では DADP 質的評価に必要なエクセル技術をまとめた研修マニュアルを補足資料として作成し、DADP P&I TWG・NFT の主要メンバーに対して研修を実施し、活動の持続性の確保に努めた。研修参加者は基本的なスキルを理解しており、今後は実際の評価業務に活かしていくことが必要である。

DADP 事業進捗報告書取りまとめに関しては、毎年、フォーマットの改訂点や過去の報告者作成・取りまとめから得られた教訓を補足資料にまとめ、州に対して研修を実施してきた。一連の活動を通して、州に対する技術支援のパターンとして確立されたと考える。今後も、フォーマットに変更が生じた場合等適宜、実施要領を改訂し、農業ユニットが州に対して実施する研修等で利用されることが望まれる。

2.2.12. 優良事例の収集及び重点支援対象地域への支援を通じて得られた成果・知見の共有

本技プロ実施期間には、DADP 質の向上セミナーと重点支援州対象セミナーという二種類のセミナーが実施された。前者がタンザニア全国を対象とするのに対して、後者は本技プロ重点対象州（州内県を含む）を対象としている。両セミナーとも主な目的は、DADP 策定及び実施モニタリングに係る活動を通じて得られた成果・知見・教訓を、地方自治体関係者の間で共有し、今後の DADP 策定・実施に係るインプットとすることであり、成果1と成果2の双方に資する活動である。また、両セミナーには中央職員（P&I TWG、PMO-RALG 農業ユニット、NFT）も参加し、中央と地方の情報共有の場としても活用された。以下に実績を示す。

表 2.2.26 : セミナー開催の実績

年次	セミナー名	参加者 (カッコ内は人数)	内容	備考
2年次	DADP 質の向上 セミナー	州 ASDP コーディネータ(21)、州農畜産アドバイザー(22)、PMO-RALG 農業ユニット(2)、DADP P&I TWG/NFT (5)	<ul style="list-style-type: none"> • DADP 策定・実施モニタリング優良事例・課題の発表、討議 • DADP 質的評価結果共有 	DADP 質的評価と同時開催
3年次	重点支援州 対象セミナー (コースト州)	州職員(2)、県職員(14)、NFT(1)	<ul style="list-style-type: none"> • DADP 策定・実施モニタリングに係る優良事例発表 • DADP 質的評価結果共有 • 前年度バックストップピングの教訓 • DADP 進捗報告書作成に係る教訓・課題 • DADP 進捗報告書評価の結果共有 	重点支援州ごとに開催
	重点支援州 対象セミナー (モロゴロ州)	州職員 (2)、県職員(12)、NFT(1)		
	DADP 質の向上 セミナー	州 ASDP コーディネータ(21)、DADP P&I TWG/NFT/PMO-RALG 農業ユニット (9)	<ul style="list-style-type: none"> • プロジェクト・レベル・アウトカム優良事例発表 • DADP 質的評価結果共有 • 前年度バックストップピングの教訓 • DADP 進捗報告書作成に係る教訓・課題 • DADP 進捗報告書評価の結果共有 	DADP 質的評価と同時開催
	重点支援州 対象セミナー (2州合同)	州職員(4)、県職員(26)、NFT(1)、PMO-RALG 農業ユニット(1)	<ul style="list-style-type: none"> • DADP 優良事例発表 • DADP 質的評価結果共有 • DADP 事業進捗書の課題 • プロジェクト・レベル・アウトカム報告書内容の共有 	
4年次	重点支援州 対象セミナー (2州合同)	州職員(4)、県職員(26)、NFT(2)、PMO-RALG 農業ユニット(1)	<ul style="list-style-type: none"> • DADP 優良事例発表 (13 県) • 次年度 DADP 策定の留意点 • 今年度事業進捗報告書作成の留意点 	
	DADP 質の向上 セミナー (NFT 会合)	DADP P&I TWG/NFT/ 農業ユニット(10)	<ul style="list-style-type: none"> • 本技プロの DADP 改善への貢献 • 今年度バックストップピングの教訓・課題 (バリューチェーンに沿った開発の推進について) • DADP 優良事例共有 • 今後の経験共有のあり方 	

全期間を通じて、両セミナーでは DADP の優良事例の発表・意見交換が行われた。当初は DADP 策定・実施モニタリング全般に関する優良事例の発表が主であったが、第 3 年次後半から第 4 年次にかけて、特に個別プロジェクトの優良事例に焦点を当てて経験共有がなされるようになった。例えば、2011 年 6 月の重点支援州セミナーでは、ムクランガ県のきのこ栽培事業（スーパーマーケットとの提携）、モロゴロ県の灌漑整備事業（複数の資金源、支援機関との連携）といった事例が、県職員から発表された。

本技プロでは、第4年次に、より体系的な優良事例の収集・分析を実施した。重点支援対象地域であるモロゴロ州およびコースト州のほぼ全県を個別に訪問し、アウトカムの発現、バリューチェーン的アプローチ、民間・研究機関等多数のステークホルダーとの連携、活発な農民グループの存在等、いくつかの条件を事前に想定し、その条件に照らして県職員が成功と見なすプロジェクト（すなわち優良事例）数件を抽出した。これらの情報は簡単な分析とともに報告書（スワヒリ語）としてまとめられ、NFT・州を対象としたDADPバックストップピングのためのトレーナーズ研修で共有された。また、支援対象2州の全13県を招集するセミナーを開催し（表2.2.26、第4年次「重点支援州対象セミナー（2州合同）」）、各県が自ら最も成功と見なすプロジェクトにつき発表する機会を設けた。

この他、セミナーはDADP質的評価結果、次年度DADP策定の留意点、DADP事業進捗書作成の課題等を共有する場としても広く活用された。こうした地方自治体間及び中央政府と地方自治体の経験共有の重要性はカウンターパートも認識を深め、本技プロ終了直前の質の向上のセミナー（NFT会合）において、今後、各州レベルで優良事例の知見共有を図ることが概ね合意された。

2.2.13. ASDP バスケット・ファンド運営委員会、セクターレベル会合における活動実績報告

技プロチームは、ASDP バスケット・ファンド運営委員会ならびに農業セクターレベルの会合に出席し、協議の参加とともに関係者の理解促進を図った。

表 2.2.27 : 技プロチームが出席した主要会合

年次	日程	会合	主な協議内容
第1年次 (2008/09 年度)	4月20日	ASDP 予算コンサルティティブ会議	ASDP 予算
	5月14日	ASDP バスケット・ファンド運営委員会	2008/09年度 ASDP 第3四半期進捗報告
	5月26日	農業セクター・コンサルティティブ会合	農業省政策計画局による予算計画
第2年次 (2009/10 年度)	8月19日	農業セクター・コンサルティティブ会合	第4回 JIR の準備
	11月6日	農業セクターレビュー/ 農業セクター 公共支出レビュー会合	農業セクター公共支出レビューの結果
	11月12日	ASDP バスケット・ファンド運営委員会	第4回 JIR 報告
	2月12日	ASDP バスケット・ファンド運営委員会	2009/10年度 ASDP 第2四半期進捗報告
	5月25日	ASDP バスケット・ファンド運営委員会	2009/10年度 ASDP 第3四半期進捗報告
第3年次	10月8日	農業セクターレビュー/農業セクター公 共支出レビュー会合 ²⁷	農業セクター公共支出レビュー報告書 内容

²⁷ 両レビューは、毎年、農業セクターを対象に政府がコンサルタントを備上して実施している活動であり、その結果は、タンザニアの一般財政支援にかかる政府・DPs 年次会合の場に協議材料として提出される。

年次	日程	会合	主な協議内容
(2010/11年度)	11月16日	ASDP バスケット・ファンド運営委員会	第5回 JIR 報告書、ASDP 評価実施方法、プロジェクト・レベル・アウトカム収集
	11月19日	ASDP 全 TWG 会合	各 TWG の年間活動計画
	12月13日	ASDP 全 TWG 会合	DADP ガイドライン（簡易ガイド）改善
	3月14日	ASDP バスケット・ファンド運営委員会	2010/11 年度 ASDP 第2 四半期進捗報告、DADP 繰越金調査結果、ASDP 評価実施
	3月28日	ASDP 評価関係者会合	ASDP 評価報告書ドラフト内容
	3月31日	農業セクター・コンサルティティブ会合	農業セクター各イニシアティブ/プロジェクトの調整
	6月14日	農業セクター・コンサルティティブ会合	ASDP/アフリカ農業総合開発計画間の整合
	6月20日	ASDP バスケット・ファンド運営委員会	2010/11 年度 ASDP 第3 四半期進捗報告
第4年次 (2011/12年度)	11月4日	ASDP バスケット・ファンド拡大運営委員会 ²⁸	ASDP 第1 四半期報告、県の会計監査結果、ASDP 資金ギャップ
	11月21日	農業セクター・コンサルティティブ会合	農業セクター Performance Assessment Framework の指標とデータ活用

2.2.14. ステークホルダー間における情報共有、及び有機的連携を通じた ASDP 実施への支援

技プロチームは、ASDP の円滑な実施への支援として、ASDP 合同実施レビュー（JIR）²⁹、農業セクター・DPs 定例会合（Agricultural Sector Working Group (A-WG) 会合）に参加し、情報共有を行った。

(1) JIR への参加

技プロチームは第2年次に2009/10年度第4回 JIR、第3年次に2010/11年度第5回 JIR に、計画・実施チームのメンバーとして参加した³⁰。調査活動概要は下表のとおりである。なお、第4年次の2011/2012年度第6回 JIR については、同時期に本技プロの終了時評価が実施されたことから、技プロチームは JIR への参加を見合わせることで DADP P&I TWG と合意した。技プロチームは、DADP P&I TWG の JIR の準備作業に協力した。

表 2.2.28 : JIR 支援の概要

項目	第2年次 (2009/10年度 JIR)	第3年次 (2010/11年度 JIR)
目的 (計画・実施チーム)	<ul style="list-style-type: none"> ASDP の地方コンポーネント (DADP) の実態把握 DADP の計画・実施・報告の質の把握 DADP の実施を支える行政各レベルの能力・課題の把握 	<ul style="list-style-type: none"> 県及びコミュニティ・レベルにおける計画・実施プロセスの質を評価 上記評価に基づき、成功事例、教訓、課題を抽出

²⁸ バスケットに拠出していない DPs も招集した会合。

²⁹ JIR は、ASLMs と DPs が年に一度、共同で ASDP の進捗と成果を確認するために実施する年次評価である。

³⁰ JIR では、4つの主要テーマが設定され、テーマごとに調査が行われる。4テーマは、①計画実施、②灌漑、③農業サービス（研究、普及、機械化）、④マーケット・民間セクター開発である。

項目	第2年次 (2009/10年度 JIR)	第3年次 (2010/11年度 JIR)
対象地域	ドドマ州：コングワ県及びコンドア県 シンギダ州：シンギダ県及びマニョニ県	カゲラ州：カラグウェ県及びムレバ県 シニャンガ州：マスワ県及びバリアディ県
実施期間	2009年9月24日～10月28日	2010年8月13日～9月2日
主要支援内容	<ul style="list-style-type: none"> 全体会合への出席、協議への参加 地方計画・実施チームに参加、フィールド調査実施 チーム報告書作成を支援 フィールド調査に対する車両提供 JIR 最終報告書 (エイド・メモアール) 作成支援 	<ul style="list-style-type: none"> 全体会合への出席、協議への参加 計画・実施チームに参加、フィールド調査実施支援 チーム報告書作成支援 フィールド調査に対する車両提供

JIR は、ASDP の実施状況を政府・DPs が合同で検証する活動である。年間サイクルの中で毎年定期的に実施され、ASDP の様々な面で課題を指摘する重要な活動となっている。DADP 計画・実施モニタリングに関しても、毎年、いくつかの課題が指摘された。技プロチームは、JIR 終了後、P&I TWG 及び ASU と協働してこれらの課題に対応した。指摘された課題とそれへの対応をまとめると下表のとおりである。

表 2.2.29 : JIR で指摘された課題への対応

第2年次 (2009/10年度 JIR)		第3年次 (2010/11年度 JIR)	
課題	対応	課題	対応
<ul style="list-style-type: none"> 県は、コミュニティ選定の投資プロジェクトにつき包括的審査とビジネスプランを実施する能力が弱い。 	NFT は、2009年12月～2010年2月の期間に、すべての州・県に対しプロジェクト審査と投資計画の適切な策定につき指導した。	<ul style="list-style-type: none"> DADP ガイドラインと県の調達手続きとに不整合あり。 	DADP ガイドラインが改訂され、調達はコミュニティ・レベルで実施すべしと指示。
<ul style="list-style-type: none"> DADP は、環境・社会管理に対する配慮が弱い。 	環境・社会配慮に関するガイドが全県に配付され、研修が 2010/11 年度に実施された。	<ul style="list-style-type: none"> 投資事業の持続性が弱い。 	NFT・州は全県に対し、プロジェクト管理、農業ビジネスに係る研修を実施。
<ul style="list-style-type: none"> DADP は、ポテンシャル村落を選定し、投資を集中する対策が不十分。 	DADP ガイドラインが改訂され、当該内容を含めた。また、同ガイドラインが2010年2月までに全県に配付された。	<ul style="list-style-type: none"> プロジェクト・レベル・アウトカムが収集・報告されていない。 	プロジェクト・レベル・アウトカム収集のため、フォーマットが作成され、県からの提出を要請。しかし十分な収集に至らず。
<ul style="list-style-type: none"> ASDP 資金はまだ不適切に利用されている。 	NFT により 2009年12月～2010年2月の期間に、すべての州・県に対し適切な利用が指示された。投資プロジェクトのリストの作成は、2010/11 年度に実施。(2010/11 年度にガイドラインによりリスト作成が指示された。)	<ul style="list-style-type: none"> ASDP、DADP、Kilimo Kwanza (タンザニア政府が進める「農業第一主義」運動)、DASIP (アフリカ開発銀行支援による県農業セクター投資事業) が別のプロジェクトとして認識されている。 	NFT・州による県に対するバックストップングでこれらの活動の相互関係を説明。全ての開発活動は ASDP の下にあることをガイドラインに明示した。
<ul style="list-style-type: none"> コミュニティ・レベルの投資プロジェクトにつき NFT 及び州による監督が不十分。 	州に ASDP コーディネータが設置された。また、2009/10 年度、州職員 (ASDP コーディネータ) が初めて DADP 質的評価に招集され、NFT と共同作業を実施した。		

第2年次 (2009/10年度 JIR)		第3年次 (2010/11年度 JIR)	
<ul style="list-style-type: none"> 県は、プロジェクトのアウトプットを経てアウトカムを達成することをよく理解していない。 	アウトカム収集のための収集ツールを ASDP M&E TWG と DADP P&I TWG が共同で検討。		

出所：The United Republic of Tanzania, *Aide Memoire for the Fourth Joint Implementation Review* (2009)。—, *Aide Memoire for the Fifth Joint Implementation Review* (2010)。—, *Aide Memoire for the Sixth Joint Implementation Review* (2011)。

(2) A-WG への参加

技プロチームは、A-WG に参加し、DADP P&I TWG 及び事業進捗報告書に関する活動報告や協議に参加した。

表 2.2.30 : 技プロチームが参加した A-WG 会合

年次	日程	主な報告・協議内容
第2年次 (09/10年度)	9月23日	<ul style="list-style-type: none"> DADP P&I TWG の年間計画・予算説明、DADP ガイドラインの改訂状況、事業進捗報告書改善に向けた PMO-RALG の県訪問指導
	10月29日	<ul style="list-style-type: none"> DADP プロジェクト・レベル・アウトカム収集に係る課題と必要性
	12月3日	<ul style="list-style-type: none"> DADP 簡易ガイド作成完了
	2月18日	<ul style="list-style-type: none"> DADP 簡易ガイドの内容、バックストップ活動
	3月18日	<ul style="list-style-type: none"> DADP 事業進捗報告に対するセクター共通フォーマット導入に伴う状況・懸案事項
	5月24日	<ul style="list-style-type: none"> DADP 質的評価の実施、事業進捗報告書試行的検証
第3年次 (10/11年度)	9月23日	<ul style="list-style-type: none"> プロジェクト・レベル・アウトカム収集に係る DADP P&I TWG、ASDP M&E TWG の合同協議内容報告 農業セクターにおけるセクター共通フォーマット適用の課題報告
	11月18日	<ul style="list-style-type: none"> DADP P&I TWG 活動計画、DADP 文書作成技術支援、DADP 進捗報告書フォーマット改訂等の報告（資料提出のみ）
	3月24日	<ul style="list-style-type: none"> タンザニア国家戦略（MKUKUTAI）モニタリング指標の検討
	5月26、27日	<ul style="list-style-type: none"> DADP 質的評価、DADP 第3四半期進捗報告書、プロジェクト・アウトカム収集進捗に係る報告
第4年次 (11/12年度)	9月14日	<ul style="list-style-type: none"> ASDP における現行 M&E システム及びショートリスト指標の説明 ASDP M&E TWG の役割の説明 ASDP M&E の課題と今後の対応に係る協議
	2月13日	<ul style="list-style-type: none"> ASDP フェーズ2 準備

2.2.15. 各活動における主要改善点と貢献

本節第 2.2.1 項から 2.2.14 項までの各活動について、本技プロにより実現された改善点と本技プロ目標達成への貢献を下表にまとめる。

表 2.2.31 : 技プロの活動による主要改善点及び貢献

項	活動	本技プロによる主な改善点・貢献
2.2.1	DADP ガイドラインの改訂	費用便益分析やバリューチェーンに沿った開発等、計画の戦略性に資する内容が充実され、その結果、DADP 質の向上を促進した。
2.2.2	DADP 策定及び実施モニタリングに係る技術支援計画の策定支援	現実的な技術支援計画が策定されるようになり、支援活動の定常化を促した。
2.2.3	DADP 策定及び実施モニタリングに係る研修教材の作成・見直し	ガイドラインの内容を補足する教材が作成され、NFT・州のガイドラインの理解向上に貢献した。また、NFT・州による県へのバックストップングを通じて県の能力向上にも貢献した。
2.2.4	州及び県に対する技術支援の実施	以前はオブザーバー的に参加していた州が、指導的な立場として位置づけられるようになった。州の役割の拡大により DADP 計画・実施モニタリングの支援体制が強化された。また、改善されたガイドライン及び研修教材による技術支援で県の能力向上、DADP 及び進捗報告書の質の向上を促進した。
2.2.5	重点支援対象地域の選定及びそれを対象とする巡回指導	県との対話を通じて得た DADP 策定・実施モニタリングに関する知見を中央にフィードバックした結果、技術支援の内容（ガイドライン、研修教材、報告書フォーマット）の改善に貢献した。
2.2.6	州対象 DADP 事業進捗報告取りまとめに係る OJT	重点支援州の能力が強化されるとともに、OJT で得た知見をフォーマットの改訂等に反映した。
2.2.7	PMO-RALG による DADP 事業進捗報告書取りまとめ支援	PMO-RALG 農業ユニットは、迅速に報告書を取りまとめることができるようになった。 繰越金の執行状況についても報告できるようになった。
2.2.8	その他の DADP 実施モニタリング活動支援	セクター共通フォーマット（案）の問題点が明らかになり、農業省から PMO-RALG に正式に、セクター共通フォーマット（案）の問題点指摘及び改善に関する要望レターが提出された。 プロジェクト・レベル・アウトカムの収集上の問題点が明らかになり、収集フォーマットの簡素化が図られた。
2.2.9	DADP 質的評価の評価項目の見直し及び実施方法の改善	評価項目が、計画に従って見なおされるようになった。 州が評価に参加するようになった（以前、NFT だけで実施していた）。それにより、州の DADP に関する理解を向上させた。 DADP P&I TWG が評価管理・運営を担うようになった。
2.2.10	DADP 質的評価の実施	DADP の質の全般的向上を促進した（経年指標で目標値を達成した）。評価の結果を県にフィードバックすることで、県の意識変化を促した。
2.2.11	DADP 質的評価及び DADP 事業進捗報告書取りまとめに係る実施要領の作成・見直し	実施要領にて、質的評価及び報告書取りまとめの手続きが明確にされるとともに州の役目が明記された。
2.2.12	優良事例の収集及び重点支援対象地域への支援を通じて得られた成果・知見の共有	州・県レベルの DADP 策定と実施モニタリング（報告書作成）の取組みが協議され、中央の技術支援活動にフィードバックされた。計画策定や報告書作成のみならず、DADP 優良事例についても知見の共有が図られた。
2.2.13	ASDP バスケット・ファンド運営委員会、セクターレベル会合における活動実績報告	DADP 事業進捗報告書に基づき、予算執行状況や繰越金事業について協議されるようになった。
2.2.14	ステークホルダー間における情報共有、及び有機的連携を通じた ASDP 実施への支援	JIR における提言に対して対応がとられた。 A-WG が DADP P&I TWG や農業ユニットの活動を認知するようになった。

2.3. その他の活動

2.3.1. カウンターパート研修への協力

本技プロの実施期間を通じて、下表のとおり、10名のDADP P&I TWG及びNFTメンバーがカウンターパート研修に参加した。本研修は、第2年次（2010年1月）及び第3年次（2011年1月）にそれぞれ約2週間実施された。本研修の主な目的は、第1年次は日本の地方自治体の参加型計画策定や事業実施モニタリングへの取り組みに係る知見・経験を得ること、第2年次は戦略的計画策定や民間セクターによる農業振興、バリューチェーン開発に係る知見・経験を学び、タンザニアの農業部門において戦略性の高いDADPの策定やDADPの実施モニタリングの充実に役立てることである。本研修は、日本の関連省庁、県関連部局、大学、農業共同組合、卸売市場、農家を訪問し、講義や視察・討論形式で実施した。研修員は帰国後、作業部会等の機会に日本の事例を紹介するなど、他のDADP P&I TWGやNFTメンバーと研修で得た知見・経験を共有した。

表 2.3.1：カウンターパート研修に参加したタンザニア政府職員

研修名	研修時期	参加者
よりよい県農業開発計画作りと事業実施体制作り支援プロジェクト (日本の地方自治体の事業計画策定方法)	2010年1月	農業省 政策計画局 シェカニア・ビサンダ 農業省 政策計画局 マリアム・シリム 畜産省 調査・訓練普及局 ハピネス・ムラキ 産業・貿易省政策計画局 エリザベス・ムセンギ PMO-RALG セクター調整局 アジザ・ムンバ
日本の地域レベルの農業・農村開発に係る戦略的な計画策定とモニタリング	2011年1月	農業省 政策計画局 サイモン・ムパキ 農業省 政策計画局 アナ・ンゴ 農業省 灌漑局 ローダ・クウェカ 農業省 政策計画局 ジェームス・ングウィラ 畜産省 調査・訓練普及局 エリ・ムングルウィ

2.3.2. 中間レビュー及び終了時評価への協力と提案事項への対応

(1) 中間レビューへの協力

本技プロの中間レビューは、2011年2月15日～3月3日の日程で、タンザニア・日本の合同チームで実施された。技プロチームは、同レビューが円滑に実施されるよう協力を行った。

本レビューの結果、本技プロは順調に進んでおり、妥当性は高く、レビュー時点で求められる有効性は十分確保されており、また効率性も適切であると評価された。インパクト及び持続性については、結論付けるには時期尚早であるが、持続性の確保、上位目標の達成ともに期待されると報告された。これらの結果はタンザニア側と協議され議事録が交わされた。本レビューにおける提言事項は下表のとおりである。

表 2.3.2：中間レビュー調査の提言

提言	提言の概要
DADP 関係者間での経験と知見の共有	過去数年間のDADPの活動から、関係者間で経験・知見が蓄積されつつある。これらを有効活用するべく、各州で県を対象とするセミナーを10月頃に開催することが効果的である。また各県の成功事例を共有することも有効である。
より戦略性の高いDADP策定への支援	DADPをより戦略性の高い計画にするために以下に務めることが重要。 1) DADPを含む全ての農業関連活動を記述する。 2) 農業以外の活動で、農業生産に大きく関わるもの（例えば道路建設）について記述する。

提言	提言の概要
	3) DADP で行う活動とその他の活動とのシナジー効果について記述する。 4) 目標と達成度を含む複数年の活動計画について記述する。
質の高いDADP策定及び実施の普及促進	DADP 策定及び実施の質が低い県は辺境地に多い。技プロの枠組みの範囲内で、これら辺境県への支援を行う。
県に対する技術支援の強化	DADP 策定時に、技術面での未熟な計画検討、維持管理計画への不十分な配慮等により、結果的に非効率な事業が発生。これを防ぐために、農業省、研修機関、研究機関等と県との緊密な連携・バックストッピングが重要。ガイドラインの整備も有効。

これらの提言内容に対し、技プロチームはカウンターパートとともに下記の対応を行った。

- 第4年次において、重点支援2州を対象にDADP優良事例を州の全ての県が発表して共有するセミナーを10月に開催した。また、2月にはNFT会合においてDADP優良事例が発表されるとともに、州・県にはメール等により情報が共有された。
- 第4年次において、DADPガイドラインを改訂し、農業セクターに関係する多様な活動（他セクターあるいはASDP外の開発事業）を広くDADPに取り込むことを盛り込んだ。また、DADPの基本方針がバリューチェーンに基づく計画策定となったことから、民間セクターの参加が明示的に含まれるようになった。また、複数年度にまたがる計画策定もDADPガイドラインの新たな指示事項として盛り込まれた。
- DADP策定及び実施の質が低い県への支援の拡大についても、第4年次にDADP P&I TWG 及びPMO-RALG 農業ユニットと協議し、DADP事業進捗報告に関してはキゴマ州、ドドマ州（ドドマは辺境ではないが、報告書作成に関しては問題が指摘されていた）へ追加的に支援を行った。DADP策定に関しては、質の高い州・県の状況をさらに向上させる方針でイリンガ州とムベヤ州への支援を行った。
- 農業省や研修・研究機関と県による緊密な連携を促進するため、第4年次において、ガイドラインを改訂し、バリューチェーンに基づく計画策定プロセスに、研修・研究機関を含む関係機関を参加させることを指示した。

(2) 終了時評価への協力

本技プロの終了時評価は2011年10月4日～10月18日の期間にタンザニア・日本の合同チームで実施された。技プロチームは、同評価が円滑に実施されるよう協力を行った。

本評価では、本技プロの妥当性は高く、終了時評価時点でも高い有効性・効率性が確認され、上位目標（インパクト）についても達成の兆しが見られることが確認された。他方、DADPの質の向上に対する要求が当初予想以上の速さで高度化していることが認識され、カウンターパートの一層の能力強化及び組織的な技術支援力の強化が必要と報告された。本評価の結果、本技プロが終了するまでに求められる取り組みと終了後に求められる取り組みが提言された（下表参照）。

表 2.3.3 : 終了時評価の提言

提言の実施期限	提言の概要
プロジェクト終了までに求められる取り組み	1) フォーマットとデータ統合作業における作業部会の技術力向上： DADPに関連するフォーマットやデータ統合作業は今後も継続的な見直しが予想され、DADP P&I TWG のこの面での向上が必要 2) DADP 優良事例の活用：現在（評価実施時点）、優良事例が収集されているが、これらの知見・分析結果を2012/13年度DADP策定に向けた支援活動で活用する。

提言の実施期限	提言の概要
	3) DADP 質的評価の通知の改善：県の DADP 修正作業軽減のために、DADP 策定に係る NFT・州の支援活動の中で県に対して質的評価の評価基準を提示する。
プロジェクト終了後に求められる取り組み	1) フォーマット、トレーニングガイド等の改定：DADP を取り巻く状況、期待されるレベルが常に変化していることから、DADP P&I TWG はフォーマット、研修教材、ガイドライン等の改定を今後も継続的に実施する。 2) 州・県に対する継続的なトレーニングの実施：州・県における担当者の移動、DADP に係るフォーマットや手法の変更に適切に対応するために P&I TWG 及び NFT は、州・県に対して今後も継続的にトレーニングを実施する。 3) DADP の包括性の強化：DADP は制度として改善・定着しつつあるが、包括性の観点から一層の計画策定面での強化が必要。以下の点で具体的な対応が必要。 ① 様々な資金源を含んだ包括的な DADP の試行（パイロット実施） ② DADP における民間セクターの活用

これらの提言内容のうち、プロジェクト終了までに求められる取り組みについて、技プロチームはカウンターパートとともに以下の対応を行った。

- 2011年12月-2012年2月にかけて、技プロチームは DADP P&I TWG 及び NFT メンバーに DADP 質的評価フォーマットを題材とするエクセル研修を実施した。
- 重点支援州担当の NFT と技プロチームは DADP 優良プロジェクトを収集し、その内容を報告書にまとめた（スワヒリ語版も作成）。同報告書と優良プロジェクトを形成するための簡易なチェックリストを NFT・州対象のトレーナーズ研修（2011年12月実施）で説明・配付した。
- 2012/13年度 DADP 策定に向けた県に対するバックストップ（2011年12月から2012年2月まで）で、NFT・州から DADP 質的評価の主要ポイント（バリューチェーンに沿った計画策定〔適切な特定農産物選定、バリューチェーン分析等〕、個別プロジェクト概要書〔適切な費用便益分析、プロジェクト管理・持続的運営計画〕、戦略的・長期的計画策定〔県開発計画と特定農産物の適切な関係、適切な3ヵ年計画〕）を説明するよう要請し、実施された。

2.3.3. 関連会合への参加

本技プロでは、DADP の計画策定及び実施モニタリングの支援とともに ASDP の適切な運営を支援するために ASDP バスケット・ファンド運営委員会等への出席を活動の一部としている。これら会合への参加については 2.2.13 項及び 2.2.14 項で記述した。以下では、両項に含められない主に日本側関係者との協議、会合への参加をまとめる。

表 2.3.4：技プロメンバーが参加した日本側の会合・会議

年次	月日	参加内容
第2年次 (09/10年度)	6月8日	CARD ³¹ 協力準備調査会合
	8月27日	外務省「過去の ODA 評価案件のレビュー」調査団との協議
	9月11日	JICA パモジャ・ミーティング
	9月17日	JICA 専門家意見交換会
	10月13日	農業セクタープログラム調整会合
	10月19日	JICA パモジャ会合
	2月22日	農業セクタープログラム調整会合
	12月21日	日本で開催された援助協調セミナー（JICA タンザニア事務所企画調査員とともに資料を作成し、発表）
	6月11日	農業セクタープログラム調整会議

³¹ CARD：Coalition for African Rice Development（アフリカ稲作振興のための共同体）

事業完了報告書 (F/R)

年次	月日	参加内容
第3年次 (10/11年度)	10月8日	JICA 専門家意見交換会
	1月25日	農業セクタープログラム調整会議
	5月13日	農業セクタープログラム調整会議
第4年次 (11/12年度)	10月21日	JICA 専門家意見交換会
	11月15日	産業貿易省配属専門家と協議

3. 成果と今後の課題

3.1. 技術協力の成果

下表にログフレームに基づく本技プロの上位目標、プロジェクト目標、さらに成果（アウトプット）の達成状況を取りまとめる。全体として想定されていた目標及び成果を概ね達成することができたと考ええる。

表 3.3.1: 本技プロの目標と成果の達成状況

目標、成果	指標	達成状況
上位目標		
地方自治体（県）が、効果的にDADPを策定し、実施する。	1. ASDP JIR において政府及び ASDP を支援する DPs が DADP の質の改善を認識する。	ASDP JIR 並びに ASDP 評価報告書によれば、DADP の策定はすでに十分定着し、質の改善もある程度認められると報告されている。戦略性の向上等、開発計画としての今後の課題はあるものの、上位目標はある程度達成されつつあると考える。
	2. ASDP において、DADP 関連指標が改善する。	ASDP における DADP 関連指標である「追加交付金受領資格取得の地方自治体の比率」によれば、資格を受領した県の比率は2006/07年度の51%から2010/11年度の96%に改善している。
プロジェクト目標		
DADP P&I TWG、PMO-RALG 及び州が地方自治体を支援することを通じて、DADP の策定と実施モニタリングが改善される。	1. DADP の質的評価において、低い評価(Poor)となる自治体の数が減少する。(経年変化指標5種の平均値が42%から20%に減少する。)	左記にある本技プロの原指標については、2009/10年度(技プロ第2年次末の評価)で9.8%まで低下し、所期の目標は達成された。その後、DADP の質の更なる改善(書式上ではなく計画内容の改善)のため評価項目の改訂が進められた。そのため当初指標の適用は困難となったが、評価項目自体が高度化したこと、また計画全体に係る全評価項目による結果は向上していること(評価項目で0点(不十分の意味)をとった県の全県中の割合の全項目平均は2009/10年度DADPの29%から2011/12年度DADPの13%に減少、反対に2点(十分の意味)をとった県の割合は42%から53%に増加)ことから、質の改善が進んだと考えられる。
	2. 質の高いDADP事業進捗報告書が作成され、提出される。	DADP 事業進捗報告書の質の検証によれば、県から提出される報告書のフォーマット利用は大幅に改善しており、また報告内容(財務報告と事業報告の整合性等)に関しても改善が進んでいる。例えば、報告書のフォーマットを適切に使用した県の割合は、2008/09年度第4四半期の62%から2010/11年度には98%に改善した*。また内容的にも、活動報告と財務報告の整合性が取れている県の割合は同期間で58%から87%に改善した*。また、繰越金についても、フォーマットが導入され、報告書の提出が改善されてきている。例えば、同報告書の提出率は2009/10年度第2四半期の24%から2011/12年度第2四半期には100%に改善した。このように、DADP 事業進捗報告書の作成・提出は全体的にかなり改善されたと考ええる。

目標、成果	指標	達成状況
成果 (アウトプット)		
1. DADP の計画策定に関する支援活動が強化される。	1. 地方自治体が中央レベルの主要関係者から適切な技術的支援を受ける。	技プロ期間中、DADP P&I TWG、NFT、及び州に対して様々な研修・支援活動を実施した。特に州の役割の重要性に鑑み、中央職員への研修時に州を招集することを第2年次に提案し、その後技プロの主要研修機会には常に州を招聘した。これにより、中央と州の連携が強化されたと考える。 DADP 策定に係る県へのバックストップは NFT 及び州により毎年定常的に実施されるようになっており、州の巻き込みとともに支援活動は強化されたと考える。なお、2011 年 3-4 月に実施された ASDP の第三者評価である ASDP 評価調査でも、ASDP の実施を支援する 9 つの TWG の中で DADP P&I TWG は最も活発な TWG の一つであると報告された。
2. DADP の実施モニタリングに関する支援活動が強化される。	2. DADP 事業進捗報告書が州レベルで州により時限どおりに統合される。	技プロでは、PMO-RALG 及び州に対して進捗報告に焦点を当てた研修を多数実施した。州での統合作業については、巡回指導の中で具体的な支援をするとともにそこでの知見をその後の報告書フォーマットの改善等に生かした。このような支援の結果、進捗報告書を期限どおりに提出できる州の数は、21 州中 7 州 (2007/08 年度) から 18 州まで改善した (最新データのある 2009/10 年度)。2010/11、2011/12 年度においても、各期の ASDP バスケット・ファンド運営委員会の開催までに国レベル報告書がまとめられていることから、州レベル報告書も適宜提出されていると考えられる。現在、同報告書は全国に広く定着し、DADP の毎四半期活動のデータ収集体制は着実に強化された。

(注) *:2008/09 年度の数値 (割合) は全国 132 県の報告書を対象 (分母) にしたものである。他方、2010/11 年度の数値は、92 県の報告書を対象にしたものである。

上述のログフレームに規定された成果並びにそれに付随する成果の詳細は、以下のとおりである。

(1) DADP の質の向上

DADP 書式面で均一の質が確保された。

本技プロ第 1 年次及び 2 年次の活動を通じて、本技プロで設定した経年指標 (個別事業概要書の作成や少数村落の選定等の主要項目で 0 点を取った県の割合) は、ベースラインの 42% から 9.8% まで低下し、所期の目標 (20%) は達成された。また Very Good や Good の DADP の割合は 48% から 74% まで増加した。このことから、個別プロジェクトに対する概要書の作成や少数村落の選定等、DADP の書式面で質の改善を図ることができたと考ええる。

内容面で改善が図られた (戦略性の導入、投資効率の改善)。

上記を踏まえ、本技プロ第 3 年次から DADP の内容面での改善をめざした。DADP P&I TWG とともに、個別プロジェクトの投資効率の改善 (費用便益分析の導入)、戦略性の向上 (SWOT の適切な利用、プロジェクト選定におけるパッケージ的アプローチ、中長期的視点からの計画策定等) などを DADP 策定に係る重要項目として取り入れた。また、個別プロジェクト概要書の導入に伴

い、DADP 全体とともにプロジェクト・レベルでも計画の妥当性が吟味されるようになった。さらに第 4 年次は、タンザニア農業セクター全体の流れに沿った動きではあるものの、DADP をバリューチェーンに沿って策定する方針が導入された。これは、技プロチームが従来働きかけてきた DADP の戦略性向上に向けた支援と軌を一にするもので、第 3 年次までに提供してきた支援の多くがこの方針の下で有効活用されることとなった。バリューチェーンに沿った計画策定はまだ緒に就いたばかりであるが、DADP の計画文書としての質は、本技プロ開始当初と比較して大きく改善されつつあるといえる。

(2) DADP 事業実施報告書の改善

全国的に報告書フォーマットの利用が定着した。

本技プロでは、フォーマットの標準化を進める一方、県の報告書作成者にとって使い易いもの、また中央の報告書利用（つまり DADP の全体的進捗情報を確認する）にとって必要なデータが容易に抽出できることを目指して、フォーマットの継続的改訂を進めた。この結果、第 3 年次頃より同フォーマットの利用が全国的に定着し、州での統合作業が迅速化され、州からの報告書はほぼ指定期限通りに提出されるようになった。標準化が進んだことで中央での統合作業も容易となり、技プロ開始当初はチームの物理的支援が必要であった作業も、PMO-RALG 農業ユニット単独でかつ短期間に終了することができるようになった。また、DADP の繰越金に係るプロジェクト実施についても、技プロチームは専用のフォーマットの導入並びにその利用徹底を支援した。この結果、繰越金事業報告においても、報告内容の標準化が進み、従来の不十分な体制による混乱した報告状況が大きく改善された。

データが管理され必要データが迅速に抽出されるようになった。

フォーマットの標準化や利用により、DADP 事業進捗に係るデータが ASU 内で蓄積・管理されるようになった。これにより、通常予算の報告書とその後作成される繰越金報告書の整合性が確保されるようになり、また関係者からの求めに応じて、必要なデータを迅速に提供できるようになった。これらは、DADP 実施モニタリング支援体制強化のための支援の一部として達成された事柄であるが、DADP 実施に係る重要な情報の安定的収集・報告を可能とした意味で重要な成果であったと考える。

(3) 州を介した支援パターンの確立

本技プロでは、DADP 策定・実施モニタリングの体制強化のためには州の関与の増大が不可欠と当初より考えていた。県に対して日常的に関わり、また県からの問い合わせも多い州は、DADP の計画策定・実施モニタリングのあらゆる面において大変重要な立場にある。第 1 章に示したとおり、開始当初、州の機能は限られたものであったが、種々の支援活動を通して、それを高めることができたと考える。

DADP 計画策定に関し、州は NFT と同様の立場で県を支援できるようになった。

県への DADP 策定支援において、州の役割が大きく拡大した。第 2 年次の DADP 質の向上セミナーに州の参加を確保して以来、技プロチームは州の DADP 支援活動への関与増大を継続して働き

かけてきた。第 3・4 年次では、DADP バックストップ前のトレーナーズ研修及び年度末の DADP 質の向上セミナーの両会合に、NFT とともに州の参加を実現させた。また以前は NFT のみで実施していた質的評価に、州も参加し、期待される DADP の質、県に対する支援の成果と課題を具体的に認識できるようになった。毎年のトレーナーズ研修は、州にとって単に研修を受ける機会だけでなく、その年の DADP ガイドラインの改訂内容等につきコメントする機会ともなっており、州は一層大きな関与を持てるようになった。バックストップにおいても、州は従来オブザーバー的な立場であったが、現在は、NFT と同様にトレーナーとして位置づけられ、県への DADP 策定支援でますます重要な役割を担いつつある。

DADP 事業進捗報告に関し州の立場・理解が改善した。

一方、DADP 事業進捗報告書においては、州は、中央と県間のコミュニケーションで中継地として位置づけられるようになった。第 2 年次の DADP 質の向上セミナー以来、第 3 年次、4 年次のすべての NFT との合同研修で進捗報告書に関する研修が実施された。研修では報告書作成及び取りまとめ上の留意点を共有し、これまでフォーマットを遵守していない州との個別協議、改訂フォーマットの説明・県への配付依頼等の内容を盛り込んだ。それらの機会を通じて、州職員による事例報告、意見交換なども行われ、州の事業進捗報告書に対する理解は大きく改善した。

このようなプロセスを通じて、DADP 策定・事業進捗報告の両面での州の理解が深まるとともに、その主体的関わりが醸成され、県に対する指導力も着実に強化されてきたと考える。県への関係が深い州の関与を積極的に醸成したことは、中央から県に直接働きかけるのではなく、州の介在による一層効果的・持続的な DADP 支援体制の構築として本技プロの主要な成果の一つといえる。

タンザニア政府側の政策とも合致した支援方針であった。

この間、タンザニア政府も ASDP 実施における州の重要性を認識し、本技プロ第 2 年次には各州に 1 名 ASDP コーディネータを任命した（州農業部門の既在籍職員（農業アドバイザー等）を任命）。これにより、DADP に関し中央と県を結ぶ窓口が特定され指示系統が明確になった。さらに第 3 年次には、州に対する予算が増加された（各州農業部門専用に車両 1 台購入を承認、業務用予算も増加）。また州農業部門での追加人員採用も認められた。このように政府としても州の役割をさらに強化する方向にあり、技プロの支援と相まって州を介した DADP 支援のパターンが確立しつつある。

(4) カウンターパートの主体的取り組みの向上

本技プロでは、DADP 策定支援並びに実施モニタリング支援の各カウンターパートである DADP P&I TWG 及び PMO-RALG 農業ユニットの主体的関与を技プロの基本方針として注力してきた。

DADP P&I TWG は、DADP 策定に係る多くの技術支援活動を自立的に実施できるようになった。

DADP P&I TWG は主に DADP 策定に関する支援を担うが、バックストップ及びそのための研修あるいは DADP 質的評価で、年次を追うに従い技プロチームの関与は減少し、TWG 自身の活動が拡大した。例えば、本技プロ開始当初、DADP 質的評価は、評価フレームワークの改訂、評価作業・分析・報告書作成、さらにはロジ面（プログラム準備、評価分担、進捗管理、評価シ

一トの回収等) 等多くの面で技プロチームの関与を必要としたが、第3年次では、評価作業・分析の大部分がカウンターパート側の主導で実施された。報告書作成では、技プロチームは技術面の支援を中心に助言者の立場に留まった。ロジ面に至ってはほとんどカウンターパートの作業となった。

農業ユニットは、DADP 事業進捗報告書の取りまとめ等を自立的に実施できるようになった。

一方、PMO-RALG 農業ユニットは自立的に DADP 事業進捗報告書を取りまとめようになった。本技プロ開始当初、事業進捗報告書の取りまとめにおいては、農業ユニットは技プロチームの技術的並びに物理的支援が必要であった。技プロチームは、農業ユニットにエクセル計算技術に関する研修を提供する一方、フォーマットの標準化、統合作業での共同作業等を通じて農業ユニットの報告書に関する理解・技術的能力の向上を図った。農業ユニット側でも技術的ノウハウの習得への意欲を示すとともに、集計結果を他の資料の情報と照らし合わせて検討するなど積極的な対応を示し、結果的に、第4年次では、DADP 事業進捗報告書の統合・報告書作成はほとんど農業ユニット単独で実施可能となった。

本技プロのカウンターパートである二つの組織がそれぞれ主体的な取り組みを拡大し、技プロ終了後の持続性のある程度確保できたのは本技プロの主要な成果と考えることができる。

3.2. 実施運営上の工夫、教訓

(1) 年間サイクル支援に沿った段階的アプローチの採用

本技プロは DADP 支援活動であり、タンザニア政府の予算・計画策定スケジュール（特に県レベル）、ASDP JIR などの年間サイクルに留意して活動を行う必要があった。したがって、基本的にカウンターパートの年間活動に沿いつつ、そのサイクルの中で活動内容を徐々に改善するというパターンでの技術支援であった。つまり、年次ごとの活動内容に大きな差はない。このようなサイクル型支援の特徴に鑑み、活動ごとに支援の強弱をつけるのではなく、同じ活動を実施しつつも、年次が進むにつれ技プロチームの介入を段階的に引き下げ、その一方でカウンターパート側の作業量・作業範囲を増加させるアプローチを取った。例えば、DADP 質的評価では、当初、技プロチームが準備段階から積極的に関わり、DADP 文書の収集や評価者への割り当て、DADP 文書に対する評価（点数付け）、評価結果の分析などを担っていたが、第3年次では DADP P&I TWG 自らが評価項目の見直しを進め、州を動員して評価を行い、管理グループを設置し取りまとめを行った。技プロチームの支援は、評価結果の分析やそれに必要なエクセル技術の研修に留まった。それは DADP 事業進捗報告書の取りまとめにおいても同様であり、当初、技プロチームが取りまとめ作業を主導的に行っていたが、その役割を、回を重ねるごとに農業ユニットに移し、最終年次では農業ユニット内で同作業が完結するようになった。技プロチームの支援はデータの妥当性の検証や分析報告書の充実に移行した。「当初の支援対象の活動から徐々に撤退し、ファシリテーションや更なる支援に移行する」、本技プロではこのアプローチを通して、カウンターパートの主体性と能力が強化されたと考える。

(2) カウンターパートの通常活動に参加する内部からの改善支援

本技プロは、上述の通り、カウンターパートの DADP 支援活動に沿いつつ実施するものであった。

このため、技術協力の基本方針として彼らが主導する支援活動に技プロメンバーが参加して内部から改善を促すアプローチを採用した。このアプローチで最も重要なことは先方からの信頼であり、先方と同じ目線に立った議論・提案である。これはカウンターパートのオーナーシップの醸成の観点で有効ではあるが、時には時間を要するものであり、業務に遅延を生じる場合もある。しかし、JICA タンザニア事務所と緊密に連携を取りつつ、計画どおりの成果達成にも配慮しつつ業務を遂行した。このアプローチのメリットは、カウンターパートが有用と認め自らの活動に取り込む場合には、その活動がカウンターパートの通常活動としてその後も継続される可能性が大きい点である。

このようにメリット、デメリットのある本アプローチであるが、本技プロではこれを一貫して採用した結果、技プロにともなう技術移転の内部化、あるいは持続性の向上等の点でそれなりの成果を上げたと考える。

(3) 試行型提案による技術移転

上述のカウンターパートのオーナーシップ醸成のアプローチと密接に関係するが、技プロチームからの提案を先方に受け入れられ易くする方法の一つとして試みたのが試行型提案である。これは、まず技プロチームが作業の一部を実施し、その成果を示すことで先方の実施意欲を引き出し、それにより先方の実行を促す方法である。この方法の利点は、説明のみでは必ずしも納得しないカウンターパートに対し、結果を明確に示すことができる点である。また、先方への技術移転（2回目以降の共同作業）においても、最初の試行経験を有効活用できる点もある。本技プロでは、この方法で個別プロジェクトの費用便益分析、プロジェクト選定におけるパッケージ・アプローチ等の導入に成功した。

(4) DADP 支援体制として州や県に実際に改善を促すメカニズムを工夫

これは主にカウンターパートのイニシティブから得た教訓である。DADP 質的評価は、当初、ASDP/DADP の基本構想や国からの指示に対する県の理解を確認するための作業であった。評価結果として、各県の DADP は「Good」、「Fair」、「Poor」等に分類され、それが県の世評にも繋がる。それにより、下位のランクに位置する県に改善へのモチベーションを促す狙いがあった（実際に改善につながるかどうかは県のモチベーションに大きく依存する）。しかし、第3年次から、質的評価に個別プロジェクトに対する審査（アプレイザル）を取り入れ、承認されなかったプロジェクトに対しては予算を配賦しない処置をとった。これにより各プロジェクトの計画は精査され、改善を確実に実行させるメカニズムが確立した。他方、DADP 事業進捗報告書においては、州・県による報告義務は認識されているものの、データの質までは制度的に問えていない。本技プロではチェックリストを活用した州・県の自己評価、フィードバック等を促進した。しかし、より大きな枠組みで、州・県に改善を実行してもらうメカニズムも検討に値したかもしれない。

(5) JICA 事務所や他プロジェクトとの連携

本技プロは JICA タンザニア事務所の下で、ASDP の制度的枠組みの整備を支援する 2 つの技プロの一つに位置づけられる。同事務所とは、毎週のように活動の進捗、課題、今後の方針について協議し、また事務所からは ASDP を含む農業セクター全体の進捗、他ドナーの動向、JICA の方針

等に関する情報共有がなされた。こうした緊密な協議、情報共有は、本技プロの活動の優先順位の設定などにおいて極めて有用であり、活動の効率的、効果的な実施につながった。

また、JICA の他のプロジェクトとも連携を図った。ASDP M&E プロジェクトでは、DADP に含まれるプロジェクトのモニタリング・評価の面で協議を重ねた。その結果、プロジェクト・レベル・アウトカム の概念が関係者に認知されるようになり、そのデータの収集は DADP P&I TWG と農業ユニットが取り組むことが明確となった。これをきっかけに、本技プロの枠組みの中でデータ収集方法の検討が始まった。またタンザニアの農業分野の民間セクターを束ねる ACT による特定農産物投資計画プロジェクトとも連携し、バリューチェーンの概念を DADP ガイドラインやバックストップングに取り入れることができた。他関係機関・プロジェクトとの協力を得て、本技プロの支援効果が多様化かつ充実したと考える。

3.3. 今後の課題

(1) カウンターパートの DADP 支援体制の強化

1) 州の一層の関与

前項で記述した通り、DADP の策定・実施モニタリングに関し、本技プロは州の関与を継続的に支援してきた。その結果、州を介した支援パターン の素地はできた。しかし、県に対するさらに効果的に支援を行うためには、州の一層の関与及びそれに伴う能力強化の促進が必要である。

中・長期的には、州は、中央の指示を受けつつ、(NFT と協働ではなく) 独自に県に技術支援、指示、説明ができることが望ましい。さらに、DADP の質的評価なども中央 (NFT など) に代わり実施できるようになることが必要と考えられる。そのためにも、今後、中央が行う DADP 策定に係るバックストップング、質的評価、また事業進捗報告書の指導などの支援活動に積極的に参加し、関わりを深めることが重要である。それにより自らの任務への関心が高まり、また、その過程で取得した技術・知識を実践で使うことで自身の能力強化を促進することにもなる。州を、単なる情報の取りまとめ役として留めるのではなく、県への技術支援の実質的指導者として育てることが、持続性のある DADP 事業実施体制作りの基本となると考える。

州の役割の拡大は、支援体制の持続性向上のためにも重要である。現行の NFT 主導の県への技術支援は中央の政策を直接的に伝える点で効果的があるが、全国の州・県をカバーするためのマンパワー・予算確保の点で必ずしも有効でない。この点ですでに制度として存在している州を支援の中核に置く体制の方がはるかに機動的・効率的である。

2) DADP P&I TWG/NFT と PMO-RALG 農業ユニットとの連携

DADP の一年のサイクルは、まず計画策定に始まり、予算配賦、プロジェクトの実施、その報告、最終的な目標達成の確認、その結果の計画策定へのフィードバック、それを踏まえた新たな計画策定へと続いていく。このように一連の流れとして DADP は実施されているが、現在までのところ計画策定に係る支援とプロジェクトの実施・報告に係る支援との連携は必ずしも十分でない。その一例は、県が DADP 策定においてアウトプットを定める際に、報告書で指定されているアウ

トプットの種類（指標となる種類）を考慮していないことが挙げられる³²。また、DADP の具体的実施状況を検証する作業で、事業進捗報告書が十分活用されていない現状もある。DADP を真に効果的に管理・改善していくためには計画策定、実施、報告までが一貫性のあるシステムとして設定される必要がある。このためには DADP P&I TWG と農業ユニットが実務的にさらに連携を強化することが必要である。例えば、プロジェクト・アウトプットの分類・名称等を DADP 計画文書と DADP 事業進捗報告書とで統一するよう努めるべきである。このような連携は、DADP の計画・実施面での改善に有効であると考えられる。

(2) カウンターパートの一層の能力向上

本技プロでは、DADP 策定・実施モニタリングの支援体制強化を目的に、カウンターパートである DADP P&I TWG 及び PMO-RALG 農業ユニットと協働して支援を実施してきた。この結果、上記 3.1 (4)にも記述したとおり、カウンターパートの主体的関わりは徐々に向上し、業務実施能力も改善しつつある。しかし一方、次項に述べるように DADP に求められる内容は今後さらに高度化することから、それらに対応してガイドラインやフォーマットの改訂、州及び県職員に対する継続的な支援を行うため、カウンターパートの能力も一層の改善が必要である。DADP の内容は毎年、種々の要素が新たに加わるが、カウンターパートはこれらを確実に理解し県の実際の対応能力にも配慮して、DADP の改善の適切なペース並びにレベルを見極める能力が必要である。また、本技プロで培ったエクセル技術を、実践を通して鍛え上げていき、質的評価の評価シートや報告書フォーマットの改訂等を自ら行うことが必要である。DADP 策定及び実施にモニタリングにおいて、今後具体的にカウンターパートの能力強化が必要とされる分野を下表にまとめた。

表 3.3.2: DADP 策定に関し今後強化が必要と考えられる分野

分野	内容
民間の参加促進	従来の政府事業に民間を取り込む発想でなく、民間が興味を持つ事業を支援・育成するという発想
バリューチェーン分析	農産品の生産から販売までのバリューチェーンを広く理解し、不十分なステージの特定と支援対策の策定が必要。
戦略的計画策定	県の置かれた自然・社会・経済環境を分析し、比較優位に基づき、限られた資源を有効活用するよう効果的開発方針を策定する能力
包括的計画策定	県内の多様な開発活動と連携し、また DADP 以外の開発活動（民間投資活動も含む）とも連携し、多様な機会・資源の動員を可能とする能力
中長期計画策定	3 年、あるいは 5 年等、長期的な開発計画を策定できる能力
経済性/費用便益分析	個別プロジェクトの経済性を確認できる能力

表 3.3.3: DADP 実施モニタリングに関し今後強化が必要と考えられる分野

分野	内容
正確なデータ	DADP 事業進捗報告書で正確なデータを集め、報告する能力（州や県による報告データのチェックや是正を促進する能力を含める）
データ分析	DADP プロジェクトの実施・進捗に関するデータを収集したのち、そのデータからプロジェクトの状況を理解し、次の対策（月別、四半期別さらに年度別）を策定する能力

³² 例えば、灌漑開発で、県は DADP 策定段階で、整備する水路の長さをアウトプットとして定めることがある。事業進捗報告書ではプロジェクトで整備された結果の灌漑面積（Ha）で報告することが求められており、この場合、計画文書と事業進捗報告書でデータが整合しない。

分野	内容
個別プロジェクトの管理	県レベルで、個別プロジェクトの情報管理・ファイル管理が実施可能となり、プロジェクトの開始からアウトカム発現まで継続的に管理できるようになる。また、その間、必要な情報が随時・迅速に提供できるようになる。

(3) DADP の計画文書としての一層の質の向上（戦略性、包括性、民間活力導入等）

本技プロの3年間の活動の結果、DADPは、その書式面では改善は達成され、一部内容面での改善に着手されたところである。具体的には、個別プロジェクトでは、費用便益分析の導入、戦略性の向上の面では、中長期的計画策定、複数プロジェクトをパッケージとして計画する点等が導入され徐々に適用されつつある。さらに技プロ最終年次では、バリューチェーンに沿った計画策定が導入され、DADPの実効的計画文書として求められるハードルは一挙に高まった。

このような改善の方向は極めて適切なものといえるが、実際にその要請に応じて実効性のあるDADPを作成できるかは別の問題である。現在の状況では、多くの県は、まだ戦略的発想を十分咀嚼しているとは言えず、従来どおり、DADP予算の範囲で個別プロジェクト間の連携を特に考慮しないまま計画策定を行っている。各県の自然・経済環境に応じ比較優位を考慮し、またDADP交付金以外で県が実施する多様な開発事業を多角的に動員し、かつ民間セクターの活力も取り込む真に戦略的な農業開発計画を県が策定できるようになるためには、まだ多くの支援・経験が必要である。当面は、バリューチェーンに沿って、複数プロジェクトを効果的に連携すること、民間セクターの参加を容易にする環境醸成、県の他セクターとの連携を強化するなど身近な範囲で改善を進めることが重要と考える。また、これらの改善を進めるに当たっては、従来のガイドラインによる指示、NFT・州による研修だけでなく、実際のプロジェクト事例を優良事例として情報共有したり、優良事例を表彰したりするなど新しい工夫を導入することも重要である。

(4) DADP 事業進捗報告の一層の改善（正確なデータ、分析、フォーマットや研修教材の改訂）

技プロの活動により、DADP事業進捗報告は、全国的にも定着し、データの統合も迅速化された。しかし、なお以下のような課題があり、今後も着実な改善を試みる必要がある。

まず、県・州の報告書内容の確認能力がまだ不十分であり、報告データに誤りが見受けられる。本来であれば提出前に自立的に内容確認を行い不要の手もどりを防ぐべきであるが、現在それはほとんど実行されていない。県・州の自立的な報告書確認を促進するためには、チェックリストを普及させ州・県にその利用を働き掛ける必要がある。次いで、県・州・中央全てのレベルで、データの分析、その結果の進捗管理・計画策定への応用が弱い。データ分析・応用は行政管理の中核能力であるにもかかわらず、タンザニアではまだ十分強化されていない分野である。今後は、進捗報告書のデータを分析し、管理・計画業務に利用することを促進する必要がある。例えば、県は、遅延が著しい大型プロジェクトや活動分野については、遅延の理由や対応策等を事業進捗報告書に明記するようにして、州レベルでフォローしていくことなど考えられる。今年度の進捗分析の結果に基づいて、次年度のDADPを策定し、できるだけデータに基づく現実的な計画とするよう目指すことが重要である。最後に、PMO-RALG農業ユニットは、データの統合、報告書作成については自立的に実施することが可能となった。しかし進捗報告書が今後も適切に改訂・維持

管理されていくためには、フォーマットの改訂、実施要領・研修教材の改訂が不可欠である³³。これらについても、農業ユニットは本技プロで培った知見を活用し、自立的に行うことが望まれる。

(5) DADP 個別プロジェクトの実施に対する支援の検討

DADP は、コミュニティや県が策定したプロジェクトの集合体である。県はそれらプロジェクトを一年間で実施する場合もあれば、三年間など複数年に亘り実施する場合もある。他方、DADP 事業進捗報告書は、四半期という区切りで、全ての個別プロジェクトの進捗を横断的に把握するものである。それは一つのプロジェクトを開始から終了まで見るツールとはなっていない。現在のところ、個別プロジェクトの実施状況は、中央にとり「ブラックボックス」になっている。本技プロでの経験で言えば、多くの県では、個別プロジェクトの実施管理がまだ不十分であり、基本データ（プロジェクト基礎情報、活動現場の情報、プロジェクト管理情報等）の整理・収集ができていない。また、建設等直接的なプロジェクト活動が終了した後も状況をフォローし、プロジェクトの運営・維持管理の実態、さらに最終的に発生すべき裨益状況の確認など事後的モニタリングも不十分な状況である。その結果、プロジェクト・レベル・アウトカムの把握を始めとする種々の業務に支障をきたしている。

これまで、本技プロでは DADP の策定を支援し、実施モニタリングとして主に四半期ごとの進捗報告を支援してきた。しかし、実際に DADP を人々に裨益させるためには、計画文書や報告書の質だけでなく、個別プロジェクトの実施状況を問う必要がある。実施状況に係るモニタリングや評価として具体的に何がなされるべきか、またそれを実現するための中央と州による支援内容と体制を検討する必要がある。検討事項には、県・州の能力強化に対する取り組みや管理・報告ツールの開発が含まれる。DADP が県開発計画の一部分であることを踏まえると、それは農業セクターに限った問題ではないかもしれない。検討の際には、農業セクター（DADP P&I TWG や農業ユニット）でできること、そして、中央政府全体として検討すべきことを分別する必要がある。

³³ 現在のフォーマットはエクセルで作成されており、既に多くの機能を入れ込んでいる。さらなる機能が必要な場合は現在のエクセルファイルでは対応が難しく、ASDP 関係者間で DADP 事業進捗報告にどのようなデータを求めるのかを協議・決定し、その上でニーズに応じて機能を増減し、フォーマットを改訂することが重要である。

添付資料

添付資料 1. ログフレームの変遷

ログフレーム (Version 1)

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal LGAs effectively plan and implement their DADPs		1) ASDP partners recognise quality improvement of DADP. 2) DADP related indicators are achieved.	1) J/R Aide Memoire 2) M&E's Progress Report	
Purpose DADP planning and monitoring are improved with strengthened operation of the DADP Planning and Implementation (P&I) TWG, the Agricultural Sector Unit of PMO-RALG and Regional Secretariats (RSs) for backstopping LGAs.		1) The number of poor performer in DADP quality assessment is decreased. 2) Quality DADP progress reports are prepared and submitted.	1) Quality Assessment Report 2) DADP Consolidated Progress Report	
Outputs			JR Regional DADP progress reports	
1 Backstopping activities for the planning of DADPs are strengthened.		- LGAs have received adequate backstopping from key actors at national level. - DADP progress reports are compiled at Regional level by RSs on time.		
2 Monitoring activities for the progress of DADPs are strengthened.				
Activities		Inputs from Japanese Side - Experts - Provision of Equipment - Activity cost for Japanese Experts	Inputs from Tanzania Side - Officials from MAFC, PMO-RALG, and other ASLMS - Office space for Japanese Experts - Activity cost for GoT Officials	RSs are capacitated to conduct required roles and responsibility through retooling and adequate budget allocation. The clarified TIR of key actors is authorized by the high level of GoT.
1-1 To revise the DADP P&I TWG's ToR and Work plan				
1-2 To update DADP Guidelines				
1-3 To update module and manuals for training				
1-4 To conduct training of trainers for RSs				
1-5 To support capacity building of LGAs by RSs				
1-6 To support DADP Quality Assessment by RSs				
1-7 To select sample Regions and LGAs and conduct field monitoring of DADP planning process				
1-8 To strengthen DADP planning				
2-1 To propose revised DADP Progress Report format				
2-2 To improve the consolidation process of DADP progress reports				
2-3 To improve the feedback of the finding of progress reports to LGAs				
2-4 To conduct field monitoring of DADP implementation process at Regions and LGAs				
2-5 To facilitate improvement of DADP monitoring				

ログフレーム (Version 2)

Tentative Logical Framework (June, 2009)

Title: Technical Cooperation in Strengthening Backstopping Capacities for DADP Planning and Implementation
 Target Groups: Agricultural officials of the Agricultural Sector Lead Ministries (ASLMs) and Regional Secretariats (RSs)
 Period: March 2009 - February 2012 (3.0 years)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal LGAs effectively plan and implement their DADPs</p>	<p>1) ASDP partners recognise quality improvement of DADP. 2) DADP related indicators are improved.</p>	<p>1) JPR, Aids Memoire 2) M&E's Progress Report</p>	<p>LGAs sustain the increased capacity to plan and implement high quality DADPs.</p>
<p>Purpose DADP planning and monitoring are improved with strengthened operation of the DADP Planning and Implementation (P&I) TWG, the Agricultural Sector Unit of PMO-RALG and Regional Secretariats (RSs) for backstopping LGAs.</p>	<p>1) The number of poor performers in DADP quality assessment is decreased (from 42% to 20% of the average of 5 secondary indicators). 2) Quality DADP progress reports are prepared and submitted.</p>	<p>1) Quality Assessment Report 2) DADP Consolidated Progress Report</p>	<p>LGAs earnestly follow the directions and conditions given for DADP planning and progress monitoring.</p>
<p>Outputs</p> <p>1 Backstopping activities for the planning of DADPs are strengthened.</p> <p>2 Monitoring activities for the progress of DADPs are strengthened.</p>	<p>- LGAs have received adequate backstopping from key actors at JR national level. - DADP progress reports are compiled at Regional level by RSs on line.</p>	<p>Input from Tanzania Side - Officials from IMFC, PMO-RALG, and other ASLMs - Qualified experts in the NFT - Office space for Japanese Experts - Activity cost for GoT Officials</p>	<p>RSs are capacitated to conduct required jobs and responsibility through retraining and adequate budget allocation. The clarified TORs of key actors are authorized by the high level of GoT.</p>
<p>Activities*</p> <p>1-1 To revise the DADP P&I TWG's TOR and Work plan</p> <p>1-2# To update DADP Guidelines</p> <p>1-3 To update modules and manuals for training on DADP planning and implementation</p> <p>1-4 To conduct training of trainers (TOT) for NFT and RSs.</p> <p>1-5 To support capacity building of LGAs by RSs and NFT</p> <p>1-6 To conduct DADP Quality Assessment (QA) and support QA by RSs.</p> <p>1-7 #+ To select pilot Regions and LGAs and conduct field monitoring of DADP planning process</p> <p>1-8 To strengthen DADP planning activities other than above</p> <p>2-1 To propose revised DADP Progress Report format</p> <p>2-2 To improve the consolidation process of DADP progress reports</p> <p>2-3 To improve the feedback of the finding of progress reports to LGAs</p> <p>2-4+ To select pilot Regions and LGAs and conduct field monitoring of DADP implementation and reporting process</p> <p>2-5 To strengthen DADP monitoring activities other than above</p>	<p>Inputs from Japanese Side - Experts - Provision of Equipment - Activity cost for Japanese Experts</p>	<p>Input from Tanzania Side - Officials from IMFC, PMO-RALG, and other ASLMs - Qualified experts in the NFT - Office space for Japanese Experts - Activity cost for GoT Officials</p>	<p>RSs are capacitated to conduct required jobs and responsibility through retraining and adequate budget allocation. The clarified TORs of key actors are authorized by the high level of GoT.</p>

Note: * All the activities here are owned and conducted by the responsible parties of Tanzanian Government (DADP P&I TWG, NFT, PMO-RALG ASU and RSs).
The Japanese experts join the activities and support them by supplying technical expertise such as data processing, analysis, report writing etc. to the process.

Note: # Technical support will be provided for DFT to produce DADP based on VADPs and to support WFT in facilitating the preparation of VADPs.

A particular focus will be put on the preparation of Village Phased-out plan and the selection of interventions, which should be guided with the DADP Guidelines to be updated.
Note: + This activity includes technical support for the compilation of DADP and DADP Progress Reports at Regional level.

ログフレームの変更点とその理由

変更箇所	変更前	変更後	変更理由
Purpose, OV 1)	The number of poor performers in DADP quality assessment is decreased.	The number of poor performers in DADP quality assessment is decreased (<u>from 42% to 20% of the average of 5 secondary indicators</u>).	第1年次の活動によりDADPの質の向上に関しベースラインと目標値が設定されたため。
Important Assumption (for Overall Goal)	(記載なし)	LGAs sustain the increased capacity to plan and implement high quality DADPs.	タンザニア側関係者からのコメントに基づき追記した。プロジェクト目標達成後、上位目標を達成するためには、地方自治体(LGAs)による持続的な努力が必要であると判断されたため。
Important Assumption (for Purpose)	(記載なし)	LGAs earnestly follow the directions and conditions given for DADP planning and progress monitoring.	タンザニア側関係者からのコメントに基づき追記した。プロジェクト成果の達成後、プロジェクト目標を達成するためには、LGAsが中央政府の指示に従うことが必要であると判断されたため。
Activities	Activities	Activities * (ログフレームの表外にて以下の脚注を表記) Note: * All the activities here are owned and conducted by the responsible parties of Tanzanian Government (DADP P&I TWG, NFT, PMO-RALG ASU and RSs). The Japanese experts join the activities and support them by supplying technical expertise such as data processing, analysis, report writing etc. to the process.	タンザニア側関係者からのコメントに基づき追記した。本技術協力プロジェクトでは、基本的に、DADP作業部会などが主導する活動に、日本人専門家が参加して、彼らに技術支援を行うことを明記した。
Activities 1-2	To update DADP Guidelines	# To update DADP Guidelines (ログフレームの表外にて以下の脚注を表記) Note: # A particular focus will be put on the preparation of Village Phased-out/in plan and the selection of interventions, which should be guided with the DADP Guidelines to be updated.	タンザニア側関係者からのコメントに基づき追記した。Activity 1-2を実施する上での留意点を脚注にて表記した。
Activities 1-3	To update modules and manuals for training	To update modules and manuals for training on <u>DADP planning and implementation</u>	タンザニア側関係者からのコメントに基づき追記した。Activity 1-3で策定(Update)する研修材料の対象分野を明記した。
Activities 1-4	To conduct training for trainers for RSs.	To conduct training for trainers (ToT) for <u>NFT and RSs</u> .	第1年次の活動から、LGAsのDADP策定に対する技術支援は、州職員(RSs)が参加しつつも当面はナショナルファシリテーションチーム(NFT)が中心となり実施されると判断された。Activity 1-4のトレーナーズ研修の対象も、当面はNFTが中心となり、その後RSsを対象にした研修へと移行することが想定されるため、追記した。
Activities 1-5	To support capacity building of LGAs by RSs.	To support capacity building of LGAs by RSs and <u>NFT</u> .	第1年次の活動から、LGAsのDADP策定に対する技術支援は、RSsが参加しつつも当面はNFTが中心となり実施されると想定されるため、追記した。
Activities 1-6	To support DADP Quality Assessment by RSs	To <u>conduct DADP Quality Assessment (QA) and support QA</u> by RSs.	第1年次の活動から、当面はDADP作業部会及びNFTによって質的評価が実施され、将来的に州による実施へと移行することが想定されるため、追記した。

変更箇所	変更前	変更後	変更理由
Activities 1-7	To select sample Regions and LGAs and conduct field monitoring of DADP planning process.	#+ To select <u>pilot</u> Regions and LGAs and conduct field monitoring of DADP planning process. (ログフレームの表外にて以下の脚注を表記) Note: # Technical support will be provided for DFT to produce DADP based on VADPs and to support WFT in facilitating the preparation of VADPs. A particular focus will be put on the preparation of Village Phased-out/in plan and the selection of interventions, which should be guided with the DADP Guidelines to be updated. Note: + This activity includes technical support for the compilation of DADP and DADP Progress Reports at Regional level.	「pilot」という表現については、DADP 作業部会への説明において、先方より修正のコメント（業務の性格から、「sample」ではなく「pilot」の方が適切とのコメント）が出たため。 脚注については、タンザニア側関係者からのコメントに基づき追記した。Activity 1-7 を実施する上での留意点を表記した。
Activities 1-8	To strengthen DADP planning.	To strengthen DADP planning <u>activities other than above.</u>	活動の内容・目的を明確にするため追記した。
Activities 2-4	To conduct field monitoring of DADP implementation process at Regions and LGAs.	+ To <u>select pilot Regions and LGAs and</u> conduct field monitoring of DADP implementation <u>and reporting</u> process. (ログフレームの表外にて以下の脚注を表記) Note: + This activity includes technical support for the compilation of DADP and DADP Progress Reports at Regional level.	「select pilot Regions and LGAs」という表現については、活動の内容と対象をより明確にするため追記した。 「reporting (process)」については、活動対象をより明確にするために追記した。 脚注については、タンザニア側関係者からのコメントに基づき追記した。Activity 2-4 を実施する上での留意点を表記した。
Activities 2-5	To facilitate improvement of DADP monitoring.	To strengthening DADP monitoring <u>activities other than above.</u>	活動の内容・目的を明確にするため追記した。
Inputs from Tanzania Side	(記載なし)	<u>Qualified experts in the NFT</u>	タンザニア側関係者からのコメントに基づき追記した。NFT の存在を明記した。

P0 の変更対比表

Revised Plan of Operations (PO) (June, 2009)	2009												2010												2011												2012												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Output 1. Backstopping activities for the planning of DADPs are strengthened.																																																	
11 To revise the DADP P&I TWGs TOR and Work plan																																																	
12 To update DADP Guidelines																																																	
13 To update modules and manuals for training on DADP planning and implementation																																																	
14 To conduct training of trainers (TOT) for NFI and RSs.																																																	
15 To support capacity building of LGAs by RSs and NFI																																																	
16 To conduct DADP Quality Assessment (QA) and support QA by RSs																																																	
17 To select pilot Regions and LGAs and conduct field monitoring of DADP planning process																																																	
18 To strengthen DADP planning activities other than above																																																	
Output 2. Monitoring activities for the progress of DADPs are strengthened.																																																	
21 To propose revised DADP Progress Report format																																																	
22 To improve the consultation process of DADP progress reports																																																	
23 To improve the feedback of the finding of progress reports to LGAs																																																	
24 To select pilot Regions and LGAs and conduct field monitoring of DADP implementation and reporting process																																																	
25 To strengthen DADP monitoring activities other than above																																																	

■ Original □ Proposed Schedule

P0 の主たる変更箇所、変更内容とその理由

変更箇所	変更前	変更後	変更理由
活動1-1	2009年、2010年、2011年いずれも、3月-6月。	2009年、2010年、2011年いずれも、4月中旬-5月中旬	最新のDADP作業部会の年間作業スケジュールに合わせるため。
活動1-2	2009年：3月-6月 2010年3月より適宜。	2009年、2010年、2011年いずれも、8月中旬-9月	最新のDADP作業部会の年間作業スケジュールに合わせるため。
活動1-3	2009年、2010年、2011年いずれも、7月-9月	2009年、2010年、2011年いずれも、9月	最新のDADP作業部会の年間作業スケジュールに合わせるため。
活動1-4	2009年、2010年、2011年いずれも、9月-11月	2009年、2010年、2011年いずれも、9月後半-10月初旬	最新のDADP作業部会の年間作業スケジュールに合わせるため。
活動1-5	2009年、2010年、2011年いずれも、10月-12月	2009年、2010年、2011年いずれも、10月-11月	最新のDADP作業部会の年間作業スケジュールに合わせるため。
活動1-6	2009年：3月-4月 2010年、2011年いずれも、2月-4月	2009年：3月中旬-4月中旬 2010年、2011年いずれも、2月中旬-4月中旬	最新のDADP作業部会の年間作業スケジュールに合わせるため。
活動1-7	2009年、2010年、2011年いずれも適宜	2009年：8月後半、10月-11月 2010年：1月後半-2月、3月後半-4月前半（適宜）、8月後半、10月-11月 2011年：1月後半-2月、3月後半-4月前半（適宜）、8月後半、10月-11月	最新のDADP作業部会の年間作業スケジュールに合わせるため。
活動2-1	2009年：3月-6月	2009年：4月中旬-5月中旬、8月後半-10月前半	PMO-RALGとともに策定した改善方針に合わせるため。
活動2-2	2009年、2010年、2011年いずれも適宜	2009年：4月-5月、8月中旬-9月中旬、10月-11月中旬、 2010年：1月、4月、8月中旬-9月中旬、10月-11月中旬 2011年：1月、4月、8月中旬-9月中旬、10月-11月中旬 2012年：1月	DADP進捗報告書の実際の作成スケジュールに合わせるため。
活動2-3	2009年、2010年、2011年いずれも適宜	2009年：8月中旬-9月中旬 2010年：8月中旬-9月中旬 2011年：8月中旬-9月中旬	DADP進捗報告書の作成スケジュールに合わせるため。前年度の年間進捗報告書に対して簡易評価を実施し、その結果をフィードバックすることを予定している。
活動2-4	2009年、2010年、2011年いずれも適宜	2009年：8月後半、9月後半-10月 2010年：1月、3月後半-4月、5月後半-6月前半、8月後半、9月後半-10月 2011年：1月、3月後半-4月、5月後半-6月前半、8月後半、9月後半-10月 2012年：1月	PMO-RALGとDADP作業部会の最新の年間作業スケジュールと活動内容に合わせるため。

添付資料 2. 実績

2.1 カウンターパート側の投入実績

(1) カウンターパートの配置

DADP P&I TWG、NFT、及び PMO-RALG セクター調整局農業ユニットが、本技プロの主要なカウンターパートとして配置された。以下に詳細なメンバー構成を示す。

カウンターパートの氏名 及び役職	所属	カウンターパートの 専門分野
Shekania Bisanda	DADP P&I TWG/NFT (MAFC)	農学
Anna Ngoo	DADP P&I TWG/NFT (MAFC)	経済学
Simmon Mpaki	DADP P&I TWG/NFT (MAFC)	経済学
Mariam Silim	DADP P&I TWG/NFT (MAFC)	経済学
Charles Walwa	DADP P&I TWG/NFT (MAFC)	経済学
D. Biswalo	DADP P&I TWG (MAFC)	経済学
James Ngwila	DADP P&I TWG/NFT (MAFC)	経済学
E. Msengi	DADP P&I TWG (MIT)	経済学
Aziza Mumba	DADP P&I TWG/NFT (PMO-RALG)	農学
L. Murungu	DADP P&I TWG (MLFD)	畜産学
P. Kingu	DADP P&I TWG (MLFD)	畜産学
R. Kweka	DADP P&I TWG (MAFC)	農学
A. Msambachi	NFT (MAFC)	経済学
N. Masao	NFT (MAFC)	経済学
A. Nalitolela	NFT (MAFC)	農学
D. Mathias	NFT (MAFC)	農学
Z. Muyengi	NFT (MAFC)	農村開発学
H. Mlaki	NFT (MLFD)	畜産学
A. Mngulwi	NFT (MLFD)	畜産学
R. Mwaliko	PMO-RALG セクター調整局農業ユニット/NFT	農学
A. Mumba	PMO-RALG セクター調整局農業ユニット/NFT	農学
M. Mugini	PMO-RALG セクター調整局農業ユニット	農学
B. Msuha	PMO-RALG セクター調整局農業ユニット	農学
R. Msalale	PMO-RALG セクター調整局農業ユニット	農学
S. Mdachi	PMO-RALG セクター調整局農業ユニット	農学

(2) ローカルコストの投入実績

本技プロ活動にかかるカウンターパート側の支出（推定金額）は以下のとおりである。

項目	担当	推定金額 (TZS)
第1年次 (2008/09年度)		
DADP 質的評価	ASLMs	7,200,000
第2年次 (2009/10年度)		
DADP 策定に係る技術支援（モロゴロ州）（含巡回指導）	州・県	21,320,000
DADP 策定に係る技術支援（コースト州）	州・県	2,625,000
DADP 質の向上セミナー(含 DADP 質的評価)	ASLMs	3,280,000
第3年次 (2010/11年度)		
PMO-RALG 農業ユニット内部ワークショップ	PMO-RALG	336,000

DADP 策定・進捗報告に係る技術支援 (NFT/州職員研修)	DADP P&I TWG	11,520,000
DADP 策定に係る技術支援 (モロゴロ州)	州・県	6,400,000
DADP 策定に係る技術支援 (コースト州)	州・県	12,350,000
DADP 質の向上セミナー(DADP 質的評価を含む)	ASLMs	11,280,000
第4年次 (2011/12 年度)		
DADP 進捗報告に係る巡回モニタリング (キゴマ州)	県	190,000
DADP 策定に係る技術支援 (モロゴロ、コースト、イリンガ、ムベヤ州)	州・県	28,080,000
合計 (TZS)		104,581,000

(3) プロジェクト事務所の提供

本技プロの事務所は、農業省政策計画局内に提供された。

2.2 日本国側の投入実績

日本国側からの投入は、概ね計画とおりに行われた。専門家派遣実績、研修員受け入れ実績、供与機材実績、現地業務費実績は以下のとおりである。

(1) 専門家派遣実績

氏名	指導科目	年度	派遣期間
新井 文令	総括／農村開発計画	2008/09	2009年3月9日～6月16日(100日)
		2009/10	2009年8月22日～12月19日(120日)
			2010年1月13日～3月23日(70日) 2010年4月28日～6月20日(54日)
		2010/11	2010年9月12日～12月20日(100日) 2011年1月11日～3月26日(75日) 2011年4月30日～6月23日(55日)
2011/12	2011年8月26日～12月5日(102日) 2012年1月15日～3月7日(53日)		
尾形 恵美	計画・モニタリング1	2008/09	2009年3月9日～4月22日(45日)
		2009/10	2009年11月5日～12月19日(45日) 2010年3月15日～5月18日(65日)
			2010/11
		2011/12	2011年8月18日～10月31日(75日) 2012年1月7日～2月18日(43日)
板倉 一平	計画・モニタリング2	2008/09	2009年4月28日～6月16日(50日)
		2009/10	2009年8月15日～9月28日(45日) 2010年2月11日～3月28日(46日) 2010年5月15日～6月23日(40日)
			2010/11
		2011/12	2011年11月7日～12月26日(50日) 2012年1月16日～3月7日(52日)

氏名	指導科目	年度	派遣期間
志賀 千章	地方行政モニタリング／業務調整	2008/09	2009年5月3日～6月16日(45日) (業務調整)
		2009/10	2010年4月11日～6月9日 (60日うち業務調整48日)
		2010/11	2011年4月5日～6月3日(60日) (業務調整)
		2011/12	2012年1月8日～3月7日 (60日うち業務調整30日)
合計派遣期間			60.50M/M (1,815日) (うち業務調整6.1M/M (183日))

(2) 研修員受け入れ実績

年度	研修テーマ	研修員	研修期間	受入機関
2009/10	よりよい県農業開発計画作りと事業実施体制作り支援プロジェクト (日本の地方自治体の事業計画策定方法)	Shekania Bisanda Mariam Silim Elizabeth Msengi Aziza Mumba Happiness Mlaki	2010年1月16日 -1月31日 (2週間)	JICA 筑波国際センター
2010/11	地域農業戦略および政策策定、戦略的計画立案	Simon Mpaki Anna Ngoo Rhoda Kweka Jamess Ngwira Elly Mnglwi	2011年1月15日 -1月30日 (2週間)	JICA 筑波国際センター

(3) 供与機材実績

機材到着日	検収確認日	機材名	形式	メーカー	設置場所	数量	利用・管理状況
2009/3/20	2009/3/20	パーソナルコンピューター (事務処理ソフトウェア含)	IT-HP-LAPTOP-63 70-T5670, MS office 2007 pro	HP	MAFC	2	良好
2009/3/20	2009/3/20	スタビライザー付UPS	UPS 650 VA APC	-	MAFC	2	良好
2009/3/20	2009/3/20	ファックス	IT-Printer-HP-Laser jet	Toshiba	MAFC	1	良好
2009/3/20	2009/3/20	プリンター	HP-Laserjet Printer P2015	HP	MAFC	2	良好
2009/6/10	2009/6/10	セイフティワイヤ (PC 用)	ELECOM ESL-7	Elecom	MAFC	2	良好
2009/6/10	2009/6/10	机	120 x 60 x 100 cm	-	MAFC	2	良好
2009/6/10	2009/6/10	キャビネット	170 x 100 x 40 cm	-	MAFC	1	良好
2009/6/19	2009/6/19	コピー機	SHARP Digital Machine AR-5127	Sharp	MAFC	1	良好
2009/8/22	2009/8/22	プロジェクター	Offirio EB-X6	Epson	MAFC	1	良好

(4) 現地業務費実績

本技プロの活動にかかる支出総額は、28,587,000円であった。各年次の支出内訳は以下のとおりである。これには、経常経費（備人費、機材保守管理費、通信費等）、機材購入費の

ほか、CP 研修費を含む各種研修／ワークショップにかかる経費ならびにカウンターパート出張旅費が含まれる。

年次	支出額
第1年次（2009年3月-6月）	2,576,000円
第2年次（2009年8月-2010年6月）	9,482,000円
第3年次（2010年8月-2011年6月）	9,157,000円
第4年次（2011年8月-2012年3月）*	7,372,000円

* 第4年次は、契約金額を記載。

2.3 DADP P&I TWG 会合、セミナー、ワークショップ等の開催・参加記録

本技プロ専門家が参加した主要な会合、セミナー、ワークショップ等を以下に示す。

(1) DADP 計画策定支援

DADP 質的評価（DADP 文書の質的評価の評価枠組みの検討及び評価実施）

実施時期	期間	参加人数	対象者	備考等
2009年3/23～3/28	6日間	14名	DADP P&I TWG、NFT	
2010年5/29～5/31	3日間	約45名	DADP P&I TWG、NFT、州職員（ASDP コーディネータ他1名/州）	
2011年5/24～6/2	11日間	33名	DADP P&I TWG、NFT、PMO-RALG 農業ユニット、州職員（ASDP コーディネータ1名）	評価枠組みの検討は事前に小グループを形成し実施

DADP 計画策定に係る技術支援（バックストッピング）の準備

実施時期	期間	参加人数	対象者	備考等
2009年5/11	1日間	12名	DADP P&I TWG、NFT	翌年度の DADP 技術支援のための知見の共有・意見交換
2010年12/17～12/20	4日間	約45名	NFT、州職員(ASDP コーディネータ)	翌年度の DADP 策定に係る NFT/州職員対象の研修
2010年12/22	1日間	2名	コースト州職員（ASDP コーディネータ含）	NFT/州職員対象研修内容のレビュー
2011年12/19～20	2日間	37名	NFT、州職員（ASDP コーディネータ）	2011/12 DADP 策定バックストッピング事前研修として実施

重点支援対象地域を対象とするバックストッピング（NFT・州職員と共に各 DADP の検討）

実施時期	期間	参加人数	対象者	備考等
2010年1/29～2/3	4日間	約30名	重点支援対象県（モロゴロ県、キロサ県）およびモロゴロ市、ムボメロ県の農業畜産部部長・担当官	
2010年2/15-2/16	2日間	約50名	モロゴロ州5県（モロゴロ県、キロサ県、モロゴロ市、ムボメロ県、キロンベロ県）の農業畜産部部長・担当官（ウランガ県欠席）	
2010年2/24	1日間	約50名	コースト州6県（キバハ県、バガモヨ県、キバハ市、ム克蘭ガ県、ルフィジ県、キサラウェ県）の農業畜産部部長・担当官（マフィア県欠席）	マフィア県へは E メールでコメント送付。

実施時期	期間	参加人数	対象者	備考等
2010年 3/2～3/4	3日間	約20名	コースト州重点支援対象県（バガモヨ県およびムクラング県）およびキサラウェ県の農業畜産部部長・担当官	
2011年 1/17～1/21	5日間	約30名	コースト州内7県の農業畜産部部長・担当官	
2011年 2/25	1日間	約20名	コースト州内6県の農業畜産部部長・担当官（ムクラング県欠席）	
2011年 3/15～3/18	4日間	約20名	モロゴロ州内全6県の農業畜産部部長・担当官	
2011年 3/18	1日間	5名	重点支援対象県ムクラング県の農業畜産部部長・担当官	ワークショップ不参加のため個別指導
2011年 3/23	1日間	約20名	コースト州内6県の農業畜産部部長・担当官（ムクラング県欠席）	
2012年 2/2～4	3日間	28名	モロゴロ州内全県の農業畜産部部長・担当官	
2012年 2/2～4	3日間	約40名	イリング州内全県の農業畜産部部長・担当官、計画部部長、その他関係者	
2012年 2/6～8	3日間	43名	ムベヤ州内全8県の農業畜産部部長・担当官、計画部部長、その他関係者	
2012年 2/8～10	3日間	20名	コースト州内全県の農業畜産部部長・担当官	

(2) DADP 進捗報告支援

重点支援対象地域を対象とする巡回指導（州職員と共に重点支援対象県に対し指導実施）

実施時期	期間	参加人数	対象者	備考等
2009年 9/15・9/16	2日間	約8名	重点支援対象県（バガモヨ県及びムクラング県）農業畜産部部長・担当官	コースト州 第1四半期巡回指導
2009年 10/15・10/16	2日間	約10名	重点支援対象県（モロゴロ県及びキロサ県）農業畜産部部長・担当官	モロゴロ州 第1四半期巡回指導
2010年 4/9	1日間	3名	重点支援対象県（バガモヨ県）農業畜産部担当官	コースト州 第3四半期巡回指導
2010年 4/13	1日間	2名	重点支援対象県（ムクラング県）農業畜産部担当官	コースト州 第3四半期巡回指導
2010年 4/15	1日間	1名	重点支援対象県（キロサ県）農業畜産部担当官	モロゴロ州 第3四半期巡回指導
2010年 5/6	1日間	1名	重点支援対象県（モロゴロ県）農業畜産部担当官	モロゴロ州 第3四半期巡回指導
2010年 9/30・10/1	2日間	約20名	重点支援対象県（バガモヨ県及びムクラング県）、他3県(キバハ県、キバハ市、キサラウェ県)農業畜産部部長・担当官	コースト州 第1四半期巡回指導
2010年 12/14	1日間	約8名	重点支援対象県（モロゴロ県及びキロサ県）農業畜産部部長・担当官	モロゴロ州 第2四半期巡回指導
2011年 4/12	1日間	1名	重点支援対象県（キロサ県）農業畜産部担当官	モロゴロ州 第3四半期巡回指導
2011年 4/13	1日間	1名	重点支援対象県（モロゴロ県）農業畜産部担当官	モロゴロ州 第3四半期巡回指導
2011年 4/14	1日間	3名	重点支援対象県（バガモヨ県）農業畜産部担当官	コースト州 第3四半期巡回指導
2011年 4/18	1日間	3名	重点支援対象県（ムクラング県）農業畜産部担当官	コースト州 第3四半期巡回指導
2011年 11/16	1日間	3名	重点支援対象県（モロゴロ県）農業畜産部担当官	モロゴロ州

実施時期	期間	参加人数	対象者	備考等
			産部担当官	第2 四半期巡回指導
2011 年 11/17	1 日間	3 名	重点支援対象県（キロサ県）農業畜産部担当官	モロゴロ州 第2 四半期巡回指導
2011 年 11/18	1 日間	3 名	重点支援対象県（バガモヨ県）農業畜産部担当官	コースト州 第2 四半期巡回指導
2011 年 11/21	1 日間	4 名	重点支援対象県（ム克蘭ガ県）農業畜産部担当官	コースト州 第2 四半期巡回指導
2011 年 11/22	1 日間	6 名	キサラウエ県農業畜産部担当官	コースト州 第2 四半期巡回指導

州・県を対象とする DADP 事業進捗報告取りまとめに関する OJT の実施

実施時期	期間	参加人数	対象者	備考等
2009 年 10/26	1 日間	2 名	コースト州農業セクターアドバイザー	コースト州 第1 四半期 OJT
2009 年 10/28	1 日間	1 名	モロゴロ州農業セクターアドバイザー	モロゴロ州 第1 四半期 OJT
2010 年 4/19	1 日間	2 名	モロゴロ州 ASDP コーディネータ他	モロゴロ州 第3 四半期 OJT
2010 年 4/27	1 日間	3 名	コースト州 ASDP コーディネータ他	コースト州 第3 四半期 OJT
2010 年 10/8	1 日間	12 名	コースト州 ASDP コーディネータおよび市内 5 県からの参加者	コースト州 第1 四半期 OJT
2010 年 10/8	1 日間	1 名	モロゴロ州 ASDP コーディネータ	モロゴロ州 第1 四半期 OJT
2010 年 12/21	1 日間	2 名	モロゴロ州 ASDP コーディネータ他	モロゴロ州 第2 四半期 OJT
2011 年 4/12	1 日間	3 名	モロゴロ州 ASDP コーディネータ他	モロゴロ州 第3 四半期 OJT
2011 年 4/14	1 日間	1 名	コースト州 ASDP コーディネータ他	コースト州 第3 四半期 OJT
2011 年 5/10	1 日間	9 名	バガモヨ県職員、コースト州 ASDP コーディネータ他	コースト州バガモヨ県 第4 四半期 OJT
2011 年 10/6	1 日間	2 名	モロゴロ州 ASDP コーディネータ他	モロゴロ州 第1 四半期 OJT
2011 年 10/12	1 日間	2 名	コースト州 ASDP コーディネータ他	コースト州 第1 四半期 OJT
2011 年 10/18	1 日間	7 名	キゴマ州職員（ASDP コーディネータ含）および市内 4 県からの参加者	キゴマ州 第1 四半期 OJT
2011 年 10/25	1 日間	8 名	ドドマ州職員（ASDP コーディネータ含）および市内 6 県からの参加者	ドドマ州 第1 四半期 OJT

DADP 事業進捗報告国レベル取りまとめ支援（PMO-RALG 農業セクターユニット対象）

実施時期	期間	参加人数	対象者	備考等
2009 年 4/23～4/27	6 日間	4 名	PMO-RALG 農業ユニット	第3 四半期
2009 年 10/31～11/3	4 日間	3 名	PMO-RALG 農業ユニット	第1 四半期
2010 年 1/22～1/25	4 日間	3 名	PMO-RALG 農業ユニット	第2 四半期
2010 年 4/28～4/30	3 日間	3 名	PMO-RALG 農業ユニット	第3 四半期
2010 年 10/20～10/22	3 日間	3 名	PMO-RALG 農業ユニット	第1 四半期
2011 年 1/26～1/28	3 日間	2 名	PMO-RALG 農業ユニット	第2 四半期
2011 年 5/4～5/6	3 日間	3 名	PMO-RALG 農業ユニット	第3 四半期
2011 年 11/24～11/26	3 日間	2 名	PMO-RALG 農業ユニット	第1 四半期 (繰越金報告書分析)

(3) DADP 計画策定・進捗報告支援共通

DADP P&I TWG 及び NFT 会合

実施時期	参加者	協議内容
2009年3/16	DADP P&I TWG	インセプションレポートの概要説明 DADP 質的評価の実施方法、評価項目改訂
2009年5/4	DADP P&I TWG	インセプションレポートのコメント受領・承認
2009年6/1	DADP P&I TWG、NFT	DADP 実態調査の内容・スケジュール確認
2009年8/25	DADP P&I TWG 小グループ	DADP 実態調査報告書最終化 2009年JIR への対応 DADP ガイドライン改訂
2009年9/1	DADP P&I TWG	2009年JIR の TOR、DADP P&I TWG 年間活動計画見直し、 DADP ガイドライン改訂にかかる協議
2009年11/25	DADP P&I TWG	DADP 簡易ガイドラインの検討 DADP バックストップピング実施要領・時期の確認
2009年12/16	NFT	DADP 簡易ガイドラインの最終化 バックストップピング日程確認
2010年5/21	DADP P&I TWG、M&E 作業部会	事業進捗報告書、共通フォーマットへの対応 モニタリング実施方法の検討
2010年9/21	DADP P&I TWG、M&E 作業部会	プロジェクト・レベルのアウトカム・データ収集システム構築
2010年10/11	DADP P&I TWG	JIR の結果に基づく活動計画の再検討
2010年11/3	DADP P&I TWG	県に対する DADP バックストップピング計画 DADP P&I TWG 年間活動計画の最終化 プロジェクト・レベルのアウトカム・データ収集システム構築
2011年4/5	DADP P&I TWG	DADP 質的評価準備
2011年4/20	DADP P&I TWG	DADP 質的評価準備 プロジェクト・レベルのアウトカム・データ収集実態調査
2011年4/29	DADP P&I TWG	DADP 質的評価準備 プロジェクト・レベルのアウトカム・データ収集実態調査
2011年5/2	NFT	DADP 質的評価の評価項目の見直し、実施方法の改善
2011年9/20	DADP P&I TWG	第6回JIR における作業部会の TOR 検討 DADP ガイドライン改訂 作業部会年間活動計画の見直し
2011年12/1	DADP P&I TWG	DADP ガイドライン改訂 NFT ・州対象研修の準備等
2011年12/16	NFT	2011/12 DADP 策定バックストップピング事前研修準備
2011年1/20	NFT	2011/12 DADP 策定バックストップピング準備
2011年1/30	NFT	2011/12 DADP 策定バックストップピング準備

DADP 質の向上セミナー（DADP 計画策定・進捗報告に係る知見・教訓の共有）

実施時期	期間	参加人数	対象者	備考等
2010年6/1～6/2	2日間	約45名	DADP P&I TWG、NFT、州職員（ASDP コーディネータ他1名/州）	
2011年6/3	1日間	30名	DADP P&I TWG、NFT、州職員（ASDP コーディネータ他1名/州）	
2012年2/24～25	1日間	10名	P&I TWG、NFT	

重点支援地域対象セミナー（支援から得られた知見・教訓共有）

実施時期	期間	参加人数	対象者	備考等
2010年9/28	1日間	16名	コースト州、州 ASDP コーディネータ 他、全7県の農業畜産部長・担当官 NFT メンバーも参加	

実施時期	期間	参加人数	対象者	備考等
2010年 10/5	1 日間	15 名	モロゴロ州、州 ASDP コーディネータ他、全 6 県の農業畜産部長・担当官 NFT メンバーも参加	
2011年 6/6	1 日間	32 名	コースト州及びモロゴロ州の州 ASDP コーディネータ他、州内全 13 県の農業畜産部長・担当官、NFT メンバーと農業ユニット職員も参加	2 州合同実施
2011年 9/30	1 日間	35 名	コースト州及びモロゴロ州の州 ASDP コーディネータ他、州内全 13 県の農業畜産部長・担当官、NFT メンバーと農業ユニット職員も参加	2 州合同実施

(4) ASDP・農業セクター全般に関する各種会合等

日程	会合	主な報告・協議内容
2009年 4/20	ASDP 予算コンサルティティブ会議	ASLMs による来年度 ASDP 関連予算の説明
2009年 5/14	ASDP バスケット・ファンド運営委員会	ASDP 第 3 四半期進捗報告書の協議
2009年 5/26	ASDP コンサルタティティブ会議	2009/10 DADP 予算計画協議 DADP の問題点・現状の報告
2009年 8/19	農業セクターコンサルティティブ会合	9 月-10 月実施予定の JIR の準備協議
2009年 9/23	A-WG 会合	DADP P&I TWG の年次計画・予算説明、 DADP 策定実施ガイドラインの改訂状況、 事業進捗報告書改善に向けた PMO-RALG の県訪問指導
2009年 10/29	A-WG 会合	DADP プロジェクト・レベルのアウトカム データ収集に係る課題と必要性
2009年 11/6	農業セクターレビュー/農業セクター公共支 出レビュー会合	レビューの結果協議
2009年 11/12	ASDP バスケット・ファンド運営委員会	第 4 回 JIR 報告書へのコメント
2009年 12/3	A-WG 会合	DADP 簡易ガイド作成完了
2010年 2/12	ASDP バスケット・ファンド運営委員会	2009/10 年度 ASDP 第 2 四半期進捗報告書 へのコメント
2010年 2/18	A-WG 会合	DADP 簡易ガイドの内容、バックストッピ ング活動
2010年 3/18	A-WG 会合	DADP 事業進捗報告に対する共通フォー マット導入に伴う状況・懸案事項
2010年 5/24	A-WG 会合	DADP 質的評価の実施、事業進捗報告書試 行的検証
2010年 5/25	ASDP バスケット・ファンド運営委員会	第 3 四半期 ASDP 事業進捗報告書の検討
2010年 9/23	A-WG 会合	プロジェクト・レベル・アウトカム収集に 係る DADP P&I、ASDP M&E TWG の合同 協議内容報告、農業セクターにおける共通 フォーマット適用の課題報告
2010年 10/8	農業セクターレビュー/農業セクター公共支 出レビュー会合	レビュー報告書に対するコメント
2010年 11/16	ASDP バスケット・ファンド運営委員会	第 5 回 JIR 報告書、ASDP 評価実施方法に 係る協議、プロジェクト・アウトカム・デ ータ収集に係る進捗報告
2010年 11/19	ASDP 全部会合	各 TWG の年間活動計画に係る協議
2010年 12/13	ASDP 全部会合	DADP ガイドライン (簡易ガイド) 改善の ための協議
2011年 3/14	ASDP バスケット・ファンド運営委員会	2010/11 年度 ASDP 第 2 四半期進捗報告書 へのコメント、DADP 繰越金調査結果、 ASDP 評価実施方法に係る協議

日程	会合	主な報告・協議内容
2011年3/24	A-WG 会合	MKUKUTAIII モニタリング指標の検討・協議
2011年3/28	ASDP 評価関係者会合	評価報告書ドラフト協議
2011年3/31	農業セクターコンサルタティブ会合	農業セクター各イニシアティブ/プロジェクトの調整に係る協議
2011年5/26・27	A-WG 会合	DADP 質的評価、DADP 第3 四半期進捗報告書、アウトカム・データ収集進捗に係る報告
2011年6/14	A-WG 会合	TAFSIP の枠組み協議
2011年6/20	ASDP バスケット・ファンド運営委員会	ASDP II にかかる協議等
2011年9/14	A-WG 会合	ASDP M&E に係る情報共有
2011年10/31	A-WG 会合	DADP 計画・実施、及び M&E 作業部会の進捗報告
2011年11/4	ASDP バスケット・ファンド拡大運営委員会	ASDP 第1 四半期報告書（繰越金報告）、県の会計監査結果、ASDP 資金ギャップに係る協議
2011年11/21	ASDP コンサルタティブ会合	農業セクターの PAF の指標とそのデータ活用に係る協議
2012年2/13	A-WG 会合	ASDP バスケット・ファンドに係る協議

2.4 その他の議事録

DADP P&I TWG 会合議事録 (2009年5月4日)

04 May 2009

Minutes of Meeting
DADP Planning and Implementation TWG

Agenda	1) DADP Quality Assessment Reporting and its Outcomes. 2) Forthcoming Backstopping to LGAs. 3) Workshop to Regional Secretariat on the DADP Quality Assessment results and its Framework. 4) Inception Report of the JICA-RADAG Technical Cooperation. 5) Issues regarding the Third Quarterly DADP Progress Report 6) Results of the LGDG Performance Assessment 7) Meeting with M&E TWG 8) AOB
Date	Monday, 4 May 2009: 10:45 – 12:15
Venue	ASDP Secretariat Office
Attendants	Dr. Shekania Bisanda, PADEP (TWG Chairperson) Ms. Anna Ngoo, MAFC DPP (TWG Co-Chairperson) Mr. Charles Walwa, PADEP (TWG member) Ms. Aziza Mumba, PMO-RALG (TWG member) Dr. Fuminori Arai, RADAG (TWG-Member) Mr. Ippei Itakura, RADAG (TWG-Member)
Materials supplied	None.

