

タンザニア
ソコイネ農業大学地域開発センター
実施協議調査団報告書
付・短期調査員報告書

平成11年4月

国際協力事業団
社会開発協力部

序 文

タンザニア連合共和国は農業が主要産業であるにもかかわらず、近年は農村人口の都市部への流出、農地の荒廃、生活基盤の悪化と、それらの相乗作用による貧困化が進行している。これに対処するには、住民が主体となった持続的・地域開発を推進する必要があるため、タンザニア政府は、同国唯一の国立農業大学であるソコイネ農業大学に地域開発センターを設置するとともに、国の環境に適した独自の地域開発手法を確立し、農村地域の貧困問題の解消をめざしたいとして、我が国にプロジェクト方式技術協力を求めてきた。

これを受けて国際協力事業団は1997年から基礎、事前、短期各調査を重ね、1999年（平成11年）3月20日から同30日まで、京都大学大学院アジア・アフリカ地域研究科教授 掛谷誠氏を団長とする実施協議調査団を現地に派遣した。この結果、同調査団が署名を取り交わした討議議事録（R/D）に基づき、1999年5月1日から5年間にわたり「ソコイネ農業大学地域開発センター」プロジェクトが実施されることになった。

本報告書は、同調査団の調査・協議結果を取りまとめたものと、1998年10月に派遣した本案件短期調査員の報告書を併せたもので、プロジェクトの展開にあたって、関係各方面に広く活用されることを願うものである。

ここに、調査団の各位をはじめ、ご協力頂いた外務省、文部省、在タンザニア日本国大使館など、内外関係各機関の方々に深く謝意を表するとともに、今後も一層のご支援をお願いする次第である。

平成11年4月

国際協力事業団
理事 **泉 堅二郎**



ソコイネ農業大学



環境保全型の NGORO 農法実施農地 (大学周辺)