1. Opening remarks by the chair

It was regretted that the secretariat of the TWG were not attending in this meeting. Hence, those regular agenda of confirmation of previous minutes were omitted. Agenda were discussed and agreed among the participants. The task of minute preparation was assigned to RADAG with assistance of Ms. Ngoo as a replacement to the secretariat.

2. Discussion and agreements**Agenda 1: DADP Quality Assessment Reporting and its Outcomes.**

- The chair commended the small team which was tasked to complete the following duties of result compilation and report preparation.
- PMO-RALG reported the summary result of the assessment as follows:

Table 1 Number of LGAs in Quality Ranks

Quality Rank	Number of LGAs
Poor	19
Fair	48
Good	56
Very Good	9
Total	132

Table 2 Best and Worst 3 of LGAs and Regions

Description	Name of LGAs		
	1st	2nd	3rd
Best 3 LGAs	Tabora MC	Iringa DC	Kilombero DC
Best 3 Regions	Tanga	Tabora	Mbeya
Worst 3 LGAs	Kilolo DC	Makete DC	Simanjiro DC
Worst 3 Regions	Arusha	Kigoma	Iringa

- It was also reported that the assessment report was completed and circulated to all LGAs.
- Regarding the assessment, some complaints were forwarded by LGAs to the TWG members during the scrutinization process at the Ministry of Finance. Necessary amendments were already made accordingly.
- Way forward agreed at the end of the DADP Quality Assessment in Morogoro was noted in the meeting as follows. Those tasks to be done were discussed in the present meeting.
 - ✧ To circulate the results to LGAs and Regions (done)
 - ✧ To carry out immediate backstopping to those LGAs of poor quality (presently being done by PMO-RALG)
 - ✧ To train RS on the use of the Quality Assessment Framework (to be done)
 - ✧ To prepare a framework for DADP Implementation Assessment (to be done)
 - ✧ To plan for general backstopping by NFT (to be done)
- In addition to the tasks above, PMO-RALG noted guidelines for the preparation of the DADP progress report as an important task to be considered. The meeting acknowledged that the issue would continue to be discussed in the future.

Agenda 2: Forthcoming Backstopping to LGAs

- The meeting discussed the importance of immediate field visit by NFT to carry out an DADP implementation monitoring. It was tentatively agreed that a NFT meeting would be held on May 11th (Monday) 14:00 at the Plant Protection Conference Room. In this regard, a suggestion was made that the results of DADP Quality Assessment should be reported to the Committee of Directors (CDs). It was agreed that the chair and the secretariat would represent the TWG and report to CDs.
- The meeting recognized it necessary to have TOR for the work.
- In order to prepare the TOR, the meeting considered it beneficial to obtain information of monitoring indicators from the M&E TWG. It was also suggested that a small team should be formed to prepare the TOR.
- Hence an agreement was reached that a small team would be formed after finding out what the M&E TWG has been doing on monitoring and how their work could be related to this TWG's monitoring. The small team would prepare the TOR based on

the information. The meeting agreed to delegate the selection of the members of the small team to the chair.

- Concern was raised from past experience that funds were not made available even though NFT members were called to a meeting. It was agreed that the co-chair would follow on this matter with DPP. A suggestion was made that if funds would not be sufficient, only those NFT members stationing at DSM would be called upon.
- The agenda of the meeting would be as follows:
 - ✧ To report results of the December Training
 - ✧ To share and discuss about the DADP Quality Assessment and its way forward
 - ✧ A.O.B.

Agenda 3: Workshop to Regional Secretariat on the DADP Quality Assessment results and its Framework

- The meeting agreed to hold a training workshop for the regional staff about the DADP Quality Assessment.
- A small team of Aziza, Anna and RADAG would be in charge of the preparation.
- It has tentatively been agreed that the workshop would be held in the 1st week of June.

Agenda 4: Inception Report of the JICA-RADAG Technical Cooperation

- The meeting approved the report with the comments and responses from RADAG as below.
 - ✧ It is desirable to increase the number of LGAs to be supported.
(RADAG: The increase would be considered when the detailed plan would be prepared.)
 - ✧ The word “Sample” should be replaced by “Pilot”, if the undertaking would not be based on statistical arrangements.
(RADAG: Agreed, and expression would be changed.)
 - ✧ The programme should provide transport as a part of the equipment supply.
(RADAG: consult with JICA.)
 - ✧ In the selection of LGAs for the sample support, those assessed poor in their DADP quality should be given priorities.
(RADAG: Due consideration would be given when the selection criteria would be prepared.)
 - ✧ In the selection of LGAs, consideration should also be given to the possibility that LGAs might not good at implementing DADP while their planning was good.
(RADAG: Adopted the comment and care would be taken when the selection criteria would be formulated.)

Agenda 5: Issues regarding the Third Quarterly DADP Progress Report

- PMO-RALG reported that some LGAs’ progress reports were very poor in quality. For example a LGA reported only one intervention in the third quarter report. It is wondered such poor reporting was due to poor reporting skills or negligence.
- Some members of the TWG raised the issue of official cover letter signed by DED. Without such formality, reports would often lack seriousness, as noted by the members.
- PMO-RALG considered that technical supports similar to the ones done for DADP planning should be rendered.
- Comments were also made about insufficient works of the regional secretariat.
- The meeting agreed that the issue should be understood properly by the NFT members, and followed by the field visit. PMO-RALG was requested to supply the format of the progress report so that they would be provided to the NFT members in the meeting.

Agenda 6: Results of the LGDG Performance Assessment

- PMO-RALG shared the results of the LGDG Performance Assessment carried out for the implementation of 2007/08 DADP. Major results are as follows.

Table 3 DADP Performance Level of LGAs

Performance Level	Number of LGAs
Level \geq 70%	113
69 > Level \geq 50	11
49 > Level \geq 0	8
Total	132

- Kishap DC has done 0 % of the plan.
- The chair suggested relating the reported results to the contents of the DADP Progress Report.

3. Way forward

- The NFT meeting has been tentatively scheduled to be on May 11, 2009, Monday, from 14:00 at the Plant Protection Office.
- Small task team will be formed to prepare TOR for the NFT field visit (DADP implementation monitoring). The team members are appointed by the chair.
- The co-chair will follow the matter of funding of the NFT meeting.
- A small team of Aziza, Anna, and RADAG will work on the training workshop for RS about the DADP Quality Assessment.

地方自治庁とのインセプション・レポートに係る協議 議事録 (2009年4月2日、4日)

**Record of Communication with PMO-RALG regarding the Inception Report
April 2 and 4, 2009**

1. Process of Selecting Sample Support Regions and LGAs

PMO-RALG: It is good to carryout sample support to a set of selected Regions and LGAs. But selection criteria must be discussed and agreed later among concerned parties.

RADAG (DADP): RADAG (DADP) has agreed to follow the suggested procedure.

2. Number of Sample Support Regions and LGAs

PMO-RALG: The proposed number of Regions and LGAs for the sample support (i.e. currently 4 LGAs in 2 Regions per year) is small. It would be better to increase the number of targeted LGAs or Regions.

RADAG (DADP): The suggestion is appreciated, and the way to increase the number should be discussed later among concerned parties.

3. Assessment of the DADP Progress Report

PMO-RALG: It is desirable to have an assessment of the DADP Progress Report in August/September time. The result can be used during the monitoring and supporting activities for the sample Regions and LGAs.

RADAG (DADP): This suggestion is appreciated and should be discussed further later.

4. Annual Seminar

PMO-RALG: An annual seminar is O.K. at the end of a fiscal year to share experience and findings of the supporting activities of that year. It is also important to attempt always to disseminate the experience and findings to other LGAs across the country.

RADAG (DADP): RADAG (DADP) agrees on the comments and suggests that the participants will be all LGAs of the selected Region of the year.

5. Joint Sample Support

PMO-RALG: Joint sample support with the DADP TWG will be acceptable only if they have common activities and if they finance their participants. It is desirable to prepare Terms of Reference for the sample support and identify whether there are any common grounds for the two tasks teams (one is PMO-RALG team and the other is DADP TWG/NFT team).

RADAG (DADP): The suggestions are agreed.

(This has originally been the correspondence through email communication between Acting Director of DSC, PMO-RALG and Team Leader of RADAG (DADP).)

地方自治庁セクター調整局農業ユニットとの協議議事録（2009年4月24日）

Minutes of Meeting

Date : April 24, 2009

Location : Agricultural Sector Unit (ASU) at PMO-RALG - Dodoma

Participants: Aziza Msangi (ASU), B. R. Mwaliko (ASU), F. Arai (JICA-RADAG (DADP))

Agenda: (1) Issues and challenges of the DADP Progress Report
(2) Activities that ASU and JICA-RADAG (DADP) would work on during the programme.

Discussion:

Agenda (1) Issues and challenges of the DADP Progress Report

- ASU (Aziza and Mwaliko) sees weakness in the following aspects in relation to the DADP Progress Report.
 - *Lack of Performance Assessment*: We are still unable to identify actual state of the DADP implementation.
We prepare the progress report, but based solely on the claim of the LGAs. Sometimes they say projects are “on-going”, but we are not sure whether they are really on-going or just suspended for sometime. We need to know exact situation of the field, hence exact performance of DADPs.
 - *Lack of Feedback of Consolidation*: Although we consolidate the progress reports (quarterly and annually), we are unable to send back our findings obtained during the consolidation (problems or good examples).
 - *Inability of Comparison between Planned and Achieved Activities*: We have data on this comparison at the national level, but unable to produce the same for individual LGAs. Higher authorities of the government are eagerly requesting this information.
- It was agreed that above aspects are all important and their realization is to be aimed at in a long run.
- It was also noted that these issues are related to other activities presently in consideration. For example, the lack of performance assessment is partly addressed by the DADP Implementation Assessment which is under discussion and to be planned by the DADP TWG. Similarly, the feedback of the findings of the consolidation process could be done more effectively if we have a quality assessment of the progress report, similar to the one for the DADP document.
- Recognizing these issues as long-term goals, ASU and JICA-RADAG considered the following as good entry points for improvement.
 - Capacity of RS and LGAs: We all agreed that capacity of RS and LGAs is one of the major bottlenecks. As observed in the present consolidation (3rd quarter, 2008/09 year), the regional reports are still full of confusions and insufficiency

despite the last year workshop (Nov. 2008). The difficulties that LGAs encounter are also observable in the same reports.

- Reporting Guidelines: Together with strengthening the capacity of RS and LGAs, the preparation of DADP Progress Report should further improved if proper guidance is given to them in a written form. The focus of the guidance should be not only on the contents but also on how to work out the process.
- Quality identification of the Progress Report: In order to feedback information for improvement to RS and LGAs, we need to have a set of objective criteria for examination. All recognized that the Quality Assessment of DADP document has been serving for the same purpose of DADP. However, it is also agreed that in order to have such a tool for the progress report, an intensive discussion must be held in the preparation. Also practical approach must be taken if such measurement should be carried out in a regular fashion.
- Improvement of the report format with particular attention to the physical progress report: For better data collection, it was agreed desirable to have numerical data entries for reporting physical progress. Consideration was also drawn to the on-going movement of preparation of data collection system. Mr. Mwaliko particularly noted that the M&E groups (the DMIS of PMO-RALG and the M&E TWG) are on the process of upgrading PlnaRep2 and preparation of LGMD2. According to the explanation by DMIS, the PlanRep2 is capable of handling the duties that the DADP Progress Report is currently taking. While it was not known clearly when the system would be operational for general use, all agreed to pay close attention to the development of the system.

Agenda (2) Activities that ASU and JICA-RADAG (DADP) would work on during the programme.

Based on the observation and common understanding above, ASU and JICA-RADAG considered the following activities are appropriate to take in the order of appearance.

(A) Preparation of reporting guidelines

A set of guidelines should be prepared to facilitate RS and LGAs in their preparation of the DADP progress report. Due consideration should be given to the contents of the M&E Guidelines and the DADP Guidelines. The reporting guidelines should explain about not only the necessary contents of the progress report but also the process of the report preparation. The materials used in the national workshop held in November 2008 at Morogoro can be referred to as a base for the guidelines.

Things to be discussed further:

- Timeline of the work
- Formation of a task team?

(B) Dissemination of and training for the prepared guidelines

A national workshop will be held to disseminate the guidelines and at the same time train RS and LGAs on how to use them.

Things to be discussed further:

- Timeline of the work
- Modality of the workshop (Are we inviting all LGAs at once? Or ToT style workshop?)
- Budgeting

(C) Preparation of quality assessment framework for the DADP progress report

Once the guidelines are ready, a framework for a quality assessment of the DADP progress report will be developed, including assessment criteria.

Things to be discussed further:

- Timeline of the work
- Formation of a task team?

(D) Quality assessment of the DADP progress report

Based on the prepared framework, the progress report will be assessed. The results will be disseminated to RS and LGAs.

Things to be discussed further:

- Timeline of the work
- Arrangement for assessment team
- Budgeting

(E) Capacity development of RS and LGAs

(E0) This task will be repeating engagement, carrying out several similar activities over a time.

(E1) The dissemination workshop of the reporting guidelines is one of the activities of this task.

(E2) After finding the results of the quality assessment, specific and focused capacity development will be rendered to those LGAs with poor outcomes. For this activity, a practical plan needs to be prepared.

Things to be discussed further:

- What kind of Regions and Districts, and how many of them are to be selected (Selection Criteria).
(Are we selecting only poor result LGAs? How to support them if there would be so many? Etc.)
- When (or how often) should we have the supporting activity?
- Who should be performing the activity?
- Budget for the activities needs to be cleared
- Materials for the activity should be prepared.

ASU is in the opinion that supporting activities should be of two kinds: One with direct support to Regions and Districts which show poorest results (weakest capacity): The other is a general dissemination workshop inviting all to share information and advices. In order to find out RS and Districts of weakest capacity, the selection should wait until the action (A) Quality Assessment will complete.

(F) Report format amendment

- (F0) The issue of report format is relevant in every aspect of the activities identified above. We will start communicating with DMIS and M&E TWG about the progress of the relevant data collection systems to find out present progress of PlanRep2 updating.
- (F1) We find out types of data that we need to know for the progress report. It would be a good idea to actually learn how to use the PlanRep2 so that we can have practical sense on how the system satisfies our data needs.
- (F2) If there will be some transition time inevitable before we can fully rely on the PlanRep2, we will find out how best we can deal with the data needs during this transition time.
- (F3) If it is necessary, we prepare an amended format. Consideration should be given to the future alignment to the PlanRep2 and other systems.
- (F4) We will have a dissemination session for the introduction of the new format. This will be a part of the activity E.

ASU and JICA-RADAG (DADP) will continue to communicate each other on these issues. It is hoped that the next discussion will be held in early May.

地方自治庁セクター調整局農業ユニットとの協議議事録（2009年5月14日）

Minutes of Meeting

Date : May 14, 2009
Location : Agricultural Sector Unit (ASU) at PMO-RALG - Dodoma
Participants : Aziza Mumba (Chief of ASU),
 Ippei Itakura (JICA-RADAG (DADP))

Agenda:

1. Confirmation of Proposed Actions for Improvement of DADP Progress Report
2. Basic Directions of Proposed Action
3. Training Strategy

Agenda 1: Confirmation of Proposed Actions

With reference to the minutes of meeting made on April 28, 2009, ASU and JICA-RADAG (DADP) have confirmed the following actions as proposal for improvement of DADP Progress Report.

- 1) To develop DADP Progress Report guidelines
- 2) To conduct the simple Quality Assessment on DADP Progress Report and provide the feedback of the results to RSs and LGAs
- 3) To conduct training of RSs and LGAs on report writing and consolidation
- 4) To improve the report format

Agenda 2: Basic Directions of Proposed Actions

ASU and JICA-RADAG (DADP) have considered the basic directions for improvement. The directions were discussed in the two aspects i.e., overall and specific to each Action Proposed.

(1) Overall Directions

- It was agreed to synchronize JICA-RADAG's supporting activities, including the proposed actions above, with the annual action plan of ASU of PMO-RALG (i.e. relating the activities to the timeframe of ASU's Action Plan). Tentatively the following schedule was considered.

Tentative timeframe for 2009/10

Time	Action Plan of ASU	Activities with RADAG
Jul./Aug.	To scrutinize, consolidate and submit District Agriculture Development Progress reports to stakeholders and feedback to LGAs	2)Simple Quality Assessment (Trial)
Oct./Nov.	To conduct backstopping to LGAs on DADP Implementation	4)Develop Improved formats (Draft) 1)Develop the guidelines 3)Training
April/May		Seminar for RS and LGA officials to share the experience and lessons learned*
Quarterly basis	To scrutinize, consolidate and submit District Agriculture Development Progress reports to	(RADAG support consolidation as required)

	stakeholders and feedback to LGAs	
	To conduct quarterly Monitoring and Evaluation of DADPs	Direct support to Pilot Regions and LGAs for report preparation*

Note: * RADAG Supporting Activities (see the Inception Report for TC in Strengthening the Backstopping Capacities for the DADP Planning and Implementation under ASDP)

- While determining the tentative timeframe as shown above, it was also agreed to maintain the flexibility regarding the timing /sequence of the actions. Due to the involvement of various stakeholders in the ASDP framework, the timing and sequence of the actions may change. For example, Joint Implementation Review may affect the timing of the training on report writing skills which is planned to conduct in Oct. /Nov., 2009. In such case, ASU and JICA-RADAG (DADP) will take actions, which are relatively easy to conduct or modify the way of conducting them in relation with the stakeholders.
- Regarding the mode of cooperation, JICA-RADAG (DADP) will provide technical assistance to the Simple Quality Assessment, the development of the improved format and guidelines, and training. It may also provide the budget for Direct Support to Pilot Regions and LGAs, which are to be selected under the framework of TC. This budget arrangement was requested by ASU, because ASU intends to expand or increase the frequency of the activities, if the availability of their human and financial resources will increase with the support of JICA-RADAG (DADP). JICA-RADAG also prepares the budget of annual seminar, as it was confirmed that at this moment there was no budget at ASU's side.
- With respect to the annual seminar, ASU intends to invite "poor-performing" LGAs to the seminar. JICA-RADAG (DADP) shared the ideas to hold the annual seminar through collaboration with DADP P&I TWG so as to combine the issues of planning and reporting. It was then discussed that there might be difficult to specify "poor" LGAs, because there is the possibility that some LGAs are good at planning but not at reporting and vice-versa. ASU and JICA-RADAG (DADP) agreed to continue discussion on the selection of participants.

(2) Basic Directions specific to each Action Proposed

- The basic directions specific to each action tentatively agreed as follows.

Proposed Action	Basic Directions
Quality Assessment	<ul style="list-style-type: none"> ✓ The aim is to make RS and LGAs understood the quality of DADP Progress Report ✓ To make the trial assessment for the 4th quarterly report for FY 2008/09 ✓ To make it simple as much as possible so as to transfer the task to RS in the coming years
Improvement of the report format	<ul style="list-style-type: none"> ✓ The primary focus is put on the excel report format currently used. ✓ To include the column of physical progress against plan in the current report format ✓ Need to consider how to capture the key achievement of the DADP interventions

	✓	To collaborate with other ASDP stakeholders to update PlanRep2.
Development of the guidelines	✓	This could be developed based on the material used in the national workshop held in November 2008.
Training	✓	See Training Strategy
Annual Workshop/Seminar	✓	To collaborate with the DADP P&I TWG to deliver the comprehensive message to RSs and LGAs in terms of DADP.
Direct Support	✓	See Training Strategy

Agenda 3: Training Strategy for Capacity Development of RSs and LGAs

With regard to training component, ASU and JICA-RADAG (DADP) tentatively agreed on the following strategy.

- To put a greater focus on the capacity development of RSs. ASU and JICA-RADAG considers that the capacity development of RSs is a key factor to make the reporting system work in a sustainable way. They have direct responsibility to backstop LGAs. On the other hand, it was pointed out that the budget and transport for RSs might be limited. This caution will be taken in conducting the activities.
- To combine the workshop approach and on-the job training (direct support/field visits). ASU and JICA-RADAG recognize the importance of on-the-job training or direct support.
- To provide Direct Support to Pilot Regions and LGAs. ASU and JICA may select a few Regions and LGAs for Direct Support. The Direct Support has dual purposes, which are 1) to find facts at field level, especially for poor-performing LGAs in terms of DADP implementation and 2) to identify appropriate approach to capacity development of RS and LGAs for report writing. In light of this, selection criteria include the weak capacities of implementation and report writing. Findings of the direct support will be shared with other stakeholders including other regions, LGAs and ASLMs.

地方自治庁セクター調整局農業ユニットとの協議議事録（2009年11月27日）

Minutes of Meeting

Date: 27 Nov 2009
Venue: Agricultural Sector Unit (ASU), DSC of PMO-RALG at Dodoma
Participants: Aziza Msangi, Chief of ASU
 Arai, Ogata, JICA-RADAG (DADP)

Agenda:

1. Introduction of the common report format by PMO-RALG
2. Reporting of DADP project-level outcome

Attachment: “Issues with regard to the DADP Quarterly Progress Report (Issues DADP Q-PrgRep23Nov09.doc)”

1. Introduction of the common report format by PMO-RALG

With regard to the common report format newly introduced by Ms Mchome’s initiative (PMO-RALG, DLG), ASU and RADAG (DADP) considered the format as insufficient for DADP quarterly progress report, in view of the following issues:

- Its physical progress part (including output of each intervention) is not well sufficiently elaborated, although its financial part is similar to the current DADP format (in terms of data entry, the use of Excel, drop-down list box, etc.).
- There is no column for classifying ASDP grant into three categories (i.e. DADG, ACBG, and AEBG).
- It appears difficult to aggregate the data at regional and national levels

ASU and RADAG (DADP) also recognized the importance of retaining a sector-specific format like the current DADP format to meet DP’s requirements. Both agreed to make a proposal of continuing use of the current format to Mr. Maswi, DPS of PMO-RALG, by taking the following actions.

- 1) RADAG (DADP) will prepare and email a concept note to ASU by Monday (Nov 30th), by presenting the issues described above and indicating the importance of retaining the current format.
- 2) Making use of the note, ASU will discuss with Mr. Maswi to obtain his approval for
 - Continuing use of the current format; and
 - Conducting the relevant training for RS and LGA.
- 3) ASU and RADAG (DADP) are also continuously seeking the way of collaboration with Ms. Mchome, to accommodate the current format to the newly introduced format.
- 4) RADAG (DADP) will prepare and email by the middle of the week starting Nov 30th a list of problems that the present new format may have in light of the data needs of ASDP.

2. Reporting of DADP project-level outcome

ASU and RADAG (DADP) agreed to prepare a concept note on a scheme of project-level outcome data collection. ASU suggested preparation of a checklist (a list of output/outcome indicators). RADAG (DADP) proposed that outcome data collection should be conducted for a few typical interventions (such as irrigation, extension services, etc.) and in some number of sample LGAs instead of the whole country. Both agreed upon the above matters and also agreed to take the following actions:

- 1) By the middle of the week starting Nov 30th, RADAG (DADP) will prepare and email a list of outcome/output indicators (checklist), and a concept note to ASU, which includes:
 - Types and kinds of data to be collected.
 - Interval of data collection.
 - Timeline of the system establishment (Timing of a base line survey, role out of the system from pilot LGAs to the nation, etc.)
 - Candidates for pilot LGAs for the initial data collection.
- 2) ASU and RADAG (DADP) will discuss and finalize the concept note.
- 3) RADAG (DADP) will discuss the concept note with Japanese experts of M&E TWG. ASU and RADAG (DADP) will later on discuss it with M&E TWG and DADP P&I TWG in order to operationalize the scheme.

RADAG (DADP) also suggested the possibility to utilize LGMD2. RADAG (DADP) explained that the current system will be rolled out across the country after the completion of the test-run at the pilot LGAs, and that if LGMD2 will be revised to accommodate our data needs, it has great potential to alleviate the difficulties associated with the data collection of the project-level outcomes.

第 2 年次プロGRESSレポートに係る農業省との協議議事録 (2010 年 9 月 16 日)

Discussion with DPP MAFC on the Progress Report 2 (RADAG-DADP)

Time and Date: 8:30 – 9:20 am, September 16 (Thu), 2010

Place: DPP Office, MAFC

Attendance: Mr. E. Achayo (DPP, MAFC)

Mr. F. Arai, Ms. E. Ogata, Mr. I. Itakura (RADAG-DADP)

1. Mr. Arai briefed about the Progress Report based on the summary of the report.
2. Comments given by Mr. Achayo:
 - 0) For all issues mentioned below, please discuss and work closely with the P&I TWG and M&E TWG.
 - 1) An attempt of introducing **Comprehensive Plan** at the LGA level.
 - ◇ It is government intention to smooth out the process of village phase-in/out. Some LGAs encounter difficulty in selecting some villages into a group of phased-in villages (i.e. those villages targeted in the first 3 years) while leaving others in groups of phased-out villages (i.e. those to be addressed after the first 3 years).
 - ◇ In order to mitigate the difficulty, an attempt should be made, on a pilot basis, to introduce the Comprehensive Plan at the LGA level.
 - ◇ The Comprehensive Plan is a plan of following characteristics.
 - To obtain close collaboration with DPLO
 - While selecting small number of villages for a phased-in group, the remaining villages are given opportunities of development activities by other sectors such as Education, Health, Road, Water, etc.
 - This requires good understanding and collaboration from other sectors.
 - ◇ It seems that some villages are unable to meet their contribution (in-kind) because they have multiple projects, e.g. projects of Agriculture (DADP), Water, Health, Education, etc. Hence, if villages are sorted out to avoid concentration of projects (by introducing the Comprehensive Plan), they are more able to provide their contribution.
 - 2) Better recording/reporting of fund sources.
 - ◇ In many investment projects of the agricultural sector, funds are collected from several fund sources including DADP(DADG)/DIDF, LGCDG, TASAF, LGA's own source, NGO supports, etc.
 - ◇ Such joint funding should be allowed, but be recorded and reported properly.
 - ◇ Therefore an attempt should be made to construct a report format and reporting system that inform a) Description of an intervention, b) Total budget, c) Source of funds.
 - 3) To enhance the ability/capacity of NFT to carry out a quick assessment of the viability of investment activities.
 - ◇ Viability of investment activities is still a serious issue.

- ◇ NFT should be able to assess rather quickly the viability of an investment.
 - ◇ FAO's software "Rural Invest" might be helpful. But it is necessary to examine it carefully for its applicability.
 - ◇ Another aspect of a quick assessment is the viability of crop selection.
 - ◇ Working closely with farming system researchers, and considering the farm budget analysis, NFT needs to be able to assess quickly appropriateness of particular crops for farming/production.
- 4) To improve further the quality of VADP.
- ◇ VADPs are the bases of a good DADP. However they are still not sufficiently addressed.
 - ◇ On a pilot basis, an effort should be made to promote the quality of VADP by approaching and facilitating directly farmers.
- 5) To enable us to have outcome (such as the number of beneficiaries, the positive impact of interventions, etc.) data of DADP activities.
- ◇ ASDP requires data of outcomes showing results/impacts of interventions.
 - ◇ For such data to be collected, reporting system (format, collecting mechanism, storing and processing mechanism, etc.) needs to be identified and established.
 - ◇ At the same time, LGA staff needs to be sensitized to have clear understanding of what are outcome data of interventions.
- 6) To work closely with M&E TWG for further RS involvement
- ◇ Further involvement of RS is important.
 - ◇ With regard to reporting of DADP, it is necessary to work closely with the M&E TWG.

第 2 年次プロGRESSレポートに係る地方自治庁との協議議事録 (2010 年 9 月 17 日)

Discussion with DSC PMO-RALG on the Progress Report 2 and Work Plan of the 3rd Year of TC (RADAG-DADP)

Time and Date: 15:45 – 17:00 pm, September 17 (Fri), 2010

Place: DSC Office, PMO-RALG (Dodoma)

Attendance: Ms.Nshangeki (DSC, PMO-RALG), Ms.Mumba (ASU, DSC, PMO-RALG)
Mr. F. Arai, Mr. I. Itakura (RADAG-DADP)

1. On the Progress Report No.2.

RADAG briefly explained the report based on the summary of the report.

Comments and questions given by DSC and responses by TC team (RADAG) are as follows.

(DSC) How will you ensure the linkage between the DADP Action Plan and the Quarterly Progress Report?

(RADAG) We will work on it together with ASU. We have already discussed it today with ASU.

(DSC) Why did you choose Coast and Morogoro Regions for your sample areas?

(RADAG) First we excluded those areas supported by area-based projects such as PADEP and DASIP. Then we selected those performing relatively poor in planning and reporting.

(DSC) (With regard to the improvement of the DADP content) It is important to support communities during their plan preparation process. Please facilitate Regional and/or District officers to carry out good support to communities for their VADP preparation.

(RADAG) We understand the importance. However, the issue of transport is often raised as a hindering factor for that support.

(DSC) Nonetheless please do support even on a sampling basis (i.e. to support only a few sample communities).

(DSC) Outcome data of DADP projects are not collectable at the end of project implementation (i.e. when construction work is completed). For an effective method of collection, a year-end questionnaire method is not appropriate because such method is mostly adequate for measuring progress of activities of that year. An appropriate method seems to be a survey conducted after a few years of the project completion.

(ASU) ASDP is already in its 5th year of implementation. So it is possible to collect outcomes for those interventions completed in the first or second year of the programme.

(RADAG) Because the Project Write-up includes outcomes as targets, collection and assessment of outcomes based on the Write-ups are possible. The issue will be discussed with the DADP P&I TWG..

(DSC) (In relation to the coordination between ASU and P&I TWG) It is true that carry-over funds are the major issue of DADP Progress Report. However, major cause of the issue is not the weak absorption capacity of LGAs. There are many investment works which need to be performed during dry season. Therefore some

budgets are committed although they remain unpaid at accounts as the works are still under progress at the end of the financial cycle. Another cause is the delay of disbursement of DPs. Please inform other DPs to accelerate their respective disbursement.

(RADAG) We try to the extent we can.

(DSC) With regard to the weakness of LGA's planning capacity, more effort needs for promoting support for vulnerable groups. Do you have particular measures for this issue?

(RADAG) We do not have specific ideas for the matter at this moment. However the DADP Guidelines has already stipulated the necessity of the involvement of the group in planning.

(ASU) On the other hand, the Guidelines requires all groups to contribute for interventions. Thus vulnerable groups are handicapped in this respect.

(DSC) (Suggesting to ASU) PMO-RALG should circulate a letter before DADP preparation begins to LGAs to show basic data about the state of the vulnerable groups in the DADP.

(ASU) It might be possible to amend the DADP Guidelines to highlight the importance of the issue.

2. On the Plan of the Technical Support for the DADP Progress Report

The plan was prepared together with ASU of PMO-RALG, and explained to DSC by ASU member. Comments and questions given by DSC and responses by ASU and TC team (RADAG) are as follows.

(DSC) On Activity No.4 (Preparation of report format for the carry-over funds): Reasons for carry-over should also be reported. Response would be different between committed funds which will certainly be spent and non-committed funds which are pure un-spent funds. It has been reported that 76% of carry-over funds are of those committed funds.

(DSC) On Activity No.5 (Reporting skill assessment) and No. 6 (Progress Assessment): How the quick assessment of the Quarterly Progress Report and DADP Quality Assessment are related to the LGDG Annual Assessment?

(ASU/RADAG) Although it has been proposed that MAFC staff would join the assessment team, the proposal has not been materialized yet. On the other hand, part of the LGDG assessment is included in the DADP Quality Assessment, hence keeping linkage to some extent.

(DSC) It seems to me that LGDG focuses more on financial aspects. Hence it would be desirable for DADP Quarterly Progress Report to look into physical progress.

(DSC) On Activity No.8 (Regional workshop in November): We should take into account the effect of the October election.

(RADAG) The advice is noted. We like to consult with you when it is necessary.

(DSC) On Activity No.9 (Expenditure tracking): I think that making LGAs prepare good report and submit on time is the first thing to do.

(RADAG) We agree that in principle. Nevertheless we think it is useful to support some LGAs which will be identified by screening submitted reports as poor performers as having large sum of carry over funds

(RADAG) On Activity No.10 (Regular visit to sample Regions and LGAs): Our basic idea for this activity is that a model of effective backstopping will be enhanced by facilitating particular Regions and LGAs. Once such model is established, other regions and LGAs would be able to learn from mutual learning and/or exchange visits.

(RADAG) In deed, Coast Region has taken an initiative that they proposed us specific subjects that they like to improve in their and LGAs understanding. Such a positive involvement from the Region is a good sign of the technical support.

(DSC) I am glad to hear such a story as if our children are growing up.

3. Others

(DSC) It would be desirable to minimize the frequency of workshop and field visits so as to give them more time of their due works. Sometimes they attribute the poor performance of DADP to the limited amount of time they have due to the frequent requests to attend such events.

(RADAG) Noted.

地方自治庁セクター調整局農業ユニットとの協議議事録（2011年9月5日）

Minutes of the Meeting

Date: 05 Sep 2011
 Place: PMO-RALG
 Participants: Mukara Mugini, Basil Msuha, Samuel Mdachi (ASU)
 Fuminori Arai, Emi Ogata (JICA RADAG)

Agenda:

1. Courtesy call to Ms. Mollel, Assistant Director Sector Co-ordination
2. Annual Work Plan for Improvement of DADP Progress Reporting for FY2011/12
3. Harmonized format (CDR&CFR)
4. Collection of Good Practices and Projects of DADP
5. Regional Seminar (Morogoro and Pwani) at the end of September
6. Meeting with Director Sector Co-ordination on Progress Report on the Activities for FY2010/2011 of this Technical Cooperation
7. JICA Terminal Evaluation of this TC (early October)

1. Courtesy call to Ms. Mollel, Assistant Director Sector Co-ordination

JICA RADAG made a courtesy call to Assistant Director Sector Co-ordination and briefly explained the activities of TC and the purpose of this visit. Assistant Director noted the following:

- ◆ She has been well informed by ASU about their collaboration with JICA RADAG in progress report improvement.
- ◆ Regarding the harmonized format, she recognizes there have been two initiatives of DLG and DICT in introducing a harmonized format, although she thought the both Directorates have been working on the same format. She suggested JICA RADAG to contact Mr. Mkembe (DLG staff) to update the information.

2. Annual Work Plan for Improvement of DADP Progress Reporting for FY2011/12

(1) Harmonization of the Report Format

- ◆ ASU & RADAG agreed that necessary actions should be taken, when issues are arising.
- ◆ Mr. Mugini will resend the revised LGDG formats to Mr. Mpaki and cc to RADAG. (Already done.)
- ◆ Mr. Msuha will inform Mr. Nanai (in charge of developing LGDG formats) that Dr. Arai will call him about the current situation of the harmonization initiative of LGDG formats.

(2) Improving of the current quarterly report and carry-over fund report formats & (4) Promoting checklist use and Word summary report preparation

- ◆ ASU & RADAG agreed that ASU would hold a one- or two-day workshop for ASDP Coordinators from 21 RSs in November 2011 to exchange their views (difficulties/unclear points) over the use of the current and carry-over fund report format, in collaboration with RADAG. (ASU shall be responsible for venue (tbc). RSs shall be responsible for their own DSA & transport. Technical support shall be provided from RADAG.)
- ◆ On the workshop, ASU also plans to promote use of the checklist and preparation of Word summary report.

(3) Inclusion of a summary sheet of physical progress in quarterly progress report

- ◆ ASU and RADAG agreed to include a summary sheet of physical progress in the regional and national reports.
- ◆ RADAG will prepare the summary sheet of physical progress and present it to ASU for further discussion to finalize it.

(5) Additional pilot LGAs/RSs of TC

- ◆ RADAG proposed Dodoma and Lindi as additional pilot RSs, as they have been behind the peer group in progress reporting. ASU proposed Kigoma or Rukuwa, instead of Dodoma, since they have been marginalized in terms of external support and also recognized as their weak performance in progress reporting.
- ◆ RADAG will check and compare the performance of the four RSs and discuss the results with ASU to select two among the four.
- ◆ The meeting agreed to seek Mr. Mwariko's opinion on this matter. (Already done. He prefers Kigoma over Dodoma, However, because of the distance and his idea that JICA may have some general policy on choosing areas, he left the final decision upto RADAG.)

(6) Regional Seminar

- ◆ ASU will prepare a small presentation regarding progress reporting in the regional seminar, if they can attend it.
- ◆ RADAG will confirm the date and venue of the seminar and inform them to ASU.
- ◆ ASU will arrange to issue an official letter from PMO-RALG to Morogoro & Pwani Regions to join the seminar.
- ◆ RADAG is responsible for DSA for participants (RSs and LGAs) and venue.

(7) DADP Improvement Seminar

- ◆ ASU and RADAG agreed to hold DADP Improvement Seminar by the end of January.
- ◆ RADAG confirmed to be responsible for DSA for RSs and venue.

(8) Project-level outcome data collection system

- ◆ ASU recognized the importance of outcome data collection, and also recognized the following obstacles of data collection:
 - ◇ LGAs did not clearly understand the difference between output and outcome.
 - ◇ LGAs needed sufficient guidance to fill in the formats.
- ◆ ASU proposed to organize another workshop to provide directly LGAs/RS with proper guidance of data collection, after the workshop held in November.
- ◆ RADAG and ASU agreed to discuss this with DADP P&I TWG and M&E TWG to reach a consensus.

(9) Project management & reporting

- ◆ ASU and RADAG agreed to encourage LGAs to prepare a project file per project for their management and record keeping purposes, instead of compiling monthly reports about various projects from extension officers.
- ◆ ASU and RADAG will seek an opportunity to carry out discussion in the workshop discussed in (8).

3. Harmonized format (CDR&CFR)

Discussed in (1) in the above section.

4. Collection of Good Practices and Projects of DADP

JICA RADAG explained to ASU about the plan of good practices collection in DADP planning & implementation, and explained that the results should be shared in the regional seminar.

5. Regional Seminar (Morogoro and Pwani) at the end of September

Discussed in (6) in the section 2.

6. Meeting with Director Sector Co-ordination on Progress Report on the Activities for FY2010/2011 of this Technical Cooperation

ASU will inform Director Sector Co-ordination about their meeting with RADAG, after she

comes back from her holidays.

7. JICA Terminal Evaluation of this TC (early October)

ASU agreed that they could attend the meeting with JICA mission organized in MAFC, at request from JICA Tanzania Office.

添付資料 3. 関連資料

3.1 DADP ガイドライン (本文)

United Republic of Tanzania



**Agricultural Sector
Development Programme
(ASDP)**

**GUIDELINES FOR DISTRICT AGRICULTURAL
DEVELOPMENT PLANNING AND IMPLEMENTATION**

30th December 2007

Dar es salaam

LIST OF ABBREVIATIONS

A-CBG	Agricultural Capacity Building Grant
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
ASFT	Agricultural Services Facilitation Team
ASLMs	Agricultural Sector Lead Ministries
ASP	Agricultural Service Providers
ASSP	Agricultural Services Support Programme
CDG	Capital Development Grant
CBO	Community-based Organisation
CMT	Council Management Team
DADG	District Agricultural Development Grant
DADP	District Agricultural Development Plan
DALDO	District Agricultural and Livestock Development Officer
DASP	District Agricultural Strategic Plan
DC	District Council
DCT	District Core Team
DDP	District Development Plan
DDS	District Development Strategy
DED	District Executive Officer
DEO	District Extension Officer
DFE	District Farmers Fora
DFT	District Facilitation Team
DIDF	District Irrigation Development Fund
DPLO	District Planning Officer
EBG	Extension Block Grant
EDSS	Economic Development Support Services
FC	Full Council
JAM	Joint Appraisal Mission
LGA	Local Government Authority
LGCDG	Local Government Capital Development Grant
MAFC	Ministry of Agriculture Food Security and Cooperatives
MAFS	Ministry of Agriculture and Food Security
M&E	Monitoring and Evaluation
MTEF	Medium Term Expenditure Framework
NGO	Non-governmental Government
NSGRP	National Strategy for Growth and Reduction of Poverty
O&OD	Opportunities and Obstacles to Development
PME	Participatory Monitoring and Evaluation
PMO-RALG	Prime Minister's Office- Regional Administration and Local Government
PFAC	Planning Finance and Administration Committee
PFC	Planning and Finance Committee
PRA	Participatory Rural Appraisal
RDS	Rural Development Strategy
RS	Regional Secretariat
TDV 2025	Tanzania Development Vision 2025
VADP	Village Agricultural Development Plan
VC	Village Council
VDP	Village Development Plan
VEO	Village Extension Officer
WARC	Ward Agricultural Resource Centre
WDC	Ward Development Committee
WDP	Ward Development Plan
WFF	Ward Farmers Fora
WFT	Ward Facilitation Team
WUA	Water Users Association
ZARDI	Zonal Agricultural Research and Development Institute

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1 INTRODUCTION

1.1 Agricultural Sector Development Programme

Agriculture is the mainstay of the Tanzanian economy. As such, higher and sustained agricultural growth is needed to meet Tanzania's National Strategy for Growth and Reduction of Poverty (MKUKUTA) for four main reasons: (i) about 80 percent of the poor live in rural areas and agriculture accounts for 75 percent of rural household incomes, hence significant reductions in overall poverty levels, particularly rural poverty, will require raising agricultural incomes; (ii) agriculture accounts for about 46.6 percent of GDP and 32 percent of exports; (iii) agriculture stimulates economic growth indirectly through larger consumption linkages with the rest of the economy than other sectors; (iv) meeting the country's food security needs in both rural and expanding urban areas requires higher agricultural production and productivity contributing to higher incomes.

The Government has adopted an Agricultural Sector Development Strategy (ASDS) which sets the framework for achieving the sector's objectives and targets, which contribute to both the MKUKUTA objectives and to the Tanzania Development Vision (TDV) 2025. The objective of the ASDS is to achieve a sustained agricultural growth rate of 5 percent per annum primarily through the transformation from subsistence to commercial agriculture. The agricultural growth target is set at 10% by 2010.

To implement ASDS, an Agricultural Sector Development Programme (ASDP) was developed by four Agricultural Sector Lead Ministries (ASLMs), namely: Ministry of Agriculture Food Security and Cooperatives (MAFC); Ministry of Livestock Development (MLD); Ministry of Industry Trade and Marketing (MITM) and the Prime Minister's Office – Regional Administration and Local Government (PMO-RALG).

The Programme comprises of two components; the Local Level Component and the National Level Component. Development activities at national level are to be based on the strategic plans of the line ministries while activities at district level are to be implemented by Local Government Authorities (LGAs), based on District Agricultural Development Plans (DADP) as part of the broader District Development Plans (DDPs). The Programme Objectives are to:

- (i) Enable farmers to have better access to and use of agricultural knowledge, technologies, and market infrastructure; all of which contribute to higher productivity, profitability, and farm incomes; and
- (ii) Promote private investment based on an improved regulatory and policy environment.

The ASDP local level support component will finance three types of interventions:

- (i) Investments in community infrastructure or productive assets;
- (ii) Provision of public or private agricultural services; and
- (iii) Capacity building for farmers, private and public sector service providers, and local government officials.

1.2 Decentralization and Reform

The Government has adopted a decentralization policy, which provides a framework for governance and investment at the local level. The Local Government Reform Programme (LGRP), which aims at improving the delivery of quality services to the public, is a key aspect of the decentralization thrust of the Government. It includes shifting from centrally planned to locally planned activities, including agricultural development, through a reform of the recurrent grants.

A system for discretionary development funding at LGA level (Local Government Capital Development Grant – LGCDG) has been introduced. The grant will be provided to LGAs if they fulfil basic minimum conditions (see LGCDG implementation and operations guide of July 2005 Para 3.3.). The grant is intended for infrastructure construction and rehabilitation in accordance with established investment menu. LGAs can determine how to use the funds locally as long as investments fall within a broad menu of eligible investments including agricultural development.

Consistent with this recently introduced LGCDG system, the ASDP will provide additional grants to LGAs for agricultural-related activities. The grants will be provided through Basket Fund in three forms (i) District Agriculture Development Grant (DADG), (ii) Agriculture Extension Block Grant (A-EBG) and (iii) Agriculture Capacity Building Grant A-CBG. In addition, districts will be able to draw on the District Irrigation Development Funds (DIDF) to supplement specific local level irrigation investment requirements. Each grant will have two elements: a standard or basic grant which LGAs receive irrespective of performance and additional funds or top ups which LGAs receive based on improved performance. The top –up or enhanced grant will be provided through the ASDP Basket Fund.

In order for LGAs to qualify for enhanced grants (DADG, A-EBG and A-CBG) they must qualify first on the Minimum Condition set by LGCDG and then on additional Minimum/Agreed Actions as set by ASLM (see Table 1 of this guideline). Subsequently LGAs will be assessed annually on their performance against a set of criteria that will determine the level of funding that they can receive in the following year.

1.3 Objectives and Structure of the Guidelines

The Objective of these Guidelines is to serve as an operational manual for the implementation of the Local Level Support Component of ASDP, targeted specifically at LGAs in general and the district level in particular.

The guidelines will be used in all LGAs and therefore will have to take into consideration the different types of situations with regards to: (i) local progress with regards to the decentralization and reform process and requirements, and (ii) local availability of funding sources for agricultural development that, at present, are not channelled through the block grant system, such as certain projects (e.g. PADEP, DASIP, DADS, etc.), NGOs, CBOs and the Private Sector.

Thus, these guidelines will provide systematic guidance to LGAs in developing and implementing full-fledged DADPs as envisioned in the ASDP. The guidelines will ensure that:

- i. Agriculture is sufficiently captured in the participatory (O&OD) planning processes;
- ii. Sufficient technical, social, environmental, economic and financial feasibility screening is done before selecting an activity;
- iii. Communities are effectively involved in developing and implementing Village Agriculture Development Plans (VADPs);
- iv. Private sector is increasingly involved in all processes.
- v. The LGAs are provided with specific and detailed guide to local agricultural investments, service, and capacity building.

Note that as DADP is part of DDP, the planning and implementation process of DADP is in line with the existing LGA system.

Flexibility is provided to enable the guidelines to be reviewed progressively based on experiences gained during the implementation

The guidelines are organised into one main document and four Annexes in separate document. The main document is comprised of six chapters. Chapter 1 covers introduction, Chapter 2 describes institutional arrangements. Guidelines on DADP planning at community and district levels are given in Chapter 3 whereas Chapter 4 covers the DADP financing arrangements. Chapter 5 is on DADP operational manual. Chapter 6 provides implementation arrangement including reporting, procurement of goods and services as well as Participatory Monitoring and Evaluation (PME). The Annexes include:

Annex 1 – Local Agricultural Investment: provides specific and detailed instructions for local agricultural investments to be financed through the (general) Local Government Capital Development Grant (LGCDG), the *basic* DADG, the *top-up/enhanced* DADG, and the DIDF/NIDF. Annex 1 includes appendices on Irrigation.

Annex 2 – Local Agricultural Services: provides specific and detailed instructions for agricultural services to be financed through the *top-up/enhanced* District Agricultural Extension Block Grant (AEBG).

Annex 3 – Local Agricultural Capacity Building and Reform: provides specific and detailed instructions for local agricultural capacity building and reform to be financed through the *basic* Agricultural Capacity Building Grant (ACBG) and the *enhanced* ACBG.

Annex 4 - Food security: provides detailed information for LGAs to understand and incorporate food security issues in the planning and implementation of DADPs.

2 INSTITUTIONAL ARRANGEMENTS

2.1 Village Level

Village communities are the main implementing agents. These agents could be village communities as a whole and/or farmer groups. In each village, focus groups will be identified by village assembly to conduct a participatory situational analysis in order to identify opportunities and obstacles to development, including those for the agricultural sector. The focus groups will be facilitated by the Ward Facilitation Teams in collaboration with the Village Agricultural Extension Officer (VAEO) to do the following:

- i Carry out in-depth analysis of the opportunities and obstacles identifying their causal-effect relationship including poverty and vulnerable groups,
- ii Undertake analysis of alternative agricultural development options based on the identified opportunities,
- iii Contribute to the development of Village Agricultural Development Plan (VADP),

At this level, program activities will be implemented under the supervision of the Planning and Finance Committee (PFC) which is a legal arm of the village council responsible for agricultural matters. Beneficiaries will select project committees¹ among themselves that will deal with day to day agricultural development issues. The selection meeting must be attended by at least 70% of the beneficiary. The project committees shall work under the auspices of the Village Planning and Finance Committee. The Project Committee will be constituted by not more than ten members of whom at least 40% shall be women.

The roles of project committees will be to:

- i. Maintain a bank account into which the agricultural grants will be deposited under supervision and guidance of Village Council.
- ii. Mobilise contributions from the community members, group members, Non Governmental Organisations (NGOs), Community Based Organisations (CBOs) and any other development agencies.
- iii. Handle procurement of goods and services as well as management of agricultural investment grant,
- iv. Seek technical support and other services from agricultural extension workers, NGOs and other development agencies,
- v. Monitor implementation of agricultural activities.
- vi. Prepare and submit monthly, quarterly and annual physical and financial reports to the Village Council².

Roles of Village Agricultural Extension Officers

There would be a Village Agricultural Extension Officer who will work in collaboration with the Ward Facilitation Team. The Village Agricultural Extension Officers shall:

- i Train, facilitate and support farmer group formation and farmer networking,

¹ Criteria for forming project committee are found in Annex 1.

² Reporting format should follow the existing PMO RALG reporting system.

- ii Assist groups and farmer's fora / networks to develop service contract proposals and plans,
- iii Provide advice to project Committees and the PFC on agricultural issues,
- iv Ensure that VADPs pay due considerations to the environment and sustainable use of natural resources,
- v Facilitate implementation of on farm trials in collaboration with research institutes,
- vi Support up-scaling of successful activities and ensuring the dissemination of successful stories,
- vii Initiate and facilitate monitoring of agricultural activities and prepare progress reports and submit them to Ward Agricultural Extension Officer,
- viii Implement agricultural regulations, guidelines and by - laws provided by the ASLMs, LGAs and village government, and
- ix Facilitate farmer access to and dissemination of agricultural/livestock/market information.

2.2 Ward Level

Prior to the commencement of field level activities the District Executive Director (DED) shall appoint an interdisciplinary team of ward level facilitators to be known as Ward Facilitation Team (WFT). The WFT will team up with the respective village officers to facilitate village level activities. WDC will foresee the implementation of village agricultural development plans including direct supervision of inter-village activities.

The WFT will include the following:

- i Ward Executive Officer- Team leader
- ii Ward Agricultural Extension Officer (crops and livestock)
- iii Ward Natural Resources officer
- iv Ward Community Development Officer, and
- v Other technical staff whose mandates are related to agriculture

Roles of Ward Facilitation Team (WFT)

- i. Facilitate the participatory planning process at the village level,
- ii. Facilitate and guide project committees and PFC at the village level to prepare a VADP,
- iii. Facilitate development of inter-village activities,
- iv. Assist in the formation of Ward Farmer Fora (WFF),
- v. Assist in preparing WADP by consolidating VDPs and inter-village activities and submit it to the DFT,
- vi. Support farmers to determine their needs and facilitate their contacts with public/private service providers, and
- vii. Operationalise and facilitate the activities of Ward Agricultural Resource Centres.
- viii. Link farmers with various sources of technologies and information

2.3 District Level

The DED will establish an interdisciplinary District Facilitation Team (DFT) comprising of technical staff and representatives of the private sector and NGOs with skills in agriculture, financial management, and participatory processes. The membership would include: District Agricultural and Livestock Development Officer, District Extension Officer, Crops Officer, Livestock Officer, Planning Officer, Community Development Officer, Irrigation Officer, Cooperative Officer, Trade/Marketing officer, Nutrition Officer, Natural Resources Officer and Representatives of private sector, NGOs, and research stations. The DFT will be a technical working group under the Council Director. The District Planning Officer will lead the DFT.

Roles of District Facilitation Team (DFT)

- i. Train WFT on the Participatory planning approaches, agricultural development planning, group formation and dynamics, procurement of goods and services, contracting, financial management, environmental management, participatory technology development, participatory monitoring and evaluation (M&E), public-private partnership, food security issues, marketing and HIV/AIDs.
- ii. Facilitating the participatory process, identification of priorities, supporting the development of projects, and strengthening of farmer groups and communities,
- iii. Providing technical support during implementation, monitoring and evaluation of projects,
- iv. Assist in the interpretation of Planning and Budgeting Guidelines from Prime Minister's Office - Regional Administration and Local Government (PMO-RALG) to village projects committee before launching of the O&OD participatory planning process,
- v. Facilitate formation of a District Farmer Fora (DFF),
- vi. Assist WFT to facilitate the identification and analysis of opportunities, obstacles and technological options needed to develop agriculture in villages,
- vii. Assist WFT to facilitate the identification of vulnerable groups and suggest ways to include them in community actions including emergency crisis prevention,
- viii. Based on the VADPs, carry out needs assessment to identify the required VADP implementation support services and capacity building needs at village, ward and district levels,
- ix. Develop inter-ward activities,
- x. Formulate a comprehensive DADP,
- xi. Identify researchable issues to be undertaken by Zonal Agricultural Research and Development Institute (ZARDI) and others,
- xii. Provide timely feedback to wards and villages on the amount of funds/budget approved by LGA.

Roles of DALDO

The District Agricultural and Livestock Development Officer apart from being a DFT member will have the following specific roles:

- i. Liaise with all stakeholders in the district including Zonal Irrigation Technical Support Unit (ZITS).
- ii. Coordinate training of the DFT and WFT in agricultural plans,
- iii. Receive agricultural components of WDPs and make necessary preparations for the development of the DADP,
- iv. Ensure that DADP pay due consideration to environment and natural resources management,
- v. Ensure that the DADP is effectively integrated into the DDP,
- vi. Facilitate timely disbursement of grant funds to communities and groups,
- vii. Ensure compliance of agricultural development activities with district and national development priorities, and
- viii. Initiate and facilitate monitoring of district agricultural activities.
- ix. Prepare quarterly and annual progress reports (financial and physical) for submission to DED.

Role of the Council Management Team (CMT)

The Council Management Team (CMT) consisting of Heads of Departments and chaired by the Council Director will be responsible for supporting implementation of activities at the district level. The CMT responsibilities will include:

- i Review and advise on the Village and District Agricultural Development Plans and budgets
- ii Verify eligibility of project beneficiaries, cost-sharing arrangements, and other project requirements

Roles of District Executive Director

DED's specific roles are as follows:

- i Disburse resources to the DADP activities as approved by LGCDG Technical and Steering Committees,
- ii Mobilise contributions from the council, central government, CBOs, NGOs and other stakeholders,
- iii Coordinate the formulation and implementation of DADP as part of the DDP, and Supervise the implementation process.

2.4 Regional Level

The Economic Development Support Services of the Regional Secretariat will have the following specific roles under this guideline:

- i. Review and appraise DADPs before they are submitted back to CMT for the inclusion of inputs from RS and then for approval by FC,
- ii. Verify the validity and credibility of information provided by the districts,
- iii. Ensure that due considerations are paid to the environment and natural resources management,

- iv. Assist the development of a quality plan and their adherence to national policies and current directives,
- v. Undertake regular monitoring visits to review the quality of supported investments and services,
- vi. Assist councils to prepare quarterly and annual reports,
- vii. Participate in the O&OD training workshops for DFT,
- viii. Assist LGAs to address shortfalls and areas of poor performance as identified by annual assessment,
- ix. Participate in the annual assessments of LGAs' eligibility for central government grants, including those funded through the LGCDG system, and
- x. Forward consolidated LGA plans and reports to PMO-RALG with recommendations as to the qualifications of councils for funds disbursements.

2.5 National Level

The Permanent Secretaries and Directors for Agricultural Sector Lead Ministries (ASLMs), namely Ministry of Agriculture, Food Security and Cooperatives (MAFC), Ministry of Livestock Development (MLD), and Ministry of Industry, Trade and Marketing (MITM) are responsible for all aspects of the technical implementation of the national level component, while the PMO-RALG and LGAs are mainly responsible for implementation of the local level support. Their tasks include:

- i. Disseminate current information to LGAs to guide the DADP planning and implementation process.
- ii. Conduct orientation workshops for DFT at the district level and support DFT in training on agricultural development planning, procurement of goods and services, contracting, financial management, environmental management, participatory technology development, Food security issues, marketing, irrigation, participatory M&E and public-private partnership to ensure that quality DADPs are developed.
- iii. Monitoring and evaluation of DADPs quality and its implementation performance.
- iv. Develop policy and regulatory frameworks.

3. DADP OVERALL PLANNING PROCESS

3.1 Overview

The DADP planning guide is intended to facilitate communities and districts to plan for agricultural development. The objective is to impart community members with skills on how to identify agricultural problems, causes, effects and possible solutions. District agricultural development planning will follow LGA's participatory planning methodology as provided in the regional Administration Act No. 19 of 1997 and the Miscellaneous Amendment Act No. 6 of 1999. The legislation provides for devolving planning powers and empowering community members. Figure 1 presents a diagrammatic structure of the planning process used by LGAs. This planning system is in line with the Government planning cycle which begins in September each year as illustrated in PMO-RALG guidelines.

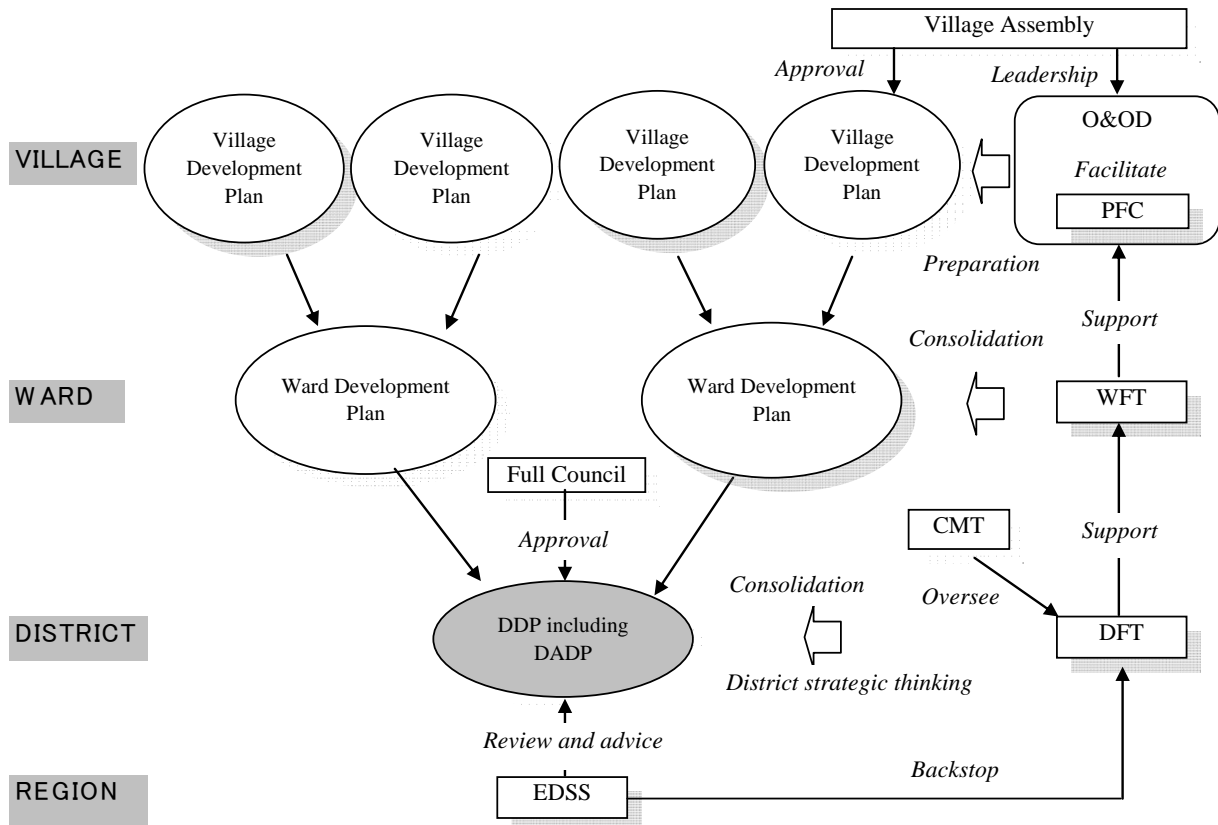


Figure 1: Overview of DADP Planning Structure and the Process

3.2 Stepwise Planning Process

3.2.1 Village Level

Step V1 (September - November) PFC prepares Village Agricultural Development Plan as part of VDP.

In each village focus groups will be identified to conduct a participatory situational analysis in order to identify opportunities and obstacles to development, including those for the agricultural sector. This process shall be coordinated and facilitated by the DFT in collaboration with the WFT. A report will be produced showing the proposed Community Action Plan that contains production and marketing constraints, other recurring emergencies, their causes and possible mitigation measures. Out of this information a participatory VADP will be prepared. Village Agricultural Extension Officers as well as PFC and the WFT are responsible for the agricultural component of the VDP.

Step V2 (December) Village Assembly approves Village Development Plan.

The village plans developed are presented to Village Assembly by PFC for approval. At this level the plans will be discussed at length by the beneficiaries and decisions made based on agreed decisions. The plan will then be submitted to Ward Development Committee (WDC).

3.2.2 Ward Level

Step W1 (October) Ward Facilitation Team is formed.

At the ward level, WFT will be formed composing of:

- i Ward Executive Officer,
- ii Ward Agricultural Extension Officer (crops and livestock),
- iii Ward Natural Resources Officer, and
- iv Ward Community Development Officer.
- v Other technical staff whose mandates are related to agriculture at ward and village level can be co-opted if necessary

WFT will work under the chairmanship of Ward Executive Officer.

Step W2 (October) WFT is trained in participatory approaches and participatory project planning and management processes.

WFT will participate in mandatory training of trainers workshops organized and facilitated by DFT on planning, management and implementation using the O&OD planning approaches. During the training the WFT members will be given facilitation skills so that they can facilitate the process at community level. As much as possible more effort will be vested into training the WFT as they constitute an important group that has day to day contacts with the community members. Facilitators from the national resource team can be hired to provide technical backstopping during the training.

(→Step V1 WFT facilitates the preparation of VADPs.)

Step W3 (January) WFT prepares and submits Ward Development Plan to the WDC

WFT appraise the VDPs and may also add inter-village activities that are considered necessary but not proposed by the villages. Such changes must be communicated back to the community members for consensus before submitting them to the WDC. WFT consolidates these activities into a WDP. The activities will be classified according to geographical area and also by fund sources. The WDC meeting will be convened to deliberate on the WDP and submit it to the district.

3.2.3 District Level

Step D1 (September) DED/CMT receive Planning and Budget Guidelines.

DED/CMT receives the planning and budget guidelines annually from PMO-RALG and the Ministry of Finance. The guidelines include the following:

- i Guidelines for the Preparation of Medium Term Plan and Budget Framework and MTEF, Ministry of Finance.
- ii Guidelines for the Preparation of Local Government Authorities' Medium Term Plans and Budgets, PMO-RALG.

DED will, in turn, distribute these Guidelines to ward and village levels to guide the planning process.

Step D2 (September) District Facilitation Team is formed/reviewed.

DFT will be reviewed and work under the guidance of the District Executive Director (DED).

Step D3 (October) DALDO/DCT formulates/reviews District Agricultural Strategic Plan.

Prior to DADP formulation, a five-year District Agricultural Strategic Plan (DASP) will be developed, integrating participatory community planning and national/district strategies/policies by DALDO and District Core Team (DCT). The DASP is incorporated in the District Development Strategy (DDS). The DASP should include the following:

- i An analysis of the district's agricultural potential, opportunities and obstacles to development,
- ii Roles/importance of the district agriculture in the national/regional economy,
- iii A district diagnostic assessment which would provide district level baseline information,
- iv Roles of LGAs in the district's agricultural development, and
- v Roles and opportunities of the private sector.

Step D4 (October) District Facilitation Team undergoes mandatory training.

A national resource team will facilitate DFT training workshops to impart them with adequate participatory planning knowledge using the O&OD planning methodology. It is important to conduct a workshop for DFT before the team proceeds to support the villages in developing VDPs. The workshop outcome would include:

- i A common understanding on the O&OD planning methodology as required by the District Development Planning process,
- ii The capacity to facilitate/develop practical strategies for creating and sustaining facilitation skills at ward and village levels,
- iii The capacity to identify and include the most vulnerable groups in the village development planning,

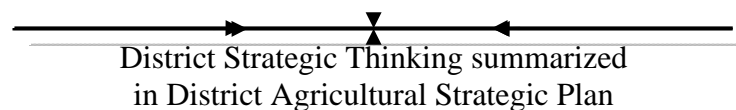
- iv The capacity to assess root causes of recurring emergency crisis and recommend solutions,
- v The capacity to plan, implement and monitor agriculture development activities with the communities and other institutions (NGOs, CBOs etc.), and
- vi A work plan on how to support the ward and village planning process so that agricultural interventions are included in the DDP.

(→Step W2 DFT trains Ward Facilitation Teams in participatory approaches with focus on planning agricultural development interventions)

Step D5 (January) DALDO/DPLO facilitate preparation of District Agricultural Development Plan.

At the district level, the WDPs will be subjected to appraisal by the DFT. Depending on the nature of investment; the appraisal process may involve only a few members of DFT (e.g. agricultural, livestock, natural resources, irrigation, marketing, community development and cooperatives experts). Detailed appraisal of the plans would be accomplished by:

- i Examining the objectives and identifying inconsistencies with the district vision and sectoral objectives in the plans,
- ii Assessing the logical coherence of the intervention logic and assumptions,
- iii Examining the appropriateness of technologies and cost effectiveness of the interventions,
- iv Examining how the plans will benefit different segments within the community [fiscal and social impacts],
- v Ensure that cross-cutting and cross-sectoral issues have been addressed in the plans, particularly the environmental and social management requirement in the Environment and Social Management Framework (ESMF) and the Resettlement Policy framework (RPF),
- vi Conduct pre-feasibility assessment for irrigation interventions by involving Zonal Irrigation Technical Support Unit (ZITS) and Basin Water Office,
- vii Identify support required from the district (in terms of resources, technical support, etc.) for the village to execute the plans and ensure sustainability of the interventions,
- viii Assessing and ensuring consistency with national policies and strategies.



DADP

Participatory Community Planning

Figure 2: Formulation of DADP

Then, DALDO, in consultation with District Planning Officer (DPLO), compiles and consolidates a DADP, based on district strategic thinking (reflected in the DASP) and the consolidated WDPs. All the agricultural activities implemented in the district should be included in the DADPs. To maintain consistency the structure of the DADPs will be based on *the MTEF Format*.

Steps D6 (February) CMT incorporate DADP into DDP

The CMT appraises and consolidate the formulated DADP into DDP. The DDP is then forwarded to the Planning, Finance and Administration Committee.

Step D7 Planning, Finance and Administration Committee (PFAC)

The PFAC appraises the DDP and forward to the Regional Secretariat for review and advice. The reviewed DDP goes back to the CMT (D6) for incorporation of comments from RS, then forwarded to the planning finance and administration committee (D7) for final submission to Full Council

Step D8 and D9 (March) FC approves DDP, and DED submits it to PMO-RALG.

After the DADP is appraised and incorporated into the DDP, the DDP will be submitted to the Full Council (FC) for approval and then to PMO-RALG with a copy to Regional Administrative Secretary (RAS), following the normal LGA system.

3.2.4 Regional Level

Step R1 (October) RS participates in the O&OD training for DFT.

The Regional Secretariat (RS) participates in the O&OD training for DFT.

Step R2 (February) RS reviews DADPs.

The RS will review DADPs as well as LGAs' quarterly and annual reports and advise LGAs on required improvements.

Step R3 (March)

Consolidate DADPs and submit to PMO-RALG with copies to ASLMs

The flow of stepwise planning process is provided in Figure 3 below

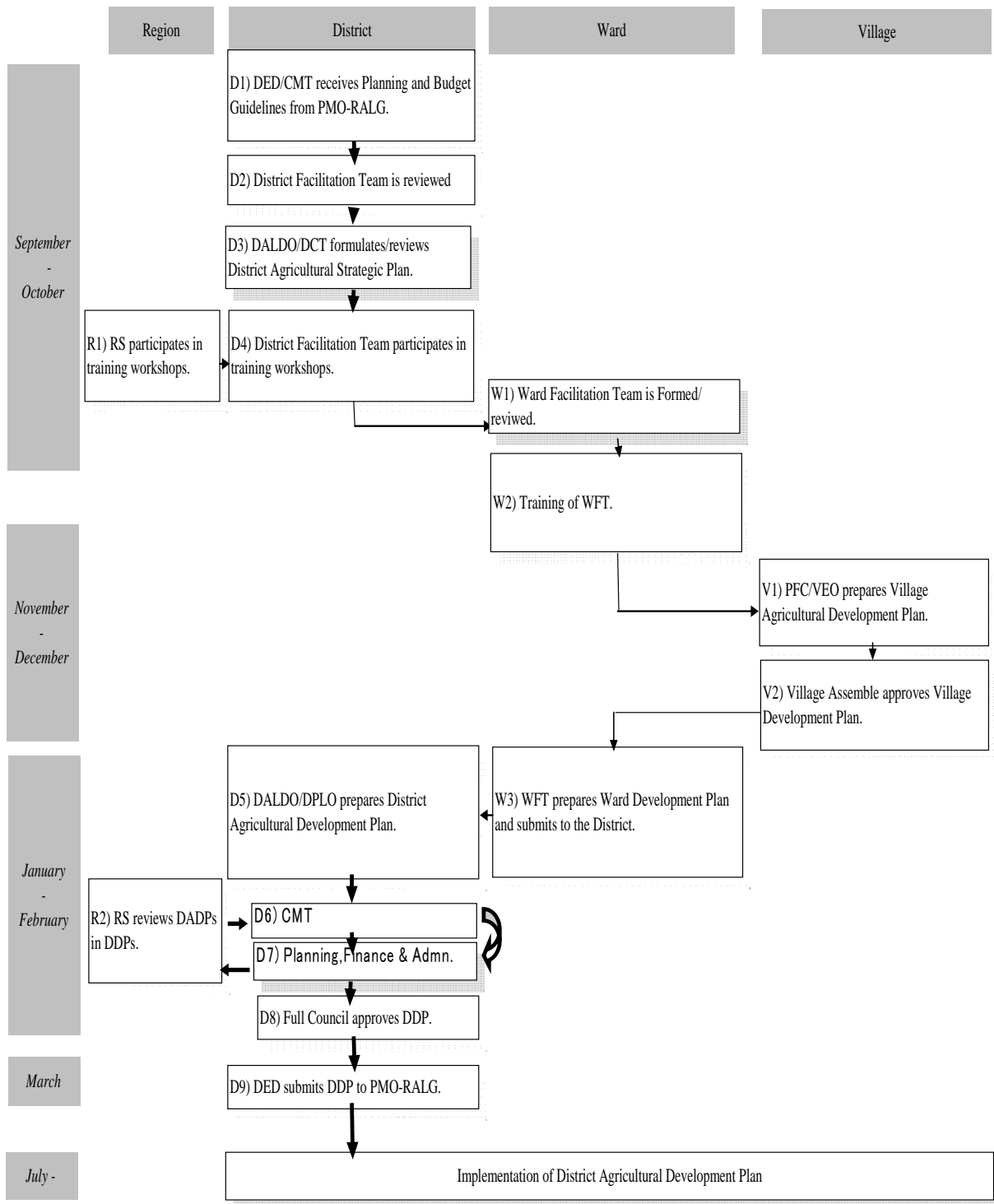


Figure 3: Planning Process of DADP

4. FINANCING DADPs

DADP as a component of the DDP will be financed from various sources including the followings.

- 1) Local Government Capital Development Grant (LGCDG)
- 2) Funds from ASDP Basket Funds Programme
 - i) District Agricultural Development Grant (DADG)
 - ii) Agricultural Extension Block Grant (A-EBG)
 - iii) Agricultural Capacity Building Grant (A-CBG)
 - iv) District Irrigation Development Fund (DIDF)
- 3) LGA's own funds
- 4) Contributions by CBOs, NGOs, farmer groups, processors etc.
- 5) Others

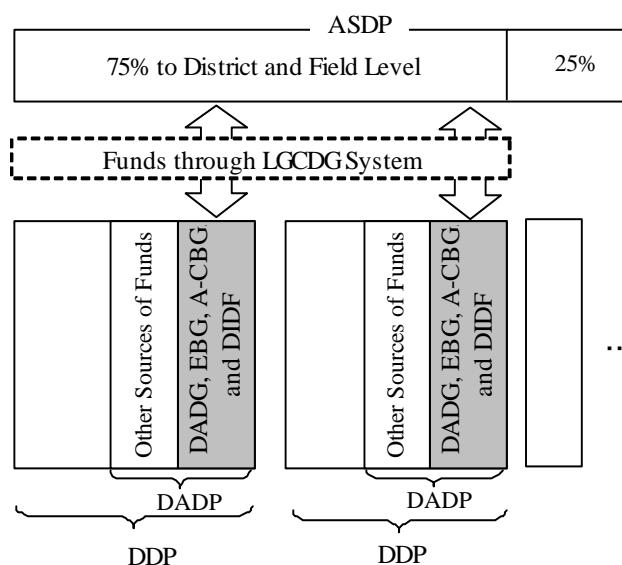


Figure4: Financing DADP

It is important to note that even with the use of DADP fund, Local Government Capital Development Grant (LGCDG) may also be used for agricultural activities.

4.1 ASDP Funds

In addition to the LGCDG the ASDP will be financed through three fiscal grants, the DADG, AEBG and ACBG. Each grant will have two elements: a standard or basic grant which LGAs receive irrespective of performance and additional/Enhanced or top –up funds which LGAs receive based on improved performance. The basic grants will be government funded and the amount per LGA determined using a formula based on number of *villages* (80 percent weighting), *rural population* (10 percent) and *rainfall index* (10 percent). The type and function of each grant are summarized in Table 1.

The additional/top -up grants, from the ASDP Basket Fund, will be disbursed based on LGAs meeting a set of minimum conditions/agreed actions and thereafter adjusted based on annually assessed performance on improvements in DADP design and implementation and on progress made in services reform, the quality of public agricultural investments, and the regulatory environment as set out in the Economic, Social and Management Framework (ESMF) and Resettlement Policy Framework (RPF) Documents. All Local Authorities will have access to a base level capacity building grant to improve on those areas where they score poorly in the assessment.

Table 1: Types and Functions of DADG, A-EBG and A-CBG

Name of Grants	District Agricultural Development Grant (DADG)	Agricultural Extension Block Grant (A-EBG)	Agricultural Capacity Building Grant (A-CBG)
Standard (Basic)	Discretionary fund to finance investment in infrastructure and productive assets.	Operating costs of public extension staff at LGA level.	Discretionary fund to finance training and capacity building of LGA.
Enhanced (Top-up)	Same as above.	Discretionary fund to finance the cost of contracting public/private agricultural service providers.	Earmarked fund to finance farmer empowerment and capacity building for potential private sector service providers (only active for the first 2-3 years of implementation).

District Irrigation Development Fund (DIDF)

Irrigation projects will first be financed by LGCDG and DADG. However, if the funds allocated for the project is not sufficient, it is possible to apply for District Irrigation Development Fund (DIDF)³. DIDF is a fund established at the national level to finance district level irrigation schemes on a competitive basis. To apply for DIDF, districts must meet DADG access conditions. For projects exceeding Five hundred million shillings will be funded through the National Irrigation Development Fund (NIDF). Requests for DIDF financing will be submitted annually and will be scored according to the criteria indicated in Table 2:

Table 2: District Irrigation Development Fund (DIDF) Selection Criteria

Criteria	Maximum score
Economic rate of return	40
Amount of alternative sources of funding (LGCDG and DADG) that the district allocates to the proposed investments	20
Amount of farmers' contribution to the capital investment costs	20
Amount of A-CBG and A-EBG funding that the requesting district has specifically allocated to irrigation	10
Amount of funds allocated to software activities such as capacity strengthening of WUAs and District Facilitation Teams, etc.	10

For details, see ASDP Support through Basket Fund Government Programme Document, May 2006.

³ For details refer DIDF/NIDF guidelines in annex 1

4.2 Conditions for Disbursement

Access to Capital Development Grant (CDG) will be subject to fulfilment of LGCDG conditions. As for the standard portion of DADG, A-EBG and A-CBG, there is no minimum condition. On the other hand, the enhanced portion of DADG, EBG and A-CBG are provided only to those districts that qualify the minimum conditions. Minimum conditions for qualification for DADG, A-EBG and A-CBG are summarized in Table 3.

Table 3: Conditions for Receiving DADG, A-EBG, and A-CBG

Standard (or Basic) Grant	No conditions (Automatically qualify)		
Enhanced (or Top-up) Grant	Must satisfy the following for minimum conditions.		
	Minimum Conditions	Information Source	Level
	1. District qualifies for Capital Development Grant	PMO-RALG annual assessment report	Primary*
	2. Position of DALDO filled	Establishment	Secondary*
	3. Council has a DADP	DADP	Primary
4. Evidence of a commitment to reform agricultural extension services.	Obtain council minutes of resolution on reform	Secondary	

**Primary*: Must be in place at the time of annual assessment

**Secondary*: Districts given additional time to satisfy these agreed actions (e.g. within two months of assessments.)

In addition, the amount of enhanced (top-up) grant allocated to each LGA is determined by the performance of each LGA. A table that summarizes these performance measures is shown in Appendix 1.

4.3 Flow of Funds

The funds for the Community and/or farmer group investments will flow from the district account to the Project account at village/community level. The accounting procedure will follow the existing LGCDG system

4.4 Management of Funds

At LGA level

ASDP funds shall be managed in accordance with the LGCDG system. On receiving confirmation that LGA qualifies to receive the grant and the amount of grant allocation, LGAs are required to prepare quarterly work plans, technical and financial reports for submission to the PMO-RALG through the Regional Secretariats. The consolidated work plans, technical and financial reports are approved by the LGCDG Technical Committee.

At Community (Project Committee level) level

Once the budgeted amount is transferred to the community or group bank Account, the account must be operated by three elected group members/villagers, who will also be signatories preferably at least one woman. To withdraw money two out of three must sign. A financial agreement between the Project Committee and the LGA must be prepared (See Annex 1 for a sample.)

All records are maintained by the village using the already trained (e.g. through the District support) persons. The village must report (physical achievements, expenditure) to the District on a monthly basis and the final reporting will take place after the “Public Audit Meeting” (The village assembly) the minutes from the meeting should be attached.

5. DADP OPERATIONAL GUIDELINES

The DADP activities are broadly divided into investments, service provision, and capacity building, which are explained below.

5.1 Investments

5.1.1 DADG

The Local Agricultural Investments sub-component of ASDP will provide financing for public investment to boost agricultural growth and productivity. Investments will be in accordance with local needs, as determined through local participatory planning and budget processes. Investments will be funded through enhanced/top-up funds to the LGCDG in the form of the District Agricultural Development Grant (DADG). A base level DADG will be provided to LGAs on an unconditional basis. An additional/top-up DADG amounts will be available to those LGAs that meet the minimum conditions/agreed actions and increments given thereafter as their performance improves. Consistent with the LGCDG and dependant on performance, LGAs will either get a 25 percent increase, reduction, or no change in the level of resource transfers.

5.1.2 What can be financed with DADG?

DADP can finance 1) (eligible) investments which includes environmental investments, public infrastructure, such as rural roads, small-scale irrigation schemes, markets, group or community investments of a small scale productive nature, group or community investments in risk bearing (locally) innovative equipment; and 2) Investment Servicing Costs.

5.1.3 How to use DADG

1) Implementation of investment projects

Rural communities will be the main project implementation agencies. Beneficiaries of each proposed agricultural investment project, either the entire village, a sub-village (hamlet), or a farmer group, will elect a Project Committee. The elected project committee shall have representation of both men and women, and will elect chairperson, secretary, treasurer and signatories. It is advised that at least a woman should be among the signatories. The functions of the project committee are as elaborated in Para 2.1 of this guidelines.

The Project Committees will be accountable to the village authority. The village government will provide the needed support to the Project Committees to ensure smooth preparation and implementation of project activities.

2) Eligible Investments for DADG Funding

All of the eligible investments will be funded on cost sharing basis, with beneficiaries contributing additional labour and materials in varying proportions. Broad categories of eligible investments and cost-sharing arrangements are shown in Table 4.

Table 4: Examples of Activities/Investments Eligible for DADP Funding and Cost- Sharing Rates

Eligible Investment	DADG/ Beneficiary Cost Sharing	Comments / Conditions
Environmental Investments		
Gully and erosion control	100% - 0%	Community-based management of natural resources agreed.
Reforestation of degraded area	100% - 0%	Community-based management of natural resources agreed.
Eligible Public Infrastructure		
Gravity irrigation scheme (for groups): intake structure, main and secondary canal	80% - 20%	Tertiary canals and on-farm development are 100% farmer contribution
Pump irrigation scheme (for group): pump, and main and secondary canals	80% - 20%	Pump operation costs, tertiary canals and on-farm development are 100% farmer contribution
Water harvesting earth dam	80% - 20%	On farm development farmer pays 100%.
Shallow well (for livestock and /or vegetable watering)	80% - 20%	On farm development is 100% farmer contribution.
Cattle dip	80% - 20%	Management and use at a fee agreed upon.
Village market infrastructure	80% - 20%	Taxes and fees levied conform to legal regulations.
Village access road and river crossing point/bridges	80% - 20%	Critical sport improvements only
Simple product storage facility	80% - 20%	Management & use of a fee agreed upon.
Group or Community Investment of a Small Scale Productive Nature		
Heifer/goat scheme	50% - 50%	Targets the poor; eg, schemes, etc.
Conservation farming equipment	50% - 50%	Group agreement; testing, e.g. shift from conventional tillage to zero tillage.
Introduction of new crop/livestock	50% - 50%	Benefit large part of the community
Nursery establishment	50% - 50%	For long term (tea, coffee) or with environmental benefits (forestry, agro forestry)
Group or Community Investment in Risk Bearing Innovative Equipment		
Risk bearing group equipment, e.g. tractor, power tiller, oil press, coffee huller, grain mill, milk chilling, fruit/vegetable processor, slaughter facility, sprayer.	25% - 75%	Only for large groups, upon condition of sound business plan and management arrangements, benefits the whole community, no negative environmental impact.
Training		
Specific training and support	100% - 0%	Group contract with agricultural services provider.
Training of Village specialists	100% - 0%	E.g. livestock health specialist.
Non Eligible Investments		
Seed, fertilizer, pesticide	0% - 100%	Only Participatory Technology Development or targeted support/subsidy as provided in the national/regional policies can be supported
Individual equipment e.g. pump, tractor, power tiller	0% - 100%	Only group investment equipment can be supported
On farm irrigation development	0% - 100%	Individual responsibilities

Individual Food and beverage processing	0% - 100%	Only group investment equipment can be supported
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As regards to irrigation which requires specific techniques and knowledge for implementation, the guidance for planning is available in Annex 1.

3) Investment Servicing Costs

It is important to ensure sufficient attention and capacity for LGA to perform the project preparation and implementation. In a similar manner as LGCDG, the DADG can be utilised for investment servicing costs such as planning, site surveys, technical preparation, appraisal, contracting, monitoring and supervision of the projects, *but not general recurrent expenses*. The maximum eligible funding for investments servicing costs will be 6% of the total DADG grant allocated to the LGAs. Value for money project appraisals and environmental and social assessments are part of the investment servicing costs

5.1.4 Ownership and sustainability of DADP Investments

For sustainability purposes it is important to make proper arrangements right from the planning stage to prepare for communities/group ownership including identification of user groups and capacity building for those who will manage and own the facilities.

LGAs should as much as possible ensure management of public-investments such as cattle-dips, slaughter houses, community storage and market structures, wells, small irrigation schemes is in place. These facilities should be run in a business way to generate income for maintenance costs.

5.2 Service Provision

5.2.1 A-EBG

The Basic Extension Block Grant will finance operating costs of public extension staff at LGA level. The Enhanced Extension Block Grant will support implementation of extension reforms including the shift to contracting out agricultural services to private and public Agricultural Service Providers (ASPs). The district/ward/village extension staff shall play a key role in supporting private ASPs and farmer groups, supporting the up scaling of successful activities and ensuring the dissemination of success stories between farmer groups, village and ward farmer fora and between districts.

The areas in which DADP funds may be used include, but are not limited to, the following:

- i To make agricultural technologies more accessible to farmers through:
 - Demonstration and awareness creation,
 - A technology development contract, increase farmers' capacity to manage and use a technology to develop their enterprises, (Introduction of new crop/livestock).
 - On-farm adaptive research, adapt technologies to better suit local production conditions (soil, labour, level of current knowledge, market) and generate relevant management information,
 - Farmer to farmer exchange visits and/or study tours,

- ii DFF/WFF's expenditures to develop current enterprises or to introduce new enterprises to the ward/village, and
- iii Establishment of Ward Agricultural Resource Centers.

Services Contracts

Under service contract arrangements, public and private sector institutions will be contracted to perform specific tasks. ASPs will be contracted for short, medium and long term periods through competition for quality and value for money. The short and medium term contracts will range from six months to two years. There will also be coupon type contracts for emerging pertinent issues. The main benefit of service contracts is to enable farmer groups to tap from both public and private sector expertise for specific tasks.

Most of these contracts will be managed by the DALDOs, while the coupon contracts will be managed by farmer groups and their fora, the coupons, in the custody of the District Treasurers, issued by DALDOs, through written requests, will be managed by farmer groups and their fora/networks.

Examples of Services Contracts

(Operational/on going contracts between district, farmer groups, Farmer fora, private ASPs)

- a) **Thematic Medium to long term** for extension/ advisory services e.g. testing of crop varieties, pest and disease control, land/range management, water catchments management and agro-forestry.
- b) **Thematic Short term:** one-off small grants for Participatory Technology Development, FFS, information and advisory services, farmer to farmer extension/exchange visits, facilitating the farmer empowerment process, conducting agricultural shows, and
- c) **Coupon contracts:** to be used by farmer groups/fora for short term services provision arising from ASDP implementation processes eg. Study tours, disease and pest outbreak, on farm trials, seed fairs etc.

Service contracts are a cost-effective way to meet special technical needs for group activities and must be carefully prepared and tasks specified and monitored. Sample contracts in Annex 2 indicate what should be included in a specific contract for a specific type of service. Whenever deemed necessary legal advice shall be sought. For detailed elaboration on operations of contracts, see Annex 2.

5.2.2 Identification and Selection Criteria for ASPs/NGOs

The districts will conduct an inventory for private ASPs, NGOs and public institutions in their areas leading to a register and shall be consolidated at Regional/Zonal/National levels. The inventory will allow for inter district/regional service provision.

The criteria for selecting ASPs to provide services in an LGA shall follow the following procedure:

Table 5: Evaluation Criteria for Selecting Service Providers

	Factor	Max. pts	Score	Remarks
1.	Status of registration	5		
2.	Knowledge of ASDP activities: Principles/ concepts of ASDP Implementation arrangements of ASDP interventions	5 5		
3.	Financial base ¹	5		
4.	Presence in the district ²	10		
5.	Experience in the agricultural sector	10		
6.	Experience in: Community mobilisation, Farmer empowerment Participatory methods Knowledge of local language (Kiswahili)	7 10 8 5		
7.	Adequacy of personnel: Certificate Diploma Basic Degree M.Sc.	1 3 4 2		
8.	Facilities (cars, m/bikes, office space, etc)	5		
9.	Knowledge about gender, HIV/AIDS, poverty and natural resources issues	8		
10.	Record of implemented programmes	7		
	Total	100		

¹ Verify from the financial statements submitted by the NGO

² NGO with on-going activities in the district

For further details see Annex 2.

5.2.3 Performance Indicators

Performance indicators for the private sector provision of extension services will be monitored through the level of public funding used for contracting private service providers, number of contracts financed by the enhanced A-EBG and number of farmers benefiting from contracts. It is anticipated that over the next 7 years, at least One million households will be covered by the private sector, i.e. about 10,000 households per LGA.

5.3 Capacity Building

5.3.1 A-CBG

The A-CBG will provide support to capacity building and reform with the view of improving capacity to plan, implement, monitor and evaluate agricultural investments and services. Funds will be channels to respective districts through Capacity Building Grants to facilitate demand driven training and technical assistance. A base discretionary capacity building grant will be provided to all LGAs to assist them to qualify for additional funds from ASDP and would include building district capacity in planning, monitoring and delivering of services.

The grants will also be used for farmer empowerment and private sector development. Farmers will be given skills and resources to undertake the participatory planning processes program implementation and M&E. Activities under this component will cover among others; farmer group formation networks and strengthening building on existing interventions of grass-root initiatives such as MVIWATA and Farmer Field Schools. Farmer empowerment will take the form of sensitization, training, networking and participation in technology development and testing. Farmer groups will particularly be supported to form Farmer Fora at ward and district levels in order to strengthen their bargaining powers. There will also be concerted efforts to support development of smallholder marketing associations, linkages to external markets and development of the entire marketing chain.

The private service providers are hereby seen as a hub for agricultural development since the withdrawal from the government in input and output markets over a decade ago. These include input and output traders, NGOs, CBOs, companies, universities and private research and extension agents. However, given its infancy, the private sector needs a push through government support in terms of training and publicity, awareness and operating modalities. The aim here is to have a high calibre of agricultural service providers in areas like research, extension, information and training on technical matters.

The district agricultural office will be strengthened by adjusting job descriptions to match with core functions with the view of increasing private sector participation in service provision. Thus the core team in the DALDOs office would include officers knowledgeable in aspects of marketing as well as the private sector operations and M&E. At the ward level there would be at least three extension officers with bias in crop development, livestock and agribusiness. The activities will generally be demand driven and based on the needs assessments to be carried out by the participating agents and stakeholders.

At community and district level, this component will provide support required for planning, implementation, monitoring and evaluation of sub-projects. These will include necessary equipment for improved service delivery; technical assistance and training, including conducting demonstrations on improved agricultural practices; operating costs, including contracting fees for technical assistance at the local level to assist in subproject preparation, supervision and monitoring. ASDP fund may also be used to provide training on (but not limited to):

- i Data management,
- ii Internal audit,
- iii Computer (for planning / accounts Staff),
- iv Participatory budgeting,
- v Agricultural development specific courses on:
 - a. Participatory approaches,
 - b. Extension programme planning,
 - c. Gender mainstreaming,
 - d. Agro-forestry,
 - e. Environment and natural resource management,
 - f. Agri-business and Entrepreneurship, and
 - g. HIV/AIDS
- vi Agricultural development planning, Participatory planning and appraising,
- vii Participatory Monitoring and Evaluation,
- viii Financial Management and Procurement Procedures,

- ix Public-Private Partnership,
- x Building of district internal auditing capacity of the village accounts,
- xi Capacity to develop business plans,
- xii Skills on identification of agricultural investment development potentials, and
- xiii Group formation, dynamics, leadership skills and management.

For further details see Annex 3.

5.3.2 Marketing and Private Sector Development

In addressing the Agriculture and Livestock marketing at local level special focus will be paid at capacity building aimed at commercializing Agriculture. Participatory community approach will be used to identify market problems and set strategies for particular commodities under production in their localities to improve and develop marketing and value chains.

The capacity will focus on strengthening market infrastructures and various trainings conducted at community and district level.

Training is intended to upgrading the capacity of LGAs in Agricultural and Livestock marketing issues that will help to improve LGAs strategic Agricultural and Livestock marketing planning under DADPs with the major focus on:-

- Understanding strategic marketing chains and agribusinesses
- Marketing requirement on processing, packaging, grading and standardization
- Empowerment of agricultural marketing institutions such as groups association and cooperatives to enhance lobbying capacity negotiation and the marketing service delivery

5.3.3 Food Security

In addressing the food security at local level specific focus will be paid in upgrading the technical capacity of District Facilitators and communities in food security related issues through specialized training with a view to improving LGAs strategic food security programme planning under DADPs. The training will be focused on: (i) Situation analysis for food availability, accessibility and utilization at community level with particular attention to vulnerable groups and (ii) Identification of vulnerable groups in communities

1. Situation Analysis on Food Availability, Accessibility and Utilization at Community Level

To analyze the stated three pillars of food security at the community level a facilitator is required to understand the following key factors:

- Types of food available
- Sources of food supply
- Volume of food still with the stock

- Average hectares cultivated per household
- Usual number of meals per day.
- Current number of meals per day.
- Technologies used in food production.
- Processing
- Utilization

2. Identification of Vulnerable Groups in Community

In order to identify vulnerable groups in communities a facilitator should consider the following steps:

- i. Identify households situated in marginal lands
- ii. Develop open ended simple questionnaire
- iii. Conduct informal survey
- iv. Analyze data, establish the status of the households and share the findings with group
- v. Identify the possible interventions to alleviate the situation in collaboration with the community

For further details see Annex 4

6. IMPLEMENTATION ARRANGEMENTS

6.1 Financial Reporting and Auditing

Financial flows, reporting and account management of DADP funds will be aligned with that of the LGCDG system. Financial and quarterly progress reports are submitted by LGAs to PMO-RALG through RS. The reports should be produced through the PlanRep systems. LGAs failing to report for the previous quarter in the required format and within the specified deadlines will not receive funding for the following quarter.

Auditing follows the process prescribed in the LGCDG system. LGAs are responsible for ensuring that the annual accounts are prepared. Council Treasurer will prepare a standard annual report required as per financial regulations. The report should include accounts, records including a sample of those at farmer group, forum, and village and ward levels. The report has to be audited by the National Audit Office or a reputable independent auditing firm.

For details, see LGCDG System – Implementation and Operations Guide (July 2005), PMO-RALG, Chapter 4. Reporting and Chapter 5. Audit.

6.2 Participatory Procurement of Goods and Services

The procurement of goods and services should be in accordance with the Local Authority Procurement Regulations, Local Government Procurement Manual and any other approved processes. Project Committee members should be given required skills from time to time to undertake procurement of goods and services in order to minimise dependence on central tender boards. The procurement at community level should be done by project committees in close collaboration with the Council Tender Board.

All procurement requirements will be published to inform community members and potential providers of goods and services about project development and activities; and, to enhance transparency and competition in the procurement process. Publicity would take the form of information campaign notices or billboards placed in appropriate locations (e.g., local newspapers, village councils and community meetings).

6.3 Participatory Monitoring and Evaluation

Participatory Monitoring and Evaluation (PME) is a continuous collection, analysis and use of information for management control and decision making by full involvement of the stakeholders at all levels. In that case, it is people centred, designed to facilitate critical self assessment during implementation of interventions and forms the basis for improvement of future development plans by the stakeholders.

Monitoring of DADPs will be conducted in the context of existing Local Government M&E Systems e.g., PlanRep, Logical Framework (LFA) and Designing PME.

PME will follow the following steps for implementation

- i. Constructing the logical frame work (LFA) at the planning stage of DADP
- ii. Establishing the Project Committee
- iii. Designing PME activities by the Project Committee.

The Project Committee is responsible for day-to-day management of the project activities, including reporting progress on project activities to village assembly on monthly basis. Feedback will be obtained from the Village PFC as well as Village Assembly. The Project Committee will be involved in the annual public and public audit meetings to present performances and share information on the project.

District level evaluation (measuring outcome and impact) will be conducted after the end of each implementation period of the plan. LGAs will need to evaluate themselves by either capturing relevant information themselves or by commissioning suitable studies. The evaluation work would meet their own priorities aimed at measuring whether the group, village or district's immediate objective has been achieved. The focus will also be made on measuring service performance, value-for-money and cost-effectiveness.

Appendix 1

Criteria for the Enhanced DADG, DAEG and A-CBG

Functional area	Indicators of Performance Measures	Information Source, Assessment Procedures and Scoring Procedure
<p>1. DADP prepared and implemented according to guidelines and as part of DDP.</p> <p><i>Maximum score=35</i></p>	<p>1. The DADP contains as an analysis of the district’s agricultural potential, opportunities and obstacles to development. A Diagnostic Assessment and Agricultural Strategy are available, with private sector roles and opportunities identified.</p>	<p>Review DADP to ensure that the District Strategic Plan includes the following.</p> <ul style="list-style-type: none"> • An analysis of the district’s agricultural potential, opportunities and obstacles to development: <i>10</i> • A diagnostic assessment: <i>5</i> • Private sector roles and opportunities identified: <i>2</i>
	<p>2. DADP assessed for level of implementation as per activities and budget.</p>	<p>Assess together with DPO, DALDO and relevant District Management Team members the status of implementation of the DADP:</p> <ul style="list-style-type: none"> • <i>90-100% implementation of DADP: 25</i> • <i>50-90% implementation of DADP: 12</i> • <i>25-50% implementation of DADP: 6</i> • <i>0-25% implementation of DADP: 0</i>
<p>2. District Agricultural Services Reform and contracting</p> <p><i>Maximum score=20</i></p>	<p>1. Proof that agricultural service are progressively embracing empowerment approaches and engaging the private sector (ward and district farmer fora formed; extension services contracted to private sector).</p>	<p>Review strategy documents, DADP and annual reports. Interview with DALDO team and private sector service providers in the district.</p> <p>1) Number of wards which have established farmer fora:</p> <ul style="list-style-type: none"> • <i>All Wards have established farmer fora: 10</i> • <i>50% of all Wards have established farmer fora: 7</i> • <i>Less than 50% of all Wards have established farmer fora: 3</i> • <i>No evidence of strategy in place: 0</i> <p>2) Percentage of LGA budget for extension used for contracting services through private providers:</p> <ul style="list-style-type: none"> • <i>Over 10%: 10</i> • <i>5-10%: 7</i> • <i>Less than 5% : 3</i> • <i>No services contracted out: 0.</i>
	<p>2. Evidence of linkages with Zonal Agricultural Research and Development Institutes (ZARDI)</p>	<p>Evidence of ongoing research activities in LGA</p> <ul style="list-style-type: none"> • District have accessed information on 4 priority technologies from the ZARDI with explicit consideration of input and output prices and costs of the technology: <i>15</i>

		<ul style="list-style-type: none"> Districts have accessed published materials on at least 3 success stories per year from the ZARDI: 5
<p>3. Agricultural investments follow standards of compliance and technical audit conducted.</p> <p><i>Maximum score=30</i></p>	<p>Proof that investment meet technical, financial and economic, social, gender, and environmental standards.</p>	<p>Make spot check of 5 randomly selected investments and examine investment documentation for DADP activities to determine the extent to which they meet relevant standards and guidelines.</p> <ul style="list-style-type: none"> - All 5 show compliance: 30; - 4 show compliance: 25; - 3 show compliance: 20; - 2 show compliance: 15; - 1 show compliance: 10; - 0 show compliance: 0
<p>4. Policy and regulatory</p> <p><i>Maximum score=15</i></p>	<p>Agricultural cess limit of 5% of farm gate price with no cess on products passing through the districts or where it is sold in markets.</p>	<p>Review a sample of five product markets:</p> <p>For each product</p> <ul style="list-style-type: none"> - above 5%: 0 - below 5%: 3 (3 x 5 = 15)

Source: Agricultural Sector Development Programme (ASDP) Support Through Basket Fund Government Programme Document United Republic of Tanzania, May 2006.

3.2 DADP ガイドライン簡易ガイド

Jamhuri ya Muungano wa Tanzania



**MWONGOZO WA KUANDAA NA KUTEKELEZA MIPANGO YA MAENDELEO YA
KILIMO YA WILAYA**

Desemba 2011

Dar es salaam

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VIFUPISHO

ACBG	- Agricultural Capacity Building Grant
AEBG	-Agricultural Extension Block Grant
ASDP	- Agricultural Sector Development Program
ASDS	- Agricultural Sector Development Strategy
ASLMs	- Agricultural Sector Lead Ministries
CAG	- Controller and Auditor General
CMT	- Council Management Team
DADG	- District Agricultural Development Grant
DADPs	- District Agricultural Development Plans
DFTs	- District Facilitation Teams
DIDF	- District Irrigation Development Fund
ESMF	- Environmental and Social Management Framework
LF	- Logical Framework
LGA	- Local Government Authority
LGDG	- Local Government Development Grant
MKUKUTA	-Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania
NFT	-National Facilitation Team
NGOs	- Non Governmental Organisations
O&M	- Operational and Management
RPF	- Resettlement Policy Framework
RS	- Regional Secretariat
OWM-TAMISEMI	- Ofisi ya Waziri Mkuu Tawala za Mikoa na Serikali za Mitaa
TBS	-Tanzania Bureau of Standard
TFDA	- Tanzania Food and Drug Authority
WARCs	- Ward Agricultural Resource Centres
WFTs	- Ward Facilitation Teams
WKCUCU	-Wizara ya Kilimo Chakula na Ushirika

1.0 UTANGULIZI

Wizara za sekta ya kilimo (*Agricultural Sector Lead Ministries-ASLMs*¹) zinatekeleza Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania (MKUKUTA) na Mkakati wa Kuendeleza Sekta ya Kilimo (*Agricultural Sector Development Strategy-ASDS*) kupitia Programu wa Kuendeleza Sekta ya Kilimo (*Agricultural Sector Development Program-ASDP*) ambayo katika ngazi ya Halmashauri programu inatekelezwa kupitia Mipango ya Maendeleo ya Kilimo ya Wilaya (*District Agricultural Development Plans– DADPs*). Ili kuwa na msukumo wa pamoja wa kuleta maendeleo ya kilimo, DADP itazingatia vipaumbele vya jamii, kisekta na kitaifa.

Lengo la mwongozo huu ni kutoa maelekezo kwa watendaji wa ngazi mbalimbali jinsi ya kupanga, kutekeleza, kusimamia, kufuatilia na kutathmini Mipango ya Maendeleo ya Kilimo ya Wilaya.

Halmashauri zinasisitizwa kuandaa DADPs kwa kuzingatia mnyororo wa thamani ya mazao (*value chain approach*) ambapo kila Halmashauri itachagua zao² moja au mawili na kuandaa mpango wa utekelezaji kwa kuzingatia fursa zilizopo, faida (*profitability*) na ushiriki wa wanufaika/wadau wengi kwenye mnyororo wa thamani ili kuongeza tija, uhakika wa soko na kuimarisha ushirikiano na fungamano kati ya sekta binafsi na umma.

2.0 MCHAKATO WA KUANDAA MIPANGO YA MAENDELEO YA KILIMO YA WILAYA

2.1 Mkutano wa wadau wa kilimo

Halmashauri itaandaa mkutano wa pamoja wa wadau wa kilimo ili kupata Mpango wa Maendeleo wa Kilimo wa Wilaya ambao utazingatia mnyororo wa thamani. Mkutano huo utajadili na kupitisha zao ambalo litaandikiwa mpango wa utekelezaji unaozingatia mnyororo wa thamani wa zao moja . Uchaguzi wa zao hilo utazingatia vipaumbele vya halmashauri na vigezo vilivyoinishwa na mwongozo huu na vingine vitakavyopendekezwa na Mkutano wa wadau. Kulingana na mnyororo wa thamani wa zao husika mkutano utaainisha wahusika katika kutekeleza miradi na kugawa majukumu kwa kila mmoja ikiwa ni pamoja na bajeti itakayotumika. Mkurugenzi Mtendaji wa Halmashauri atakuwa mwenyekiti wa mkutano na Afisa Kilimo na Mifugo wa wilaya atakuwa katibu wa mkutano huo. Mkutano utahudhuriwa na Wawezeshaji ngazi ya wilaya ambao wataendesha mada ambayo itasaidia washiriki kuelewa dhana ya mnyororo wa thamani wa zao na kuelezea umuhimu wa ushirikiano kati ya serikali na sekta binafsi (dhana ya PPP).

Wafuatao watakuwa miongoni mwa washiriki wa mkutano wa wadau wa kilimo wa wilaya:

- i. Mratibu wa ASDP wa Mkoa,
- ii. Wawezeshaji wa Wilaya (DFTs),
- iii. Mwenyekiti wa Halmashauri na wajumbe wa kamati ya uchumi na mipango
- iv. Wawakilishi wawili wa Maafisa ugani wa kata (WFTs)
- v. Wawakilishi wawili wa Watendaji wa kata (WEOs)

¹ Wizara za Sekta ya Kilimo (ASLMs) zinajumuisha Wizara ya Kilimo Chakula na Ushirika, Maendeleo ya Mifugo na Uvuvi, Viwanda na Biashara na OWM-TAMISEMI

² Zao linaweza kuwala kilimo au mifugo/uvuvi

- vi. Wawakilishi kutoka sekta binafsi (NGOs, Makampuni yanayojishughulisha na kilimo na wafanyabiashara za kilimo, wasindikaji nk)
- vii. Taasisi za umma zinazojishughulisha na kilimo (mfano vituo vya utafiti na mafunzo) ,
- viii. Wawakilishi wa wakulima

2.2 Uchaguzi na Upangaji wa Vijiji

Halmashauri itachagua vijiji ambavyo vitapanga na kutekeleza miradi ya kilimo kwa kufuata mnyororo wa thamani wa zao lililochaguliwa. Uchaguzi wa vijiji utategemea fursa ya kijiji husika katika kutekeleza miradi/shughuli zilizopo katika mnyororo wa thamani pamoja na kiasi cha ruzuku ya uwekezaji iliyotengwa kwa halmashauri. Vigezo vingine muhimu ni pamoja na:

- i) utayari wa jamii na uongozi wa kijiji kushiriki kwenye shughuli za kilimo na mifugo kwa kuchangia na kufanya kazi na,,
- ii) kuwepo kwa fursa za miundombinu ya kilimo na masoko.

Kila kijiji kilichochaguliwa kitatengewa ruzuku za maendeleo ya kilimo kwa ajili ya utekelezaji wa miradi husika. Miradi yote mipya ni lazima ifuate utaratibu wa mnyororo wa thamani na iwapo kuna miradi ambayo bado haijakamilika na iko nje ya mnyororo wa thamani ni muhimu miradi hiyo ipewe kipaumbele ili iweze kukamilika.

2.3 Uandaaji wa andiko³ la Miradi ya uwekezaji Ngazi ya Kijiji

Kila kijiji kilichochaguliwa kutekeleza mradi kwa kufuata mnyororo wa thamani kitaandaa andiko la mradi kama ilivyoelekezwa kwenye *Kiambatisho Na.2*. Andiko litaandaliwa na kamati ya usimamizi wa mradi kwa kushirikiana na wataalam au wawezeshaji kutoka katika kata (*WFTs*) na wilayani (*DFTs*).

2.3.1 Uundaji wa kamati ya kusimamia Miradi

Kila kijiji kinachotekeleza DADPs kitaunda kamati za usimamizi wa miradi kulingana na miradi inayotekelezwa kijijini hapo kwa kufuata mnyororo wa thamani.

2.3.2 Miradi ya Jamii

Mkutano Mkuu wa kijiji utaunda kamati ya watu wenye sifa stahili wasiozidi kumi (10) na wasiopungua wanane ambao watasimamia utekelezaji wa **mradi wa jamii**. Wanakamati watachagua viongozi wa kamati ambao ni Mwenyekiti, Makamu Mwenyekiti, Katibu na Mhazini. Wajumbe wawili (2) watachaguliwa kuungana na viongozi wawili wa kamati ya mradi kwa ajili ya kutia saini kwenye nyaraka za fedha, ikiwa ni pamoja na kutoa fedha benki. Inapendekezwa wanawake wasipungue asilimia 50 kwenye kamati ya usimamizi ya mradi pamoja na mwanamke mmoja katika watia saini.

³ Jinsi ya kuandaa andiko la mradi ngazi ya kijiji imeonyeshwa kwenye sehemu ya viambatisho

2.3.3 Miradi ya vikundi

Mkutano wa kijiji utapendekeza vikundi vitakavyotekeleza miradi. Wanavikundi watachagua viongozi na kamati ya utekelezaji kwa kuzingatia mchanganyiko wa kijinsia kama ilivyo kwenye mradi wa jamii. Idadi ya wajumbe wa Kamati ya mradi wa kikundi itategemea idadi ya wanakikundi, lakini wasizidi 10 na wasipungue watano. Inapendekezwa vikundi viwe na wanachama kati ya 10 na 20 kutoka kaya tofauti. Vikundi viwe vimeundwa kwa kuzingatia misingi ya kuunda vikundi ili kuwa endelevu.

Kamati za miradi ya jamii na vikundi zitawajibika kwa uongozi wa Serikali ya Kijiji kwa kutoa taarifa za maendeleo ya miradi kila mwezi zikiwemo za mapato na matumizi. Aidha kamati hizi hazitaruhusiwa kutoa fedha kwenye akaunti zao bila kuwa na muhtasari ambao utaridhiwa na kusainiwa na viongozi wa serikali ya kijiji na zilizopitishwa na kuidhinishwa na Halmashauri ya wilaya. Mtendaji wa kijiji atagonga mhuri baada ya kutia saini yake au ya Mwenyekiti ili kudhibiti matumizi ya fedha za mradi.

2.3.4 Kazi za kamati ya mradi

Kazi za kamati ni pamoja na:

- i. Kuandaa andiko la mradi;
- ii. Kuhamasisha na kukusanya michango mbalimbali ya wanajamii au wanakikundi kulingana na aina ya mradi kama mwongozo unavyoelekeza;
- iii. Kuandaa mpango kazi;
- iv. Kusimamia mchakato wa utekelezaji;
- v. Kusimamia matumizi ya fedha za mradi na ununuzi wa bidhaa na huduma;
- vi. Kutafuta vyanzo mbalimbali vya huduma na teknolojia;
- vii. Kusimamia na kulinda mali zote za mradi; na
- viii. Kutoa taarifa za utekelezaji pamoja na mapato na matumizi ya fedha na kuwasilisha kwa wana kikundi na serikali ya kijiji.

2.4 Ngazi ya Kata

Wawezeshaji wa Kata chini ya uongozi wa Mtendaji wa Kata wanapaswa kupitia maandiko ya miradi (project appraisal) na kuunganisha mipango ya vijiji pia kubaini na kuratibu utekelezaji wa miradi itakayohusisha zaidi ya kijiji kimoja. Afisa ugani wa kata anapaswa kuwasilisha taarifa ya utekelezaji wa mipango ya kilimo ya kata kila mwezi kwa afisa kilimo wa wilaya. Timu ya uwezeshaji ya Kata (WFT) itaundwa na wajumbe wafuatao:

- i) Afisa Mtendaji wa Kata- Mwenyekiti
- ii) Afisa ugani wa Kata (katibu)
- iii) Afisa Maendeleo ya jamii wa Kata
- iv) Afisa Maliasili

2.5 Ngazi ya Wilaya

Uandaaji wa DADPs ngazi ya wilaya utafuata hatua zote kama inavyooneshwa kwenye kiambatisho na.1 na uandaaji utasimamiwa na Afisa Kilimo na Mifugo wa Wilaya.

Mambo yafuatayo yatatekelezwa katika ngazi ya wilaya wakati wa kuandaa mpango wa uwekezaji kwa kufuata mnyororo wa thamani :

- i. Kuandaa mkutano wa pamoja wa wadau wa kilimo ambao utajadili na kupitisha zao ambalo litaandikiwa mpango wa utekelezaji pamoja na bajeti yake. Aidha mkutano huo

- utaunda kikosi kazi (task force) ambacho kitaandaa mpango wa utekelezaji wa zao husika.
- ii. Kutambua na kushawishi wadau wa sekta binafsi na wadau wengine wa sekta ya kilimo waliopo wilayani ili kushirikiana na wilaya katika kutekeleza miradi ya kilimo/mifugo kulingana na mnyororo wa thamani wa zao lililochaguliwa katika wilaya husika.
 - iii. Wawezeshaji wa Wilaya (DFT) chini ya uongozi wa Afisa Kilimo na Mifugo wa Wilaya watajumuisha mipango ya maendeleo ya kilimo ya vijiji/kata vilivyochaguliwa.
 - iv. DFTs kwa kushirikiana na wadau watakaoshiriki wataandaa Mpango wa Maendeleo wa Kilimo wa Wilaya utakaofuata hatua zote za mnyororo wa thamani (stages of value chain) ambazo zitaainisha shughuli (activities) zinazohusiana na masuala ya upatikanaji wa pembejeo, uzalishaji, usindikaji na mauzo ya bidhaa. Mifano ya hatua hizi za mnyororo wa thamani ni:
 - a) Pembejeo (inputs): itahusisha shughuli zote zinazohusiana na upatikanaji wa mbegu bora (seeds), madawa (chemicals), vyakula vya wanyama(feeds), mitambo (machine/tools) ,wafanyakazi na vibarua (labor), miundombinu (infrastructure) n.k
 - b) Uzalishaji (production) : utahusisha shughuli za teknolojia mbalimbali za kilimo na mifugo (farming technologies), kinga na uzuiaji magonjwa (disease control),
 - c) Usindikaji wa bidhaa (processing of products): utahusisha shughuli kama uhifadhi wa mazao (storage), ukaushaji (drying),usagaji na ufungashaji (milling and packaging),
 - d) Masoko na mauzo ya bidhaa (sales of products): ni shughuli zenye lengo la kutambua na kuunganisha soko la bidhaa,wazalishaji , wafanyabiashara na mlaji .

Shughuli zote hizi zitapangwa na kutekelezwa na wadau mbalimbali kama ilivyofafanuliwa kwenye kipengele 2.5 (i) na shughuli hizi zitaunda mnyororo wa thamani wa zao litakalochaguliwa na zitafanyika katika vijiji mbalimbali vitakavyochaguliwa na wilaya kwa kufuata vigezo vilivyoainishwa kwenye kipengele cha 2.2. Kila kijiji kilichochaguliwa kitaandaa andiko la mradi kwa kufuata utaratibu ulioelekezwa kwenye kiambatisho na.2

Wajumbe wafuatao wataunda timu ya wawezeshaji wa wilaya;

- i) Afisa Mipango (Mwenyekiti)
- ii) Afisa Kilimo na Mifugo wa wilaya (Katibu)
- iii) Mtaalam wa Kilimo
- iv) Mtaalam wa Mifugo
- v) Afisa umwagiliaji
- vi) Afisa Maendeleo ya jamii
- vii) Afisa Ushirika
- viii) Afisa Mazingira
- ix) Afisa Biashara
- x) Mweka Hazina/Mhasibu
- xi) Afisa Lishe
- xii) Afisa uvuvi
- xiii) Wawakilishi kutoka Sekta binafsi, Asasi zisizo za Kiserikali, kituo cha utafiti (kama kipo).

2.5.1 Majukumu ya Mkurugenzi Mtendaji wa Wilaya

Mkurugenzi Mtendaji wa Halmashauri, Mji, Manispaa au Jiji ndiye msimamizi mkuu wa upangaji na utekelezaji wa mipango ya maendeleo wilayani. Majukumu yake katika utekelezaji wa DADP ni pamoja na:

- i) Kusimamia na kuhamasisha wadau wa sekta ya kilimo ili kushiriki katika kupanga na utekelezaji wa mpango wa maendeleo ya kilimo
- ii) Kuongoza mkutano wa wadau wa sekta ya kilimo na mifugo/uvuvi wa wilaya kama mwenyekiti utakaofanyika mara moja kwa mwaka kabla ya kuanza uandaaji wa mipango ya kilimo ya wilaya husika. Mkutano huo pamoja na mambo mengine utachagua zao moja ambalo litatengenezewa mpango wa utekelezaji kwa kufuata mnyororo wa thamani kwa ushirikiano wa serikali na wadau wote wa sekta ya kilimo katika wilaya husika.

2.6 Ngazi ya Mkoa

Katika ngazi ya mkoa kutakuwa na Mratibu wa ASDP ambaye ataratibu utekelezaji wa DADPs katika mkoa wake kulingana na Hadidi za Rejea alizopatiwa. Atapaswa kufuatilia, kushauri na kusimamia mchakato mzima wa upangaji na utekelezaji wa miradi ya DADPs kwa kufuata mnyororo wa thamani katika Halmashauri zote kwa kuzingatia mwongozo uliotolewa. Atahakiki maandiko ya miradi (project *appraisal*) na kuunganisha DADPs za Halmashauri, kufuatilia na kuandaa taarifa za utekelezaji na kuzikabidhi OWM-TAMISEMI kwa kufuata utaratibu uliopo. Aidha Mratibu wa ASDP atadhibiti matumizi ya fedha za ASDP zinazotolewa katika Sekretariati za Mikoa pamoja na vitendea kazi vyake na kuwasilisha taarifa yake OWM-TAMISEMI kila mwezi.

2.7 Ngazi ya Taifa

Katika ngazi ya Taifa kutakuwa na Timu ya Wawezeshaji ambayo itasimamia uandaaji, uhakiki (*appraisal*) na utekelezaji wa DADPs.

3.0 MCHANGANUO WA MANUFAA YA MRADI

Mchanganuo wa gharama na manufaa ya mradi ni mchakato wa kuchanganua gharama za mradi zikilinganishwa na manufaa yake. Mradi wenye faida ni ule ambao manufaa yake yanazidi gharama za uwekezaji na uendeshaji na yanaweza kuwa ya kiuchumi na ya kijamii. Mchanganuo au upembuzi wa gharama na manufaa unapofanywa kwa makini husaidia yafuatayo;

- a) Kufanya maamuzi kuhusu matumizi bora ya rasilimali haba kwa manufaa ya jamii.
- b) Kubaini maeneo/vipengele vya kupitia ili kuboresha gharama za uwekezaji.
- c) Kubaini faida ya mradi kwa mtazamo wa walengwa. Kiambatisho na.6 kinaonyesha hatua za upembuzi wa gharama na manufaa ya mradi.

4.0 UGHARAMIAJI WA DADPs

Kwa kuzingatia mfumo wa *package approach*⁴ na mnyororo wa thamani, DADPs zitatekelezwa kwa kutumia fedha zitakazotokana na ASDP, Halmashauri, Sekta binafsi na taasisi zisizo za kiserikali, Wanufaika (Wakulima) n.k. Wakati wa mkutano wa wadau wa kilimo wa wilaya shughuli za kila mdau na bajeti itakayotumika kutekeleza mpango wa zao lilichaguliwa zitaainishwa. Fedha za ruzuku za maendeleo ya kilimo kutoka ASDP (ruzuku ya msingi na nyongeza) zitakuwa katika makundi matatu kama ifuatavyo;

- (i) Ruzuku ya Uwekezaji (*District Agricultural Development Grant-DADG*),
- (ii) Ruzuku ya Ugani (*Agricultural Extension Block Grant - AEBG*),
- (iii) Ruzuku ya Kujenga uwezo (*Agricultural Capacity Building Grant-ACBG*).

Ili Halmashauri ya wilaya iweze kupata ruzuku za nyongeza (*DADG, AEBG na ACBG*) inapaswa itimize masharti ya msingi ya kupata Ruzuku ya Maendeleo ya Serikali za Mitaa (*LGDG*) na pia itimize masharti yaliyowekwa na Wizara za Sekta ya Kilimo. Sehemu ya Msingi ya Ruzuku itatolewa bila ushindani bali kwa kufuata fomula ya ugawaji fedha kupitia mfumo wa ruzuku wa serikali za mitaa .

Aidha, wilaya zitakuwa na fursa za kuomba fedha za nyongeza kutoka kwenye Mfuko wa Kuendeleza Umwagiliaji Ngazi ya Wilaya (*District Irrigation Development Fund-DIDF*) ili kutekeleza mipango ya umwagiliaji katika halmashauri kwa miradi ya kuendeleza skimu za ukubwa wa chini hadi wa kati (*Small Scale and Medium Scale*). Kiwango cha fedha kinachoweza kutolewa kwa skimu moja hakizidi shilingi milioni mia nane (800,000,000) ili kuleta tija. Mfuko huu ni wa ushindani ambapo halmashauri husika zitaandika michanganuo ya miradi na kushindanishwa kitaifa ili kupata miradi yenye ubora wa kufadhiliwa. Vigezo ambavyo vitazingatiwa ni pamoja na:

- i. Halmashauri iwe tayari kuchangia gharama za mradi.
- ii. Wanufaika wawe tayari kuchangia gharama za mradi.

Aidha, vyanzo vyote vya fedha lazima vionyeshwe wakati wa kuandaa MTEF. Jamii inapaswa kuchangia 20% ya gharama za miradi ya uwekezaji isipokuwa miradi ya mazingira ambapo jamii itachangia 5%. Michango ya jamii/vikundi na Halmashauri ni lazima ikamilishwe kabla ya fedha za miradi husika kutumwa katika akaunti za miradi. Jamii itachangia nguvu kazi au fedha taslimu au vifaa kulingana na aina ya miradi.

4.1 Matumizi ya ruzuku

Ruzuku zote sharti zitumike kama mwongozo unavyoelekeza. Ufafanuzi wa kila ruzuku ni kama ifuatavyo:

4.1.1 Ruzuku ya Uwekezaji

Matumizi ya ruzuku ya msingi (*basic*) na nyongeza (*top-up*) ni kwa ajili ya kugharamia uwekezaji na maendeleo ya kilimo na mifugo kwa kuzingatia mnyororo wa thamani (*value chain*) wa *zao* husika ikiwa ni pamoja na:

⁴ Dhana ya *package approach* katika mradi itazingatia shughuli zote muhimu zinazohitajika kufanyika ili mradi ukamilike kama vile shughuli za uwekezaji, matumizi ya pembejeo, mafunzo kwa wakulima na huduma bora za ugani n.k.

- a) ujenzi/ukarabati wa miundombinu kama vile: barabara za vijijini/mashambani, malambo, majosho, masoko, skimu za umwagiliaji, minada, visima na maghala;
- b) uwekezaji katika kuendeleza teknolojia kama vile: ununuzi wa matrekta makubwa na madogo, mashine za kusindika mazao, zana za kukokotwa na wanyama kazi, uzalishaji wa mbegu bora za mifugo na mazao na,
- c) miradi ya hifadhi ya Mazingira kama vile: kuziba makorongo (*gullies*) yaliyotokana na mmonyoko wa udongo, kupanda miti n.k.

4.1.2 Ruzuku ya Kujenga Uwezo

Ruzuku hii imegawanyika katika sehemu mbili kuu ambazo ni;

- a) **Ruzuku ya Msingi** ambayo itagharamia mafunzo ya muda mfupi na kujenga uwezo wa halmashauri katika kuandaa na kusimamia utekelezaji wa DADPs na kununulia vitendea kazi (kompyuta, mashine ya kudurufu, vifaa vya savei, gari, pikipiki, samani za ofisi)
- b) **Ruzuku ya Nyongeza** ambayo itagharamia kujenga uwezo kwa kamati za usimamizi wa miradi, wakulima na watoa huduma kutoka sekta binafsi kwa kuwapatia mafunzo mbalimbali yanayoendana na miradi waliyoibua (*taylor made demand-driven training*) kama vile manunuzi, utunzaji fedha na kumbukumbu, ujasiriamali, uundaji na uimarishaji vikundi, mafunzo ya usimamizi wa mkataba ya watoa huduma binafsi, mitandao ya wakulima na kufanya ziara za kimafunzo.

4.1.3 Ruzuku ya Huduma za Ugani:

Ruzuku hii imegawanyika katika sehemu kuu mbili ambazo ni;

- a. **Ruzuku ya Msingi** ambayo itagharamia uendeshaji wa huduma za ugani kama vile, utoaji wa chanjo, utafiti, uwezeshaji wa wataalam, ununuzi wa vitendea kazi (*extension kits*, shajala)
- b. **Ruzuku ya nyongeza** ambayo itagharamia mikataba kati ya halmashauri na watoa huduma, mikataba kati ya watoa huduma na wakulima, kuunda na kuimarisha vikundi na mitandao ya wakulima, mafunzo kwa wakulima na kushiriki katika maonesho (Nane Nane, *Farmer Field Days n.k*), kukamilisha ujenzi wa *WARCs* zilizokwishaanza na ununuzi wa vifaa vyake pamoja na uendeshaji wake (*operational*).

Angalizo:

1. Ruzuku ya Kujenga uwezo (CBG) *haitagharamia* mafunzo au kozi za muda mrefu kama vile shahada ya kwanza na ya pili (*BSc na MSc*).
2. Halmashauri ambayo haitapanga mpango wake kwa kuzingatia mnyororo wa thamani na kuonyesha matumizi ya fedha za ruzuku zilizotajwa kama muongozo unavyoonyesha hazitapelekewa fedha.
3. Fedha za ruzuku zitumike jinsi zilivyoidhinishwa na Bunge la bajeti.
4. Fedha za nyongeza za DIDF zitakazopelekwa katika halmashauri kutekeleza miradi ya umwagiliaji iliyoibuliwa katika vijiji vilivyochaguliwa zinapaswa kupelekwa katika akaunti za miradi husika kwa ajili ya kutekeleza miradi hiyo.
5. Ununuzi wa zana bora za kilimo mfano, matrekta makubwa na madogo, mashine za kusindika mazao n.k. zifuate viwango vilivyothibitishwa na Afisa zana wa wilaya kwa kufuata miongozo iliyopo ya wizara husika.

5.0 KUHAKIKI MIRADI (PROJECT APPRAISAL)

Ili kuweza kuhakiki iwapo andiko la mradi limeandikwa inavyostahili ni muhimu kufanya uhakiki wa miradi ofisini (*Desk appraisal*) na kwenye eneo la mradi (*Field Appraisal*). Uhakiki utafanywa na timu ya wawezeshaji wa Kata (WFT), Wilaya (DFT), Mkoa (RS) na Taifa (NFT). Mambo muhimu ya kuzingatia wakati wa kuhakiki mradi ni pamoja na: (i) kuangalia kama andiko linaendana na malengo ya ASDP (ii) kuwepo kwa mradi kwenye orodha ya vijiji vilivyoingia kwenye awamu ya utekelezaji wa DADP kwa kuzingatia mnyororo wa thamani; (iii) athari za mradi kwenye mazingira; na (iv) mchanganuo wa gharama na manufaa, (v) Matokeo ya mradi (outputs and outcomes) . Vigezo vinavyotumika kuhakiki mradi ni kama inavyoonekana kwenye *Kiambatisho Na.5*.

6.0 UPATIKANAJI NA USIMAMIZI WA FEDHA ZA ASDP

Wizara ya Fedha na Uchumi itatuma fedha za utekelezaji wa DADPs kwenye akaunti ya maendeleo ya Halmashauri. Kila kijiji au kikundi chenye mradi kinapaswa kufungua akaunti yake itakayoendeshwa na kamati ya mradi husika. Mkurugenzi Mtendaji atahamisha fedha za kila mradi kwenda kwenye akaunti ya mradi kwa utekelezaji baada ya wanufaika kufungua akaunti na kuchangia gharama za mradi wanazotakiwa kuchangia. Taratibu za matumizi ya fedha zitafuata mfumo wa Ruzuku ya Maendeleo ya Serikali za Mitaa (*LGDG*). Wakurugenzi wote wanatakiwa kuhakikisha kwamba:-

- i. Halmashauri inaandaa ripoti ya fedha na kujadiliwa na kamati ya fedha
- ii. Ripoti za fedha kutoka kwenye miradi ya jamii/vikundi au wakulima zinaandaliwa na kuwasilishwa kwenye ofisi ya Mkurugenzi kwa ajili ya majumuisho.
- iii. Ripoti zinaonyesha bayana aina ya fedha na matumizi yake sahihi. Kama vile DADG, CBG, EBG na DIDF zikionyesha bajeti, jinsi zilivyoingia na matumizi yake.
- iv. Mpango wa fedha zilizobakia (*Carry over funds*) na ripoti ya utekelezaji vinaandaliwa.
- v. Fedha zote zinazotumwa kwenye akaunti za wanajamii zinaripotiwa kama matumizi pale taarifa ya matumizi sahihi itakapowasilishwa toka kwa wanajamii wa miradi husika.
- vi. Fedha zote za miradi ya jamii/kikundi zihamishwe kupelekwa kwenye akaunti za wanajamii ndani ya siku 15 baada ya kupokelewa katika ngazi ya Halmashauri.
- vii. Wakati wa utoaji wa fedha ya jamii/kikundi, wajumbe wawili (2) (ambao watakuwa ni *Category B* katika uwekaji wa saina) watachaguliwa kuungana na viongozi wawili (ambao watakuwa *Category A* katika uwekaji wa saina) wa kamati ya mradi kwa ajili ya kutia saina kwenye nyaraka za fedha, ikiwa ni pamoja na kutoa fedha benki. Katika watia saina angalau mwanamke mmoja awe mtia saina.

Angalizo: Kamati za miradi hazitaruhusiwa kutoa fedha kwenye akaunti zao bila kuwa na muhtasari ambao utaridhiwa na kusainiwa na viongozi wa serikali ya kijiji na zilizopitishwa na kuidhinishwa na halmashauri ya wilaya. Mtendaji wa kijiji atagonga mhuri baada ya kutia saina yake au ya Mwenyekiti ili kudhibiti matumizi ya fedha za umma.

- viii. Manunuzi yasifanyike kwa kutumia masurufu (*imprest*) vile vile Halmashauri hazipaswi kufanya manunuzi kwa niaba ya wanajamii (wakulima/wafugaji)
- ix. Wanajamii wanahaki ya kufahamishwa fedha wanazostahili kupewa kwenye miradi yao pamoja na kujulishwa pindi fedha zinapotumwa kwenye Halmashauri zao. Halmashauri zitahusika na kutoa ushauri wa kitaalam na kusimamia matumizi ya fedha za miradi katika ngazi ya vijiji na kutoa taarifa zake.

- x. Fedha za ruzuku zitatolewa kwa miradi iliyopitishwa baada ya kufanyiwa uhakiki katika ngazi ya taifa na kwa halmashauri zenye hati safi kwa mujibu wa ripoti ya mdhibiti na mkaguzi wa hesabu za serikali (CAG).

7.0 MANUNUZI NGAZI YA KIJJI KWA KUTUMIA FEDHA ZA SERIKALI

Ununuzi wa bidhaa zote na huduma katika ngazi ya jamii/vikundi ufanywe na kamati ya Mradi kwa kufuata ushauri wa wawezeshaji wa kata na wilaya kwa kuzingatia sheria na kanuni za manunuzi zilizopo. Kamati za miradi sharti zipatiwe mafunzo na DFT kuhusu kanuni za manunuzi na taratibu za matumizi ya fedha na utunzaji wa kumbukumbu. Wanajamii wanayo haki ya kushiriki katika michakato, kuingia mikataba ya manunuzi hivyo ni wajibu wa Halmashauri kuwajengea uwezo wanajamii hao. Manunuzi yote yatatangazwa kwenye mbaio za matangazo ili kuwajulisha wanakijiji na watoa huduma na kutoa ushindani katika manunuzi.

Angalizo: Manunuzi yote ya miradi ni lazima yafanywe na kamati za miradi husika kwa kupata ushauri kutoka wilayani na wala sio kufanywa na halmashauri.

8.0 UFUATILIAJI NA TATHMINI YA DADPs

Mwongozo huu unaelekeza mambo yafuatayo kufanyika:

- i. Ufuatiliaji na tathmini ya utekelezaji wa mipango ya maendeleo ya kilimo ya wilaya ni sharti uwe shirikishi katika hatua zote na ngazi zote kwa kushirikisha wadau wote, na hususan wanufaika. Halmashauri iandae utaratibu shirikishi wa kufuatilia maendeleo ya miradi.
- ii. Ni sharti wadau wote pamoja na wanufaika washiriki katika kuandaa viashiria vya mafanikio na bao la mantiki la zao lililochaguliwa (*logical framework*)
- iii. Kamati ya mradi itasimamia shughuli za kila siku za mradi na itawasilisha taarifa za maendeleo na shughuli za mradi kwa kamati ya mipango na fedha ya kijiji na kwenye mkutano mkuu wa kijiji kila mwezi na mwisho wa mwaka na pia kwenye mkutano wa ukaguzi wa maendeleo ya mradi na matumizi ya fedha.
- iv. Taarifa za utekelezaji wa miradi ya jamii/vikundi au wakulima ziwasilishwe halmashauri kwa ajili ya majumuisho na zieleze manufaa (outcome).
- v. Halmashauri na Mkoa (RS) iandae ripoti ya utekelezaji wa miradi inayoonyesha matokeo/mabadiliko yanayotokana na utekelezaji wa miradi..
- vi. DFT itafuatilia maendeleo ya miradi ya DADPs na kufanya tathmini ya miradi. Timu hiyo itawasilisha ripoti zake za ufuatiliaji na tathmini kwenye menejimenti (CMT)
- vii. Halmashauri ziandae taarifa za miradi ya DADPs inayotekelezwa na iliyotekelezwa (*quarterly progress report*) ikiwemo taarifa ya fedha. Taarifa hizo zionyeshe kama vipaumbele na malengo ya vikundi, vijiji na wilaya yamefanikiwa kwa kutumia fomu maalum ya ukusanyaji taarifa (kiambatisho na. 9). Aidha taarifa zionyeshe bayana aina ya ruzuku na matumizi. Kama vile DADG, CBG, EBG na DIDF zikionyesha bajeti, jinsi zilivyoingia na matumizi yake. Halmashauri zitajipima zenyewe kiufanisi kwa kutumia taarifa hizi.

- viii. Halmashauri zinapaswa kuandaa taarifa ya utekelezaji kwa fedha za mwaka uliopita (*carry over funds*) kama maelezo ya ufafanuzi (*addendum*) kwenye taarifa ya robo ya mwaka husika (*Angalia kiambatisho Na.4*)

9.0 MASUALA MTAMBUKA

Masuala yote yanayohusu mazingira, jinsia, VVU/UKIMWI na matumizi ya ardhi yanapaswa kuzingatiwa wakati wa kuibua, kupanga, kutekeleza, kufuatilia na kutathmini mradi. Masuala mtambuka yatakuwa sehemu ya shughuli (*activity*) wakati wa utekelezaji wa mradi husika

9.1 Mazingira

Wakati wa kuandaa na kutekeleza miradi mbalimbali ya DADPs, ni vema wadau wakatambua umuhimu wa mazingira na jinsi ya kuhifadhi mazingira kwa kufuata miongozo ya mazingira iliyopo na kufuata ushauri wa wataalam wa mazingira waliopo karibu. Kupanga na kutekeleza shughuli mbalimbali za kilimo na ufugaji kwa kufuata sheria na miongozo ya mazingira kutasaidia shughuli hizo ziwe endelevu na zenye tija na zinazolinda mazingira yaliyopo kwa ajili ya vizazi vijavyo. Kamati za mazingira za wilaya na vijiji zinalo jukumu la kusimamia hifadhi ya mazingira kwa kuwashirikisha wanajamii katika maeneo yanayotekeleza miradi ya DADPs. Hivyo basi, masuala ya mazingira yazingatie mwongozo na Sera ya Mazingira ya ASDP (*Environment and Social Management Framework –ESMF na Resettlement Policy Framework-RPF*) inayoelekeza kufanya uchambuzi wa mazingira “*Screening*” kabla ya kuanza utekelezaji wa miradi.

Mambo ya kuzingatia wakati wa kufanya “Screening” ni kama yafuatayo:

- Je mradi utachangia uharibifu wa mali asili?
- Je mradi utasababisha uchafuzi wa ardhi, maji au hewa?
- Je mradi utasababisha/ utachangia kuhamisha watu au jamii ya watu?
- Je mradi utasababisha madhara kwa afya?
- Je mradi utasababisha/ utachangia mabadiliko ya Sera mfano: Sera ya maji?
- Je mradi utaathiri maisha ya watu au jamii inayoishi katika eneo husika kwa kuongeza matumizi ya maliasili zilizopo?
- Je mradi utasababisha migogoro juu ya hati miliki ya eneo utakapotekelezwa au mabadiliko ya hati miliki ya eneo la mradi?
- Je mradi utasababisha migogoro juu ya athari zinazoweza kutokea baadaye katika mazingira?
- Kuhakikisha mradi hautachangia uharibifu wa ardhi na mmomonyoko wa udongo. Tuepuke miradi ya kilimo kisichozingatia hifadhi ya udongo au kufuga mifugo kushinda uwezo wa malisho, kutofyeka misitu, mradi au shughuli zake zisiwe katika au karibu na maeneo yenye vyanzo vya maji, kando kando ya mito, maziwa, mabwawa na maeneo oevu na kwenye maeneo yenye kumbukumbu muhimu za kihistoria au kijamii,
- Eneo la mradi lizingatie mipango ya matumizi bora ya ardhi kama ilivyokubalika na kijiji (Kuhakikisha miradi haitachangia upotevu wa bioanuai na uoto wa asili ili kutoathiri mfumo wa maisha (*Ecosystem*) wa eneo husika,
- Kuhakikisha miradi haitachangia mabadiliko ya tabia nchi mfano upotevu wa misitu,
- Kudhibiti uchafuzi wa mazingira utakaosababishwa na kuwepo kwa mradi mfano; namna ya kushughulikia tatizo la takataka zitakazotokana na kuwepo kwa mradi kama wa soko,
- Kuwa na matumizi sahihi ya viuatilifu katika kudhibiti visumbufu, mfano; shughuli za uzalishaji mboga na matunda, majosho ya kuogeshea wanyama. (Mambo ya kuzingatia:

Nunua viuatilifu sahihi, kiasi na muda sahihi wa kununua na kutumia, usafirishaji na uhifadhi wake, mavazi yanayotakiwa wakati wa kutumia, kuzingatia maelezo ya matumizi, usafi wa vyombo vilivyotumika na udhibiti wa vyombo na viuatilifu vilivyokwishatumika.

- Screening fomu inapatikana kwenye mwongozo wa mazingira (*ESMF*)
- Kila andiko la mradi linapaswa kuonyesha mpango wa utunzaji wa mazingira ikiwa ni pamoja na bajeti yake (tumia kiambatisho Na.8).

9.2 Jinsia, VVU/ UKIMWI

Mwongozo unasisitiza kwamba;

- i) miradi izingatie maslahi ya makundi mbalimbali katika jamii mathalani vijana, walemavu, wazee, wanawake, wajane, watoto na wanaume.
- ii) takwimu za utekelezaji wa miradi zioneshe idadi ya watu walionufaika kulingana na jinsia zao na makundi maalum,
- iii) kuwe na miradi inayolenga kutekeleza mahitaji ya makundi maalumu kama waarithika wa VVU/UKIMWI

9.3 Matumizi Bora ya Ardhi

- i. Kijiji kipange matumizi bora ya ardhi, ambapo maeneo ya kilimo na mifugo yataweza kupangiwa usimamizi wa matumizi endelevu ikiwemo kutunga sheria ndogondogo ambazo zitasaidia kutatua migogoro inayohusu matumizi ya ardhi kati ya makundi mbalimbali kijijini.
- ii. Kutumia teknolojia sahihi za matumizi bora ya ardhi zitakazoongeza tija ya ardhi ya kilimo na mifugo kama uziujaji wa mmomonyoko wa udongo, utumiaji wa mbolea kwa kiwango sahihi.

9.4 Masoko

Masuala yote yanayohusu masoko yanapaswa kuzingatiwa wakati wa kuibua, kupanga, kutekeleza na kutathmini miradi ya kilimo na mifugo, hivyo haina budi zao lililochaguliwa kwa kufuata mnyororo wa thamani katika sehemu husika kuwa na soko la uhakika na pia kukidhi viwango vya soko na afya ya walaji. Mambo muhimu ya kuzingatia wakati wa kupanga mipango ni kama yafuatayo;

- i) DFT na WFT kuiwezesha jamii kubaini soko tarajiwa kulingana na fursa walizonazo, kutoa mafunzo ya kilimo cha kibiashara na sheria kumlinda mlaji.
- ii) Kujengea uwezo jamii kwa kushirikisha sekta binafsi ili kuhakikisha ununuzi wa mazao unazingatia upangaji wa madaraja na matumizi sahihi ya vipimo. Aidha kuifikishia jamii taarifa muhimu za masoko ya mazao ya Kilimo na Mifugo ndani na nje ya nchi kwa wakati. Mambo muhimu yatakayofanyika ni pamoja na:
 - a. Kutambua, kuwaandikisha na kutoa mafunzo yahasuyo masoko kwa watu/taasisi binafsi zinazotoa huduma za masoko
 - b. Kuhamasisha na kuwaunganisha wakulima, wafugaji na watu/taasisi binafsi zinazotoa huduma za masoko kupitia mikutano, makongamano, vyombo vya habari n.k
 - c. Kushirikiana na sekta binafsi kuandaa, kusambaza na kuelimisha matumizi ya kitabu cha kumbukumbu cha Wafanyabiashara (*Agribusiness Directory*).
 - d. Kuwaelimisha jinsi ya kupata taarifa za masoko kwa kutumia simu za kiganjani, vipeperushi, mabango na Redio za vijijini katika maeneo yao.

- e. Kuwaelimisha namna ya kukusanya, kutunza, kuchambua na kusambaza taarifa za masoko
- iii) Kushirikiana na Sekta Binafsi kuhamasisha na kueleemisha wakulima kuunda vikundi ambavyo vitasaidia wakulima kuwa na nguvu ya pamoja katika mfumo wa soko huria ikiwa ni pamoja na uanzishaji wa Mfumo wa Stakabadhi za Mazao Ghalani na Kilimo cha Mkataba.
- iv) Kutoa elimu ya uongezaji thamani kwa mazao ya kilimo na mifugo ikiwa ni pamoja na usindikaji, uhifadhi, kupanga madaraja, kufungasha, usafirishaji n.k ili kuondokana na upotevu wa mazao baada ya kuvuna.

Ili Mkulima aweze kujikwamua kiuchumi katika shughuli zake za kilimo ni lazima azingatie mambo makuu yafuatayo:

- a) Kubaini ni soko gani analolilenga kuuzia mazao yake. Ili kubaini soko hilo Mkulima anatakiwa aelimishwe yafuatayo:-
 - Kuhakikisha kama sehemu ya soko alilochagua inafaa kwa kuuza mazao./bidhaa yake
 - Je soko alilolilenga ni kubwa kiasi cha kutosha kuuza mazao/bidhaa yake na je ataweza kuendelea kuuza katika soko hilo
 - Bei atakayopanga wateja walioko katika soko hilo wanaweza kulipa au kununua bidhaa yake
- b) Mkulima aelimishwe jinsi ya kufanya ujasiriamali katika kilimo, kwa kufanya yafuatayo:-
 - Mkulima ajue zao gani lina faida kwa kutumia rasilimali zilizopo na soko alilolichagua. Hii itamsaidia kujua gharama za uzalishaji, gharama atakazotumia kusafirisha bidhaa yake sokoni, bei atakayoipanga na kiwango atakachozalisha ili kutambua kama zao alilozalisha litampa faida au hasara
 - Mkulima aelimishwe matumizi ya teknolojia ya kisasa (mbolea na dawa plau, trekta, mbegu bora) ili azalishe kwa kuwa na eneo kubwa, lengo likiwa ni kuzalisha kwa kutumia gharama nafuu bila kuathiri ubora.
 - Mkulima aelimishwe kiasi cha uzalishaji ambacho kitakidhi soko alilolichagua. Ili kuzalisha kiuchumi na kibiashara lazima mauzo yaweze kurudisha gharama za uzalishaji
 - Mkulima aelimishwe jinsi ya kupanga bei ya mazao/bidhaa yake kwa kuzingatia gharama alizotumia katika uzalishaji, ushindani uliopo na nini malengo yake. Hii itatokana na utofautishaji wa bei kwa kuangalia muda, kipato na eneo. Pia aelimishwe jinsi ya kutofautisha vifungashio kulingana na bidhaa/mazao atakayouza.
- c) Mkulima aelimishwe kuhusu uchambuzi na upangaji wa madaraja wa mazao/bidhaa anayolenga kuzalisha. Ni wajibu wa mkulima kuchambua ‘grading’ mazao yake ili kupata bei nzuri. Mambo ya kuzingatia ni kutofautisha mazao/bidhaa kwa kuangalia ukubwa (*size*), rangi (*Colour*).
- d) Mkulima aelimishwe jinsi ya kutumia vipimo sahihi ili asipunjwe na mfanyabiashara kwa kuzingatia yafuatayo:-

- Ni vipimo gani vinavyotumika katika soko mfano magunia (ajue uzito wake), madebe (ajue uzito wake) hii itamsaidia kujua ni bei gani itaipanga kulingana na uzito.
- e) Mkulima aelimishwe jinsi ya kumlinda mlaji kwa kuzalisha bidhaa (zilizosindikwa) zinazokidhi ubora kwa kupata elimu kutoka kwa wataalamu walioko SIDO, TFDA, WKCUC- na TBS au NGO/CBO/FBO zinazotoa huduma hiyo katika maeneo husika
- f) Mkulima aelimishwe jinsi ya kutumia mfumo wa stakabadhi ya mazao ghalani kwa kubainisha faida zitokanazo na mfumo huo kama vile:
- kupunguza athari za kushuka kwa bei za mazao hasa mara baada ya mavuno baada ya kuhifadhi;
 - kufikisha huduma za mikopo vijijini kwa kutumia stakabadhi kama dhamana ya kupata mkopo
 - kupunguza uharibifu na upotevu wa mazao baada ya kuvuna,
 - kuunganisha ushirika wa wakulima moja kwa moja na masoko badala ya kutegemea wafanyabiashara wa kati
 - kuhamasisha wakulima kupanga madaraja
 - Kushirikiana na Bodi ya Usajili wa Maghala ili kujua jinsi gani mfumo unavyofanya kazi. Aidha, katika ujenzi wa maghala bora kwa maeneo yatakayoibua mradi huo wanashauriwa wawasiliane na bodi hiyo ili kutoa maelekezo ya jinsi ya kufuata vigezo katika ujenzi wa maghala.
- g) Mkulima aelimishwe jinsi ya kupata na kutumia taarifa zinazokusanywa na Wizara ya Viwanda na Biashara kwa kutumia wakusanya taarifa walioko kwenye Halmashauri zote nchini.
- Kwa sasa mawasiliano kama simu ya kiganjani inaweza kumpatia mkulima taarifa mbalimbali za masoko kwa kufuata maelekezo yafuatayo:
 - Kwa sekta ya Mifugo fuata maelekezo yafuatayo: Fungua sehemu ya kutuma ujumbe, Andika MK acha nafasi, andika R, acha nafasi andika herufi tatu za mwanzo za jina la soko unalohitaji mfano mnada unaohitaji ni –Dar es Salaam-DAR kisha tuma kwenda 0787 441555 kwa mitandao yote
 - Kwa sekta ya Mazao: Fungua sehemu ya kutuma ujumbe mfupi. Andika neno MAZAO acha nafasi, andika kifupi cha mkoa unaohitaji taarifa za bei ya mazao mfano DAR kwa Dar es Salaam tuma kwenda namba 15500 ambapo utapata ujumbe kuhusu bei ya mazao. Vifupisho vya mikoa mingine ni kama Morogoro (MOR), Dodoma (DOM), Iringa (IRI), Songea (SON), Mbeya (MBY), Arusha (ARU), Moshi (MOS), Shinyanga (SHY), Sumbawanga (SUMB), Tanga (TNG), Singida (SNG), Tabora (TAB), Mtwara (MTW), Mwanza (MWZ), Lindi (LIN), Musoma (MUS), Bukoba (BUK), Kigoma (KIG), Babati (BAB). Aidha vifupisho vya mazao yanayokusanywa ni Maharage (MRG), Mchele (MCH), Mahindi (MAH), Mtama (MTA), Ulezi (ULI) na Viazi Mviringo (VIA) huduma hii ni kwa wateja wa Vodacom kwenda Vodacom tu.

9.5 Mawasiliano ya Habari na Maarifa

Mawasiliano ya habari na maarifa kati ya wadau ni muhimu kuzingatiwa kwa sababu ASDP inatekelezwa na wadau wengi katika ngazi ya taifa, mkoa, wilaya na vijiji. Ili kufikia malengo ya ASDP, ni muhimu kuwe na mawasiliano ya habari na maarifa yanayofanyika katika hatua zote za kuibua, kupanga, kutekeleza, kufuatilia na kutathmini utekelezaji wa DADPs. Mawasiliano ya habari na maarifa kutoka kwa wataalamu au jamii husika yanahitaji utaratibu na mfumo ambao utatoa fursa kwa wadau wote kushiriki katika kupata na kutoa habari na maarifa sahihi. Ili kufanikisha yaliyotajwa hapo juu yafuatayo yanatakiwa kufanyika:

- (i) Halmashauri ziwajengee uwezo wawezeshaji wa wilaya na kata (DFTs na WFTs) jinsi ya kandaa na kusambaza habari zinazohusu sekta ya kilimo kwa njia mbalimbali ili kuiwezesha jamii kupata na kutoa habari katika ngazi ya kijiji, kata, wilaya na kitaifa.
- (ii) Wawezeshaji wa wilaya na kata wawezeshe vijiji kwa kushirikisha jamii kuibua mahitaji yao ya habari za kilimo, mifugo, masoko na jinsi watakavyozipata (kwa mfano kupitia radio, luninga, magazeti, mikutano, mabango, ubao wa matangazo, simu n.k.) kwa kuzingatia jinsia na makundi maalumu ambayo ni kama wajane, wazee, vijana, walemavu n.k.
- (iii) Halmashauri ziwezeshe jamii na vikundi kuweka utaratibu wa kudatilishana uzoefu (*experience sharing*) na kupashana habari na kutumia fursa zilizopo (community media, drama and songs) na vituo vya taaluma vya kilimo/mifugo vya kata (WARCs).
- (iv) Wanajamii/vikundi wawezeshwe kuweka kumbukumbu za mafanikio, changamoto na matukio (picha) katika kipindi cha utekelezaji wa miradi yao
- (v) Halmashauri ianzishe na kuimarisha kitengo cha mawasiliano cha wilaya kwa kujengea uwezo wa upashanaji na utunzaji wa habari (*communication and knowledge management*) na kuingiza shughuli zake kwenye mpango.
- (vi) Shughuli za mawasiliano ya habari na maarifa ziainishwe katika Mipango ya Maendeleo ya Kilimo ya Wilaya na kutengewa fedha za utekelezaji.

9.6 Usalama na Uhakika wa Chakula na Lishe

Wakati wa kuandaa mipango ya DADP wilaya izingatie kuwa na uhakika na usalama wa cha chakula na lishe katika kaya na kwa makundi mbalimbali. Wilaya inapotekeleza DADP ihakikishe ina takwimu sahihi za uzalishaji na mahitaji ya mazao makuu ya chakula. Halmashauri ihakikishe inakuwa na utaratibu wa kuhamasisha na kuelimisha kaya kuhifadhi chakula cha kutosha wakati wote kabla ya kupeleka sokoni. Aidha, Halmashauri kwa kushirikiana na sekta binafsi iwe na utaratibu wa kuhakikisha usambazaji wa chakula katika soko kutoka maeneo yenye ziada ya chakula kwenda maeneo yenye mahitaji.

VIAMBATISHO

Kiambatisho Na.1: Mpango wa uwekezaji wa zao katika ngazi ya Wilaya

Zao/bidhaa (Target commodity)	(Indicate)													
Jina la Kijiji	(Indicate)													
Wanufaika	Me:													
	Fe:													
	Jumla:													
Muda (project period)	(Indicate)													
Matokeo (output)1	(Indicate)													
Matokeo (output)2	(Indicate)													
Mafanikio (outcomes)1	(Indicate)													
Mafanikio (outcomes)2	(Indicate)													
Uendeleu wa Mradi na Mipango ya Baadae(Sustainability measures/future plan)	(Indicate)													
User Fee?	(Indicate)													
Log frame	Attach LF to the write up													
Stage (hatua ya katika Mnyororo wa thamani)	Activities (shughuli)	Actor (Mhusika mkuu katika utekelezaji) e.g MVIWATA,LGA, Farmers, Agro-dealers,SACCOs etc	Grant /Fund Type (e.g S=Service, C=Capacity, D=Investment)	Output (Milestone)	Period (Muda wa utekelezaji wa shughuli husika)	FY2011/12						FY2012/13*	FY2013/14**	
						Fund Source								
						ASDP		LGA	Private Sector /NGO	On-going Project	Community			Others
						Local	Foreign							
Input														
Input														
Production														
Production														
Processing														
Processing														
Sales														
Sales														
					Total (Jumla)									

Kiambatisho Na.2: Uandaaji wa andiko la mradi wa uwekezaji wa zao linalofuata mnyororo wa thamani ngazi ya kijiji

Na	Vipengele	Maelezo
1	Jina la Mradi	
2	Aina ya Uwekezaji (mf.Mashine, Wanyama n.k)	
3	Hatua katika mnyororo wa thamani mf. Uzalishaji, Usindikaji, Mafunzo (Stage of Value Chain e.g production, input, processing, sales)	
4	Zao/bidhaa (Target commodity)	
5	Kijiji (Village Name)	
6-1	Idadi ya watu Kijiji	Me:
6-2		Ke:
6-3		Jumla:
7	Jumla ya wanufaika	
8-1	Jumla ya wanakamati wa Mradi	Me:
8-2		Ke:
8-3		Jumla:
9-1	Matokeo (Output) 1	
9-2	Matokeo (Output) 2 kama yapo	
9-3	Matokeo (Output) 3 kama yapo	
10-1	Mafanikio (Outcome) 1	
10-2	Mafanikio (2) Kama yapo	
10-3	Mafanikio (3) kama yapo	
11-1	Shughuli Kuu (Major Activity) (1)	
11-2	Shughuli Kuu (2) kama ipo	
11-3	Shughuli kuu (3) kama ipo	
12-1	Mafunzo (Related Training) 1	
12-2	Mafunzo (Related Training) 2 kama yapo	
12-3	Mafunzo (Related Training) 3 kama yapo	
13	Muda wa utekelezaji wa Mradi (Duration of project)	
14	Bajeti	ASDP/DADP (DADG):
		ASDP/DADP (CBG):
		ASDP/DADP (EBG):
		Halmashauri:
		Sekta Binafsi (Taja):
		Mchango wa Jamii:
		Wengineo (Taja)
Jumla Kuu:		
15	Watekelezaji wakuu wa Mradi (project actors)	
16-1	Uendelevu wa Mradi (Sustainability Measures)	Je kuna kamati ya mradi? (Operation organization exists):
16-2		Je kuna Mpango wa uendeshaji Mradi? (O&M Plan exists?):
16-3		Je Watumiaji wanatozwa fedha? (User Fee charged?):

16-4		Je upo mpango wa siku za baadae? (Future Plan exists?):
17	Madhanio (Risks)	
18-1	Faida za Mradi (Project profitability)	Ambatisha mchanganua wa gharama na faida za mradi (tumia kiambatisho na.6)
18-2		Jumla ya Makisio ya Faida kwa miaka 3 hadi 5 ijayo:
19	Bao mantiki la Mradi (Logical Framework (LF)	Ambatisha Bao mantiki la mradi (tumia kiambatisho na.3)

Kiambatisho Na. 3: Jinsi ya kuandaa Bao Mantiki (Logical Framework) la mradi wa uwekezaji wa zao linalofuata mnyororo wa thamani

Bao mantiki ni zana inayoonyesha mahitaji, nyenzo na rasilimali za mradi kwa mtiririko wa kimantiki ili kufikia lengo kuu. Kila andiko la mradi ni lazima liwe na bao la mantiki ili kubaini mantiki ya mradi na kurahisisha ufuatiliaji na tathmini.

(i) Muundo wa Bao Mantiki

- Lina mhimili minne na safu nne
- Mhimili wa kwanza kushoto huitwa muhtasari, wa pili viashiria, wa tatu vyanzo vya uhakiki na wa nne mambo yafikiriwayo au yatarajiwayo.
- Safu ya kwanza huitwa safu la lengo kuu la maendeleo (shabaha kuu) safu hii hueleza taarifa zote zinazohusu lengo kuu.
- Safu ya pili huitwa safu ya malengo mahsusi na hueleza taarifa za malengo mahsusi
- Safu ya tatu huitwa safu ya matokeo. Hueleza taarifa zote za matokeo yote ya mradi vikiwemo viashiria na vyanzo vya taarifa za uhakiki
- Safu ya nne huitwa safu ya shughuli. Huelezea shughuli zote kwa kila tokeo la mradi. Pia huelezea nyenzo zote na rasilimali kwa kila shughuli. Huonyesha viashiria vya shughuli

(ii) Hatua za Kuunda Bao Mantiki (Hatua)

- Andaa uchambuzi wa mikakati au ufumbuzi wa tatizo kikamilifu kwa kutumia mti wa matatizo na mti wa matumaini.
- Hamishia taarifa zilizo katika jedwali la ufumbuzi wa tatizo na matokeo yake, shughuli zake, maelezo yake ziandike kwenye jedwali la Bao Mantiki ukijaza mhimili wa kwanza toka juu hadi chini.
- Endelea kujaza mhimili wa pili na wa tatu hadi wa nne ukianza chini, yaani mhimili wa kwanza safu ya nne inayoelezea shughuli, tazama *Jedwali* hapo chini.

MUUNDO WA BAO MANTIKI

Muhtasari	Viashiria	Vyanzo vya uhakiki wa viashiria	Mambo ya kufikirika au yatarajiwayo
<p>HATUA YA KWANZA Lengo kuu Uzalishaji wa zao la chakula na biashara umeongezeka</p>	<p>HATUA YA TATU</p> <ul style="list-style-type: none"> • Ongezeko la uzalishaji kwa eneo • Asilimia ya kaya zilioongeza kiwango cha uzalishaji wa mazao kwa eneo. 	<p>HATUA YA NNE Taarifa kutoka afisa kilimo , kamati ya mradi na serikali ya kijiji</p>	<p>HATUA YA PILI</p>
<p>Lengo Mahsusi Kaya zinazotumia kilimo cha umwagiliaji zimeongezeka kutoka x mwaka xx kufikia y mwaka yy</p>	<p>Idadi ya kaya zinazotumia kilimo cha umwagiliaji</p>	<p>Taarifa kutoka afisa kilimo , kamati ya mradi na serikali ya kijiji</p>	<p>Kaya kutumia pembejeo, teknolojia bora za uzalishaji na Vyanzo vya maji kuhifadhiwa</p>
<p>Matokeo</p> <p>i. Miundo mbinu ya umwagiliaji ya asili iliyoboreshwa.</p> <p>ii. Uzalishaji umeongezeka kutoka tani x mwaka xx kufikia tani y mwaka yy kwa ekari.</p>	<ul style="list-style-type: none"> • kuwepo kwa banio na mfereji mita xx ulioboreshwa • tani za zao zilizoongezeka • Ongezeko la mazao yanayolimwa kwa msimu 	<p>Taarifa kutoka kamati za mradi.</p>	<p>Kupatikana kwa pembejeo na teknolojia bora za uzalishaji</p>
<p>Shughuli Ujenzi wa banio la maji Ujenzi wa Mfereji mkuu mita x Mafunzo (taja aina ya mafunzo) kwa wakulima xx</p>	<p>Shabaha</p> <ul style="list-style-type: none"> • Uwepo wa mkandarasi • Kiasi cha mchango wa jamii • Idadi ya wakulima waliopata mafunzo(taja) katika muda muafaka 	<ul style="list-style-type: none"> • Taarifa kutoka kamati za mradi. • Mikataba na mkandarasi • Taarifa ya ujenzi ya mkandarasi na wasimamzi • Taarifa za mafunzo 	<p>Kupatikana kwa fedha na Mkandarasi kwa wakati muafaka</p>
<p>Nyenzo Aina na gharama zinazohitajika</p> <ul style="list-style-type: none"> - gharama za mkandarasi - gharama za mafunzo - gharama za usimamizi 	<p>kiasi cha fedha kilichotumika kwa ujenzi na mafunzo.</p>	<p>Mifumo ya udhibiti Taarifa za fedha na manunuzi</p>	

Kiambatisho Na.4: Jinsi ya kuripoti fedha ambazo hazikutumika (carry over-funds)

Region	LGA	Target Description	Planned Interventions (as stated in the original plan)	Planned Interventions (In carry-over period)	Current Implementation status	Physical Achievement			No Beneficiaries (persons) (not/h)		Financial Progress(Amount: '000Tsh)					Type of Grant	Remarks
						Milestone/ Indicators	Planned No in carry-over period	Completed No in carry-over period	Planned	Actual (up to this quarter)	Approved budget (Ref. Action Plan)	Amount carried over from the original year	Amount spent in this quarter	Cumulative expenditure reincarry over period	Balance		

Kiambatisho Na. 5: Vigezo vinavyotumika kuhakiki mradi (Vigezo hivi vitatumiwa na WFT,DFT,RS na NFT)

Kipengele	Maelezo
1. Walengwa	- Nani anayenufaika na mradi - Nani mlengwa - Mradi unalenga/unakidhi mahitaji ya walengwa? - Je kuna watu wengine watakaonufaika na huo mradi?
2. Ushirikishwaji	- Je jamii ipo tayari kuchangia? - Jamii inachangia kwa njia gani? - Asasi zisizo za kiserikali zimeshirikishwa ?
3. Masuala ya kitaalam	- Timu ya watekelezaji imejipangaje/vipi - Wana utaalamu/stadi wote - Utaalam/stadi wa ziada utapatikana wapi?
4. Gharama	- Vifaa na nguvu kazi vinaonyeshwa kwenye andiko la mradi? Bajeti yake ipo na ni halisia?
5. Masoko	- Soko kwa ajili ya mazao lipo? - Ushindani wa bei upo? - Ipi Mikakati mingine Wakati na kipindi cha soko
6. Athari (Mazingira)	- Zitakazotokana na teknolojia zitakazotumiwa - Mbinu za kupunguza/kukabiliana na athari hizo zimeonyeshwa?
7. Jinsia na masuala mengine mtambuka	- Wamiliki – ni nani (Me, Ke, Vijana) - Watakaonufaika(Me, Ke, Vijana) - Makundi mbalimbali yameshirikishwa - Je masuala ya mazingira, usalama wa chakula, matumizi ya ardhi na upashanaji habari yamezingatiwa?
8. Mpangilio/utaratibu wa utekelezaji	- Mradi utanza lini na kumalizika lini - Utaratibu wa kupata washauri waelekezi - Nani anayehusika
9. Taasisi nyingine	- Kufahamu taasisi au asasi zenye mwelekeo sawa na ASDP - Ushirikiano na taasisi zisizo za kiserikali zinazojihusisha na kilimo - Jinsi ya kuboresha mahusiano/mashirikiano
10. Uendelevu	- Jamii imejiwekea mikakati ya kuendeleza mradi baada ya kumalizika/kukoma ufadhili? - Kushauri maeneo au mikakati ya endelevu kama haipo.
11. Manufaa ya mradi	- Je kumefanyika mchanganuo wa kubaini gharama na manufaa ya mradi kiuchumi, kijamii na kifedha? - Je zao litakalotekelezewa mradi limefanyia uchambuzi wa kiuchumi
12. Matokeo (Output)	- Andiko lionyeshe matokeo ya muda mfupi na wakati ya mradi
13. Mabadiliko (Outcome)	- Andiko lionyeshe mabadiliko muda mrefu yatakayopatikana ya (outcome expected) ndani ya jamii
14. Tathmini na Ufuatiliaji	- Andiko linaonyesha jinsi ufuatiliaji na tathmini vitafanyika

Kiambatisho Na 6: Jinsi ya kuchanganua Gharama na Manufaa ya Mradi**6.1 Hatua za Kuchanganua Gharama za Mradi****i. Ainisha gharama zote za mradi kwa mfano:****Gharama za uwekezaji kama vile:**

- Gharama za kuendeleza ardhi (*land development costs*) kama kukodi au kununua ardhi
- Gharama ya nyenzo (*costs of physical goods*) kama mbolea, viuatilifu, vifaa vya ujenzi n.k

Gharama za uendeshaji kwa mfano:

- Gharama za nguvu kazi (*labour costs*) kama vibarua, wataalam na wanafamilia
- Gharama za kodi na ushuru (*taxes*)
- Ada za benki na vyombo vya fedha (*bank charges*)

ii. Ainisha manufaa ya mradi:

Manufaa ya mradi yanaweza kuwa; ongezeko la uzalishaji na tija ya mazao ya kilimo na mifugo, ongezeko la kipato, ubora wa bidhaa, kupatikana kwa fursa za ajira n.k.

6.2 Namna ya Kukokotoa Manufaa ya Kifedha

Ili kufahamu iwapo mradi uliondaliwa una manufaa au hapana inapaswa wafaidika na WFT/DFT kuchanganua mambo yafuatayo:

(i) Mapato ghafi (Gross revenue);

Mapato ghafi hupatikana kwa **kuzidisha** ongezeko la uzalishaji **na** bei ya zao/bidhaa **kisha toa** gharama za uzalishaji za mzunguko mmoja tu wa uzalishaji.

(ii) Faida ghafi (Gross Profit);

Hupatikana kwa kutoa Gharama zingine za uendeshaji (operating cost) **kwenye mapato ghafi isipokuwa gharama** za uchakavu wa zana, riba na kodi/ushuru

(iii) Faida halisi (Net profit)

Hupatikana kwa **kutoa** gharama **nyinginezo kama** za uchakavu wa zana, riba na kodi/ushuru kwenye faida ghafi.

Tumia jedwali lifuatalo ili kurahisisha ukokotoaji wa Manufaa ya Mradi

	Gharama na Faida (Ainisha)	Kipimo (unit)	Kiasi (Tsh)
1	Gharama		
	1.1: <i>mfano: Ununuzi wa Mbegu</i>	<i>Tsh/ha</i>	<i>70,000</i>
	1.2:.....		
	1.3:.....		
	1.4:.....		
	Jumla ya gharama zote zilizotumika		
2	Mapato (Gross Revenue)		
3	Faida Ghafi/Gross Profit (Ondoa gharama za kodi, ushuru, riba, matengenezo toka kwenye Mapato)		
4	Faida Halisi (Net profit) (3)-(1)		

Kiambatisho Na 7: DADP Structure**1. Executive Summary.**

- Write in summary the process involved in selection of crop/commodity, villages, and involved stakeholders/actors along the value chain
- Mention major identified bottlenecks and solutions to the selected crop
- Mention projects / interventions identified to combat the problems

- Mention total financial resources required to finance the identified interventions required to develop the selected crop
- Mention the carry-over fund and the plan
- Finalize the section by mentioning key targets expected to be achieved in three years.

2. District profile

- 2.1 Location
- 2.2 Administration
- 2.3 Climate
- 2.4 Physical features (Agriculture land, Vegetation, rivers etc)
- 2.5 Infrastructure (Roads, railway, communication, power supply)
- 2.6 Agriculture potentials (Types and status of Crops and livestock kept)
- 2.7 Supporting institutions

3. District Agriculture situation analysis/SWOT

4. Policy and Strategies:

- 4.1 Agriculture/ livestock, Cooperative, microfinance , Fisheries policy
- 4.2 Agricultural Sector Development Strategy (ASDS)
- 4.3 ASDP- (DADPs)

5. Vision, Mission statement of the council, Objective and targets

- 5.1 Vision
- 5.2 Mission
- 5.3 Objective
- 5.4 Targets

6. Review of previous DADP and mid- year report

Summarize the physical and financial performance focusing on key output and outcomes for previous years and on performance by activity for the mid-year report :

Planned target	Planned activities	Approved budget	Amount received	Expenditure	Physical achievement (output)	Physical achievement(outcome)	Remarks

- 6.1 Summarize key challenges in the implementation of the DADP.
- 6.2 Summarize strategies set to improve the implementation performance
- 6.3 Provide the summary of pending activities expected to be implemented from January to June

7. Investment projects plan for next FY

This chapter will indicate the plan for the respective district of next financial year (FY). The section should report the following:

- 7.1 The entire process in commodity/ crop selection
- 7.2 Profitability analysis of the selected commodity
- 7.3 The value chain analysis of the commodity including the actors and their roles, crop bottlenecks and priority solutions, possible interventions and villages
- 7.4 The summary of investment project plan of the commodity by using the following format

Value Chain Stage	Project type	Output	Activity/ Intervention	Three years plant			Source of Fund							Beneficiaries No.	Remarks	
				Y1	Y2	Y3	DADG Basic	DADG Top-up	CBG	EBG	Private sector/ NGO	LGA	Farmers			On-going project

8. Procurement plan for the selected crop/commodity.
9. M and E Plan of the commodity
10. Plan for carry over fund
11. Village Project Write –ups (Maandiko ya miradi ya ambatanishwe kwenye DADP)

Kiambatisho Na. 8: Mpango wa Uhifadhi wa Mazingira (Environment and Social Management Plan)

Na.	Project (Jina la Mradi)	Identified Impact (Madhara ya Mradi)	Enhancement/Mitigation measures (Namna ya kuboresha/Kutatua)	Responsibility (Mhusika)	Time framework (Muda)	Cost Estimate (Gharama)

Kiambatisho Na. 9: Fomu ya kukusanya takwimu (Data collection Tool)

Region.....

District.....

Investment	Village	Started Date	Total project Cost	DADG Basic	DADG Top up	Farmers Contribution	Other Contributors (Specify)	Total Number of beneficiaries	Male	Female	Major output	Project Status	Remarks

Outcomes=Measures changes in yield/acreage, income, quality etc achieved through programme implementation

Kiambatisho Na. 10. Hatua muhimu za kufuata ili kuwa na DADP inayofuata mnyororo wa thamani

Hatua 1: Andaa Mkutano wa wadau wa kilimo ambao utachagua zao (Organize District-wide assembly and select a target commodity). Sehemu ya vigezo vitavyotumika katika kuchagua zao ni kama vinavyoonekana katika jedwali hapo chini. Mkutano huo ndio utaunda kikosi kazi (task force) ambacho kitaandaa mpango wa kutekeleza zao lililochaguliwa.

Na.	Kigezo na maelezo
1	Tija: Zao liwe lenye kuleta tija kwenye pato la halmashauri na mkulima. Ofisi ya kilimo ya wilaya inapaswa kufanya tathmini ya gharama na faida ili kujua zao lenye kuleta tija litakaloingizwa kwenye mnyororo wa thamani
2	Soko: Zao liwe na soko la uhakika
3	Pembejeo:

	Hali ya upatikanaji wa pembejeo iwe ya kuridhisha
4	Ukuaji: Zao lisichukue miaka mingi kutoa matokeo (time taken to mature)
5	Kutoa bidha mbalimbali: Zao liwe na uwezo wa kutoa bidhaa mbalimbali(multiple uses/processing)
6	Faida kwa Sekta Binafsi: Zao liwe na faida kwa sekta binafsi
7	Hali ya hewa: Zao liwe stahimilivu (survive in bad weather)
8	Mazingira: Zao liwe rafiki wa mazingira
9	Kukubalika: Zao liwe linakubalika na kulimwa na sehemu kubwa ya jamii kiasi kwamba jamii inaweza kulitegemea zao husika kuhakikisha usalama wa chakula ndani ya wilaya na kaya.
10	Hali ya uzalishaji: Uzalishaji uwe mkubwa kulinganisha na mazao mengine pia wazalishaji wawe wengi

Hatua ya 2: Kikosi kazi kitaandaa mpango unaofuata mnyororo wa thamani wa zao lililochaguliwa. Kikosi kazi hicho kinatakiwa kiwe na takwimu za kutosha ili kufanikisha mpango huo. Baadhi ya takwimu hizo ni pamoja na matatizo yanayokabili zao lililochaguliwa, utatuzi wake, shughuli zitakazofanyika, miundo mbinu iliyopo na itakayotumika, tija ya zao kwa kulinganisha na mazao mengine, vijiji vitakavyotekeleza miradi n.k.

Hatua 3: Kikosi kazi kwa kushirikiana na DFT chini ya Afisa kilimo na Mifugo wa wilaya wataainisha wahusika wa kutekeleza mpango (ikiwemo sekta binafsi) na majukumu yao (kama inavyoonyeshwa kwenye jedwali hapo chini) na kisha kuhitisha mkutano wa wahusika hao ili kujadili utekelezaji wa mpango huo. Mkutano huo wa utekelezaji pia utafanya yafuatayo; i) kuainisha na kuhakiki shughuli zitakazotekelezwa katika vijiji vilivyochaguliwa, ii) kuhakiki wahusika watakaotekeleza mpango wa zao husika katika kila hatua (yaani *inputs, production, processing and sales of products*).

Stages of value chain						
(1) Inputs	→	(2) Production	→	(3) Processing of products	→	(4) Sales of products
Activities (examples) at stages						
<ul style="list-style-type: none"> Infrastructure Finance Seeds Chemicals Animals Feeds Machine/Tools Labor 		<ul style="list-style-type: none"> Farming technologies Animal raising technologies Disease control 		<ul style="list-style-type: none"> Storing Drying Milling Packaging Slaughtering 		Bridging to <ul style="list-style-type: none"> Traders Manufacturers Local Markets National/International Markets Direct to Retailers/Consumers (incl. Restaurants or Hotels)
Typical actors at stages						
<ul style="list-style-type: none"> LGAs (Construction of infrastructure) Input traders Machine suppliers Banks/SACCOs Farmers 		<ul style="list-style-type: none"> Farmers Extension officers NGOs LGAs 		<ul style="list-style-type: none"> Farmers (Cooperatives) Millers Private companies 		<ul style="list-style-type: none"> Traders Farmers (Cooperatives) Retailers Consumers
Bottlenecks at stages						
<ul style="list-style-type: none"> Shortage of Infrastructure Shortage of water Shortage of chemicals Shortage of machine/Tools 		<ul style="list-style-type: none"> Limited knowledge (farmers) Shortage of extension officers Shortage of transport/ equipment 		<ul style="list-style-type: none"> Shortage of machine/tools Shortage of capital Shortage of technologies Shortage of 		<ul style="list-style-type: none"> Bad roads Weak bargaining power of farmers No formal markets nearby Poor quality control Insufficiency and

		<ul style="list-style-type: none"> • Disease outbreaks 		storages		unstability of production <ul style="list-style-type: none"> • Unreliable market demand • Competition
Possible DADP interventions						
<ul style="list-style-type: none"> • Infrastructure construction • Supply of inputs (animal, seeds, etc.) (Only initial time) • Supply of machine (w/ 20% contribution) 		<ul style="list-style-type: none"> • FFS • Farmer study trip • Extension service • Demo plot • Bridging to NGO, private companies for training • Contract farming 		<ul style="list-style-type: none"> • Supply of machine (w/ 20% contribution) • Warehouse Receipt System • Training on processing • Training on storage management 		<ul style="list-style-type: none"> • Road improvement • Market construction • Contract farming • Product promotion support • Quality management support/training • Training on marketing

Hatua 4: DFT pamoja na sekta binafsi watatemelea vijiji vitakavyotekeleza miradi husika kwa ajili ya kutoa elimu kuhusu utekelezaji wa mpango wa zao lililochaguliwa (community sensitization). DFT, Sekta binafsi na wakulima watapanga shughuli (ziwe za vikundi au jamii) zitakazotekelezwa kwa kufuata utaratibu wa miaka mitatu mitatu kama inavyoelekezwa kwenye MTEF (Translate the selected interventions into 3 years plan-angalia mfano hapo chini) . Shughuli hizo zitaandikiwa andiko kwa kufuata kiambatisho na.2 cha mwongozo.

Stage of Value Chain	Interventions	Yr 1	Yr 2	Yr 3
Input	Construction of two dip tanks	x (1st tank)	x (2nd tank)	
Input	Training on dip tank management	x	x	
Input	Introduction of exotic bulls	x		
Production	Organization of livestock farmers	x		
Production	Vaccination	x	x	x
Production	Fattening technology		x	
Production	Zero grazing			x
Processing	Construction of a slaughter house		x	
Marketing	Construction of a livestock market			x
Marketing	Training on market management			x
Marketing	Training on meat quality control		x	

Hatua 5: Andaa DADP (prepare a DADP document)

Tumia kiambatisho namba 7 ili kuandaa DADP kwa mpangilio. Kazi hii itafanywa na DFTs chini ya usimamizi wa Afisa kilimo na Mifugo wa wilaya. Andiko hili litatumwa TAMISEMI baada ya kupitiwa na washauri wa kilimo wa mkoa katika muda uliokubalika.

3.3 DADP 文書質的評価フレームワーク

DADP Quality Assessment Framework

1. Background, Definitions, and Objective

1.1 Background

The Agricultural Sector Development Programme (ASDP) is a nation wide programme largely implemented at the district level through the District Agricultural Development Plans (DADPs) as an integral part of the District Development Plan (DDP). The government through the ASLMs (MAFC, MLDF, MITM, MWI and PMO-RALG) initiated implementation of ASDP through basket funding since 2006/2007. District Councils are responsible for the preparation and implementation of DADPs as part of DDPs while the ASLMs are charged with the responsibility to ensure the quality of DADPs design and implementation. However, observations made by the past few monitoring exercises including the Joint Implementation Reviews, the national DADP backstopping activities, collectively suggest that the quality of DADP still needs to be boosted up. One apparent drawback is that LGAs as well as other stakeholders are not well-versed with the key features that characterize the quality DADP. Therefore knowledge of such features are, if informed to LGAs and encouraged to be considered in their DADP preparation process, expected to have positive impact on the improvement of the quality of DADPs.

It is against this backdrop that a set of quality criteria has been developed and will be shared with LGAs, Regional Secretariat (RS) and other stakeholders so as to accelerate the improvement of the quality of DADP and thus to attain the ASDP objectives. This DADP Quality Assessment Framework has thus been formulated to articulate the set of quality criteria in terms of the Assessment Criteria (Aspect, Characteristic, and Scoring Conditions) together with the objectives of the assessment. Being a document that facilitates the assessment of DADP, the Framework also includes the modality of the assessment exercise, i.e. who and how to conduct the assessment, and its expected utilization of the assessment results.

DADP Assessment is a task to be handled by the Regional Secretariat (more specifically by the Regional Agricultural/Livestock Advisors) to ensure the quality of DADPs. The RS will eventually take full responsibility for reviewing and assessing the DADPs based on this Assessment Framework before they are submitted to the full council at LGAs for final approval. But for the time being the National Facilitation Team (NFT) carries out the task while the RS is being facilitated to become fully capable for the task. NFT is also responsible for accelerating the handing over the task to the RS.

1.2 Definitions

In order to avoid unnecessary confusion in conducting the DADP quality assessment, we propose the following as the basic interpretation of the words.

- *Aspect* is a set of *characteristics* that represents a particular nature of the quality DADP.

Example (A) - Aspect: DADP Structure, DADP Context, etc. as shown in Table 1.

Example (B) - Characteristics: The aspect of DADP context is composed of such characteristics as Strategic consideration, Prioritization process, etc. as shown in Table 1.

- **Score** is a numerical value assigned to a particular characteristic of a DADP as a result of the assessment. The assignment is made based on the criteria described in this framework. The range of the value employed in this framework is 0, 1, and 2, representing poor, good, and very good.
- **Assessment Criterion (a)** is a set of conditions that enables the appraiser to assess and assign numerical scores on each of the assessment items. The Criteria consist of *Aspects, Characteristics, and Scoring Conditions*.
- **The Quality of a DADP** is to be measured by the level of adequacy of both planning and implementation sides. DADPs of good quality in planning are those conform to the Framework with respect to their Characteristics and Aspects, **while good DADPs in implementation are those**[Criteria for assessment of DADP implementation will be formulated later.]

1.3 Objective

The objective of the DADP Assessment Framework is to provide:

- A common base of quality judgment of DADP,*
- A clear guidance to stakeholders on the process of developing and implementing DADP with high quality.*

2. Users of the DADPs Assessment Framework

The immediate users of this Framework are the LGAs (CMT and DFT, WFT, and farmers), RS officials and ASLMs. The Framework is useful and needs to be used by stakeholders as a reference material.

The Assessment Framework will also be used by the National Facilitation Team to assess DADPs submitted to PMO-RALG so as to measure the progress made by LGAs in improvement of DADP quality as well as confirm the endorsement that the RS office provides. The results of the assessment should be feedback to the RS and LGAs through annual DADP backstopping exercise.

3. DADP Assessment design principles and Criteria

3.1 Basic consideration in designing the Assessment framework

The framework has been designed with the following principles.

- To be consistent with the DADP Guidelines.
- To represent adequately the nature of high quality DADP.
- To be instrumental to the stakeholders (LGAs, RS, ASLMs, etc.) to make planning and implementing decisions.
- To be sufficiently measurable in order for assessors to maintain objectivity and uniformity in their assessment.

3.2 Assessment Criteria

The following is the DADP Assessment Criteria consisting of Aspects, Characteristics and Scoring Conditions.

Table 1: Assessment Criteria

No.	Aspect (Weight given to the Aspect) (Adjusted Score under the weight)	Characteristic	Score
1	DADP Structure (5) (0=0; 1=2.5; 2=5.0)	1.1. Does DADP follow the Table of Contents? (See Annex 3)	0 1 2
2	DADP Context (40) (0=0; 1=1.67; 2=3.33)	2.1. Are Missions/Objectives/Targets SMART and consistent with ASDS/ASDP? (Food security, Incomes and poverty reduction)	0 1 2
		2.2. Are interventions properly linked to realize set Targets?	0 1 2
		2.3. Are key district based problems clearly stated?	0 1 2
		2.4. Does the strategic plan sufficiently address the key problems of respective districts?	0 1 2
		2.5. Are achievements of previous year's DADP (financial and physical) and causes of shortfalls clearly stated?	0 1 2
		2.6. Are capacity building interventions demand-driven? (refer to SWOT analysis)?	0 1 2
		2.7. Are proposed services interventions demand-driven?	0 1 2
		2.8. Does DADP show the phasing in/out the villages?	0 1 2
		2.9. Are VADPs of selected villages integral parts of the DADP	0 1 2
		2.10. Has any prioritization of interventions been done?	0 1 2
		2.11. Are prioritization criteria appropriately stated?	0 1 2
		2.12. Does DADP describe linkages with Zonal Agricultural Research and Development Institutes (ZARDI)?	0 1 2
3	Considerations to the Performance Assessment (PA) Criteria (25)	3.1. Does DADP contain an analysis of the district's agricultural potential, opportunities and obstacles to development?	0 1 2
		3.2. Does DADP inform the number of Ward Agricultural Resource Centers (WARCs) established/to be established?	0 1 2

No.	Aspect (Weight given to the Aspect) (Adjusted Score under the weight)	Characteristic	Score
	(0=0; 1=1.78; 2=3.57)	3.3. Does DADP show evidence of contracting private service providers (budget set for contacting private sector)?	0 1 2
		3.4 Are the project write ups attached to the DADP?	0 1 2
		3.5. For investment interventions, is Profitability and/or Economic viability stated?	0 1 2
		3.6. For investment interventions, is sustainability considered?	0 1 2
		3.7. For investment interventions is environmental and social management consideration described?	0 1 2
4	Grant utilization (10) (0=0; 1=5.0; 2=10.0)	4.1. Appropriate use of Grant by categories (Basic and Top Up, DADG, A-CBG, and E-EBG)	0 1 2
5	Budget (10) (0=0; 1=2.5; 2=5.0)	5.1 Is the financing plan indicated	0 1 2
		5.2. Is the costing realistic? (Sample check and whether unit costs, quantities, allowances, inputs fuel etc are reasonable)	0 1 2
6	Action Plan (5) (0=0; 1=1.25; 2=2.50)	6.1. Is the Action Plan appropriately structured?	0 1 2
		6.2 Is cash flow indicated? (Ref. PMO-RALG guideline?)	0 1 2
7	M&E (5) (0= 0; 1=2.5; 2=5.0)	7.1 Does DADP include M&E plan?	0 1 2

[Observations and Recommendations] After going through the assessment of all characteristics, the DADP should be given an overall observations and specific issues, if any. Also, a DADP should be given recommendations for further improvement in the next cycle of preparation. (Refer to Section 3.4)

Scoring Guide:

- 0 = No/almost no description or compliance.
- 1 = Partially described or compliance to some extent.
- 2 = Well described.

3.3 Calculation of the Total Score and Classification of the Quality Level

The **Total Score** of a DADP is calculated by summing up **the weighted** scores of all the characteristics. The weighted score of a characteristic is calculated as follows: First, each of the characteristics is scored in a range from 0 to 2, i.e. raw score is obtained; Then, each of the raw scores is adjusted according to the weight given to the respective

Aspect. The weights of the Aspects which are summarized in Table 2 are arranged to reflect the relative importance of each Aspect to assure the quality of DADP.

Table 2: Number of Characteristics and Weight given to Aspects

Aspect	Weight given in the present assessment
DADP Structure	5
DADP Context	40
Considerations to the Performance Assessment (PA) Criteria	25
Grant utilization	10
Budget	10
Action Plan	5
M&E	5
Total	100

For example, the aspect of DADP Structure has one characteristic, and its maximum raw score is 2. Because this Aspect has the weight of 5 (shown in Table 2), the raw score of 2 (or 1 or 0) must be adjusted by the factor of 2.5 (so that 2 becomes 5, 1 becomes 2.5, and 0 is 0). As for the aspect of DADP Context, which has 12 characteristics, its maximum raw score of 24 is equivalent to 40 (shown in Table 2). Thus, each score of this Aspect should be multiplied by 1.67 (so that raw score of 2 of a characteristic is converted to 3.33, and the total of all 2s of the 12 characteristics becomes 40). The adjusted score is shown in the left column under the name of Aspect in Table 1. After all the scores are weighted according to the assigned weight, the maximum total score obtainable is **100**.

Against this total score of 100, the quality level of DADPs will be divided into the following three groups.

Group A: **Very Good** quality – Total Score of **81 – 100**.

Group B: **Good** quality – Total Score of **61 – 80**.

Group C: **Fair** quality – Total Score of **41 – 60**.

Group D: **Poor** quality – Total Score of **0 – 40**.

Apart from the weighted total score of a DADP, the level of quality of each Aspect will be computed by the **Aspect Score**. The Aspect Score will be produced in a percentage form by dividing the sum of all the weighted scores of the characteristics within an Aspect by the weight of the Aspect, and then multiplied by 100. Namely, for the aspect of DADP Structure, for example, the Aspect Score is the percentage of the weighted characteristic score against the weight 5 of the Aspect. As for the aspect of DADP Context, the Aspect Score is computed by dividing the sum of the all weighted characteristics scores by the weight of 40, and multiplied by 100, i.e. Aspect Score of DADP Context = ((Sum of the weighted characteristics scores) / 40) x 100.

The purpose of calculating aspect scores is to find out weak aspects of a particular DADP in comparison with other DADPs. Knowing this information, we could

advise LGAs more precisely which aspect a LGA should improve in the next cycle of planning.

3.4 Observations and Recommendations

As described in Table 1, the evaluation of DADPs should go with the statement of “Observations and Recommendations”. In fact this textual evaluation is an essential component of the entire evaluation as the numerical assessment could not capture every detail of the quality characteristics of a DADP.

In preparing Observations and Recommendations, consideration should be given to such factors as overall consistency of a plan, effectiveness of interventions, and efficiency of the plan. An overall consistency is examined by looking at proposed interventions in terms of LGA’s resource availability, time constraints, capacity constraints as well as external conditions such as market access and service provision. The effectiveness of interventions is measured with regard to the overall goals of agricultural development rather than individual interventions. Due consideration should be given to synchronized effect of multiple interventions, with which several activities could produce more than simple sum of each activities. Also innovative approach is indispensable to tackle issues given the currently existing constraints. Finally the efficiency aspect of DADP should also be looked at. It is often the case that too much resource is spent in circumferential activities such as preparation and administrative works. Tasks should be carried out by minimum number of personnel and the division of labor should be promoted.

All and all, the section of “Observations and Recommendations” should be considered as a very important component of the evaluation as it makes the evaluation more vivid and would be a superb vehicle of the evaluation to convey key information to LGAs.

3.5 Criteria for Scores for each Characteristic

The following table summarizes the criteria for scores for each characteristic during an assessment of the DADP.