討議議事録 (R/D) 及びミニッツ協議



R/D 及びミニッツ署名

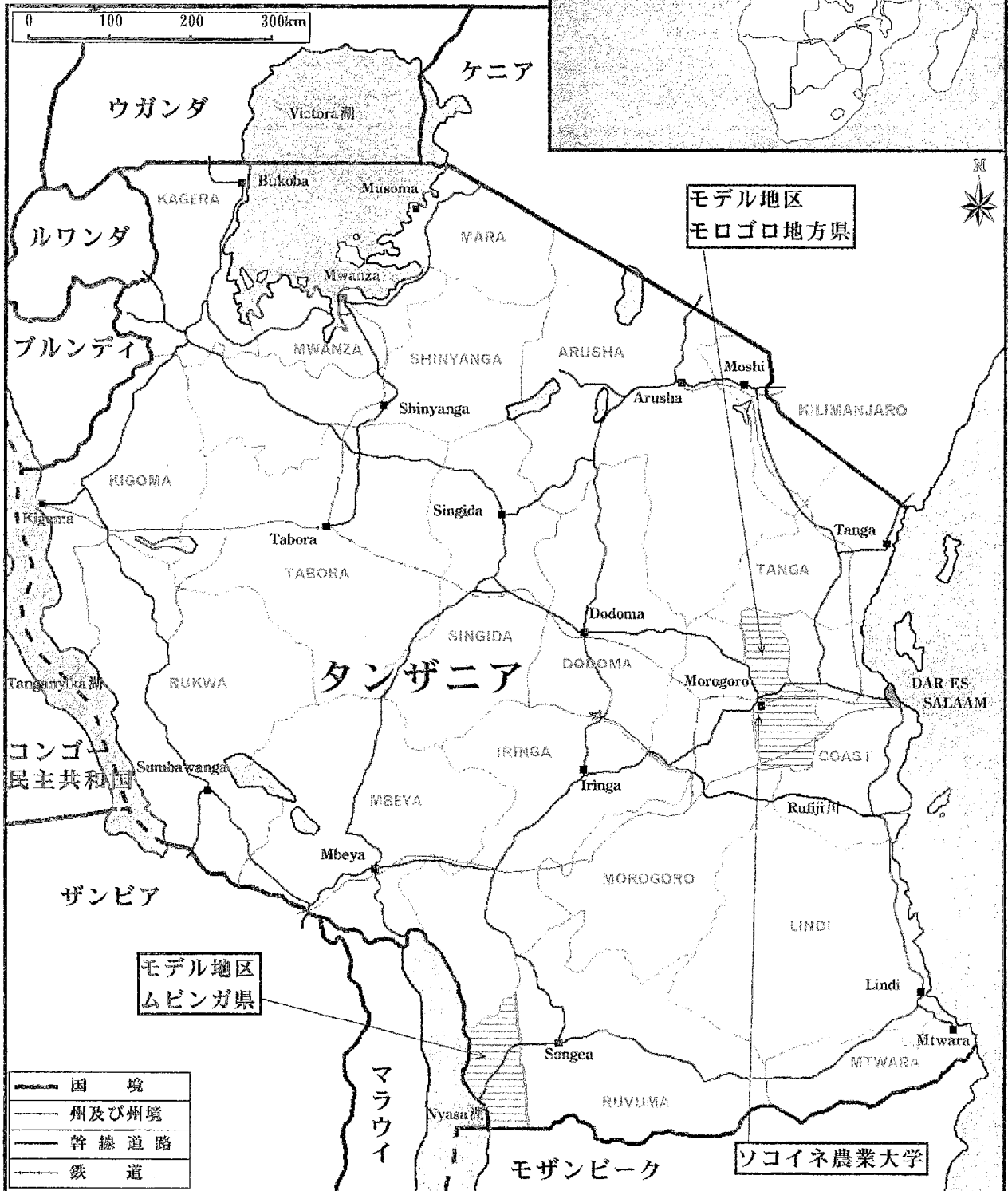
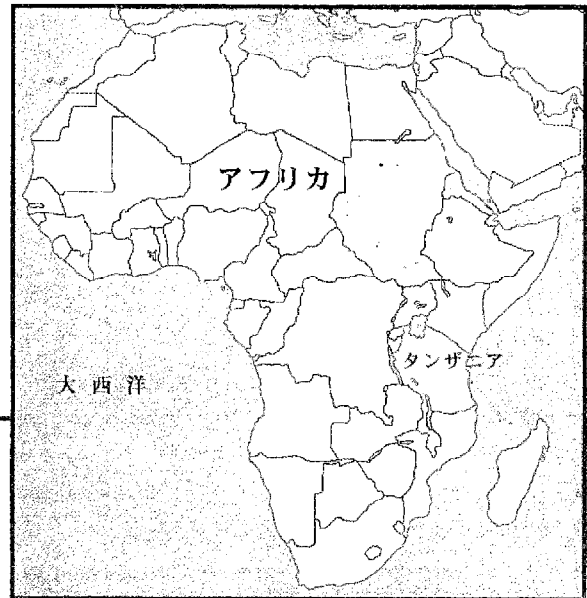


R/D 及びミニッツ交換



R/D 及びミニッツ協議出席者

モデル地区の位置図



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1 . 実施協議調査団の派遣

1 - 1 調査団派遣の経緯と目的

タンザニア連合共和国では人口の84%が農業従事者であり、国民総生産の57%を占める農業は主要産業である。しかしながら、同国では近年、地方から都市への人口流出による農村地域の人口減少や、生活水準の悪化に伴う貧困化が進んでいる。これに対処するには、住民の生計向上と生活改善をめざすと同時に、環境と開発の両面に配慮しつつ、持続性のある地域開発を推進していく必要がある。我が国はこれまで、京都大学の協力を得て国立ソコイネ農業大学において研究協力（1994～1997）を実施し、タンザニア国の自然条件に適した在来技術の評価を行っており、その研究結果は有効な地域開発手法としてタンザニア側から注目されてきた。

こうした事情を背景にタンザニア政府は、研究協力の成果を発展させるべく、ソコイネ農業大学に地域開発センターを設立し、独自の地域開発手法の開発により貧困解消をめざしたいとして、我が国にプロジェクト方式技術協力を要請してきた。同センターは、モデル地区を設定し、実証研究を通して在来技術を多様な側面から評価するとともに、村落レベルの生活・生産システムの改善に寄与する独自の地域開発手法を確立し、併せて近隣諸国との情報交換の拠点となることが期待されている。

この要請を受けた国際協力事業団は、1997年10月に基礎調査団を派遣してプロジェクト方式技術協力の可能性を検討したのをはじめ、1998年5月には事前調査団の派遣により先方の実施体制と協力の範囲などを確認し、さらに同年10月には短期調査員を派遣して協力内容の詳細、双方の取るべき措置などを協議してきた。