Table 3: Criteria for Scores for each Characteristic

Aspect/ Characteristic		0	1	2
Structure	1.1. Does DADP follow the Table of Contents? (See Annex 3)	0 - 12	13 - 17	18 and more
	DADP Context			
	2.1. Are Missions/ Objectives/ Targets SMART and consistent with ASDS/ASDP? (Food security, Incomes and poverty reduction)	No/Almost no description	Description on one of three, 1) Enabling env for Priv sect. 2) Food security, and 3) Poverty reduction.	Description on at least two of three (Enabling env., Food security, and Poverty reduction)
	2.2. Are interventions properly linked to realize set Targets?	No/Almost no links	Some links	Good links (Interventions need to be comprehensive to address the Target)
	2.3. Are key district-based problems clearly stated?	No/Almost no description	Unclear/Insufficient description (e.g. bullet sentences only)	Description with analysis of “why problems occurred” and “how problems affect communities”
	2.4. Does the strategic plan sufficiently address the key problems of respective districts?	No/Almost no description	Description but without matching problems (matching<50%)	Description addressing with problems (matching>=50%)
	2.5. Are achievements of previous year’s DADP (financial and physical) and causes of shortfalls clearly stated?	No/Almost no description	Unclear / Insufficient description on two of the below: 1) achievement (financial), 2) achievement (physical), and 3) causes of shortfalls	Full description on all of three elements, 1) achievement (financial), 2) achievement (physical), and 3) causes of shortfalls
	2.6. Are capacity building (CB) interventions demand-driven? (refer to SWOT analysis)?	No/Almost no description	1) Some evidence that CB interventions are demand-driven, or 2) Clear evidence but only for some (not all) CB interventions.	Clear evidence that all CB interventions are demand-driven.
	2.7. Are proposed	No/Almost no	1) Some evidence that	Clear evidence that

Aspect/ Characteristic		0	1	2
	services interventions demand-driven?	description	service interventions are demand-driven, or 2) Clear evidence but only for some (not all) service interventions.	all service interventions are demand-driven.
	2.8. Does DADP show the phasing in/out the villages?	No/Almost no description	Indication of phasing in/out without selection (phasing) criteria.	Indication of phasing in/out with selection (phasing) criteria.
	2.9. Are VADPs of selected villages integral parts of the DADP	No/Almost no linkages between DADP and VADPs.	Partial linkage between the VADPs of selected villages and DADP.	Close linkage between the VADPs of selected villages and DADP.
	2.10. Has any prioritization of interventions been done?	No/Almost no description	Ambiguous description of prioritization of interventions.	Clear description of prioritization of interventions.
	2.11. Are prioritization criteria appropriately stated?	No/Almost no description	Description with unclear criteria for prioritization.	Description with clear criteria considering ASDP and farmers' wants.
	2.12. Does DADP describe linkages with Zonal Agricultural Research and Development Institutes (ZARDI)?	No/Almost no description	Simple description (e.g. bullet sentences)	Detailed description (e.g. which kinds of technology is delivered from ZARDI and how they are performing)
Consideration to PA Criteria	3.1. Does DADP contain an analysis of the district's agricultural potential, opportunities and obstacles to development?	No/Almost no description	Description of SWOT	Description of SWOT with a diagnostic assessment or private roles and opportunities identified
	3.2. Does DADP inform the number of Ward Agricultural Resource Centers (WARCs) established/to be established?	No/Almost no description	Description on the numbers and names of Wards only	Detailed description (e.g. how they are functioning, or achievement % against all WARCs planned)
	3.3. Does DADP show evidence of contracting private service providers	No/Almost no description	Partial evidence only (e.g. names/activities of contracts)	Detailed description (e.g. names/activities, money amount of contracts, and % of

Aspect/ Characteristic		0	1	2
	(budget set for contacting private sector)?			budget spent for contracting)
	3.4 Are the project write ups attached to the DADP?	No/Almost no write ups attached.	1) Write ups of only part of investment interventions, or 2) only sketchy write ups are attached.	Write ups of sufficient quality are attached for all investment interventions.
	3.5. For investment interventions, is Profitability and/or Economic viability stated?	No/Almost no description	1) Inadequate description, or 2) Description of only a few investment interventions.	Adequate description for all investment interventions.
	3.6. For investment interventions, is sustainability considered?	No/Almost no description	1) General consideration, or 2) Consideration in only a few investment interventions.	Specific consideration in all investment interventions.
	3.7. For investment interventions is environmental and social management consideration described?	No/Almost no description	1) General description, or 2) Description of only a few investment interventions.	Specific description for all investment interventions.
Grant utilization	4.1. Appropriate use of Grant by categories (Basic and Top Up, DADG, A-CBG, and E-EBG)	No/Almost no description on the use (source) of funds	Partial description/ Incorrect use (See Annex 5)	Detailed description and correct use (See Annex 5)
Budget	5.1 Is the financial plan indicated?	No/Almost no description	Partial description (e.g. no description of community funds or district own funds, etc.)	Detailed description.
	5.2. Is the costing realistic? (Sample check [8-10 samples] and whether unit costs, quantities, allowances, inputs fuel etc are reasonable)	Many cases of unrealistic or unreasonable costing	A few unrealistic cases (2-3 cases max.)	Almost no unrealistic cases (1 cases max.)
Action Plan	6.1. Is the Action Plan appropriately structured? (Sufficient	Not properly structured (Important component	Some part is not proper. (A few comp. missing, or sequence	Almost all properly structured.

Aspect/ Characteristic		0	1	2
	<u>components included and reasonable sequence of actions?)</u>	missing, or unreasonable sequence)	is some part unreasonable.)	
	6.2 Is cash flow indicated? (Ref. PMO-RALG guideline?)	No/Almost no description	Partial or incorrect indication.	Full and correct indication.
M&E	7.1 Does DADP include M&E plan?	No/Almost no description	Unclear description (e.g. bullet sentences only)	Detailed description with methodology
Observations and Recommendations		<i>After going through the evaluation of all characteristics, the DADP should be given an overall observations and specific issues, if any. Also, a DADP should be given recommendations for further improvement in the next cycled of preparation.</i>		

Annex

Annex 1.

Rationale of the Characteristics of the Assessment Criteria

Characteristics	Rationale
1. DADP Structure	
<p>1.1. Table of Contents How much do LGAs follow the Table of Contents suggested by the National Facilitator?</p>	<p>The Table of Contents (ToC) of DADP has been shown to LGAs in the past. ToC has been introduced to assure and standardize the contents to be included in the DADP. It has been updated since then to pursue further quality of DADP. The compliance is a basic requirement for DADPs to be of good quality.</p>
2. DADP Context	
<p>2.1. Mission/ Objectives/Targets Are Mission/Objectives/Targets SMART and consistent with ASDS/ASDP? (Food security, Incomes and poverty reduction)</p>	<p>Since DADPs are a major part of ASDS/ASDP, a quality DADP should have Objectives/Targets that are in line with those policy documents. In the documents, the primary objective is to create an enabling environment for improving agricultural productivity and profitability, and food security, hence these should be considered in the Plan. Target intervention should be SMART (Specific, Measurable, Achievable, and Relevant with Time bound).</p>
<p>2.2. Linkage of Interventions to Targets Are interventions properly linked to realize set Targets?</p>	<p>Interventions (individual activities/projects) which are direct measures to achieve Targets (those described in PlanRep presentation). On the other hand, Targets are states (e.g. additional household income of Tsh. 50,000) to be materialized by carrying out several interventions.</p>
<p>2.3. Key Problems Are key district based problems clearly stated?</p>	<p>In order to achieve the Mission/Objectives/Targets, DADPs should identify district-specific problems properly. Identifying root cause and problems is a starting point of any good plans. Analyzing why they are problems and how they affect farmers is necessary to recognize how the DADP intervenes to solve them.</p>
<p>2.4. Strategic plan Does the strategic plan sufficiently address the key problems of respective districts?</p>	<p>A quality DADP should have strategies which solve the problems. The strategies should have the vision of how to achieve the objectives beyond finding a solution to each specific problem, i.e. an overall strategic framework. It is desirable to have agricultural sector-specific strategic plan.</p>
<p>2.5. Past Achievements and Shortfalls Are achievements of previous year's DADP (financial and physical) and causes of shortfalls clearly stated?</p>	<p>As a DADP is a three-year rolling plan, it should include the reviews of previous achievements, problems/shortfalls/challenges experienced and lessons learnt, without which no improvement would be possible. When describe the achievements, both financial and physical aspects should have been</p>

Characteristics	Rationale
	reported.
<p>2.6. Demand-driven capacity development Are capacity building interventions demand-driven? (refer to SWOT analysis)?</p>	Any effective supports and interventions should be demand-driven, responding squarely to existing needs. Since DADPs support components of capacity building for farmers, private and public sector service providers, a quality DADP should give evidence that those capacity building interventions are in fact matching to real demands.
<p>2.7. Demand-driven service interventions Are proposed services interventions demand-driven?</p>	Similar to the Characteristic 2.6 above, any service delivery must be demand-driven. Hence, a quality DADP should give evidence that service delivery interventions are really matching to real demands.
<p>2.8. Village selection (Phasing in/out) Does DADP show the phasing in/out the villages?</p>	In order to avoid spreading limited resources across a variety of villages/areas, several villages/areas of high potential should be selected. And because available resources are limited, even the selected villages should be phased out (a few at a time) in their receiving interventions. The selection of those potential villages/areas must clearly be explained in DADPs.
<p>2.9. VADPs as integral part of DADP Are VADPs of selected villages integral parts of the DADP?</p>	A quality DADP has a special characteristic in that it combines national policy (i.e. the policy of ASDS) with farmers' wants. In this regard the process of producing a DADP should be derived from VADPs. This aspect must be strictly observed for the selected few potential villages/areas.
<p>2.10. Intervention prioritization Has any prioritization of interventions been done?</p>	Given the limited resources, DADP can not address every demand. Interventions need to be screened by proper prioritization. Even among selected interventions, it is desirable to put priorities (i.e. which is the most urgent or important interventions, and which is second, third, etc.).
<p>2.11. Prioritization criteria Are prioritization criteria appropriately stated?</p>	The reasons and criteria for the prioritization should also be clearly described. Otherwise it is not appraisable whether the selected set of interventions are appropriate.
<p>2.12. Linkage with ZARDI Does DADP describe linkages with Zonal Agricultural Research and Development Institutes (ZARDI)?</p>	This is a criterion for enhanced DADP funds indicated in the Guidelines. Without tapping on new technologies and research outputs, agricultural advancement would hardly come by.
<p>3. Consideration to the Performance Assessment (PA) Criteria</p>	

Characteristics	Rationale
<p>3.1. Analysis of Agricultural potential Does DADP contain an analysis of the district’s agricultural potential, opportunities and obstacles to development?</p>	<p>This is a criterion for enhanced DADP funds indicated in the Performance Assessment Criteria to be used in the assessment of LGDG. An effective plan needs to look at potential and arrange interventions to exploit such potential.</p>
<p>3.2. Information about WARCs Does DADP inform the number of Ward Agricultural Resource Centers (WARCs) established/to be established?</p>	<p>Ward Agricultural Resource Centers (WARCs) are promoted by the central government as one of the key facilities to re-activate the farmer associations and rural networks, as well as to enhance technical advancement among famer groups. DADPs need to describe the past achievements and future plan of establishing WARCs (numbers and locations).</p>
<p>3.3. Contracting private sector Does DADP show evidence of contracting private service providers (budget set for contacting private sector)?</p>	<p>This is a criterion for enhanced DADP funds indicated in the Performance Assessment Criteria to be used in the assessment of LGDG. ASDS/ASDP put particular importance on private sector as a driving force of agricultural development. DADPs need to be clear in promoting the use of private sector.</p>
<p>3.4. Project write-ups Are the project write ups attached to the DADP?</p>	<p>This is a new requirement directed by the center to LGAs. When LGAs are to select several effective interventions for several selected villages/areas, the document “Project Write-ups” must be prepared for all investment interventions. The document contains major features of an investment undertaking including Objectives, Beneficiaries (Number), Costs, Expected benefits, Cost/Benefit analysis, Timeline (both construction and operation after that), Management team (Leader, Accountant, etc.), Operation plan (user charge, membership, expansion plan etc.), Reporting scheme. This kind of documentation is essential to have clear investment undertakings which are beneficial, feasible, sustainable and operational.</p>
<p>3.5. Profitability and Economic Viability For investment interventions, is Profitability and/or Economic viability stated?</p>	<p>As part of the contents included in the Project Write-ups, economic viability must be reported which is very essential for any investment projects. If economic viability is not assured, resources would be wasted.</p>
<p>3.6. Sustainability For investment interventions, is sustainability considered?</p>	<p>As part of the contents included in the Project Write-ups, sustainability of an intervention must be assured. If not assured, it would last only a short time and often end up with very limited impacts or require repeating interventions.</p>
<p>3.7. Environmental and Social</p>	<p>As part of the contents included in the Project</p>

Characteristics	Rationale
<p>Management Consideration For investment interventions, is environmental and social management consideration described?</p>	<p>Write-ups, environmental and social management must be clarified In principle, any development interventions should not severely adversely affect environment because degradation is often difficult to recover once damages are done. Also an intervention should be qualified to manage social disturbance in a reasonable range.</p>
4. Grant utilization	
<p>4.1. Grants utilization Appropriate use of Grant by categories, (Basic and Top Up, DADG, A-CBG, and E-EBG)</p>	<p>The use of the DADP grants, i.e. Basic and Top Up, DADG, CBG and EBG needs to be described for budgetary monitoring as well as ensuring effective intervention.</p>
5. Budget	
<p>5.1. Financing Plan Is the financing plan indicated?</p>	<p>Financing plan is a plan that describes all fund sources including DADP funds (DADG, A-EBG, A-CBG), other projects (e.g. PADEP), NGO, LGAs own source, and communities. An intervention is financially achievable only if all funds are secured from various fund sources.</p>
<p>5.2. Realistic Costing Is the costing realistic? (Sample check and whether unit costs, quantities, allowances, inputs fuel etc are reasonable)</p>	<p>Unrealistic costing implies the lack of commitment and often leads to waste of resources. Also such loose practice becomes potential base of embezzlement. Great effort should also be made to keep preventing miscalculation including mistyping in data entry. In budget which is numerical information, mistakes in number are fatal.</p>
6. Action Plan	
<p>6.1. Realistic Action Plan Is the Action Plan appropriately structured?</p>	<p>If an action plan is neither realistic nor properly structured (in terms of seasoning etc.), it implies that the entire plan of interventions is not seriously considered. Similar to the costing, unrealistic plan indicates lack of commitment on the side of planners.</p>
<p>6.2. Cash Flow (Expenditure schedule) Is cash flow indicated? (Ref. PMO-RALG guideline?)</p>	<p>Together with the Action Plan, practical cash flow (expenditure schedule) must be prepared. In essence cash flow is a reflection of the Action Plan because if interventions are carried out according to the Action Plan, expenses should also go along with them. Without expenses, the Action Plan can not be realistic.</p>
7. M&E	
<p>7.1 M&E Plan Does DADP include M&E plan?</p>	<p>M&E is very important in continuous exercise of interventions. Without M&E, i.e. feedbacks, no improvement is possible, hence no advancement.</p>

Annex 2.

2009/10 DADP Assessment Sheet

Name of Evaluator: _____ Region: _____
Date of Evaluation: _____ LGA: _____

Aspect	Characteristic	Raw Score (0, 1, 2)	Weighted Score	Remark
Structure	1.1. Does DADP follow the Table of Contents? (See Annex 3) (5) (0= 0; 1=2.5; 2=5)	1	2.5	
Context (40) (0= 0; 1=1.67; 2=3.33)	2.1 Are mission/Objectives/Targets SMART and consistent with ASDS/ASDP? (food security, incomes and poverty reduction)	1	1.67	
	2.2. Are interventions properly linked to realize set Targets?	1	1.67	
	2.3. Are key district based problems clearly stated?	1	1.67	
	2.4. Does the strategic plan sufficiently address the key problems of respective districts?	1	1.67	
	2.5. Are achievements of previous year's DADP (financial and physical) and causes of shortfalls clearly stated?	1	1.67	
	2.6. Are capacity building interventions demand-driven? (refer to SWOT analysis)?	1	1.67	
	2.7. Are proposed services interventions demand-driven?	1	1.67	
	2.8. Does DADP show the phasing in/out the villages?	1	1.67	
	2.9. Are VADPs of selected villages integral parts of the DADP	1	1.67	
	2.10 Has any prioritization of interventions been done?	1	1.67	
	2.11 Are prioritization criteria appropriately stated?	1	1.67	
	2.12. Does DADP describe linkages with Zonal Agricultural Research and Development	1	1.67	
Consideration to PA (25) (0=0, 1=1.78, 2=3.57)	3.1 Does DADP contain an analysis of the district's agricultural potential opportunities and obstacles to development?	1	1.78	
	3.2. Does DADP inform the number of Ward Agricultural Resource Centres (WARCs) established/to be established?	1	1.78	
	3.3. Does DADP show evidence of contracting private service providers (budget set for contacting private sector)?	1	1.78	
	3.4. Are the project write ups attached to the DADPs?	1	1.78	
	3.5. For investment interventions, is Profitability and/or Economic viability stated?	1	1.78	
	3.6. For investment interventions, is sustainability considered?	1	1.78	
	3.7. For investment interventions, is environmental and social management consideration described?	1	1.78	
Grant Utilization (10) (0=0, 1=5, 2=10)	4.1 Appropriate use of Grant by categories (Basic and Top up DADG, A-CBG and E-EBG)	1	5	
Budget (10) (0=0, 1= 2.5, 2=5)	5.1. Is the financing plan indicated?	1	2.5	
	5.2. Is the costing realistic? (Sample check and whether unit costs, quantities, allowances, inputs fuel etc are they reasonable?)	1	2.5	
Action Plan (5) (0=0, 1=1.25, 2=2.5)	6.1. Is the Action Plan appropriately structured? (Ref. PMORALG Guideline)	1	1.25	
	6.2 Is cash flow indicated?	1	1.25	
M&E (5) (0=0,1=2.5,2=5)	7.1 Does DADP include M&E plan?	1	2.5	
Total Score (Maximum point = 100)			50	Status: POOR, FAIR, GOOD
Aspect Score	Structure	50		Aspect scores show which aspect of DADP is relatively weak/stong.
	Planning/Contex	50		
	PA	50		
	Grant util.	50		
	Budget	50		
	Action Plan	50		
	M&E	50		
Observation: The quality is fair. Budget aspect is weak. There is no plan for A-EBG Top-up, though they are to receive it.				
Recommendations: Budget should be re-considered for more realistic and correct one. The district should consider the involvement of the Private sector.				

Annex 3

DADPs STRUCTURE

The following is the preferred structure of a DADP. It is expected that all LGAs consider this as a base of DADP Table of Contents.

*The total number of contents is 28 out of which 24 are subject to the present assessment as the remaining 4 (indicated by *) are not yet formally informed to LGAs. Those counted contents are all numbered in the list below. Note that those descriptions in [] are only group indications of contents that follows the indication, and are not counted as a content.*

[Executive Summary]

1. Executive Summary

[Background Information/District Profile]

2. Location and Area
3. Topography and Climate
4. Demography
5. Administrative
6. Economic status
7. Markets

[District Agricultural Situation Analysis/SWOT]

8. Provide detailed district situation analysis in terms Strength, Weakness, Opportunities and Threats.
- *9. Target group identification

[Policy and Strategies (Agricultural Sector Policy and Strategies)]

10. ASDS
11. ASDP
12. Council Strategic Plan

[Vision and Mission Statement]

13. Vision and mission statement of the Council

[Objectives]

14. Objectives

[Review of Previous DADPs Performance]

15. Planned Targets vs. Achievements
16. Problems Experiences and
17. Future Strategies

[District Proposed Priority Agricultural Interventions]

- *18. Village selection and criteria
19. Criteria and prioritization of interventions
20. Description of interventions

[Budget and Finance Plan]

21. Budget
22. Financing plan
23. Cash flow

[Sustainability and Environmental and Social Management]

- *24. Sustainability
- *25. Environmental and Social Management

[Action Plan]

26. Action plan

[M&E]

27. M&E

[Project Write-ups]

28. Project write-ups

Annex 4.

References

1. DADP Guidelines (Kiswahili version November 2007, English version 23rd July 2007)
2. DADPs Maandalizi Kwa Mwaka 2008/09 (Oct. 16, 2007)
3. LGCDG Manual for the assessment of Councils against minimum access conditions and Performance measurement assessment (November 2004)
4. LGCDG System Implementation and Operations Guide (July 2005)
5. DADP Quality Assessment reports by JICA-RADAG

Annex 5.

Examples of Activities/Investments Eligible for DADP Funding and Cost-Sharing Rates

Eligible Investment	DADG/benefi Cost Sharing	Comments / Conditions
Environmental Investments		
Gully and erosion control	100%- 0%	Community-based management of natural resources agreed.
Reforestation of degraded area	100% - 0%	Community-based management of natural resources agreed.
Eligible Public Infrastructure		
Gravity irrigation scheme (for groups): intake structure, main and secondary canal	80% - 20%	Tertiary canals and on-farm development are 100% farmer contribution
Pump irrigation scheme (for group): pump, and main and secondary canals	80% - 20%	Pump operation costs, tertiary canals and on-farm development are 100% farmer contribution
Water harvesting earth dam	80% - 20%	On farm development farmer pays 100%.
Shallow well (for livestock and /or vegetable watering)	80% - 20%	On farm development is 100% farmer contribution.
Cattle dip	80% - 20%	Management and use at a fee agreed upon.
Village market infrastructure	80% - 20%	Taxes and fees levied conform to legal regulations.
Village access road and river crossing point/bridges	80% - 20%	Critical sport improvements only
Simple product storage facility	80% - 20%	Management & use of a fee agreed upon.
Group or Community Investment of a Small Scale Productive Nature		
Heifer/goat scheme	50% - 50%	Targets the poor; eg, schemes, etc.
Conservation farming equipment	50% - 50%	Group agreement; testing, e.g. shift from conventional tillage to zero tillage.
Introduction of new crop/livestock	50% - 50%	Benefit large part of the community
Nursery establishment	50% - 50%	For long term (tea, coffee) or with environmental benefits (forestry, agro forestry)
Group or Community Investment in Risk Bearing Innovative Equipment		
Risk bearing group equipment, e.g. tractor, power tiller, oil press, coffee huller, grain mill, milk chilling, fruit/vegetable processor, slaughter facility, sprayer.	25% - 75%	Only for large groups, upon condition of sound business plan and management arrangements, benefits the whole community, no negative environmental impact.
Training		
Specific training and support	100% - 0%	Group contract with agricultural services provider.
Training of Village specialists	100% - 0%	E.g. livestock health specialist.
Non Eligible Investments		
Seed, fertilizer, pesticide	0% - 100%	Only Participatory Technology Development or targeted support/subsidy as provided in the national/regional policies can be supported
Individual equipment e.g. pump, tractor, power tiller	0% - 100%	Only group investment equipment can be supported
On farm irrigation development	0% - 100%	Individual responsibilities
Individual Food and beverage processing	0% - 100%	Only group investment equipment can be supported

Source: ASDP Guidelines for District Agricultural Development Planning and Implementation July 2007

Top-up AEBG (*Basic A-EBG is for operating costs of public extension staff at LGA level)

The Top-up AEBG is discretionary fund to finance the cost of contracting public/private agricultural service providers, such as

- i To make agricultural technologies more accessible to farmers through:
 - Demonstration and awareness creation,
 - A technology development contract, increase farmers' capacity to manage and use a technology to develop their enterprises,
 - Introduction of new crop/livestock,
 - On-farm adaptive research on local production conditions (soil, labour, level of current knowledge, market) and on relevant management information,
 - Farmer to farmer exchange visits and/or study tours,
- ii DFP/WFF's expenditures to develop current enterprises or to introduce new enterprises to the ward/village, and
- iii Establishment/construction of Ward Agricultural Resource Centers

Source: *ASDP Guidelines for District Agricultural Development Planning and Implementation July 2007*

Obliviously, non eligible interventions include:

- Procurement of motor cycles for extension workers
- Purchase of office equipment
- Construction/maintenance of offices
- Training of extension staffs
- Vaccination services by an LGA itself; and
- Supervision and follow-up by an LGA itself

ACBG

The Basic ACBG is discretionary fund to finance training and capacity building of LGA including the procurement of a vehicle.

However, the following paragraph is extract from P25 DADP Guidelines. How could we understand this? (Not very clear or confusing??)

At community and district level, this component will provide support required for planning, implementation, monitoring and evaluation of sub-projects. These will include necessary equipment for improved service delivery; technical assistance and training, including conducting demonstrations on improved agricultural practices; operating costs, including contracting fees for technical assistance at the local level to assist in subproject preparation, supervision and monitoring.

The Top-up ACBG will cover among others;

- Farmer group formation networks
- MVIWATA and Farmer Field Schools.
- Farmer empowerment e.g. sensitization, training, networking and participation in technology development and testing
- Support to form Farmer Fora at ward and district levels

Training subjects may also be on (but not limited to):

- i Data management,
- ii Internal audit,
- iii Computer (for planning / accounts Staff),

- iv Participatory budgeting,
- v Agricultural development specific courses on:
 - a. Participatory approaches,
 - b. Extension programme planning,
 - c. Gender mainstreaming,
 - d. Agro-forestry,
 - e. Environment and natural resource management,
 - f. Agri-business and Entrepreneurship, and
 - g. HIV/AIDS
- vi Agricultural development planning, Participatory planning and appraising,
- vii Participatory Monitoring and Evaluation,
- viii Financial Management and Procurement Procedures,
- ix Public-Private Partnership,
- x Building of district internal auditing capacity of the village accounts,
- xi Capacity to develop business plans,
- xii Skills on identification of agricultural investment development potentials, and
- xiii Group formation, dynamics, leadership skills and management.

Source: *ASDP Guidelines for District Agricultural Development Planning and Implementation July 2007*

3.4 DADP 質の評価実施要領

3.4.1 DADP 質の評価実施要領

Operation Guide for DADP Appraisal and Quality Assessment (Draft-3)

1. Purpose of the Operation Guide

This Operation Guide (OG) is prepared to serve the following purposes:

- To provide practical guidance to those who carry out DADP Appraisal and Quality Assessment (App/QAss).
- To highlight goals and uses of App/QAss results so as to facilitate the improvement of DADP quality.

2. Overall Setting of the DADP App/QAss

2.1 Purpose of the DADP App/QAss

The objectives of the DADP App/QAss are:

- i. *To make sure that all investment projects that will be approved for financing under DADP are economically, technical, financially, socially viable and environmentally sound.*
- ii. *To provide a common base of quality judgment of DADP,*
- iii. *To provide a clear guidance to stakeholders on the process of developing and implementing DADP with high quality.*

2.2 Mode of the App/QAss Operation

From the past experience, it is preferable to conduct the appraisal and assessment in retreat. The team will confine themselves at a single place, and carry out the task in an intensive way. It would neither be efficient nor effective to have the team members stationed at different locations, and conduct the task separately because such an arrangement disrupts close communication among members making difficult the synchronization and uniformity of the assessment. Once all DADPs are assessed, however, the aggregation of the results and report preparation may be carried out by a small group of assessors in a different location (for example assessor's own office).

2.3 Timing and Duration of the App/QAss

Timing: While actual timing of the operation will be affected by on-going activities, the best timing will be in early March. This is because, around this time, DADPs are almost complete while there is still some time allowance for revision before the council's final approval.

Duration: The necessary duration will depend upon the number of assessors and number of investment projects proposed. From the past experience where project appraisal was not conducted, average speed of assessment is somewhere between 3 - 4 DADPs/day/assessor. Now the task includes appraisal of individual projects based on the project write-ups, it would be reasonable to estimate that one (1) DADP/day/assessor. For estimating the duration, consideration should also be given to the days for discussion among assessors prior to the actual assessment, test run of assessment, and discussion after the assessment. Therefore if 30 assessors are available, the total duration would be 6-7 days (1 for pre-assessment

discussion and test run, 4-5 days for assessment, and 1 day for post-assessment discussion). (See Section 3.1 “Typical App/QAss Schedule.”)

2.4 Selection of the App/QAss Team Members

The DADP App/QAss will be conducted by a team of assessors. The source of assessors will be open to any qualified personnel including the officials of the central ministries (ASLMs, i.e. MAFC, MLDF, MITM, MWI, and PMO-RALG) and Regional Secretariats (ASDP Coordinators). It is however important that the assessors have sufficient knowledge on the DADP process including planning, implementation and reporting.

Considering the large number of LGAs, i.e. 132, as well as a large number of project write-ups, the team should have at least 20, and desirably 40 assessors, each of who will be responsible for equal number of LGAs (If there are 20 assessors, each assessor examine 6 to 7 DADPs. If there are 40, each will look at 3 to 4 DADPs.)

3. Appraisal and Assessment Process

3.1 Typical Assessment Schedule

Based on the past experience, the typical schedule for assessment is as shown below. This schedule assumes 30 assessors. Contents of each activity are briefly explained in Section 3.2. Note that the preliminary activities and assessment itself will be conducted in an arrangement of retreat while those at the last stage, i.e. Aggregation of results and report preparation, and feedback of the results to the Regions and LGAs may be conducted separately by a small group of assessors or responsible offices of the government.

Table1: Typical App/QAss Schedule (with 30 Assessors)

Day No.	Activity	Probable duration
Day 1	Orientation	1 hr
	Discussion among assessors for common understanding	1 hrs.
	Test run of App/QAss	5 hrs.
Day 2 - 6	App/QAss of DADPs	8 hrs./day
Day 7	Post-App/QAss discussion	4 hrs.
Following activities can be done separately by a small group.		
Day 8 - 10	Aggregation of results and Report preparation	3 days
Day 11	Dissemination and Feedback of results to LGAs	1 day

3.2 What should be done in each of the activities?

(1) Orientation with Distribution of the App/QAss Framework, Format and the Operation Guide

Before starting actual assessment, the assessors must be given a brief orientation about the task, because the central government often issues new instructions and focus of DADP for the concerned fiscal year. Reference should be made to the basic documents such as the Appraisal and Assessment Framework and Operation Guide, as they might have been updated according to the new instructions and focuses. Orientation is also useful as it refreshes assessors' memory and past experience. In the orientation, the relevant documents should be

supplied by the organizer to each assessor to keep them handy during the assessment.

(2) Discussion among assessors to promote a common understanding of the criteria for App/QAss

Right after the orientation, the assessor should be given some time to discuss about the current appraisal and assessment. Assessors may have questions about new methods or characteristics of assessment. They may also want to clarify issues that they encountered in their past assessment. Those topics should be shared among assessors so as to enhance commonality of understanding and views of assessment among the assessors. It would be desirable to keep records of the discussion so that issues raised and interpretations and/or responses agreed thereof are saved for the future reference.

(3) Test run of App/QAss (based on one sample DADP)

In order to reduce the variance of assessment results among assessors, it is highly desirable to carry out a test run of App/QAss. The organizer selects a typical DADP and prepares enough number of its copy. Every assessor is given the copy and carries out the task. After everyone completes the work, the results are summarized and shown to all members for discussion. By doing this, assessors can recognize his/her own relative level of assessment. For example if one is too strict in judgment of some aspects, he/she should take note of the inclination in actual assessment. This exercise also facilitates to clear ambiguity of meaning of appraisal or assessment criteria so as to improve the App/QAss Framework.

In this test run, the assessment process should be explained and be followed exactly. This requirement is important to reduce unnecessary confusion in aggregation of results which would happen if, for example, some assessors fail to enter the name of LGA in the format.

(4) App/QAss of DADPs by the assessors

After conducting the test run assessment, every assessor will be given equal share of the volume of DADPs to carry out. The task will be done by the assessors individually. The assessors are required to appraise and assess their DADPs according to the criteria (characteristics), by giving a score to each criterion. In the appraisal part, individual investment projects are judged whether “approved” or “to be improved/replaced” according to the scores given to the project. In the assessment part, the DADP document as a whole is evaluated and scores are given in accordance with another system of scoring. Total score of a DADP is calculated by aggregating both scores with weight of 70% to Appraisal and 30% to Assessment. The total score is given in the range of 0 to 100 (100 = the maximum score). As this weight distribution suggests, now the DADP Appraisal and Quality Assessment focuses more on the appraisal of individual projects. The following table illustrates the assessment results of 2010/11 DADP (the assessment is conducted in May 2010).

Table 2: Results of DADP Quality Assessment (March 2009)

Category	Score (Full mark: 100)	No. of DADP	% of Total No. of DADP
Very Good	81 – 100	32	23.5%
Good	61 – 80	69	50.8%
Fair	41 – 60	26	22.0%
Poor	0 – 40	5	3.7%
Total	-	132	100.0%

Apart from the scoring, the assessors are required to indicate missing or insufficient/inappropriate characteristics of individual projects for appraisal. They are also required to describe their “Observations and Recommendations” for each DADP as the summary of the evaluation result. These indications and descriptions of DADP are very important for LGAs to revise and improve their plans. Therefore the assessors must fulfill this obligation without fail.

(5) Post-assessment discussion (Refinement of the assessment results)

After the completion of the appraisal and assessment, it is desirable that the assessors will exchange their assessment results one another to check whether all the DADPs have been assessed in accordance with the App/QAss criteria. This cross-checking is also intended to mitigate the variance of the assessment among assessors. If any appraisals or assessments are short in providing written comments such as indications of insufficient/inappropriate characteristics or observations and recommendations, the original assessor is requested to elaborate their comments further.

(6) Aggregation of raw Appraisal and Assessment results, analysis, and report preparation

The small task team will be formed to consolidate all the App/QAss results and produce a DADP Appraisal/Assessment report, containing specific findings and recommendations. Major tasks related to report preparation are summarized as follow:

- Aggregation of raw results by use of a pivot-table function (a data summarizing tool) in MS Excel

Input the score given to each criterion of all DADPs in one big table, which displays all LGA names in the left column and all characteristics in the top row.

Prepare pivot tables according to the characteristics by using a pivot table function to summarize the data.

- Analytical outputs

While actual kinds of outputs (information) that the final report contains should be discussed by the P&I TWG, following are some of useful information to be extracted from the raw data.

- ✧ Average approval rate of projects (Regional or National average)
- ✧ Average score of project write-ups (LGA, Regional or National average)
- ✧ Common characteristics missing or insufficient/inappropriate in project write-ups
- ✧ Relative scoring of LGAs at each assessment characteristic (proportion of LGAs which scored 0, 1, or 2 respectively at each assessment characteristics).
- ✧ List of LGAs ranked according to the project approval rate
- ✧ List of LGAs ranked according to the total score
- ✧ List of Regions ranked based on the project approval rate
- ✧ List of Regions ranked based on the average total score

- Preparation for the appraisal/assessment report

The appraisal/assessment report is expected to include introduction, objectives, methodology (time frame, appraisal/assessment criteria, etc.), appraisal and assessment results, specific findings per criterion, and recommendations.

(7) Distribution and Feedback of the results to the Regions and LGAs

PMO-RALG will distribute the appraisal/assessment report and provide feedback of the results with specific recommendations to all LGAs and RS. In FY10/11, PMO-RALG sent back the report to all LGAs through RS.

4. Utilization of the Assessment Results

4.1 Feedback to and Information Sharing with LGAs

Upon receipt of the feedback of the appraisal/assessment report from PMO-RALG, LGAs are strongly recommended to revise and finalize their DADPs by referring to the feedback, before their respective councils' final approval. It is also recommended that RS will organize a seminar/workshop to share the results with their respective LGAs and introduce good practices and challenges that RS officers observed in the assessment.

4.2 Reflection to the LGA Budgeting at the Central Level

Currently, the assessment results of each DADP do not have any influence on budget allocation among LGAs at the central level. Once the central government decides to adopt performance-based budgeting for ASDP Basket Fund, the assessment results will be useful as a performance measure for the central government to allocate the budget to LGAs according to the results.

4.3 Linkage with the LGDG Assessment

In LGDG fund allocation, PMO-RALG introduced an incentive system that allows for adjustment of the annual grant allocation to each LGA depending on their performance, based on the assessment of LGAs against Minimum Conditions and Performance Measurement assessment. PMO-RALG should consider that some assessment criteria of DADP Quality Assessment will be added to these two assessments as performance measures to be reflected in the annual grant allocation. Or it would be useful to take the results of the DADP Quality Assessment as an input to the LGDG performance assessment.

3.4.2 DADP 質的評価実施要領補完教材

**Excel Techniques
for
DADP Quality Assessment**

A Part of the Operational Manual

(Draft)

November 2011

JICA-RADAG DADP

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Excel files provided:

- 1) Exercise_LGA_File
- 2) Exercise_Master_File

1.0 Introduction

It is since FY 2006/07 that the DADP P&I TWG (and NFT) has been undertaking the DADP Quality Assessment.

JICA-RADAG has been providing technical backstop to this exercise. Initially it supports almost all process of the assessment. As time goes, however, it gradually limited its assistance to the technical aspect of designing assessment scoring sheets and consolidating data. This year may be the last opportunity for JICA-RADAG to support the assessment. One of the major tasks that have still remained in our technical corporation is to transfer Excel techniques to our colleagues of the TWG and NFT.

Objectives and Structure:

This operational manual is prepared with the aim of making the initiatives of the TWG and NFT on the DADP Quality Assessment last for the future. This manual introduces some Excel techniques that are useful for the DADP Quality Assessment in particular but also for other analytical works in general. It is our hope that the techniques help the TWG/NFT accelerate the undertakings of various tasks for DADP planning and implementation, which eventually benefits to RSs/LGAs and then to farmers at field.

Specifically, the following techniques are introduced. The next chapter deals with the items from I to IV, all of which are techniques relating to the assessment/appraisal sheets. Chapter 3 demonstrates the last three techniques (V, VI and VII), as required for data consolidation and analysis.

- I. Linkage across working sheets
- II. COUNTIF Formula
- III. Weighted Score
- IV. IF Formula
- V. Transposing Pasting
- VI. Pivot Table
- VII. Other Minor Techniques (e.g. Data Sorting and Formatting Cell)

Expected Readers:

Expected readers of this manual are those who know basics of the excel structures (e.g. the meaning of cells and worksheets) and techniques (e.g. SUM or AVERAGE formulas). Based on these kinds of fundamental knowledge, this manual is fully utilized to enrich Excel techniques.

Materials Used:

The material used in this manual is based on the actual sheets and files that were used for the DADP Quality Assessment in June, 2011. Some modifications were made for clear and simple visualization. In this manual there are some exercises for readers to do by themselves so as to gain practical knowledge. For this purpose, the following Excel files shall be distributed to readers to complement this manual.

- Exercise_LGA_File
- Exercise_Master_File

2.0 Techniques for Assessment Scoring Sheet

2.1 Data Transfer :How to make a Linkage

The DADP Quality Assessment conducted last year contains 1) the overall assessment against the whole DADP document and 2) the appraisals against individual projects.

Some data in the individual appraisal sheets must appear in the summary assessment sheets, too. For example, the project code of the investment project must appear in the summary sheet, too.

Att-01: Investment Project A

Project Code	ARS-ARUM-11/12-01
Name	LOCAL CHICKEN IMPROVEMENT
Target Village	BLOCK C1
DADG	Tsh. 3,960,000
FARMERS	Tsh. 1,000,000
LGA	
OTHERS	
Total Cost	Tsh. 4,960,000
Project type	GROUP
No. of beneficiaries	30
Male	Nil
Female	Nil

DADP Summary Assessment Sheet for

Region: ARUSHA **Code:** ARS

GA: ARUSHA MC **Code:** ARUM

Project Appraisal	Project Code	Project Name	Quality Score
	ARS-ARUM-11/12-01	LOCAL CHICKEN IMPROVEMENT	2
	ARS-ARUM-11/12-02	HORTICURAL PROCESSING PROJECT	1
	00		0
	00		0
	00		0

In this case it is necessary to make a linkage between Summary Assessment Sheet and Individual appraisal sheet. The linkage helps automatic reflection of data if any changes happen.

How to make a linkage

Step 1: Put "=" where you want to present data by taking from other sheets. In this example, put "=" in B9 in the Summary Assessment Sheet.

	A	B	C
3		: Should be filled up by the Assessor	
4		Name	Code
5	Region:	IRINGA	IRA
6	LGA:	IRINGA DC	IRAD
7			
8		Project Code	Project
9		=	
10			

SummaryAssessment | Att01_Invest | Att02_Invest

Step 2: Go the other sheets where the data that you want to quote. In this example, go to Att01_Invest.

data (e.g. average income per village, Crop/animal production clearly described?)

SummaryAssessment | Att01_Invest | Att02_Invest

Select the cell where the data that you want to quote. In this example, select C2 and push ENTER

	A	B	C
1			Att-01: Investment I
2	Project Code	IRA-IRAD-11/12-01	
3	Name	Construction of 400m of flood bands along Ru	
4	Target Village	Ibangamoyo	
5	DADG	48,000,000	
6	Beneficiaries	6,600,000	

Step 3: Then Excel takes you automatically go back to the original sheet (i.e. the Summary Assessment Sheet)

You will notice that B9 in the Summary Assessment Sheet has a linkage with C2 in Att01_Invest, by seeing "=Att01_Invest ! C2" .

	A	B	C
3		: Should be filled up by the Assessor	
4		Name	Code
5	Region:	IRINGA	IRA
6	LGA:	IRINGA DC	IRAD
7			
8		Project Code	
9		IRA-IRAD-11/12-01	
10			

B9 | =Att01_Invest!C2

Sheet name linked Cell No. in the sheet

Exercise 2.1:

Using the Exercise File, please continue making linkages for the rest of Part I.

2.2 Data Counting: How to use the COUNTIF formula

In the Summary Assessment Sheet, there is the cell that shows the number of approved projects. In the example below, it is E27 that counts 3 projects approved out of 4 projects.

E27		=COUNTIF(E9:E12,2)				
	A	B	C	D	E	F
8	Part I: Investment Proj	Project Code		Project	Quality Score	Judgment
9		IRA-IRAD-11/12-01		Construction of 400m of flood bands along Ruaha river.	2	Approved
10		IRA-IRAD-11/12-02		Use of oxenization	2	Approved
11		IRA-IRAD-11/12-03		Construction of Cattle dip tank	2	Approved
12		IRA-IRAD-11/12-04		Construction of rain water harvesting dam	1	To be Improved/ Re
13		Average Score of Projects			1.8	
14	Part II: Ass	Aspect	Characteristic			
15		1. Consistency	1.1 Clear Linkage between Situation- Problem-		2	
25		Total Score of Overall Planning			17	
Observation and Recommendations:						
- Retraing DFTs on how to SWOT analysis clearly with strategy and interventions						
- More emphasis on cross-cutting issues is required in order to be clearly reflected in the DADPs (EMSF, marketing etc)						
- The WARC, WLRS and Farm Resource centres indicated are to be rehabilitated and retored in 2011/2012.						
26						
27	Total No of Projects	4	No. of Approved Projects	3	Date of Approved P	

In order to make a cell count the number of the data within a range that meets a particular condition, it is necessary to put the formula of "COUNTIF." In this example, it is "= COUNTIF (E9:E12,2)," as shown in the above. This formula means that the cell of E27 counts the number of the data from E9 to E12, if it is 2 (= Approved). In short,

= COUNTIF (range, criteria)

How to put the formula of COUNTIF

Step 1: Put “= COUNTIF(“ in the cell that you want to present the number of data meeting a particular condition. In our example, it is E27.

SUM						
	A	B	C	D	E	
	Part I: Investment Proj	Project Code	Project		Quality Score	
8		IRA-IRAD-	Construction of 400m of flood bands along		2	
9		IRA-IRAD-	Use of oxenization		2	
10		IRA-IRAD-	Construction of Cattle dip tank		2	
11		IRA-IRAD-	Construction of rain water harvesting dam		1	
12		Average Score of Projects			1.8	
13	Part II: As	Aspect	Characteristics			
14		1. Consistenc	1.1 Clear Linkage between Situation-		2	
15		Total Score of Overall Planning			17	
25	Observation and Recommendations:					
26	- Retraing DFTs on how to SWOT analysis clearly with strategy and interventions					
27	Total No of Projects		4	=COUNTIF(

Step 2: Then select the range of the data, from which you want to count. In our example, it is from E9 to E12.

SUM						
	A	B	C	D	E	
	Part I: Investment Proj	Project Code	Project		Quality Score	
8		IRA-IRAD-	Construction of 400m of flood bands along		2	
9		IRA-IRAD-	Use of oxenization		2	
10		IRA-IRAD-	Construction of Cattle dip tank		2	
11		IRA-IRAD-	Construction of rain water harvesting dam		1	
12		Average Score of Projects			1.8	
13	Part II: As	Aspect	Characteristics			
14		1. Consistenc	1.1 Clear Linkage between Situation-		2	
15		Total Score of Overall Planning			17	
25	Observation and Recommendations:					
26	- Retraing DFTs on how to SWOT analysis clearly with strategy and interventions					
27	Total No of Projects		4	=COUNTIF(E9:E12		

Step 3: Complete the formula by proceeding with “criteria).” In our example, because we want to count the data if it is 2 in the column of Quality Score, the criterion is 2. So it is “ , 2) ” .

And push Enter. Now you have successfully inserted the formula of COUNTIF.

Exercise 2.2:

Using the Exercise File, please make the COUNTIF formula as illustrated above.

SUM						
	A	B	C	D	E	
	Part I: Investment Proj	Project Code	Project		Quality Score	
8		IRA-IRAD-	Construction of 400m of flood bands along		2	
9		IRA-IRAD-	Use of oxenization		2	
10		IRA-IRAD-	Construction of Cattle dip tank		2	
11		IRA-IRAD-	Construction of rain water harvesting dam		1	
12		Average Score of Projects			1.8	
13	Part II: As	Aspect	Characteristics			
14		1. Consistenc	1.1 Clear Linkage between Situation-		2	
15		Total Score of Overall Planning			17	
25	Observation and Recommendations:					
26	- Retraing DFTs on how to SWOT analysis clearly with strategy and interventions					
27	Total No of Projects		4	=COUNTIF(E9:E12,2)		

2.3 Weighted Score: How to produce a Weighted Score

The Summary Assessment Sheet produces the total score by combining two scores: one is the weighted score of Part I (i.e. Individual Project Appraisal) and the other is that of Part II (i.e. Assessment against Overall Planning). But the question is how to produce the weighted score.

What is the weighted score?

A weighted score is the score that is applied with the weighted factor. The weighted factor shows the proportion of the importance. In the DADP Quality Assessment, it was considered that the score of Part I was more important than that of Part II. Therefore we decided to allocate 70% of the importance to the score of Part I and 30% to that of Part II. In other words, the total score (100 points) can be divided into 70 points for Part I and 30 points for Part II. A DADP, which receives no score in Part I, can get only 30 points even if it obtain the full score in Part II. This is good implication for classification of DADP quality, i.e. very good, good, fair and poor (*Why? Please think about it*).

Mathematically, the weighted score can be represented as follows.

Weighted score of Part I (or II) = the score obtained in Part I (or II) x Weighted factor / the full score in Part I (or II).

How to put the formula for Weighted Score

Put the formula in the cell that you want to present the weighted score. It should be "the cell that shows the score of the part * weighted factor / total score of the part."

In our example, it is C28 in which you input the following

$$= \frac{E13(1.8)}{2} * \frac{70}{100}$$

70 ^{70%} Score given Total Score of the Part Weighted Factor

C28		fx =E13*70/2			
	A	B	C	D	E
9	Part I: Investm	IRA-IRAD-11/12-01	Construction of 400m of flood bands along		2
10		IRA-IRAD-11/12-02	Use of oxenization		2
11		IRA-IRAD-11/12-03	Construction of Cattle dip tank		2
12		IRA-IRAD-11/12-04	Construction of rain water harvesting dam		1
13		Average Score of Projects			1.8
14	Part II: Ass	Aspect	Characteristics		
15		1. Consistency	1.1 Clear Linkage between Situation-		2
25		Total Score of Overall Planning			17
Observation and Recommendations:					
26	- Retraing DFTs on how to SWOT analysis clearly with strategy and interventions				
27	Total No of Projects	4	No. of Approved Projects		3
28	Weighted Score of Part I	61.3	Weighted Score of Part II		25.5

Exercise 2.3:

Using the Exercise File, please try putting the formula to calculate the weighted score of Part II (i.e., put the formula in E28).

2.4 Data Classification: How to use the IF Formula

Having identified the weighted scores of Part I and II, you may obtain the total score by making summation of these two. Then the Summary Assessment Sheet identifies the quality of the DADP assessed, whether it is Very Good, Good, Fair or Poor, according to the total score given. In our case, it is G29, which responds to the total score in G28.

	A	B	C	D	E	F	G
15	Part II:	1. Consistency	1.1 Clear Linkage between Situation-		2		
25		Total Score of Overall Planning			17		
26	Observation and Recommendations: - Retraing DFTs on how to SWOT analysis clearly with strategy and interventions						
27	Total No of Projects	4	No. of Approved Projects	3	Rate of Approved Projects	75.0%	
28	Weighted Score of Part I	61.3	Weighted Score of Part II	25.5	Total Score	86.8	
29	Quality of DADP					Very Good	

What is the IF Formula?

Before understanding the formula of this classification, one must understand how to use the IF formula. Please refer to the Investment Project Appraisal Sheet, where you can see the simple IF formula in E40.

E40 fx =IF(E39=2,"Approved","To be Improved/ Replaced")						
	A	B	C	D	E	
38	Comments: Project information- - Confirm and fill in the output and outcome above 2.3 Production on maize /ha is high , the specific objective and outcome must be SMART 3.2 Costing not realistic. Activities and budget breakdown to fund allocated to M&E done by committee, 4,000,000 in M&E plan, inconsistent of project cost 3.3 The benefit is not realistic because the Gross Revenue calculated did not include revenue				Total Score	20
39					Quality Score (0, 1, 2)	2
40					Judgment	Approved

The cell of E40 converts the Quality Score (E39) into two judgments, whether it is Approved or to be improved/Replaced, according to the value of E39. In order to make the cell do this classification, it is necessary to put the IF formula, as follows.

= IF (Condition, the value if the condition is true, the value if false)

= IF (E39=2, " Approved " , "To be Improved/Replaced")
 Quality Score = 2 If true (Yes) If false (No)

Exercise 2.4:

Using the Exercise File, please delete E40 in Att01_Invest Sheet for exercise and rebuild the formula again there.

What about if multiple conditions?

The above case (i.e., the relation between E40 and E39) is very simple because there are only two classifications, "Approved" or "To be improved/Replaced," based on one condition, whether Quality Score = 2. But what about if multiple conditions?

In order to understand such a case, we take the example of Quality Score (E39) which is based on Total Score (E38) in the Investment Project Appraisal Sheet. In this case, the conditions and classifications to obtain Quality Score based on Total Score are as follows.

- If $0 < \text{Total Score} < 10$, then Quality Score = 0;
- If $10 \leq \text{Total Score} < 20$, then Quality Score = 1; and
- If $\text{Total Score} = 20$, then Quality Score = 2

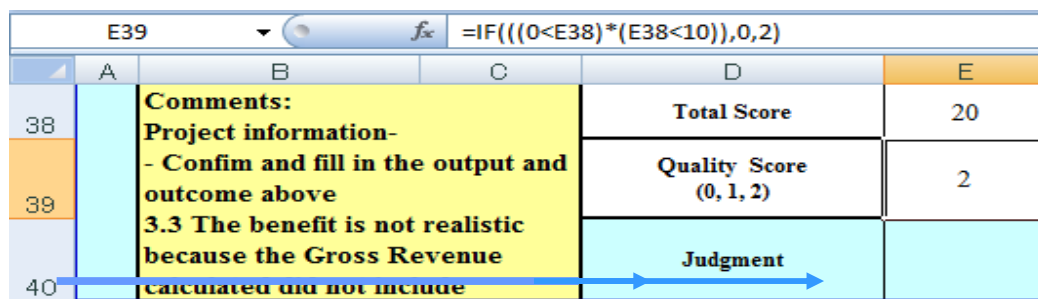
Structurally this can be summarized as in the following table. A condition like " $0 < \text{Total Score} < 10$ " can be divided into two specific conditions in order to make Excel recognize it.

Condition	Specific Conditions	Classification
Con1: If $0 \leq \text{Total Score} < 10$	1) If Total Score is bigger than 0; and 2) If Total Score is less than 10	Quality Score = 0
Con:2 If $10 \leq \text{Total Score} < 20$	3) If Total Score is equal or bigger than 10; & 4) If Total Score is less than 20	Quality Score = 1
If $\text{Total Score} = 20$	5) If Total Score is equal to 20	Quality Score = 2

Let us consider step by step.

A Case of Two Specific Conditions to express One Condition

Assume that if $0 < \text{Total Score} < 10$, then the Quality Score should be 0; otherwise 2. In order for the Quality Score to be 0, there are two specific conditions: Total Score (E39) must be bigger than 0 **AND** less than 10. In this case, we use "*" in putting a formula in order to make two specific conditions unified, as shown below.



$$= \text{IF} \left(\left(\underbrace{(0 \leq E38)}_{\text{Specific Condition 1}} \right) * \underbrace{(E38 < 10)}_{\text{Specific Condition 2}} \right), \underbrace{0}_{\text{If True}}, \underbrace{2}_{\text{If False}} \right)$$

One Condition (Con 1)

Exercise 2.5:

Using the Exercise File, please delete the formula in E39 in Att01_Invest Sheet for exercise and put the formula same as above there

A Case of Two Conditions (total, Four Specific Conditions)

The above case is relatively simple, because there is only one condition applied ($0 < \text{Total Score} < 10$), though there are two specific conditions in terms of Excel's recognition. In classifying data, however, we sometimes need to put more conditions, like

If $0 \leq \text{Total Score} < 10$, Quality Score = 0 **AND** If $10 \leq \text{TS} < 20$, QS = 1, Otherwise 2

In case of two conditions, we need to have consideration that the 2nd consideration is to be examined if the 1st condition is not met. In other words, we put the formula of the 2nd condition in the place of "If false" of the formula for the 1st condition.

Assume that:

If $0 < \text{Total Score} < 10$, then the Quality Score should be 0 (Condition1); and
If $10 \leq \text{Total Score} < 20$, then the Quality Score should be 1; otherwise 2 (Condition 2)

Step 1: One can make a formula for each condition

Con 1: =IF ((($0 \leq E38$) * ($E38 < 10$)), 0, Value if False)

Specific Condition 1) Specific Condition 2)
Condition 1

Con 2: = IF ((($10 \leq E38$) * ($E38 < 20$)), 1, 2)

Specific Condition 3) Specific Condition 4)
Condition 2

Step 2: Insert the Formula of Con 2 into the place of "Value if False" of Con 1. Do not forget putting the parentheses to the Con 2 formula when inserting.

Con 1: =IF ((($0 < E38$) * ($E38 < 10$)), 0, Value if False)

Insert

Con 2: = (IF ((($10 \leq E38$) * ($E38 < 20$)), 1, 2))

Therefore the formula can be presented:

=IF ((($0 < E38$) * ($E38 < 10$)), 0, (IF ((($10 \leq E38$) * ($E38 < 20$)), 1, 2)))

Exercise 2.6:

- 1) Using the Exercise File, please delete, for exercise, the formula in E39 in Att01_Invest Sheet and put the formula same as above there.
- 2) The formula applied in the actual sheet is slightly different from the one introduced here (e.g. See the formula in E39 in Att02_Invest sheet). Discuss what is different and why.
- 3) Using the Exercise File, please, first, understand the formula in G29 in Summary Assessment Sheet (classification of DADP quality Status), then delete and rebuild it again there.

3.0 Techniques for Data Consolidation and Analyses

The techniques for consolidating and analyzing data can be divided into two major areas, i.e., 1) How to prepare Master Sheets and 2) How to use pivot tables. After introducing these two techniques, this chapter will show other techniques that are not new, but of the applied uses of the formulas that are known already.

3.1 Data Consolidation: Preparing Master Sheets (incl. Transposing Pasting)

Having assessed all DADPs, the next step of the DADP Quality Assess is to consolidate data (scores) and made various analyses on them. Prior to the consolidation, it is necessary to prepare master sheets, to which data analyzers can do Copy & Paste from the assessment files of individual DADPs. Remember that the principle for designing master sheets is to consider how we can do easily Copy & Paste from the individual files.

Step 1: Confirm what data are available from the individual files. Broadly there are six types of data as illustrated in the table below. In principle, a master sheet can be prepared for each type. From our experience, however, we found that the first two types (Project Info., and Scores of Appraisal) are organized in one master sheet (i.e. Master Sheet (MS) 1), because we need one sheet that can show both the outline of projects and the results of the appraisals. Another lesson from our experience is that there is no need to prepare the master sheet for type 3) of Part I, if MS1 is prepared.

Individual LGA File	Date Type	MS to be prepared
Investment Project Appraisal Sheet	1) Project Information (e.g. Code, Village, No. of beneficiaries)	Master Sheet(MS) 1
	2) Scores of Appraisal (Score for each Charact., Total Score, Quality Score, Judgment)	
Summary Assessment Sheet	3) Part I: (LGA's) List of Individual Project and Appraisal Score	No need , if MS1 is prepared
	4) Part II: Score of Assessment against Overall Planning (DADP)	MS 2
	5) No. of Project Approved (Total No., Approved No., and Rate of Approved Projects)	MS 3
	6) Weighted Scores, Total Scores and Quality Judgment (Score of Part I, that of Part II, Total Score, Quality Judgment)	MS 4

Step 2: Design master sheets. Remember that it is better to put LGAs' names in a vertical way, using a column rather than in a horizontal way, using a row. This is because we use the techniques of the pivot table that requires this kind of arrangement.

For the Master Sheet, it is better to design the master sheet that aligns LGAs' names in a column rather than in a row.

Aspect	Region	LGA	1.1 Clear Linkage between Situation-Problem-Solution	1.2 Clear Linkage between Previous and Current DADP and
	Arusha	Meru DC	2	2
	Arusha	LongidoDC	2	2
	Arusha	Karatu DC	2	1
	Arusha	ARUSHA MC	2	2
	Arusha	NGORONGORO DC	2	2
	Arusha	Monduli DC	2	2
	Arusha	Arusha DC	2	2

Master Sheet 01 for Investment Project Appraisals

Region	LGA	Project Code	Name	Target Village	DADG	Farmers contribution	LGA	Others	Project Cost	Project type	No. beneficiaries

Master Sheet 02 for Assessment against Overall Planning (DADP)

Aspect	Region	LGA	1.1 Clear Linkage between Situation-Problem-Solution	1.2 Clear Linkage between Previous and Current DADP	2.1 Village Phase In/Out Plan	2.2 SWOT Cross Analysis and clear linkage between the	2. long

Master Sheet 03 for Approval Ratio

Region	LGA	Total No.	Approved. No	Ratio

Master Sheet 04 for DADP Quality Status

Region	LGA	project Investment	Overall Planning	Total Scores	Status

Step 3: To do Copy & Paste of data from individual LGA files. If the vertical and horizontal arrangements are different between the sheet of individual LGAs and a master sheet, one cannot do simply Copy & Paste. In that case, please use the technique of *Paste Special*.

Aspect	Characteristics		E
1. Consistency	1.1 Clear Linkage between Situation-		2
	1.2 Clear Linkage between Previous and Current DADP and District Strategic Plan		2
	2.1 Village Phase In/Out Plan		2
2. Strategic	2.2 SWOT Cross Analysis and clear linkage between the strategy and selected interventions		1
	2.3 Mid and long-term Plan		2

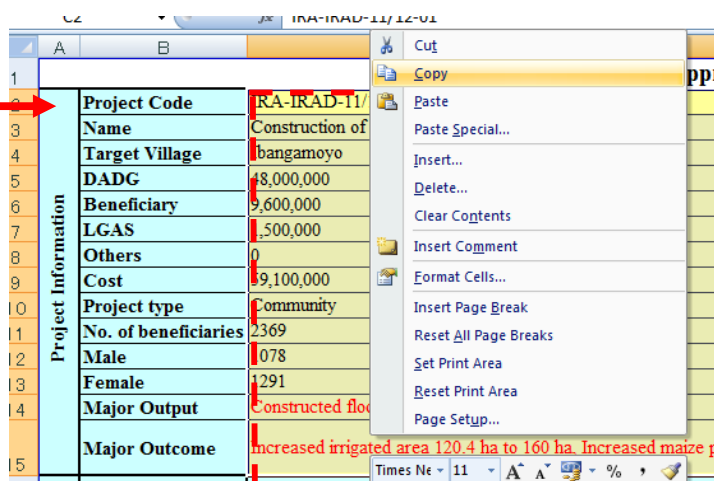
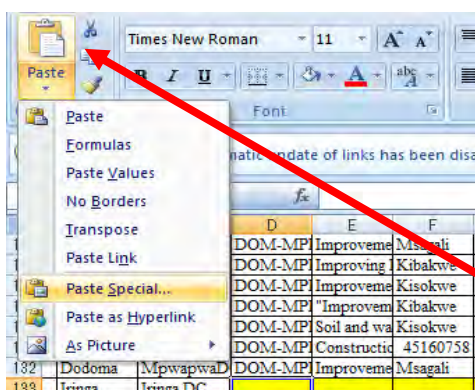
1	Aspect	LGA	1. Consistency	
2	Region	LGA	1.1 Clear Linkage between Situation- Problem-Solution	1.2 Clear Linkage between Previous a Current DADP and
3	1 Arusha	Meru DC	2	2
4	2 Arusha	LongidoDC	2	2

Cannot do simply Copy & Paste because scores are put in a vertically way but the master sheet requires horizontal inputting. We need to do transposing pasting.

How to do Paste Special for transposing data

Step 1: Select the area that you want to copy in the sheet of Individual LGA file. And copy them.

Step 2: Go to the area that you want to paste the data copied in a master sheet.

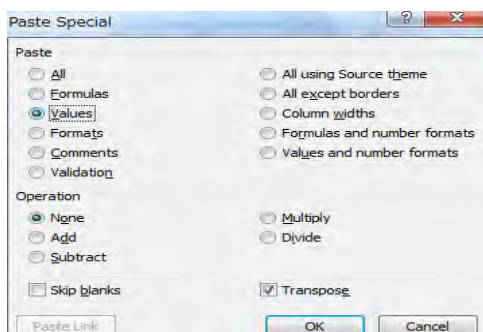


Step 3: Click the Paste menu and select Paste Special.

Step 4: Then select both Transpose and Values. And click "OK." Now you have successfully transfer data from the individual LGA file to the master sheet.

Exercise 3.1

Using the Exercise master file, please transfer data from the exercise LGA file to the master sheet. You will find something to be considered.



3.2 Data Analyses: How to make a Pivot Table

Once transferring all of the necessary data to the master sheet, we need to consolidate data and make analyses. The major means of the analyses is Pivot Table, which is a quite useful tool for any analytical works.

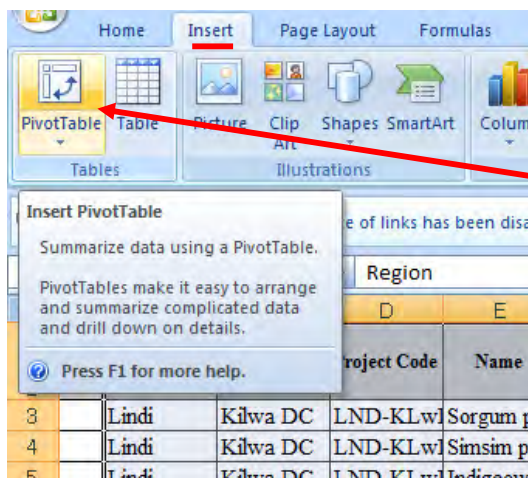
As the Wikipedia says;

In data processing, a pivot table is a data summarization tool found in data visualization programs such as spreadsheets or business intelligence software. Among other functions, pivot-table tools can automatically sort, count, total or give the average of the data stored in one table or spreadsheet. It displays the results in a second table (called a "pivot table") showing the summarized data. Pivot tables are also useful for quickly creating unweighted cross tabulations (Source: http://en.wikipedia.org/wiki/Pivot_table).

How to make a pivot table

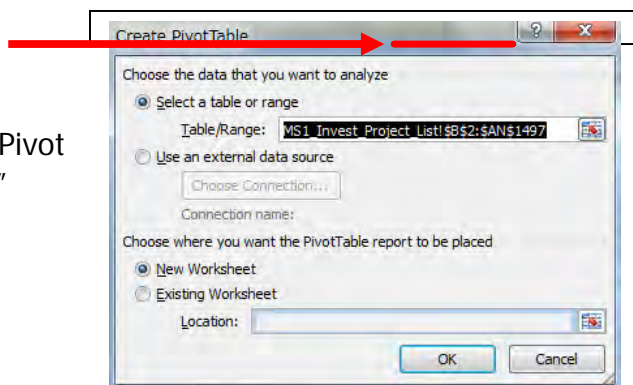
Step 1: Select the area of the whole master sheet, including the title row (i.e. the first row).

Region	LGA	Project Code	Name	Target Village	DADG
Lindi	Kilwa DC	LND-KLw	Sorghum pro	Kandawale	4000
Lindi	Kilwa DC	LND-KLw	Simsim prod	Kandawale	4000
Lindi	Kilwa DC	LND-KLw	Indigeous C	Likawage	4000
Lindi	Kilwa DC	LND-KLw	Tractor proj	Likawage	40000
Lindi	Kilwa DC	LND-KLw	Sorghum pro	Likawage	4000
Lindi	Kilwa DC	LND-KLw	Simsim prod	Likawage	4000

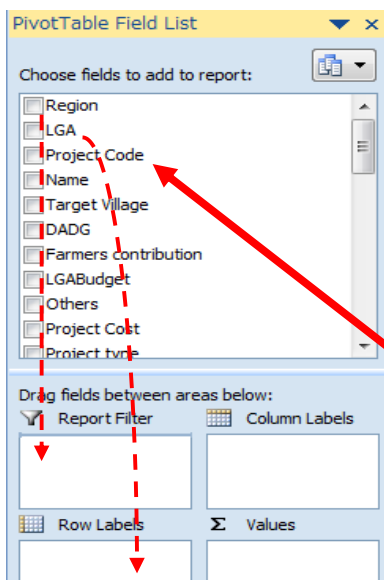
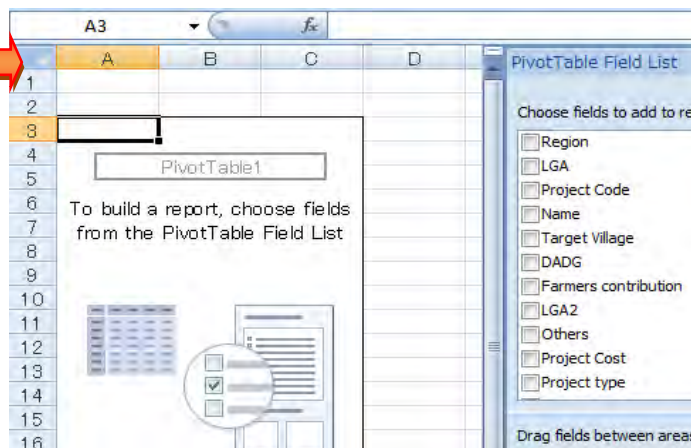


Step 2: Select the Insert menu and Click Pivot Table.

Step 3: Then the menu table "Create Pivot Table" will appear on the screen. Click "Ok."



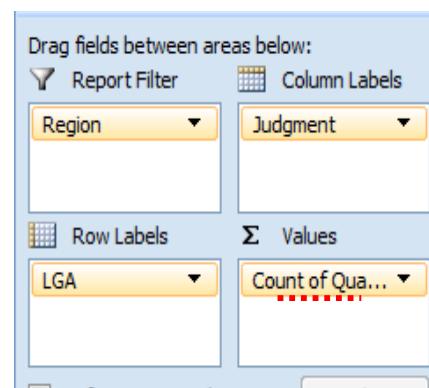
Step 4: Then, the new sheet is created with Pivot Table Field List.



Step 5: Select fields to make a pivot table. For example, Drag Region to Report Filter, LGA to Row Labels, Judgment to Column Labels, Quality Score to Values, as shown in the left side figure.

Step 6: Then, the following pivot table is created. Remember that the figure indicated is the count of Quality Score (i.e. No. of data), not the sum of Quality Score.

Region	Approved	To be Improved/ Replaced	Grand Total
Arusha DC	4	17	21
ARUSHA MC	1	1	2
Babati DC		13	13
Babati TC		4	4
Bagamoyo DC		6	6
Bahi DC		10	10
Bariadi DC		6	6
Uanga DC		14	14
Urambo DC		12	12
Grand Total	76	1416	1492



From this pivot table, one can identify, for example, the following.

- For Arusha DC, 4 projects were approved while 17 were to be improved or replaced.
- For Arusha MC, 1 project was approved while 1 to be improved or replaced, and so on.
- In total, 76 projects were approved while 1416 were to be improved or replaced.

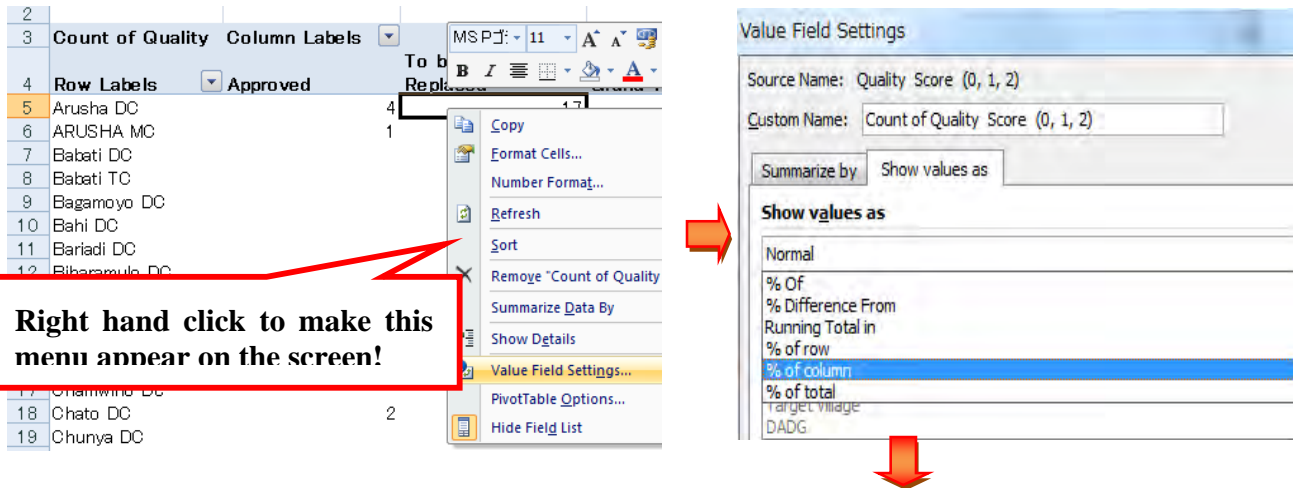
Now you have successfully created a pivot table.

Various analyses using the same pivot table

By using the same pivot table, you can make various analyses according to needs.

% Expression

Step: Right hand Click => Value Field Setting => Show value as => % of column



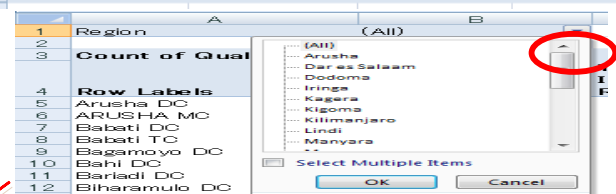
From the right side table, one can state that Arusha DC occupies 5.26 % of the total approved projects.

Of course, in Value Field Setting, one can choose other values, e.g. % of row or % of total. If you select % of total, the figure shows the proportion of the total projects assessed, regardless of approved or not.

	A	B	C	D
1	Region	(All)		
2				
3	Count of Quality	Column Labels	To be Improved/ Replaced	Grand Total
4	Row Labels	Approved		
5	Arusha DC	5.26%	1.20%	1.41%
6	ARUSHA MC	1.32%	0.07%	0.13%
7	Babati DC	0.00%	0.92%	0.87%
8	Babati TC	0.00%	0.28%	0.27%
...
136	Urambo DC	0.00%	0.85%	0.80%
137	Grand Total	100.00%	100.00%	100.00%

Analysis by Filter

Step: Click the drop-down list (i.e. B1 in this example). Then, you will the list of regions. Select a region in which you are interested. Then the pivot table gives data only relevant to the region selected.



Region	Arusha		
Count of Total Sc	Column	To be Improved/ Replaced	Grand Total
Row Labels	Approved		
Arusha DC	4	17	21
ARUSHA MC	1	1	2
Karatu DC		15	15
Longido DC		9	9
Meru DC		9	9
Monduli DC		12	12
NGORONGORO DC		8	8
Grand Total	5	71	76

Exercise 3.2:

- 1) Using the Exercise file, please make the same pivot table as illustrated from P15.
- 2) Using the same pivot table, please produce the table that show the approval ratios of all LGAs (= the performance of all LGAs in terms of project appraisals).
- 3) Using Master Sheet 04, please make a pivot table that shows the number of each DADP quality (i.e. No. of Poor, Fair, Good, Very Good) by region.
- 4) Discuss the limitations of a pivot table and potential use of it.

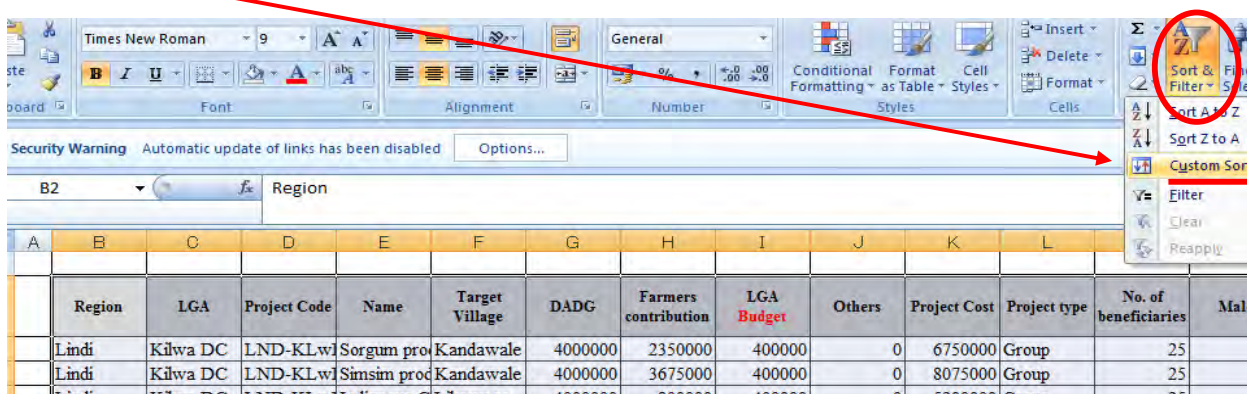
3.3 Other Minor Techniques (Data Sorting and Formatting Cell)

There are other techniques used for analyzing data for the DADP Quality Assessment.

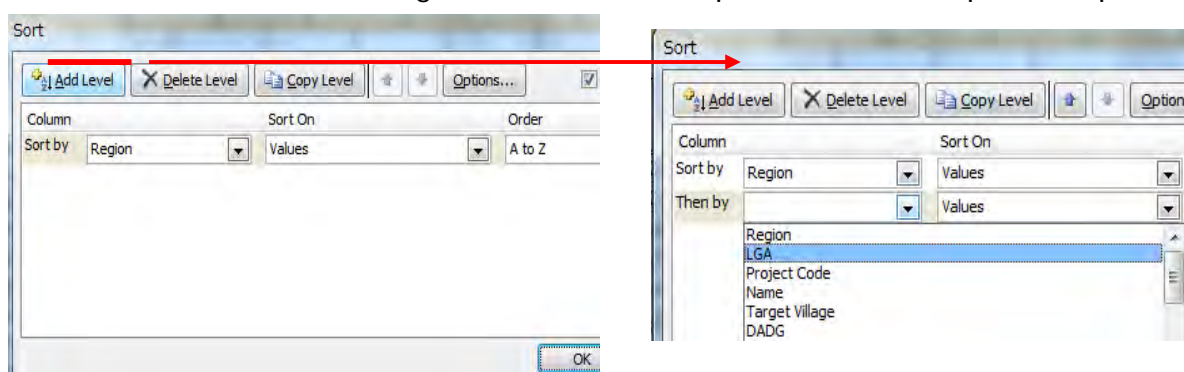
Data Sorting

This technique can be useful to make the arrangement of a table in some order. For example, if you want to make regions and then LGAs in the master sheet in the alphabet order, the following steps can be taken.

Step 1: Select the area including the title of the master sheet. Go to Sort & Filter and click Custom Sort.



Step 2: Then, the menu at the right hand side will come up. Click Add Level in order to add another criterion for sorting which is LGA. Then press "OK" to complete the process.

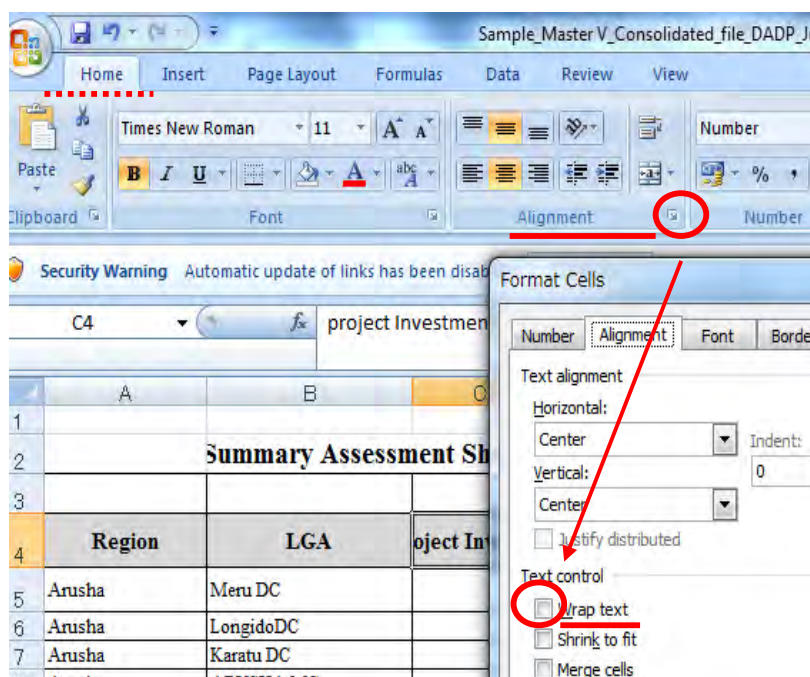


Formatting Cell

In order to make the tables (e.g. pivot tables) presented well, there are minor techniques to format the cell. Following are some of them.

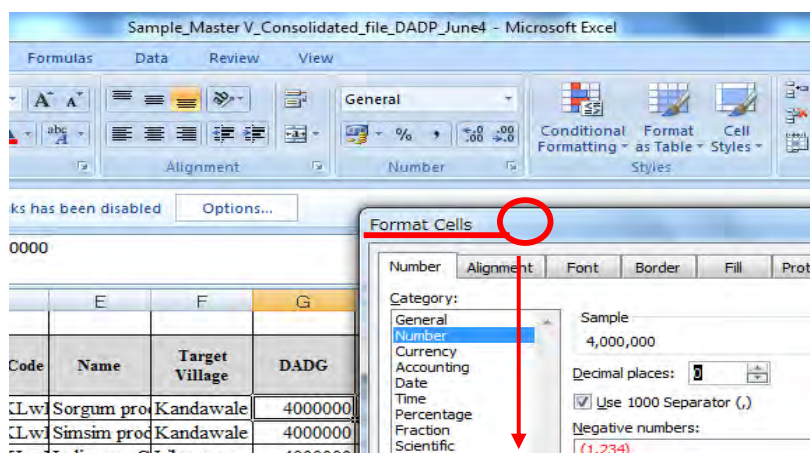
Wrap Text: This is to wrap a text in a cell to show all of it.

Step: Click Alignment under Home menu. => Tip Wrap text.



Use 1,000 Separator: This is to make the figure use the 1,000 separator (e.g. 4000000 => 4,000,000).

Step: Click Number under Home menu. => Select Number and Tip Use 1,000 separator.



Of course there are other techniques and functions useful. Please visit the following web address. You will find those interesting.

<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>

3.5 DADP 策定支援に係る研修教材

3.5.1 事業内容と DADP 交付金の対応表

Top letter	Activity/Intervention	Shughuli	Conditions for Eligibility	Eligible(O)/ Non-Eligible(X)	Fund Type (DADG, AEBG, ACBG)	DADP Grant (Govt) (% of Total Proj.Cost)	Beneficiary (Farmer/ Keeper) (% of Total Proj.Cost)
A	Abattoir (Construction / Rehabilitation)	Machinjio (Ujenzi/Ukarabati)	It is eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit the whole community, and there must be no negative environmental impact.	O	DADG	80	20
	Agrochemicals (for Demonstration) (Purchase and/or distribution)	Madawa ya kilimo (kwa ajili ya matunzo) (Ununuzi/Usambazaji)	Eligible only when it is part of demonstration purpose for group projects...	O	DADG	50	50
	Agrochemicals (Purchase and/or distribution)	Madawa ya kilimo (Ununuzi/Usambazaji)	It is in general non-eligible because of individual benefit.	X			
	AI kit (Procurement)	Kasha la vifaa vya uhamisishaji (Ununuzi)		O	ACBG Basic	100	0
	Akaricide (for Demonstration) (Purchase and/or distribution)	Dawa ya kuogsha mifugo (Kwa ajili ya matunzo) (Ununuzi/Usambazaji)	Eligible only when it is part of demonstration purpose for group projects...	O	DADG	50	50
	Akaricide (Purchase and/or distribution)	Dawa ya kuogsha mifugo (Ununuzi/Usambazaji)	It is in general non-eligible because of individual benefit.	X			
	Animal feed (Purchase and/or distribution)	Chakula cha mifugo (Ununuzi/Usambazaji)	It is in general non-eligible because of individual benefit.	X			
	Animal feed (for Demonstration) (Purchase and/or distribution)	Chakula cha mifugo (kwa ajili ya matunzo ya mfano) (Kufundisha/Usambazaji)	Eligible only when it is part of demonstration purpose for group projects...	O	DADG	50	50
	Awareness creation for farmers	Kuandaa utayari kwa wakulima		O	ACBG Top-up	100	0
	Awareness creation for farmers (by Private Sector)	Kuandaa utayari kwa wakulima (vatolewe na Sekta Binafsi)		O	AEBG Top-up	100	0
	Bicycle (Procurement)	Baisketi (Ununuzi)		O	ACBG Basic	100	0
	Book (Purchase)	Vitabu (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			
	Bookcase (Procurement)	Shelfu (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			
	Borehole (Construction / Rehabilitation)	Ujenzi / Ukarabati wa shimo la kuhifadha maji (Ujenzi/Ukarabati)	For group/community use only. On-farm development must be 100% farmer contribution.	O	DADG	80	20
Bridge (Construction / Rehabilitation)	Deraja (Ujenzi/Ukarabati)		O	DADG	80	20	
B	Bull (Purchase and/or distribution)	Fahari (Ununuzi/Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50

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C	Canal (Construction / Rehabilitation)	Miferiji (Ujenzi/Ukarabati)	Only up to a secondary canal. Tertiary canal must be 100% farmer contribution.	O	DADG	80	20
	Car (Procurement)	Gari (Ununuzi)		O	ACBG Basic	100	0
	Cashew drying machine (Procurement)	Ununuzi wa mashine ya kukausha korosho (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Cassava drying machine (Procurement)	Ununuzi wa mashine ya kukausha mihogo (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Cattle (Purchase and/or distribution)	Ng'ombe (Ununuzi/Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50
	Cattle dip (Construction / Rehabilitation)	Josho (Ujenzi/Ukarabati)	There must be an agreement of community-based management and user fee.	O	DADG	80	20
	Chair (Procurement)	Viti (Ununuzi)	Non-eligible because this must be under general OC or a LGA.	X			
	Charco Dam (Construction / Rehabilitation)	Ujenzi /Ukarabati wa charco dam (Ujenzi/Ukarabati)	There must be an agreement of community-based management and user fee.	O	DADG	80	20
	Chemical spray (Procurement)	Ununuzi wa kifaa cha kunyunyiza pesticides (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Chicken (Purchase and/or distribution)	Kuku (Ununuzi/Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50
	Cock (Purchase and/or distribution)	Jogoo(Ununuzi na /Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50

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C	Cockerei (Purchase and/or distribution)	Vijogoo (Ununuzi na Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50
	Coffee huller / Pulpery machine (Procurement)	Ununuzi wa mashine ya kukemnya kahawa (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Coffee pulpery (Procurement)	Ununuzi wa kifaa cha kubo maganda ya kahawa (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Computer (Procurement)	Kompyuta (Ununuzi)		O	ACBG Basic	100	0
	Conflict solving of Land dispute between farmers and livestock keepers	Kuataua matatizo ya ardhi kati ya wakilima rawafugaji		O	AEBG Basic	100	0
	Contract to private service providers (NGO, CSO, etc.)	Miktaba kwa watao huduma wa sekta binafsi(NGO,CBO n.k)		O	AEBG Top-up	100	0
	Copy machine (Procurement)	Mashine ya fotokopi (Ununuzi)		O	ACBG Basic	100	0
	Couch (Procurement)	Makochi (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			
	Cow (Purchase and/or distribution)	Ng'ombe wa maziwa (Ununuzi/Usambazaji)	Must be targeted to the poor. Pregnant female is to be provided, once sheds are built, and feed supply should also be ensured. First female offspring must be provided to next beneficiary.	O	DADG	50	50
	Crop husbandary training for farmers	Mafunzo ya ukulima wa mazao		O	ACBG Top-up	100	0
	Crop market (Construction / Rehabilitation)	Soko la mazao (Ujenzi/Ukarabati)	Taxes and fees to be levied must conform to legal regulations.	O	DADG	80	20

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D	DADP Preparation, Meeting, Sensitization	DADP (Uandaaji/Mkutano na Uhamasishaji)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	DALDO office (Construction / Rehabilitation)	Ofisi ya DALDO (Ujenzi/ukarabati)	Non-eligible because this must be under general OC of a LGA.	X			
	Degree training support for staff	Shahada (Maafisa)	The benefit is too individualistic and not for public.	X			
	Demo plot (Construction / Rehabilitation)	Eneo la majaribio (Ujenzi/Ukarabati)	There must be long term benefit (tea or coffee), or environmental benefit (forestry or agro-forestry).	O	DADG	50	50
	Demonstration for farmers (by Private Sector)	Mafunzo ya mifano kwa wakulima (yatolewe na Sekta Birafisi)		O	AEBG Top-up	100	0
	Demonstration for farmers (by Public extension staff)	Mafunzo ya mifano kwa wakulima (maafisa uchanganyizi)		O	ACBG Top-up	100	0
	Demonstration for farmers (Construction of a demo plot)	Kuandaa vitatu vya mifano (Ujenzi wa vitatu vya mifano)	This is under the category of Investment.	O	DADG	100	0
	Desk (Procurement)	Dawati (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			
	Desk top computer (Procurement)	Kumpputa ya mezzani (Ununuzi)		O	ACBG Basic	100	0
	DFT office (Construction / Rehabilitation)	Ofisi za DFT (Ujenzi/ukarabati)	Non-eligible because this must be under general OC of a LGA.	X			
	DFT office (Maintenance)	Ofisi za DFT (Kukimu)	Non-eligible because this must be under general OC of a LGA.	X			
	Digital camera (Procurement)	Digitali kamera (Ununuzi)		O	ACBG Basic	100	0
	Diploma training for staff	Shahada (Maafisa)		X			
	District office (Construction / Rehabilitation)	Ofisi ya wilaya (Ujenzi/ukarabati)	The benefit is too individualistic and not for public.	X			
	District office (Maintenance)	Ofisi ya wilaya (Kukimu)	Non-eligible because this must be under general OC of a LGA.	X			
	Drying machine (Procurement)	Ununuzi wa mashine ya kukausha (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50

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E	EIA (Environmental Impact Assessment)	Tathmini ya mazingira		O	DADG	100	0
	Environmental study or EIA (Environmental Impact Assessment)	Tathmini na uchunguzi wa mazingira		O	DADG	100	0
	Environmental training for farmers	Matunzo ya mazingira kwa wakulima		O	ACBG Top-up	100	0
	Equipment (given to individuals)	Nyenzo/Vifaa (Kupewa mtu binafsi)	Non-eligible because of individual benefit	X			
	Equipment in general (Agriculture/Livestock)	Pembejeo za kilimo (Kilimo/Mifugo)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Establishment of Farmer Fora	Kuanzisha mitandao ya wakulima		O	ACBG Top-up	100	0
	Establishment of FFS	Kuanzisha FFS		O	ACBG Top-up	100	0
	Establishment of SACCOS	Kuanzisha SACCOS		O	ACBG Top-up	100	0
	Establishment of WARC (Construction / Rehabilitation)	Kuanzisha WARC (Ujenzi/Ukarabati)		O	DADG	100	0
	Exchange tour of farmers	Safari za kubaalishana ujuzi kwa wakulima		O	ACBG Top-up	100	0
	Extension gear (Procurement)	Nyenzo za ughani (Ununuzi)		O	ACBG Basic	100	0
	Extension kit (Procurement)	Kasha la vifaa vya mafisa ughani (Ununuzi)		O	ACBG Basic	100	0
	Extension staff house (Construction / Rehabilitation)	Nyumba ya afisa ughani (Ujenzi/Ukarabati)		O	ACBG Basic	100	0

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F	Farmer Forum establishment	Kuanzisha mitandao ya wakulima		O	ACBG Top-up	100	0
	Farmer Forum training	Matunzo kwa mitandao ya wakulima		O	ACBG Top-up	100	0
	Farmer sensitization	Uhamasishaji kwa wakulima		O	ACBG Top-up	100	0
	Farmer sensitization (by Private Sector)	Uhamasishaji kwa wakulima (yatolewe na Sekta Binafsi)		O	AEBG Top-up	100	0
	Farmer training	Matunzo kwa wakulima		O	ACBG Top-up	100	0
	Farmer training (by Private Sector)	Matunzo kwa wakulima (yatolewe na Sekta Binafsi)		O	AEBG Top-up	100	0
	Feed (Purchase and/or distribution)	Chakula cha mitugo (Kufundisha/Usambazaji)	It is in general non-eligible because of individual benefit.	X			
	Feed (for Demonstration) (Purchase and/or distribution)	Chakula cha mitugo (kwa ajili ya matunzo ya mfano) (Kufundisha/Usambazaji)	Eligible only when it is part of demonstration purpose for group projects..	O	DADG	50	50
	Feeder road (Construction / Rehabilitation)	Barabara ya kuunganisha kijiji na kijiji (Ujenzi/Usambazaji)		O	DADG	80	20
	Fertilizer (for Demonstration) (Purchase and/or distribution)	Mibolea (kwa ajili ya matunzo) (Ununuzi/Usambazaji)	Eligible only when it is part of demonstration purpose for group projects..	O	DADG	50	50
	Fertilizer (Purchase and/or distribution)	Mibolea (Ununuzi/Usambazaji)	It is in general non-eligible because of individual	X			
	FFS establishment	Kuanzisha FFS		O	ACBG Top-up	100	0
	FFS training	Matunzo kwa FFS		O	ACBG Top-up	100	0
	Field visit for project monitoring (by LGAWard/Village officers)	Kutembelea shamba/eneo la mradi (kwa ofisa wa halmashauri/kata/kijiji)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	Follow-up of activities/intentions/projects (by LGAWard/Village officers)	Ufuatiliaji wa shughuli/miradi (kwa ofisa wa halmashauri/kata/kijiji)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	Fruit processor (Procurement)	Ununuzi wa mashine ya kusindika imbogamboga (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Furniture (Procurement)	Fenicha (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			

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G	Ginner (Procurement)	Ginner (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Goat (Purchase and/or distribution)	Mbuzi (Ununuzi/Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50
	Grain mill (Procurement)	Ununuzi wa mashine ya kusega (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals. Must be a group project.	O	DADG	80	20
	Gravity irrigation scheme (make structure, main and secondary canal) (Construction / Rehabilitation)	Miraci wa umwagilaji (Muundo wa bainio, mferiji mkuu na Ujenzi/Ukarabati)	Tertiary canals and on-farm development must be 100% farmer contribution.	O	DADG	100	0
	Group formation (SACCOs, Water User Association, other farmer groups)	Kuunda makundi (SACCOs, mkundi mwingine, ya wakulima)	There must be an agreement of community-based management of natural resources.	O	ACBG Top-up	100	0
	Gully and erosion control	Kuziua mmomonyoko na maporomoko.	Must be targeted to the poor. Pregnant female is to be provided, once sheds are built, and feed supply should also be ensured. First female offspring must be provided to next beneficiary.	O	DADG	50	50
	Heifer (Purchase and/or distribution)	Mitamba (Ununuzi/Usambazaji)	Must be targeted to the poor. Pregnant female is to be provided, once sheds are built, and feed supply should also be ensured. First female offspring must be provided to next beneficiary.	O	DADG	50	50
	Heifer/Goat scheme	Mitamba/Mbuzi (Mpango)	Must be targeted to the poor. Pregnant female is to be provided, once sheds are built, and feed supply should also be ensured. First female offspring must be provided to next beneficiary.	O	DADG	50	50
	Hide & skin banda (Procurement)	Banda la rigazi (Ununuzi)	It is eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit the whole community, and there must be no negative environmental impact.	O	DADG	80	20
	Hide banda (Procurement)	Banda la rigazi (Ununuzi)	It is eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit the whole community, and there must be no negative environmental impact.	O	DADG	80	20
HIV/AIDS training for farmers	Mafunzo ya Ukimwiwvu kwa wakulima		O	ACBG Top-up	100	0	

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I	Infrastructure O&M (by LGA/Ward/Village officers)	O & M ya miundo mbinu (kwa ofisa wa halmashauri/katakuji)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	Insecticide (for Demonstration) (Purchase and/or distribution)	Viaa dudu (Kwa ajili ya matunzo)	Eligible only when it is part of demonstration purpose for group projects.	O	DADG	50	50
	Insecticide (Purchase and/or distribution)	Viaa dudu (Ununuzi/usambazaji)	It is in general non-eligible because of individual	X			
	Intake (Construction / Rehabilitation)	Banio (Ujenzi/Ukarabati)		O	DADG	80	20
	Internet access (Procurement)	Miandao (Ununuzi)		O	ACBG Basic	100	0
	Internet modem (Procurement)	Modemu kwa ajili ya miandao (Ununuzi)		O	ACBG Basic	100	0
	Irrigation facilities in general (Intake, Main canal, secondary canal)	Mpango wa umwagaji (Muundo wa banio/mfereji mkuu na Ujenzi/Ukarabati)	Must be a group project. Tertiary canals and on-farm development must be 100% farmer contribution.	O	DADG	80	20
	Land use demarcation	Matunzi ya ardi na mipaka		O	AEBG Basic	100	0
	Library (Construction / Rehabilitation)	Maktaba (Ujenzi/Ukarabati)	Non-eligible because this must be under general OC of a LGA.	X			
	Livestock holding ground (Construction / Rehabilitation)	Eneo la kudhibiti mifugo (Ujenzi/Ukarabati)	Taxes and fees to be levied must conform to legal regulations.	O	DADG	80	20
L	Livestock husbandry training	Matunzo ya ufugaji		O	ACBG Top-up	100	0
	Livestock keeper training	Matunzo kwa wafugaji		O	ACBG Top-up	100	0
	Livestock keeper training (by Private Sector)	Matunzo kwa wafugaji (vatolewa na Sekta Binafsi)		O	AEBG Top-up	100	0
	Livestock market (Construction / Rehabilitation)	Soko la Mifugo (Ujenzi/Ukarabati)	Taxes and fees to be levied must conform to legal regulations.	O	DADG	80	20
	Long course training for staff	Matunzo ya muda mrefu		O	ACBG Basic	100	0