これらの調査によって、タンザニア国の貧困対策支援に資する本件技術協力の必要性、緊急性、熟度等が確認されたことから、今回実施協議調査団を派遣し、協力内容の最終的な協議を行って討議議事録（Record of Discussions: R/D）の署名を取り交わした。

本調査の主な内容は、以下のとおりである。

- (1) R/D 案の協議及び合意
 - 1) マスタープランの確定
- (2) 暫定実施計画（TSI）の協議及び合意
 - 1) TSI の確定
- (3) 初年度計画の協議
 - 1) 平成 11 年度詳細活動計画の策定
- (4) タンザニア側実施体制の確認
 - 1) 実施責任機関の明確化
 - 2) タンザニア側実施体制整備の促進

- 3) 施設建設計画の確認
 - 4) カウンターパート配置の現状及び配置予定の確認
 - 5) タンザニア側ローカルコストの予算の確認
- (5) 治安状況・安全対策を含む生活・勤務環境

1 - 2 調査団の構成

担当分野	氏名	所属
総括	掛谷 誠	京都大学大学院アジア・アフリカ地域研究研究科教授
地域開発	小林慎太郎	京都大学大学院農学研究科教授
参加型開発	戸田 隆夫	国際協力事業団国際協力専門員
協力企画	上田 智子	国際協力事業団社会開発協力部ジュニア専門員

1 - 3 調査日程

1999年（平成11年）3月20日～30日（11日間）

日順	月日	曜	調査内容	宿泊地
1	3/20	土	成田 SR169 (12:50) ~ (17:35) チューリッヒ SR292 (20:40) ~ 関空 SR163 (12:50) ~ (17:30) チューリッヒ SR292 (20:40) ~	機内泊
2	21	日	~ダレスサラーム (8:20) 国内打合せ	ダレスサラーム
3	22	月	10:30 JICA 事務所打合せ 11:30 大使館表敬 14:00 移動 (ダレスサラーム ~ モロゴロ)	ダレスサラーム
4	23	火	9:30 ソコイネ農業大学表敬 10:00 ソコイネ農業大学との協議 14:30 モロゴロ州知事表敬	モロゴロ
5	24	水	9:00 プロジェクトサイト視察 14:00 ソコイネ農業大学との協議 16:30 R/D、ミニッツ署名・交換	モロゴロ
6	25	木	8:00 モロゴロ市生活事情調査 10:00 移動 (モロゴロ ~ ダレスサラーム) 14:00 科学技術高等教育省表敬	ダレスサラーム
7	26	金	14:00 科学技術高等教育省大臣表敬 14:30 大使館報告 15:30 JICA 事務所報告	ダレスサラーム
8	27	土	(掛谷、小林、上田) 報告書作成	(戸田)ダレスサラーム TC767 (7:15) ~ヨハネスブルグ (11:30)
9	28	日	ダレスサラーム (10:00) ~チューリッヒ (19:00)	チューリッヒ
10	29	月	チューリッヒ (14:00) ~ (掛谷、小林) チューリッヒ (14:00) ~ (上田)	ヨハネスブルグ
11	30	火	関空 (8:40) 成田 (8:40)	ヨハネスブルグ
12	31	水		ヨハネスブルグ
13	4/ 1	木		ヨハネスブルグ SA288 (19:55) ~ パンコク (14:20)
14	2	金		パンコク JL718 (22:30) ~
15	3	土		成田 (6:20)

1 - 4 主要面談者

(1) 科学技術高等教育省

Mr. Pius Ng'wandu Minister
Mr. Abdallah Ngororo Permanent Secretaty

(2) ソコイネ農業大学

Prof. A. B. Lwoga Vice Chancellor, SUA
Prof. P. M. Msolla Deputy Vice Chancellor and Acting Vice Chancellor, SUA
Prof. R. C. Ishengoma Acting Deputy Vice Chancellor and Dean,
Faculty of Forestry and Nature Conservation
Dr. R. M. Wambura Acting Registrar and Director,
Institute of Continuing Education
Prof. L. D. B. Kinabo Director, Directorate of Research and Post Graduate Studies
Dr. D. Kapinga Director, Development Studies Institute
Prof. R. L. B. Kurwijila Coordinator, Basic Science Unit
Mr. S. S. Mbwana Acting Director, SokoineNational Agricultural Library
Prof. D. F. Rutatora Task Force Member
(Head, Dept. of Agric. Education & Extension)
Dr. G. C. Monela Task Force Member (Head, Dept. of Forest Economics)
Prof. E. Batamuzi Acting Dean, Faculty of Veterinany Medicine &
Public Health
Dr. E. N. Mwampamba Acting Dean of Students
Dr. R. P. C. Temu Associate Dean, Faculty of Forestry & Nature Conservation
Dr. R. L. Massawe Task Force Member (Acting Chief Planning Officer)
角田 学 個別派遣専門家