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M	M&E of activities/interventions/projects	Shughuli za ufuatiliaji na tathmini (M&E)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	Machine (given to individuals)	Mashine/ Kipewa mtu binatsi	Non-eligible because of individual benefit	X			
	Market structure (COP or Livestock) (Construction / Rehabilitation)	Jengo la soko (Mazao/mitigo) (Ujenzi/Ukarabati)		O	DADG	80	20
	Marketing training for farmers	Matunzo ya masoko kwa wakulima		O	ACBG Top-up	100	0
	Milk center (Construction / Rehabilitation)	Kituo cha maziwa (Ujenzi /Ukarabati)	It is eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit the whole community, and there must be no negative environmental impact.	O	DADG	80	20
	Milk chilling machine (Procurement)	Ununuzi wa mashine ya kusindikika matunda (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Milk collection post (Construction / Rehabilitation)	Mahali pa kukusanyia maziwa (Ujenzi/Ukarabati)	It is eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit the whole community, and there must be no negative environmental impact.	O	DADG	80	20
	Milk cow (Purchase and/or distribution)	Ng'ombe wa maziwa (Ununuzi/Usambazaji)	Must be targeted to the poor. Pregnant female is to be provided, once sheds are built, and feed supply should also be ensured. First female offspring must be provided to next beneficiary.	O	DADG	50	50
	Milling machine (Procurement)	Ununuzi wa jokolu la kuhifadha maziwa (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Modem (Procurement)	Modemu (Ununuzi)		O	ACBG Basic	100	0
	Monitoring of activities/interventions/projects (by Motorcycle (Procurement)	Ufuatiliaji wa miradi (Kwa ofisa wa hmashtauri/kaazi/kijiji) Pikipiki (Ununuzi)		O	ACBG Basic	100	0
	N	Nane Nane (farmers)	Nane nane (Wakulima)		O	ACBG Top-up	100
Nane Nane (LGA/Ward/Village staff)		Nane nane (kwa maafisa wa LGA/atazi/jijiji)		O	ACBG Top-up	100	0
New technology adoption/introduction to farmers		Kutumishia/Kuanzisha teknolojia mpya kwa wakulima		O	ACBG Top-up	100	0
New technology adoption/introduction to farmers (by Private Sector)		Kutumishia/Kuanzisha teknolojia mpya kwa sekta binafsi (vatalewa na Sekta Binafsi)		O	AEBG Top-up	100	0
Nursery development		Vitalu	There must be long term benefit (tea or coffee), or environmental benefit (forestry or agro-forestry).	O	DADG	50	50

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O	O&M of infrastructure (by LGA/Ward/Village officers)	O & M ya miundo mbinu (kwa ofisa wa halmashauri/kata/kijiji)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	Office (Construction / Rehabilitation)	Ofisi (Ujenzi /ukarabati)	Non-eligible because this must be under general OC of a LGA.	X			
	Office (Maintenance)	Ofisi (Ukarabati)	Non-eligible because this must be under general OC of a LGA.	X			
	Office equipment (Procurement)	Vifaa vya ofisi (Ununuzi)		O	ACBG Basic	100	0
	Oil extracting machine (Procurement)	Ununuzi wa mashine ya kukamua matuta (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Oil press (Procurement)	Ununuzi wa sehemu ya kutengeneza matuta (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	On-farm irrigation structure	Miundo mbinu ya umwagilaji shambani	Non-eligible because of individual benefit	X			
	On-farm research	Utafiti wa shambani	This must be supported by funds from ZARDEF.	X	ZARDEF		
	Operation and maintenance of facilities (by LGA/Ward/Village officers)	Uendeshaji na uturazaji wa vifaa (kwa ofisa wa halmashauri/kata/kijiji)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	Oxen (Purchase and/or distribution)	Maksa (Ununuzi/Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50
	Oxenization center (Construction / Rehabilitation)	Kituo cha wanyama kazi (Ujenzi/Ukarabati)		O	DADG	80	20

Top letter	Activity/Intervention	Shughuli	Conditions for Eligibility	Eligible(O)/ Non-Eligible(X)	Fund Type (DADG, AEBG, ACBG)	DADP Grant (Gov't) (% of Total ProjCost)	Beneficiary (Farmer/Keeper) (% of Total ProjCost)
P	Paper (Procurement)	Karatasi (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			
	Pen (Procurement)	Kalamu (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			
	Personal computer (Procurement)	Kompyuta (Ununuzi)		O	ACBG Basic	100	0
	Pesticide (for Demonstration) (Purchase and/or distribution)	Sumu ya kuuwa wanyama/wadudu waharibifu (Kwa ajili ya mafunzo)	Eligible only when it is part of demonstration purpose for group projects...	O	DADG	50	50
	Pesticide (Purchase and/or distribution)	Sumu ya kuuwa wanyama/wadudu waharibifu	It is in general non-eligible because of individual benefit.	X			
	Pesticide spray (Procurement)	Ununuzi wa kifaa ya kunyunyiza kuwa dudu (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Photocopier (Procurement)	Mashine ya fotokopi (Ununuzi)		O	ACBG Basic	100	0
	Pig (Purchase and/or distribution)	Ngurwe (Ununuzi/Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50
	Piglet (Purchase and/or distribution)	Ngurwe watoto (Ununuzi/Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50
	Plough/Tillage Equipment	Vifaa vya plau	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.			50	50
	Power tiller (Procurement)	Power tiller (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Printer (Procurement)	Mashine ya kupiga chapa (Ununuzi)		O	ACBG Basic	100	0
	Private sector contracting (Services and/or Construction)	Mikataba kwa sekta binafsi (Huduma na/Ujenzi)		O	ACBG Top-up	100	0
	Private sector sensitization	Uhamasishaji kwa sekta binafsi		O	ACBG Top-up	100	0
	Private sector training	Mafunzo kwa sekta binafsi.		O	ACBG Top-up	100	0

Top letter	Activity/Intervention	Shughuli	Conditions for Eligibility	Eligible(O)/ NonEligible(X)	Fund Type (DADG, AEBG, ACBG)	DADP Grant (Govt) (% of Total Prog/Cost)	Beneficiary (Farmer/Keeper) (% of Total Prog/Cost)
P	Project follow-up (by LGA/Ward/Village officers)	Ufuatiliaji wa miradi (kwa ofisa wa halmashauri/katakujiiji)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	Project M&E (by LGA/Ward/Village officers)	Ufuatiliaji na tathmini ya miradi (kwa ofisa wa halmashauri/katakujiiji)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	Project monitoring (by LGA/Ward/Village officers)	Ufuatiliaji wa miradi (Halmashauri/katakujiiji)	OC of Public Extension Staff at LGA level.	O	ACBG Basic	100	0
	Pulpery machine (Procurement)	Ununuzi wa mashine ya kukuboa nataka (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Pump irrigation scheme (Main and secondary canal)	Mwango wa umwagilaji kwa kutumia pump (Miferji mikiuewa na midogo)	Must be a group project. Pump operation costs. Tertiary canals and on-farm development must be 100% farmer contribution.	O	DADG	80	20
	Pump irrigation scheme (Pump)	Mwango wa umwagilaji kwa kutumia pump	The same rule for 'Equipment' applies.	O	DADG	50	50

Top letter	Activity/Intervention	Shughuli	Conditions for Eligibility	Eligible(O)/ NonEligible(X)	Fund Type (DADG, AEBG, ACBG)	DADP Grant (Govt) (% of Total ProjCost)	Beneficiary (Farmer/Keeper) (% of Total ProjCost)
R	Reforestation of degraded area	Upandaji miti katika maeneo yaliyoharibiwa	There must be an agreement of community-based management of natural resources.	O	DADG	100	0
	Research promotion for farmers	Kuangaza utafiti wa wakulima		O	ACBG Top-up	100	0
	SACCOs training	Matunzo kwa SACCOs		O	ACBG Top-up	100	0
	Scanner (Procurement)	Scanner (Ununuzi)		O	ACBG Basic	100	0
	Seed (for Demonstration) (Purchase and/or distribution)	Mbegu (kwa ajili ya matunzo ya mfano) (Ununuzi/usambazaji)	Eligible only when it is part of demonstration purpose for group projects...	O	DADG	50	50
	Seed (New variety) (for Demonstration) (Purchase and/or distribution)	Mbegu mpya (kwa ajili ya matunzo ya mfano) (ununuzi/usambazaji)	Eligible only when it is part of demonstration purpose for group projects...	O	DADG	50	50
	Seed (New variety) (Purchase and/or distribution)	Mbegu mpya (Ununuzi/usambazaji)	It is in general non-eligible because of individual benefit.	X			
	Seed (Purchase and/or distribution)	Mbegu (Ununuzi/usambazaji)	It is in general non-eligible because of individual benefit.	X			
	Seed multiplication plot (Construction / Rehabilitation)	Kitaku cha uzalishaji wa mbegu (Ujenzi/Ukarabati)	There must be long term benefit (tea or coffee), or environmental benefit (forestry or agro-forestry).	O	DADG	50	50
	Sensitization for farmers	Uhamasishaji kwa wakulima		O	ACBG Top-up	100	0
S	Sensitization for farmers and Livestock keepers	Uhamasishaji kwa wakulima na watugaji		O	ACBG Top-up	100	0
	Sensitization for farmers and Livestock keepers (by Private Sector)	Uhamasishaji kwa wakulima na watugaji (vatolewa na Sekta Binafsi)		O	AEBG Top-up	100	0
	Sensitization for farmers (by Private Sector)	Uhamasishaji kwa wakulima (vatolewa na Sekta Binafsi)		O	AEBG Top-up	100	0
	Sensitization for Private Service Provider	Uhamasishaji kwa wataoa huduma wa sekta binafsi		O	ACBG Top-up	100	0
	Shallow well (for livestock and/or vegetable watering)	Kisima (Kwa ajili ya mifugo na/ au umwagilaji wa mboga mboga)	For group/community use only. On-farm development must be 100% farmer contribution.	O	DADG	80	20
	Sheep (Purchase and/or distribution)	Kondoo (Ununuzi/Usambazaji)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group. Not eligible if animals are given to individuals without a mechanism that assures benefit of those received individuals to other group members.	O	DADG	50	50
	Shelf (Procurement)	Shelfu (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			
	Shelling machine (Procurement)	Ununuzi wa mashine ya kuondoa makanda (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Short course training for farmers/livestock keepers	Matunzo ya muda mfupi kwa wakulima/Watugaji		O	ACBG Top-up		0
	Short course training for staff	Matunzo ya muda mfupi		O	ACBG Basic	100	0

Top letter	Activity/Intervention	Shughuli	Conditions for Eligibility	Eligible (O)/ NonEligible(X)	Fund Type (DADG, AEBG, ACBG)	DADP Grant (Gov't) (% of Total Proj/Cost)	Beneficiary (Farmer/Keeper) (% of Total Proj/Cost)
S	Skin banda (Procurement)	Banda la ngozi (Ununuzi)	It is eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit the whole community, and there must be no negative environmental impact.	O	DADG	80	20
	Slaughter house (Construction / Rehabilitation)	Nyumba ya machinjio (Ujenzi/Ukarabati)	It is eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit the whole community, and there must be no negative environmental impact.	O	DADG	80	20
	Slaughter slab (Construction / Rehabilitation)	Ubamba wa kuchiria (ujenzi/Ukarabati)	It is eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit the whole community, and there must be no negative environmental impact.	O	DADG	80	20
	Sofa (Procurement)	Sofa (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			
	Spray (Procurement)	Ununuzi wa kifaa cha kunyunyiza dawa (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Stationary (Procurement)	Vifaa vya kuandikia (Ununuzi)	Non-eligible because this must be under general OC of a LGA.	X			
	Storage facility (Construction / Rehabilitation)	Ghala (Ujenzi/Ukarabati)	There must be an agreement of community-based management and user fee.	O	DADG	80	20
	Study for infrastructure project (Feasibility study, designing, drawing preparation)	Uchunguzi wa miradi ya miundo mbinu (mchanganuo, usanifu, kuandaa michoro)		O	DADG	100	0
	Study tour of farmers	Safari za mafunzo kwa wakulima		O	ACBG Top-up	100	0
	Study tour of LGA/Ward/Village staff	Safari za mafunzo kwa maafisa wa LGA/kata/ vijiji.		O	ACBG Top-up	100	0
	Supervision (by LGA/Ward/Village officers)	Usimamizi (kwa ofisa wa halmashauri/kata/vijiji)		O	ACBG Basic	100	0
	Survey for infrastructure project (Construction / Rehabilitation)	Kupitia miradi ya miundo mbinu (Ujenzi/Ukarabati)		O	DADG	100	0

Top letter	Activity/Intervention	Shughuli	Conditions for Eligibility	Eligible (O) / Non-Eligible (X)	Fund Type (DADG, AEBG, ACBG)	DADP Grant (Govt) (% of Total ProjCost)	Beneficiary (Farmer/Keeper) (% of Total ProjCost)
T	Technology development for farmers	Kuendeleza teknolojia kwa Wakulima		O	ACBG Top-up	100	0
	Technology development for farmers (by Private Sector)	Kuendeleza teknolojia (vatoelewa na Sekta Binafisi)		O	AEBG Top-up	100	0
	Tertiary canal (Construction/Rehabilitation)	Ujenzi/Ukarabati wa mifereji kufikisha maji shambani (Ujenzi/Ukarabati)	Non-eligible because of individual benefit	X			
	Tobacco drying machine (Procurement)	Ununuzi wa mashine kukausha tumbaku (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Tractor (Procurement)	Trekta (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Training for Farmer Forum	Matunzo kwa mitandao ya wakulima		O	ACBG Top-up	100	0
	Training for FFS	Matunzo kwa FFS		O	ACBG Top-up	100	0
	Training for Private Service Providers	Matunzo kwa watoa huduma sekta binafisi		O	ACBG Top-up	100	0
	Training for SACCOS	Matunzo kwa SACCOS		O	ACBG Top-up	100	0
	Training for Water User Association	Matunzo kwa umoja wa watumia maji		O	ACBG Top-up	100	0
	Training of extension staff (Any subjects: See below "Training for farmers")	Matunzo kwa maafisa ughani (Somo lolote: Angalia chini "Matunzo kwa wakulima")		O	ACBG Basic	100	0
	Training of farmers/livestock keepers (Any subjects: Group formation, Planning, Budgeting, Procurement, Project management, Accounting, Reporting, New technology, Crop/Animal Husbandary, Crop/Livestock/Agro- processing, Maintenance, Packaging, Operation and use, Insecticide/Pesticide use, AI, Vaccination operation, Disease control, Acaricide use, New breed/New variety, Fish farming, Honey production, Environmental conservation, Environmental Impact Assessment, ESMF use, Land conservation, Land use, Land demarcation, Voucher system, Research promotion, HIV/AIDS, Traceability)	Matunzo kwa wakulima/Matugaji (Somo lolote: uundaji wa makundi, Kupanga bajaji, manunuzi, Usimamizi wa miradi, Hesabu, kuandika raafiki, Teknolojia mpya, utunzaji wa mifugo, kufungasha bidhaa, masoko, uendeshaji wa chanzo, matumizi ya mbolea, matumizi ya dawa za kilimo, Viududu, uhamilishaji utunzaji wa chanzo kuzuia maradhi, matumizi ya akarisidi, utunzaji wa samaki, uzalishaji wa asali, utunzaji wa mazingira, tathmini na uchunguzi wa mazingira, utunzaji wa ardhi, matumizi ya ardhi, mipaka ya ardhi, mifumo wa vocha, kuangaza utafiti, Ukimwi/VVU, utunzaji)		O	ACBG Top-up	100	0

Top letter	Activity/Intervention	Shughuli	Conditions for Eligibility	Eligible (O) / Non-Eligible (X)	Fund Type (DAG, AEBG, ACOBG)	DADP Grant (Govt) (% of Total Proj/Cost)	Beneficiary (Farmer/Keeper) (% of Total Proj/Cost)
T	<p>Training of farmers/livestock keepers (by Private Sector) (Any subjects: Group formation, Planning, Budgeting, Procurement, Project management, Accounting, Reporting, New technology, Crop/Animal Husbandary, Crop/Livestock/Agro- processing, Marketing, Packaging, Operation and Maintenance, Fertilizer use, Agrochemical use, Insecticide/Pesticide use, AI, Vaccination operation, Disease control, Acaricide use, New breed/New variety, Fish farming, Honey production, Environmental conservation, Environmental Impact Assessment, ESMF use, Land conservation, Land use, Land demarcation, Voucher system, Research promotion, HIV/AIDS, Tracability)</p> <p>Transport (Procurement)</p>	<p>Matunzo kwa wakulima/Watugaji (yatolewe na Sekta Binafsi) (Somo lolote: urudaji wa makundi, Kupanga bajati, manunuzi, Usimamazi wa miradi, Hesabu, kuandika raafiti, Teknolojia mpya, utunzaji wa mifugo, kufungasha bidhaa, masoko, uendeshaaji wa chanzo, matumizi ya mbolea, matumizi ya dawa za kilimo, Vududu, uhamilishaji utunzaji wa chanzo, kuzula maradhi, matumizi ya akarisidi, utugaji wa samaki, uzalishaji wa asali, utunzaji wa mazingira, tathmini na uchunguzi wa mazingira, utunzaji wa ardhi, matumizi ya ardhi, mipaka ya ardhi, mfumo wa vocha, kutangaza utafiti, Ukimwi/VVU, utafutaji)</p>		O	AEBG Top-up	100	0
		Usafiri (Ununuzi)		O	ACBG Basic	100	0

Top letter	Activity/Intervention	Shughuli	Conditions for Eligibility	Eligible (O) / Non-Eligible (X)	Fund Type (DADG, AEBG, ACBG)	DADP Grant (Govt) (% of Total Proj/Cost)	Beneficiary (Farmer/Keeper) (% of Total Proj/Cost)
V	VAEO house (Construction / Rehabilitation)	Nyumba ya mtendaji wa kijiji (Ujenzi/ukarabati)		O	ACBG Basic	100	0
	Vegetable processor (Procurement)	Ununuzi wa spray (Ununuzi)	Eligible only for large groups, upon condition of sound business plan and management arrangements. It must benefit a whole community/group, and there must be no negative environmental impact. Not eligible if machine/equipment is given to individuals.	O	DADG	50	50
	Vehicle (Procurement)	Gari (Ununuzi)		O	ACBG Basic	100	0
	Veterinary center / clinic (Construction / Rehabilitation)	Kituo cha tiba tiba mifugo (Ujenzi/Ukarabati)		O	DADG	80	20
	Veterinary equipment (Procurement)	Vifaa vya utabibu wa mifugo (Ununuzi)		O	ACBG Basic	100	0
	Veterinary kit (Procurement)	Ununuzi wa kasha la vifaa vya utabibu wa mifugo (Ununuzi)		O	ACBG Basic	100	0
	Village access road and river crossing point/bridge (Construction / Rehabilitation)	Barabara/daraja la kijiji (Ujenzi/Ukarabati)	Critical spot improvements only.	O	DADG	80	20
	Village market infrastructure (Construction / Rehabilitation)	Jengo la soko la kijiji (Ujenzi/ukarabati)	Taxes and fees to be levied must conform to legal regulations.	O	DADG	80	20
	VAEO house (Construction / Rehabilitation)	Nyumba ya afisa mtendaji wa kata (Ujenzi/ukarabati)		O	ACBG Basic	100	0
	Ward Agricultural Resource Center (Construction / Rehabilitation)	WARC (Ujenzi/Ukarabati)		O	DADG	100	0
	Ward office (Construction / Rehabilitation)	Ofisi ya kata (Ujenzi/ukarabati)		O	ACBG Basic	100	0
	Ward officer house (Construction / Rehabilitation)	Nyumba ya afisa kata (Ujenzi/ukarabati)	There must be an agreement of community-based management and user fee.	O	ACBG Basic	100	0
	Warehouse (Construction / Rehabilitation)	Bohari (Ujenzi/ukarabati)	For group/community use only. On-farm development must be 100% farmer contribution.	O	DADG	80	20
	Water harvesting earth dam (Construction / Rehabilitation)	Bwawa la uvunaji wa maji.	For group/community use only. On-farm development must be 100% farmer contribution.	O	DADG	80	20
Water harvesting trough	Ujenzi wa kihori		O	DADG	80	20	
Working tools (Procurement)	Vifaa vya kazi (Ununuzi)		O	ACBG Basic	100	0	
W							

3.5.2 事業パッケージ選定説明書

Package Approach (Options of Activities/Interventions)

Activities included in the examples below are all optional. It is not necessary to implement all activities. Each LGA needs to choose proper combination of the activities from the options. Also any new activities can be added so long as the added activities have clear linkage to the given objective.

Major Objective (Example 1)		To increase production of rice (or to increase yield [productivity] of rice)		
Activity category	Grant Type	Activity/Interventions Options	Target	
1 Investment (Facilities, Equipment)	DADG	Irrigation	Area (ha) of irrigated land	
	DADG	Power tiller (Group purchase and distribute)	No. of power tillers	
	DADG	Oxen plough (Group purchase and distribute)	No. of ploughs	
	DADG	Storage/Warehouse	No. of storage facilities	
2 Training	ACBG (Top-up)	WUA Formation	No. of farmers trained	
	ACBG (Top-up)	WUA Construction Management (Contracting, Supervising, Reporting)	No. of farmers trained	
	ACBG (Top-up)	WUA Project Management (Accounting, O&M, Reporting)	No. of farmers trained	
	ACBG (Top-up)	WUA Business/ Entrepreneurship	No. of farmers trained	
	ACBG (Top-up)	Farmer training at KATC	No. of farmers trained	
3 Extension Services	AEGB	Crop husbandry	No. of farmers receiving services	
	AEGB	Introduction of new varieties	No. of farmers receiving services	
	AEGB	Post-harvest loss control	No. of farmers receiving services	
	AEGB	Warehouse receipt/voucher system	No. of farmers receiving services	
	AEGB	Processing / Marketing	No. of farmers receiving services	

Major Objective (Example 2)		To increase production of beef or milk (or to increase yield [productivity] of cattle/milk cows)		
Activity category	Grant Type	Activity/Interventions Options	Target	
1 Investment (Facilities, Equipment)	DADG	Dip tank	No. of dip tanks	
	DADG	Abattoir/Slaughter house/slab	No. of Abattoir/Slaughter house/slab	
	DADG	Hide/skin banda	No. of Hide/skin bandas	
	DADG	Milk machine	No. of Milk machine	
	DADG	Charco dam	No. of Charco dams	
	DADG	Livestock Market	No. of Livestock Markets	
	DADG	Veterinary Clinic	No. of Veterinary Clinics	
	DADG	Bulls (Purchase and distribute)	No. of Bulls (Purchased and distributed)	
	DADG	Milk cows (Purchase and distribute)	No. of Milk cows (Purchased and distributed)	
2 Training	ACBG (Top-up)	User Group Formation	No. of keepers trained	
	ACBG (Top-up)	User Group Construction Management (Contracting, Supervising, Reporting)	No. of keepers trained	
	ACBG (Top-up)	User Group Project Management (Accounting, O&M, Reporting)	No. of keepers trained	
	ACBG (Top-up)	User Group Business/ Entrepreneurship	No. of keepers trained	
3 Extension Services	AEGB	Animal husbandry	No. of keepers receiving services	
	AEGB	Introduction of new breeds	No. of keepers receiving services	
	AEGB	Processing / Marketing	No. of keepers receiving services	
	AEGB	Artificial Insemination	No. of keepers receiving services	
	AEGB	Vaccination	No. of keepers receiving services	
	AEGB	Introduction of zero grazing	No. of keepers receiving services	
AEGB	Environmental conservation	No. of keepers receiving services		

Major Objective (Example 3)		To promote sales of agricultural products 1		
Activity category	Grant Type	Activity/Interventions	Target	
1 Investment	DADG	Storage/Warehouse	No. of storages	
2 Training	ACBG (Top-up)	User Group Formation	No. of farmers trained	
	ACBG (Top-up)	User Group Construction Management (Contracting, Supervising, Reporting)	No. of farmers trained	
	ACBG (Top-up)	User Group Training (Storage management, Accounting, Joint shipping/selling, Collection of market price information)	No. of farmers trained	
	ACBG (Top-up)	Warehouse voucher system	No. of farmers trained	
3 Extension Services	AEGB	Post-harvest loss control	No. of farmers receiving services	
	AEGB	Quality control	No. of farmers receiving services	
	AEGB	Processing / Marketing	No. of farmers receiving services	
	AEGB	SACCOs	No. of farmers receiving services	

Major Objective (Example 4)		To promote sales of agricultural products 2		
Activity category	Grant Type	Activity/Interventions	Target	
1	Investment	DADG	Crop processing machine	No. of crop processing machines
2	Training	ACBG (Top-up)	User Group Formation	No. of farmers trained
		ACBG (Top-up)	User Group Training (Processing, O&M)	No. of farmers trained
		ACBG (Top-up)	User Group Business/ Entrepreneurship	No. of farmers trained
3	Extension Services	AEGB	Post-harvest loss control	No. of farmers receiving services
		AEGB	Processing / Marketing	No. of farmers receiving services
		AEGB	Quality control	No. of farmers receiving services

Major Objective (Example 5)		To promote sales of agricultural products 3		
Activity category	Grant Type	Activity/Interventions	Target	
1	Investment (Facilities, Equipment)	DADG	Construction or rehabilitation of crop market	No. of crop markets
		DADG	Construction or Rehabilitation of road	Km of road
		DADG	Environmental Assessment	
2	Training	ACBG (Top-up)	User Group Formation	No. of farmers trained
		ACBG (Top-up)	User Group Construction Management (Contracting, Supervising, Reporting)	No. of farmers trained
		ACBG (Top-up)	User Group Training (O&M for market)	No. of farmers trained
3	Extension Services	AEGB	Marketing	No. of farmers receiving services
		AEGB	Quality control	No. of farmers receiving services

3.5.3 DADP 戦略性向上のための研修教材 (DADP Bora)

HANDOUT

Supplementary Materials

for

Effective DADP

(DADP Bora)

December 2010

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I. The use of SWOT analysis to prepare a strategic DADP

1. SWOT (Strength, Weakness, Opportunity, and Threat):

- SWOT is a tool to find out the best strategic options (Directions or Way forwards) to achieve given goals of a LGA.

		LGA Internal Characteristics	
		Strength (S)	Weakness (W)
		<ul style="list-style-type: none"> ■ Charact. 1 ■ 2 ■ 3 	<ul style="list-style-type: none"> ■ Charact. 1 ■ 2 ■ 3
LGA External Characteristics	Opportunity (O)	<ul style="list-style-type: none"> ■ Charact. 1 ■ 2 ■ 3 <p style="text-align: center;">S+O strategic options</p>	<p style="text-align: center;">W+O strategic options</p>
	Threat (T)	<ul style="list-style-type: none"> ■ Charact. 1 ■ 2 ■ 3 <p style="text-align: center;">S+T strategic options</p>	<p style="text-align: center;">W+T strategic options</p>

2. Benefit of using SWOT:

- i) LGA can find out the most effective use of the limited resources.
- ii) LGA can get clearer understanding of their situation both inside and outside.
- iii) LGA can project the future of their agriculture.

3. What are to be included in S, W, O, and T

Strength & Weakness (S and W):

- These are characteristics about LGA's own (inside) situation: things under LGA's own resource/control.
- If a characteristic is better, it will be "Strength", but poorer, then "Weakness".
- However, "Better" or "Poorer" is only relative to neighboring LGAs or LGA on average, not relative to the size/magnitude of problems.

Opportunity & Threat (O and T):

- These are characteristics about LGA's outside conditions: things out of LGA's own scope or responsibilities. (Things that LGA can not do much.)
- If a characteristic is better to take advantage, it will be "Opportunity", but if it brings difficulties, then "Threat".
- Again however, similar to the S and W, "Better to take advantage" is relative to neighboring LGAs or LGA on average. If opportunities (potential chances) are more unique to a LGA, the greater the return of engaging in the opportunities. For "Threat", however, comparison with other LGAs may not be so strict, because common threats such as nation-wide drought are possible to all LGAs.

4. Selection of strategic options for the combination of S+O, S+T, W+O, and W+T.

Strategic options for S+O:

Under S+O, strategic options (directions/ way forwards) are those activities that exploit/ capture the Os (Opportunities) by using the Ss (Strengths).

Examples:

- ◇ To expand milk production by taking advantage that we (LGA) has two livestock officers who are specialized in dairy cattle.

Strategic options for S+T:

Under S+T, strategic options (directions/ way forwards) are those activities that avoid/ mitigate the occurrence of Ts (Threats) by using the Ss (Strengths).

Examples:

- ◇ To prepare young promotion programmes to avoid mass emigration of youth from villages under the strong support of the district council.

Strategic options for W+O:

Under W+O, strategic options (directions/ way forwards) are those activities that stop/ improve the Ws (Weaknesses) by using the Os (Opportunities).

Examples:

- ◇ To improve computer skills of LGA staff by inviting a local computer training company available at nearby town.

Strategic options for W+T:

Under W+T, strategic options (directions/ way forwards) are those activities that avoid situations such as the Ws (Weaknesses) inviting Ts (Threats), or Ws worsening Ts.

Examples:

- ◇ To restrict over-planning to expand extension services despite the forecast that an on-going donor project will be over in a year.

6. Selection of strategies (a final few best strategic options) for LGA.

- Given the limited resources and actual Ss and Ws of a LGA, it is neither feasible nor practical to adopt all options selected in S+O, S+T, W+O, and W+T.
- So, select a few (maybe 3 or 4) most effective and practical/feasible options for the coming 3 to 5 years.
- The selected final options should be called **LGA's Agricultural Strategies** (directions/ way forwards).
- Each agricultural strategy is given an outcome indicator for measuring the progress.

Attachment

- 1) Full Text of the Use of SWOT Analysis to prepare a strategic DADP
- 2) Examples of Characteristics of S, W, O, and T.
- 3) Examples of Actual DADP SWOT.
- 4) Example of (Hypothetical) Good SWOT.

I. The use of SWOT analysis to prepare a strategic DADP (Attachment)

Attachment 1: Full Text of the Use of SWOT Analysis to prepare a strategic DADP

1. SWOT (Strength, Weakness, Opportunity, and Threat):

- SWOT is a tool to find out the best strategic options (Directions or Way forwards) to achieve given goals of a LGA.
- SWOT uses a matrix shown below to produce a set of strategic options from which LGAs can select a few most effective for their DADPs.

(1) SWOT Matrix

		LGA Internal Characteristics		
		Strength (S)	Weakness (W)	
		<ul style="list-style-type: none"> ■ Charact. 1 ■ 2 ■ 3 	<ul style="list-style-type: none"> ■ Charact. 1 ■ 2 ■ 3 	
LGA External Characteristics	Opportunity (O)	<ul style="list-style-type: none"> ■ Charact. 1 ■ 2 ■ 3 	<p style="text-align: center;">S+O strategic options</p>	<p style="text-align: center;">W+O strategic options</p>
	Threat (T)	<ul style="list-style-type: none"> ■ Charact. 1 ■ 2 ■ 3 	<p style="text-align: center;">S+T strategic options</p>	<p style="text-align: center;">W+T strategic options</p>

2. Benefit of using SWOT:

- iv) LGA can find out the most effective use of the limited resources.
- v) LGA can get clearer understanding of their situation both inside and outside.
- vi) LGA can project the future of their agriculture.

Note 1: SWOT is not a tool to show complaints, laments or requests to the center. It is LGA's own self-assessment of situation.

3. Steps of SWOT:

- (1) Identify/Decide/Establish a long term (maybe 5 years) goal of the LGA's agricultural sector.
 - The goal must be identified before starting SWOT analysis.
 - The goal should be presented at the beginning of Chapter 3. "District Agricultural Situation Analysis/SWOT" of the DADP.
- (2) Identify Strength (S) of the LGA.
- (3) Identify Weakness (W) of the LGA
- (4) Identify Opportunity (O) of the LGA.
- (5) Identify Threat (T) of the LGA.
- (6) Select strategic options for the combination of S+O.
- (7) Select strategic options for the combination of S+T.
- (8) Select strategic options for the combination of W+O.
- (9) Select h strategic options for the combination of W+T.
- (10) Select a few most effective and practical strategic options (now they become

I. SWOT Analysis (Attachment)

- (11) “strategies”) for the LGA’s agricultural goal.
 Then, select/align the interventions along the selected strategies.

4. Example of SWOT in actual DADP:

SWOT (only a part) of Morogoro DC DADP for 2009/10

Strength	Weakness	Opportunity	Threat
Presence of trained ext. officers	Inadequate ext. staff	1. Presence of farmers trained on farmer groups 2. Presence of farmers groups 3. Presence of agricultural training institutes e.g. SUA, Ilonga training center LITI, Mkindo training center	Delay in disbursement of funds.
Presence of skilled personnel of different professional	Inadequate working facilities e.g. transport facility, extension kit.	Grant from central government, e.g. DADP budget, LCDG, PADEP.	Delay in disbursement of funds.
Sufficient agricultural labor force	High level of illiteracy and inadequate knowledge on improved agricultural technologies	1. Presence of farmer training centers e.g. Mkindo, Kinole, Tawa, LITI Morogoro, MATI Ilonga, research center. 2. Presence of farmers trained on farmers field school	Delay in disbursement of funds.
Committed council leadership	Inadequate leadership skills and knowledge on mobilization and organization.	Presence of council reform strategies	Change in party.
Strong control mechanism for financial management	Inadequate farmer knowledge on financial management skills	Presence of budget under the capacity building component of the ASDP to be able to train the community.	Limited budget and delay in disbursement of funds.

5. What are to be included in S, W, O, and T

Strength & Weakness (S and W):

- These are characteristics about LGA’s own (inside) situation: things under LGA’s own resource/control.
- If a characteristic is better, it will be “Strength”, but poorer, then “Weakness”.
- However, “Better” or “Poorer” is only relative to neighboring LGAs or LGA on average, not relative to the size/magnitude of problems.
- The characteristics of **strength** are those we can use for achieving the goals.
- The characteristics of **weakness** are those that we like to stop/drop/reverse for achieving the goals.

***Note 2:** So, for example, if a LGA has two (2) irrigation engineers, the situation can be either Strength or Weakness. If many neighboring LGAs have more than 2, it will be Weakness, less than 2, then, would be Strength. Or if situation is similar in other LGAs, that characteristic (2 engineers) is neither Strength nor Weakness. However, LGA needs to make sure that irrigation engineers are usable for the LGA’s development. If there is limited potential for irrigation, the engineers are not strengths.*

Opportunity & Threat (O and T):

- These are characteristics about LGA’s outside conditions: things out of LGA’s own scope or responsibilities. (Things that LGA can not do much.)
- If a characteristic is better to take advantage, it will be “Opportunity”, but if it brings difficulties, then “Threat”.
- Again however, similar to the S and W, “Better to take advantage” is relative to neighboring LGAs or LGA on average. If opportunities (potential chances) are more unique to a LGA, the greater the return of engaging in the opportunities. For “Threat”,

I. SWOT Analysis (Attachment)

however, comparison with other LGAs may not be so strict, because common threats such as nation-wide drought are possible to all LGAs.

- For **opportunity**, we include those characteristics that we can take advantage/ exploit for achieving the goals
- For **threat**, we include those characteristics that we like to avoid/ escape from for achieving the goals

Note 4:

(1) LGA's outside conditions include a broad range of things. Some of them might have been considered as "inside characteristics" in the past. Please look below for the list of candidate outside characteristics.

(2) Do not select too many Os and Ts. Go through all lists below, but select at most only several (5 – 7) major Os and Ts each.

6. Selection of strategic options for the combination of S+O, S+T, W+O, and W+T.**Strategic options for S+O:**

Under S+O, strategic options (directions/ way forwards) are those activities that exploit/ capture the Os (Opportunities) by using the Ss (Strengths).

Examples:

- ✧ To expand milk production by taking advantage that we (LGA) has two livestock officers who are specialized in dairy cattle.

Strategic options for S+T:

Under S+T, strategic options (directions/ way forwards) are those activities that avoid/ mitigate the occurrence of Ts (Threats) by using the Ss (Strengths).

Examples:

- ✧ To prepare young promotion programmes to avoid mass emigration of youth from villages under the strong support of the district council.

Strategic options for W+O:

Under W+O, strategic options (directions/ way forwards) are those activities that stop/ improve the Ws (Weaknesses) by using the Os (Opportunities).

Examples:

- ✧ To improve computer skills of LGA staff by inviting a local computer training company available at nearby town.

Strategic options for W+T:

Under W+T, strategic options (directions/ way forwards) are those activities that avoid situations such as the Ws (Weaknesses) inviting Ts (Threats), or Ws worsening Ts.

Examples:

- ✧ To restrict over-planning to expand extension services despite the forecast that an on-going donor project will be over in a year.

7. Selection of strategies (a final few best strategic options) for LGA.

- Given the limited resources and actual Ss and Ws of a LGA, it is neither feasible nor

I. SWOT Analysis (Attachment)

practical to adopt all options selected in S+O, S+T, W+O, and W+T.

- So, select a few (maybe 3 or 4) most effective and practical/feasible options for the coming 3 to 5 years.
- The selected final options should be called **LGA's Agricultural Strategies** (directions/way forwards).
- Each agricultural strategy is given an outcome indicator for measuring the progress.

Attachment 2: Examples of Characteristics of S, W, O and T**1. Examples of Strength & Weakness (S and W) Characteristics**Examples of **Inside** Characteristics (S and W are concerned with Inside conditions):

[LGA's administrative characteristics]

- (1) Number of staff (District officers and extension staff)
- (2) Retirement of staff (soon or not yet)
- (3) Specific skills of staff (Maize, Rice, Cattle, Milk cow, chicken, pig, coffee, vegetable, fruit, spice, marketing, business, farmer organization, finance, contracting, etc.)
- (4) Number of good character staff (well-disciplined, serious, responsible)
- (5) Team work
- (6) Administrative capabilities (task-specific such as Planning, Budgeting, Reporting, Project Implementation, Community backstopping, Monitoring, Contract preparation, etc.)
- (7) Physical resources (Availability of motor-cycle, vehicle, computer, internet access, extension staff houses, etc.)
- (8) Financial resources (Availability of funds for Development interventions, OC, etc.)
- (9) District political commitment (or disturbance)

[Agriculture of LGA (Things that LGA can control)]

- (10) Agricultural infrastructure/ facilities (many/few, new/old: Irrigation, Dip tanks, abattoir, etc.)
- (11) Agricultural machines (many/few, new/old: power tiller, tractor, oil extracting machine, coffee pulper, etc.)
- (12) Farmers' adoption of modern/ new technologies
- (13) Farmer groups (many/few, trained/ non-trained, active/dormant, etc.)
- (14) Finance (many SACCOs, easy access to bank loans, etc.)
- (15) Good/Poor linkage with research institutes
- (16) Good/Poor linkage with private sector (NGO, extension service, training, etc.)

Note 3: Important considerations

(1) *Skills must be assessed by their specificities, not general categories such as Crop or Livestock. These are too general to consider strategies.*

(2) *Academic degree is not important here, because it does not explain much about effectiveness of LGA's activities.*

(3) *In the "administrative capabilities", the number of staff who can use computer properly is one of important factors.*

(4) *In "Physical resources" and "Financial resources", comparison with neighboring LGAs is particularly important. LGAs can not say that their funds are little and therefore it is a weakness. Availability of physical and financial resources must be assessed relative to other LGAs together with other conditions such as wideness of LGA area, population size, largeness of agricultural activities, etc. in the area.*

2. Examples of Opportunity & Threat (O and T) CharacteristicsExamples of **Outside** Characteristics (O and T are concerned with Outside conditions):

[Agricultural Natural Environment of LGA]

- (1) Irrigable land/ water availability (river or groundwater)

I. SWOT Analysis (Attachment)

- (2) Rainfall (more/less than neighboring LGAs?)
- (3) Temperature (hot/cool)
- (4) Cultivable land

[Agricultural activities of LGA (Things that LGA cannot control)]

- (5) Availability of active and progressive farmers who can be model farmers of the area.

[Availability of market]

- (6) Availability of markets (consumers) (Dar es Salaam or large cities such as Mwanza, Morogoro, Mbeya, etc.)
- (7) Potential of new crops (for example spice, vegetables, oil, fruits, etc.)
- (8) Potential of value addition (processing).
- (9) Potential of high quality produces.
- (10) Availability of international markets (neighboring countries such as Kenya, Zambia, etc.)

[Agricultural input supply chain, output sales chain, and private sector players]

- (11) Input supply chain (for example, easy/timely supply of fertilizer, volume of supply, certified seeds, etc.)
- (12) Availability and quality of contractors (for construction of infrastructure)
- (13) Possibility of organic farming
- (14) Output sales chain (many/few traders, bargain between farmers and traders, etc.)
- (15) Availability of contract farming
- (16) Approach of large international agri-business companies for development.

[Knowledge network]

- (17) Availability of research institutes (public and private)
- (18) Availability of private technical support (irrigation, building design, cost estimates)
- (19) Availability of private extension services
- (20) Availability of training institutes
- (21) Availability of NGO and other support organization

[Rural infrastructure]

- (22) Road network
- (23) Railroad network
- (24) Airport
- (25) Sea port

[Environmental conditions]

- (26) Over grazing
- (27) Deforestation
- (28) Land degradation
- (29) Soil erosion
- (30) Water contamination
- (31) Soil contamination

[Policy and Regulation of the government]

(Do not include general policy. Include only those relevant to your LGA)

- (32) Government agricultural policy (crop and livestock)
- (33) Agricultural subsidies
- (34) Food security policy
- (35) Agricultural cooperative policy
- (36) Agricultural market policy
- (37) Tax policy
- (38) Trade policy
- (39) Environmental policy

(40) Land policy

[Donors' projects]

(Do not include donor's general projects. Include only those relevant to your LGA)

(41) Availability of agricultural development projects

(42) Availability of capacity building projects

(43) Availability of marketing projects

(44) Availability of financial support projects

[International market conditions]

(45) Price trend in the international markets

(46) Special trade agreement with particular regions (EU, East Africa, etc.)

[Social conditions]

(47) Conflict between farmers and livestock keepers

(48) Emigration/ flowing out of young generation from villages

(49) Land shortage in villages

[General climate]

(50) Drought

(51) Cold weather

(52) Global warming

Attachment 3: Examples of Actual DADP SWOT

Example 1: (Kilombero 2009/10 DADP)

Agricultural Goal of LGA: *No goals are stated specifically for agricultural sector.*

		LGA Internal Characteristics		
		Strength (S)	Weakness (W)	
		<ul style="list-style-type: none"> ■ 78 Qualified staff (Agriculture and Livestock) (Academic qualification) ■ 445,896 ha arable land ■ Farmers ■ Markets ■ Soils and climate conditions ■ Permanent river (38) for irrigation ■ 120,000 ha pasture land ■ 1,268 dairy cattle, 9,257 goats, etc. 	<ul style="list-style-type: none"> ■ Improper breeds of livestock ■ Disease outbreaks ■ Poor access to markets ■ Poor livestock infrastructure (dip, etc.) ■ Improper land management ■ Poor pasture management 	
LGA External Characteristics	Opportunity (O)	<ul style="list-style-type: none"> ■ Presence of research institutes ■ Presence of railway (TAZARA) and main road ■ Presence of 35 stockiest ■ Presence of 151 milling machine ■ Presence of fax, telephone, emails ■ Transport facilities (Vehicle, Motorcycle) ■ Zonal irrigation unit ■ Min. of Agriculture ■ Min. Livestock ■ 	<p style="text-align: center;">S+O strategic options</p> <p><i>Nothing was presented.</i></p>	<p style="text-align: center;">W+O strategic options</p> <p><i>Nothing was presented</i></p>
	Threat (T)	<ul style="list-style-type: none"> ■ Conflicts b/w farmers and livestock keepers ■ Overgrazing ■ Vermin /birds damages ■ Unreliable weather ■ Unreliable and fluctuating crop price ■ Fluctuating input price 	<p style="text-align: center;">S+T strategic options</p> <p><i>Nothing was presented</i></p>	<p style="text-align: center;">W+T strategic options</p> <p><i>Nothing was presented</i></p>

Comments:

- ❖ No goals for agricultural sector development were given.
- ❖ Many characteristics are too general to be included (Not compared with neighboring LGAs), like *445,896 ha arable land*, *Farmers* in (S), *Poor livestock infrastructure (dip, etc.)* in (W), and *Min. of Agriculture* in (O).
- ❖ Also no clear line was made between LGA's Internal Characteristics (S & W), and External (Outside) characteristics (O & T).
- ❖ Some are contradictory: *Markets* in (S) and *Poor access to markets* in (W).
- ❖ No strategic options were considered.
- ❖ Hence no Strategies were produced.

I. SWOT Analysis (Attachment)

Example 2: (Ileje 2009/10 DADP)

Agricultural Goal of LGA: No goals are stated specifically for agricultural sector.

		LGA Internal Characteristics		
		Strength (S)	Weakness (W)	
		<ul style="list-style-type: none"> ■ Presence of traditional irrigation schemes to be rehabilitated. ■ Existence of by-laws which govern better use of land and natural resources. ■ Experience of working with different donors such as DANIDA, UNICEF, etc. ■ Presence of Ox training center and trained farmer groups ■ Availability of external markets such as Malawi, Zambia, etc. ■ Availability of cash crops such as pyrethrum, coffee and sunflower. 	<ul style="list-style-type: none"> ■ Inadequate fund for irrigation projects due to low income from own sources. ■ Low capacity of irrigation staff for survey, design and BOQ. ■ Weakness of enforcement of by-laws. Hence some areas suffer from soil erosions. ■ Donor dependency among people. ■ Different development policies of donors ■ Low literacy of farmers, preventing technology adoption. ■ Poor stature of local breed. ■ Poor supportive management. ■ Poor market information system ■ Changing market policy ■ Political pressure ■ Poor processing of cash crops ■ No farmers' group in cash crop, limiting their representation in the board. 	
LGA External Characteristics	Opportunity (O)	<ul style="list-style-type: none"> ■ Presence of various donors. ■ 2.030 potential irrigation land ■ Presence of irrigation policy ■ Availability of non-government engineering institutions (Irrigation) ■ Presence of good council for enforcing by-laws. ■ Existence of O&OD approach. ■ Availability of DFT, WFT and village team. ■ Availability of sector policies and strategies ■ Government subsidies for inputs. ■ Presence of AI technology ■ Availability of farmers' group and network. ■ Presence of AMSDP ■ Presence of disease resistant coffee seedlings ■ Possibility of diversification of crops 	<p style="text-align: center;">S+O strategic options</p> <p><i>Nothing was presented.</i></p>	<p style="text-align: center;">W+O strategic options</p> <p><i>Nothing was presented.</i></p>
	Threat (T)	<ul style="list-style-type: none"> ■ Unpredictable weather ■ Marketing crisis ■ Change of political ideology ■ Outbreaks of epidemic diseases ■ Closure of (international) border. ■ Poor farmer organization 	<p style="text-align: center;">S+T strategic options</p> <p><i>Nothing was presented.</i></p>	<p style="text-align: center;">W+T strategic options</p> <p><i>Nothing was presented.</i></p>

Comments:

- ❖ No goals for agricultural sector development were given.
- ❖ S, W, O, and T are considered according to pre-determined aspects of the District agriculture, i.e. Irrigation, By-laws, donors, Ox training center, External (Neighbor country) market, and Cash crop. This approach sets the possible strategy of the District in a too narrow range.
- ❖ There is confusion about characteristics that can be controlled by LGA and that cannot be controlled.
- ❖ Some are contradictory: *Experience of working with different donors* in (S) and *Different development policies of donors* in (W).
- ❖ No strategic options were considered.
- ❖ Hence no Strategies were produced.

Attachment 4: Example of (Hypothetical) good SWOT

Agricultural Goal of LGA: To increase farmers' income by promoting sales of agricultural and livestock products.

		LGA Internal Characteristics		
		Strength (S)	Weakness (W)	
		<ul style="list-style-type: none"> ■ LGA has two livestock officers specialized in dairy production. ■ LGA has a new staff who studied horticulture in college. ■ DFT keeps a good team work. ■ LGA has good communication with a research institute nearby. 	<ul style="list-style-type: none"> ■ LGA has still limited number of livestock infrastructure ■ Farmers are not well organized. ■ Farmers are slow in adopting new technologies or varieties 	
LGA External Characteristics	Opportunity (O)	<ul style="list-style-type: none"> ■ Population Increase in nearby town. ■ A new donor project will start soon, aiming at agri-business. ■ There is a group of farmers who get contract farming in spice. ■ There are several NGOs who have been supporting farmers. 	<p>S+O (strategic options)</p> <ul style="list-style-type: none"> ➢ To promote milk production. ➢ To collaborate with the research institute to find our appropriate horticultural crops. ➢ To take advantage of the donor project to enhance business mind of farmers. ➢ To invite NGOs to promote milk or horticulture production. 	<p>W+O (strategic options)</p> <ul style="list-style-type: none"> ➢ To increase the number of infrastructure by using the donor funds. ➢ To provide good extension services for farmer grouping with emphasis on dairy production. ➢ To have a campaign for dairy production. ➢ To invite a few model farmers to spearhead the new crops.
	Threat (T)	<ul style="list-style-type: none"> ■ Many young people are going out to towns and do not like to work in farming. ■ Some conflicts between farmers and livestock keepers. 	<p>S+T (strategic options)</p> <ul style="list-style-type: none"> ➢ To demonstrate profitable agriculture by setting up model farmers/ or farmer groups ➢ To enhance communication b/w farmers and livestock keepers. ➢ To prepare land use plan. 	<p>W+T (strategic options)</p> <ul style="list-style-type: none"> ➢ To organize study trips of farmers to other LGAs. ➢ To find out better animal husbandry such as zero-grazing. ➢ To avoid conflicts b/w individual farmers against individual keepers. ➢ To bring the issue under more open group discussion.

LGA's Agricultural Strategies:

- 1) To promote milk production.
- 2) To collaborate with the research institute to find our appropriate horticultural crops.
- 3) To take advantage of the donor project to enhance business mind of farmers.
- 4) To invite NGOs to promote milk or horticulture production.
- 5) To demonstrate profitable agriculture by setting up model farmers/ or farmer groups
- 6) To provide good extension services for farmer grouping with emphasis on dairy production.
- 7) To invite a few model farmers to spearhead the new crops.
- 8) To prepare land use plan.

Outcome Indicators for Strategies:

- 1) Milk production will increase from 250 liter to 1,000 liter by 2015/16
- 2) Horticultural production will increase from 100,000 Tsh/year to 300,000 Tsh./year by 2015.
- 3) The number of farmers who engage in milk or horticulture production increase from 20 to 250 by 2015/16.
- 4) Conflicts between livestock keepers and farmers will reduce from 30 incidences to 5 incidences by 2015/16

II. Package Approach and Mid-/ Long-term Perspective in selecting Interventions for DADP

1. What is a Package Approach in intervention selection?

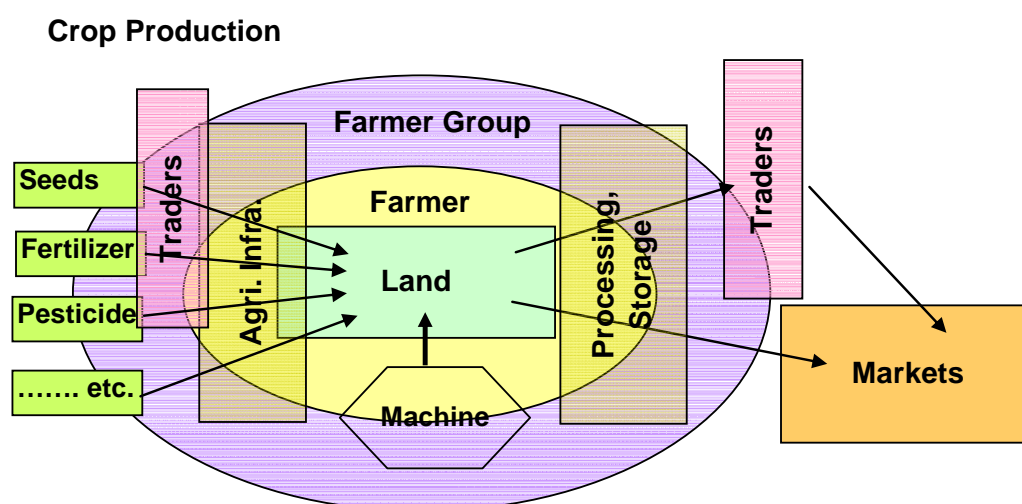
- “Package approach” here means the way of selecting a set of interventions that will have mutually supporting/enhancing (synergy) effects to each other.
- Compare this with rather prevailing approach that interventions are selected in isolation without much consideration to mutual effects, or that interventions produce less-than full effects due to the lack of necessary surrounding (upstream or downstream) interventions.

2. Benefits of Package Approach

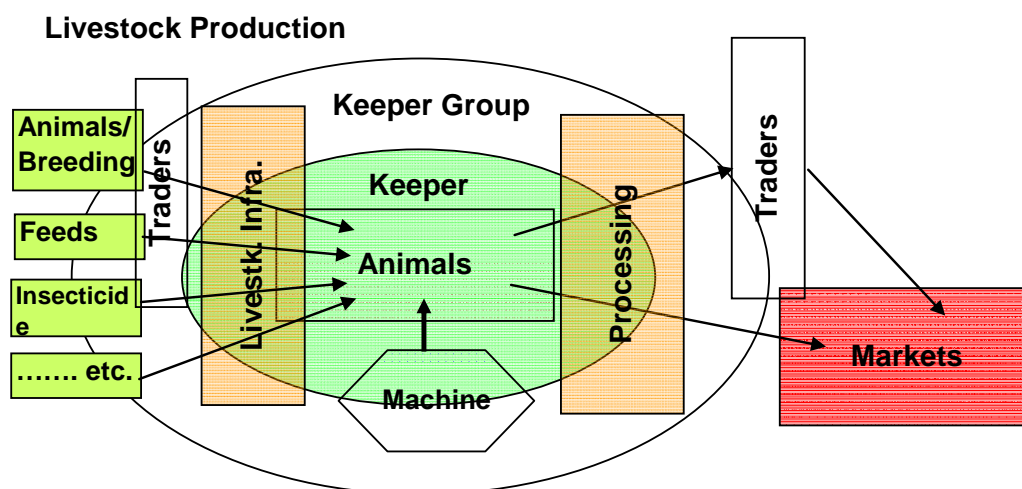
- vii) The approach allows LGAs to exploit (take advantage of) mutually supporting/enhancing (synergy) effects among interventions.
- viii) The approach demands LGAs to consider interventions along the production chain, including all relevant aspects (infrastructure/facilities, farmers’ capacity, markets, etc.).
- ix) By doing so, the approach makes sure that LGAs will more appropriately focus on outcomes (effects on farmers/keepers) rather than outputs.
- x) The approach enables LGA to see interventions as a group, reinforcing the preparation and application of the Project Write-up.

3. Points to be considered in Package Approach:

- (12) Try to include all three (3) kinds of interventions of D (investment), S (Services), and C (Capacity Building)
- (13) Remind ourselves that agricultural activities are all linked along the production and sales chains. Following is a schematic view of the chains.



II. Package Approach and Mid-/ Long-term Perspective



- (14) In order to increase production, productivity or household incomes, all relevant aspects along the chain needs to be strengthened.
- (15) Very often, investments (infrastructure and machines) need to be supplemented by capacity building to farmers/keepers.
- (16) Technical services are also indispensable to attain full benefits of investments.

7. Several examples of Packaging

Activities included in the examples below are all optional. It is **not** necessary to implement all activities, but choose good ones according to LGA's own situation. Each LGA needs to come up with proper combination of the activities from the options. Also any new activities can be added so long as the added activities have clear linkage to the given objective.

Example 1: To increase production of rice

Major Objective (Example 1)		To increase production of rice (or to increase yield [productivity] of rice)		
Activity category	Grant Type	Activity/Interventions Options	Target	
1 Investment (Facilities, Equipment)	DADG	Irrigation	Area (ha) of irrigated land	
	DADG	Power tiller (Group purchase and distribute)	No. of power tillers	
	DADG	Oxen plough (Group purchase and distribute)	No. of ploughs	
	DADG	Storage/Warehouse	No. of storage facilities	
2 Training	ACBG (Top-up)	WUA Formation	No. of farmers trained	
	ACBG (Top-up)	WUA Construction Management (Contracting, Supervising, Reporting)	No. of farmers trained	
	ACBG (Top-up)	WUA Project Management (Accounting, O&M, Reporting)	No. of farmers trained	
	ACBG (Top-up)	WUA Business/ Entrepreneurship	No. of farmers trained	
	ACBG (Top-up)	Farmer training at KATC	No. of farmers trained	
3 Extension Services	AEGB	Crop husbandry	No. of farmers receiving services	
	AEGB	Introduction of new varieties	No. of farmers receiving services	
	AEGB	Post-harvest loss control	No. of farmers receiving services	
	AEGB	Warehouse receipt/voucher system	No. of farmers receiving services	
	AEGB	Processing / Marketing	No. of farmers receiving services	

II. Package Approach and Mid-/ Long-term Perspective

Example 2: To increase production of beef or milk

Major Objective (Example 2)		To increase production of beef or milk (or to increase yield [productivity] of cattle/milk cows)	
Activity category	Grant Type	Activity/Interventions Options	Target
1 Investment (Facilities, Equipment)	DADG	Dip tank	No. of dip tanks
	DADG	Abattoir/Slaughter house/slab	No. of Abattoir/Slaughter house/slab
	DADG	Hide/skin banda	No. of Hide/skin bandas
	DADG	Milk machine	No. of Milk machine
	DADG	Charco dam	No. of Charco dams
	DADG	Livestock Market	No. of Livestock Markets
	DADG	Veterinary Clinic	No. of Veterinary Clinics
	DADG	Bulls (Purchase and distribute)	No. of Bulls (Purchased and distributed)
	DADG	Milk cows (Purchase and distribute)	No. of Milk cows (Purchased and distributed)
2 Training	ACBG (Top-up)	User Group Formation	No. of keepers trained
	ACBG (Top-up)	User Group Construction Management (Contracting, Supervising, Reporting)	No. of keepers trained
	ACBG (Top-up)	User Group Project Management (Accounting, O&M, Reporting)	No. of keepers trained
	ACBG (Top-up)	User Group Business/ Entrepreneurship	No. of keepers trained
3 Extension Services	AEGB	Animal husbandry	No. of keepers receiving services
	AEGB	Introduction of new breeds	No. of keepers receiving services
	AEGB	Processing / Marketing	No. of keepers receiving services
	AEGB	Artificial Insemination	No. of keepers receiving services
	AEGB	Vaccination	No. of keepers receiving services
	AEGB	Introduction of zero grazing	No. of keepers receiving services
	AEGB	Environmental conservation	No. of keepers receiving services

Example 3: To promote sales of agricultural products (1)

Major Objective (Example 3)		To promote sales of agricultural products 1	
Activity category	Grant Type	Activity/Interventions	Target
1 Investment	DADG	Storage/Warehouse	No. of storages
2 Training	ACBG (Top-up)	User Group Formation	No. of farmers trained
	ACBG (Top-up)	User Group Construction Management (Contracting, Supervising, Reporting)	No. of farmers trained
	ACBG (Top-up)	User Group Business Management (Storage management, Accounting, Joint shipping/selling, Collection of market price information)	No. of farmers trained
	ACBG (Top-up)	Warehouse voucher system	No. of farmers trained
3 Extension Services	AEGB	Post-harvest loss control	No. of farmers receiving services
	AEGB	Quality control	No. of farmers receiving services
	AEGB	Processing / Marketing	No. of farmers receiving services
	AEGB	SACCOs	No. of farmers receiving services

Example 4: To promote sales of agricultural products (2)

Major Objective (Example 4)		To promote sales of agricultural products 2	
Activity category	Grant Type	Activity/Interventions	Target
1 Investment	DADG	Crop processing machine	No. of crop processing machines
2 Training	ACBG (Top-up)	User Group Formation	No. of farmers trained
	ACBG (Top-up)	User Group Operation/Processing (Processing, O&M)	No. of farmers trained
	ACBG (Top-up)	User Group Business/ Entrepreneurship	No. of farmers trained
3 Extension Services	AEGB	Post-harvest loss control	No. of farmers receiving services
	AEGB	Processing / Marketing	No. of farmers receiving services
	AEGB	Quality control	No. of farmers receiving services

II. Package Approach and Mid-/ Long-term Perspective

Example 5: To promote sales of agricultural products (3)

Major Objective (Example 5)		To promote sales of agricultural products 3		
Activity category	Grant Type	Activity/Interventions	Target	
1 Investment (Facilities, Equipment)	DADG	Construction or rehabilitation of crop market	No. of crop markets	
	DADG	Construction or Rehabilitation of road	Km of road	
	DADG	Environmental Assessment		
2 Training	ACBG (Top-up)	User Group Formation	No. of farmers trained	
	ACBG (Top-up)	User Group Construction Management (Contracting, Supervising, Reporting)	No. of farmers trained	
	ACBG (Top-up)	User Group O&M for market facility	No. of farmers trained	
3 Extension Services	AEGB	Marketing	No. of farmers receiving services	
	AEGB	Quality control	No. of farmers receiving services	

II. Package Approach and Mid-/ Long-term Perspective

Samples of Long-term/ Mid-term Perspectives for DADP Planning

1. Long-term Perspectives (5 years and on wards)

The Council Strategic Plan (District Development Plan) refers to Vision, Mission, and Objectives. But they are institutional, not sector-specific. There is no room in MTEF system for describing the long term perspective of agriculture in district, nor showing outcome indicators that can measure the overall development of agriculture in district.

Therefore, it is recommended to delineate long term perspective with outcome indicators in the DADP planning document, e.g. in Section of XXX.

Samples of long term perspectives

- *AAA DC put priority on maize and paddy production in 5 years from now in order to reduce food poverty; and then introduce new cash crops into communities in order to raise farm incomes. Our outcome indicators include:*
 - Production of maize increased from XXX tons to YYY tons by 2014/15
 - Production of paddy increased from XXX tons to YYY tons by 2014/15
 - No. of potential new cash crops identified up to XXX by 2014/15
 - Farm incomes increased from Tsh XXX to Tsh YYY by 2014/14 and to Tsh ZZZ by 2019/20
- *BBB DC aims to contribute to the achievement of national food security by playing a major role of livestock production. While exporting livestock products, we promote the production of some dry-resistant crops and trade to import food crops from the outside of the district. Our outcome indicators include:*
 - Production of quality meat increased from XXX to YYY tons by 2014/15
 - Average productivity of milk increased from XX liters/day to YY liters/day by 2014/15
 - Production of cassavas increased from XXX tones to YYY tons by 2014/15
 - No. of villages accessing to major roads increased from X to Y by 2014/15
 - No. of crops market increased from XXX to YYY by 2014/15

Remember that **outcome indicators like the above could be shown in MTEF** as indicators to measure your institutional Objectives such as “*Production and quality of economic services improved*”.

2. Mid-term Perspectives (the concept of 3 year rolling plan)

DADP is a 3 year rolling plan. However, it seems that many current DADPs are concentrated in making a plan for next year only, showing the continuation of the same activities over three years. In budgeting, they just multiply the budget of the 1st year with some factors in order to estimate the budgets of 2 and 3rd years (See the sample below).

Budgeting without the concept of 3 year rolling plan

SEGM ENT 2	SEGMENT 4	REQUIRED INPUT			ESTIMATES 2009/2010		2010/2011		2011/2012	
		SEGMENT DESCRIPTION	UNIT OF MEASURE	UNIT COST OF INPUT	NO. OF UNITS	ESTIMATES	NO. OF UNITS	ESTIMATES	NO. OF UNITS	ESTIMATES
D01D01	270503	Diesel	Litre	2500	120	300,000.00	126	315,000.00	132.3	318,150.00
	250311	Perdiem	Days	35000	12	420,000.00	12.6	441,000.00	13.2	445,410.00
			Days	25000	4	100,000.00	4.2	105,000.00	4.4	106,050.00
D01D02	310703	Engineer and design	PCS	365000	4	1,460,000.00	4.2	1,533,000.00	4.4	1,548,330.00
	260106	Advertising	Lumpsum	409000	1	409,000.00	1.05	429,450.00	1.1	433,744.50
	250313	Extra duty	days	60000	18	1,080,000.00	18.9	1,134,000.00	19.8	1,145,340.00
	260303	Subvention	House	60000000	2	120,000,000.00	2.1	126,000,000.00	2.2	127,260,000.00

The concept of 3 year rolling plan should be enhanced more in DADP planning. This makes DADP more practical and effective in achieving its objectives. It should be kept in mind that

II. Package Approach and Mid-/ Long-term Perspective

- **There is No NEED to complete everything within 1 year.** This message is particularly important when making a plan of investment. You can continue construction beyond one year with the estimations of different amounts of budgets for each year. For example if you start preparatory works in the 1st year and proceed with civil works next year, your budget for the 1st year is small as compared to that for 2nd year.
- **It is of great effectiveness to combine several types of interventions (D, S, and C) with different timings of implementation, so as to achieve outcome of a particular area.** This approach is known as “Package Approach.” For instance, the 1st and 2nd year concentrates on construction of irrigation schemes, which is followed by training and extension to farmers in the 3rd year.
- **The 3 year rolling plan can show part of your long term perspective.** For example, the 1st and 2nd years focus on food crop production but from 3rd years, the activities for introduction of cash crops can be started.
- **The 3 year rolling plan must be flexible to change,** thus enabling us to reflect lessons learnt in the next planning. For example if you observe the delay of construction at the end of 2010/11, you reflect this progress by making a plan of continuing the construction up to the end of 2011/12.

Conceptual figures of 3 year rolling plan

The following is the conceptual figure of 3 year rolling plan. The figure below organizes Activities according to a **Project Write-up** rather than the MTEF structure, which does allow us to contain several types of Activities (D, S, and/or C) under one Target.

Write-up No.	Activity	Segment No.*1	Target Type	Grant Type	2010/11(Yr 1)				2011/12 (Yr 2)				2012/13 (Yr 3)				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
10/11-01	To conduct a feasibility study for XXX irrigation scheme	B01D01	D	DADG													
	To construct XXX irrigation scheme	B01D02	D	DADG													
	To construct farm roads for XXX irrigation scheme	B02D01	D	DADG													
	To conduct sensitization for farmers on irrigation development	B03S01	S	Top-up ACBG													
	To provide new varieties to farmers through NGO	B03S02	S	AEBG													
	To provide training to extension officers on O&M	B04C01	C	Basic ACBG													
09/10-01	To complete the construction of YYY irrigation scheme	B01D03	D	DADG													
	To establish FFS (onions and paprica)	B02S02	S	Top-up ACBG													
10/11-02	To construct a charco dam in ZZZ village	B03D01	D	DADG													
	To construct a dip tank in ZZZ village	B04D01	D	DADG													
	To introduce new breeds through NGO in ZZZ village	B04S01	S	AEBG													
	To conduct AI by Private Service Provider in ZZZ village	B04S02	S	AEBG													

Conceptual Figure of Mid Term perspective (3 year rolling plan)

III. Example of Project Prioritization Methods

1. Why Prioritization?

- The Current DADP is prepared based on the concept of the Village Phase-in/out.
- **But this does not necessarily mean that all interventions prepared by the villages selected are high quality.** Nor does it mean that LGAs can implement all interventions as required. Needless to say, there is the limitation of budgets.
- Therefore it is necessary to prioritize possible interventions/projects and select high quality ones as much as the budget is available.

2. Prioritization for Project write-up (Investment or Combined Interventions of D/S/C)

(1) Criteria recommended by ASLMs

The following are criteria recommended by ASLMs. LGAs can add criteria that they think important.

- C1: Investment Viability
- C2: Technical Feasibility
- C3: Alignment with ASDP and other national policies
- C4: Alignment with District Agricultural Strategies
- C5: Community Involvement
- C6: Consideration to Social and Environmental Aspects

(2) Examples of Scoring Criteria

Examples of scoring criteria are as follows. **Remember that Score 1 is a minimum condition that a project has to meet.**

C1: Investment Viability (e.g. Payback period or Internal Rate of Return)

Score	If you choose Payback period	If you choose IRR
3(Max)	1 st Year - 2 nd Year	14% or the above
2	3 rd Year - 4 th Year	12.00% - 13.99%
1(Min)	5 th Year	10.01% ^{*1} - 11.99%

Note: *1: The average interest rate of lending money to someone in Tanzania is 10%. Below this, it is better not to do investment.

C2: Technical Feasibility

Score	Scoring Criteria
3(Max)	Feasible with high potential of natural condition and advanced capacities
2	Feasible with high potential of natural condition or advanced capacities of the District
1(Min)	Feasible with natural condition and technical capacities / arrangement of the District for expertise

C3: Alignment with ASDP and other national policies e.g. MKUKUTA II

Score	Scoring Criteria
3(Max)	In addition to Score 1 criterion, aiming to improve more than 1 of PAF and MKUKUTA II indicators*1
2	In addition to Score 1 criterion, aiming to improve 1 of PAF or MKUKUTA II indicators
1(Min)	Addressing food security or poverty reduction

Note: *1 PAF indicators: Amount of fertilizer consumed and No. of farmers using irrigation structures

III. Project Prioritization

MKUKUTA II indicators: XXX and YYY

C4: Alignment with District Agricultural Strategies

Score	Scoring Criteria
2(Max)	In line with development directions based on SWOT and long term perspective
1(Min)	In line with development directions based on SWOT

C5: Community Involvement

Score	Scoring Criteria
2(Max)	In addition to Score 1 criterion, a project committee has technical and administrative capacities, e.g. leadership, well-organized structures, clear scope for sustainability.
1(Min)	Strong evidence of community needs and beneficiary contribution

C6: Consideration to Social and Environmental Aspects

Score	Scoring Criteria
2(Max)	In addition to Score 1 criterion, any positive effects or mechanisms in social and environmental aspects, e.g. gender balance or vulnerable people
1(Min)	Strong evidence of no negative effects on social and environmental aspects

(3) Examples of Scoring Method

The simple method is just to construct a table which can compare scores against each criterion and total score for overall ranking.

Example of Scoring Method

Possible Project	Village	C1: Invest	C2: Technial	C3: ASDP/ National	C4: Dis Strate	C5: Community	C6: Social & Env	Total	Rank
AAA	SSS	3	3	2	1	1	2	12	2
BBB	SSS	2	1	3	1	1	1	9	5
CCC	SSS	1	2	2	1	2	2	10	4
DDD	SSS	2	1	3	2	2	1	11	3
EEE	TTT	2	1	2	2	1	2	10	4
FFF	TTT	2	3	2	1	2	2	12	2
GGG	TTT	3	3	1	2	2	2	13	1
HHH	UUU	2	1	2	1	1	1	8	6
III	UUU	3	1	2	1	1	1	9	5
JJJ	RRR	1	2	1	2	1	1	8	6
HHH	RRR	3	3	3	2	1	1	13	1



Examples of Scoring Method (Re-organization according to ranks)

Possible Project	Village	C1: Invest	C2: Technial	C2: ASDP/ National	C3: Dis Strate	C4: Community	C5: Social & Env	Total	Rank
GGG	TTT	3	3	1	2			13	1
HHH	RRR	3	3	3	2			13	1
AAA	SSS	3	3	2	1			12	2
FFF	TTT	2	3	2	1			12	2
DDD	SSS	2	1	3	2			11	3
CCC	SSS	1	2	2	1	2	2	10	4
EEE	TTT	2	1	2	2	1	2	10	4
BBB	SSS	2	1	3	1	1	1	9	5
III	UUU	3	1	2	1	1	1	9	5
HHH	UUU	2	1	2	1	1	1	8	6
JJJ	RRR	1	2	1	2	1	1	8	6

We select projects from the top to down as far as budget is available.

Having identified prioritized order among possible projects, DADP can cover the project with 1st rank, those with the 2nd rank, and so on, up to the extent to which the budget is available.

III. Project Prioritization

In the case of the above, **there is possibility that Village UUU receive no funds** even though it is selected through Village Phase-in/out. This means that Village UUU has potential but not capacity to make a plan. So the District needs to revisit UUU and facilitate the re-design of the projects, if it intends to provide funds to Village UUU.

3. Prioritization for Service (S) and Capacity Building (C) Activities

Even for prioritization of S or C Activities which are not part of Project Write-up, the similar methodology can be applied, except C1: Investment Viability.

Strictly speaking, the cost-benefit analysis should be adopted for any kinds of interventions. Under the current circumstance, however, it is considered that there is little practicability of applying it for all interventions.

In practice, instead of C1, effectiveness or least cost-approach should be adopted.

IV. Cost – Benefit Analysis

The Cost-Benefit Analysis is a process of assessing the costs of a project against the benefits. A viable project is one where the benefits outweigh the costs.

5.1.1 Identification of Costs and Benefits

i. Identify Project Costs as follows

- Land development costs
- Costs of physical goods (e.g. materials and machines)
- Labour costs
- Taxes
- Bank charges
- Contingencies

Cost expressed in the cash flow can be divided into two elements, which are 1) **Investment Cost**, including preparatory works, civil works, materials, machinery operation, land development/ acquisitions, supervision, Contingency, and 2) **Operation & Maintenance (O&M) costs**.

ii. Identifying Project Benefits as follows

- Increase in production of agriculture/Livestock products
- Improvement in quality of products
- Adding values in products
- Reduction in time spent or cost for production

5.1.2 Further Improvements of Cost Benefit Analysis

The current Cost Benefit Analysis presented in many Project write-ups has some weaknesses in examining true viability of investment. The following are major proposals for further improvements.

Points for Further Improvement for Cost – Benefit Analysis

- ✓ **More attention to Incremental Net benefit (With/ Without project Comparison)**
- ✓ **Establishment of Long term Cash Flow**

i. Incremental Net Benefit / With and without-project Comparison

At present, the “with and without project” comparison is not well addressed. LGAs sometimes indicate what they can obtain after project as “benefits” and what they have to spend for project as “costs”.

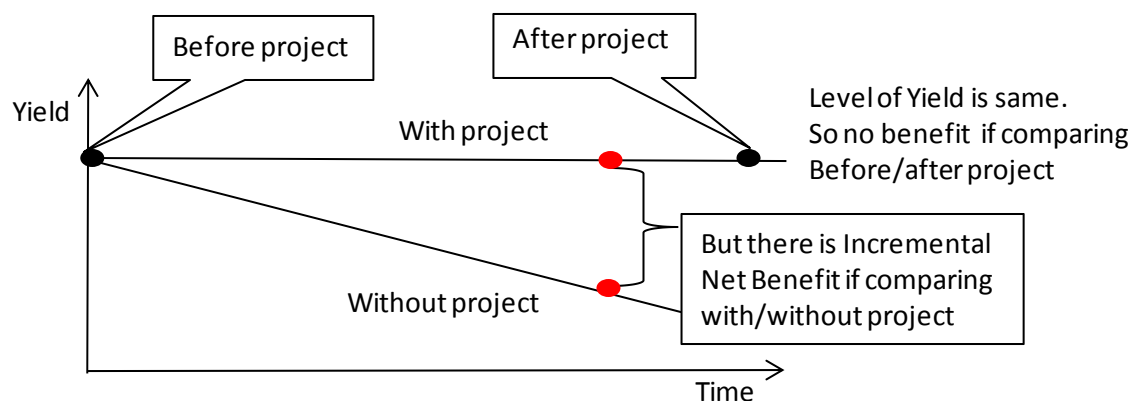
For example, you used to sell a mint candy and gain a net profit of Tsh 10 per each. With a value-adding project, you now produce a Mango-mint candy and gain a net profit of Tsh 30 per each. For this case, some LGAs see Tsh 30 as “benefit” of this project.

However, the net profit of Tsh 30 does not reflect the true benefit of the project. The benefit is Tsh 20 (=Tsh30- Tsh10), because the project increases your earning from Tsh 10 to Tsh 30 per each. We call this **Incremental Net Benefit**. The comparisons of the benefits between with and without project situations enable us to identify the true values of projects.

The comparison should NOT be made between before and after a project. Imagine that, for example, the net profit of crop production may be sustained (not changed) after an LGA

IV. Cost – Benefit Analysis

implement a project preventing soil erosion. This case clearly shows that “before/after” comparison cannot represent the benefit, since the net profit is same (See the figure below).



Incremental Net Benefits of Soil Prevention Project (With/Without Comparison)

ii. Establishment of Long-term Cash Flow

At present, many Project Write-ups show simple cash flows that cover only initial 5 years.

However, this scope is not sufficient. The project and its effects are supposed to continue for good. In the future there may be the replacement costs of major capitals and the effects of unexpected phenomenon on production (e.g. drought). With long-term perspective, the viability of investment should be assessed.

The proposed time span is 30 years. With this span, the cash flow can capture the various effects of the projects. And at the same time, it shows true viability of investments.

5.1.3 Example of Cost benefit Analysis¹

- ✚ Assume that there is an irrigation project which covers 150 ha.
- ✚ The District is willing to do investment with the construction of irrigation schemes and the provision of training to farmers.
- ✚ The project is expected to increase the yield of paddy from 1.5 ton/ha to 5.0 ton/ha. Moreover, farmers, who are cultivating Paddy in rainy season and Simsim in dry season, are supposed to change their cropping pattern to double cropping of Paddy.

¹ Reference is made to “Assessment of Development Projects” by Tadashi Matsuno and Tetsuo Yaguchi (1993).

IV. Cost – Benefit Analysis**Step 1: Estimation of Project Benefit (Incremental Net Benefit)**

In order to identify Incremental Net Benefit, there is need to make comparison between with and without-project situation. Benefits both for with and without project can be estimated based on farm budget analyses.

1) Benefit without project

Items	Unit	Paddy/Rainfed (Rainy season)	Simsim (Dry season)	Total
(1) Yield	ton/ha	1.5	1.0	
(2) Unit Price	Tsh/ton	62,500	30,000	
(3) Gross Revenue (1) x (2)	Tsh/ha	93,750	30,000	
(4) Production Cost	Tsh/ha	21,250	11,500	
(4.1) Seeds	Tsh/ha	1,000	500	
(4.2) Fertilizers	Tsh/ha	5,000		
(4.3) Pesticides	Tsh/ha	0		
(4.4) Fungicides	Tsh/ha	0		
(4.5) Labor	Tsh/ha	14,250	10,000	
(4.6) Others if any	Tsh/ha	1,000	1,000	
(5) Gross Margin(or Net Profit) (3)-(4)	Tsh/ha	72,500	18,500	
(6) Cultivation Area	ha	150	150	150
(7) Total Net Benefit (5) x (6)	Tsh	10,875,000	2,775,000	13,650,000

2) Benefit with project

Items	Unit	Paddy/Irrigated (Rainy season)	Paddy/Irrigated (Dry season)	Total
(1) Yield	ton/ha	5.0	5.0	
(2) Unit Price	Tsh/ton	62,500	62,500	
(3) Gross Revenue (1) x (2)	Tsh/ha	312,500	312,500	
(4) Production Cost	Tsh/ha	41,000	41,000	
(4.1) Seeds	Tsh/ha	1,500	1,500	
(4.2) Fertilizers	Tsh/ha	10,000	10,000	
(4.3) Pesticides	Tsh/ha	0	0	
(4.4) Fungicides	Tsh/ha	0	0	
(4.5) Labor	Tsh/ha	28,500	28,500	
(4.6) Others if any	Tsh/ha	1,000	1,000	
(5) Gross Margin(or Net Profit) (3)-(4)	Tsh/ha	271,500	271,500	
(6) Cultivation Area	ha	150	150	150
(7) Total Net Benefit (5) x (6)	Tsh	40,725,000	40,725,000	81,450,000

* Simsim is replaced by irrigated paddy because irrigated paddy shows a higher return from the farm budget analysis.

3) Incremental Net Benefit

Having identified the benefits under with and without-project situations, it is possible to calculate the Incremental Net Benefit as follow

$$\begin{aligned} \text{Incremental Net Benefit} &= 2) \text{ Benefit with project} - 1) \text{ Benefit without project} \\ &= \text{Tsh } 81,450,000 - \text{Tsh } 13,650,000 = \text{Tsh } 67,800,000 \end{aligned}$$

Step 2: Estimation of Project Costs

Project Costs can be divided into two categories i.e. 1) Investment Costs and 2) Operation & Maintenance (O&M) Cost. In our example, the former cost includes the costs of training to farmers, which is financed with ACBG.

1) Investment Cost**Investment Cost (including Training Cost)**

(Tsh'000)

Items	Year 1	Year 2	Total
Civil Work (including material costs)	20,000	70,000	90,000
Machinery Operation (e.g. fuels)	1,000	4,000	5,000
Land Development	30,000	0	30,000
Supervision	4,000	10,000	14,000
Contingencies (Around 10% of totals of above items)	6,000	8,000	14,000
DADG Total	61,000	92,000	153,000
Preparatory Work (Farmers' contribution)	34,000	0	34,000
Farmers' contribution Total	34,000	0	34,000
Training	0	3,000	3,000
ACBG Total	0	3,000	3,000
Grand Total	95,000	95,000	190,000

2) O&M Cost (Tsh '000)**Normal O&M Cost**

(Tsh'000)

Items	O&M
(1) Water Channels	8,000
(2) Water Pump	
- Electricity	7,000
- Others	1,000
(3) Farm Road	5,000
(4) Others	1,000
Total	22,000

As part of O&M Cost, it is also very important to estimate the **replacement cost of** major capitals. The capitals will be replaced every 5 years or 10 years, depending on the nature of the capitals. In this case, we estimate the replacement of water pumps as follows.

Replacement Cost

(Tsh'000)

Item	Replacement	Frequency
Water Pump (3 units)	7,500	Every 10 years

Step 3: Establishment of Cash Flow

After identifying the benefits and costs of the project, we can prepare the cash flow as illustrated below.

Cash Flow

(Tsh '000)

Year	(1)	(2)	(3)=(1)+(2)	(4)	(5)=(4)-(3)
	Invest. Cost	O&M Cost*2	Total Cost	Incre. Benefit *1	Total Profit
1	95,000	0	95,000	0	-95,000
2	95,000	0	95,000	0	-95,000
3		22,000	22,000	27,120	5,120
4		22,000	22,000	40,680	18,680
5		22,000	22,000	54,240	32,240
6		22,000	22,000	67,800	45,800
7		22,000	22,000	67,800	45,800
8		22,000	22,000	67,800	45,800
9		22,000	22,000	67,800	45,800
10		29,500	29,500	67,800	38,300
11		22,000	22,000	67,800	45,800
12		22,000	22,000	33,900	11,900
13		22,000	22,000	67,800	45,800
14		22,000	22,000	67,800	45,800
15		22,000	22,000	67,800	45,800
16		22,000	22,000	67,800	45,800
17		22,000	22,000	67,800	45,800
18		22,000	22,000	67,800	45,800
19		22,000	22,000	67,800	45,800
20		29,500	29,500	67,800	38,300
21		22,000	22,000	67,800	45,800
22		22,000	22,000	33,900	11,900
23		22,000	22,000	67,800	45,800
24		22,000	22,000	67,800	45,800
25		22,000	22,000	67,800	45,800
26		22,000	22,000	67,800	45,800
27		22,000	22,000	67,800	45,800
28		22,000	22,000	67,800	45,800
29		22,000	22,000	67,800	45,800
30		29,500	29,500	67,800	38,300

Key Assumptions to consider in preparing the Cash Flow:

*1: There will be partial operation in 3 years after the completion of irrigation schemes. We consider slight increase until full operation with 40% of the expected amount (Tsh 67,800,000) for 1st year (Year 3), 60% for 2nd Year (Year 4) and 80% for 3rd Year (Year 5).

Climate change issues are also considered. It is assumed that the drought will occur every decade, reducing 50% of the benefit (i.e Tsh 33,900,000).

*2: Every 10 years, the water pumps will be replaced with new ones. So total O&M cost for 10th year is the sum of Normal Costs and Replacement Cost, i.e. Tsh 22,000,000 + Tsh 7,500,000 = Tsh 29,500,000.

*IV. Cost – Benefit Analysis***Step 4: Applying an Investment Criterion and Examining Investment Viability**

The payback period is a year, in which cumulative benefits exceed cumulative costs.

Year	(1)	(2)	(3)=(1)+(2)	(4)	(5)=(4)-(3)	Cumulative Profit
	Invest. Cost	O&M Cost*2	Total Cost	Incre. Benefit *1	Total Profit	
1	95,000	0	95,000	0	-95,000	-95,000
2	95,000	0	95,000	0	-95,000	-190,000
3		22,000	22,000	27,120	5,120	-184,880
4		22,000	22,000	40,680	18,680	-166,200
5		22,000	22,000	54,240	32,240	-133,960
6		22,000	22,000	67,800	45,800	-88,160
7		22,000	22,000	67,800	45,800	-42,360
8		22,000	22,000	67,800	45,800	3,440
9		22,000	22,000	67,800	45,800	49,240

In our case, the payback period is **Year 8**.

- 3.6 DADP 事業進捗報告書取りまとめ実施要領
- 3.6.1 DADP 事業進捗報告書取りまとめ実施要領

**Operational Guide
and
Preparation/Consolidation Manual
for
DADP Quarterly Progress Reports
(Draft)**

May 2010

Directorate of Sector Coordination PMO-RALG
with JICA-RADAG DADP

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Attachments

Attachment 1: Sample of Checklist

1.0 Introduction

The implementation of DADPs has to be followed up by appropriate monitoring tools. The sound monitoring /progress reports will provide useful information to stakeholders and contribute to actualization of better planning and implementation. In order to make this happen, readers must be aware of the following principles of reporting.

- **The report must have honesty:** the report must be prepared with true information, so that stakeholders can understand actual situation in fields and respond to needs and issues precisely.
- **The report must have contrast to plan:** the report must tell what have been done against plan. Resources, including funds, are allocated according to plan. Without contrast to what have been planned, we cannot evaluate whether things are going well or not, whether resources are used efficiently and effectively.
- **The report must have uniformity:** for one programme like ASDP/DADP, the reports must be prepared in a uniformed format. It allows easy aggregation and comparison of data provided by different entities concerned, which yields policy implications for the whole programme and for individual entities.
- **The report must be submitted:** to stakeholders in order to fulfill accountability. The report, which describes true information against plan in a specified format, can substitute for your responsibility to explain what you have done.
- **The report must be used:** as a management tool. It reviews what and how things have been done, which helps to take lessons from past experiences. The findings of the report should be reflected into future planning and implementation.

In principle, there are the harmonized MTEF formats for quarterly progress report for District Council Strategic Plan. As long as ASDP/DADP is concerned, however, they need some modification and additions in order to meet specific needs of the stakeholders. This process may require certain time and resources, while the stakeholders intend to capture the current situation of on-going DADPs. Therefore PMO-RALG DSC has opted for an alternative approach by developing another tool with the Excel software. **It should be noted that this Operational Guide is valid for the Excel Format, which will be probably used until the end of FY 2010/11.**

Against this background, this document is prepared in order:

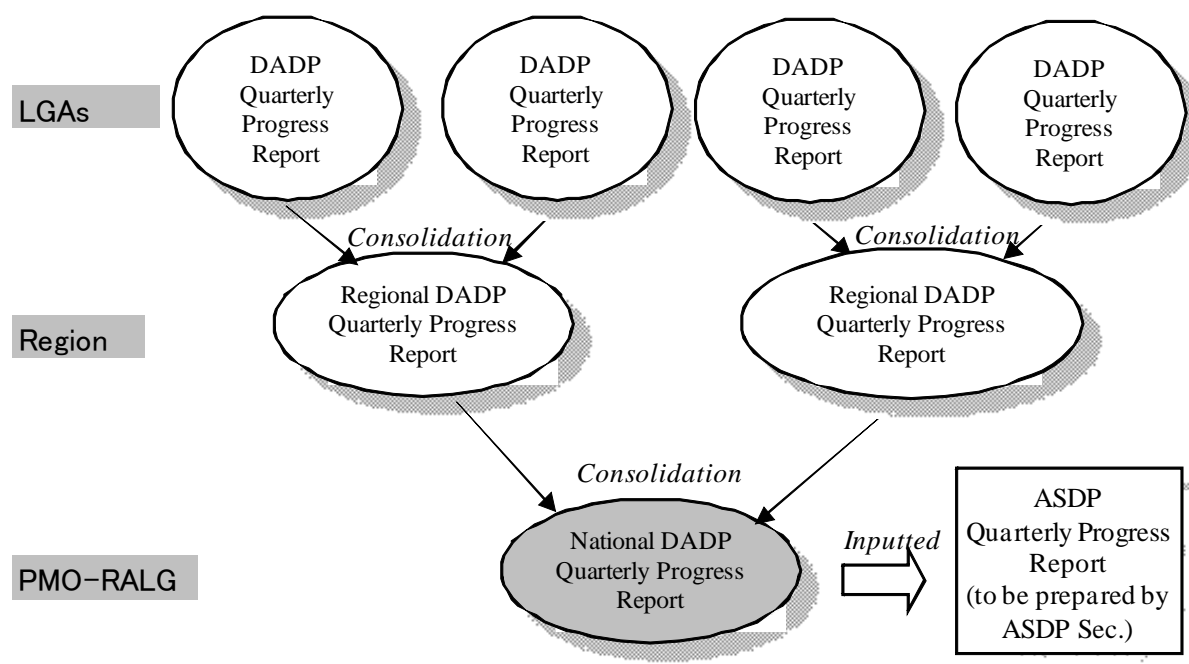
- i. To introduce the operational mechanism of DADP quarterly progress reports;
- ii. To illustrate, for LGAs, how to use the Excel format to prepare the report; and
- iii. To illustrate, for RSs and PMO-RALG, how to consolidate LGAs' reports.

The following chapter shows the operational mechanism of DADP progress reporting; Chapter 3 illustrates how to prepare the report using the Excel format; and Chapter 4 and 5 explain how to consolidate LGAs' reports into regional and national reports.

2.0 Operational Mechanism of DADP Quarterly Progress Report

2.1 Reporting Flow

DADP Quarterly Progress Report is prepared by each LGA and submitted to the Regional Administrative Secretariat (RS) Office. The RS consolidates the LGA reports to a single regional report and then submit to the center, PMO-RALG. Having consolidated regional reports, PMO-RALG produces a national report. This national report becomes a major part of ASDP Quarterly Progress Report, which is prepared by the ASDP Secretariat and submitted to the ASDP Basket Steering Committees, as illustrated below.



Reporting Flow of DADP Quarterly Progress Report

2.3 Submission Requirements

In order to make the reporting mechanism work properly, each administrative entity should meet the following requirements.

(1) LGAs

LGAs submit the following to RS by **5th of the next month** after each quarter.

Submission Requirements for LGAs

Report Contents	File Type	Mode for Submission	Reference to be made in this document
Executive Summary	Word	Hard and Soft copies	Sub chapter 3.4
Report Format	Excel with the name of LGA*	Hard and Soft copies	Sub chapter 3.1 & 3.2
Summary Sheets	Excel with the name of LGA*	Hard and Soft copies	See Sub chapter 3.3

Note: When submitted, the file name should be, e.g., "DADP_Progress_Report_Arusha MC."

(2) RSs

RSs submit the following to PMO-RALG by **10th of the next month** after each quarter.

Submission Requirements for RSs

Report Contents	File Type	Mode	Reference to be made
Executive Summary	Word	Hard & Soft copies	Sub chapter 4.5
Regional Report Format	Excel with the name of region*	Hard & Soft copies	Sub Chapter 4.3
Regional Summary Sheet	Excel with the name of region*	Hard & Soft copies	Sub Chapter 4.4
LGAs' Report Format	Excel with the name of LGA	Hard & Soft copies	Prepared by LGA
LGAs' Summary Sheets	Excel with the name of LGA	Hard & Soft copies	Prepared by LGA

Note: When submitted, the file name should be, e.g., "DADP_Progress_Report_Regional_Arusha."

RSs are strongly recommended to share the regional report (i.e. Executive Summary, Regional Report Format, and Regional Summary Sheet) with its LGAs for the enhancement of communication within a region.

(3) PMO-RALG

PMO-RALG submits the following to the ASDP Secretariat, which prepares ASDP Quarterly Progress Report, by **20th of the next month** after each quarter

Submission Requirements for PMO-RALG

Report Contents	File Type	Mode	Reference to be made
Executive Summary	Word	Soft copy	Chapter 4 & 5
National Report Format	Excel	Soft copy	Chapter 4 & 5
National Summary Sheet	Excel	Soft copy	Chapter 4 & 5

2.4 Uses of the Report as a management tool

In addition to submission requirements depicted above, it is also important to recognize that the DADP Quarterly Progress Report is usable as a management tool for better implementation of DADPs. The report could have following functions at each administrative level.

(1) LGAs

LGAs can use the DADP Quarterly Progress Report to manage DADP against Action Plan, for example,

- 1) to know whether the interventions have made progress against the schedule;
- 2) to confirm whether they have received and used funds appropriately; and
- 3) to identify physical and financial bottlenecks in implementation and consider countermeasures.

(2) RSs

RSs can use the report to provide effective backstopping services to LGAs, for example,

- 1) to identify LGAs that have relatively weak capacities for implementation, requiring special supports from RSs or the center;

- 2) to identify common issues across LGAs in the region, which hinder smooth implementation of DADPs, and provide recommendations; and
- 3) to disseminate good practices and facilitate knowledge exchanges among LGAs.

(3) PMO-RALG/Other Agriculture Sector Leading Ministries (ASLMs)¹

PMO-RALG or ASLMs can use the report to monitor DADPs nationwide, for example,

- 1) to obtain overall progress and achievement of DADPs at national level;
- 2) to confirm whether ASDP funds have been used correctly in terms of use and appropriately in terms of the amount; and
- 3) to obtain policy implication and take necessary measures to achieve the objectives of ASDP.

¹ ASLMs include Ministry of Agriculture, Food Security, and Cooperatives, Ministry of Livestock Development and Fisheries, Ministry of Industry, Trade, and Marketing and Ministry of Water and Irrigation, and PMO-RALG. They are responsible for the implementation of ASDP.

3.0 How to Prepare DADP Quarterly Progress Report using the Excel File

This chapter is mainly for LGAs who actually prepare the DADP Quarterly Progress Report. However, the methodology should be understood by RSs also, so that they can check the content of an LGA's report on whether it is appropriately prepared.

Before proceeding with reading of this document, please be sure that you are provided with the Excel file named as "DADP Progress Report".

3.1 Composition of the Excel File "DADP Report Format"

The Excel file "DADP Report Format" is composed of 3 sheets: "Report Format," "Summary Sheet (Do not touch)," and "Input Data (Do not touch)," as illustrated below.

Physical progress					
Target Description	Planned Interventions	Current Implementation status	Physical Achievement		
			Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)

3 Sheets:
01: Report Format
02: SummarySheet
03: InputsData
Don't delete them!!

In order to prepare the DADP Quarterly Progress Report, what LGAs have to do is to

- 1) **Enter data into Report Format** according to instructions depicted in the following Sub-Chapter 3.2; and
- 2) **See Summary Sheet to make analysis** on its progress and achievement of DADP as explained in the Sub-chapter 3.3.

It should be recognized that there is nothing for LGAs to do with Inputs Data Sheet. But it should not be deleted, in order to maintain the function of the Excel automatic calculation.

The following table summarizes the function and data needs of each sheet.

Function and Data Input Needs for each Sheet

Sheet	Function	Need for Data Input (Yes or No)
Report Format	To be used as a report format	Yes , LGAs have to fill up data in this sheet as explained in the Sub chapter 3.2.
Summary Sheet	To be used for data analysis	No , the sheet is automatically filled up. DON'T TOUCH and DELETE.
Inputs Data	To be used for automatic calculation	No, but DON'T TOUCH and DELETE.

3.2 How to fill up the Sheet of “Report Format”

3.2.1 Composition of the Sheet of “Report Format”

Report Format is the major part of the DADP Progress Report. The format is composed of the following elements:

- 1.0 Target Description
- 2.0 Planned Intervention
- 3.0 Physical Progress
 - (3.1) Current Implementation Status
 - (3.2) Physical Achievement
 - (3.3) Implementation Schedule
- 4.0 Financial Progress (Amount ‘000 Tsh)
- 5.0 Source of Funds for Cumulative Expenditure
- 6.0 Remark

1.0 Target Description	2.0 Planned Interventions	3.0 Physical progress							4.0 Financial Progress (Amount: '000 Tsh)					5.0 Sources of Funds ('000 Tsh) for Cumulative Expenditures					6.0 Remarks			
		3.1 Current Implementation status	3.2 Physical Achievement		3.3 Implementation Schedule			LGA's own source						ASDP Basket Fund (DADG, Top-		CDG (Capital Development Grants)	Beneficiaries	Others (NGOs, CBOs, other projects)				
			Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)	Planned Date for Completion (Quarter)	Actual Progress		Reason for delay/postpone	Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance	Amount					Type of Grant		

Overall Picture of Report Format

3.2.2 How to fill up “1.0 Target Description” and “2.0 Planned Interventions”

Definition

- **Target Description = TARGET** in MTEF for your DADP.
- **Planned Intervention = ACTIVITY** in MTEF for your DADP.

How to fill up information

One can *copy* the descriptions of Target and Activities in MTEF for DADP and *paste* them to the corresponding cells of this report format.

Cautions

- Information should be put in each row/cell (See Good example below).
- Do not merge cells (See Bad example below). Merging cells hinders the Excel function of automatic calculation.

	A	B
1	1.0 Target Description	2.0 Planned Interventions
2		
3	Livestock pests and minimezed in 10 wards by June 2011	To vaccinate 126,000 cattle against CBPP by June, 2009
4	Livestock pests and minimezed in 10 wards by June 2011	To Vaccinate 126,000 cattle against RVF by June, 2009.
5	Livestock pests and minimezed in 10 wards by June 2011	To vaccinate 10,000 dogs against Rabies by 2009
6		

Good Example

3	To vaccinate 126,000 cattle against CBPP by June, 2009	
4	Livestock pests and minimezed in 10 wards by June 2011	To Vaccinate 126,000 cattle aga June 2009
5		To vaccin dogs aga 2009
6		

Bad Example (Target Description)

Please fill up information even though TARGET is same for several activities !! 😊

Do not merge cells even though TARGET is same!! 😞

- **All intervention in Action Plan must be reported.** Reporting order should also be maintained as in Action Plan (See the figure overleaf).
- **If an LGA implement interventions which are not in AP for this financial year, it must report their progress also with Source of Funds** (e.g. whether it is Carry over, or other project funds: How to fill up Source of funds is explained later).

Intervention status	Milestones / Indicators	Planned Annual	Completed (up to)	Planned Date for Completion	Actual Progress	Reason for delay/post	Approved	Amount Received	Amount spent	Cumulative	Balance	Source	Amount	Type of Grant
To rehabilitate 8 traditional irrigation schemes (280ha) by June	Done as planned, though only 250 ha have been	280	250	This quarter	Completed		12,000	12,000	4,000	10,000	2,000		10,000	DADG
To construct irrigation schemes for 30 ha by June 2010	Construction has started. Delay against plan	30	0	This quarter	Delay against plan	Farmers were busy for harvesting maize.	10,000	10,000	2,400	6,780	3,220		6,780	DADG
To establish 8 ha of maize seed multiplication plots in 4 Wards; Leguruki, Mbugun	6 ha of maize seed multiplication plots have been	No. of Demo plots/Seed Multi. plots established	4	3	After this quarter	On track	9,300	9,300	3,000	9,000	300		9,000	DADG
To train 10 Extension staff on agro forestry by June 2010	Done as planned,	No. of Extension staff trained on crop	10	10	Before this quarter	Completed	5,000	5,000	0	5,000	0		5,000	Basic ACBG
To procure 2 laptops for DALDO Office	Done as planned.	No. of Other office machines procured	2	2	Before this quarter	Completed	2,300	2,300	0	2,300	0		2,300	Basic ACBG
To train DFT on project appraisal	Done as planned, though only 10 members attained.	No. of Extension staff trained on other aspects	15	10	This quarter	Completed	4,800	4,800	4,000	4,800	0		4,800	Basic ACBG
To train 100 farmers on oadv	Done as planned.	No. of Farmers trained on	100	100	Before this quarter	Completed	5,600	5,600	0	5,450	150		5,450	Top-up ACBG

Keep Reporting Order as in Action Plan!!



Reporting Order
(Target and Planned Interventions must be reported in the same order as Action Plan)

3.2.3 How to fill up “3.0 Physical Progress”

Physical Progress can be classified into 3 sub-elements, which are namely (3.1) Current Implementation Status, (3.2) Physical Achievement and (3.3) Implementation Schedule.

3.0 Physical progress						
3.1 Current Implementation status	3.2 Physical Achievement			3.3 Implementation Schedule		
	Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)	Planned Date for Completion (Quarter)	Actual Progress	Reason for delay/post pone

Composition of 3.0 Physical Progress

3.2.3.1 How to fill up “3.1 Current Implementation Status”

Definition

Current Implementation Status should show the physical status of each intervention **at the end of the quarter.**

How to fill up information

The column of (3.1) Current Implementation Status is **an open-end area, in which one can write narrative sentences**. Sentence could be supplementary to the information in (3.2) Physical Achievement and (3.3) Implementation Schedule, for which one is required to select one from a drop list of options provided by the Excel format.

Cautions

- It should show **the progress against the Action Plan**.
- It should show **achievements with quantitative data as much as possible**. It should be consistent with the information in (3.2) Physical Achievement, particularly “Completed (up to this quarter).”
- Do not write %-progress, e.g. “70% done.” This is because it is very difficult for a reader to judge the appropriateness of “70%.” Is 70% good? Is it well done against plan? We cannot see the answers to those questions, if the information reported is just “70%.”

3.2.3.2 How to fill up “3.2 Physical Achievement”

(1) Milestones/Indicators

Definition

Milestones/Indicators explain the unit of physical output to be achieved by a planned intervention.

How to fill up information

To fill up information, one should **select one from a drop list of options provided by the Excel format in accordance with the nature of the interventions, as illustrated in the figure below**.

Interventions	Current Implementation status	3.2 Physical Achievement	
		Milestones / Indicators	Planned Annual Target
To construct one irrigation scheme for 30 ha in X village	The selection of a contractor was done as planned.		
		<div style="border: 1px solid black; padding: 2px;"> Ha covered by Irrigation const Ha covered by Irrigation rehab Km of Feeder roads construct Km. of Roads except feeder rc No. / Kg of Agri. Inputs distrib No. of Abattoirs constructed/r No. of Bicycle procured (Not r No. of Bridge constructed/reh </div>	

Selecting a Milestone/Indicator from options provided by Excel

Cautions

- The Milestones/Indicators should be selected in accordance with the nature of interventions.
- It is required to select options provided by the Excel format. **Do not create your own Milestones/Indicators.**

(2) Planned Annual Target

Definition

Planned Annual Target is the number of outputs to be yielded by a planned intervention **in this financial year**.

How to fill up information

Just indicate a numerical figure without putting any narrative sentences, which should be in line with the Milestone/Indicator selected. For example, if the Planned intervention is “To construct 1 irrigation scheme to irrigate 30 ha in X village (by the end of this financial year)” and the Milestone/Indicators is “Ha covered by irrigation,” then please just indicate “30” in the cell of Planned Annual Target. If the Target is set for 3 years, please consider annual break-down as much as possible.

2.0 Planned Interventions	3.1 Current Implementation status	3.2 Physical Achievements Milestone/Indicators	Planned Annual Target
To construct one irrigation scheme for 30 ha in X village	The selection of a contractor was done as planned.	Ha covered by Irrigation constructed	30

Good Example



Cautions

- It should be numerical figure without any narrative sentences (See Bad example).
- It should be in line with the Milestone/Indicator selected. For example, if the planned intervention is “to train 5 SACCOSs on bookkeeping” and the selected

Milestone/Indicator is “No. of SACCOS members trained,” then one should indicate **the numbers of members** to be trained, NOT the number of SACCOOSs. In this case, one should know, even approximately, the number of the members trained as illustrated below.

Target (number)
30 hectares

Bad Example (Narrative Expression)


Don't put any narrative explanation !



Interventions	Implementation status	Milestones / Indicators	Planned Annual Target (number)
To train 5 SACCOOSs on bookkeeping	Training was done as planned. 15 members from 5 SACCOOSs (i.e. 3 from each) were trained.	No. of SACCOOS <u>members</u> trained	5

This is NOT good, since 5 is the number of SACCOOS organizations.


One should show the number of SACCOOS members trained.



Bad Example
(Inconsistency with Milestone)

Interventions	Implementation status	Milestones / Indicators	Planned Annual Target (number)
To train 5 SACCOOSs on bookkeeping	Training was done as planned. <u>15 members</u> from 5 SACCOOSs (i.e. 3 from each) were trained.	No. of SACCOOS <u>members</u> trained	15

This is good!
They show the number of SACCOOS members as implied in Current Implementation Status.



Good Example
(Consistency with Milestone)

- The figure should be the number of outputs expected at planning stage, as shown in the Action Plan. **Do not change the target number from Action Plan**, unless there is a particular reason. If there is such a reason, one should state it, using the column of Remark.
- **If the outputs of a planned intervention is mixed, one may narrow focus on one element** (e.g. to train 10 extension staff and 100 farmers on paddy, just indicate “100,” by focusing on the number of farmers to be trained, while ignoring the number of extension staff.) However, please be noted that such a mixed intervention is the result of not-well planning: they should be treated in separate activities.
- **When a planned intervention is to be completed in the next financial year or further years, one should NOT indicate final Target. Just indicate target in this financial year.**
- When the selected Milestones/indicators is “Not countable” or “Others,” please try to indicate the output quantitatively as much as possible. Otherwise one can leave the cell blank.
- **It is better to refer to Milestones/Indicators in advance of making plan**, so as to come to recognize how Interventions are to be planned. For example, there is the Milestone/Indicator to measure the number of SACCOOS members trained. In this case, a planner should describe intervention like “To train 15 SACCOOS members” rather than “to train 5 SACCOOSs.”

(3) Completed (Number) up to this quarter

Definition

Completed (Number) up to this quarter is the number of outputs which have been yielded by a planned intervention up to this quarter.

How to fill up information

Just indicate a numerical figure without putting any narrative sentences, in line with the Milestone/Indicator selected.

Cautions

- As also noted for Planned Annual Target, it should be a numerical figure without any narrative sentences. **Don't indicate, e.g. "100 farmers," "Nil," "Not yet done" or "50% done".** If there is no achievement so far, just put "0." If 50% done, calculate the absolute number and indicate it.

Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)
No. of Farmers trained on crop	150	Not yet done

Bad Example (Narrative Expression)

Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)
No. of Farmers trained on crop	150	0

Good Example


- It should be in line with the Milestone/Indicator selected. For example, the Planned Intervention is "To carry out 3 workshops to train 150 farmers on paddy cultivation," and the Milestone/Indicator selected is "No. of farmers trained on crop." Then if you have so far conducted 2 workshops to train 100 farmers, indicate "100" for Completed Number up to this quarter, not otherwise such as "2," which is the number of workshop held, as illustrated below.

2.0 Planned Interventions	3.1 Current Implementation status	3.2 Physical Achievement		
		Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)
To carry out 3 workshops to train 150 farmers on paddy cultivation	2 workshops have been done as planned to train 100 farmers.	No. of Farmers trained on crop	150	2

Bad Example (Inconsistency of Unit of Planned Number)

2.0 Planned Interventions	3.1 Current Implementation status	3.2 Physical Achievement		
		Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)
To carry out 3 workshops to train 150 farmers on paddy cultivation	2 workshops have been done as planned to train <u>100 farmers</u> .	No. of Farmers trained on crop	150	100

This is good!!
They report Completed Number as per Milestone/ Indicator selected.



Good Example

3.2.3.3 How to fill up “3.3 Implementation Schedule”

(1) Planned Date for Completion (Quarter)

Definition

Planned Date for Completion (Quarter) is the quarter, by when a planned intervention is to be completed. **This should follow the schedule of the Action Plan.**

How to fill up information

To fill up information, **one should select the options provided by Excel, which is “Before this quarter,” “This quarter,” or “After this quarter”** with reference to Action Plan.

Cautions

- **This should be essentially same as Action Plan.** For example, they prepare the 2nd quarterly progress report. And if the Action Plan shows “training of farmers on maize” to be completed in the 1st quarter, then they should select “Before this quarter,” as the completion in the 1st quarter is before the 2nd quarter. If it indicates its completion in the 2nd quarter, they should select “This Quarter.” If in the 3rd or 4th quarter, “After this quarter.”
- You may reschedule some activities in the initial Action Plan due to the delay of implementation (e.g. because of late fund receipt). However, in this report, **you are required to check the schedule in the initial Action Plan, not in your rescheduled plan.**
- In case of interventions with carry-over funds, it should be “Before this quarter” as such interventions were expected to complete in the last year.

(2) Actual Progress

Definition

Actual Progress should show the progress of interventions against Planned Date for Completion.

How to fill up information

To fill up information, one should select the options provided by Excel, which is “Completed,” “Delay against Plan,” “On track,” or “Postponed.”


Cautions

- “On track” could be used for interventions which are to be completed in the future quarter. It cannot be used for those which should be completed “this quarter” or “before this quarter,” as illustrated in the figure below. “On track” means that the intervention is going well and will be completed according to Action Plan in the future.

3.0 Physical progress					
3.1 Current Implementation status	3.2 Physical Achievement			3.3 Implementation S	
	Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)	Planned Date for Completion (Quarter)	Actual Progress
2 workshps have been done as planned to train 100 farmers.	No. of Farmers trained on crop	150	0	This quarter	On track

Bad Example
(Misuse of “On track”)


This does not make sense!
If the intervention is to be completed this quarter and it has not yet been completed, Actual Progress should be “Delay against Plan” or “Postponed.”



3.0 Physical progress					
3.1 Current Implementation status	3.2 Physical Achievement			3.3 Implementation S	
	Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)	Planned Date for Completion (Quarter)	Actual Progress
2 workshps have been done as planned to train 100 farmers.	No. of Farmers trained on crop	150	0	This quarter	Delay against plan

Good Example

This is good!!
One could select “Postponed” if the intervention has not yet been started.




- Actual Progress must be consistently associated with the Completed Number up to this quarter. It does not make a sense if the intervention is “Delay against Plan” or “Postponed” but it has achieved 100% Annual Target as planned (See figures below).

3.1 Current Implementation status	3.2 Physical Achievement			3.3 Implementation S	
	Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)	Planned Date for Completion (Quarter)	Actual Progress
2 workshps have been done as planned to train 100 farmers.	No. of Farmers trained on crop	150	150	This quarter	Delay against plan


Bad Example
(Inconsistency between Completed and Actual Progress)

This does not make sense!
If the intervention is in delay or postponed, there must be no successful achievement.



	Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)	Planned Date for Completion (Quarter)	Actual Progress
2 workshops have been done as planned to train 100 farmers.	No. of Farmers trained on crop	150	0	This quarter	Delay against plan

This is good, because it is consistent with Actual Progress.



Good Example

(3) Reason for delay/postpone

Definition

Reason for delay/postpone should explain why the progress/implementation of a planned intervention is in delay or postponed.

How to fill up information

The column for this is open-end. One can put sentences to explain situation.

Cautions

This is requirement for interventions which are reported as “Delay against Plan” or “Postponed” in the column of Actual Progress.

3.2.4 How to fill up “4.0 Financial Progress”

Financial Progress can be classified into 5 columns which are namely i) “Approved Budget,” ii) “Amount Received,” iii) “Amount Spent,” iv) “Cumulative Expenditure,” and v) “Balance.”


4.0 Financial Progress (Amount: '000 Tsh)				
Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance

Composition of Financial Progress

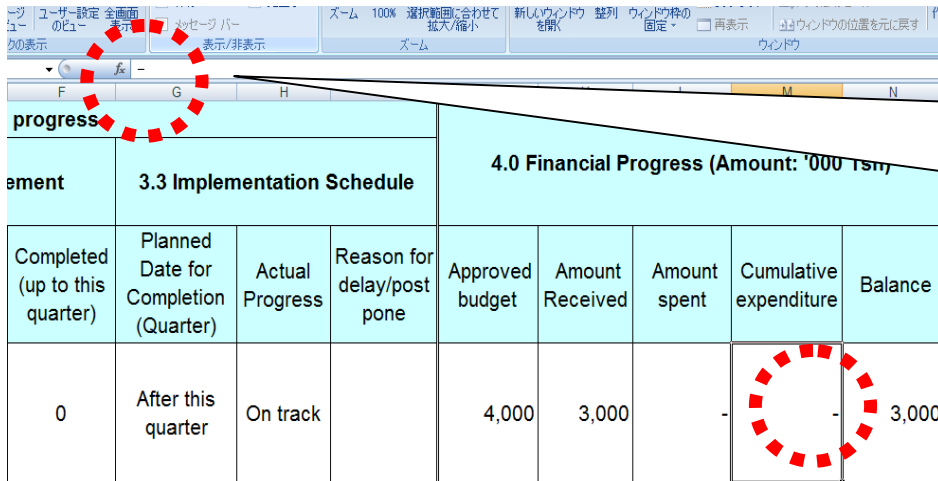
Cautions

- All of financial data should be reported in **Tsh 1,000 unit**.
- **The amount to be reported should be based on a single source of fund.** If one planned intervention is funded with various sources of grants, do not indicate the total amount of mixed funds but use several rows to show the amount of respective funds. For example, if the intervention is implemented mostly with DADG and slightly with DASIP funds, one can show the amount of DADG in the first row and that of DASIP in the second row.
- **Do not input any narrative/non-numerical symbols.** For example, to express “0,” do not input “-” or “Nil.” Just put “0.” (Sometimes, however, Excel shows “-” even though you put “0”. In this case, the expression of “-” is acceptable). Also no need to input 1000 separator manually. e.g. To express "1,000," input "1" "0" "0" "0." Don't input "1" ", " "0" "0" "0"). Also do not input “/=.” (See figures below)


4.0 Financial Progress (Amount: '000 Tsh)				
Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance
4,000	3,000	Nil	Nil	3,000

Don't put Narrative sentence!! This hinders automatic calculation of Excel. 

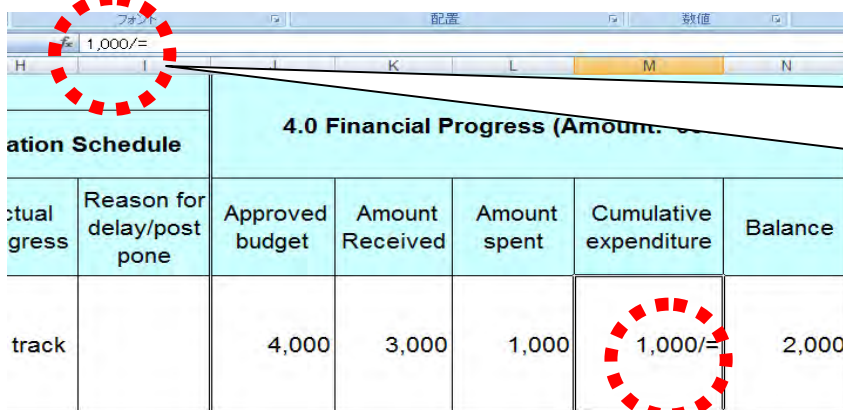
Bad Example 1 (Narrative Expression: Non-Numerical Data)




3.3 Implementation Schedule		4.0 Financial Progress (Amount: '000 Tsh)						
Completed (up to this quarter)	Planned Date for Completion (Quarter)	Actual Progress	Reason for delay/post pone	Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance
0	After this quarter	On track		4,000	3,000			3,000

Don't put Narrative/ Non numerical symbols!! This hinders automatic calculation of Excel. 

Bad Example 2 (Non-Numerical Data)




Implementation Schedule		4.0 Financial Progress (Amount: '000 Tsh)				
Actual progress	Reason for delay/post pone	Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance
on track		4,000	3,000	1,000	1,000/=	2,000

Don't put Narrative/ Non numerical symbols!! Just input "1000" without "," and "/=". 

Bad Example 3 (Non-Numerical Data)

3.3 Implementation Schedule				4.0 Financial Progress (Amount: '000 Tsh)				
Completed (up to this quarter)	Planned Date for Completion (Quarter)	Actual Progress	Reason for delay/post pone	Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance
0	After this quarter	On track		4,000	3,000	0	0	3,000


This is good!!
They just put numerical figure "0" in the bar.



Good Example 1

3.3 Implementation Schedule			4.0 Financial Progress (Amount: '000 Tsh)				
Planned Date for Completion (Quarter)	Actual Progress	Reason for delay/post pone	Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance
After this quarter	On track		4,000	3,000	-	-	3,000

This is acceptable.
They just put numerical figure "0" in the bar.



Sometimes, Excel shows "-," even though inputting "0."
But this is OK, as long as one inputs "0" in the bar above.

Good Example 2
(Acceptable Case)

(1) Approved Budget

Definition

Approved Budget = the amount of the budget approved in the Action Plan or by other sources of funds.

How to fill up information

In case of ASDP grants, one can indicate the amount of the budget approved in the Action Plan. In case of other sources of funds, one can show the amount approved by other entities which provide funds.

Cautions

- **Do not change the amount from the Action Plan.**

(2) Amount Received

Definition

Amount Received is the amount of the budget which an LGA has so far received and allocated to, in order to implement the planned intervention. **It should be cumulative.**

How to fill up information

Having received funds from PMO-RALG or other fund sources and confirmed how to use the funds, one can indicate the amount of budget that has been allocated to the planned intervention.

Cautions

- **The Amount Received should be cumulative.**
- In principle, at the end of the financial year, the Amount Received should be same as Approved Budget, unless there is a particular reason for change of the plan². If there is such a reason, one should present such a reason, using the column of Remark.
- In principle, **Amount Received >= Cumulative Expenditure**. Otherwise the balance will be negative (one cannot spend the money more than s/he has got). In such cases, one should justify how they could offset negative balance using the column of Remark.

(3) Amount Spent

Definition

Amount Spent is the amount of **the expenditure that an LGA made in this particular quarter** in order to implement the planned intervention.

How to fill up information

Through monitoring process within an LGA, one could indicate the amount of expenditure in this quarter as per a planned intervention.

Cautions

- **Amount Spent is different from Cumulative Expenditure.** It is the expenditure in this quarter, while the Cumulative Expenditure includes all expenditures that have been made since the outset of this financial year. For example, if an LGA has spent Tsh 1,000,000 for the first quarter and Tsh 1,500,000 for the second quarter, the Cumulative Expenditure up to the second quarter is Tsh 2,500,000, while the Amount Spent for the second quarterly progress report is Tsh 1,500,000 (See the table and figure below).

	1st Quarter (Tsh '000)	2nd Quarter (Tsh '000)	3rd Quarter (Tsh '000)
Amount Spent	1,000	1,500
Cumulative Expenditure	1,000	2,500

4.0 Financial Progress (Amount: '000 Tsh)				
Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance
4,000	3,000	1,500	2,500	500

Relation between Amount Spent and Cumulative Expenditure

² For example when the total amount of disbursement that LGAs has received is not enough, Amount Received is different from Amount Approved.

- As shown above, **Amount Spent =< Cumulative Expenditure**
- **In case of DADG, one should report actual expenditure made by the community, not the amount of fund deposited/disbursed to the community’s bank account.**

(4) Cumulative Expenditure

Definition

Cumulative Expenditure is the amount of **all expenditures of ASDP grants or other source of funds which have been made since the outset of this financial year** in order to implement the planned intervention.

How to fill up information

One could indicate the sum of expenditures from the first quarter to the current quarter.

Cautions

- One should remember: Amount Spent =< Cumulative Expenditure.
- As explained for Amount Spent, In case of DADG, one should report actual expenditure made by the community.
- As also explained, Amount to be reported should be based on a single source of funds, either an ASDP grant or another source of funds.

(5) Balance

Definition

Balance = Amount Received – Cumulative Expenditure

How to fill up information

One could calculate the amount and indicate it. To take the benefit of automatic calculation by Excel, one could put a formula in the excel bar and do copy & paste of the formula to the rest of the column.

4.0 Financial Progress (Amount: '000 Tsh)				
Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance
4,000	3,000	1,500	2,500	500

In the cell of N4, put the formula by inputting “=K4-M4”

K4 = 3,000 (Amount Received)
M4 = 2,500 (Cum. Expenditure)
N4 (balance) = K4 - M4 = 500

Repeat copy & paste of the formula for next rows!!

Application of Formula

Cautions

- One should remember: In general, Balance will be positive, unless there is any particular reason why the balance is negative. In such cases, please state how it has happened and an LGA has coped with negative balance, using the column of Remark.

3.2.5 How to fill up “5.0 Source of Funds(’000 Tsh for Cumulative Expenditure)”

Source of Funds can be classified into 5 columns which are namely i) “LGA’s own source,” ii) “ASDP Basket Fund,” iii) “CDG,” iv) “Beneficiaries,” and v) “Others.”

Explanation below on how to fill up information is first for ASDP Basket Funds, and secondly for the rest of the columns.

5.0 Sources of Funds (’000 Tsh) for Cumulative Expenditures					
LGA's own source	ASDP Basket Fund (DADG, Top-up/Basic ACBG, AEBG, DIDF)		CDG (Capital Development Grants)	Beneficiaries	Others (NGOs, CBOs, other projects)
	Amount	Type of Grant			

Composition of Source of Funds

(1) ASDP Basket Funds

Definition

The columns of “ASDP Basket Fund” should show both “Amount” and “Type of Grant (i.e. DADG, Top-up/Basic ACBG, AEBG and DIDF)”, if the intervention uses those grants.

How to fill up information

For Amount, one can indicate the same amount as Cumulative Expenditure, as illustrated in the figure below. One could do *copy & paste* it.

4.0 Financial Progress (Amount: '000 Tsh)					LGA's own source	ASDP Basket Fund (DADG, Top-up/Basic ACBG, AEBG, DIDF)	
Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance		Amount	Type of Grant
4,000	3,000	1,500	2,500	500		2,500	Top-up ACBG


Good Example

For Type of Grant, one can select options provided by Excel as illustrated in Cautions below.

Cautions


- To show Type of the Grant, it is needed to select options provided by Excel. Do not create your own Abbreviations.

Amount	Type of Grant	(C De pr Gr
10,000		
	DADG Basic ACBG Top-up ACBG AEBG DIDF	



Good Example
(Select an option)

Amount	Type of Grant
10,000	ACBG



Bad Example
(Don't put your own Abbreviation)

- **Amount reported = Cumulative Expenditure**, not Approved Budget or Amount Received.

(2) LGA's own sources, CDG, Beneficiaries and Others

Definition

LGA's own sources = the amount of LGA's own fund such as tax revenue

CDG = the amount of Capital Development Grant provided by LGDG system

Beneficiaries = the amount of Beneficiaries' contribution

Others = the amount of NGOs, CBOs and other projects such as TASAF and DASIP

Cautions

- **Figures reported should be the amount of cumulative expenditure**, not the name of projects or beneficiaries.
- **One can indicate the name of other projects, using the column of Remark.**

3.2.6 How to fill up "6.0 Remark"

Definition

Remark is where an LGA put any relevant information to make the report clear and useful to readers. Information to be indicated includes:

- 1) Reason for negative balance if any
- 2) Project names for intervention which is funded with other source of funds (e.g. "DASIP")
- 3) **Use of "Carry-over Fund": one can specify which year' funds are used.**
- 4) Reasons for any changes from Action Plan e.g. when reporting interventions which are not in Action Plan, when they allocated different amount of the budget from AP
- 5) Future strategy if the intervention is in delay or postponed
- 6) Service provided by Private sector
- 7) Outcome/Impact made by interventions if any

How to fill up

One can put any sentences as its own needs.

3.3 How to understand the “Summary Sheet”

Once filling up the Sheet of “Report Format” properly, the Summary Sheet will be automatically filled up (If the sheet does not show data properly, there must be something wrong. If one cannot solve problems, please send the file to: kilimotamisemi@gmail.com).

The Summary Sheet indicates two tables. One includes i) Physical Progress and ii) Source of Funds according to a Milestone/Indicator. The other one summarizes iii) Financial Progress according to an ASDP grant.

(1) Physical Progress according to a Milestone/Indicator

The following table shows part of the Summary Sheet, extracting the Physical Progress area with sample information. The area can be divided into two sub-areas, i.e. Physical Achievement and Implementation Progress.

	Physical Progress											
	Physical Achievement			Implementation Progress (Unit: No. of Scheme)								
	Planned	Completed	% of Completion	Completed	On track	Delay	Postponed	Total	Completed (%)	On track (%)	Delay (%)	Postponed (%)
Ha covered by Irrigation constructed	200	50	25%	0	0	1	0	1	0%	0%	100%	0%
Ha covered by Irrigation rehabilitated	380	200	53%	1	0	1	0	2	50%	0%	50%	0%
Km of Feeder roads constructed/rehabilitated	30	20	67%	0	0	1	0	1	0%	0%	100%	0%
No. / Kg of Agri. Inputs distributed	430	95	22%	1	1	0	0	2	50%	50%	0%	0%
No. of Abattoirs constructed/rehabilitated (i.e.)	2	2	100%	1	0	0	0	1	100%	0%	0%	0%
No. of Bicycle procured (Not maintenance)	40	40	100%	1	0	0	0	1	100%	0%	0%	0%
No. of Bridge constructed/rehabilitated	0	0		0	0	0	0	0				
No. of Bulls distributed	50	50	100%	1	0	0	0	1	100%	0%	0%	0%
No. of Charcos constructed	2	0	0%	0	0	1	0	1	0%	0%	100%	0%
No. of Charcos rehabilitated	7	3	43%	0	1	1	0	2	0%	50%	50%	0%
No. of Cockerels distributed	0	0		0	0	0	0	0				
No. of Crop market constructed	0	0		0	0	0	0	0				
No. of Crop market rehabilitated	0	0		0	0	0	0	0				
No. of Dams constructed (excluding hydro-	0	0		0	0	0	0	0				
No. of Dams rehabilitated (excluding hydro-	0	0		0	0	0	0	0				
No. of Demo plots/Seed Multi. plots	4	3	75%	0	1	0	0	1	0%	100%	0%	0%

Sample Illustration of Physical Progress Area

In the above case, one may notice that this LGA has planned to develop **200** ha with **1** intervention of new scheme construction, but it has so far attained **50** ha out of 200 ha (25% out of planned target), because the intervention is in delay. Likewise, this LGA has planned to rehabilitate irrigation schemes to cover **380** ha through 2 interventions, but it has so far covered **200** ha (53%) **with 1 intervention completed and 1 in delay** (See the circled area in the table above).

If one focuses on the construction of Abattoirs, the procurement of bicycles and the distribution of bulls, they have shown 100% achievement against plan. One may say that this LGA has a difficulty of implementing irrigation projects as compared to others.

(2) Source of Funds according to a Milestone/Indicator

The following table shows part of the Summary Sheet, extracting the Source of Funds area with sample information. The area can be divided into two sub-areas, i.e. Amount and Proportion against total of each grant.

	Source of Funds (ASDP Basket Only)												
	Amount('000 Tsh)							Proportion against total of each grant					
	DADG	Basic ACBG	Top up ACBG	AEBG	DIDF	Others	Total	DADG (%)	Basic ACBG (%)	Top up ACBG (%)	AEBG (%)	DIDF (%)	Others (%)
Ha covered by Irrigation constructed	32,000	0	0	0	0	0	32,000	31%	0%		0%		
Ha covered by Irrigation rehabilitated	14,000	0	0	0	0	0	14,000	14%	0%		0%		
Km of Feeder roads constructed/rehabilitated	2,400	0	0	0	0	0	2,400	2%	0%		0%		
No. / Kg of Agri. Inputs distributed	0	450	0	4,500	0	0	4,950	0%	7%		10%		
No. of Abattoirs constructed/rehabilitated (i.e.	9,800	0	0	0	0	0	9,800	10%	0%		0%		
No. of Bicycle procured (Not maintenance)	0	6,000	0	0	0	0	6,000	0%	93%		0%		
No. of Bridge constructed/rehabilitated	0	0	0	10,000	0	0	10,000	0%	0%		22%		
No. of Bulls distributed	0	0	0	30,000	0	0	30,000	0%	0%		67%		
No. of Charcos constructed	2,000	0	0	0	0	0	2,000	2%	0%		0%		
No. of Charcos rehabilitated	32,450	0	0	0	0	0	32,450	32%	0%		0%		
No. of Cockerels distributed	0	0	0	0	0	0	0	0%	0%		0%		
No. of Crop market constructed	0	0	0	0	0	0	0	0%	0%		0%		
No. of Crop market rehabilitated	0	0	0	0	0	0	0	0%	0%		0%		
No. of Dams constructed (excluding hydro-	0	0	0	0	0	0	0	0%	0%		0%		
No. of Dams rehabilitated (excluding hydro-	0	0	0	0	0	0	0	0%	0%		0%		
No. of Demo plots/Seed Multi. plots	9,000	0	0	0	0	0	9,000	9%	0%		0%		

Sample Illustration of Source of Funds Area

In the above case, the amount of the fund spent for construction of new irrigation schemes is **Tsh 32,000,000**, which occupies 31% of the total DADG. Please note that the figure of **Proportion against each grant should be understood in line with a vertically way, as illustrated above. Out of total DADG, 31% is used for new irrigation development, 14% for rehabilitation, and so on (See the circled area in the table above).**

For another example, if one focuses on bridge construction/rehabilitation, **the found spent (Tsh 10,000,000) is AEBG**. This implies that there is a possibility of misuse of the ASDP grant or misreporting, because it should be funded with DADG, as bridge construction is part of investment.

(3) Financial Progress according to Type of Grant

The following table shows summary of financial progress according to type of grant. In the following case, one may notice that the DADG budget has not been well spent as compared to other grants, as it shows 57% and 74% of budget consumption against Amount Approved and Amount Received, respectively.

	Approved budget	Amount Received	Amount spent	Cumulative expenditure	Balance	% of Cumu. Ex agaisnt Amount Approved	% of Cumu. Ex agaisnt Amount Received
DADG	178,600	136,580	58,450	101,650	34,930	57%	74%
Basic ACBG	6,500	6,500	6,450	6,450	50	99%	99%
Top-up ACBG	0	0	0	0	0		
AEBG	52,400	52,400	17,500	44,500	7,900	85%	85%
DIDF	0	0	0	0	0		
Others	0	0	0	0	0		

Sample Illustration of Summary of Financial Progress

3.4 Preparation of the Executive Summary by LGAs using the Word file

Once the analysis is made, LGAs can summarise the results, obtain overview of DADP progress up to the concerned quarter, and explore future strategies. Using the word file, they could depict the following, as the Executive Summary of the report:

Format of Executive Summary

- 1.1. Introduction
- 1.2. Physical Progress
 - (i) Overall Assessment of Performance and Implementation Status
 - (ii) Summary of Key Achievement of Set Targets
 - (iii) Implementation Challenges
- 1.3. Financial Report
 - (i) Disbursement Status
 - (ii) Financial Expenditure by Activity
 - (iii) Cash Flow Forecast
- 1.4. Procurement Status
(Report the status according to the level, either of the District or Regional)
- 1.5. Way Forward
 - (i) Area for Improvement/Actions
 - (ii) Targets for Next Quarter
- 2.0. Physical and Financial Progress Report in the form of the directed format.

4.0 How to Consolidate LGAs' Reports at Regional level

This sub-chapter explains how to consolidate LGAs' reports as a regional report. Consolidation means bringing all LGAs' reports (the Excel reports) together into one file and obtaining regional results in Summary Sheet of the format. In principle, RSs are responsible to consolidate LGAs' reports. However, the contents should be understood by PMO-RALG officers, as the methodology of consolidation is same for national level.

In order to prepare Regional DADP Quarterly Progress Report, what RSs have to do is to

- 1) To recognize the difference between Regional and LGA formats (See Sub-Chapter 4.1);
- 2) To check the quality of LGAs' reports before consolidation (See 4.2) ;

- 3) To do Copy & Paste LGAs' reports into a regional format (See 4.3); and
- 4) To go through Summary Sheet to know overall performance in the region (See 4.4).

Before further proceeding with reading of this document, please be sure that you are provided with the file of “DADP Progress Report Regional.” The remaining part of this document explains how to deal with this Excel files.

4.1 Difference between Regional and LGA Formats

The Regional Format has one difference from the District Format, in that it contains, at the left hand side, a column where the name of LGAs should be inputted, as illustrated below.

	A	B	
1	LGA	1.0 Target Description	2.0 P Interv
2	Arusha MC		
	Arusha MC		

Regional Format

	A	
1	1.0 Target Description	2.0 P Interv
2		
3		
4		

LGA Format

4.2 Things to be checked before consolidation

Before starting consolidation, RSs have to check the following things against LGAs' reports.

Reporting Format

- Does the report follow the format?
- Does the Excel file contain all 3 sheets, including “Report Format,” “Summary Sheet” and “Input Data”?

Scope of the Report

- Are all of the interventions in Action Plan reported?
- For interventions that are not in the Action Plan, does the report indicate other source of funds, carry-over, or any reason why they include them in the report?

Physical Progress

- Are Milestones/Indicators appropriately selected in accordance with the nature of interventions and options provided by the Excel?
- Are units for Planned Annual Target/Completed Number consistent with Indicators selected?
- Are Planned Date for Completion in line with Action Plan?
- Is Actual Progress correctly and consistently reported? (e.g. "On track" could be used for interventions which are to be completed in the future quarter)

- Does the report indicate reasons for delay/postpone as required?

Financial Progress

- Does the report indicate figures in the 1,000 Tsh unit?
- Are the amounts of Approved Budget same as the amounts in the Action Plan?
- Are the Balances correctly calculated?(Balance = Amount Received - Cumulative Expenditures)
- Is there consistency among information provided e.g Amount Received >= Cumulative Expenditure (unless there is a particular reason) and Cumulative Expenditure >= Amount Spent
- Isn't there any non-numerical symbol where only numerical data are required to input? e.g. "nil" (instead of 0), "500 farmers" instead of "500" in Planned and Annual Targets
- Is the total amount of Amount Received same as the amount disbursed by PMO-RALG? (See the Summary of Financial Progress in Summary Sheet)

Source of Funds

- Does the report follow specification of grant names provided by Excel? (e.g. Do not indicate "A-EBG" or "EBG." It should be "AEBG.")
- Is the Amount for ASDP Grant equal to Cumulative Expenditure?

It is strongly recommended to prepare the checklist including the above questions and use it for quality examination before starting consolidation (See Attachment 1 for the sample of the checklist). When a report misses any of the points of the checklist, RSs should request the LGA to revise it. The checklist could be used by LGAs for self evaluations prior to submission to RSs.

4.3 How to consolidate LGAs' reports as a regional report

In order to produce a regional report, RS can 1) input District's name in the first column as illustrated before and 2) do *copy* all information in an LGA report and *paste* it to Regional Format, as illustrated below.

1) Indicate LGA's name

2) Copy & Paste for consolidation.

1	2.0 Target Description	2.0 Planned Interventions	3.1 Current Implementation status	3.2 Physical Indicators / Milestones	3.3 Planned Annual Achievement
Arusha MC	Irrigated are increased by 310 ha by June 2010	To rehabilitate 8 traditional irrigation schemes (280ha) by June 2010.	Done as planned, though only 250 ha have been	ha covered by Irrigation rehabilitated	280
Arusha MC	Irrigated are increased by 310 ha by June 2010	To construct irrigation schemes for 30 ha by June 2010	Construction has started. Delay against plan	Ha covered by Irrigation constructed	30
Arusha MC	No. of extension staff dealing with environment issues increased by 40 by June 2010	To train 10 Extension staff on agro forestry by June 2010	Done as planned,	No. of Extension staff trained on crop	10
Arusha MC	No. of extension staff dealing with environment issues increased by 40 by June 2010	To procure 2 laptops for DALDO Office	Done as planned,	No. of Extension staff trained on crop	10

1	2.0 Target Description	2.0 Planned Interventions	3.1 Current Implementation status	3.2 Physical Indicators / Milestones	3.3 Planned Annual Achievement
Arusha MC	Irrigated are increased by 310 ha by June 2010	To rehabilitate 8 traditional irrigation schemes (280ha) by June 2010.	Done as planned, though only 250 ha have been	ha covered by Irrigation rehabilitated	280
Arusha MC	Irrigated are increased by 310 ha by June 2010	To construct irrigation schemes for 30 ha by June 2010	Construction has started. Delay against plan	Ha covered by Irrigation constructed	30
Arusha MC	No. of extension staff dealing with environment issues increased by 40 by June 2010	To train 10 Extension staff on agro forestry by June 2010	Done as planned,	No. of Extension staff trained on crop	10
Arusha MC	No. of extension staff dealing with environment issues increased by 40 by June 2010	To procure 2 laptops for DALDO Office	Done as planned,	No. of Extension staff trained on crop	10

When doing copy & paste, one may see some message appear in the PC screen, asking “Yes” or “No.” In that case, just keep clicking “Yes” until it disappears.

4.4 How to make analysis at Regional Level

Once the copy & paste has done for all LGAs’ reports, the regional report is completed and the Summary Sheet automatically provides overall progress and achievement in the Region. How to see the Summary Sheet has already been explained in 3.2.7.

RS could also go through the Summary Sheet in LGA’s reports to see the progress and achievement of each LGAs and provide backstopping services to them accordingly.

The table below shows major viewpoints for the analysis.

Major Viewpoints for Analysis at Regional Level

Aspect	Viewpoints in Analysis	Sheet to be referred
Overall Physical Progress	<ul style="list-style-type: none"> - Are the interventions completed or on-track according to Action Plan? - Is there any discrepancy according to type of Milestone/Indicators? 	Regional Summary Sheet (Imple. Schedule in Physical Progress & Source of funds)
Overall Physical Achievement	<ul style="list-style-type: none"> - Have the interventions achieved Annual Target as planned in Action Plan? - Is there any discrepancy according to Milestone/Indicators? 	Regional Summary Sheet (Phy. Achievements in Physical Progress & Source of funds)
Overall Financial Progress	<ul style="list-style-type: none"> - How much do LGAs spent against Amount received? - Is there any discrepancy according to type of Grant? 	Regional Summary Sheet (Financial Progress)
Individual LGAs	<ul style="list-style-type: none"> - Which LGAs are performing well and worse in physical and financial terms? 	LGAs’ Summary Sheets or Executive Summary
Reasons for Weak Progress & Achievement	<ul style="list-style-type: none"> - What major/ common reasons are for delay/postponed? - Why could not interventions attain Annual Target? 	Regional Report Format (Reason for Delay/Postponed & Remark)
Others	Future Strategy, Impacts, Negative Balance, etc.	Regional Report Format (Remark)

4.5 Preparation of the Executive Summary by RSs using the Word file

Once the analysis is made, RSs can summarise the results, obtain overview of DADP progress up to the concerned quarter, and explore future strategies. Using the word file, they could depict the following, as the Executive Summary of the regional report:

1.1. Introduction

1.2. Physical Progress

- (i) Overall Assessment of Performance and Implementation Status
- (ii) Summary of Key Achievement of Set Targets
- (iii) Implementation Challenges

1.3. Financial Report

- (i) Disbursement Status
- (ii) Financial Expenditure by Activity
- (iii) Cash Flow Forecast

1.4. Procurement Status

(Report the status according to the level, either of the District or Regional)

- 1.5. Way Forward
 - (i) Area for Improvement/Actions
 - (ii) Targets for Next Quarter

5.0 How to Consolidate Regional Reports at National Level

In principle, methodology and viewpoints for national consolidation are same as those for regional one. Summary Sheet shows national progress and performance, which are useful for PMO-RALG to make analysis and provide recommendations to LGAs, RSs and the center.

Attachment 1: Sample of Checklists		LGA	
NO.	Characteristics	Yes/No	Remark/ Place to be modified
Report Format			
F-1	Does the report follow the format provided by PMO-RALG ?		
F-2	Does the Excel file of the report include the "Summary Sheet" and "Input Data"?		
Scope of the report			
S-1	Adherence to Action Plan Does the report include all interventions of the Action Plan this financial year?		
S-2	Other Interventions including Carry Over For interventions, which are not in the Action Plan, does the report indicate other source of funds, carry-over, or any reason why they include them in the report?		
Financial Progress			
FP-1	Numerical Unit Used Does the report indicate figures in the 1,000 Tsh unit? (e.g. Tsh 1,000,000 in the actual amount => Tsh 1,000 in the report)		
FP-2	Adherence to Action Plan/Disbursement Funds by PMO-RALG 1) Are the amounts of Approved Budget same as the amounts in the Action Plan? 2) Is the total of Amount Received same as the amount disbursed by PMO-RALG for each Grant?		
FP-3	Balance Calculation Are the Balances correctly calculated? (Balance = Amount Received - Cumulative Expenditures)		
FP-4	Any other consistencies and issues 1) Amount Received >= Cumulative Expenditure (unless there is a particular reason) 2) Cumulative Expenditure >= Amount Spent 3) For DADG, it is needed to show actual expenditure by community, not the amount deposited.		
FP-5	Numerical Expression Are the figures correctly inputted? (Don't insert a comma) (e.g To express "1,000," input "1"0"0"0."Don't input"1","0"0"0.") (Don't use "/"=" or " "). (Don't input "." to express 0. Input "0.")		
Source of Funds			
SF-1	Grant Name Does the report follow specification provided by Excel? (e.g. Do not indicate "A-EBG" or "EBG." It should be "AEBG.")		
SF-2	Amount for ASDP Grant Is the Amount for ASDP Grant equal to Cumulative Expenditure? (Check this for ASDP interventions)		
Physical Progress			
PP-1	Milestone/ Indicator Selection Are Milestones/Indicators appropriately selected in accordance with the nature of interventions and options provided by the Excel?		
PP-2	Unit and No. for Planned Annual Target and Completed Are units for Planned Annual Target/Completed Number consistent with Indicators selected? Are the numbers reported numerically expressed (Don't input narrative expression)? (e.g. Don't input "500 farmers." Just put "500.") (e.g. Don't input "90%." Input the absolute number)		
PP-3	Adherence to Action Plan Is Planned Date for Completion in line with Action Plan? (Select the options, i.e. "Before this quarter""This quarter" or "After this quarter")		
PP-4	Actual Progress Is Actual Progress correctly and consistently reported? (e.g. "On track" could be used for interventions which are to be completed in the future quarter) (e.g. For DADG, it is needed to shows physical progress rather than disbursement progress)		
PP-5	Reason for Delay/Postpone Does the report indicate reasons for delay/postpone as required.		
Overall Consistency			
OC-1	Consistency between Physical and Financial Progresses If the Cumulative Expenditure is nearly equal to the Amount Received, is the Completed Number reported?(i.e. It does not make sense if there is no output although funds has already been spent).		
OC-2	Other consistencies If an intervention is delayed or postponed, there must be no/low figures for Completed Number. (Don't indicate 100% Completed Number against planned if the intervention is delayed or postponed)		

3.6.2 DADP 事業進捗取りまとめ実施要領の補足資料

**Supplementary Materials
on Operational Guide and Preparation/Consolidation Manual
for DADP Quarterly Progress Report**

December 2011

PMO-RALG/JICA-RADAG

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1. Updates in the Progress Report Format

1.1 Addition of Physical Progress List (Regular Formats Regional and National)

Physical Progress List has been added to the regular formats at regional and national levels. This list helps to see physical performances of each LGA (%: Completed No./Target No) in terms of major interventions, including the following:

- Irrigation (both new construction and rehabilitation)
- Crop Market
- Charco Dam
- Dip
- Livestock Market
- Oxen. Centre
- WARC
- Training (on crop, livestock, marketing and other aspects both for farmers and extension staff)
- Power Tiller
- Tractor

S/No	Region/ Council	Irrigation	Crop Market	Charco Dam	Dip	Livestock Market	Oxen. Centre	WARC	Training	Power Tiller	Tractor
RS	Kigoma	61%	59%	67%	25%	40%	50%	25%	81%	31%	0%
1	Kasulu DC	0%	60%	100%	50%	0%	50%	0%	40%		0%
2	Kibondo DC	0%	100%	50%	0%	33%		0%	100%	0%	0%
3	Kigoma DC	100%	0%		0%	100%	50%	0%	63%	100%	
4	Kigoma TC		100%					100%	0%	67%	
5	0										

For example, the above table shows that irrigation construction and rehabilitation in Kigoma Region attained 61% of hectares to be covered. The best performance is Kigoma DC that has achieved 100% while Kasulu and Kibondo DC have not yet completed. There is no irrigation scheme in Kigoma TC.

1.2 Financial Progress by Milestone in Summary Sheet (Regular Formats All)

In the previous format, there is no data on financial progress by Milestone. Data on financial progress are available only by type of grant. In order to overcome this limitation, we have added three columns in Summary Sheet, as indicated below.

Region: Kigoma		LGA: Kasulu DC		Added										Source of Fu			
	Physical Progress			No. Beneficiaries (persons)			Amount Received			Amount Received by Grant Type('000 Tsh)							
	Planned	Completed	% of Completion	Planned	Actual (up to this)	Actual (%)	1) Amount Received	2) Cumulative Expenditure	3) Balance 1)-2)	DADG	Basic ACBG	Top up ACBG	AEBG	DIDF	DLDF	Others	
Abattoir (No.) constructed/rehabilitated	1	0	0%	1	7,752	0	0%	0	0	0	0	0	0	0	0	0	
Artificial Insemination	420	0	0%	1	920	874	95%	7,245	7,245	0	7,245	0	0	0	0	0	
Bicycle (No.) procured	0	0	0%	0	0	0	0%	0	0	0	0	0	0	0	0	0	
Bridge (No.) constructed/rehabilitated	0	0	0%	0	0	0	0%	0	0	0	0	0	0	0	0	0	
Bull (No.) procured	0	0	0%	0	0	0	0%	0	0	0	0	0	0	0	0	0	
Cattle (No.) procured	0	0	0%	0	0	0	0%	0	0	0	0	0	0	0	0	0	
Cattle Shed (No.)	1	0	0%	1	7,752	7,752	100%	15,000	15,000	0	15,000	0	0	0	0	0	
Charco Dam (No.)	1	1	100%	1	776	776	100%	53,924	53,924	0	53,924	0	0	0	0	0	
Chicken (Number of procured)	0	0	0%	0	0	0	0%	0	0	0	0	0	0	0	0	0	
Computer (No.) procured	0	0	0%	0	0	0	0%	0	0	0	0	0	0	0	0	0	
Cow for milk (No.) procured	0	0	0%	0	0	0	0%	0	0	0	0	0	0	0	0	0	
Crop Market (No.)	10	6	60%	4	47,884	36,401	76%	166,622	131,622	35,000	81,622	0	0	0	0	85,000	
Dam (No.) constructed/rehabilitated	0	0	0%	0	0	0	0%	0	0	0	0	0	0	0	0	0	

From the table above, one can see, for example, that interventions for Crop Market have received Tsh 166,622,000 . Out of this amount, Tsh 81,622,000 is DADG and Tsh 85,000,000 is Others.

1.3 Consistency with Annual Report & Financial Progress by Milestone (Carry-over Formats All)

As regards carry-over funds, the issue is consistency between 1) balance in the annual report of the original year and 2) amount carried-over indicated in the carry-over report. In order to have a holistic view on financial /physical performances through implementation period, we have modified formats as follows.

Now assume the following case for the 2nd quarter reporting in FY2011/12.

In the original year (2009/10)

Despite the approved amount of Tsh 1,200,000,
 the intervention received: Tsh 1,000,000 for 5 FFSs.
 The original year has spent: Tsh 200,000 for 1 FFS.
 The balance /carry-over is: Tsh 800,000 for 4 FFSs.

In the carry-over year (2010/11)

The balance /carry-over is: Tsh 800,000 for 4 FFSs.
 The 1st quarter has spent: Tsh 400,000 for 1 FFSs.
 The 2nd quarter has spent: Tsh 100,000 for 1 FFSs.
 The cumulative has spent: Tsh 500,000 for 2 FFSs.
 The current balance is: Tsh 300,000 for 2 FFSs

3 FFSs established so far out of 5 planned.

Before Change: Previous Carry-over Format

Physical progress				Financial Progress (Amount: '000 Tsh)						
Physical Achievement			No. Beneficiaries (persons) (not h/h)		Approved budget (Ref. Action Plan)	Amount carried over from the original year	Amount spent in this quarter	Cumulative expenditure in carry-over period	Balance	
Milestones / Indicators (Don't Copy and Paste. Reselect from Drop-down)	Planned No. in carry-over period	Completed No. in carry-over period	Planned No. in carry-over period	Actual (up to this quarter) in carry-over period						
FFS (No.) established	4	2	40	20	1,200	800	100	500	300	

After Change: Updated Carry-over Format

Physical progress				Financial Progress (Amount: '000 Tsh)						
Physical Achievement			No. Beneficiaries (persons) (not h/h)		Original Year			Carry-over Year(s)		
Milestones / Indicators (Don't Copy and Paste. Reselect from Drop-down)	Planned No. in the Original year	Completed No. (up to this quarter)	Planned No. in the Original Year	Actual (up to this quarter)	1) Amount Received in the Original year	2) Amount Spent in the original year (i.e. Cumulative in the Original year)	3) Balance = 3) Amount carried over 1) - 2)	4) Amount spent in this quarter	5) Cumulative expenditure within Carry-over year(s)	6) Balance 3) - 5)
FFS (No.) established	5	3	50	30	1,000	200	800	100	500	300

As has been done for the regular formats, financial progress by Milestone is added to the carry-over formats.

Quarter: 1st Quarter/Year: 2011/12 Original															
Region: #REF! LGA: ##### Year: 0															
	Physical Progress			No. Beneficiaries (persons)			1) Amount Received in the Original year	2) Amount carried-over	3) Cumulative Expdtr. within Carry-over year(s)	4) Balance 2) - 3)	Amount carried over('000 Tsh)				
	Planned in CO period	Completed in CO period	% of Completion	Planned	Actual (up to this quarter)	Actual (%)					DADG	Basic ACBG	Top up ACBG	AEBG	DIDF
Abattoir (No.) constructed/rehabilitated	0	0		0	0		0	0	0	0	0	0	0	0	0
Artificial Insemination	0	0		0	0		0	0	0	0	0	0	0	0	0
Bicycle (No.) procured	0	0		0	0		0	0	0	0	0	0	0	0	0
Bridge (No.) constructed/rehabilitated	0	0		0	0		0	0	0	0	0	0	0	0	0
Bull (No.) procured	0	0		0	0		0	0	0	0	0	0	0	0	0
Cattle (No.) procured	0	0		0	0		0	0	0	0	0	0	0	0	0
Cattle Shed (No.)	0	0		0	0		0	0	0	0	0	0	0	0	0
Charco Dam (No.)	0	0		0	0		0	0	0	0	0	0	0	0	0
Chicken (Number of procured)	0	0		0	0		0	0	0	0	0	0	0	0	0
Extension Kit Set (No.) procured	0	0		0	0		0	0	0	0	0	0	0	0	0
Fertilizer (Ton) distributed/LGA	0	0		0	0		0	0	0	0	0	0	0	0	0
FFS (No.) established	5	3	60%	50	30	60%	1,000	800	500	300	0	0	800	0	0
Goat (No.) procured	0	0		0	0		0	0	0	0	0	0	0	0	0

Using the same example of the FFS intervention, one can see that an LGA received Tsh 1,000,000 to implement this intervention and left Tsh 800,000 as the carry-over in the original year. It has then spent Tsh 500,000 within the carry-over year, having the balance of Tsh 300,000.

2. Tracing Mistakes by Cross Check

This chapter explains how to do cross-check against the DADP Progress Report. Previous training or technical backstopping focused on how to input data correctly in order to yield correct outputs (Summary Sheets and Financial/Physical Progress Lists). Yet, there are still mistakes in DADP Progress Report. Some LGAs and RSs used the checklists with submission of the reports. And their checklist proved that everything was checked and the report was perfect in terms of quality. In reality, however, it is not true!!

Major concern is that there is no effective cross checking throughout the whole process, i.e., starting from report submission by an officer up to the submission to PMO-RALG. With this issue in mind, this chapter explains the flow of cross checking with some tracing and rectifying techniques.

2.1 Error Marks (e.g. #VALUE! and #REF!)

If one observes error marks of Excel, there are two possibilities:

- # VALUE! : This means that non-numerical data are inputted in Report Format

What should we do?

=> Check whether there is non-numerical data inputted, and input numerical data only.

- # REF! : This means that some formulas has been broken.

What should we do?

=> Check whether the formula is correct, and rectify it. If not sure, contact PMO-RALG.

Examples: # VALUE!

S/No	Region/Council	Irrigation	Crop Market	Charco Dam	Dip	Livestock Market	Oxen Centre	WARC	Training	Power Tiller	Tractor	Irrigation (Ha) Newly covered	Irrigation (Ha) rehabilitated	Irrigation (Ha) Newly covered Completed
1	Kigoma											1617	0	#VALUE!
2	Kasulu DC											616	0	#VALUE!
3	Kibondo DC											0	0	#VALUE!
4	Kigoma DC											1002	0	#VALUE!
5	Kigoma TC											0	0	#VALUE!
6												0	0	#VALUE!
7												0	0	#VALUE!
8												0	0	#VALUE!
9												0	0	#VALUE!
10												0	0	#VALUE!
11												0	0	#VALUE!
12												0	0	#VALUE!
13												0	0	#VALUE!

Region (Fill up all rows)	LGA	Target Description	Planned Interventions	Current Implementation status	Physical Achievement		
				Milestones / Indicators	Planned Annual Target (number)	Completed (up to this quarter)	
Kigoma	Kasulu DC	Improved food crops production through Tite irrigation schemes by 2010/11	They should be numerical	Stabilization upstream of headwork (200m) length), 5 tertiary canals	Irrigation (Ha) Newly covered	500	not complete d
Kigoma	Kasulu DC	Improved food crop production through rehabilitation on construction of	construction of secondary canal (1200m), construction of 7 flumes, construction of 6 division	construction of secondary canal (1200m), and service road (2600) completed	Irrigation (Ha) Newly covered	115	not complete d
Kigoma	Kasulu DC	DASIP activities	Construction of one	construction of 1 market shed	Crop Market (No.)		1 Complete

2.2 No data or All-zero for a particular item

If one observes no data or all-0 for a particular item despite data inputted in Report Format, there are problems relating of drop-down functions.

Regional Physical Progress List for Major Interventions (All: E												
S/No	Region/ Council	Irrigation	Crop Market	Charco Dam	Dip	Livestock Market	Oxen. Cent	Training	Power Tiller	Tractor		
RS	Kigoma	0%	53%	67%	25%	100%	50%	33%	70%	26%	0%	
1	Kasulu DC	0%	70%	100%	50%	0%	50%	0%	100%			
2	Kibondo DC											
3	Kigoma DC	0%	0%		0%	100%	50%	0%	63%	100%		
4	Kigoma TC											
5	0											

RS must think of "Why no data for Kibondo DC and Kigoma TC?"

There are two possibilities:

- **Old drop-down list** : LGAs uses old versions of the report format

What should we do?

=> Check all of drop-down lists whether they are updated one or not especially for Milestones. If it is old version, do copy & paste any data from a cell showing an updated list

- **No recognition** : An option selected is not recognized by Excel

What should we do?

=> Check all of the options under drop down list whether each is recognized by Excel i.e., highlighted with blue color. If one cannot see blue color, re-select the option from the list.

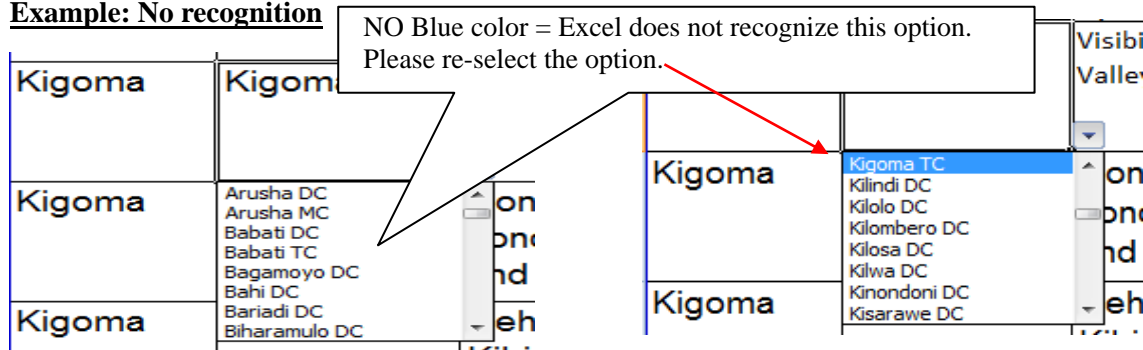
Example: Old drop down list

LGA	Target Description	Planned Interventions	Current Implementation status	Milestones / Indicators
Kibondo DC	Production and productivity of agricultural and	To conduct training of WTFs and FFs on preparation of	30 WTF and 30 FFs have been trained	No. of Extension staff trained on other aspects
Kibondo DC	Capacity of DFT, WFT and village committees to plan	To conduct O and OD training and village planing for	6 DFTs and 20 WFTs have been trained	No. of Extension staff trained on other aspects
Kibondo DC	21 important agricultural infrastructures.	To construct 2 market sheds at Nyabitaka and	1 market shed Nyabitaka village have been constructed	No. of Crop Markets
Kigoma DC	Increase number of cassava cuttings from 6,000,000 to	To support 3 groups of farmers in the production of	3 groups of farmers established	Training (No. of Farmers, Crop)
Kigoma DC	Increase an appropriate of quality maize	To support production of Quality	Two groups of farmers maize seeds producers (Training (No. of Farmers, Crop)

This is the old version list!! They start with "No. of " The current one is headed with activity names in an alphabetic order.

What should we do?
Copy & Paste any data from any cell in which the updated drop-down list is observed.
Then select an appropriate option from the correct list.

Example: No recognition



2.3 Un-reasonable Data

Un-reasonable data are referred to as data out of the range in which things could happen. RS must know reasonable ranges from his/her knowledge and experience. This is indispensable qualification for RS!!

What should we do?

Check data on Summary Sheet and Financial/Physical Progress Lists, carefully one by one. If you find such data, identify a mistake by using Find & Selection function of Excel, and rectify it.

Example: Un-reasonable Data

	Physical Achievement		
	Planned	Completed	% of Completion
Abattoir (No.) constructed/rehabilitated	1	0	0%
Artificial Insemination	1,029	547	53%
Bicycle (No.) procured	0	0	
Bridge (No.) constructed/rehabilitated	1	0	0%
Bull (No.) procured	0	0	
Cattle (No.) procured	0	0	
Cattle Shed (No.) constructed/rehabilitated			%
Charco Dam (No.) constructed/rehabilitated			%
Chicken (Number of procured)		0	
Computer (No.) procured		0	
Cow for milk (No.) procured	0	0	
Crop Market (No.) constructed/rehabilitated	<u>20.187</u>	<u>20.178</u>	100%
Dam (No.) constructed/rehabilitated	4	0	0%

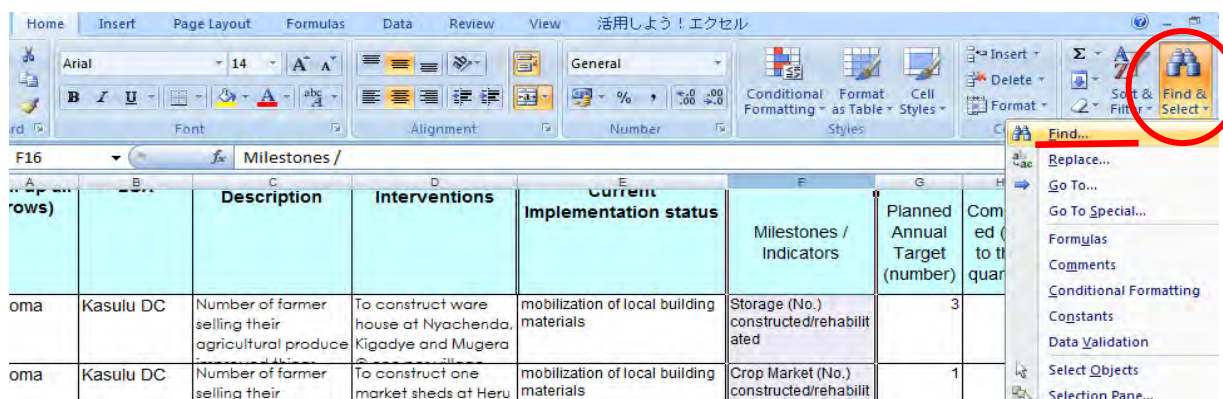
RS must think of "Is this true?"

Now you need to check data on Crop Market, one by one.

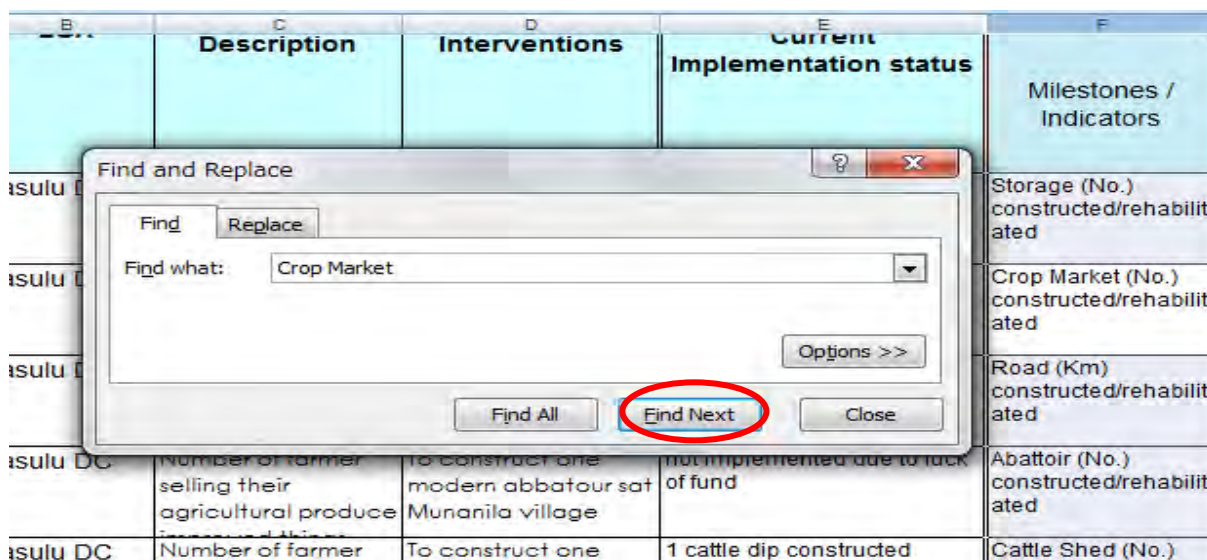
Step 1: Crick Column F of Milestones/Indicators. This is to determine the area for checking

Description	Interventions	Current Implementation status	Milestones / Indicators	Planned Annual Target (number)
Number of farmer selling their agricultural produce	To construct ware house at Nyachenda, Kigadye and Mugeru	mobilization of local building materials	Storage (No.) constructed/rehabilitated	3
Number of farmer selling their agricultural produce	To construct one market sheds at Heru ushingo village (Two sheds)	mobilization of local building materials	Crop Market (No.) constructed/rehabilitated	1
Number of farmer selling their agricultural produce	To construct 10km eartrroad and bridge within Kitambuka	10 km earth road and 1 bridge constructed	Road (Km) constructed/rehabilitated	10
Number of farmer selling their agricultural produce	To construct one modern abbatour sat Munanila village	not implemented due to luck of fund	Abattoir (No.) constructed/rehabilitated	1

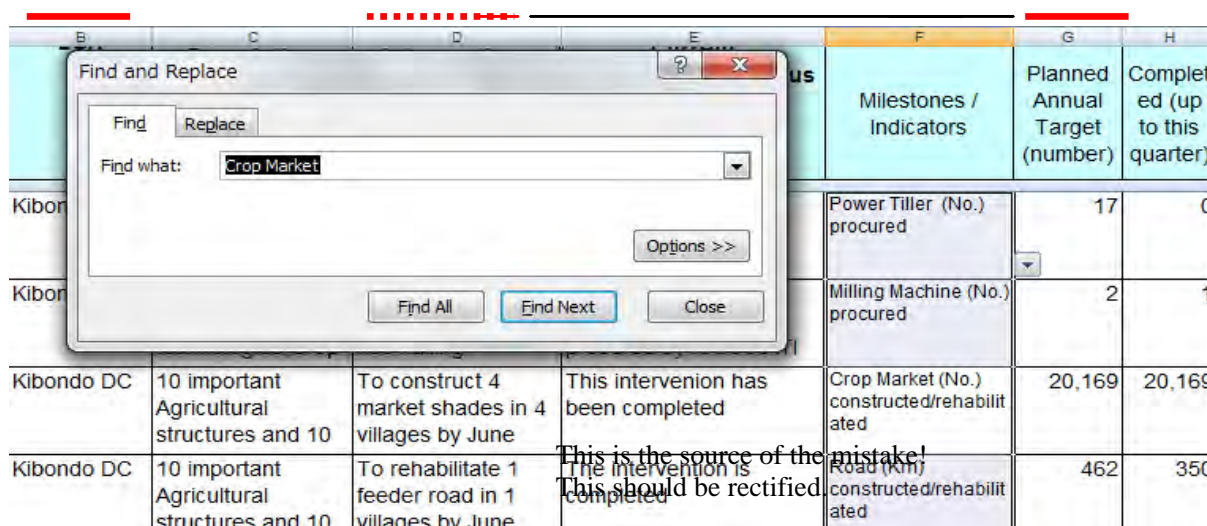
Step 2: Click Find & Select under Home menu. And choose Find.



Step 3: A small menu of Find and Replace will come up. In the space of “Find what”, you can input “Crop Market.” And crick Find Next. By keeping pushing Find Next, you can examine each intervention for Crop Market, one by one.



Step 4: Once you find un-reasonable figure, rectify it by examining other data such as sentences in Activity. If needed, make an enquiry to the LGA reporting such data (in this hypothetical example: Kibondo DC).



3. How to make analyses in DADP Progress Reporting

3.1 Basis for Analysis

At regional level there are three sources for analysis as written in the following table. At LGA level, Summary Sheet is sufficient to do analysis.

Bases for Analysis	Function	What can be observed
Summary Sheet	To see regional performance	Physical progress by Milestone at regional level Financial progress by Milestone at regional level (NEW!!) Proportion of each grant in amount received by Milestone (NEW!!) Financial progress by grant
Financial Progress List	To see each LGA's performance	Financial Performance by Grant per LGA
Physical Progress List	To see each LGA's performance	Physical Performance by major interventions per LGA (NEW!!)

3.2 Analytical Narratives in Word Executive Summary (What is Analysis?)

Analysis is to examine something with the aim of understanding more about it. In DADP Progress Reporting, it must help understand more about Summary Sheet and Financial/ Physical Progress Lists. However, in many cases, Word Executive Summary of DADP Progress Report does not entail any analytical elements but just explain figures in a narrative way (See the following typical examples).

Typical Narratives without analysis (CASE A)

The physical performances of investment are as follows. For Abattoir construction, it was planned to construct one abattoir by using own source of funds but it has been postponed. Artificial Insemination was planned to inseminate 300 heads, but only 163 have been done. Bull procurement projects planned to procure 82 breeding bulls and 59 have been purchased. It was planned to procure 76 cattle while 55 have been procured. Regarding cattle shed construction, it was planned to construct nine e cattle sheds but one has been constructed. Also it was planned to construct three charco dams but it has been delayed. It was planned to construct irrigation for 540 but only 100 ha been covered.

Typical Narratives without analysis (CASE B)

For the 2010/11, the cost of the planned interventions for ASDP Basket Funds was Tshs 4,742,891,000/=, DIDF Tshs 2,900,000,000/=, DLDF 39,592,000/= while a total of Tshs 584,626,000 was approved for other partners and community. Up to 30 June, 2011 the total amount of funds disbursed for implementation of planned interventions for all quarters was Tshs 3,995,999,000/= which is equal to 84.2% of the total approved budget (ASDP Basket fund). From the amount received, a total of Tshs 405,546,000 set for Basic A-CBG, Tshs 508,379,000/= for Top up ACBG and Tshs 3,395,217,000/= for DADG, while a total of Tshs 433.748.000 was set for A-FBG.

How do you think? Is this reader-friendly?

Question 1: Why don't you use a table for easy looking?
⇒ The narratives in the examples are too complicated to understand. If you use a table, you can explain them quickly without using long sentences (i.e., reader-friendly).

Question 2: Then what should the narrative explain?
⇒ The narratives should not explain a figure itself, but issues behind figures, which help a reader to understand more about DADP situation.

⇒ Let us look at Improved Narratives!!

Example: IMPROVED Narratives with Analytical Elements for CASE A

As can be seen in the table below, artificial interventions and bull/cattle procurement show relatively better performances than others. Interventions for abattoir, charco dam and irrigations are low in terms of achievement. This is because they involve construction which takes long process to prepare BOQ. To overcome this problem, XXX DC formed an inter-department task force among DALDO, Construction Dept. and Procurement Unit to accelerate the process. RS has suggested other LGAs to follow this good practice. As regards irrigation, the large-scale scheme in YYY DC covering 800 ha has suspended construction of intake due to technical problems. They are waiting for technical backstopping by ZIU. RS has requested ZIU for prompt action. They will come to see the site next month. Then construction will be resumed after rainy season and completed by December 2012.

Table: Performances of Investment Interventions (Extract from Summary Sheet)

Activities	Planned No.	Completed No.	%	Funds
Abattoir	1	0	0%	LGA
Artificial Insemination	300	163	54%	DADG
Bull Procurement	82	59	72%	DADG
Cattle Procurement	76	55	72%	DADG
Cattle shed construction	9	1	11%	DADG
Charco dam	3	0	0%	DADG
Irrigation (Ha)	1,200	100	8%	DADG/DIDF

Viewpoints of analysis :

In sum, the narratives can refer to the following:

- ✧ Which interventions are better and which ones are worse
- ✧ Which grant are used well and which are not well used
- ✧ Reason for delay or poor performance (institutional and technical): not only common factors such as delay of funds but also project-specific factors, at least for large-scale projects
- ✧ Which LGAs or Villages are major players in respective interventions? What are current situation there?
- ✧ Which LGAs or Villages show poor performance? Why is it so? What are their problems and possible counter measures?
- ✧ What are LGAs or RSs going to do improve situation?
- ✧ What are future plans?

Special Instruction to Show Current Status of New Irrigation Construction:

Irrigation receives a large portion of ASDP/DADP funds including DIDF. In DADP Progress Reporting, the output of irrigation is set as hectare to be covered by a scheme. From experience, however, it is found that there are several processes to reach this output. Given the fact that many irrigation projects tend to be in delay, we requests RS/LGAs to make a table showing current status of irrigation scheme constructions.

Whereas:

Stage 1: Feasibility study, Designing, and Tendering

Stage 2: Construction of Weir, Headwork and/or Main Canales

Stage 3: Construction of Tertiary Canales and Establishment of Farm Infrastructures such as water gates

Table: New Irrigation Status List to be put in Word Executive Summary

LGA	Activity/ Intervention	Target No. (Ha)	Check with "X" to show stage				
			Stage 1	Stage 2	Stage 3	Completed	Ha
AAA DC	to construct BBB Irrigation	120		X			0
AAA DC	to construct CCC Irrigation	50				X	50
BBB DC	To conduct the feasibility study for EEE schemes	-	X				0
BBB DC	to construct main canal for 500 m for DDD irrigation	50		X			0
Total		220 ha	1	2	0	1	50 ha

How to develop this table?:

This kind of a list can be development using the Excel technique of sorting, which are explained in the next section.

3.3 Supplementary Excel Techniques for Analysis

There are several techniques that can help one to run analysis.

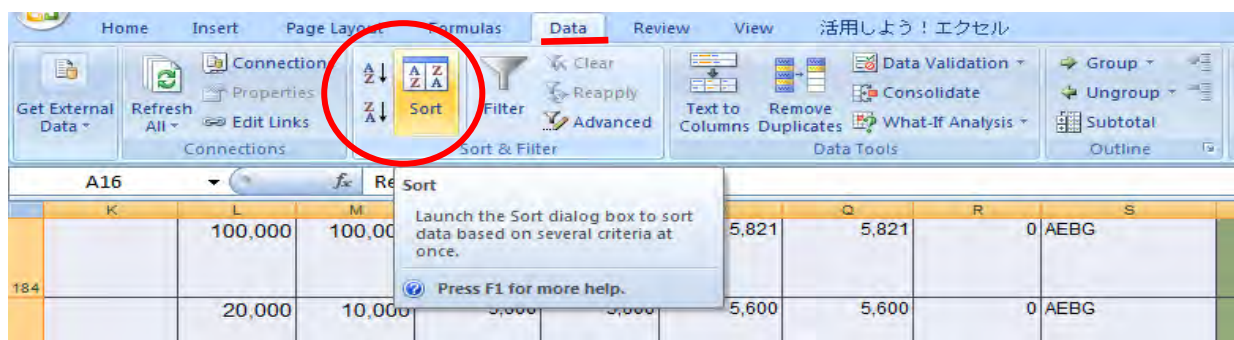
(1) Sorting

Sorting is a useful tool to arrange data in line with your interest. Assuming that now you intend to have a list of interventions relating to irrigation, the following steps can be taken.

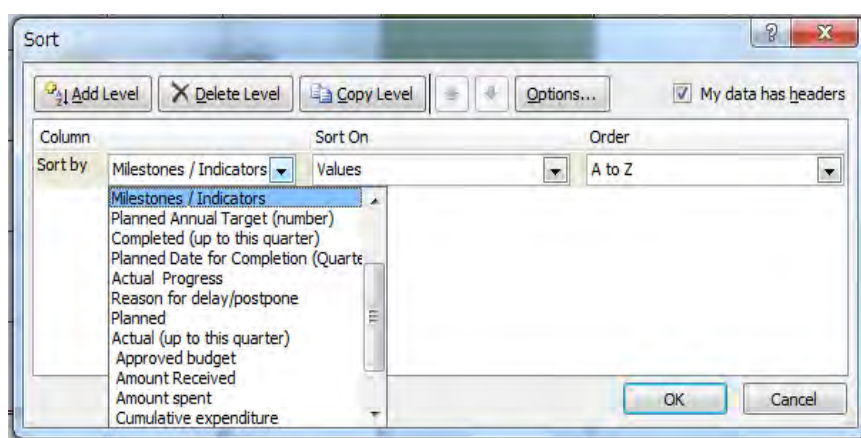
Step 1: Select the area from the title row (from Region to Remark) up to the last row.

	A	B	C	D	E			
15								
16	Region (Fill up all rows)	LGA	Target Description	Planned Interventions	Current Implementation status	ce	Type of Grant	Remarks
17	Kigoma	Kasulu DC	Number of farmer selling their agricultural	To construct ware house at Nyachenda, Kigoma	mobilization of local building materials	0	DADG	
18	Kigoma	Kasulu DC	Number of farmer selling their agricultural	To construct one market sheds at Heru ushingo village / T	mobilization of local building materials	0	DADG	
18	Kigoma	Kasulu DC	Number of farmer selling	To construct 10km eartrroad and	10 km earth road and 1 bridge constructed	0	DADG	

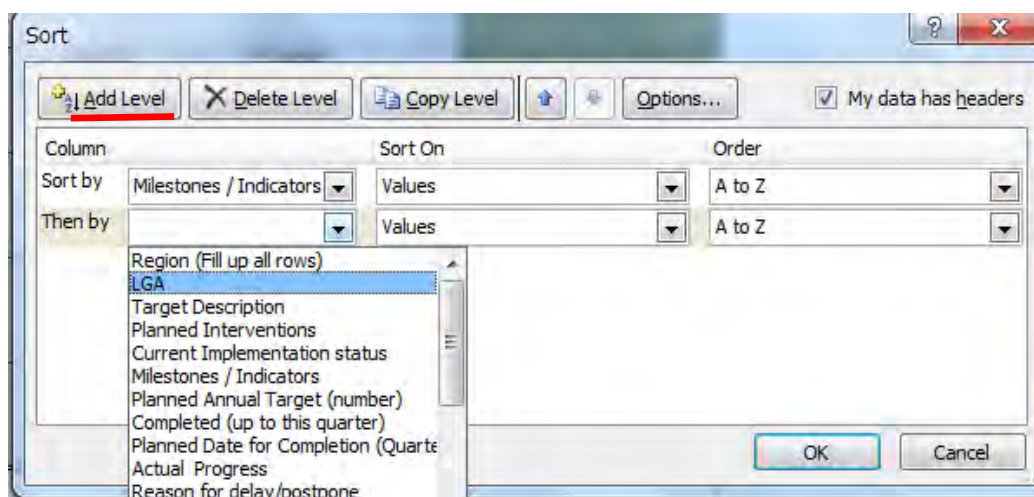
Step 2: Click Sort Function under Data menu.



Step 3: You will see the following menu. For “Sort by”, select Milestones/Indicators, because you want to have data list for irrigation and irrigation is part of milestones.



Step 4: After pushing “Add Level,” you select LGA. Then Click “OK.”




Step 5: Now you have the list of interventions by Milestones. You can focus on data for irrigation, which are sorted by LGA.

B	C	D	E	F	G	H
Kasulu DC	Improved food crops production through Titye irrigation	upstream headwork 200m length, construction of side spillway along	river bank stabilization (upstream of headwork (200m) length), 5 tertiary canals	Irrigation (Ha) Newly covered	500	
Kasulu DC	Improved food crop production through rehabilitation on	contruction of secondary canal (1200m), construction of 7 flumes,	construction of secondary canal (1200m), and service road (2600) completed	Irrigation (Ha) Newly covered	115	
Kasulu DC	DASIP activities impelemented succussfully by	Development of Kabanga irrigation scheme	not implemented due to luck of fund	Irrigation (Ha) Newly covered	1	
Kibondo DC	Seven irrigation schemes rehabilitated	To construct 1 dam in Nyendara irrigation scheme	Designing, feasibility study and BOQ preparation is	Irrigation (Ha) Newly covered	124	0
Kibondo DC	Seven irrigation schemes	To rehabilitate Muhwazi	Lining of main canal (1450M) has been	Irrigation (Ha) Newly covered	150	0

Note: Do not insert new row to calculate e.g. a sub-total of a LGA, which disturbs automatic calculation by Excel. If you want to do this, create another file and copy & paste the list of irrigation data in the new file.

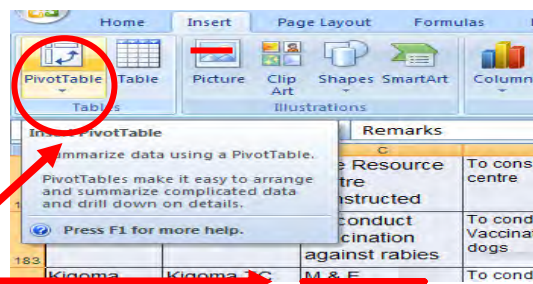
	A	B	C	D	E	F	G	H
	Kigoma	Kasulu DC	Improved food crops production through Titye irrigation	upstream headwork 200m length, construction of side spillway along	river bank stabilization (upstream of headwork (200m) length), 5 tertiary canals	Irrigation (Ha) Newly covered	500	
51	Kigoma	Kasulu DC	Improved food crop production through	contruction of secondary canal (1200m), construction	construction of secondary canal (1200m), and service road (2600) completed	Irrigation (Ha) Newly covered	115	
52	Kigoma			ent of irrigation	not implemented due to luck of fund	Irrigation (Ha) Newly covered	1	
53					Sub-Total		1,949	
54	Kigoma	Kibondo DC	Seven irrigation schemes	To construct 1 dam in Nyendara	Designing, feasibility study and BOQ	Irrigation (Ha) Newly covered	124	0

DO NOT INSERT A NEW ROW!!


(2) Pivot Tables

Pivot table is a useful tool to present a particular kind of values in line with two items in which you are interested.

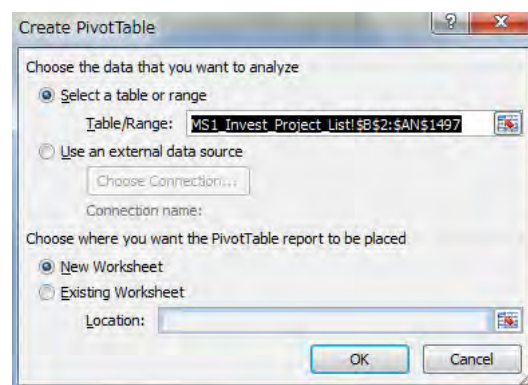
Assume that you want to know a planned number (e.g. units, ha, and people) by Milestone and by LGA, so as to identify, for example, which LGA is a major player for irrigation



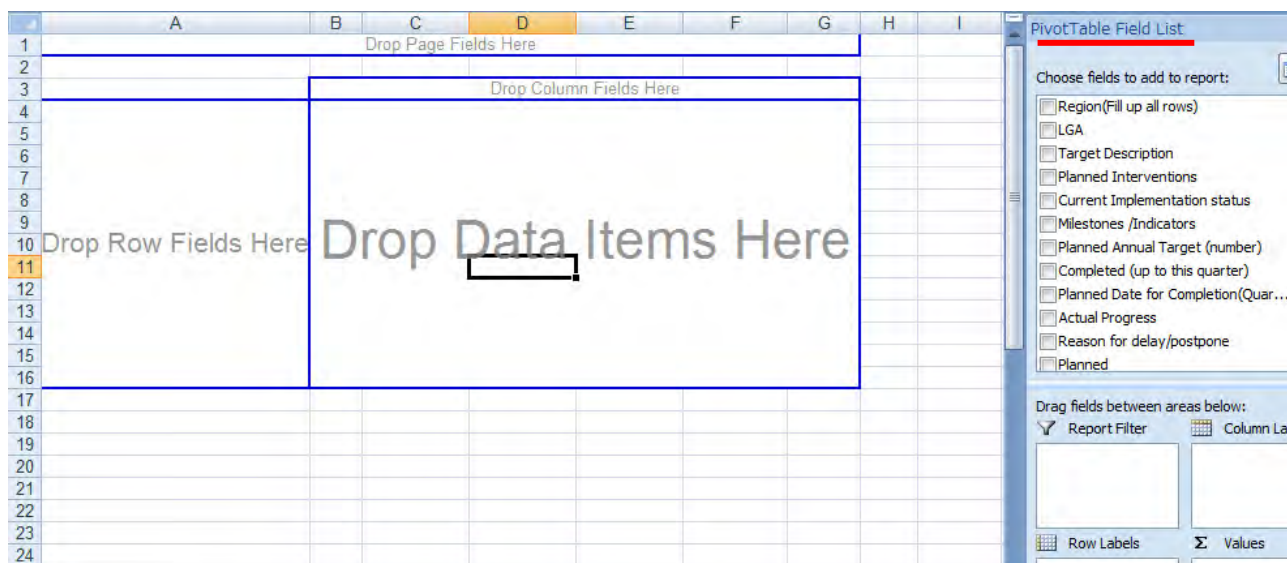
Step 1: Select the area from the title row (from Region to Remark) up to the last row, as done in case of sorting (See Step 1 in (1) Sorting).

Step 2: Select the Insert menu and Click Pivot Table.

Step 3: Then the menu screen “Create Pivot Table” will appear on the screen. Click “Ok.”



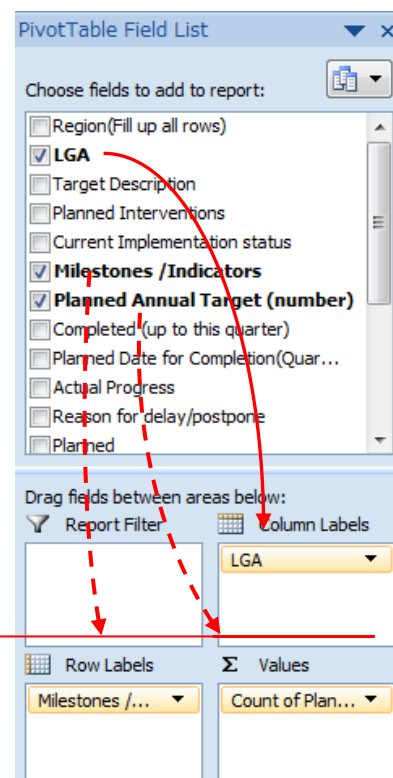
Step 4: Then as new sheet is created with Pivot Table Field List.



Step 5: Select fields to make a pivot table. For example, drag LGA to Column Label, Milestones/Indicators to Column Label, Planned Annual Target to Values, as shown in the right side figure. Then, the following table will appear automatically.

	LGA				Grand Total
Milestones /Indicators	Kasulu DC	Kibondo DC	Kigoma DC	Kigoma TC	
Abattoir (No.) constructed/rehabilitated	1				1
Artificial Insemination	1		1	1	3
Bridge (No.) constructed/rehabilitated			1		1
Cattle Shed (No.) constructed/rehabilitated	1				1
Charco Dam (No.) constructed/rehabilitated	1	1			2
Crop Market (No.) constructed/rehabilitated	4	2	2	1	9
Dam (No.) constructed/rehabilitated		1			1
Dip (No.) constructed/rehabilitated	1	1	1		3
Extension Gear Set (No.) procured			1		1
Facilitation (No of farmers group)				1	1
Fertilizer (Ton) distributed/LGA supplies	1				1
FFS (No.) established				1	1
FFS (No.) established		7	2		9

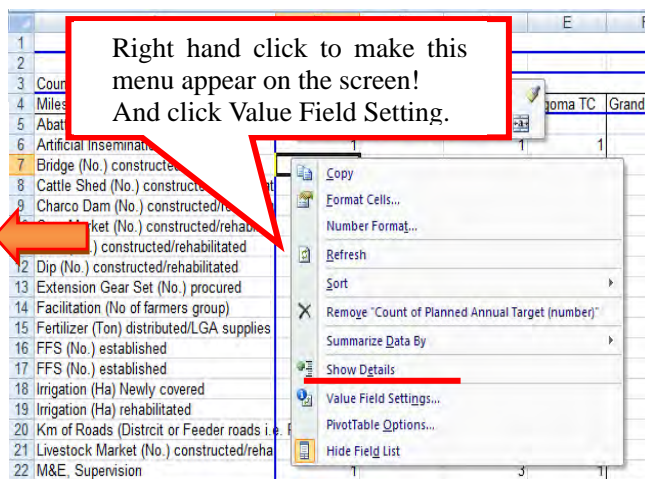
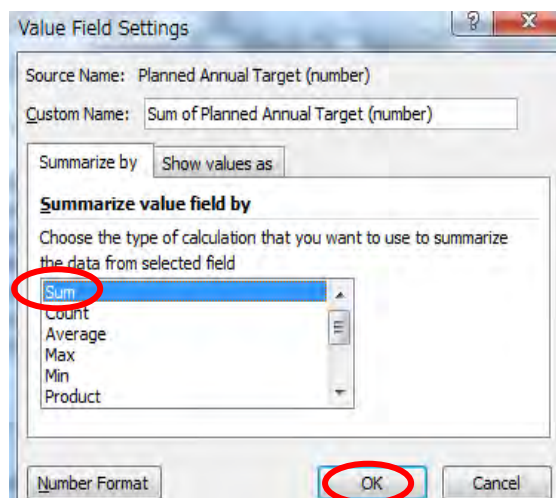
Pivot table



Step 6: Change the value setting as required.

“Count” means the number of data (i.e. the number of interventions). In this case, you intend to see the total values planned (i.e., total Ha to be covered by irrigation) rather than the number of interventions. Change the value setting from “Count” to “Sum” as follows.

Right hand Click => Value Field Setting => Under “Summarized by,” select Sum. => Click OK.

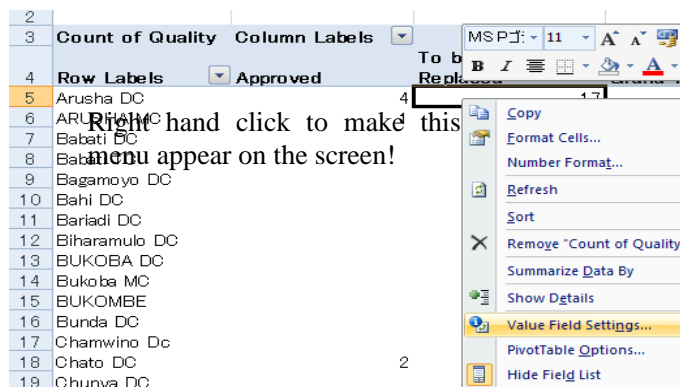


Right hand click to make this menu appear on the screen! And click Value Field Setting.

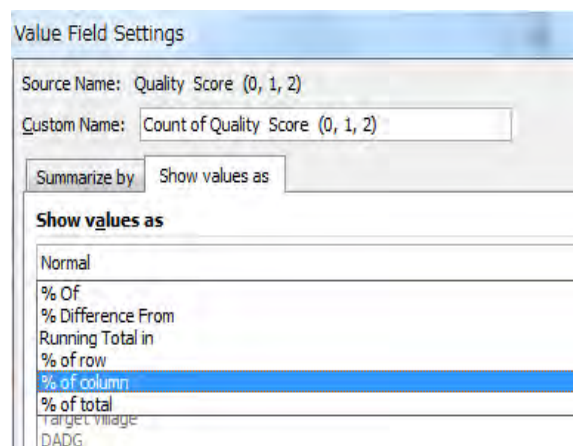
Step 7: Then, the data in the pivot table is changed to “ha to be covered by irrigation”. One can see that for new irrigation development, major players are Kibondo DC (2018 ha) and Kigoma DC (4252 ha) in Kigoam Region. Of course, RS can check this figure, if it is “un-reasonable,” by referring to Report Format.

3	Sum of Planned Annual Target (number)	LGA				
4	Milestones /Indicators	Kasulu DC	Kibondo DC	Kigoma DC	Kigoma TC	Grand Total
5	Abattoir (No.) constructed/rehabilitated	1				1
6	Artificial Insemination	420		9	600	1029
7	Bridge (No.) constructed/rehabilitated			1		1
8	Cattle Shed (No.) constructed/rehabilitated	1				1
9	Charco Dam (No.) constructed/rehabilitated	1	2			3
10	Crop Market (No.) constructed/rehabilitated	10	5	5	2	22
11	Dam (No.) constructed/rehabilitated		4			4
12	Dip (No.) constructed/rehabilitated	2	1	1		4
13	Extension Gear Set (No.) procured			16		16
14	Facilitation (No of farmers group)				3	3
15	Fertilizer (Ton) distributed/LGA supplies	5				5
16	FFS (No.) established				2	2
17	FFS (No.) established		32	210		242
18	Irrigation (Ha) Newly covered	616	2018	4252		6886
19	Irrigation (Ha) rehabilitated		138			138

% Expression: If one wants to see %, Right hand click => Value Field Setting => Show value as => % of column/row/ or total.



Right hand click to make this menu appear on the screen!



3.7 DADP 事業進捗報告に係る研修教材

3.7.1 事業進捗報告書に係る県の報告書作成能力改善のための研修教材

**Reporting Skill Assessment of
LGA/RS DADP Quarterly Progress Report
2009/10 Annual**

**PMO-RALG
20 December 2010
Morogoro**

1. Background

- Since the onset of ASDP/DADP, PMO-RALG has promoted report preparation of LGAs/RSs.
- Now, most of the LGAs/RSs use the specified formats, which helps PMO-RALG in consolidating the reports as Local Component of ASDP.
- Yet the quality of the report is yet to be developed more.
- To identify the points for the improvement, PMO-RALG/ JICA-RADAG undertook reporting skill assessment against 2009/10 Annual Report.

2. Methodologies

2.1 Assessment and Scoring Criteria (LGA report)

i. Use of the Format (Min.0, Max.2): Whether using the formats including Summary Sheets and Input data

ii. Proper Calculation (Min.0, Max.2): Whether the balance is correctly calculated with 1,000 unit and numerical data

iii. Use of Drop-down Function (No:0, Yes:1): Whether using the drop-down functions where it is specified.

2. Methodologies

2.1 Assessment and Scoring Criteria (LGA report)

iv. Physical Progress (Min.0, Max.2): Whether selecting appropriate Milestones according to nature of interventions, and reporting consistent contents (e.g. the use of “On track”)

v. Consistency bet. Physical & Financial Progress (Min.0, Max.2): Whether Physical Progress is consistent with Financial Progress.

vi. Carry-over Report (No:0, Yes:1): Whether submitting carry-over report (only for those having carry-over funds) .

2. Methodologies

2.2 Assessment and Scoring Criteria (RS reports)

Almost similar criteria except one

i. Use of the Format

ii. Proper Calculation

iii. Use of Drop-down Function

iv. Improvement of LGA reports (Min.0, Max.2):
whether RS check the quality of LGA reports
and rectify mistakes

iv. Carry-over Report

2.3 No. of Reports assessed

102 LGA reports and 20 RS reports

3. Observations

3.1 Use of the Formats

- Failure of some RS to use the format
- Some modifies the format

3. Observations

3.2 Proper Calculation

- Almost 65% of LGAs gained Score 2, but 35% was given to Score 1 or 0.
- There are some LGAs that do not demonstrate proper calculation skill.
- Some calculates the balance manually while others consider “Balance = Amount Received - Amount Spent,” which is wrong
- There are some LGAs who are still not using 1,000 unit.

3. Observations

3.3 Drop-down Function

- Drop down function was generally used.
- However, 12% still face difficulty of using it.
- Major source of mistake can be attributed to copy and paste from different or old version of the format.
- Please remember that if there is no blue-colour line when accessing drop-down function, your selection was not recognized by Excel.