(3) モロゴロ州

Ms. N. A. Sumari Regional Administrative Secretary

(4) 在タンザニア日本国大使館

太田 裕造 公使
田港 朝彦 二等書記官

(5) JICA タンザニア事務所

中井 信也 所長
古川 光明 次長
洲崎 毅浩 所員

2 . 要 約

本実施協議調査団は、1999年3月20日から同30日まで、タンザニア国で「ソコイネ農業大学地域開発センター」プロジェクトに関する協議・調査を行った。その結果相手国側とプロジェクトのマスタープラン、実施体制等、協力内容の詳細について合意し、討議議事録(R/D)ミニッツ(プロジェクト・デザイン・マトリックス及び暫定実施計画を含む)の署名を取り交わした。

これにより「ソコイネ農業大学地域開発センター」プロジェクトは、1999年5月1日から5年間の協力期間で、地域の伝統的な知恵と近代的な技術を結合した新しい方法論を実践的に展開することとなった。

技術協力のあらましは以下のとおりである。

- (1) 目的 : 「ソコイネ農業大学地域開発センター (SCSRD)」は、独自の持続可能な地域開発手法 (SUA 手法) の確立をめざし、モデル地区 2 地域で実践活動を行って、地域住民の生活水準向上を図るとともに、同国の貧困解消政策に資する。
- (2) 日本側の投入 : 長期専門家を最大 5 名 (チーフアドバイザー、業務調整、社会経済、資源管理、環境保全)、短期専門家は必要に応じて派遣するとともに、カウンターパートの日本研修を年間 2 ~ 3 名に対して行い、さらにプロジェクトに必要な機材を供与する。センター設備については基盤整備費を活用して研究室・実験室を建設することが、R/D に記載された。
- (3) タンザニア側の投入 : SCSR D センター長をはじめ、地域開発へのアプローチを行う 3 セクション (社会経済、資源管理、環境保全) に適切なカウンターパートの配置を行うとともに、センター運営のための予算措置など、プロジェクトに必要な措置を講ずる。
- (4) プロジェクト実施体制 : ソコイネ農業大学学長がプロジェクトダイレクター、SCSR D センター長がプロジェクトマネージャーとなり、日本人長期専門家のチーフアドバイザーはこれに助言する。日本人専門家はタンザニア側カウンターパートに必要な技術移転を行う。プロジェクトの円滑な実施を図るため、日本・タンザニア双方の構成員による合同運営委員会 (議長・ソコイネ農業大学学長) を設置する。

タンザニア側は既にセンター長としてソコイネ農業大学のマッテ教授を発令するなど、準備を整えているほか、厳しい財政事情の中で予算確保に最大限の努力を払っている。プロジェクトは伝統的な知恵と近代的技術の結合という点で、ODAの新しいあり方を体現するポテンシャルを持っているので、これを実現するために新しい発想を尊重し、地域住民のペースに合ったプロジェクトの展開が期待される。

3 . 討議議事録等の交渉経緯

3 - 1 協議の経緯

調査団は、これまでの先方との協議結果に基づき 3 月 24 日、モロゴロ州にあるソコイネ農業大学構内において、先方実施機関であるソコイネ農業大学のルオガ学長との間で本プロジェクト実施のための討議議事録（R/D）及びミニッツの署名を完了した。

(1) タンザニア国関係機関との協議等

1) 調査団は、グワンドゥ科学技術高等教育省大臣（元駐日大使）、ゴロロ同省次官及びスマリモロゴロ州副知事をそれぞれ表敬訪問し、先方からは、日本側の本件コミットメントに対する謝意表明とともに、本プロジェクトが円滑に実施されるように全面的に支援する旨の発言があった。また、本プロジェクトが、タンザニア国の伝統的な知恵と近代的な技術の結合による新しい方法論を実践しようとしていること、従来のセクター別のアプローチではなく総合的な視点に基づく村落開発をめざしていること及びボトムアップ型の住民参加型手法を重視していることの 3 点について極めて高く評価し、これに対する日本側のコミットメントに謝意を表すとともに、その成功のためにタンザニア国関係者として全力を尽くしたい旨コメントがあった。