3. Observations

3.3 Drop-down Function

Implementation status	Milestones / Indicators	Annual Target (num)
Construction of 1 hut has been done at KITUWODEA GROUP but wells not constructed	No. of Crop Markets	
Construction of resource centre is at a ring beam stage	<ul style="list-style-type: none"> No. of Crop Markets No. of Livestock Markets (Both) No. of Livestock feeding ground Km of Roads (District or Feeds) No. of Bridges No. of Abattoirs (i.e. a modern) No. of Slaughter house (i.e. A To No. of Slaughter plants (i.e. A To 	

Good Case

Implementation status	Milestones / Indicators	Annual Target (num)
565 farmer field schools have been established in all hamlets and supported with improved seeds	No. of FFS established on crop	16
6 power tillers procured	<ul style="list-style-type: none"> No. of Dams (excluding hydro) No. of Dams Dams Ha covered by New Irrigation (T) Ha covered by Rehabili. Irrigatio No. of Dams No. of Demonstration Centres No. of Veterinary Clinics No. of Milk collection centre 	6
50 ha	Irrigation (New, Ha)	
used.	No. of Power Tillers procured	

Bad Cases

3. Observations

3.4 Physical Progress

- 65% of LGAs obtain Score 2, whiles 35 % were given Score 1 or 0.
- Wrong selection of Milestones, e.g. “No of Dams” against irrigation activities, “Ha covered by new/rehabili irrigation” against scheme study including topographic survey
- Wrong selection of Planned Date and Actual Progress, e.g.1) “After this quarter” and “On track” for the activity planned to be completed by June 2010, 2) “On track” is selected for the intervention completed
- No description of reason for delay

3. Observations

3.4 Consistency between Fin & Physical Progress

- Some LGAs report financial expenditure without physical performance

3.5 Submission of Carry-over Reports

- Some of the regions are submitting carry-over reports some do not submit

3. Observations

3.5 Assessment of RS reports

Score	Use of the Formats			Understanding/Contents	5) Carry-over Report
	1) Use of Formats	2) Proper Calculation	3) Drop-down	4) Improvement of LGAs	
No. of RS					
Score 2	19	10	12	0	7
Score 1	1	4	1	7	8
Score 0	0	6	7	11	5
% of RS					
Score 2	95%	50%	60%	0%	35%
Score 1	5%	20%	5%	39%	40%
Score 0	0%	30%	35%	61%	25%

3. Observations

3.5 Assessment of RS reports

- Almost similar results to those of LGA assessment
- No RS gained Score 2 though 7 RSs was given Score 1 against the criterion of “Improvement of LGA Reports.”
- This means that RSs do not (or do little) check and improve the reports submitted by LGAs.

4. Recommendations

- Its important for RS to do checking of the submitted report instead of only compiling.
- Its mandatory to consistently report the use of carried over funds.
- Technical backstopping should be done to LGAs which show slow pace of implementation of activities
- Reasons for slow pace of implementation should be highlighted for management purpose

3.7.2 プロジェクト・レベル・アウトカム収集に係る研修教材

Documentation of project level Outcome

- Is the project achieving its goal?
- Identify changes that might occur as a result of project implementation
- Identify indicators

Types of indicators

- **Impacts;** Long term impacts on the conditions of basic problems, including livelihood status, health, wealth etc.
- **Outcomes;** Short term or intermediate results of project, involves behavior change or attitude change.
- **Outputs;** Immediate results achieved by the activities

Important considerations while developing indicators

Expected changes in terms of ;

1. Quality
2. Quantity
3. Time frame
4. Consider target group
5. Geographical /place

Project level outcome format

- Village-based data collection;
- The format is structured to report data according to
 - (1) Village
 - (2) Intervention Category.

Intervention Category

- A. Increase in production and productivity of crops (Maize, Rice, Cassava, Banana, Coffee, Tea, etc.)
- B. Value addition of crop produces
- C. Increase in production and productivity of livestock (Cattle, Cow, Goats, Sheep, Pig, Chicken)
- D. Value addition of Livestock produces
- E. Increase of farmers and livestock keepers accessibility to financial services
- F. Improvement of rural infrastructure

Types of outcome indicators

- 1. Direct Outcome Indicators (DOCIs)-**
For individual interventions. Such as the "Number of Beneficiaries"
- 2. Joint Outcome Indicators (JOICs)-** for the Intervention category. The basic idea is that some outcomes are generated by joint impact of the several interventions implemented under the category. Such as the Improvement of Yield.

Notes on data entry

- **Column 1:** Enter Village Name first. (Under one village, there are 5 Intervention Categories) End of one village is highlighted by Red Bold Horizontal Line.
- **Copy from Action Plan to Column 3 & 4: Column 3 & 4** (Target Description and Planned Interventions) are to be filled easily by copying from Action Plan. Keep the same order/sequence as the Action Plan

Notes on data entry

- **Column 5:** Column 5 (Nature of Intervention) is selected from the drop-down list.
- **Column 6 (Output Indicator)** automatically appears once the intervention (Column 5) is selected.
- **Column 7** (Year of Completion): Year is from Drop-down list.

Notes on data entry

- **Column 8 (Data):** This is Output data. Only numerical value must be entered.
- **Column 9 (Direct Outcome Indicator (DOCI)):** DOCI appears automatically once "Nature of Intervention" (Column 5) is entered.
- **Column 10 and 11:** Year and Data to be entered in the same way as Column 7 and 8.

Notes on data entry

- **Column 12 (Joint Outcome Indicator (JOI)):** JOIs are pre-set in the format. JOIs are outcomes of the Intervention Category generated jointly by the set of interventions under the category. It is required to report at least two (2) JOIs including "Other" which may be chosen by individual District.

Notes on data entry

- **Column 13 (Additional Explanation)** is for such information as a) Kind of crop/animal or b) Explanation of "Other" Indicator, etc. When "Other" is chosen, proper unit of the indicator must be shown in this column.
- **Column 14, 15, 16, 17, 18, 19 and 20:** Year and Data to be entered in the same way as Column 7 and 8.

3.7.3 事業進捗報告フォーマット（エクセル）の改訂、維持管理方法に係る研修教材

**Materials on Excel skills for DADP Progress Report
ASU/RADAG Internal Workshop**

Ippei ITAKURA / JICA-RADAG

0. Mock Exercise

Assume:

There are three persons, 1) Bob, 2) Candy, and 3) John.

Each has a plan to own the assets of 1) House, 2) Animal and 3) Car for their lives.

Their sources of incomes include 1) Salary, 2) Pension and 3) Lot.

You ask Bob about the progress of his asset development.

He replies that he had planned to construct 1 house and actually completed it with the budget of 10,000. The source of income is his salary.

After asking many questions to the three, the following results are obtained.

Name	Asset	Planned	Completed	Progress	Budget	Spent	Balance	Source
Bob	House	1	1	Completed	10,000	10,000	0	Salary
Bob	Animal	100	50	On track	300	200	100	Lot
Bob	Car	2	1	Completed	500	500	0	Pension
Candy	House	5	3	On track	50,000	24,000	26,000	Lot
Candy	Animal	300	200	Delay	900	400	500	Salary
John	House	1	0	Delay	2,000	0	2,000	Salary
John	Car	3	1	On track	300	60	240	Pension

Now you want to summarise your findings, by using a similar mechanism of DADP Progress Report Format.....

PLEASE OPEN EXCEL FILE

1. Construction of Input Sheet with Drop-down Functions

First we develop drop down function for the columns of Name, Asset, Progress and Source (of income)

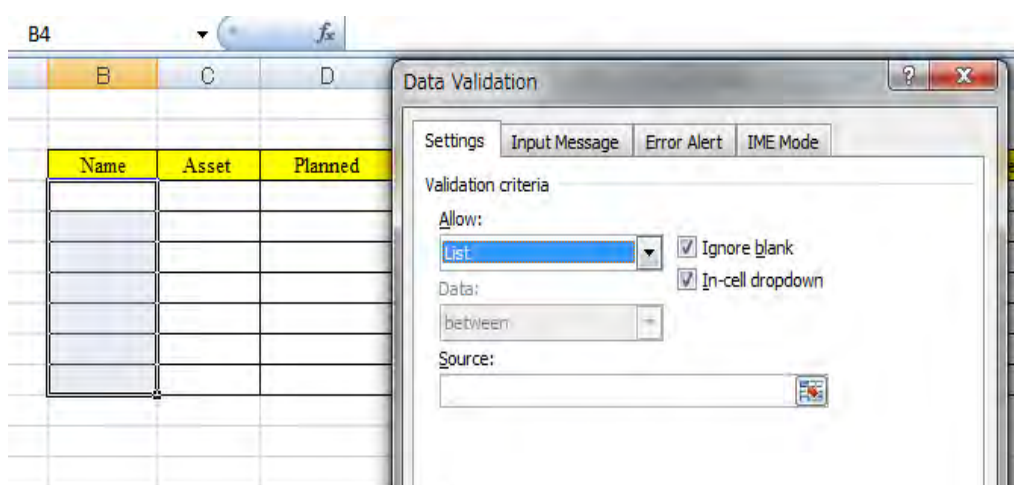
1.1 Go to Input Sheet, prepare the lists, as below.

	Name	Asset	Progress	Source
	Bob	House	Completed	Salary
	Candy	Animal	On track	Pension
	John	Car	Delay	Lot

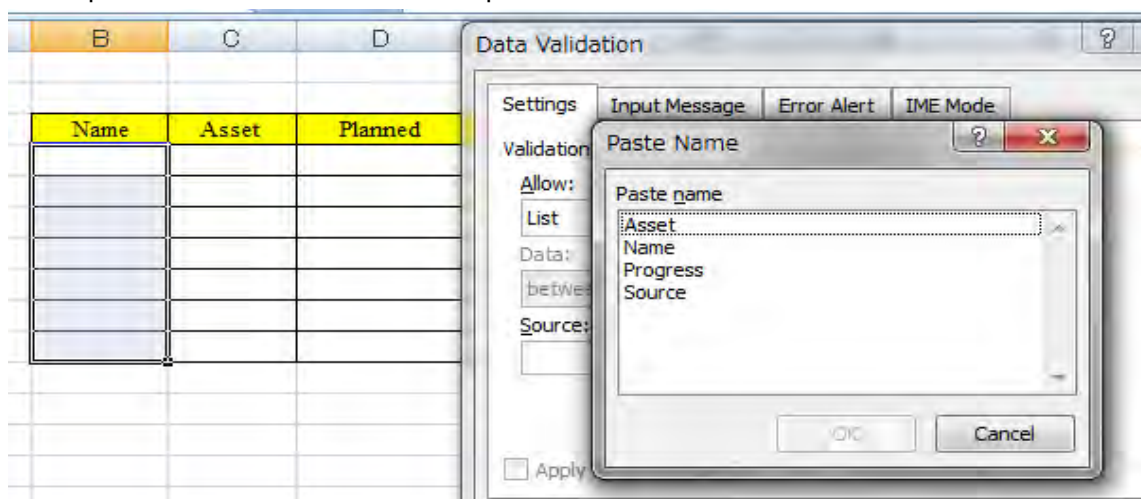
1.2 Select the area from Bob to John and then put "Name" for this area. Repeat the same exercise with different names i.e. Asset, Progress, and Source.

	A	B	C	D	E
1					
2		Name	Asset	Progress	Source
3		Bob	House	Completed	Salary
4		Candy	Animal	On track	Pension
5		John	Car	Delay	Lot
6					

- 1.3 Go to Report Format Sheet. Select the area under the column of Name. Go to Data => Data validation; and change "Allow" from "Any value" to "List."



- 1.4 After one click of Source, Push F3 key. You may see the names of the lists established in Input Sheet. Select "Name." Repeat the same for other columns.



- 1.5 Now you may have drop down functions where necessary. If so, complete the table as illustrated below, using the drop down and putting numerical figures manually.

Name	Asset	Planned	Completed	Progress	Budget	Spent	Balance	Source
Bob	House	1	1	Completed	10,000	10,000	0	Salary
Bob	Animal	100	50	On track	300	200	100	Lot
Bob	Car	2	1	Completed	500	500	0	Pension
Candy	House	5	3	On track	50,000	24,000	26,000	Lot
Candy	Animal	300	200	Delay	900	400	500	Salary
John	House	1	0	Delay	2,000	0	2,000	Salary
John	Car	3	1	On track	300	60	240	Pension

2. Construction of Summary Sheet

After Input sheet, we develop Summary Sheet by making formulas for automatic calculations.

- 2.1 Go to Summary Sheet. Look at the cell of C5, where we want to calculate the total number of planned houses by three persons. With reference to Report Format, this means that Excel has to calculate the sum of planned assets if it is House.

1) Physical Progress			
Asset	Physical Achievement		
	Planned	Completed	%
House			
Animal			
Car			

Make SUM of planned asset IF it is house

Name	Asset	Planned	Completed	Progress	Budget	Spent	Balance	Source
Bob	House	1	1	Completed	10,000	10,000	0	Salary
Bob	Animal	100	50	On track	300	200	100	Lot
Bob	Car	2	1	Completed	500	500	0	Pension
Candy	House	5	3	On track	50,000	24,000	26,000	Lot
Candy	Animal	300	200	Delay	900	400	500	Salary
John	House	1	0	Delay	2,000	0	2,000	Salary
John	Car	3	1	On track	300	60	240	Pension

- 2.2 Apply **SUMIF formula** as follows.

1) Physical Progress				If Asset = House			Sum No. of planned assets	
Asset	Physical Achievement			Implementation Schedule			Source for Spent	
	Planned	Completed	%	Completed	On track	Delay	Salary	Pension
House	7							
Animal								
Car								

- 2.3 Repeat putting the same formula to other cells under Physical Achievement. We can do Copy and Paste. Use "\$" to fix ranges so as to do Copy and Past easily.

C7 fx =SUMIF(ReportFormat!\$C\$4:\$C\$10,SummarySheet!B7,ReportFormat!\$D\$4:\$D\$10)

	B	C	D	E	F	G	H	I	J	K
1) Physical Progress										
Asset	Physical Achievement			Implementation Schedule			Source for Spent			
	Planned	Completed	%	Completed	On track	Delay	Salary	Pension	Lot	
House	7									
Animal	400									
Car	5									

Repeat (Copy and Paste), using "\$"

1) Physical Progress

Asset	Physical Achievement			%	Completed
	Planned	Completed	%		
House	7	4	0.57		
Animal	400	250	0.63		
Car	5	2	0.40		

- 2.4 Look at the cell of F5, where we want to make Excel calculate the total number of house projects which have been completed by the three. With reference to Report Format, this means that Excel has to count the number of asset projects IF asset is house and IF the current status is completed. There are two conditions.

	A	B	C	D	E	F
1						
2	1) Physical Progress					
3	Asset	Physical Achievement			Implementation Schedule	
4		Planned	Completed	%	Completed	On track
5	House	7	4	0.57		
6	Animal	400	250	0.63		
7	Car	5	2	0.40		
8						

Count the number of projects ~~If Asset = House~~ & if Progress = Completed

Name	Asset	Planned	Completed	Progress	Budget	Spent	Balance	Source
Bob	House	1	1	Completed	10,000	10,000	0	Salary
Bob	Animal	100	50	On track	300	200	100	Lot
Bob	Car	2	1	Completed	500	500	0	Pension
Candy	House	5	3	On track	50,000	24,000	26,000	Lot
Candy	Animal	300	200	Delay	900	400	500	Salary
John	House	1	0	Delay	2,000	0	2,000	Salary
John	Car	3	1	On track	300	60	240	Pension

- 2.5 Apply **SUMPRODUCT** Formula as follows. And repeat for other cells under Implementation Schedule. SUMPRODUCT is a useful formula when dealing with more than one condition.

fx =SUMPRODUCT((ReportFormat!C4:C10=SummarySheet!B5)*(ReportFormat!F4:F10=SummarySheet!F4))

If Asset = House				If Progress= Completed			
Achievement	Implementation Schedule			Source for Spent			
Completed	%	Completed	On track	Delay	Salary	Pension	Lot
4	0.57	1					
250	0.63						
2	0.40						

Repeat (Copy and Paste), using "\$"

1) Physical Progress

Asset	Physical Achievement			Implementation Schedule		
	Planned	Completed	%	Completed	On track	Delay
House	7	4	0.57	1	1	1
Animal	400	250	0.63	0	1	1
Car	5	2	0.40	1	1	0

2.6 Now we move to Source of Incomes for Spent money to obtain assets. Look at the cell of I5 where Excel has to calculate the sum of Spent money if asset is house and if its source of income is Salary. Please be noted that, this time, we calculate the sum of spent money, with reference to different two columns of Asset and Source. Therefore it is necessary to use SUMPRODUCT formula in more complex way.

Name	Asset	Planned	Completed	Progress	Budget	Spent	Balance	Source
Bob	House	1	1	Completed	10,000	10,000	0	Salary
Bob	Animal	100	50	On track	300	200	100	Lot
Bob	Car	2	1	Completed	500	500	0	Pension
Candy	House	5	3	On track	50,000	24,000	26,000	Lot
Candy	Animal	300	200	Delay	900	400	500	Salary
John	House	1	0	Delay	2,000	0	2,000	Salary
John	Car	3	1	On track	300	60	240	Pension

2.7 Apply SUMPRODUCT Formula as follows. And repeat for other cells under Source for Spent.

fx =SUMPRODUCT((ReportFormat!C4:C10=SummarySheet!B5)*(ReportFormat!J4:J10=SummarySheet!I4)*(ReportFormat!H4:H10))

Calculate the sum of Spent

Physical Achievement	Implementation Schedule			Source for Spent				
Planned	Completed	%	Completed	On track	Delay	Salary	Pension	Lot
7	4	0.57	1	1	1	10,000		

Repeat (Copy and Paste), using "\$"



Implementation Schedule			Source for Spent		
Completed	On track	Delay	Salary	Pension	Lot
1	1	1	10,000	0	24,000
0	1	1	400	0	200
1	1	0	0	560	0

2.8 Now we move to Summary of Financial Progress. Consider by yourself which kind of formula we have to put in order to create automatic calculation mechanism.

2) Financial Progress			
	Budget	Spent	Balance
Salary	12,900	10,400	2,500
Pension	800	560	240
Lot	50,300	24,200	26,100
Total	64,000	35,160	28,840

<End of Mock Exercise>

3.7.4 事業進捗報告フォーマット（エクセル）の適切な利用に係る演習

Exercise on the Use of Excel**1. Preparation (Copy & Paste)**

- Open Excel file named “Excel_Exercise”. Move to “Sheet 2”. Copy the whole table named “Increase in the Production of Rice” to “Sheet 1”

2. Change Arrangement

- For “Table Heading” (highlighted in pale blue), place the letters in the middle. Use “Wrap Text” to show all letters in each cell.
- For numbers under “Year”, place the numbers in the middle.
- For numbers under “Production (Ton/Year)”, shift the numbers to the right.

=>As a result, you get the table that looks like the below.

Year	Production (Ton/Year)
2006/2007	10
2007/2008	15
2008/2009	20ton
2009/2010	30

3. Use of Formula (SUM)

- Draw borders around the cells under the table (use “Border All” button).
- Type “Total” in the cell under “2009/2010”.

=>As a result, you get the table looks like the below.

Year	Production (Ton/Year)
2006/2007	10
2007/2008	15
2008/2009	20ton
2009/2010	30
Total	

- Put a formula “=SUM(B4:B7)” in the cell under “30” to calculate the total production from 2006/2007 to 2009/2010.

=>As a result, you get the table that looks like the below.

Year	Production (Ton/Year)
2006/2007	10
2007/2008	15
2008/2009	20ton
2009/2010	30
Total	55

- **QUESTION:** WHY is the total “55”, NOT “75”?

If you add the production from top to the bottom (i.e. 10+15+20+30), the total should be 75.

4. Use of Formula (AVERAGE)

- Draw borders around the cells under the row for “Total” (use “Border All” button).
- Type “Average” in the cell under “Total”.

=>As a result, you get the table looks like the below.

Year	Production (Ton/Year)
2006/2007	10
2007/2008	15
2008/2009	20
2009/2010	30
Total	75
Average	

- Put a formula “=AVERAGE(B4:B7)” in the cell under “30” to calculate the average production (ton/year) from 2006/2007 to 2009/2010.

=>As a result, you get the table looks like the below.

Year	Production (Ton/Year)
2006/2007	10
2007/2008	15
2008/2009	20
2009/2010	30
Total	75
Average	18.75

- **CAUTION:** DO NOT include the value of total production, when you set the formula. Include only the values from 2006/2007 to 2009/2010.

3.8 DADP 事業進捗報告書 質の検証報告

3.8.1 DADP 事業進捗報告書 質の検証報告書 (2010年2月)

Quality Assessment Report on DADP Quarterly Progress Report (Draft)

February 2010

RADAG (DADP)

Poor quality of the DADP Quarterly Progress Report has been repeatedly pointed out as a serious issue in such occasions as the report consolidation at national level. RADAG (DADP) has shared the concern with PMO-RALG, since it started facilitating the consolidation process. In response to it, RADAG (DADP) conducted a quality assessment of the Progress Report, by applying several methodologies utilized in the quality assessment of DADP documents.

The objectives of the quality assessment of the Progress Report are as follows:

- To assess quality of each report in objective terms, according to the relevant assessment criteria
- To identify effective measures to improve quality of the reports by analyzing assessment results
- To enhance capacity of PMO-RALG and RS staff through jointly conducting the quality assessment.

RADAG (DADP) conducted the quality assessment for 132 “Progress Reports for the 4th Quarter of FY 2008/2009 DADP”.

1. Assessment Framework (assessment criteria and scoring)

In the quality assessment of the Progress Report, the following two domains were primarily assessed.

- LGA’s compliance with reporting rules of Quarterly Progress Report
- LGA’s implementation status of their interventions

The former domain was assessed in terms of whether each LGA complied with the format and the basic rules prescribed by PMO-RALG for report preparation. To assess this domain, 6 criteria (each of which comprises 2 to 5 components) were set, as illustrated in Table 1 and Table 3. On the other hand, the latter was assessed in terms of LGA’s capability to implement their interventions according to their plans. 3 assessment criteria were set, as shown in Table 1 and Table 3.

Table 1 Criteria for Quality Assessment of Progress Report

Domain	Compliance with reporting rules	Implementation status of planned interventions
Assessment Criteria	<ul style="list-style-type: none"> • Proper use of the prescribed format • Relevancy of Planned intervention • Accurate data entry in “Financial Progress” • Accurate data entry in “Sources of Fund” • Accurate data entry in “Physical Progress” • Consistency between “Financial Progress” and “Physical Progress” 	<ul style="list-style-type: none"> • Consistency between interventions in Action Plan and those implemented • Appropriate use of ASDP Grant • Consistency between Action Plan and achieved output

As stated above, a particular emphasis was placed on the assessment of LGA’s proper use of the reporting format, including their observance of the prescribed format and accurate data entry. This is because it has been noted, through the consolidation process of reports at both national and regional levels, that the process was greatly interrupted by LGA’s poor compliance with the format, as well as incorrect data entry in the reports. Encouraging LGAs to comply in full with the basic rules of the reporting remains the overriding issue to improve the quality of the Progress Report.

As done in the DADP Quality Assessment, the assessment results were quantified. Each component of the assessment criteria was given a numerical value of “0 or 2,” or “0, 1 or 2.” Thus, the score of 36 was the full mark in terms of 18 components of the domain of “Compliance with reporting rules.” The score of 6 was the full mark in terms of 3 components of the domain of “Implementation status of planned interventions.” (Refer to Table 3.)

2. Assessment Result

1) Assessment on compliance with reporting rules

Regarding “assessment on compliance with reporting rules,” all LGAs were classified into 4 groups according to the total scores (less than 10, 10-19, 20-29, more than 30). Over 80% of LGAs scored more than 20. This indicates most LGAs had a basic understanding of the format and the data entry. This can be attributed to the simplification and standardization of the format introduced at the end of FY 2008/2009.

On the other hand, 7 of the 17 LGAs, which scored less than 20, failed to comply with the prescribed format. Considering the fact that 4 out of 5 LGAs in Rukwa Region failed to use the format, it seems that notification on the change of the format has not reached properly to the LGAs via the Regional office.

Table 2 Number of LGAs by Total Score (132 LGAs)

Total Score (max. 36)	0 – 9	10 – 19	20 – 29	29 – 36	Total
No. of LGA (a)	1	16	92	23	132
(a)/Total	0.8%	12.1%	69.7%	17.4%	100.0%

The assessment results of the components are illustrated in Table 3.

Table 3 Assessment Results on Compliance with Reporting Rules (102 LGAs)

Assessment Criteria	Component	% share of LGA by Score			
		0	1*	2	Total
Proper use of the prescribed format	F-1 : Does the report comply with the format prescribed by PMO-RALG?	6.1 %	0.0%	93.9%	100.0%
	F-2 : Does the Excel file of the report include the "Summary Sheet" and "Input Data"?	24.2%	0.8%	75.0%	100.0%
Relevancy of Planned intervention	S-1 : Does the report include all interventions of the Action Plan this financial year?	8.3%	65.2%	26.5%	100.0%
	S-2 : For interventions, which are not in the Action Plan, does the report indicate other source of funds, carry-over, or any reason why they include them in the report?	67.4%	3.0%	29.5%	100.0%
Accurate data entry in "Financial Progress"	FP-1 : Does the report indicate figures in the 1,000 Tsh unit?	7.6%	-	92.4%	100.0%
	FP-2 : Are the amounts of Approved Budget same as the amounts in the Action Plan?	19.7%	69.7%	10.6 %	100.0%
	FP-3 : Are the Balances correctly calculated?	12.9%	2.3%	84.8%	100.0%
	FP-4 : Other consistencies 1) "Amount Received" >= "Cumulative Expenditure" 2) "Cumulative Expenditure" >= "Amount Spent"	1.5%	12.1%	86.4%	100.0%
	FP-5 : Are the figures correctly inputted?	6.8%	-	93.2%	100.0%
Accurate data entry in "Sources of Fund"	SF-1 : Grant Name Does the report follow specification provided in the drop-down list box?	23.5%	-	76.5%	100.0%
	SF-2 : Is the Amount for ASDP Grant equal to "Cumulative Expenditure"?	44.3%	1.5%	54.2%	100.0%
Accurate data entry in "Physical Progress"	PP-1 : Are Milestones/Indicators appropriately selected in accordance with the nature of interventions and options provided in the drop-down list box?	20.5%	9.1%	70.5%	100.0%
	PP-2 : Are units for Planned Annual Target/Completed Number consistent with Indicators selected?	17.4%	28.8%	53.8%	100.0%
	PP-3 : Is Planned Date for Completion in line with Action Plan (by using drop-down list box)?	18.3%	72.7%	9.1%	100.0%
	PP-4 : Is Actual Progress correctly and consistently reported (by using drop-down list box) ?	16.2%	56.8%	26.5%	100.0%

Assessment Criteria	Component	% share of LGA by Score			
		0	1*	2	Total
	PP-5 : Does the report indicate reasons for delay/postpone as required?	16.2%	27.7%	56.2%	100.0%
Consistency between “Financial” and “Physical” Progress	OS-1 : Consistency between Physical and Financial Progresses	6.1%	35.9%	58.0%	100.0%
	OS-1 : Consistency between Physical Progress and completed number of output	8.3%	31.1%	60.6%	100.0%

* N.B. Components with “-“in score 1 were given a numerical value of “0 or 2.”

Findings from the assessment of “Compliance with reporting rules” are summarized as follows:

- LGAs demonstrated good performance in the components relevant to the basic rules of reporting, including proper use of the prescribed format, accurate data entry (inputting numerical number and amount by the thousand (‘000), and using accurate formula) in the “Financial Progress,” and data entry by using drop-down list boxes.
- Meanwhile, 30% of LGAs removed summary sheet (which automatically aggregates data in the excel format) from the format. This indicates they did not check whether they made data entry correctly based on the summary sheet.
- As for “Consistency between “Financial” and “Physical” Progress”, many reports showed consistency among cumulative expenditure, physical progress of each intervention and the resulted output.
- Regardless of the assessment criteria, the components assessing adherence to Action Plan were rated low. This implies that few LGAs implemented interventions according to their Action Plans.
- In “Physical Progress,” indicator-related components of PP-1 and PP-2 were not rated high, despite a simple task of using drop-down list boxes. This indicates LGAs’ insufficient understanding of selecting an indicator appropriate to each intervention.
- In “Physical Progress,” PP-4 was rated low. Although the Progress Report is the report for the final quarter of the year, some LGAs selected “on track” or “after this quarter,” which should be used for interventions to be completed in the future quarter.
- In “Sources of Fund,” half LGAs did not appear to have a good understanding of SF-2 “the Amount for ASDP Grant equal to Cumulative Expenditure.”

2) Assessment on implementation status of their interventions

As for “Assessment on implementation status,” all LGAs were classified into 7 groups according to the total scores, as shown in Table 4. Assessment results of each component are illustrated in Table 5.

Table 4 Number of LGAs by Total Score (102 LGAs)

Total Score (max. 6)	0	1	2	3	4	5	6	Total
No. of LGA (a)	6	9	18	48	23	20	8	132
(a)/ Total	4.5%	6.8%	13.6%	36.4%	17.4%	15.2%	6.1%	100.0%

Table 5 Assessment Results on Implementation Status (102 LGAs)

Assessment Criteria	Component	% share of LGA by Score			Total
		0	1	2	
Consistency between interventions in Action Plan and those implemented*	Are interventions making progress?	11.4%	65.2%	23.5%	100.0%
Appropriate use of ASDP Grant	Are the ASDP BF Grants correctly applied in accordance with the approved DADP?	14.4%	59.8%	25.8%	100.0%
Consistency between Action Plan and achieved output*	Do interventions achieve the output as planned?	19.7%	59.1%	21.2%	100.0%

* N.B. Except "Appropriate use of ASDP Grant," score 1 or 2 was given to LGAs whose interventions showed some progress, even though they were not included in their Action Plan.

In terms of total score, 61.3% of LGAs, the largest share to total, obtained a relatively low score of 3 (Refer to Table 4). At each component level, 70 to 80% of LGAs failed to obtain a full mark of 2 (Refer to Table 5). This revealed the fact that most LGAs were unable to implement their interventions as they initially planned. Furthermore, in view of the assessment on the progress report for the final quarter, most LGAs failed to complete their interventions within the fiscal year. This also matches a remaining low level of LGAs' budget execution (30 LGAs executed less than 50% of the budget even in FY2008). As pointed out in "Assessment on compliance with reporting rules," weak consistency between interventions in their Action Plan and those actually implemented was also confirmed.

3. Summary of Findings and way forward

Despite the long-held concern about the poor quality of the Progress Report, the findings from the assessment indicate many LGAs complied with basic rules of the prescribed reporting format. This may be attributable to the revision of the format at the end of FY 2008/2009, which simplified reporting tasks for LGAs by introducing the drop-down list boxes and the "Summary Sheet" (automatic data aggregation) to prevent inputting errors.

However, the findings also highlight some other issues to be tackled. It is confirmed that LGAs need to be provided with thorough instruction in the use of Summary Sheet and the data entry in "Physical Progress," and made far more aware of reducing input errors. Furthermore, it is revealed that most LGAs failed to implement interventions according to their Action Plans. Ensuring a consistency between interventions in the Action Plan and those implemented is considered another critical issue. Given the considerable effort made to improve the quality of DADP and to materialize improvement in actual implementation, it is essential to make sure that LGAs implement and complete interventions according to their Action Plan.

With regard to selection of appropriate indicators, it is recommended that DADP P&I TWG explains clearly during the backstopping to LGAs on how to select an indicator appropriate to each intervention, and require LGAs to specify an indicator and the relevant target per intervention in “description of interventions” in the DADP document. Standardization of indicators to enable LGAs to select the same indicator for the same category of interventions can be also suggested. In relation with assessment on implementation, due to a relatively high incidence of a delay in the completion of interventions (low budget execution), most LGAs retained carry-over of the budget. Therefore, updating the format to enable LGAs to make a proper report on carry-over is also considered important.

Based on the findings, it is expected that PMO-RALG (together with RADAG (DADP)) will identify effective measures to tackle the above issues, in line with the direction of the common report format newly introduced by PMO-RALG. PMO-RALG will also seek an opportunity to conduct the relevant training for RS in response to their immediate needs.

3.8.2 DADP 事業進捗報告書 質の検証報告書 (2012年2月)

Report Skill Assessment for 2010/11 Annual Report**February 2012****1. Background**

JICA RADAG has been conducting report skill assessment for annual progress reports, to check if LGAs and regions are preparing quality report by following report format properly and providing all the necessary information which are needed by stakeholders.

For FY2010/11 annual progress reports, the assessment puts emphasis on regionally consolidated reports (region reports) and assess regions' capacity to check and consolidate LGA reports and also LGA report were checked to compare it with the regional report.

2. Methodologies

In order to assess the quality of regional reports, the following criteria have been developed.

2.1 Assessment and Scoring Criteria against LGA reports

The assessment criteria and scoring criteria applied to LGA reports are as follows.

Assessment and Scoring Criteria for Reporting Skill Assessment (LGA reports)

Assess. Criteria (Score range)	Scoring Criteria
Aspect : Use of the Formats	
Use of Formats (0 to 2)	2= The report contains all the three sheets, namely, Report Format, Sum. Sheet & Input Data.
	1= The report contains the proper Report Format, but excludes S/S or I/D sheet (data).
	0 = The Report Format is not used.
Proper Calculation (0 to 2)	2 = "Balance" is calculated correctly in Fin. Summary (Bal.=Amt Received - Cumulative Exp.), at the same time figures in Tsh 1,000 unit are used and numerical value is input adequately (e.g. no use of "-", instead of "0")
	1 = "Balance "is calculated correctly in Fin. Summary (Bal. =Amt Received - Cumulative Exp.), but figures in Tsh 1,000 unit are not used, or numerical value is input inadequately.
	0 = "Balance" is not calculated correctly in Fin. Summary

Assess. Criteria (Score range)	Scoring Criteria
Use of Drop down (0 or 2)	2 = All the drop-down list boxes are properly used.
	0 = The drop-down list boxes (even one) are not used (data input manually).
Aspect : Understanding/Contents	
Physical Progress (Milestones & Indicators) (0 to 2)	2 = LGA shows few input errors in the areas of selecting Milestones/Indicators, inputting appropriate numerical value (not in a narrative form) in Planned Target & Completed; and reporting consistent contents for Actual Progress etc.
	1 = LGA shows some input errors in the areas of selecting Milestones/Indicators, inputting appropriate numerical value (not in a narrative form) in Planned Target & Completed; and reporting consistent contents for Actual Progress etc.
	0 = LGA shows many input errors in the areas of selecting Milestones/Indicators, inputting appropriate numerical value (not in a narrative form) in Planned Target & Completed; and reporting consistent contents for Actual Progress etc.
Consistency between Physical & Financial Progress (0 to 2)	2 = Accurate reporting on Physical & Fin. progresses (e.g. If Cum. Exp. is half the amount received; the completed number should also be half the planned number.)
	1 = Inaccurate reporting on a few interventions (e.g. Although Cum. Exp. is nearly equal to the amount received, the planned No. is not achieved.)
	0 = Inaccurate reporting on many interventions
Carry-over report	
Carry-over Report (0 or 2)	2 = Submitted

It should be noted that the assessment criteria can be categorized into two aspects: one is the aspect of whether LGAs/region use the format properly while the other deals with the issue of whether the contents of the reports are reasonable. The reasons why we developed these two aspects is that there are some cases, in which LGAs/region use the format properly but the content they reported does not make a sense. Additionally we also examined whether the LGA having carry-over fund submitted a carry over report.

2.2. Assessment and Scoring Criteria against regional reports

Both assessment and scoring criteria for regional reports are almost same as one for LGA

reports, except for Aspect of Understanding, in which we assessed whether regions made rectification of mistakes in LGA reports. Score 2 is given to the case with no/few mistakes in a regional report; Score 1 is given to some mistakes; and Score 0 is for many mistakes in the report.

2.3. Number of Reports assessed

The assessment was undertaken for 21 regions. To check if each region checks the contents of LGA reports, individual LGA reports are also reviewed in comparison to the region reports. The number of LGA reviewed is 92 because some regions did not submit their LGA reports. 20 regions and 66 LGAs, that were identified to have carry-over report, are also examined over the submission of carry-over reports. 20 regions that were identified to have carry-over fund reports, are also examined over the submission of carry-over fund reports

3. Observations

3.1 Assessment of LGA reports (92 reports)

The assessment results for LGA reports can be summarised in the following table.

Assessment Results for LGA reports

Score	Use of the Formats			Understanding/Contents		6) Carry-over Fund Report (92)
	1) Use of Formats	2) Proper Calculation	3) Drop-down	4) Physical Progress	5) Consistency bet Fin & Phy	
No. of LGA						
Score 2	91	78	91	88	80	67
Score 1	0	14	0	4	12	0
Score 0	1	0	1	0	0	26
% of LGAs						
Score 2	98.9%	85.0%	98.9%	95.7%	87.0 %	71.7%
Score 1	0%	15.0%	0%	4.3%	13.0%	0%
Score 0	1.1%	0%	1.1%	0%	0%	28.3%

1) The use of the formats, almost all (98.9%) of LGAs followed the format. The report format, summary sheet and input data were also attached properly. Only one LGA (Kibondo DC in Kigoma Region) used the old version format.

2) In terms of Proper Calculation, 85.0% LGAs assessed gained Score 2, but 15.0% were

given Score 1. The mistakes which were observed in this session were; first some of the LGA did not use formula in calculating balance or some cell lost formula of balance. They put zero in the cell manually. Secondly, LGAs such as Simanjiro and Mbulu they use “-“, instead of “0.” The last one is no consistency in the balances between the two tables of “Summary of Financial progress” and “Summary of physical progress” in the summary sheet.

3) In terms of Drop down function, 98.9% of LGAs checked use drop function. Only one LGA did not use the drop down function.

4) As for Physical Progress (including Milestone selection and consistent contents), LGA shows high understanding in selecting milestone. 95.7% of LGAs properly entered numbers in planned target, given by score 2, while 4.3% of LGAs were given score 1.

5) In terms of Consistency between Physical and Financial Progress, LGAs showed better understanding in reporting physical progress against financial progress, although some minor mistakes were observed in some LGA (for example, balance was zero, although interventions were not completed.)

6) 66 LGA among 92 LGAs submitted carry over fund reports, but 26 did not submit. 1 LGA did not submit regular report, but submitted carry over report.

Assessment of regions reports (21 reports)

The assessment results for regional reports can be summarised in the following table.

Assessment Result for Regional Reports

Score	Use of the Formats			Understanding/ Contents	5) Carry-over Report
	1) Use of Formats	2) Proper Calculation	3) Drop- down	4) Improvement of LGAs	
No. of RS					
Score 2	21	9	21	1	20
Score 1	0	12	0	0	
Score 0	0	0	0	20	1
% of RS					
Score 2	100%	42.9%	100%	4.8%	95.2%
Score 1	0%	57.1%	0%	0%	0%
Score 0	0%	0%	0%	95.2%	4.8%

All regions used the specified formats properly; this is improvement of the use of the format

as compared to the previous performance.

In proper calculation, there were still some mistakes. For example, balances were calculated manually and some financial figures in the summary sheet were not consistent. In terms of use of drop down, regions used the drop down properly. Regions still made mistakes of compiling LGA reports without checking it careful. In this assessment, only Kigoma Region got score 2 with regard to improvement of LGA reports.

4. Recommendations

- Regions need to be further emphasized to carefully check the submitted LGA reports before compiling them in order to avoid errors in the regional report as well as national report.
- Regions also have to give feedback to LGAs so that LGA can find their mistakes so that they can correct the similar mistakes in their future reports by themselves.

Good DADP Projects

Samples and Observations

For reference for LGAs and RASs
With the aim of increasing the number of good DADP projects

November 2011

JICA-RADAG (DADP)

Good DADP Projects: Samples and Observations

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Annex.

- (1) Quick reference of projects and contributing factors
- (2) Project details collected in the study
- (3) Summary of survey activities

1. Background

The development of agricultural sector of Tanzania has been led by the Agricultural Sector Development Programme (ASDP) which is a sector wide approach supported jointly by the four (4) Agricultural Sector Lead Ministries (ALSMs)¹ and Development Partners (DPs). The programme objective is to enable farmers² to have better access to and use of agricultural knowledge, technologies, marketing systems and infrastructure, and to promote agricultural private investment based on an improved regulatory and policy environment, all of which are to contribute to higher productivity, profitability and farm incomes. ASDP has a strong focus on the local component which receives 75% of the programme development budget. Major vehicle of the component is the District Agricultural Development Plans (DADPs) which are to be prepared annually by the Local Government Authorities (LGAs) based on community-based and demand-driven project proposals.

Started in July 2006, ASDP has been in operation for five years, and the end of its first phase is approaching (June 2013). While ASLMs and DPs are eager to find out positive results of the programme, due to the limitation of data collection system, quality outcome data and overall positive impacts of the programme are still yet to be identified.

Meanwhile, it is generally recognized that there are some good practices and successful projects implemented through DADPs. Although these good examples are anecdotal and cannot simply be generalized, it is still worthwhile to identify them for two reasons: (1) To share them as examples with LGAs and Regional Administration Secretariats (RASs); (2) To find out possible hints/clues for improving project design and implementation. In both reasons, eventual purpose is to learn from actual practices and experience. With these ideas in mind, JICA-RADAG conducted a small survey and a workshop where LGAs of Morogoro and Pwani Regions took part in. This report is the results of these undertakings.

2. Objectives of the Collection of Good DADP Projects

The objective of this exercise is:

- i. To collect DADP projects which showed good results, especially outcomes such as increase of yield and production, improvement of farmers' income, etc.
- ii. To conduct preliminary analyses to observe factors contributing to positive results.

¹ The four ministries are: Ministry of Agriculture Food Security and Cooperatives (MAFC), Ministry of Livestock and Fishery Development (MLFD), Ministry of Trade and Industry (MIT), and Prime Minister Office – Regional Administration and Local Government (PMO-RALG).

² In this report, the term “farmers” is used to imply both crop farmers and livestock keepers.

And eventually, by sharing the findings with LGAs and RASs,

- iii. To encourage LGAs to improve their design/planning and implementation of DADP projects and hence advance the quality of DADP projects in general.

In this survey, we looked for “Good” projects rather than “Successful” projects, because the latter is difficult to define as it is a matter of degree, while the former is easily identified as long as a project is producing positive results. However we were specific with respect to the results. We looked for positive results of outcomes rather than outputs, meaning that simple completion of facilities or procurement of machine as planned was not good enough. Hence, we have considered good projects in the following way.

Good project: A project that has completed and has started producing positive outcomes and impacts. (In practice, we have also included projects that have not completed, but begun producing outcomes.)

How good a particular project is is a matter of comparison among each other. The focus on outcomes in this survey has been made clear to LGAs when we discussed about good projects.

3. Scope and Methodology

This survey was conducted in two ways: (1) LGAs of Morogoro and Pwani Regions were individually visited and several good projects were identified through discussion with LGA officers, (2) A regional workshop was jointly organized for the two regions where each one of the 13 LGAs presented one good project which was selected by their own judgment. Both activities (the visits to individual LGAs and the workshop) were conducted in September 2011.

During the individual visit, while the discussion was open to participants in judging and suggesting good projects, a general guidance was presented to navigate the discussion. It was suggested that following points to be considered to pick up good projects.

- Positive outcomes/impacts
- Private sector involvement/ linkage
- Value chain or distribution channel development
- Value-addition
- Farmers' organization activities
- Collaboration with research institutes, training institutes, etc.

4. Overall View of the Collected Projects

This survey identified 28 projects as good ones. They consist of those presented by LGAs in the regional workshop, which were selected according to their own judgment and those indicated during the discussion at individual LGA and subsequently screened by RADAG. There are overlaps between these two groups, i.e. some of the indicated projects were eventually selected and presented by LGAs in the Workshop. The 28 projects are summarized in Table 3 in the following pages. Also some classifications of the 28 projects are tabled below.

Table 1: Classification of Projects (1) (Crop or Livestock)

Category	No. of project
Crop	14
Livestock	10
Others ¹	4
Total	28

Note 1: "Other" includes Oxenization, Charco dam, and Environment Conservation

Table 2: Classification of Projects (2) (Type of activity)

Category	No. of project
Irrigation	2
Warehouse Receipt System	3
Promotion of cash crops ¹	5
Introduction of animals ²	4
Milk production and sales	1
Dip tanks	1
Market (Livestock)	2
Introduction of new technologies ³	5
Cassava production, processing and sales	1
Other ⁴	4
Total	28

Note 1: "Cash crops" include Ginger, Vanilla, Sunflower, and Mushroom

Note 2: "Animals" include Chicken, Dairy Goat and Dairy Cattle

Note 3: New technologies include Oxenization, Environmental conservation, Certified seed and Rice production.

Note 4: "Other" includes Charco dam, Fruit seedling and Livestock field school

Table 3: List of the 28 Good Projects

RS	LGA	Project Name	Outline of Project
Morogoro Region	Kilimbero DC	Livestock Field School (LFS)	Established a Livestock Field School. Improved cattle weight by training keepers on fattening practices
		Mkula Irrigation Scheme	An irrigation project that made use of resource mobilization especially in training on fertilizer use, rice production, marketing, study tour to KATC, and input support (power tillers and subsidies from voucher system), a package approach.
		Warehouse Receipt System (Rice)	Rehabilitation of warehouses by DC, and introduction of warehouse receipt system for rice through collaboration with TAP in creating farmers' association.
	Kilosa DC	Parakuyo Livestock Market	Construction of a livestock market run by local village authority, stabilizing prices and reducing transaction costs of travelling. The number of animals traded in the market has been increasing.
		Introduction of Oxenization	Introduction of oxenization by providing farmers (50 households) with 90 oxens, equipment and trainings in food shortage in areas in collaboration with World Vision (NGO).
		Introduction of Ginger Production	Introduction of ginger as cash crop for farmers who have been dependent on less profitable beans production, by organizing study tours to Same (The project has not completed yet.)
	Morogoro DC	Vanilla Processing	Introduction of vanilla processing for one group (18 farmers) who grow vanilla, by providing them with equipment, building and training in Kagera on processing (conducted by Mayawa, NGO) through DADG and AEBG, thereby linking them to the market
	Morogoro DC	Improvement of Local Chicken	Improvement of local chicken for multi-purpose use, by providing chickens, feeding stuff and vaccines, as well as training, through DADG and AEBG. The group continue operating by accumulating savings from the profits.
		Sunflower Oil Extract	Providing farmer groups with a sunflower oil extract machine, as well as training arranged with a machine supplier (Gama Metal Engineering) (Not completed yet)
	Mvomero DC	Charco Dam Construction at Mangae	Charco dam was constructed in the area where livestock development has been a major focus. The area has dip tanks, markets and been supported by NGO for some time already.
		Milk Collection Center Rehabilitation	Rehabilitation of a village-owned milk collection center to sell milk directly to a private company
		Conservation Agriculture	A support called "Action research", i.e. hands-on training for farmers in the field, was performed on conservation farming for maize. The support was done by NGO (African Conservation Tillage Network (ACTN) based in Nairobi) for farmers' groups who own powertillers (provided by DADG).
Ujirga	Production of Paddy Certified Seed at Euga	Production of certified paddy seeds and their sales to neighboring farmers that improved the yield of paddy around the area. Some members went to Ilonga for training.	

Table 3: List of the 28 Good Projects (Continued)

Pwani Region	Bagamoyo DC	Rehabilitation of Main Canal at Bagamoyo Irrigation Development	combination of canal rehabilitation, farmers' training, collaboration with nearby research institute for seed improvement, and farmers' positive involvement resulted in the increase of yield.
		Construction of Slaughter House at Sanzale	Construction of a slaughter house has stabilize meat supply to the town and improved hygiene of meat processing. The number of cattle slaughtered is increasing.
	Kibaha DC	Warehouse Receipt System (Cashew) at Kikongo	Construction of warehouse, training for system management by NGO, and positive engagement of farmers resulted in the increase of farmers' income.
		Construction of a Dip Tank at Dutumi	Due to the use of the dip tank, the mortality rate of animals decreased. Expecting the increase of animals, the group is planning to construct a livestock market.
		Introduction of Oxenization at Magindo	Training on oxenization was rendered to a youth group, offering opportunities of cash income for them. On the other hand, observing the opportunities, some cattle owners have changed mind and began to offer oxenization services.
	Kibaha TC	Introduction of Local Chicken at Kitumaga/ Garagaza	While it began with only ASDP grants, once a private entity entered the project with contract-farming (chicken raring), the sales of chicken stabilized, increasing farmers' income as well as the number of farmers involved in the chicken raring.
		Sunflower Production and Processing at Msangani	LGA supported the extract machine, and workshop. Income of the group increased. The production of sunflower around the area increased and more farmers are coming to the group for oil extraction.
		Production and Sales of Fruit Seedling at Zegereni	The project is nurserly, growing and selling fruit seeding of mango, papaya, etc to the neighboring farmers. They have already sold more than 20,000 seedlings. However due to the short time since the beginning, there are no observable increase in production of fruits in the area coming from the sold seedlings.
	Kisarawe DC	Introduction of Dairy Goat	LGA supplied dairy goat and some feeds. They also offered training and study tours. The production of goat milk increased and nutrition of the households in the area improved.
		Warehouse Receipt System (Cashew)	After rehabilitating two warehouses, the warehouse receipt system was introduced. Due to the increase of receiving prices, farmers' income has increased.
	Matia DC	Introduction of Dairy Cattle	Referring to previous NGO (Heifer International)'s project, communities requested to implement dairy cattle project. LGA supplied first round of dairy cattle, feeds, and training. As the first round farmers give away first two calves to neighbors, the number of cattle increased steadily, improving nutrition and income of farmers.
	Mkuranga DC	Cassava Production, Processing and Sales	LGA supported to establish the Farmer Field School, delivering technical support for cassava production. LGA also facilitated to obtain FAO's support for Participatory Variety Selection, and NGO's support for cassava processing. The project achieved value addition to the product (cassava flour) and enable farmers to sell it to DSM markets.
		Mushroom Production and Sales	This project was presented in the Regional Workshop in June 2011. Although not mentioned by the District during survey visit this time, this was included here as a good project, because it represent some of important elements of good practices, including strategic introduction of cash crop, assured market access, direct income effect despite its small amount of investment (860,000 Tsh), and effective involvement of NGOs.
	Rufiji DC	Paddy Production at Ukimango	Introduction of new variety, new technology of rice farming (dike), and study tours resulted in the increase of yield. Observing the changes, increasing number of neighbours started copying the methods.
		Construction of Primary Livestock Market at Umwe south	Responding to the increasing number of cattle in the area, LGA supported construction of livestock market. Due to the careful selection of the location, the market is used not only livestock trade but also many other businesses, becoming a active trading spot of the area.

Note 1. [Redacted] These are projects presented by LGAs as successes in the Regional workshop in September 2011.

Other projects are those mentioned by LGAs during the survey visit to individual LGAs.

Note 2. Warehouse Receipt System: Farmers will be paid a pre-agreed payment by the warehouse management group which is in general a farmers' cooperative when they bring their product to the warehouse. The group then take the product to markets by measuring proper timing of low supply so as to fetch a good price. The farmers will receive the second payment after the group successfully sell product at the market.

5. Observations: Factors that Contribute to Positive Results

Factor 1: Value chain development:

To plan a project in a value chain perspective and to cover as many stages of the chain as possible by a set of interventions seem to be effective to produce positive outcomes.

From the collected projects, the first observation is that projects planned and implemented along a value chain of products, especially about the sales to markets seem to lead good results. Ensuring linkage of farmers to the market through processing/marketing would be a key contributing factor. Examples are seen in the cases of “*Cassava Project (Mkuranga DC)*” and “*Milk Collection Center Rehabilitation Project (Mvomero DC)*”. In these cases, LGAs made good efforts to facilitate farmers’ groups to sell their products to markets. With secured outlet of their products, farmers are strongly encouraged to improve their production both in quality and quantity. By developing stages of a chain at once (or in sequence), farmers’ benefits from interventions will increase.

Value chain is a broader concept as shown below, including input procurement, production, processing, and sales to markets. Value chain is composed of upstream and downstream linkages, or backward and forward linkages. So DADP interventions should be formulated under a broader scope. For instance, while a major project is to introduce exotic bulls for improving variety, other interventions such as dissemination of cattle fattening technology, construction of slaughter houses or market facilities should also be considered under a broader scope of, say “Improvement of Beef Production”

Table 2: Aspects of Value Chain

Inputs	→	Production	→	Output (1) Processing	→	Output (2) Sales
<ul style="list-style-type: none"> • Infrastructure • Finance • Seeds • Chemicals • Calves • Feeds • Machine/Tools • Labor 		<ul style="list-style-type: none"> • Farming technologies • Animal raising technologies • Disease control 		<ul style="list-style-type: none"> • Storing • Drying • Milling • Packaging • Slaughtering 		Bridging to <ul style="list-style-type: none"> • Traders • Manufacturers • Local Markets • National/International Markets • Direct to Retailers/Consumers(incl. Restaurants or Hotels)

Source: prepared by RADAG

So, one lesson from the survey is that a good project must be planned in a value chain perspective. A stand-alone focus in a value chain either on production stage or processing stage will be less effective in producing benefits.

Qualification: Although the consideration of value chain is important, some type of projects

especially those aiming at food security may not comfortably correspond to this finding, because they primarily target at increasing production and improving food availability. In such cases, some stages of the value chain such as processing and market access would be only secondary concern to the extent that a project is concerned with producers' own consumption of the area. However, if a project aims at producing a great amount to contribute food security at large, it is still important to consider how to deliver the food to people who need it, e.g. through developing roads and storing foods for a lean season.

Factor 2: Mobilization of other resources:

It is advantageous to mobilize other stakeholders' resources (including financial, physical and human resources as well as information/intelligence), in addition to DADP resources, so as to increase project coverage and to enrich the project contents.

Another observed factor is the mobilization of other stakeholders' resources than DADP funds. In the present setting, many projects look at only DADP funds. However, the level of funding is not sufficient to cover all aspects of development. For example, DADP funds may be able to support production part, but does not have extra to support processing or sales. In some successful projects, LGAs are open and even actively seek helps from outside actors. Then LGAs concentrated their scarce resources on a few components of necessary interventions in which they have technical advantages, while obtaining technical and/or financial supports from outsiders for the remaining components. For instance, in the Milk center project of Mvomero DC, the District brought a private company to collect milk from farmers' group together with company's contribution of milk tanks and a generator. The cassava project of Mkuranga DC also includes this factor, obtaining significant supports from an international NGO for the processing stage. Another example is "*Irrigation project (Kilombero DC)*" where several actors took part in trainings of various aspects such as training on fertilizer use by Yara International., training on rice production by RUDI(?), and another by Tanzania ~~Agriculture Partnership on marketing.~~

Potential contributors/ actors included: NGOs, CSOs, Input suppliers, Traders, Machine suppliers, Millers, output buyers, Financial organizations, Investors, Research institutes, etc. The aspects/components of a project for the outside contributors should be broadly considered, and LGAs and farmers should actively search for them.

Factor 3: Package approach (Combination of "hard" and "soft" components)

Hard components (facilities, machine, animals, etc.) would produce their full benefits only if soft components (training and capacity building) are properly combined in a project.

Another contributing factor is the “package approach” meaning that, for example infrastructure development is combined with training & extension services to the users of the infrastructure. Such combination can generate synergy effects to maximize outcome. As a matter of fact, this survey found this factor rather common among LGAs indicating that the consideration is already well understood by LGAs as an important ingredient. However, it is still worth emphasizing it here again. Although examples are many, some of them are like “*Kikongo Warehouse Project (Kibaha DC)*” and “*Introduction of Dairy Goat (Kisarawe DC)*”. In the former, the District supported the construction of warehouse for cashew nut and also provided the group of farmers with training on management and warehouse receipt system. In the latter case, 60 goats were introduced with training on proper goat husbandry. In both cases, the project is expanding to a larger scale after LGAs’ interventions were over.

Factor 4: Sustainability or future expansion

A project produces good results if it has secured from the beginning a component of long term operation and a future plan.

A project needs to be assured to have a long life or even expansion in the future. All DADP interventions must be considered as investments, meaning that they are implemented for returns and expansion, not gifts to farmers. Among the collected projects, some suggested or implemented good measures to ensure sustainability of project management, such as collecting user fees for management of the facilities, or establishing revolving fund for future expansion. For example, “*Parakuyo Livestock Market Project (Kilosa DC)*” made sure that the village responsible for running the market to collect fees per trade in the market sufficient for management and cleaning of the market. In general, elements that assure sustainability include: Farmers’ effective organization (rule, coherence, commitment, etc.), Management capacity, Savings for O&M and future requirement (replacement of machines, etc.), and Clear future plan. These elements need to be incorporated in the project from the planning stage. LGAs need to facilitate farmers to have good understanding and group mechanisms to make sure the project will last long and expand further in the future.

Factor 5: Basics

There are several conditions which are not unique but almost pre-conditions for good projects

Apart from the observations above, there are some obvious basic conditions for achieving good results. All of them are not new and have been repeatedly instructed either by the DADP Guidelines or at the training session by NFTs/RASs. Many of the good projects collected in this survey in fact indicate that these conditions have been met, and LGAs paid

good attention to satisfy these conditions.

(1) Demand-driven:

A project is more likely to produce good results if it is genuinely demand-driven, addressing real issues of farmers. Based on the findings of O&OD process, LGAs must carefully examine situations of target areas, problems, and farmers' seriousness. For example, in "*Bagamoyo Irrigation Project (Bagamoyo DC)*", the District has long been communicating with farmers of the project area and examined the demand of farmers against the potential for irrigation development.

(2) Farmers' commitment / ownership:

Although farmers may genuinely demand a project, they may not be serious in commitment. For example, a farmer group demands a power tiller, but they may be slow in contributing their share of 20% of the cost. According to the collected examples, LGAs use different approaches to measure the commitment (or seriousness) of farmers. Kibaha DC for example reported that they use a set of (predetermined) questions to screen farmers' requests in terms of their seriousness and validity. In Kisarawe DC, they used past experience to assess the commitment of farmers, i.e. a project (Heifer Project) was once tried but failed in the area in the past, and while some villages lost interest soon, others showed continuing interest in improving situation.

(3) LGAs' careful study on project design:

In addition to the assessment of farmers' demand and commitment, LGAs should carefully design a project to materialize its best impact. An example is "*Umwe South Livestock Market Project (Rufiji DC)*" in which the District studied the location of the market carefully to make it best for not only livestock keepers and traders but also for neighboring village people. Hence, after the market was open, increasing number of people gather there and it is used not only for livestock trade, but for trades of general merchandise. So, the market has been expanding beyond the original scope.

(4) LGAs' close engagement:

Many LGAs of this survey stated that close engagement of the office is essential, including sensitization, training, supervision, regular monitoring, and data collection. For this, it would be effective for LGAs to assign a single officer to be in charge of a project. Such one-to-one responsibility enhances steady management of projects.

Factor 6: Other specific factors

There are a few contributing factors which are not general but rather project-type specific.

(1) Livestock revolving:

This is an idea of the Heifer Project, but the principle applies to any animal projects. The principle is that the 1st group of farmers who are given animals for free must hand over their 1st (or even the 2nd) infants to the 2nd group of farmers for free. And the cycle should continue. An example is “*Dairy Cattle Project (Mafia DC)*” where a rule is established that the first two calves are given to neighbor farmers. Due to the rule, the number of beneficiaries has expanded swiftly.

(2) Good location of facilities

Locations of facilities such as markets and dip tanks greatly affect the final results of interventions. If location is good, the use of facilities increases steadily and sometimes even produces benefits more than those originally planned. Two good examples are observed in Rufiji DC, “*Ukimango Paddy Project (Rufiji DC)*” and “*Umwe South Livestock Market Project (Rufiji DC)*”. In the former, the District deliberately selected the locations of the demo-plot along a major road. Due to the exposure of the demo-plot to people passing the road, the technologies shown in the plot spread around the area, and increasing number of farmers are voluntarily adopting the technology. The results of the latter project have already been described in Section (3) above.

6. Brief Description of Example Projects

In the following some projects are described repeatedly under different sections, because such projects satisfy multiple contributing factors.

6.1 Value chain development

Cassava Project (Mkuranga DC):

In this project, Mkuranga DC has targeted ***from the beginning intentionally*** to enhance all major stages of the cassava value chain. With that goal, the District worked closely with NGOs and other actors, ***actively bridging farmers’ group to those actors***. First the District supported farmers to establish village commercial farmer organizations, delivering technical support for cassava production. An NGO named VECO came in to support cassava processing, supplying machines and training. The farmers’ groups have also been facilitated to access to research institutes to identify adequate variety for their local conditions under FAO's support. Their products, cassava flour, have been sold at markets in Dar es Salaam with their production brand. Because of this project, cassava productivity has improved from 2-3 ton/acre to 5-7 ton/acre and household income has increased, although income data is not

yet confirmed.

Milk Collection Center Rehabilitation Project (Mvomero DC):

Collecting larger amount of milk through the milk collection center enabled milk producers to **sell directly to** Shambani Milk Graduates (private company). However, rehabilitation of a milk center itself does not automatically link the milk producers to the market. Thus, the District advised the milk producers to make **a legal contract on terms of milk sales** with the company, which ensured the stable market for those producers. In addition, the village sent members of the producers' group to **training on dairy hygiene to sell good quality** of collected milk through quality control.

Garagaza Local Chicken Project (Kibaha TC)

The Town Council provided a farmers' group with initial flock of local chicken and training of good husbandry. After the initial stage of the project was over, the Council bridged the group to a private company which entered into **an arrangement of a contract husbandry of chicken** with the group. (The company supplies chicks and asks the group to raise them. When chicks grow large enough the company purchases them with a pre-set price.) Due to this arrangement the project expanded beyond the original membership of the group. Now the whole village becomes a chicken production site..

Vanilla Processing Project (Morogoro DC):

Morogoro DC introduced vanilla production as a cash crop, in collaboration with JICA volunteer expert. At a request from a producers' group to implement vanilla processing project, the District found information on training for vanilla processing and sent group members to the training conducted by Mayawa (Belgian NGO) in Kagera Region. They also promoted sales of processed vanilla to wholesalers and retailers together with the group and JICA volunteer expert. The group started selling their products to Tanzania Tea Blenders Company, local supermarkets and shops in Dar es Salaam. **Value added processing of vanilla** enabled farmers to sell a variety of products including vanilla beans, vanilla tea, and vanilla powder, **responding to the market needs**.

Warehouse Receipt System (WRS) (Kibaha DC, Kisarawe DC, Kilombero DC):

In all WRS projects, objects are set to improve farmers' market access. In this sense, all WRSs are interventions which **promote sales aspect of the value chain**. WRS has enabled farmers to jointly sell a large volume of products at their favorable timing, and thereby farmers **gained bargaining power against buyers and good prices**. In Kilombero DC, WRS purchased products brought by each farmer at half price and paid the remaining amount to him/her when the products were sold. In Kibaha DC, farmers first receive Tsh600/kg at the

warehouse, then, they receive additional Tsh200/kg when the products are sold at DSA. Moreover they may receive additional Tsh200/kg when the products are sold at better price in international markets. Many cooperatives of WRS make use of loans from private banks such as NMB.

6.2 Other resources mobilization

Cassava Project (Mkuranga DC):

This project is also a good example of resource mobilization. In fact the project has been a **collaboration of several organizations**. Being simply put, the District used its resources mostly in farmer assembly and production improvement, providing training and initial seedling supply. NGO took several parts. Most significant was VECO which made machine available for farmers although farmers purchased them by installment (not free). VECO also gave training on how to operate the machine. Other NGOs such as MVIWATA and TAWLAE chip in at marketing and sales parts. The District also connected farmer groups to the Kibaha Sugar Institute for identifying better varieties for local conditions.

Oxenization projects (Kibaha DC and Kilosa DC)

The projects in Kibaha DC and Kilosa DC effectively utilized supports of NGOs such as Plan International and World Vision, respectively. In both cases, the **District provided training on oxen ploughing, while NGOs provided oxens and equipment**.

Milk Collection Center Rehabilitation Project (Mvomero DC)

In this project, the private company - Shambani Milk Graduates not only supplied the market access to the milk producers but also supported investment in the village-based milk collection center (Milk tanks and a generator). Consequently the District **could save the expenses of public (PADEP) funds by obtaining the private company's support**.

Warehouse Receipt System (WRS) (Kibaha DC, Kisarawe DC, Kilombero DC)

While WRS is mostly considered effective in market access, it is also a good example of rural finance. The system requires formation of an active farmer group, and if the handling volume of crops expands, the group will be credible to get private loans, even though there maybe sometimes supports from District offices. However, important point is that farmers' group can now secure **finance from private sector**. Such is a noted success of the system, enabling the group to expand opportunities of resource mobilization, and easing the upfront payment to their members when they bring their products to the warehouse.

Irrigation project (Kilombero DC)

This project has been on-going to create 254 ha irrigated land. While construction continues, the District benefited from several **NGOs and private sector actors especially in training aspects**. They are RUDI for strengthening farmers association and sensitization on importance of warehouses, ACT on sensitization for public private partnership, and TPWU on credit provision.

Conservation Agriculture Project (Mvomero DC)

This project is an action research carried out by African Conservation Tillage Network (ACTN), a Nairobi-based NGO, in collaboration with the District, research institutes and farmer groups. ACTN was playing a key role in involving research institutes in this project. Participants and their supporting aspects are as follows:

- District for provision of information and supervision
- ACTN for providing agricultural inputs and implements (\$2,000 equivalent)
- Sokoine University for training on conservation farming
- Illonga Research Institute for training on cover crop

6.3 Package approach

As described elsewhere, the package approach – combination of “hard” and “soft” components is already common among LGAs. So the examples below are not necessarily unique or remarkably good. They are given here just for showing the combination.

Kikongo Warehouse Project (Kibaha DC)

The District provided the farmers' group with construction of a warehouse and other supports including training on WRS itself and management of the system. In WRS, training to farmer groups is the key as the management and sales to markets need to be done by farmers' group directly. They operate their system with loans from NMB. They also collectively purchases inputs (pesticides, pumps, etc.), selling them to farmers with conditions that they pay back after harvest.

Introduction of Dairy Goat (Kisarawe DC)

This project aimed at improving nutritional conditions of farmers by improving milk production and consumption. The project included training on proper goat husbandry along the introduction of exotic goats. Milk productivity improved due to the project from 0.3litre/day/goat (before) to 1.0litre/day/goat (after).

6.4 Sustainable management

Parakuyo Livestock Market Project (Kilosa DC)

Having a market where no markets are available nearby, many livestock keepers started gathering from neighboring areas. Hence cattle price has been stabilized and increased to higher levels. Increased trading volumes enabled the village (running the market) to **collect fees per trade in the market sufficient to use for management** and cleaning of the market.

Poultry keepers project (Morogoro MC)

In this project, the Municipal Council identified 6 groups of highly committed members. Initially, the MC provided the groups with chickens, feeding stuff, vaccines and training, as well as marketing. Through their facilitation, the groups **established revolving funds with gained profits** for continuing poultry keeping without DADP funds after the project has been over.

6.5 Others specific factors**(1) Animal revolving***Dairy Cattle Project (Mafia DC)*

The project was planned with a goal of nutritional improvement of farmers. Throughout 2007/08 to 2009/10, a total of 22 cows have been introduced to two villages. While there were 3 deaths so far, the total number of milk cows has now increased to 34. In this project, it was decided and enforced that farmers who were given the cows need to give free the first 2 cows to other farmers who did not receive any from the project. Calves become their properties only after that compliance. As the number of cows increase, the range of beneficiaries expands due to this revolving arrangement. Besides the increasing number of cow owners, there is improvement of milk productivity as well – from 0.5-1.0 liter/day (Before by indigenous variety) to 5 liter/day (After by exotic variety)

(2) Careful selection of project locations*Ukimango Paddy Project (Rufiji DC)*

This project aimed at introduction of new technology of rice production by (i) sending 5 extension officers and a few farmers to Ilonga Mkindo for the training (1 week), and (ii) by constructing a demo-plot for the technology. They selected the location of the demo-plot carefully so that it would be exposed many people. They place the plot along a major road. Probably because of the arrangement, the expansion of adoption of the technology among farmers is remarkable. At the beginning, only 3 to 5 farmers engaged in the demo-plot. But now, at least 150 farmers adopted the technology in the area. Subsequently the yield of rice production increased from 5-10 bags/acre (before) to 16-30bags/acre (after).

Umwe South Livestock Market Project (Rufiji DC)

This project was conceived in response to the rapid increase of cattle population in the area mostly due to large immigration of livestock keepers from Mbeya (following government policy). During the planning stage, careful consideration was made in selecting the market location. The District considered such elements as easy access to traders, easy access to livestock keepers, easy access to surrounding villages. Also considered was the geographical distribution of livestock. Now the market is very active inviting not only cattle keepers and traders but also farmers and vendors for general merchandise trades.

Parakuyo Livestock Market Project (Kilosa DC)

Similar to the Rufiji livestock market project above, this project also benefited from District's careful selection of the project location. In this case, the site was selected by considering that the location should be somewhere far from neighboring markets around. Establishing a market in an area where no similar markets around, it has been able to attract a large number of livestock keepers from neighboring villages.

7. Conclusion

This survey started with aims of (i) collecting examples of good DADP projects, (ii) observing factors that seem to contribute to good results, and (iii) sharing the findings with LGAs and RASs. This report should summarize information for the first two aims. Together with the 13 LGAs of Morogoro and Pwani Regions, we found 28 good projects. And we identified the following as positive factors that would lead to better results of projects.

- Value chain development
- Mobilization of other resources
- Package approach
- Sustainability or future expansion
- Basics (Demand-driven, Farmers' commitment/ownership, LGAs' careful study on project design, and LGAs' close engagement)
- Project-type specific factors (Livestock revolving, Good location of facilities)

These may be just a few of many contributing factors, because our survey covered only a small range of LGAs for samples. However, still we believe that the information presented here should be helpful for LGAs for their preparation and implementation of DADP projects. Moreover if LGAs and RASs would look into the details of each of the collected project, they may themselves find other important factors relevant to their own project context. These potential findings are all left for individual LGAs and RASs to find out. For this to happen, the third aim of the survey should actively be pursued by relevant parties. In this regard,

JICA-RADAG expects that the information of this report will be effectively utilized by the National Facilitation Team and RASs (ASDP Coordinators) during their DADP backstopping activities for LGA.

DADP QUALITY ASSESSMENT REPORT 2009/2010

3.10 DADP 質的評価報告書

3.10.1 DADP 質的評価報告書 (2009/10 年度用 DADP)

**THE UNITED REPUBLIC OF TANZANIA
PRIME MINISTERS OFFICE REGIONAL ADMINISTRATION AND
LOCAL GOVERNMENT**



**The Agriculture Sector Development Programme
(ASDP)**

DADP QUALITY ASSESSMENT REPORT 2009/2010

**DADP Quality assessment exercise conducted by ASDP National
Facilitators at Morogoro - Front View Hotel – 30th March – 8th April
2009**

DADP QUALITY ASSESSMENT REPORT 2009/2010

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DADP QUALITY ASSESSMENT REPORT 2009/2010

1.0. INTRODUCTION

The Agriculture Sector Development Programme (ASDP) is a Sector Programme largely implemented at the district level through the District Agricultural Development Plans (DADP). The objective of the programme is to enhance agricultural productivity and profitability, reduce poverty and ensure food security. To achieve the ASDP objectives the DADPs that are prepared for implementation have to be of good quality. The role of District Councils is to prepare and implement DADPs as an integral part of DDPs while the ASLMs are charged with the responsibility to ensure the quality of DADPs design and implementation.

Observations made during the last ASDP Joint Implementation Reviews conducted by November 2008, suggests that the quality of DADP still needs to be boosted up. In this regard the ASLMs have decided to conduct the quality assessment of DADP for 2009/10 during the planning period aiming to improve its quality by identifying critical weakness and inform LGAs on *areas of improvement* before approval of the plan by full council in April 2009.

The quality assessment was coordinated by the Planning Thematic Working Group. The group among other duties is responsible for ensuring the quality designed and implementation of DADPs to achieve the objectives of the ASDP.

2.0. OBJECTIVE

2.1. The overall objective

The overall objective of the assessment is to improve the quality of DADPs for year 2009/2010

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2.2. Specific objectives

- i. Assess the quality of the draft DADPs for 2009/2010 submitted to PMO-RALG using the *quality assessment framework*
- ii. Provide feedback to LGAs to improve the final DADP document for 2009/2010

3.0. METHODOLOGY

The assessment was carried out by the National Facilitation Team. The team comprised of 16 members where each member managed to assess about 8-9 DADPs documents and produced the assessment results which were consolidated into the DADPs assessment report containing specific findings and recommendations. A total of 132 draft DADPs for 2009/2010 submitted to PMO-RALG were critically assessed by the team using the *quality assessment framework*. Specific findings were to be communicated to all LGAs with immediate effect to enable them to improve DADPs for 2009/2010 before approval by full Council.

3.1. Time frame

The task was carried at Front View Hotel in Morogoro region for six days (23rd - 28th March/2009). The exercise commenced with two days discussion on updating quality assessment framework. There after a small team (subset of NFT) was formulated to finalize the assessment report from 30th March – 8th April 2009.

3.2. The DADPs Assessment tool

The quality assessment was carried out using the updated DADPs assessment framework. Before commencing the assessment, the team spent two days to discuss the contents of the assessment framework, and amended them to improve and include several new characteristics which address the recently introduced new instructions. The basic structure of the criteria remains the same as last year as based on seven **aspects**. The aspect in this exercise is defined as a set of characteristics that represent a particular nature of the quality DADPs. They include *the structure of the DADPs; DADP*

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context; Performance Assessment (PA) criteria; Grant utilization; Budget; Action Plan and M&E Plan. Some of the aspect names have been modified to express the characteristics within it more appropriately. Each aspect is composed of several characteristics that specify particular elements that collectively describe the nature of an aspect that inform the quality DADPs.

Major amendments of the characteristics this year include: (1) Addition of "Phasing in/out of villages", i.e. selection of a few villages of high potential, (2) Addition of "Attachment of Project Write-ups". Also, the aspect of "Consideration to the Performance Assessment (PA) criteria" has been updated to reflect the latest version of the LGDG PA criteria. Another change is the activation of the characteristics of investment project: "Profitability and/or Economic viability", "Sustainability", and "Environmental and social management consideration" which were included but not assessed last year because they were not informed to LGAs yet. They are now assessed as LGAs have been instructed to prepare the Project Write-ups for investment projects.

In the same way as last year, the DADPs documents were assessed against the characteristics and each characteristic was given a *numerical value* (0, 1, or 2) or *Score*. In this year, however there is a change in producing the total score. Namely, the seven aspects were given relative weight to reflect their relative importance, and the raw scores of the characteristics under a particular aspect were converted to result as a group in the designated weight of the aspect. The selected weights are given below.

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Table 2: Number of Characteristics and Weight given to Aspects

Aspect	Weight given in the present assessment
DADP Structure	5
DADP Context	40
Considerations to the Performance Assessment (PA) Criteria	25
Grant utilization	10
Budget	10
Action Plan	5
M&E	5
Total	100

The maximum score of a DADP is now 100. And, unlike last year, the level of quality of DADPs is categorized into four groups, as shown below.

Group A: **Very Good** quality – Total Score of **81 – 100**.

Group B: **Good** quality – Total Score of **61 – 80**.

Group C: **Fair** quality – Total Score of **41 – 60**.

Group D: **Poor** quality – Total Score of **0 – 40**.

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In addition to quality ranking, observations and recommendations were given to each LGA on specific areas that required to be improved before submission of final DADPs for 2009/2010. The findings are included in this report

4.0. DADPs quality assessment results

In general the assessment result shows improvement in the quality of DADPs compared to last year assessment. This is largely attributable to effort of training and backstopping by newly formed and trained National Facilitation Team (NFT). Also there is increased awareness among the LGAs regarding the importance of formulating quality DADPs as a way of alleviating poverty. Result indicate that 48% of the DADPs were of good quality compared with 20% of last year, 37% fair compared to 50% of last year and 14% poor compared to 29% last year.

The first three best LGAs are Tabora MC (92), Iringa DC (84) and Kilombero DC (83). The last three LGAs with poor scores are Kilolo DC (22), Makete DC (26) and Simanjiro DC (29) (**See annex 2**). The National average total score is 58 showing an improvement from last year.

At regional level, Tanga, Tabora and Mbeya were first, second and third respectively, overall best regions, while Arusha, Kigoma and Iringa performed poorly as indicated in **Annex 3**.

4.1. Specific Findings as per aspect scores

4.1.1. DADP structure

- Presentation format (structure) of DADP was adhered by LGAs. Only 7 % of LGAs assessed did not adhere with recommended DADPs structure/Format.

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4.1.2. Planning/context

- Areas which LGAs performed well is on link of mission/objectives/ target with ASDP objectives (73%), intervention linkage with targets (59%) and analysis of key problems (59)
- There is weak understanding of village phasing out by LGAs where by about 52% of total LGAs did not indicate the village phasing out plan.
- There is weak linkage with Zone Research Institute, that 51% of LGAs did not show any linkage.
- There is a weakness in prioritization criteria for intervention where 41% of LGAs did not show the prioritization process and criteria used to select interventions.
- 35% of DADPs submitted did not show the link with VADPs

4.1.3. Performance Assessment Criteria Considerations

- It was observed that 61% of LGAs did not attach community/group project write ups of investment projects. Due to that important aspects like Economic viability, sustainability, environmental and social management were not sufficiently addressed.
- 44% of LGAs failed to plan for Ward Agricultural Resource Centers (WRCs)
- There is improvement in involving private sector participation in provision of agricultural services. In 2008/09 the involvement of PS was 22% compare to 38% in year 2009/10
- 70% of LGAs score 2 in analysis of the district agricultural potential, compared to 54% of last year.

4.1.4. Grant utilization

- There is improvement in grant utilization. 46% indicated appropriate use of grant, compared with 33% of last year.

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4.1.5. Budget

- Improvement is observed in realistic costing. 48% of LGAs budgets were realistic, compare with 30% of 2008/09.

4.1.6.. Action Plan

- It is noted that 56% of LGAs prepared and attached an action plan, compared 21% of 2008/09.

4.1.7. Monitoring and Evaluation plan.

- M&E plan was not addressed by many LGAs.

5.0 Recommendations

5.1. General recommendations

- LGAs must carry out village phasing out before the approval of full council.
- LGAs must attach project write ups for investment interventions which contain important aspects such as economic viability, sustainability, environmental and social management etc.
- The LGAs are required to follow the recommended DADP structure, including formatting, organizing and overall arrangement. All sections should be covered in the document.
- The RS should scrutinise the DADP documents before submission to PMO-RALG.
- Planning skills should be enhanced with particular emphasis on identification of potentials and determination of priorities.
- DFTs should be trained more on the project write up.
- The link between LGAs and Zonal Agricultural Research Development Institutes should be strengthened to address research issue in DADPs.
- RS and DFT backstopping on DADP planning and implementation should be strengthened.
- In all DADPs more attention should be given to marketing and private sector.
- Cost sharing should be observed according to DADP Guidelines.

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- The DADP Guidelines should be reviewed to provide clear guidance about the proper use of ASDP grants.

5.2. Specific recommendations.

The team provided specific recommendations for each council and they are attached to this document as ***Annex 4***

6.0. Way forward

S/N	ACTIONS	TIME	RESPONSIBLE
1	Circulate DADPs assessment results with specific recommendations to all LGAs to improve DADPs for 2009/2010	April, 2009	PMO RALG
2	Carry out immediate backstopping to poorly performing LGAs.	April, 2009	NFT
3	Training of RS on DADPs appraisal techniques using the revised assessment framework.	Second week, 2009	Aziza, Anna na JICA-Radag
4	Prepare an assessment framework for DADP Implementation.	May, 2009	Planning TWG and M&E TWG
5	Plan for routine backstopping for DADP Implementation.	May-June, 2009	Planning TWG and NFT
6	Convene NFT Meeting to inform them on the results.		

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ANNEXES

Annex 1: Analysis - Characteristics scores

Characteristics	0	1	2	Total
1.1. Table of Contents	7%	42%	51%	100%
2.1. Missions/Objectives/Targets	3%	24%	73%	100%
2.2. Intervention linkage to Targets	2%	39%	59%	100%
2.3. Key problems	6%	35%	59%	100%
2.4. Strategic plan	14%	33%	53%	100%
2.5. Past achievements	6%	50%	44%	100%
2.6. CB demand-driven	11%	40%	49%	100%
2.7. Service Intervention demand-driven	20%	43%	37%	100%
2.8. Phasing in/out villages	52%	21%	27%	100%
2.9. VADPs integrated to DADP	35%	19%	46%	100%
2.10. Prioritization of interventions	18%	28%	54%	100%
2.11. Prioritization criteria	41%	29%	30%	100%
2.12. Linkage with ZARDI	51%	23%	26%	100%
3.1. Agri. potential analysis	2%	27%	70%	100%
3.2. WARCs information	44%	20%	36%	100%

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3.3. Contracting private service	28%	34%	38%	100%
3.4 Project write-ups	61%	12%	27%	100%
3.5 Economic viability of inv. intervention	75%	11%	14%	100%
3.6. Sustainability for inv. intervention	67%	16%	17%	100%
3.7. ESM for inv. intervention	67%	13%	20%	100%
4.1. Appropriate use of grants	5%	48%	46%	100%
5.1. Financing plan	25%	28%	47%	100%
5.2. Costing realistic	9%	43%	48%	100%
6.1. Action Plan	23%	20%	56%	100%
6.2 Cash flow plan	35%	18%	47%	100%
7.1 M&E plan	43%	26%	31%	100%

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Annex 2: List of LGAs ranked according to total Score

S/No	Region	LGA	Total score	Status
1	Tabora	Tabora MC	92	Very Good
2	Iringa	Iringa DC	84	Very Good
3	Morogoro	Kilombero DC	83	Very Good
4	Dodoma	Kondoa DC	82	Very Good
5	Dodoma	MpwapwaDC	82	Very Good
6	Mbeya	Mbozi DC	82	Very Good
7	Tanga	Korogwe DC	82	Very Good
8	Mbeya	MbaraliDC	82	Very Good
9	Tanga	Handeni DC	80	Very Good
10	Tabora	Tabora DC	78	Good
11	Morogoro	Morogoro MC	78	Good
12	Ruvuma	Mbinga DC	76	Good
13	Dar es salaam	Kinondoni	75	Good
14	Dodoma	DODOMA MC	74	Good
15	Mtwara	Masasi DC	74	Good
16	Mwanza	Misungwi DC	74	Good
17	Singida	Singida DC	74	Good
18	Mwanza	UkereweDC	73	Good
19	Shinyanga	Kahama DC	73	Good
20	Kagera	BUKOBA DC	73	Good
21	Mara	TarimeDC	72	Good
22	Manyara	Babati DC	72	Good
23	Mwanza	Geita DC	72	Good
24	Kagera	Ngara DC	71	Good
25	Kilimanjaro	Hai DC	71	Good
26	Kagera	Karagwe	71	Good
27	Mbeya	Mbeya DC	71	Good
28	Kilimanjaro	Moshi MC	71	Good
29	Mbeya	Ileje DC	71	Good
30	Manyara	Kiteto DC	71	Good
31	Lindi	Kilwa DC	70	Good
32	Tanga	Korogwe	70	Good
33	Kagera	Biharamulo DC	70	Good
34	Morogoro	Kilosa DC	69	Good
35	Mtwara	Mtwara DC	69	Good
36	Tabora	Igunga DC	69	Good
37	Tabora	Nzega	68	Good
38	Tanga	Kilindi DC	68	Good
39	Iringa	NJOMBE TC	68	Good

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S/No	Region	LGA	Total score	Status
40	Singida	Manyoni DC	68	Good
41	Tabora	Urambo DC	66	Good
42	Tanga	Lushoto DC	66	Good
43	Dar es Salaam	Ilala MC	66	Good
44	Mara	Musoma DC	66	Good
45	Mtwara	Newala DC	66	Good
46	Tabora	Sikonge DC	66	Good
47	Tanga	Pangani DC	66	Good
48	Dodoma	Kongwa DC	65	Good
49	Pwani	Kibaha DC	65	Good
50	Mbeya	Rungwe DC	64	Good
51	Rukwa	Sumbawanga DC	64	Good
52	Singida	Iramba	64	Good
53	Kilimanjaro	Moshi DC	63	Good
54	Arusha	Monduli DC	63	Good
55	Pwani	Kisarawe DC	63	Good
56	Pwani	Kibaha DC	62	Good
57	Mwanza	Magu DC	62	Good
58	Kagera	Bukoba TC	62	Good
59	Pwani	Rufiji DC	62	Good
60	Mbeya	KYELA DC	62	Good
61	Manyara	Mbulu DC	62	Good
62	Ruvuma	TunduruDC	61	Good
63	Shinyanga	Maswa DC	61	Good
64	Lindi	Nachingwea	61	Good
65	Shinyanga	Meatu DC	60	Good
66	Arusha	ARUSHA MC	59	Fair
67	Morogoro	Ulanga DC	57	Fair
68	Mtwara	Nanyumbu DC	57	Fair
69	Tanga	Muheza DC	57	Fair
70	Kigoma	Ujiji MC	57	Fair
71	Lindi	Liwale DC	56	Fair
72	Ruvuma	Songea DC	56	Fair
73	Manyara	HANANG' DC	56	Fair
74	Kilimanjaro	Siha DC	55	Fair
75	Mara	Musoma MC	55	Fair
76	Rukwa	Nkasi DC	55	Fair
77	Tanga	Tanga TC	55	Fair
78	Iringa	Ludewa DC	54	Fair
79	Kilimanjaro	SAME DC	54	Fair
80	Kigoma	KIGOMA DC	54	Fair

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S/No	Region	LGA	Total score	Status
81	Kagera	Chato DC	53	Fair
82	Mbeya	Chunya	52	Fair
83	Mbeya	Mbeya CC	52	Fair
84	Shinyanga	BUKOMBE	52	Fair
85	Mwanza	KWIMBA DC	52	Fair
86	Iringa	Njombe DC	51	Fair
87	Dar es salaam	TEMEKE	51	Fair
88	Shinyanga	Bariadi DC	51	Fair
89	Rukwa	Mpanda DC	50	Fair
90	Arusha	Arusha DC	50	Fair
91	Pwani	Bagamoyo DC	50	Fair
92	Ruvuma	Namtumbo DC	50	Fair
93	Mara	Bunda DC	49	Fair
94	Mwanza	Sengerema DC	49	Fair
95	Kilimanjaro	RomboDC	49	Fair
96	Iringa	MufindiDC	47	Fair
97	Rukwa	Sumbawanga MC	47	Fair
98	Rukwa	Mpanda TC	47	Fair
99	Arusha	NGORONGORO DC	47	Fair
100	Pwani	Mkuranga	47	Fair
101	Kagera	Misenyi DC	46	Fair
102	Manyara	Babati TC	46	Fair
103	Dodoma	Bahi DC	46	Fair
104	Lindi	Lindi DC	45	Fair
105	Mtwara	MIKINDANI MC	45	Fair
106	Mwanza	Mwanza CC	45	Fair
107	Ruvuma	Songea MC	45	Fair
108	Singida	Singida MC	44	Fair
109	Tanga	Mkinga DC	44	Fair
110	Mara	Rorya DC	44	Fair
111	Morogoro	MVOMERO DC	43	Fair
112	Iringa	IRINGA MC	42	Fair
113	Lindi	RuwangwaDC	42	Fair
114	Kigoma	Kibondo DC	40	Fair
115	Morogoro	MorogoroDC	39	Poor
116	Kigoma	Kasulu DC	39	Poor
117	Arusha	Karatu DC	38	Poor
118	Pwani	Mafia DC	37	Poor
119	Shinyanga	Kishapu DC	36	Poor
120	Kilimanjaro	Mwanga DC	36	Poor
121	Lindi	LINDI TC	36	Poor

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S/No	Region	LGA	Total score	Status
122	Dodoma	Chamwino Dc	36	Poor
123	Shinyanga	Shinyanga DC	36	Poor
124	Mtwara	Tandahimba	35	Poor
125	Shinyanga	Shinyanga MC	35	Poor
126	Arusha	Meru DC	35	Poor
127	Mara	Serengeti DC	32	Poor
128	Kagera	Muleba DC	31	Poor
129	Arusha	LongidoDC	30	Poor
130	Manyara	SimanjiroDC	29	Poor
131	Iringa	Makete DC	26	Poor
132	Iringa	Kilolo DC	22	Poor

Annex 3: List of Regions ranked basing on average total score

S/No	Region	Region Average score
1	Tanga	73.34
2	Tabora	73.17
3	Mbeya	66.99
4	Dodoma	64.26
5	Dar es salaam	64.14
6	Singida	62.29
7	Morogoro	61.81
8	Mwanza	60.95
9	Kagera	59.84
10	Mtwara	57.76
11	Ruvuma	57.54
12	Kilimanjaro	57.06
13	Manyara	55.71
14	Pwani	55.20
15	Mara	52.98
16	Rukwa	52.79
17	Lindi	51.85
18	Shinyanga	50.53
19	Iringa	49.22
20	Kigoma	47.27
21	Arusha	45.99

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3.10.2 DADP 質的評価報告書 (2010/11 年度用 DADP)

**THE UNITED REPUBLIC OF TANZANIA
PRIME MINISTERS OFFICE REGIONAL ADMINISTRATION AND LOCAL
GOVERNMENT**



The Agriculture Sector Development Programme (ASDP)

DADP QUALITY ASSESSMENT REPORT 2010/2011

DADP Quality assessment exercise conducted by ASDP National Facilitators, Regional Secretariat Agriculture and Livestock technical staff and JICA RADAG staff at Dodoma – VETA conference hall, 29th May – 2nd June 2010.

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1.0. INTRODUCTION

The Agriculture Sector Development Programme (ASDP) is a Sector Programme largely implemented at the district level through the District Agricultural Development Plans (DADPs) as an integral part of the District Development Plan (DDP). The government through the ASLMs (MAFC, MLDF, MITM, MWI and PMO-RALG) initiated implementation of ASDP through basket funding since 2006/2007. District Councils are responsible for the preparation and implementation of DADPs while the ASLMs are charged with the responsibility to ensure the quality of DADPs design and implementation. However, observations made by the past few monitoring exercises including the Joint Implementation Reviews, the national DADP backstopping activities, collectively suggest that the quality of DADPs still needs to be boosted up.

In response to that the ASDP DADP Planning and implementation thematic working group revised a DADP planning and implementation guideline to guide LGAs to be more focused and implement better investment projects that will contribute to the food security and poverty reduction. DADP Assessment is a task to be handled by the Regional Secretariat (more specifically by the Regional Agricultural/Livestock Advisors) to ensure the quality of DADPs. In this regard the ASDP planning and implementation thematic working group in collaboration with JICA RADAG developed a set of criteria for assessing the quality of DADPs. It is expected in near future that Regional Secretariat Staff will use the developed assessment framework to conduct quality assessment of DADP before they are submitted to the full council at LGAs for final approval.

To ensure that the Regional Secretariat Staff will take a full responsibility on DADPs quality, the DADP planning and implementation thematic working group

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in collaboration with JICA RADAG decided to train the Regional Secretariat Agriculture and livestock staff and involve them in the DADP quality assessment from 29th May, 2010 to 2nd June, 2010. The exercise took place in Dodoma VETA conference hall. The overall result indicates that there is an improvement in the quality of DADPs compared to last year. The national average score is 70% as compared to 48% last year.

2.0. OBJECTIVES

2.1. The overall objective

The overall objective of the assessment is to appraise (assess) and improve the quality of DADPs for year 2010/2011 and to develop Regional Secretariat staff capability on DADP quality assessment.

2.2. Specific objectives

- i. Assess the quality of the draft DADPs for 2010/2010 submitted to PMO-RALG using the *quality assessment framework*
- ii. Provide feedback to LGAs and improve the final DADP documents for 2010/2011
- iii. Improve the capacity of Regional Secretariat staff to conduct the DADP quality assessment in future.

3.0. METHODOLOGY

The assessment was carried out by 49 assessors comprised of four National Facilitators, three JICA/RADAG team members and 42 Regional Secretariat Agriculture and Livestock advisors. The list is attached as Annex 5. Each member managed to assess about 2-3 DADPs documents and produced the assessment results which were consolidated into the DADPs assessment report containing

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specific findings and recommendations. A total of 132 DADPs for 2010/2011 that were submitted to the PMO-RALG were critically assessed by the team using the *quality assessment framework*. Specific findings were communicated to all LGAs with immediate effect to enable them to improve their DADPs.

3.1. Time frame

The task was carried at VETA Hotel in Dodoma town for five days (29th May - 2nd June, 2010). The exercise commenced with one day orientation to Region Secretariat team members on the quality assessment framework. There after a small team (subset of NFT and JICA RADAG members) was formulated to finalize the assessment report from 3rd June –11th June 2010.

3.2. The DADPs Assessment tool

The quality assessment was carried out using the updated DADPs assessment framework. Before commencing the assessment, the team discussed the contents of the assessment framework, and amended them to improve weight of the score and include several new characteristics which address the recently introduced new instructions. The basic structure of the criteria which based on eight **aspects** remains the same as last year . The aspect in this exercise is defined as a set of characteristics that represent a particular nature of the quality DADPs. Characteristics include *Village phasing in/out plan; the qualities of submitted investment project write up, DADP context; Performance Assessment (PA) criteria; Grant utilization; Budget; Action Plan and M&E Plan*. Some of the aspect names were modified to express the characteristics within it more appropriately. Each aspect is composed of several characteristics that specify particular elements that collectively describe the nature of an aspect that inform the quality DADPs.

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In the same way as last year, the DADPs documents were assessed against the characteristics and each characteristic was given a *numerical value* (0, 1, or 2) or *Score*.

Table 2: Number of Characteristics and Weight given to Aspects

Aspect	Weight given in the present assessment
1. Village Phase-in/-out and Focused Project	30 (New)
2. Project Write-up	30 (New)
3. DADP Context	5
4. Considerations to the Performance Assessment (PA) Criteria	10
5. Grant utilization	10
6. Budget	5
7. Action Plan	5
8. M&E	5
Total	100

The maximum score of a DADP is 100 and the level of quality of DADPs is categorized into four groups, as shown below.

Group A: **Very Good** quality – Total Score of **81 – 100**.

Group B: **Good** quality – Total Score of **61 – 80**.

Group C: **Fair** quality – Total Score of **41 – 60**.

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Group D: **Poor** quality – Total Score of **0 – 40**.

In addition to quality ranking, observations and recommendations were given to each LGA on specific areas that required to be improved before submission of final DADPs for 2010/2011.

4.0. DADPs quality assessment results

In general the assessment result shows improvement in the quality of DADPs compared to last year assessment. This is largely attributable to the review of DADP planning and implementation guideline and effort of training and backstopping by newly formed and trained National Facilitation Team (NFT). Also there is increased awareness among the LGAs regarding the importance of formulating quality DADPs as a way of alleviating poverty. Results indicate that 78% of DADPs were of either 'very good' or 'good' in quality compared with 48% last year, 20% 'fair' compared to 37% of last year and 2% 'poor' compared to 14% last year. However due caution should be given in interpreting the results, because this year the majority of assessors were the Regional Officers including the ASDP coordinators who carried out the assessment for the first time. Although they were fully explained about the assessment Framework and assessment operation by the National Facilitation Members, some misunderstanding might have remained. As such, the results should be viewed with sufficient care.

The first three best LGAs were Njombe DC (93), Karatu DC (93) and Mbeya CC (93). The last three LGAs with poor scores were Siha DC (33), Ukerewe DC (34) and Muleba DC (35) (**See Annex 2**). The National average total score is 70 as compared to 48 last year showing an improvement from last year.

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At regional level, Iringa, Ruvuma and Pwani were the first, second and third respectively, as overall best regions, while Mwanza, Rukwa and Shinyanga performed poorly as indicated in Annex 3. Specific observations, recommendations and required action for each Local Government Authorities are attached to this report as Annex 4.

4.1. Specific Findings as per aspect scores

4.1.1. Evidence of the LGAs indicating the village phasing in/out plan

The revised DADP planning and implementation guideline requires the LGAs to have a village phasing in and out plan, to state prioritization criteria used in selection of villages and intervention, to observe the minimum ceiling of 56 million per village for investment projects to prepare project write ups and to submit them along with DADPs. The purpose was to guide the LGAs select few potential villages and implement sound projects that will contribute to the increased income and reduce poverty. The results indicate that 11% of LGAs did not prepare a village phasing out/in plan, while 49% clearly indicated the village phasing out plan. Most of LGAs (73%) used VADPs to prepare DADPs however only 5% (sometimes to extremely cases like this we may mention the LGAs) of LGAs could not show the link between DADP and Village Agricultural Development Plans. The results also indicate that 45% of LGAs observed the minimum ceiling of Tsh 56 million while 12% did not observe. In terms of setting criteria for selecting interventions 52% of LGAs set good criteria while 20% could not show criteria used to select interventions.

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4.1.2. The quality of submitted Project write-ups

The characteristics used to assess the quality of the submitted investment project write ups were the submissions of project write ups to PMO RALG, consideration of profitability and economic analysis of the project, sustainability and environmental and social management of the project. Areas which LGAs performed well were submission of project write ups with DADP (67%) and consideration of sustainability elements in the submitted project document where 53% of LGAs observed. Results indicate that only 42% of LGAs included the profitability and economic analysis and 39% considered social and environmental management in appraising their projects. LGAs have already been advised to workout the missing types of analyses.

4.1.3. DADP context

The characteristics used to assess the DADP context were the link between planned activities and the set target, stating clearly key district priority problems; state the strategies to mitigate the problems and the performance of previous plans. In terms of linkages between planned activities and set targets, 67% of LGAs observed good linkage while only 2% of LGAs could not observe. Many LGAs (71%) clearly stated key priority problems and 55% of LGAs set good strategies to address stated problems. The assessment of previous DADP was done whereby 60% of all LGAs provided enough information on the performance of previous DADPs indicating causes of shortfalls mitigation measures taken.

4.1.4. Consideration of performance assessment criterions

The characteristics considered in this aspect were the LGAs analysis of District agriculture potentials, construction of Ward Agricultural Resource center and evidence of involving private sector in provision of agricultural services. The results indicate that 80% of LGAs analyzed well agricultural potentials. LGAs are still weak in terms of observing the agricultural reforms on establishing Ward

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Agricultural Centers and involvement of private sector. Only 32% of LGAs had planned to construct Ward Agricultural Resource Centers and 27% showed evidence of involving private agricultural service providers in implementing their DADPs.

4.1.5. Appropriate use of grants by categories

This characteristic assessed the extent at which LGAs made appropriate allocation of ASDP grants, namely, Investment, Capacity Building and Extension Block grant. There is improvement in grant utilization. 54% of LGAs observed appropriate use of grants as compared to 46% last year

4.1.6. Realistic Costing

Improvement is observed in realistic costing. Most LGAs used Plan Rep in preparing their budgets. Only 10% of LGAs could not observe realistic costing.

4.1.7. Action Plans

It is noted that 58% 56% of LGAs prepared and attached an action plan, compared 56% of 2009/10.

4.1.8. Monitoring and Evaluation plan.

The results indicates that 61% of LGAs prepared M and E plan and submitted with DADPs.

5.0. Recommendations

5.1. General recommendations

- All LGAs which did not prepare the village phasing in/out plan should do so and submit the final DADPs to the PMO-RALG as soon as possible.
- All LGAs which didn't prepare the project write ups for investment interventions should do so and submit the final DADPs.

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- LGAs must review the submitted project write ups for investment interventions to include important aspects such as economic viability, sustainability, environmental and social management etc.
- The Regional Secretariats should supervise the LGAs to review their DADPs according to specific recommendations given for each LGA.
- Planning skills should be enhanced with particular emphasis on financial and profitability analysis of investment projects and conducting environmental assessment.
- LGAs must plan to construct Ward Agricultural Resource Centres in phases to improve information accessibility to farmers.
- Regional Secretariats and DFT backstopping on DADP planning and implementation should be strengthened.
- In all DADPs more attention should be given to marketing, processing, value addition and private sector.

5.2. Specific recommendations.

The team provided specific recommendations for each council and they are attached to this document as ***Annex 5***

6.0. Way forward

S/N	ACTIONS	TIME	RESPONSIBLE
1	Circulate DADPs assessment results with specific recommendations to all LGAs to improve DADPs for 2009/2010	15 th June 2010	PMO RALG
2	RS to Carry out immediate backstopping to poorly	30 th June, 2010	RS advisors

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	performing LGAs		
3	Plan for routine backstopping for DADP Implementation.	30 th June, 2010	Planning TWG and NFT
4	Convene NFT Meeting to inform them on the results.		

ANNEXES

Annex 1: Analysis - Characteristics scores

Characteristics	0	1	2	Total
1.1. Does DADP show the phasing in/out villages	11%	40%	49%	100%
1.2. Are VADPs of selected villages integral parts of the DADP?	5%	23%	73%	100%
1.3. Is the minimum budget (56 mil) observed)	12%	42%	45%	100%
1.4. Are prioritization criteria appropriately stated?	20%	27%	52%	100%
2.1. Are the project write ups attached to the DADPs?	4%	30%	67%	100%
2.2. For investment interventions, is profitability and/ or economic viability stated?	19%	39%	42%	100%
2.3. For investment interventions, is sustainability considered?	13%	34%	53%	100%
2.4. For investment intervention is environmental and social management considered?	19%	42%	39%	100%
3.1. Are interventions properly	2%	32%	67%	100%

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linked to realize set target				
3.2. Are key district based problems clearly stated?	5%	24%	71%	100%
3.3. Do the strategies sufficiently address the key problems of respective Local Government Authority	2%	43%	55%	100%
3.4. Are achievements of previous year's DADP (financial and physical) and causes of shortfalls clearly stated?	2%	38%	60%	100%
4.1 Does DADP contain an analysis of the district's agricultural potential opportunities and obstacles to development?	1%	19%	80%	100%
4.2. Does DADP inform the number of Ward Agricultural Resource Centers (WARCs) established/to be established?	48%	20%	32%	100%
4.3. Does DADP show evidence of contracting private service providers (budget set for contacting private sector)?	48%	24%	27%	100%
5.1 Appropriate use of Grant by categories (Basic and Top up DADG, A-CBG and E-EBG)	2%	44%	54%	100%
6.1. Is the costing realistic? (Sample check and whether unit costs, quantities, allowances, inputs fuel etc are they reasonable?)	10%	47%	43%	100%
7.1. Is the Action Plan appropriately structured?	5%	37%	58%	100%

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8.1 Does DADP include M&E plan?	14%	25%	61%	100%
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Annex 2; LGAs Ranked according to average total score

S/No	Council	Type	Average score	Status
1	Njombe	DC	93	Very Good
2	Karatu	DC	93	Very Good
3	Mbeya	CC	93	Very Good
4	Namtumbo	DC	92	Very Good
5	Makete	DC	92	Very Good
6	Tandahimba	DC	91	Very Good
7	Rufiji	DC	90	Very Good
8	Bunda	DC	90	Very Good
9	Mvomero	DC	89	Very Good
10	Songea	DC	89	Very Good
11	Longido	DC	88	Very Good
12	Mbulu	DC	88	Very Good
13	Ruangwa	DC	87	Very Good
14	Rorya	DC	87	Very Good
15	Hai	DC	86	Very Good
16	Ilindi	TC	86	Very Good
17	Handeni	DC	85	Very Good
18	Iringa	DC	85	Very Good
19	Mufindi	DC	85	Very Good
20	Kilindi	DC	84	Very Good
21	Kongwa	DC	84	Very Good
22	Ludewa	DC	84	Very Good
23	Kisarawe	DC	84	Very Good
24	Bagamoyo	DC	83	Very Good
25	Kinondoni	CC	83	Very Good
26	Kyela	DC	83	Very Good
27	Bukoba	DC	82	Very Good
28	Dodoma	MC	82	Very Good
29	Morogoro	DC	82	Very Good
30	Ulanga	DC	82	Very Good
31	Kibondo	DC	81	Very Good
32	Masasi	DC	81	Very Good
33	Mafia	DC	80	Good

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S/No	Council	Type	Average score	Status
34	Njombe	TC	80	Good
35	Kilosa	DC	80	Good
36	Singida	DC	80	Good
37	Mpwapwa	DC	80	Good
38	Urambo	DC	79	Good
39	Mkuranga	DC	79	Good
40	Nanyumbu	DC	79	Good
41	Chamwino	DC	79	Good
42	Mbarali	DC	79	Good
43	Newala	DC	79	Good
44	Same	DC	79	Good
45	Liwale	DC	78	Good
46	Rungwe	DC	78	Good
47	Biharamulo	DC	78	Good
48	Misungwi	DC	78	Good
49	Babati	DC	77	Good
50	Iringa	MC	76	Good
51	Kilolo	DC	76	Good
52	Bukoba	MC	76	Good
53	Ngorongoro	DC	76	Good
54	Mbeya	DC	75	Good
55	Sengerema	DC	75	Good
56	Nkasi	DC	75	Good
57	Serengeti	DC	75	Good
58	Sikonge	DC	75	Good
59	Mbinga	DC	74	Good
60	Tunduru	DC	74	Good
61	Tabora	MC	74	Good
62	Kiteto	DC	74	Good
63	Songea	MC	74	Good
64	Hanang'	DC	73	Good
65	Konoda	DC	73	Good
66	Nzegga	DC	73	Good
67	Mbozi	DC	73	Good
68	Kahama	DC	73	Good
69	Ilala	MC	73	Good
70	Babati	TC	72	Good
71	Kilombero	DC	72	Good
72	Manyoni	DC	72	Good

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S/No	Council	Type	Average score	Status
73	Ileje	DC	72	Good
74	Igunga	DC	71	Good
75	Kibaha	TC	71	Good
76	Musoma	MC	71	Good
77	Shinyanga	MC	69	Good
78	Kilwa	DC	69	Good
79	Kishapu	DC	69	Good
80	Moshi	DC	69	Good
81	Pangani	DC	68	Good
82	Misenyi	DC	68	Good
83	Arusha	DC	67	Good
84	Karagwe	DC	67	Good
85	Korogwe	DC	67	Good
86	Rombo	DC	67	Good
87	Kasulu	DC	66	Good
88	Meru	DC	66	Good
89	Mwanga	DC	65	Good
90	Arusha	MC	64	Good
91	Muheza	DC	64	Good
92	Mpanda	DC	64	Good
93	Tarime	DC	64	Good
94	Tabora	DC	63	Good
95	Shinyanga	DC	63	Good
96	Mpanda	TC	63	Good
97	Morogoro	MC	63	Good
98	Mwanza	CC	61	Good
99	Iramba	DC	61	Good
100	Magu	DC	61	Good
101	Musoma	DC	61	Good
102	Monduli	DC	60	Fair
103	Kibaha	DC	60	Fair
104	Lindi	DC	60	Fair
105	Mikindani	DC	58	Fair
106	Geita	DC	57	Fair
107	Chato	DC	56	Fair
108	Temeke	MC	55	Fair
109	Mtwara	DC	54	Fair
110	Kwimba	DC	54	Fair
111	Tanga	TC	54	Fair

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S/No	Council	Type	Average score	Status
112	Moshi	MC	53	Fair
113	Korogwe	TC	53	Fair
114	Singida	MC	53	Fair
115	Lushoto	DC	52	Fair
116	Simanjiro	DC	52	Fair
117	Kigoma	DC	52	Fair
118	Bahi	DC	51	Fair
119	Maswa	DC	51	Fair
120	Ujiji	MC	49	Fair
121	Bukombe	DC	49	Fair
122	Sumbawanga	DC	48	Fair
123	Ngara	DC	48	Fair
124	Bariadi	DC	46	Fair
125	Nachingwea	DC	43	Fair
126	Chunya	DC	43	Fair
127	Meatu	DC	42	Fair
128	Sumbawanga	MC	39	Poor
129	Mkinga	DC	36	Poor
130	Muleba	DC	35	Poor
131	Ukerewe	DC	34	Poor
132	Siha	DC	33	Poor

Annex 3; Region Secretariats ranked according to average total score

S/No	Region	Average total score
1	Iringa	84
2	Ruvuma	81
3	Pwani	78
4	Morogoro	78
5	Dodoma	75
6	Mara	74
7	Mbeya	74
8	Mtwara	74
9	Arusha	73
10	Tabora	73

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11	Manyara	73
12	Lindi	71
13	Dar es Salaam	70
14	Singida	66
15	Kilimanjaro	64
16	Kagera	64
17	Tanga	63
18	Kigoma	62
19	Mwanza	60
20	Rukwa	58
21	Shinyanga	58

Annex 4. List of assessors

S/No	NAME	PLACE	Council Assessed
1	H.R. CHITUKURO	ARUSHA	Bukombe DC, Tabora MC, Singida TC
2	LOIRUICK DANIEL	ARUSHA	Morogoro DC, Songea DC
3	DR.D.J.KUNDY	DAR ES SALAAM	Iringa DC, Ruangwa DC, Kibaha TC
4	ELIZABETH MSHOTE	DAR ES SALAAM	Bahi DC, Liwale DC
5	ABRAHAM B	DODOMA	Mpanda TC, Kahama DC, Mkinga DC
6	HADIJA JAICY	DODOMA	Mbinga DC, Korogwe TC
7	SHENA NYONI	IRINGA	Arusha DC, Kigoma TC, Mtwara TC
8	PAULO H.S. MSANGI	IRINGA	Meru DC, Moshi DC, Nzega DC
9	DR. P.A. MSAFIRI	KAGERA	Mvomero DC, Songea TC
10	MICHAEL OROTTA	KIGOMA	Kondoa DC, Babati TC, Kibaha DC
11	PASSIAN R. MAGENGELE	KIGOMA	Kilolo DC, Babati DC
12	DR AMINI KILONGE	KILIMANJARO	Makete DC, Musoma DC, Kisarawe
13	SALVATORY MATEMU	KILIMANJARO	Dodoma MC, Nachingwea DC
14	JOHN LIKANGO	LINDI	Igunga DC, Singida DC, Handeni

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			DC
15	MAY KILUWASHA	LINDI	Karatu DC, Same DC, Magu DC
16	ANNA NGOO	MAFC	Kasulu DC, Mbozi DC
17	MARIAM SILIM	MAFC	Karagwe DC, Kyela DC
18	SIMON MPAKI	MAFC	Ngara DC, Rungwe DC, Mpanda DC
19	COLETHA V.SHAYO	MANYARA	Misenyi DC, Mbeya DC, Kilosa DC
20	EMMANUEL C. M	MANYARA	Njombe TC, Mbeya MC,
21	DR NZEE J.L	MARA	Sikonge DC, Kilindi DC, Muheza DC
22	S.O.Y. SASSI	MARA	Urambo DC, Korogwe DC
23	NYASEBWA ENOCK	MBEYA	Mwanga DC, Newala DC, Ilala MC
24	ZUHURA MSIGWA	MBEYA	Temeke MC, Rombo DC, Mwanza CC
25	EURALIA MINJA	MOROGORO	Chato DC, Bunda DC, Sumbawanga DC
26	ROZALIA RWEASIRA	MOROGORO	Mufindi DC, Serengeti DC, Rufiji DC
27	DR ABDU HYGHAIMO	MTWARA	Njombe DC, Tarime DC, Sumbawanga TC
28	SHANGWE TWAMALA	MTWARA	Bukoba DC, Rorya DC, Meatu DC
29	CANDIDAH KYAMANI	MWANZA	Mpwapwa DC, Simanjiro DC, Ulanga DC
30	KULWIJILA N.S	MWANZA	Manyoni DC, Tabora(Uyui), Tanga CC
31	AZIZA R. MUMBA	PMORALG	Bukoba TC, Mbarali DC
32	DR JOSHUA AMMO	PWANI	Bariadi DC, Nkasi DC, Ileje DC
33	ROBINSON WANJARA	PWANI	Ludewa DC, Musoma TC, Kilombero DC
34	RADAG I	RADAG	Muleba DC, Maswa DC
35	RADAG II	RADAG	Kibondo DC, Chunya DC, Kwimba DC
36	RADAG III	RADAG	Kigoma DC, Morogoro MC
37	OCRAN CHENGULA	RUKWA	Shinyanga MC, Tunduru DC, Iramba DC
38	RESPICH MAENGO	RUKWA	Kishapu DC, Lindi DC
39	DR R. A MWAIGANJU	RUVUMA	Kinondoni DC,Ukerewe, DC, Shinyanga DC
40	SXTA MSANGA	RUVUMA	Longido DC, Kilwa DC, Geita DC,
41	BEDA CHAMATATA	SHINYANGA	Iringa M.C, Kiteto DC, Mkuranga DC

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42	MALIGISA J. DOTTO	SHINYANGA	Biharamulo DC, Mbulu DC
43	MARY MASHAKA	SHINYANGA	Kongwa DC, Hanang DC, Mafia DC
44	DR MARTI MAGAGURA	SINGIDA	Arusha M. C, Hai DC, Masasi DC
45	LUCAS P. MKUKI	SINGIDA	Chamwino DC, Moshi MC, Tandahimba DC
46	EDWARD A.M OTIENO	TABORA	Lushoto DC, Mtwara DC, Bagamoyo DC
47	DK PHILIPS MTIBA	TABORA	Kwimba DC, Pangani DC, Siha DC,
48	DR. LYIMO.Z.C	TANGA	Ngorongoro DC, Lindi T.C, Missungwi DC,
49	LAMECK TUNGU	TANGA	Namtumbo DC, Sengerema DC, Nanyumbu DC

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3.10.3 DADP 質的評価報告書 (2011/12 年度用 DADP)

**THE UNITED REPUBLIC OF TANZANIA
PRIME MINISTERS OFFICE REGIONAL ADMINISTRATION AND LOCAL
GOVERNMENT**



The Agriculture Sector Development Programme (ASDP)

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2010/2011

**DADP Quality assessment and Project Appraisal conducted by ASDP
National Facilitators, Regional Secretariat ASDP Coordinators and JICA
RADAG staff at Morogoro – EDEMA conference hall, 23rd May – 3rd June
2011.**

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

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DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

1.0. INTRODUCTION

The Agriculture Sector Development Programme (ASDP) is a Sector Programme largely implemented at the district level through the District Agricultural Development Plans (DADPs) as an integral part of the District Development Plan (DDP). The government through the ASLMs (MAFC, MLDF, MIT, and PMO-RALG) initiated implementation of ASDP through basket funding since 2006/2007. District Councils are responsible for the preparation and implementation of DADPs while the ASLMs are charged with the responsibility to ensure the quality of DADPs design and implementation. However, observations made by the past monitoring exercises including the Joint Implementation Reviews, the national DADP backstopping activities, collectively suggest that the quality of DADPs needs to be boosted up by incorporating agribusiness and environmental issues.

In response to that the ASDP DADP Planning and implementation thematic working group revised a DADP planning and implementation guideline to guide LGAs to be more focused and implement better investment projects that will contribute to the food security and poverty reduction. In addition to revising the DADP guideline National Facilitators trained Regional staff and District Facilitators on preparing investment project write-ups, mainstreaming agribusiness and preparing Environmental issues in the DADPs for financial year 2011/2012.

Assessment is a task to be handled by the Regional Secretariat (more specifically by the Regional Agricultural/Livestock Advisors) to ensure the quality of DADPs. In this regard the DADP planning and implementation thematic working group in collaboration with JICA RADAG developed a set of criteria for assessing the quality of DADPs and project write-ups. It is expected in near future that Regional Secretariat Staff will use the developed assessment framework to conduct quality assessment of DADPs and investment project write ups before they are submitted to the full council at LGAs for final approval.

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To ensure that the Regional ASDP Coordinators and the National Facilitators will take a full responsibility on DADPs quality, the DADP planning and implementation thematic working group in collaboration with JICA RADAG trained the NFT and ASDP Regional Coordinators, who were involved in the DADP quality assessment on 23rd May, 2011. The exercise took place at Morogoro EDEMA conference hall.

In general the result of DADP quality assessment for 2011/12 is fair compared to last year. This is because, this year assessment was focusing more on the appraisal of individual project (weight of 70%) rather than DADPs itself (weighted 30%). Out of 132 LGAs 24 scored poor, 98 Fair. 8 good and 2 Very Good. About 1541 proposals for investment projects from 132 LGAs were appraised by NFTs and RSs with the agreed criteria. Only 77 (5%) of the projects out of 1541 projects were approved and qualified to receive fund for implementation in FY 2011/12. The remaining projects which comprises 95% (1464) should be improved first (by farmers with close facilitation from WFT and DFTs) before being funded.

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2.0. OBJECTIVES**2.1. The overall objective**

The overall objective of the assessment was to appraise (assess) and improve the quality of DADPs and investment project write-ups for year 2011/2012 and to develop Regional Secretariat staff capability on DADP quality assessment.

2.2. Specific objectives

- i. To ensure that all investment projects that will be approved for financing under DADP are economically, technical, financially, socially viable and environmentally sound.
- ii. To provide a common base of quality judgment of DADP
- iii. To provide a clear guidance to stakeholders on the process of developing and implementing DADP with high quality
- iv. Provide feedback to LGAs and improve the final DADP documents and investment project write ups for 2010/2011
- v. Improve the capacity of Regional Secretariat staff to conduct the DADP quality assessment in future.

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3.0. METHODOLOGY

The assessment was carried out by 35. Assessors comprised of 12 National Facilitators, three JICA/RADAG team members and 23 Regional Secretariat Agriculture and Livestock advisors. The list is attached as Annex 4. Each member managed to assess about 2-3 DADPs documents and produced the assessment results which were consolidated into the DADPs assessment report containing specific findings and recommendations. A total of 132 DADPs and 1541 project proposals for 2011/2012 that were submitted to the PMO-RALG were critically assessed by the team using the *quality assessment framework*. Specific findings were communicated to all LGAs through Regional Secretariat with immediate effect to enable them to improve their DADPs and project proposals.

3.1. Time Frame

The task was carried at EDEMA conference room in Morogoro town for 12 days (23th May - 3rd June, 2011). The exercise commenced with one day orientation to NFT and Region Secretariat ASDP Coordinators on the quality assessment framework for DADPS and Project Proposals. There after a small team (subset of NFT and JICA RADAG members) was formulated to finalize the assessment report from 6th –17th June 2011.

3.2. Project Investment Appraisal Tool

The quality assessment of project proposals was carried out using seven aspects namely *Sound Background with Baseline, Completeness of Logical Framework, Economic Viability with Proper Cost-Benefit Analysis, Due Consideration to Cross-Cutting issues, Appropriateness of Financing Plan, Appropriateness of Implementation Plan, and Sound Project Management and Sustainability*.. Each aspect has set of characteristics for its assessment as follows;

3.2.1. Sound Background with Baseline

The following characteristics were considered;

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- Clear explanation of project problems
- Inclusion of baseline data (e.g. average income per village, Crop/animal production and productivity, Number of Ha, Mortality rate)

3.2.2. Completeness of Logical Framework

The following characteristics were considered.

- Clear identification and linkage of the project Goal, Objectives, Outputs, Activities and Inputs.
- Diverse nature of activities (The inclusion of all categories of activities - D: Investment, S: Service and/or C: Capacity Building)
- Appropriate set of indicators for the Outputs, Objectives and Goals in the Log-frame (i.e. SMART setting), including relation to the baselines

3.2.3. Economic Viability with Proper Cost-Benefit Analysis

The following characteristics were considered.

- Adequate identification and quantification of resources required to achieve project objectives.
- Realistic and reasonable costing of activities (i.e., investment, O&M, unexpected phenomenon, replacement costs and price)?
- Realistic and reasonable and reasonable benefits (e.g., Incremental Net Benefit, gradual generation of the benefit)
- Identification and description of non-quantifiable benefits.
- Correct calculation of payback period.

3.2.4. Due Consideration to Cross-Cutting issues

The following characteristics were considered.

- Inclusion of Environment and Social Management issues (pay attention on

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environmental and social management plan and resettlement plan).

- Gender consideration.
- Inclusion of support given to private sector involved in the marketing activities.

3.2.5. Appropriateness of Financing Plan

The following characteristics were considered.

- Clear and adequate financing plan e.g. who finances what (including Basket Fund grants, local governments, private sectors/NGOs, and other programme), cost-sharing rules and grant entitlements.
- Quantification of farmers contribution including method of contribution (in-kind or cash).

3.2.6. Appropriateness of Implementation Plan

The following characteristics were considered

- Clear and realistic Implementation plan (e.g. regarding timing of Activities)
- Appropriate proposed procurement plan (e.g. regarding timing and method)

3.2.7. Sound Project Management and Sustainability

The following characteristics were considered

- Clear explanation of the roles and responsibilities of stakeholders, including village government.
- Clear and adequate project M&E plan including reporting.
- Methods of securing sustainability (e.g. O&M methods, setting users fees, revolving funds, the plan of utilizing SACCOS/VIKOBA loan, management training)

In principle, for each characteristic, a score will be given as 0 for non-satisfaction or 1 for satisfaction with some intermediate values if any efforts observed. With 20 characteristics,

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the total full score for the assessment of a single project write up proposal is 20, which is converted to Score 2 for approval. Less than 20 are converted to Score 1 or 0 according to the level of satisfaction, which is for improvement or replacement,

3.3. District Overall Planning Assessment Tool

The quality assessment of overall planning was carried out using four aspects namely *consistency, strategic assessment, crosscutting issues and consideration to performance assessment*. The total score for the assessing the overall planning was 30. Each aspect has set of characteristics for its assessment as follows;

3.3.1. Consistency

The following were the characteristics considered;

- Clear linkage among situation, problems and solutions
- Clear linkage between current and previous DADP

3.3.2. Strategic

The following were the characteristics considered

- Village Phase In/Out
- SWOT Cross Analysis with clear linkage between strategies and selected interventions
- Mid / long-term Views
- Intervention Prioritization

3.3.3. Cross Cutting Issues

The following characteristic was considered;

- Environment and Social management issues

3.3.4. Consideration to performance assessment

- Evidence of 1) the consideration of VADPs and 2) consideration to needs of vulnerable groups

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- Consideration of Construction/improvement/equipping Ward Agricultural resource Centers
- Private Service involvement

Table 1; Scoring Criteria for Overall Planning Assessment

Aspect/ Characteristic		0	1	2
1. Consistency	Clear linkage among situation, problems and solutions	No linkage	Partial linkage (E.g. only between situation and problems, but solution/ intervention does not address problems.)	Strong linkage among all of them.
	Clear linkage between current and previous DADP and the District Strategic Plan; i.e. 1) Lessons and strategy are reflected into the planning of this year DADP, and 2) The achievements of targets are evaluated and updated. 3) Role or contributions of the agri. sector in/to district development are indicated.	Any situations other than scoring 1 or 2.	Partial linkage addressing at least one of the three elements	Strong linkage addressing at least two of the three elements
2. Strategic	Village Phase In/Out Plan (incl. selected village names, 1) selection criteria and 2) conformity to minimum ceiling)	No Phase In/Out Plan or Village Names only.	Village Names with either 1) criteria or 2) ceiling conformity.	Explanation on village names with both 1) and 2).
	SWOT Cross Analysis with clear linkage between strategies and selected interventions.	No SWOT Cross Analysis.	SWOT Cross Analysis without linkage between strategies and interventions.	SWOT Cross Analysis and clear linkage between strategies and selected interventions
	Mid / long-term Plan (Both 3 year plan *and longer term plan) *Just repeating one-year plan cannot be accepted.	No Mid / long-term Plan	Either Mid or long-term Plan (Either 3 year Plan only or longer plan only)	Both Mid and long-term Plan (Both 3 year plan and longer term plan)
	Clear Intervention Prioritization (E.g. economic, technical, national district priority, community, social aspects)	No prioritization	Inadequate prioritization of interventions (only some components are stated.)	Clear and adequate prioritization is described.

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Aspect/ Characteristic		0	1	2	
3. Cross Cutting Issues	Cross cutting Issues: 1) Environment and Social management2) Resettlement plan, 3) Gender, 4) Marketing, 5) HIV /AIDS, and 6) Vulnerable group	Any situations other than scoring 1 or 2.	Only two or three issues including the issues 1) and 2) addressed.	Four or six issues including the issues 1) and 2) addressed.	
	4. Consideration to PA	Evidence of the consideration of VADPs	No or inadequate description	Inadequate evidence	Satisfactory evidence (e.g. priorities of each village are addressed)
		Establishment of Ward / Village Resource Center	No description	Description on the numbers and names of Wards only	Detailed description (e.g. how they are functioning, or achievement in % against all WARCs planned)
Private Service Participation in DADP		No description	Partial evidence only (e.g. names/activities of contracts)	Detailed description (e.g. names/activities, money amount of contracts, % of budget spent for contracting, member/s in DFT)	

3.4. DADP quality Assessment Tool

The assessment of the quality of DADP considered both the assessment of overall planning and the project proposals submitted. The assessment of project proposal had a total score of 70 while the overall planning had a total score of 30.

The maximum score of a DADP is 100 and the level of quality of DADPs is categorized into four groups, as shown below.

Group A: **Very Good** quality – Total Score of **85 – 100**.

Group B: **Good** quality – Total Score of **65 – 85**.

Group C: **Fair** quality – Total Score of **35 – 65**.

Group D: **Poor** quality – Total Score of **0 – 35**.

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In addition to quality ranking, observations and recommendations were given to each LGA on specific areas that required to be improved before submission of final DADPs for 2011/2012.

4.0. RESULTS**4.1. Project Investment Appraisal****4.1.1. Project Information:**

The project assessors were required to collect information from a respective projects before appraising the projects. The collected information regarded as baseline information for project follow up, fund tracking and project outcomes determination. The collected information were: i) project name, type and name of village , ii) the total cost of the project and the contributors (e.g. ASDP/DADG, farmers, LGAs and Others), iii) the number of beneficiaries (male and female) and, iv) major output and outcome. The assessment shows that most of the project proposals (90%) have indicated the required information. Only 10% of the proposals have limited information particularly on the number of beneficiaries and major outcomes. Moreover even though there are outcome statements in the write-ups, most of them do not indicate numerical data of the status, thus leaving a question over how the project will be evaluated in terms of outcome.

4.1.2. Background with baseline

The assessment on baseline data in project proposal was aimed to mark out the reliability of baseline data information in the project write up. The criteria framework requires the assessor to provide a the full mark (1) to a characteristic with enough details/ data and 0 to 0.9 mark depending on the level of relevance and descriptions indicated. The characteristics under Baseline aspects requires the farmers to; state the project problems and, to give the baseline data of the proposed projects. The assessment shows that most (60%) of the assessed projects clearly stated the project problems as it scored the full

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mark (1) while 16.7% scored (0) meaning that the project problems were not stated. About 21.2% projects scored between 0.5 to 0.9 mark indicating that the problem statement were indicated but could not fulfill the required standards while 0.9% projects were scored 0.1 to 0.4 mark indicating that the stated problem statements were poor.

4.1.3. Logical Framework

The characteristics considered in this aspect were the assessment of : the Goal, Objectives, Outputs, Activities and Inputs of the project (if are clearly identified and linked); the diverse nature of activities (D: Investment, S: Service and/or C: Capacity Building) and, the indicators (i.e. SMART setting).

The result indicates that 71% of the activities have diverse nature as it involve package approach particularly Investment, Service and Capacity. However, there is a weak link for the Goal, Objectives, Outputs, Activities and Inputs of the project and, the indicators set for the Outputs, Objectives and Goals in the Log-frame (i.e. SMART setting) as only 56% and 45% were scored as a full marks respectively. In that case the area to improve in the project write up proposals at a village level is the linkage of the Goal, Objectives, Outputs, Activities and Inputs in line with objective/output indicators.

4.1.4. Economic Viability

According to the assessment, the economic viability of the projects revealed to be weak compared to other aspects. The characteristics considered in this aspect were: the identification and quantification of activities and resources for projects; the realistic of costing, the realistic of benefits, the identification and quantification of non-benefits and payback period calculation.

The result shows that only two characteristics namely ; identification and quantification of activities with resources and identification and quantification of non-benefits scored at least high marks (60%) while the remaining characteristics scored low marks (below 40%).

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This assessment therefore emphasizes that almost (95%) of the appraised projects write ups should be strengthened on the aspect of economic viability before being funded.

4.1.5. Cross cutting issues

The cross cutting characteristics used to assess the quality of the submitted investment project write ups were the; Environmental and Social Management issues paying attention on Environmental and Social Management Plan (ESMP) and Resettlement plans; Gender consideration and activities for marketing i.e. involvement of private sector. The results indicate that only 39% of the projects included ESMP and also considered Resettlement plan while 40% of the write up indicated either ESMP plan or Resettlement plan and 21 % of the write up indicated neither ESMP plan nor Resettlement plan. This result suggests having a strong training on environment issues that emphasize on resettlement plan of the DADP projects.

Moreover, the result indicates that 53% of project write up have observed the gender issues while few (48%) write ups considered marketing issues and private sector involvement

4.1.6. Financing Plan

The improvement is observed in financing plan although the aspects were not stipulated in the DADP guidelines for project preparation. The result indicates that 91% of the projects have managed to prepare and attached the financing plan as only 9% of the projects were not observed. However, the District Agricultural Development Grant (DADG) of the ASDP observed to be the main source of fund to finance agricultural activities in the district and at village agricultural projects by 70 to 80%. Other main contributor are farmers by 20% while the contribution from LGAs seems to be limited as only 25% of the LGAs observed to contribute between 0.1% to 5% of the required total project cost.

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The first six high contributors' LGAs that observed are: Chamwino DC, Manyoni DC, Kinondoni MC, Ludewa DC, Urambo DC and Temeke MC. (Annex:5 indicates the LGAs that are contributing to agricultural projects). This suggest that for future sustainability of projects there is a need for LGAs to use their own source fund to finance agricultural activities instead of depending on ASDP grant. And one of the strategy suggested is the PMO-RALG to instruct the LGAs to allocate a certain amount to finance the agricultural activities. This can be one of the conditions for LGA to qualify for LGCDG criteria.

Moreover, the result indicates that 55% of the projects indicated clearly their procurement plans while 18% indicated partially and 27% not indicated at all.

4.1.7. Implementation Plan and Project Management and Sustainability

The result indicates that 62% of the project write ups prepared implementation plan. However, due to weak economic viability aspects the sustainability and management of project will be at risk during and after implementation. This means that more facilitation is required to ensure that the projects are economic viable and sustainable with a proper implementation plans.

4.2. District Overall Planning Assessment

The results of District Overall Planning Assessment are summarised in Table 2 below. As the table shows, relatively higher marks can be given to the aspect of consistency (Characteristic 1.1 and 1.2) and to the characteristic of consolidation from VADPs (4.1). Weak features are found in the aspect of cross-cutting issues (3.1) and in the characteristics of WARC (4.2) and Private Sector Participation (4.3), though there is not much difference from mid and long term plan (2.3).

Table 2; Results of Overall Planning Assessment

Aspect/ Characteristics	National Average Score *	Remark
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Aspect/ Characteristics	National Average Score *	Remark
Aspect 1. Consistency		
1.1 Clear Linkage between Situation- Problem-Solution	1.6	Strong
1.2 Clear Linkage between Previous and Current DADP and District Strategic Plan	1.7	Strong
Aspect 2. Strategic		
2.1 Village Phase In/Out Plan	1.5	
2.2 SWOT Cross Analysis & clear linkage between strategy and selected interventions	1.4	
2.3 Mid and long-term Plan	1.3	
2.4 Intervention Prioritization	1.5	
Aspect 3. Cross Cutting Issues		
3.1 ESMF, Marketing, Gender, HIV/AIDS and Vulnerable Group	1.1	Weak
Aspect 4. Consideration to PA		
4.1 Consolidation from VADPs	1.6	Strong
4.2 Establishment of Ward / Village Resource Center	1.0	Weak
4.3 Private Sector Participation in DADP	1.2	Weak
Total	14.0	

Note: * The full score of each characteristic is 2 while the full score of the total is 20.

4.2.1 Planning Consistency:

As shown in Table 2, the two characteristics (1.1 and 1.2) under this aspect have gained relatively higher scores than others. Despite this good performance, there are few LGAs who gained Score 0 for both or either of them. In terms of linkage between Situation-Problem-Solution, it is often observed that connection is particularly weak between problem identified and intervention planned (e.g. Segerenti DC in Mara and Nanyumbu DC in Mtwara).

4.2.2 Strategic Planning:

Amongst the characteristics under this aspect, relatively higher scores are given to Village Phase In/Out (2.1) and intervention prioritization (2.4). Those two allows year-to-year comparison, as they are applied to both the last year and this year assessments (See Table 3 below).

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Table 3; Year to Year Comparison (% of LGAs receiving 0: the smaller the percentage, the better the quality)

Indicator	Last Year	This Year	Remark
2.1 Village Phase In/Out	9.8%	10.6%	Almost same
2.4 Intervention Prioritization	19.7%	11.4%	Improved

As can be seen in Table 3, while there was an almost same result for Village Phase In/Out (2.1), improvement was made regarding intervention prioritization (2.4), which yet need to be enhanced more. The following table indicates LGAs that did not show Village Phase In/Out and intervention prioritization, respectively.

Table 4: List of LGAs that has no Village Phase In/Out or Intervention Prioritization

2.1 LGAs without Village Phase In/Out		2.4 LGAs without Intervention Prioritization	
Region	LGAs	Region	LGAs
Iringa	Njombe DC	Arusha	Arusha DC
Kilimanjaro	Mwanga DC, Siha DC, Hai DC	DSM	Temeke
Lindi	Lindi TC	Iringa	Njombe DC
Mara	Musoma MC	Kagera	Misenyi DC, Karagwe DC
Mbeya	Mbozi DC	Lindi	Lindi TC, Nachingwea
Pwani	Kibaha DC	Manyara	Kiteto DC
Ruvuma	Namtumbo DC	Mara	Musoma MC, Serengeti, Tarime, Bunda
Shinyanga	Meatu DC, Kahama DC	Mwanza	Kwimba DC
Singida	Manyoni DC, Iramba DC	Pwani	Mkuranga
Tanga	Mkinga DC	Shinyanga	Bukombe

With respect to the application of SWOT analysis (2.2), some of the assessments pointed out that there is a table for SWOT but not utilized for development of strategies (e.g. Kahama DC in Shinyanga and Hanang DC in Manyara). Other observation can be made that the strategies derived from SWOT does not match with interventions. As regards mid and long term plan (2.3), some comments stated that the DADP just repeated one year

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plan for the three years without utilizing the concept of three-year rolling plan (e.g. Manyomi DC in Singida and Kibaha DC in Pwani).

4.2.3 Cross Cutting Issues:

Under this aspect, there is only one characteristic (3.1) that examine various elements relating to ESMF, Marketing, Gender, HIV/AIDS and Vulnerable Group. Among them, the assessment framework (i.e. scoring criteria) put the highest priority on the elements of ESMF, namely 1) Environment and Social Management Plan and 2) Resettlement Plan. Without them, the DADP ought to be given Score 0. In fact more than 20% of DADPs gained Score 0. And this proportion of Score 0 is bigger than for other many characteristics¹. This implies that the understanding of and compliance to ESMF is still weak in this characteristic.

4.2.4 Consideration to the PA

As can be seen in Table 1, many DADPs indicate strong evidence in term of consolidation from VADPs (4.1), while their performances are poor in terms of considerations to WARC (4.2) and private sector participation (4.3). Worth noting is the establishment of WARC (4.2). There are only few DADPs presenting their plans or achievements on this matter; most of them do not show anything about the center. As regards private sector participation (4.3), more than half of DADPs received Score 1, which means that there is partial evidence of participation e.g. names or simple description of activities but without showing budget allocation to the private sectors.

4.3 DADP Quality**4.3.1 Project Scores and Overall Planning Scores**

Project Scores and Overall Planning Scores are summarized in Annex 1, which also indicates Total Scores and DADP Quality per LGAs. It should be remembered that the total score derived from the two scores with the weighting factors of 70% for the project

¹ The exception is for the characteristic of WARC under the aspect of consideration to PA.

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appraisal and 30% for the overall planning assessment. As may be noted in Attachment 1, many DADPs received 35 points for the project appraisal, which is a half of 70 points. This implies that many projects are given Score 1 amongst Score 0 (with a few characteristics met with disapproval), 1 (with some met with disapproval) and 2 (all met with approval for implementation).

4.3.2 DADP Quality

In the total judgment of DADP quality, 24 DADPs are considered as “Poor”; 98 are “Fair”; 8 are “Good”; and 2 are “Very Good” (Ref annex 1). These results are rather lower than those of the last year where more than 70% of DADPs were assessed as “good” or “very good”. It should be noted that some assessor contacted with the LGAs through the RSs participating in the exercise and facilitated their improvement of the write-ups during the assessment. Hence it must be understood that some of Good/Very Good DADPs are ones that had already been confirmed for improvement.

In general the assessment criteria and procedure have been tightened this year, since they have incorporated the appraisal of individual investment projects. Due to the stricter criteria and procedure, the overall results of the assessment this year are lower than last year. It is, however, expected that the eventual quality of DADPs are improving, as LGAs have received detailed instructions about how to revise individual projects as well as the overall DADP document.

5.0. Observations and Recommendations

5.1. Observations

5.1.1. Project Investment Observation

- Problems are not clearly stated in most projects

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- Lack of baseline data, e.g beneficiaries (Me, Fe), production, price etc. Sometimes data in the write -up are not related to the projects ,
- Data inconsistent e.g production data, project costs in the write up and DADP/Planrep
- GOAL, OBJECTIVE, OUTPUT, ACTIVITIES and INPUT, do not link and are not SMART (text differ with log frame data)
- Some of the activities are not in the action plan
- Unrealistic costs (avoid to cost in lumpsum)
- Incorrect calculation of CB Analysis (Incremental Net Benefit) and payback period
- Cross cutting issues are partially reflected in the write-up (ESMP, Marketing & Private sector activities)
- Lack of procurement and M&E plan
- Inadequate methods for securing sustainability

5.1.2. Overall Planning Observation

- SWOT cross analysis lack clear link with selected interventions
- Cross-cutting issues not included (ESMF, Marketing, Gender)
- Establishment of Ward/Village Resource Centers not considered
- Poor involvement of private sector in the execution of project activities.

5.2. Recommendations

5.2.1. Improvement of investment project write-ups

- State the problems of the project clearly
- All important baseline data relevant to the project should be in the write-up e.g beneficiaries (Me, Fe), production, price etc.
- Data in the write –up and DADP should be realistic, correct and maintain consistent e.g. Project costs in the write up and DADP/Planrep,

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- Make sure GOAL, OBJECTIVE, OUTPUT, ACTIVITIES and INPUT link clearly and are SMART (should be the same in summary text and in log frame)
- All listed activities should be in the action plan
- Costs should be realistic and reasonable (avoid costing in lumpsum)
- Correct CB Analysis (Incremental Net Benefit) and payback period
- Cross cutting issues should be reflected in the write-up clearly (ESMP, Marketing & Private sector activities)
- Environmental and social Appraisal management plan should be prepared and attached to the write up

5.2.2. Improvement of overall planning

- Planning skills should be enhanced with particular emphasis on financial and profitability analysis of investment projects and conducting environmental assessment.
- Strategic planning methods including Village Phase In/Out, intervention prioritization, SWOT and mid/long-term plan should be used thoroughly.
- More clear linkage will be needed between district overall strategy and individual interventions.
- LGAs must plan to construct Ward Agricultural Resource Centres in phases to improve information accessibility to farmers.
- Regional Secretariats and DFT backstopping on DADP planning and implementation should be strengthened.
- In all DADPs more attention should be given to marketing, processing, value addition and private sector.

5.0. Specific recommendations.

The team provided specific recommendations for each council and they are attached to this document as *Annex 6*

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6.0. Way forward

S/No	ACTIONS	TIME	RESPONSIBLE
1	Circulate DADPs assessment results with specific recommendations to all LGAs to improve DADPs for 2011/2012	15 th June 2011	PMO RALG
2	RS to Carry out immediate backstopping to poorly performing LGAs	7 th -13 th June, 2011	RS advisors
3	Plan for routine backstopping for DADP Implementation.	30 th June, 2011	Planning TWG and NFT

ANNEXES

Annex 1: LGAs ranked according to total scores

No	Region	LGA	Project Investment	Overall Planning	Total Scores	Status
1	Mbeya	KYELA DC	68	21	89	Very Good
2	Mbeya	Mbeya DC	58	27	85	Very Good
3	Iringa	NJOMBE TC	62	23	84	Good
4	Tanga	Korogwe TC	64	20	84	Good
5	Arusha	ARUSHA MC	53	26	78	Good
6	Iringa	Iringa DC	53	26	78	Good
7	Rukwa	Nkasi DC	54	24	78	Good
8	Mbeya	Mbeya CC	41	29	69	Good
9	Kagera	Chato DC	39	30	69	Good
10	Morogoro	Kilombero DC	41	26	67	Good
11	Kagera	Muleba DC	35	30	65	Good
12	Kilimanjaro	Moshi MC	35	30	65	Fair
13	Tabora	Tabora MC	35	30	65	Fair
14	Tabora	Urambo DC	35	30	65	Fair
15	Iringa	Iringa MC	47	18	65	Fair
16	Iringa	Ludewa DC	41	24	65	Fair
17	Arusha	Arusha DC	42	23	64	Fair
18	Mbeya	Ileje DC	37	27	64	Fair

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No	Region	LGA	Project Investment	Overall Planning	Total Scores	Status
19	Mbeya	MbaraliDC	35	29	64	Fair
20	Mbeya	Rungwe DC	35	28	63	Fair
21	Morogoro	Mvomero DC	35	28	63	Fair
22	Manyara	Babati TC	35	27	62	Fair
23	Morogoro	MorogoroDC	35	27	62	Fair
24	Rukwa	Mpanda DC	35	27	62	Fair
25	Kilimanjaro	Moshi DC	36	26	62	Fair
26	Arusha	Meru DC	35	26	61	Fair
27	Kagera	Ngara DC	35	26	61	Fair
28	Mbeya	Chunya DC	35	26	61	Fair
29	Rukwa	Mpanda TC	35	26	61	Fair
30	Ruvuma	Mbinga DC	35	26	61	Fair
31	Arusha	Karatu DC	35	24	59	Fair
32	Arusha	Monduli DC	35	24	59	Fair
33	Kagera	Biharamulo MC	35	24	59	Fair
34	Kigoma	Kigoma DC	38	21	59	Fair
35	Morogoro	Kilosa DC	35	24	59	Fair
36	Morogoro	Morogoro MC	35	24	59	Fair
37	Morogoro	Ulanga DC	35	24	59	Fair
38	Mtwara	Mikindani MC	35	24	59	Fair
39	Mwanza	UkereweDC	35	24	59	Fair
40	Rukwa	Sumbawanga MC	35	24	59	Fair
41	Ruvuma	TunduruDC	35	24	59	Fair
42	Tanga	Muheza DC	35	24	59	Fair
43	Mwanza	Misungwi DC	30	29	58	Fair
44	Arusha	LongidoDC	35	23	58	Fair
45	Arusha	Ngorongoro DC	35	23	58	Fair
46	Pwani	Bagamoyo DC	35	23	58	Fair
47	Ruvuma	Songea MC	35	23	58	Fair
48	Singida	Singida DC	35	23	58	Fair
49	Tabora	Nzega DC	35	23	58	Fair
50	Shinyanga	Shinyanga DC	29	27	56	Fair
51	Pwani	Mafia DC	31	26	56	Fair
52	Ruvuma	Songea DC	31	26	56	Fair
53	Kagera	Bukoba DC	35	21	56	Fair
54	Kagera	Bukoba DC	35	21	56	Fair
55	Shinyanga	Shinyanga MC	35	21	56	Fair

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No	Region	LGA	Project Investment	Overall Planning	Total Scores	Status
56	Iringa	MufindiDC	31	24	55	Fair
57	Shinyanga	Bariadi DC	29	26	55	Fair
58	Shinyanga	Kishapu DC	34	21	55	Fair
59	Iringa	Makete DC	35	20	55	Fair
60	Pwani	Rufiji DC	35	20	55	Fair
61	Tanga	Handeni DC	35	20	55	Fair
62	Mtwara	Tandahimba DC	30	24	54	Fair
63	Dar es Salaam	Ilala MC	35	18	53	Fair
64	Dar es salaam	Kinondoni MC	35	18	53	Fair
65	Dodoma	Kongwa DC	35	18	53	Fair
66	Kilimanjaro	Same DC	35	18	53	Fair
67	Mwanza	Magu DC	35	18	53	Fair
68	Pwani	Kibaha DC	35	18	53	Fair
69	Rukwa	Sumbawanga DC	35	18	53	Fair
70	Tanga	Kilindi DC	35	18	53	Fair
71	Tanga	Tanga CC	35	18	53	Fair
72	Mbeya	Mbozi DC	33	20	53	Fair
73	Tanga	Pangani DC	29	24	53	Fair
74	Kilimanjaro	Siha DC	35	17	52	Fair
75	Singida	Iramba DC	35	17	52	Fair
76	Manyara	Babati DC	25	26	51	Fair
77	Mara	Musoma DC	25	26	51	Fair
78	Mtwara	Newala DC	25	26	51	Fair
79	Pwani	Kisarawe DC	26	24	50	Fair
80	Tabora	Tabora DC	26	24	50	Fair
81	Shinyanga	Maswa DC	35	15	50	Fair
82	Mwanza	Geita DC	27	23	50	Fair
83	Kilimanjaro	Hai DC	30	20	49	Fair
84	Pwani	Mkuranga DC	35	14	49	Fair
85	Shinyanga	Bukombe DC	35	14	49	Fair
86	Tabora	Sikonge DC	35	14	49	Fair
87	Iringa	Njombe DC	33	15	48	Fair
88	Dodoma	MpwapwaDC	23	24	47	Fair
89	Mwanza	Sengerema DC	26	21	47	Fair
90	Shinyanga	Kahama DC	29	18	47	Fair
91	Dar es salaam	Temeke MC	35	12	47	Fair
92	Tanga	Lushoto DC	21	26	47	Fair

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No	Region	LGA	Project Investment	Overall Planning	Total Scores	Status
93	Mwanza	Kwimba DC	26	18	44	Fair
94	Manyara	Hanang' DC	35	9	44	Fair
95	Singida	Manyoni DC	31	12	43	Fair
96	Mtwara	Masasi DC	20	23	43	Fair
97	Shinyanga	Meatu DC	29	14	43	Fair
98	Kigoma	Kibondo DC	13	30	43	Fair
99	Kagera	Karagwe DC	20	21	41	Fair
100	Dodoma	Kondoa DC	22	20	41	Fair
101	Kilimanjaro	Mwanga DC	29	12	41	Fair
102	Dodoma	Dodoma MC	20	20	40	Fair
103	Manyara	Mbulu DC	18	21	39	Fair
104	Lindi	Liwale DC	28	11	39	Fair
105	Manyara	Kiteto DC	26	14	39	Fair
106	Mtwara	Mtwara DC	15	23	38	Fair
107	Kilimanjaro	RomboDC	18	20	37	Fair
108	Iringa	Kilolo DC	17	20	36	Fair
109	Tabora	Igunga DC	21	14	35	Poor
110	Dodoma	Chamwino Dc	12	23	34	Poor
111	Manyara	SimanjiroDC	19	14	32	Poor
112	Tanga	Mkinga DC	14	18	32	Poor
113	Ruvuma	Namtumbo DC	16	16	32	Poor
114	Dodoma	Bahi DC	14	17	31	Poor
115	Mara	Bunda DC	9	21	30	Poor
116	Lindi	Lindi DC	13	17	29	Poor
117	Kigoma	Kasulu DC	5	23	28	Poor
118	Mwanza	Mwanza CC	0	27	27	Poor
119	Lindi	RuwangwaDC	16	11	27	Poor
120	Kagera	Misenyi DC	12	15	27	Poor
121	Tanga	Korogwe DC	13	12	25	Poor
122	Lindi	Nachingwea DC	16	9	25	Poor
123	Kigoma	Ujiji MC	0	24	24	Poor
124	Mtwara	Nanyumbu DC	12	11	22	Poor
125	Mara	Rorya DC	0	20	20	Poor
126	Mara	TarimeDC	0	18	18	Poor
127	Singida	Singida MC	0	18	18	Poor
128	Lindi	Kilwa DC	4	14	17	Poor
129	Pwani	Kibaha TC	0	17	17	Poor

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

No	Region	LGA	Project Investment	Overall Planning	Total Scores	Status
130	Mara	Musoma MC	6	9	15	Poor
131	Lindi	Lindi TC	0	14	14	Poor
132	Mara	Serengeti DC	0	5	5	Poor

Annex 2; LGAs Ranked according to number of approved projects

S/No	LGA	No. of Approved Projects
1	Kyela DC	29
2	Njombe TC	10
3	Mbeya DC	9
4	Nkasi DC	7
5	Korogwe TC	5
6	Arusha DC	4
7	Kilombero DC	4
8	Ludewa DC	3
9	Chato DC	2
10	Arusha MC	1
11	Ileje DC	1
12	Iringa MC	1
13	Mbeya CC	1
14	Babati DC	0
15	Babati TC	0
16	Bagamoyo DC	0
17	Bahi DC	0
18	Bariadi DC	0
19	Biharamulo DC	0
20	Bukoba DC	0
21	Bukoba MC	0
22	Bukombe DC	0
23	Bunda DC	0
24	Chamwino Dc	0
25	Chunya DC	0
26	Dodoma MC	0
27	Geita DC	0
28	Hai DC	0
29	Hanang' DC	0
30	Handeni DC	0
31	Igunga DC	0

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

S/No	LGA	No. of Approved Projects
32	Ilala MC	0
33	Iramba DC	0
34	Iringa DC	0
35	Kahama DC	0
36	Karagwe	0
37	Karatu DC	0
38	Kasulu DC	0
39	Kibaha DC	0
40	KIBAHA MC	0
41	Kibondo DC	0
42	Kigoma DC	0
43	Kilindi DC	0
44	Kilolo DC	0
45	Kilosa DC	0
46	Kilwa DC	0
47	Kinondoni MC	0
48	Kisarawe DC	0
49	Kishapu DC	0
50	Kiteto DC	0
51	Kondoa DC	0
52	Kongwa DC	0
53	Korogwe DC	0
54	Kwimba DC	0
55	Lindi DC	0
56	Lindi TC	0
57	Liwale DC	0
58	LongidoDC	0
59	Lushoto DC	0
60	Mafia DC	0
61	Magu DC	0
62	Makete DC	0
63	Manyoni DC	0
64	Masasi DC	0
65	Maswa DC	0
66	MbaraliDC	0
67	Mbinga DC	0
68	Mbozi DC	0
69	Mbulu DC	0
70	Meatu DC	0
71	Meru DC	0

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

S/No	LGA	No. of Approved Projects
72	Mtwara MC	0
73	Misenyi DC	0
74	Misungwi DC	0
75	Mkinga DC	0
76	Mkuranga DC	0
77	Monduli DC	0
78	Morogoro MC	0
79	MorogoroDC	0
80	Moshi DC	0
81	Moshi MC	0
82	Mpanda DC	0
83	Mpanda TC	0
84	MpwapwaDC	0
85	Mtwara DC	0
86	MufindiDC	0
87	Muheza DC	0
88	Muleba DC	0
89	Musoma DC	0
90	Musoma MC	0
91	Mvomero DC	0
92	Mwanga DC	0
93	Mwanza CC	0
94	Nachingwea	0
95	Namtumbo DC	0
96	Nanyumbu DC	0
97	Ngara DC	0
98	Ngorongoro DC	0
99	Njombe DC	0
100	Nzega DC	0
101	Pangani DC	0
102	RomboDC	0
103	Rorya DC	0
104	Rufiji DC	0
105	Rungwe DC	0
106	RuwangwaDC	0
107	Same DC	0
108	Sengerema DC	0
109	Serengeti DC	0
110	Shinyanga DC	0
111	Shinyanga MC	0

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

S/No	LGA	No. of Approved Projects
112	Siha DC	0
113	Sikonge DC	0
114	SimanjiroDC	0
115	Singida DC	0
116	Singida MC	0
117	Songea DC	0
118	Songea MC	0
119	Sumbawanga DC	0
120	Sumbawanga MC	0
121	Tabora DC	0
122	Tabora MC	0
123	Tandahimba DC	0
124	Tanga CC	0
125	TarimeDC	0
126	Temeke MC	0
127	TunduruDC	0
128	Ujiji MC	0
129	UkereweDC	0
130	Ulanga DC	0
131	Urambo DC	0
132	Newala DC	0

Annex 3; Region Secretariats ranked according to number of approved projects

S/No	Region	No. of projects
1	Mbeya	40
2	Iringa	14
3	Rukwa	7
4	Arusha	5
5	Tanga	5
6	Morogoro	4
7	Kagera	2
8	Dar es salaam	0
9	Dodoma	0
10	Kigoma	0
11	Kilimanjaro	0
12	Lindi	0
13	Manyara	0
14	Mara	0
15	Mtwara	0

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

S/No	Region	No. of projects
16	Mwanza	0
17	Pwani	0
18	Ruvuma	0
19	Shinyanga	0
20	Singida	0
21	Tabora	0

Annex 4. List of assessors

S/No	NAME	PLACE
1	H.R. Chitukuro	ARUSHA
2	Abraham B	DODOMA
3	Shena Nyoni	IRINGA
4	Dr. P.A. Msafiri	KAGERA
5	Passian R. Magengele	KIGOMA
6	Majidi Myao	LINDI
7	Justa M. Katunzi	MAFC
8	Stephen Michael	MAFC
9	Kasim J. Msuya	MAFC
10	Nikodemus Massawe	MAFC
11	Simon Mpaki	MAFC
12	Elizabeth Msengi	MITM
13	Anneth Mathania	MITM
14	Emmanuel C. M	MANYARA
15	Maditto S.Juma	MARA
16	Nyasebwa Enock	MBEYA
17	Rozalia Rwegasira	MOROGORO
18	Dr Abdu Hyghaimo	MTWARA
19	Candidah Kyamani	MWANZA

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

S/No	NAME	PLACE
20	Aziza R. Mumba	PMORALG
21	Ramadhani B. Mwaliko	PMORALG
22	Basil Msuha	PMORALG
23	Robinson Wanjara	PWANI
24	Radag I	RADAG
25	Radag Ii	RADAG
26	Radag Iii	RADAG
27	Respich Maengo	RUKWA
28	Dr R. A Mwaiganju	RUVUMA
29	Sxta Msanga	RUVUMA
30	Beda Chamatata	SHINYANGA
31	Lucas P. Mkuki	SINGIDA
32	Edward A.M Otieno	TABORA
33	Lameck Tungu	TANGA
34	Mlalula M. Lyoba	KILIMANJARO
35	Monika Mpanduji	DAR ES SALAAM

Annex 5; List of LGAs indicating own contribution to Agricultural Projects

Region	LGA	Name	Target Village	LGA
Dar	Kinondoni	Construction of shed for selling fruits and vegetables at Nyuki market.	Pwani Street.	43,342,089
Dar	TEMEKE	Construction of milk collection centre	Kizani street	3,316,000
Dodoma	Bahi DC	Support completion of warehouse and cattle dip.	Chonde.	640,000
Dodoma	Bahi DC	Extension staff house construction.	Magaga.	1,000,000
Dodoma	Chamwino Dc	Estsblishment of drip	Chanangili	40,000,000

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

Region	LGA	Name	Target Village	LGA
		irrigation scheme of grapes		
Dodoma	Chamwino Dc	Establishment of drip irrigation on grapes community farm	Mvumi misheni	60,000,000
Dodoma	DODOMA MC	Construction of slaughter house and skin hides	Mpunguzi	6,044,551
Dodoma	DODOMA MC	Butcher construction	Mpunguzi	1,400,000
Dodoma	DODOMA MC	Diary goat keeping	Mpunguzi	600,000
Dodoma	Kondoa DC	Construction of ward agricultural resource centre	Pahi	100,000
Dodoma	Kondoa DC	Expansion of irrigation scheme in rice blocks.	Kikore	8,000,000
Dodoma	Kondoa DC	Improvement of oxenization centre	Paranga	4,000,000
Dodoma	Kondoa DC	Construction of charcodam	Kidoka	1,160,000
Dodoma	MpwapwaDC	Improvement of irrigation infrastructures and dam construction	Msagali	1,200,000
Iringa	Iringa DC	Construction of 400m of flood bands along Ruaha river.	Ibangamoyo	1,500,000
Iringa	Iringa DC	Construction of rain water harvesting dam	Ikengeza	3,500,000
Iringa	Iringa DC	Construction of Bridge at Kitowala sub village	Ilandutwa	5,000,000
Iringa	Iringa DC	Construction of rain water harvesting dam	Nyang'oro	2,000,000
Iringa	Iringa DC	Construction of slaughter house	Nzihi	3,000,000
Iringa	Iringa DC	Completion of Charco dam	Makatapora	4,000,000
Iringa	Iringa DC	Establishment of clonal coffee nursery	Udumka	3,500,000
Iringa	IRINGA MC	Irrigation project: Construction of main and secondary canal at Mkoga village	Mkoga	1,500,000
Iringa	IRINGA MC	Production of improved Pig	Mkoga	556,000
Iringa	Ludewa DC	Establishment of Clonal coffee nursery	Ligumbiro	1,100,000
Iringa	Ludewa DC	Rehabilitation of Cattle dip	Ligumbiro	295,000
Iringa	Ludewa DC	Sunflower Extraction machine	Ligumbiro	212,330
Iringa	Ludewa DC	Use of Agricultural Mechanization - Tractor	Madilu	1,500,000
Iringa	Ludewa DC	Indigenous Goat	Madilu	208,650

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

Region	LGA	Name	Target Village	LGA
		Production Project		
Iringa	Ludewa DC	Use of Agricultural mechanization-Tractor	Mkongobaki	1,500,000
Iringa	Ludewa DC	Establishment fruit nursery and production of fruit	Mkongobaki	400,000
Iringa	Ludewa DC	Improved local chicken production	Mkongobaki	200,000
Iringa	Ludewa DC	Pig Farming	Mkongobaki	150,000
Iringa	Ludewa DC	Use of Agricultural mechanization-Tractor	Milo	1,600,000
Iringa	Ludewa DC	Establishment of fruit nursery	Milo	396,000
Iringa	Ludewa DC	Indigenous chicken farming	Milo	299,000
Iringa	Ludewa DC	Establishment of Tea Nursery	Milo	204,000
Iringa	Ludewa DC	Construction of slaughter house	Ludewa	1,900,000
Iringa	Ludewa DC	Sunflower Extraction machine	Ludewa	204,000
Iringa	Ludewa DC	Mechanized rice farming using rice planter and rice milling machine for value addition	Ilela	2,280,000
Iringa	Ludewa DC	Use of mechanized agriculture - power tiller	Ilela	741,000
Iringa	Ludewa DC	Indigenous chicken	Ilela	350,000
Kagera	Chato DC	Fish Farming	Kibumba	3,941,750
Kagera	Chato DC	Purchase of two power tillers	Kachwamba, Mkungo, Ilyamchele, Mulumba, Rubambangwe na Busaka	10,212,801
Kagera	Chato DC	Vegetable Production	Busaka, Ilyamchele and Itale	1,530,000
Kagera	Chato DC	Indigenous Chicken Production	Nyamirembe, Nyang'omango, Kanyama, Chabulongo, Ilyamchele, Itale, Kalebezo and Mkungo	14,400,000
Kagera	Chato DC	Maize production	Bwera, Kanyama, Chabulungo, Ilyamchele, Nyang'homango and Busalala	1,800,000
Kagera	Chato DC	Paddy Production	Mkungo, Busaka, Nyang'homango, Kanyama, Chabulongo, Ilyamchele and Busalala	16,758,000
Kagera	Chato DC	Pig Husbandry	Busaka and Ilyamchele	1,584,000

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

Region	LGA	Name	Target Village	LGA
Kagera	Chato DC	Livestock confinement place	Itanga	1,400,000
Kagera	MULEBA DC	Milk goat	Kakoma	1,000,000
Kagera	MULEBA DC	Construction of Charcoal Dam	Kakoma	5,211,400
Kagera	MULEBA DC	Purchase of power tiller	Kiteme	1,200,000
Kagera	MULEBA DC	Purchase of power tiller	Nyakabango	1,200,000
Kagera	MULEBA DC	Construction of Market Place	Kyamyorwa	8,000,000
Kagera	MULEBA DC	Construction of Market Infrastructure	Ibale	5600000
Kagera	Ngara DC	Construction of dip	Kasulo	8000000
Kilimanjaro	Moshi DC	Rehabilitation of irrigation infrastructure	Lotima	2,500,000
Kilimanjaro	Moshi MC	Rehabilitation of Msaranga cannal	Msaranga, Msufini and Rauya streets	2500000
Kilimanjaro	Moshi MC	Mshikamano vegetable group	Msaranga	1,000,000
Lindi	Kilwa DC	Sorghum production project	Kandawale	400,000
Lindi	Kilwa DC	Simsim production project	Kandawale	400,000
Lindi	Kilwa DC	Indigenous Chicken production project	Likawage	400,000
Lindi	Kilwa DC	Indigenous Goats production project	Likawage	400,000
Lindi	Kilwa DC	Tractor project	Likawage	4,000,000
Lindi	Kilwa DC	Sorghum production project	Likawage	400,000
Lindi	Kilwa DC	Simsim production project	Likawage	400,000
Lindi	Kilwa DC	Indigenous Chicken production project	Mandawa	400,000
Lindi	Kilwa DC	Tractor project	Mandawa	4,000,000
Lindi	Kilwa DC	Sorghum production project	Mandawa	400,000
Lindi	Kilwa DC	Cassava production project	Mandawa	400,000
Lindi	Kilwa DC	Indigenous Chicken production project	Mitole	400000
Lindi	Kilwa DC	Tractor project	Mitole	4,000,000
Lindi	Kilwa DC	Indigenous Goats production project	Mitole	400000
Lindi	Kilwa DC	Sorghum production project	Mitole	400,000
Lindi	Kilwa DC	Simsim production project	Mitole	400000
Lindi	Kilwa DC	Tractor procurement	Kandawale	4,000,000
Lindi	Kilwa DC	Improvement Indigenous goat	Kandawale	400000
Lindi	Kilwa DC	Maize production project	Kandawale	400,000
Lindi	Kilwa DC	Simsim production project	Mandawa	400,000

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

Region	LGA	Name	Target Village	LGA
Lindi	RuangwaDC	Dairy cattle project	Namichiga	1,106,000
Lindi	RuangwaDC	Dairy cattle project	Nanganga	1,106,000
Lindi	RuangwaDC	Irrigation Project	Nandanga	2,571,000
Lindi	RuangwaDC	Irrigation Project	Nanganga	2,571,000
Lindi	RuangwaDC	Fish pond production project	Chingumbwa	2,000,000
Lindi	RuangwaDC	Dairy cattle project	Chilangalile	1,106,000
Manyara	Kiteto DC	Improvement of goat breeds	Nasetan	485,000
Mara	Bunda DC	Cattle dip construction	Kabainja	10,600,000
Mbeya	KYELA DC	Construction of main irrigation canal for Mabunga scheme	Mabunga	2,000,000
Mbeya	Mbeya CC	Dairy milk storage and processing	Utulivu village	1,000,000
Mbeya	Mbeya CC	Land conservation	Mwansekwa village	2,000,000
Mbeya	Mbeya CC	Construction of canal - irrigation Scheme Imbega (1500m)	Imbega	2,000,000
Mbeya	Mbeya CC	Fruits and vegetable processing	SAE village	600,000
Mbeya	Mbeya CC	Improved Fruit seedlings	Kabisa village/street	800,000
Morogoro	Morogoro DC	Construction of irrigation canals(main canal 143; secondary canal 285 and tertiary canal 4928)	Mvuha village	4,000,000
Morogoro	Morogoro DC	Construction of irrigation canals	Bwila juu village	4,000,000
Morogoro	Morogoro DC	Construction of irrigation canals	Bwakila chini village	3,996,500
Morogoro	Morogoro DC	Sunflower processing machine (value addition)	Bwakila chini village	1,000,000
Morogoro	Morogoro DC	Construction of irrigation canals	Msonge village	4,000,000
Morogoro	Morogoro DC	Construction of irrigation canals	Dakawa village	4,000,000
Morogoro	MVOMERO DC	Value addition of sunflower	Msongozi village	1,600,000
Morogoro	Ulanga DC	Keeping of dairy cow	Makanga	1,800,000
Morogoro	Ulanga DC	Procurement of tractor	Tanga	3,600,000
Morogoro	Ulanga DC	Construction of crop market	Ruaha	2,000,000
Morogoro	Ulanga DC	Improved piggery production	Ruaha	1,000,000
Morogoro	Ulanga DC	Production of maize quality declared seed	Ruaha	2,000,000

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

Region	LGA	Name	Target Village	LGA
Morogoro	Kilombero DC	increasing milk production using improved dairy cattle	Chisano village	439,000
Morogoro	Kilombero DC	Increase milk production using improved dairy cattle	Mbingu village	439,000
Morogoro	Kilombero DC	Increase milk production using improved dairy cattle	Msolwa village	439,000
Mtwara	Masasi DC	Sunflower Processing	Mumburu	400,000
Mtwara	Masasi DC	Improved Simsim seed production	Mumburu	400,000
Mtwara	Masasi DC	Improved Groundnut seed production	Mumburu	400,000
Mtwara	Masasi DC	Improved Sunflower seed production	Mumburu	400,000
Mtwara	Masasi DC	Tractor purchase	Mkungu	400,000
Mtwara	Masasi DC	Tractor purchase	Mkungu	400,000
Mtwara	Masasi DC	Production of new Paddy seed	Mwena	170,000
Mtwara	Mikindani MC	Increased Cashewnut Production	Rwelu	39,998,600
Mtwara	Nanyumbu DC	Warehouse construction	Pachani	4,065
Mwanza	Sengerema DC	Construction of Livestock market	Sima	3,368,000
Pwani	Rufiji DC	Paddy production	Mgomba	13,747,750
Rukwa	Mpanda DC	Construction of rice hulling machine building	Mwamapuli	21,600,000
Rukwa	Mpanda DC	Construction of livestock market	Sibwesa	18,600,000
Shinyanga	Meatu DC	Skimu ya kilimo cha umwagiliaji wa mbogamboga	Itaba	900,000
Shinyanga	Shinyanga MC	Mwamashele irrigation scheme	Mwamashele	16,000,000
Shinyanga	Shinyanga MC	Mwamalili irrigation scheme	Mwamalili irrigation scheme	6,000,000
Singida	Manyoni DC	Rehabilitation of charco dam	Mpandagani	2,000,000
Singida	Manyoni DC	Purchase of tractors	Muhanga	2,000,000
Singida	Manyoni DC	Construction of crop storage structure	Mwamagembe	2,000,000
Singida	Manyoni DC	Construction of cattle dip	Sanza	2,000,000
Singida	Manyoni DC	Purchasing of power tiller	Sanza	4,600,000
Singida	Manyoni DC	Purchase of dairy goat	Sanza	6,000,000
Singida	Manyoni DC	Rehabilitation of charco dam	Sasajila	11,200,000
Singida	Manyoni DC	Construction of irrigation	Maweni	1,000,000

DADP QUALITY ASSESSMENT AND PROJECT APPRAISAL 2011/2012

Region	LGA	Name	Target Village	LGA
		scheme		
Singida	Manyoni DC	Procurement of dairy goat	Maweni	500,000
Tabora	Urambo DC	Crop warehouse	Katunguru	1,250,000
Tabora	Urambo DC	Crop warehouse	Mwendakulima	1,250,000
Tabora	Urambo DC	Increase Agricultural production by use of Tractor	Ukumbisiganga	1,000,000
Tabora	Urambo DC	Improvement crop production by tractor use	Imalamakoye	1,000,000
Tabora	Urambo DC	Increase crop Production by use of Tractor	Nsimbo	1,000,000
Tabora	Urambo DC	Nhwande - ichemba road construction	Nhwande	16,464,000
Tabora	Urambo DC	Improvement of crop production by use of power tiller	Katunguru	500,000
Tabora	Urambo DC	Improvement of crop production by use of power tiller	Mwendakulima	500,000
Tabora	Urambo DC	Maize production using power tiller	Ukumbisiganga	500,000
Tabora	Urambo DC	Improved maize production using power tiller	Imalamakoye	500,000
Tabora	Urambo DC	Improved maize production using power tiller	Nsimbo	500,000
Tanga	Handeni DC	Charco dam construction	Kwamkole b	4,000,000
Tanga	Handeni DC	Purchase of powertiller	Kwamgwe	402,000
Tanga	Mkinga DC	Construction of charco dam	Ng'ombeni	2,000,000
Tanga	Muheza DC	Construction of milk collection center.	Mgambo miembeni	5,000,000

DADP Good Projects

- Cases from selected LGAs for DADP Bora -



NFT and JICA RADAG

**with special thanks to
the Regions coordinating and the LGAs implementing the DADPs**

February 2012

Background

This document is a compilation of good DADP projects implemented since the inception of ASDP. The source of data is the materials initially prepared by selected LGAs for the presentations of DADP Quality Improvement Workshop which aimed at sharing the experiences and lessons learned from good DADP projects. The selection of good DADP projects was conducted at the regional level with the following criteria:

- Clear achievement of outcome (Outcome must have been measured, i.e. numerical data are available for both baseline and results)
- Active farmers' group engagement
- Ensuring of sustainability (such as savings for O&M and Replacement or feasible future plan)
- Replicability (spill-over effects) of skills/technologies gained in the project outside the project site
- Consideration to Value Chain (Does project cover from input supply to output sales?)
- Good package approach (Does project have a good combination of various activities e.g. hard parts (Investment) and soft parts (Training or Service); production, processing and marketing?)
- Substantial involvement of various stakeholders such as private sector, NGO, Research Institutes and Training Institutes

As such, this document is expected to be distributed to respective RSs and LGAs, so that they can start discussing the applicability of the good practices in one way or another.

DADP Bora (Registration No.1)***Construction of Olkeju Lo Olmworuo traditional irrigation canal for production of maize and vegetables in Olmotonyi village***

■ Category:	Agriculture	■ Commodity:	Maize and Vegetables
■ Region/ LGA:	Arusha/ Arusha DC	■ Target Community:	Olmotonyi Village
■ Period:	N.A.	■ Project Cost (DADP):	N.A.

■ Summary:

In order to increase maize and vegetable production, this project carried out the extension of traditional irrigation canal. After the project the irrigated area reportedly increased from 53 ha to 70 ha, and beneficiaries from 300 to 412 households. Training for the project committee and water user association was also conducted. Collaboration was established with Meru forest, Olmotonyi Forestry Training Institute, Traditional Irrigation Project Sokoine University and the Soil Conservation and Agroforestry Project. Besides, the project contributed to the conservation of four water sources by planting trees around them.

Challenges include frequent drought, market demand for high quality crops and unreliable market information.

■ Good Practice:

- ✓ Combination of investment (irrigation scheme) and training.
- ✓ Collaboration with different stakeholders.

■ **Reference :** See Attachment No.1

DADP Bora (Registration No.2)***Dairy Development in Ayalabe Village***

■ Category:	Livestock	■ Commodity:	Milk
■ Region/ LGA:	Arusha/Karatu DC	■ Target Community:	Ayalabe Village
■ Period:	2006-2012	■ Project Cost (DADP):	Tsh 299,873,000

■ Summary:

There are three components of this project, namely i) establishing the AI centre (2006-08), ii) a milk processing plant (2009-11) and iii) the provision of machines and equipments (2010-12).

For each component, they combine investment activities with training through collaboration with other partners such as National Artificial insemination Centre and LITI Tengeru,

Outcomes reported include increase of milk production and processing, which contributes to increase of income and nutritious of the community. Challenges they face includes market competition, the need for milk collection centers and management plan to ensure sustainability.

■ Good Practice:

Collaboration with other government institutions

■ **Reference :** See Attachment No.2

DADP Bora (Registration No.3)***Meru Dairy Farmer Association Funded by DADPs and Land O'Lakes***

■ Category:	Livestock	■ Commodity:	Milk and Dairy Products
■ Region/ LGA:	Arusha/ Meru DC	■ Target Community:	Mulala Village
■ Period:	2009/10 – 2010/11	■ Project Cost (DADP):	N.A.

■ Summary:

In order to promote quantity and quality of milk and dairy products and assist their marketing, the LGA provided extension services (e.g. on the use of AI; improved animal husbandry; and vaccination). Using DADP funds, it provided machines to MEDAFA and established 2 milk collecting centers with 3 km road. The LGA also linked with the NGO, Land O' lakes, who supported MEDAFA on various equipments. Milk is sold to a private processor, who produce and outlet various products such as yoghurt and butters e.g. to local shops and supermarkets.

Outcomes reported are the increased number of milk producers and AI-born calves. Challenges include unstable market depending on tourists and lack of capacity dealing a large quantity of milk.

**■ Good Practice:**

- ✓ The project is comprehensive, involving NGOs and the private sector.
- ✓ Their interventions are based on the whole view of the value chain.
- ✓ Although depending on the private sector, their final products are diverse e.g. yoghurt and butters.

■ **Reference :** See Attachment No.3

DADP Bora (Registration No.4)***Construction of Kinyamwezi Ward Agriculture Resource Centre (WARC)***

■ Category:	Agriculture/Livestock	■ Commodity:	Various products
■ Region/ LGA:	Dar es Salaam/ Ilala MC	■ Target Community:	Kinyamwezi Ward
■ Period:	N.A.	■ Project Cost (DADP):	Tsh 63,477,000

■ Summary:

The project planned to train 1,500 farmers/year on urban agriculture and livestock husbandry at the WARC in order to increase agriculture-related production. The centre provides the training on growing mushroom, paddy and maize; dairy goat keeping; seedling production; and food storage and processing. The outputs include: 6,260 farmers/livestock keepers trained on the subjects; establishment of seedlings production; provision of dairy goats to the farmers; distribution of high-yield seeds and seedlings (maize, paddy, banana, cashew, etc.); and facilitation for farmers' groups on value-added products.



Challenges are the lack of participation from private sector and storage for harvested products.

■ Good Practice:

- ✓ The WARC functions as a focal point to the farmers and livestock keepers for obtaining knowledge and skills.
- ✓ Investment (WARC) and other components (such as training and distribution of seeds and seedlings) are well combined.

■ **Reference :** See Attachment No.4

DADP Bora (Registration No.5)***Idodi Irrigation Project***

■ Category:	Agriculture	■ Commodity:	Paddy and other crops
■ Region/ LGA:	Iringa/Iringa DC	■ Target Community:	Idodi village
■ Period:	2007/08-2010/11	■ Project Cost (DADP):	Tsh 73,033,880

■ Summary:

The idea of the project was proposed during O&OD meeting of the village in the year of 2007/08.

Using DADP fund the LGAs has increased from 300ha to 1,030ha and improved crop production e.g. paddy yield from 3 to 8.5 ton/ha. Income of the 520 households has changed from Ave. 500,000 to 3,600,000 (harvest from 2 acres/ household). Improvement in production led to establishment of Idodi farmers SACCOS which in turn led to Establishment of Crop Warehouse System. Moreover, NGO/Private Sector (e.g. RUDI) provides loan/milling machines to the communities. The project also attracted commercial banks e.g. TIB for the procurement of tractors and power tillers. The beneficiaries expand development activities e.g. small enterprises and fishponds and beekeeping.

**■ Good Practice:**

- ✓ Involving various stakeholders e.g. NGO, Private Sector, banks in different aspect, package approach for the value chain
- ✓ Management for sustainability e.g. Supervisory Committee, WUAs and users fee setting
- ✓ Expanding/diversifying development activities e.g. fish pond and beekeeping

■ **Reference :** See Attachment No.5

DADP Bora (Registration No.6)***Banana Production In Kasulu Highland***

■ Category:	Agriculture	■ Commodity:	Banana
■ Region/ LGA:	Kigoma/ Kasulu DC	■ Target Community:	5 villages
■ Period:	2006/07-2010/11	■ Project Cost (DADP):	Tsh 9,230,000

■ Summary:

This project was started in the year 2006/07 for 5 pilot villages: Kitambuka, Kibwigwa, Buhigwe, Mulela and Kibande. Using DADP funds, 15 banana FFSs and Participatory Farmer Groups (PFGs) were established. Acreage for improved banana has increased from 4 acres in 2006 up to 400 acres in year 2011 which have the capacity of producing bunches 15, 2tonnes per year. The project successfully bridged village agricultural field officers gap through capacitating 3 farmer facilitators in the project area who are key players in disseminating production technologies of banana production.



Outcome reported was improved banana produce bunches which weigh up 120kg per bunch. Consequently, farmer's income in this area increased. The major factor of success is group formation through PFGs which builds solidarity within a community and hence this formation brought a solid voice in terms of the plans, implementation, harvest as well as markets.

■ Good Practice:

Deploy farmer facilitators to disseminate techniques and suckers to farmers

■ **Reference :** See Attachment No.6

DADP Bora (Registration No.7)***Twatwatwa (Parakuyo) Livestock Market***

■ Category:	Livestock	■ Commodity:	Livestock animals
■ Region/ LGA:	Morogoro/ Kilosa DC	■ Target Community:	Twatwatwa Village
■ Period:	2008- 2009	■ Project Cost (DADP):	Tsh 50,306,000

■ Summary:

In order to increase the number of animals for sale, this project established livestock-related infrastructures such as cattle dips, charo dam and crop markets as well as provision of training.

A community organization (PCBO) was established which sensitize other community members for market opportunities. Community also established social services e.g. schools and dispensary).

Management plan was formulated to ensure sustainability, by which 15% of the revenue was collected for O&M purposes.

Collaboration was made with various actors such as Human Development Strategy Association for conflict resolution with farmers and Tigo for establishing marketing information network.

Outcomes include revenue collection of the village and increase of household income.

■ Good Practice:

- ✓ The intervention is comprehensive, covering i) the issues of conflict with farmers and disease control, ii) market information network, and iii) advertisement.
- ✓ Management plan was prepared to ensure sustainability.
- ✓ Outcome is not only to the community but to the village gov. which is good to make it self-running.

■ **Reference :** See Attachment No.7

DADP Bora (Registration No.8)***Cassava Improvement Project***

■ Category:	Agriculture	■ Commodity:	Cassava
■ Region/ LGA:	Mtwara/Masasi DC	■ Target Community:	Chidya Village
■ Period:	2008/09	■ Project Cost (DADP):	Tsh 13,340,000

■ Summary:

With the aim of ensuring food security at community level, the project promotes cassava processing for flour production.

The project is supported by DADP funds and FAO together with community contribution. Major activities undertaken are training on agronomic practices (facilitated by FAO and the LGA), the introduction of resistant variety (by FAO) and the construction of the building (with DADP funds). The group member has utilized a solar drier to vegetable processing, which is another source of income to the community.

The LGA, by sending officers to Dar es Salaam, has found a buyer of the cassava flours.

Challenges they face include delay in completion of the processing unit and thus need to enhance capacity to deal with a large quantity of cassava.

■ Good Practice:

The LGA played a role of coordination by bridging between the community group and the buyer to ensure marketing channel of the produce.

The project is a mix effort of different fund sources i.e. FAO and DADPs.

■ **Reference :** See Attachment No.8

DADP Bora (Registration No.9)***Production of Banana Farming in Ukerewe District***

■ Category:	Agriculture	■ Commodity:	Banana
■ Region/ LGA:	Mwanza / Ukerewe DC	■ Target Community:	N.A
■ Period:	N.A	■ Project Cost(DADP):	Tsh 23,115,000

■ **Summary:** Ukerewe DC was suffered from food shortage associated with disease of cassava production and the drop in world prices of industrial crops. In order to address recurring food shortage, this project promotes banana production as an alternative crop to fill the food demand gap in the LGA. Major activities include district-level sensitization and training, and procurement and distribution of improved banana varieties. Roads were also constructed by TASAF and DASIP for easy access to market. CBOs and Research Institutes were also involved in sensitization.



Outcomes reported are the increase of banana production from 3.4 tons before the project to 45 tons after it. Eventually Ukerewe DC was taken out of the National Food Insecure List. Challenges addressed include competition with other crops and increased demand for organic manures and industrial fertilizers.

■ Good Practice:

- ✓ The LGA took strong initiatives of promoting the priority commodity
- ✓ The project is combined with other outputs e.g. road constructed, by other programmes such as TASAF and DASIP.
- ✓ The mother gardens were managed by committed farmers and institutions e.g. schools and prisons.

■ **Reference :** See Attachment No.9

DADP Bora (Registration No.10)***Cassava Chain Development***

■ Category:	Agriculture	■ Commodity:	Cassava
■ Region/ LGA:	Pwani / Mkuranga DC	■ Target Community:	6 wards
■ Period:	N.A	■ Project Cost (DADP):	N.A

■ Summary:

In order to improve livelihood through income generation and increased food security at household level, the project facilitate cassava value chain development. Major activities include provision of machines, organizing Commercial Farmers Organizations (CFOs) and training with support from VECO and MVIWATA, establishment of FFSs. Participatory variety selection was also conducted with supports from FAO.



Outcomes reported are the increases of productivity and the size of production area. With focus on quality improvement e.g., through packing, they also succeeded in raising the price of cassava flour, which is sold in DSM. Challenges include delay in farmers' contribution.

■ Good Practice:

- ✓ Collaboration with other partners (FAO, VECO and MVIWATA)
- ✓ Commercial-oriented group organizations, e.g. covering production, processing and marketing.
- ✓ Much efforts on quality improvement such as packaging

■ **Reference :** See Attachment No.10

DADP Bora (Registration No.11)***Value addition to Rice Production***

■ Category:	Agriculture	■ Commodity:	Rice
■ Region/ LGA:	Rukwa/Mpanda DC	■ Target Community:	Mwampuli Ward
■ Period:	N.A. (ongoing)	■ Project Cost (DADP):	Tsh 396,200,000

■ Summary:

The LGA planned a set of projects to enhance its agricultural potential (mainly rice): construction of WARC for better access to market information; construction of a market building; procurement of rice milling machine and tractor. The LGA is also expecting to build a warehouse to store agricultural products and a chipboard manufacturing plant using rice husks. With all these investments, the LGA tries to add more value on its agricultural products.

Expected outputs include the increase in the LGA's income, establishment of warehouse receipt system with reliable market for farmers, and value addition to the agricultural products.

**■ Good Practice:**

- ✓ Although still at the inception stage, the project focuses on a commodity (rice) with comparative advantage and tries to maximize its potential along the value chain.

■ **Reference :** See Attachment No.11

DADP Bora (Registration No.12)***Construction of KIMULI AMCOS Coffee Central Pulper Unit at Utiri Village***

■ Category:	Agriculture	■ Commodity:	Coffee
■ Region/ LGA:	Ruvuma/Mbinga DC	■ Target Community:	10 villages
■ Period:	2005/06-2011/12	■ Project Cost (DADP):	Tsh. 42,462,000

■ Summary:

In order to raise the quality of the produced coffee from 80% of class 8 to 9 to 80% of the produced coffee class 4 to 6 by the year 2008 through central pulperies, the LGA constructed equipment such as machine house, fermenting tables, 2 sorting tables, and CPUs and improved financial services provision by supporting their Muungano SACCOS.



The project is supported with DADP funds and KIMULI AMCOS; it covers 10 villages: Utiri, Maande, Mtama, Lipumba, Mangwagara, Masimeli, Maumba, Iringa, Lupilo and Kitanda. Outcome reported was rise in farmers' income and improved standard of living. Farmers' savings in Muungano SACCOS increased comparing to 2005. One of the major factors of success is establishment of input fund whereby members are facilitated to get farm inputs loans and management by AMCOS members using computer.

■ Good Practice:

Much focus on quality improvement rather than production: this strategy is effective for crops that have internationally-agreed quality standards reflecting prices. Sustainability was considered with members' contribution for CPU maintenance and expansion. Collaboration with research institute i.e. TaCRI

■ **Reference :** See Attachment No.12

DADP Bora (Registration No.13)***Construction of Nanyogie Cattle Dip***

■ Category:	Livestock	■ Commodity:	Cattle
■ Region/ LGA:	Tanga/Korogwe DC	■ Target Community:	Nanyogie Village
■ Period:	2008/2009	■ Project Cost (DADP):	Tsh 32,459,000

■ Summary:

The project was aimed at reducing Tick-borne diseases and Trypanosomiasis among the cattle of pastoralists. The cattle dip was run by a project committee with stable financial base (savings at a bank). After the construction of cattle dip, the following outputs were observed in 2010/11; 1) improved livestock condition and added value for cattle sales (from Tsh 50,000-350,000/head to Tsh 135,000-350,000); 2) increase in the number of the cattle dealt at market (384 to 480). The neighboring villages learned the practice and adopted its operation and management skills. As a spill-over effect, the proportion of pastoralists who settle in the village increased, resulting in the rise of school attendance.

A challenge is an approach for disseminating the practice to other livestock keepers.

**■ Good Practice:**

- ✓ High replicability among pastoralists within the LGA.

■ **Reference :** See Attachment No.13

DADP Bora (Registration No.14)***Kitivo Irrigation Scheme***

■ Category:	Agriculture	■ Commodity:	Rice
■ Region/ LGA:	Tanga/Lushoto DC	■ Target Community:	Mng'aro Village
■ Period:	2008-2010	■ Project Cost (DADP):	Tsh 429,000,000

■ Summary:

The project was for rehabilitation of existing irrigation scheme. It was financed by DADP funds (including DIDF fund) and constructed a flood protection dyke and lining of canal. The investment was combined with training for the farmers at Kilimanjaro Agricultural Training Institute (KATC) on agronomic practices and irrigation scheme management. The major outcomes is the increased production of rice from 3.6 tons/ha in 2008/2009 to 5.5 tons/ha in 2011.



Challenges include flood protection, high salinity in certain areas, and fluctuation of rice price.

■ Good Practice:

- ✓ Investment (rehabilitation of irrigation scheme) and capacity development (training) are combined effectively.

■ **Reference :** See Attachment No.14

DADP Bora (Registration No.15)***Construction Of Milk Collection Center at Mkuzi Village***

■ Category:	Livestock	■ Commodity:	Milk and Dairy Products
■ Region/ LGA:	Tanga/ Tanga DC	■ Target Community:	Mkuzi Village
■ Period:	2007-2009	■ Project Cost (DADP):	Tsh 58,000,000

■ Summary:

The project was carried out with DADP funds in order to reduce the distance to milk collection center for quality maintenance and to secure reliable market. The project's direct inputs were construction of a milk collection center and purchase of a generator.

Various stakeholders are involved at different stages of the milk production in the project: private sector as provider of concentrate feeds, drugs and AI; Tanga Fresh (a local dairy company) as a large purchaser; a milk cooperative which the project group belongs to and negotiates farm-gate price; Dairy Cattle Networking, an organization which provided 24 heifers in trust to the project; Buhuri Livestock Training Institute, a training institute which conducted basic training on animal husbandry to the project members.

Reported outputs and outcomes include an increase in production (180L/day to 600L/day) and productivity (5L/cow/day to 10L/cow/day).

Challenges include low farm-gate price, water shortage in dry season, and lack of breeding bulls.

■ Good Practice:

- ✓ The project is set up along the value chain, involving various stakeholders (private companies, NGO and training institute).

■ **Reference :** See Attachment No.15

3.12 収集資料リスト

様式第1号 (記第2関係)

(収集/作成資料)

資料リスト

平成24年 3月 6 日作成
図書館受入日

主管チーム長

地域	プロジェクト 題名又は専門 家氏名	実施番号 調査の種類又は 指導項目	実施期間 又は計画期間	担当者氏名	取扱い区分	図書館記入欄	資料の名称		形態	収集資料	専門家作成資料	JICA 作成資料	スキ ン キ ス ト
							プロジェクト 題名又は専門 家氏名	実施期間 又は計画期間					
アフリカ	タンザニア			平成21年3月-平成24年3月									
1	District Agriculture Development Plans 2009/10, Kilombero District Council, 2009				JR・CR()・SC		Kilombero District Council, United Republic of Tanzania	紙媒体	○				
2	District Agriculture Development Plans 2009/10, Morogoro Municipal Council, 2009				JR・CR()・SC		Morogoro Municipal Council, United Republic of Tanzania	紙媒体	○				
3	District Agriculture Development Plans 2009/10, Ulanga District Council, 2009.				JR・CR()・SC		Ulanga District Council, United Republic of Tanzania	紙媒体	○				
4	District Agriculture Development Plans 2009/10, Tabora Municipal Council, 2009.				JR・CR()・SC		Tabora Municipal Council, United Republic of Tanzania	紙媒体	○				
5	District Agriculture Development Plans 2009/10, Morogoro District Council, 2009				JR・CR()・SC		Morogoro District Council, United Republic of Tanzania	紙媒体	○				
6	District Agriculture Development Plans 2009/10, Makete District Council, 2009				JR・CR()・SC		Makete District Council, United Republic of Tanzania	紙媒体	○				
7	District Agriculture Development Plans 2009/10, Mbeya City Council, 2009				JR・CR()・SC		Mbeya City Council, United Republic of Tanzania	紙媒体	○				
8	District Agriculture Development Plans 2009/10, Kilolo District Council, 2009				JR・CR()・SC		Kilolo District Council, United Republic of Tanzania	紙媒体	○				
9	District Agriculture Development Plans 2009/10, Mkuranga District Council, 2009				JR・CR()・SC		Mkuranga District Council, United Republic of Tanzania	紙媒体	○				
10	District Agriculture Development Plans 2009/10, Kisarawe District Council, 2009				JR・CR()・SC		Kisarawe District Council, United Republic of Tanzania	紙媒体	○				

番号	資料の名称	形態	収集資料	専門家成資料	JICA 作 成 資 料	テキスト	取 扱 区 分	図 書 館 記 入 欄
11	District Agriculture Development Plans 2009 (0)Heje District Council, 2009	紙媒体	○				JR-CR()>SC	
12	District Agriculture Development Plans 2009 (0)Mbarali District Council, 2009	紙媒体	○				JR-CR()>SC	
13	District Agriculture Development Plans 2009 (0)Mafia District Council, 2009	紙媒体	○				JR-CR()>SC	
14	District Agriculture Development Plans 2009 (0)Simanjiro District Council, 2009	紙媒体	○				JR-CR()>SC	
15	District Agriculture Development Plans 2009 (0)Kilosa District Council, 2009	紙媒体	○				JR-CR()>SC	
16	District Agriculture Development Plans 2009 (0)Kibaha Town Council, 2009	紙媒体	○				JR-CR()>SC	
17	District Agriculture Development Plans 2009 (0)Mvomero District Council, 2009	紙媒体	○				JR-CR()>SC	
18	District Agriculture Development Plans 2009 (0)Kibaha District Council, 2009	紙媒体	○				JR-CR()>SC	
19	District Agriculture Development Plans 2009 (0)Kyela District Council, 2009	紙媒体	○				JR-CR()>SC	
20	District Agriculture Development Plans 2009 (0)Chunya District Council, 2009	紙媒体	○				JR-CR()>SC	
21	District Agriculture Development Plans 2009 (0)Mbozi District Council, 2009	紙媒体	○				JR-CR()>SC	
22	District Agriculture Development Plans 2009 (0)Iringa Municipal Council, 2009	紙媒体	○				JR-CR()>SC	
23	District Agriculture Development Plans 2009 (0)Rungwe District Council, 2009	紙媒体	○				JR-CR()>SC	
24	District Agriculture Development Plans 2009 (0)Mbeya District Council, 2009	紙媒体	○				JR-CR()>SC	

番号	資料の名称	形態	収集資料	専門家成資料	JICA成資料	テキスト	取扱区分	図書館記入欄
25	Local Government Reform Programme II (Decentralization by Devolution), Visions, Goals and Strategy July 2008 - June 2013 (Draft), 16 September 2008.	紙媒体	○				IR・CR()・SC	PMO-RALG, United Republic of Tanzania
26	Appendices to Volume III Estimate of Public Expenditure Supply Vote Vote88 Dar es Salaam Region for the year from 1st July 2009 to 30th June 2010	紙媒体	○				IR・CR()・SC	The United Republic of Tanzania
27	Guidelines for the Preparation of Medium Term Plan and Budget Framework For 2010/11-2012/13 Part I & II	紙媒体	○				IR・CR()・SC	The United Republic of Tanzania
28	Njombe District Council Medium Term Expenditure Framework Estimates for Revenue, Recurrent, and Development Expenditure 2010/11-2012/13	紙媒体	○				IR・CR()・SC	Njombe District Council, United Republic of Tanzania
29	Monduli District Council Quarterly Progress Report for Development Projects Third Quarter	紙媒体	○				IR・CR()・SC	Monduli District Council, United Republic of Tanzania
30	Meru District Council 3rd Quarter Progressive Report Based on Physical and Financial Implementation at District Level ending 31st March 2010	紙媒体	○				IR・CR()・SC	Meru District Council, United Republic of Tanzania
31	Mpwapwa District Council Action Plan for Medium Term Plan and Budget for FY 2009/10	紙媒体	○				IR・CR()・SC	Mpwapwa District Council, United Republic of Tanzania
32	Volume IV Public Expenditure Estimates Development Votes (Part -A)	紙媒体	○				IR・CR()・SC	The United Republic of Tanzania
33	Medium Term Strategic Planning and Budgeting Manual for RS and LGAs Working Document February 2010	紙媒体	○				IR・CR()・SC	The United Republic of Tanzania
34	Agricultural Sector Development Programme: Performance Review 2006/07-2009/10	紙媒体	○				IR・CR()・SC	The United Republic of Tanzania