R/Dの署名にあたり、当初は科学技術高等教育省次官のwitnessとしての署名が予定されていたが、これは先方の都合その他の事情で行われなかった。しかし、上述のとおり同次官本人のみならず大臣からも直接、「本件プロジェクトを円滑に実施するために全面的に支援する」旨コミットメントを得ており、witness署名のなかったことが今後の実施に支障を来すものになるとは考えがたいというのが、調査団と先方関係者（同省及びソコイネ農業大学）の一致した見方である。

2) 本プロジェクトは、対タンザニア協力の重要な拠点として今後発展が期待されるのみならず、伝統的な知恵と近代的な技術の結合による新しい方法論を実践的に展開しようとしている点で、まさにODAの新しいあり方を体現する好例となるポテンシャルを有しているが、これを顕在化させるためには、新しい発想を尊重し、かつ地域住民の自律的な発展のペースを尊重しながら、大切に育てていくべきとの点でタンザニア側と調査団側の意見が一致した。

(2) ソコイネ農業大学との実施協議等

1) ルオガ学長及びムソーラ副学長並びにその他ソコイネ農業大学関係者からは、ソコイネ農業大学建学の趣旨は、初代名誉学長でもあるニエレレ元大統領が1984年の大学設立（ダ

ルエスサラーム大学から分離) に際して明確にしているとおり、村落地域住民の伝統に学び、かつこれを発展させた成果を住民の生活向上に還元していくというものであるが、本プロジェクトがこの趣旨にまさに合致したものであること、及び 本件プロジェクトの実施に際しては、タンザニア側としてのオーナーシップと責任を自覚して、具体的な成果をめざしていきたい旨、繰り返し強調された。

2) R/Dの内容に関しては、プロジェクト基盤整備費の適用についての言及を含め、当方が提示した案に基づき、当初対処方針のラインにより議論が進められたが、プロジェクトの円滑な実施と将来に向けての発展可能性を踏まえ、ソコイネ農業大学において、特に若手のスタッフの確保が重要であることを双方が確認した旨、別途ミニッツに記載されることとなった。

3 - 2 調査結果

(1) タンザニア側実施体制

1) プロジェクト運営体制

実施機関であるソコイネ農業大学は、機構上は科学技術高等教育省の管轄下に位置づけられているが、実態上はほぼ独立機関として機能している。予算については、大蔵省に直接要求し承認を受ける独立予算要求形態であり、通関手続き、日本人専門家に対する特権、免税などについてもソコイネ農業大学長の権限により必要な措置を取ることが可能とされている。

2) 地域開発センター (SUA Centre for Sustainable Rural Development: SCSRD)

ソコイネ農業大学はこれまでの日本側との協議結果(基礎調査団、事前調査団、短期調査チーム)を受けて、地域開発センターを大学内で各部と同格の機関として位置づけるために必要な措置を完了しており、同センターは既に大学理事会 (Council) において学内の独立した機関として正式に認可されている。センターの内部はセンター長、3 セクション(社会経済、環境保全、資源管理) 情報ユニット及び事務部門で構成されることになっている。センター長は、大学の最高責任者である学長が任命し、大学評議会 (Senate) の承認を経て決定されるが、これについては、学長が1999年2月18日付のレターにてソコイネ農業大学教官である Pzof. A. Z. Mattee を SUA センター (SCSRD) のダイレクターに任命した。1999年の6月30日までは Acting Director となり、7月以降に Director になる予定であるが、これは、農学部長選・学科長選や他の機関のダイレクター任命が7月に行われるのを配慮し、横並びにするための措置である。Prof. A. Z. Mattee は、研究協力時のカウンターパートであり、本プロジェクト形成のために編成されたタスクフォースメンバーの中核として重要な役割を担ってきたことから、センター長として適任者といえる。

3) カウンターパート配置

前述したセンター長に加え、3セクションには教授クラスを1名配置し、ジュニアスタッフについては、3セクション及び情報ユニットに各1名常駐させるとしている。先方は、教授クラスの3名について、大学の人員不足もあり常駐を困難としているためこれについては兼任とすることとした。また、本プロジェクトにおいては、さまざまな分野の学際的な現地調査が不可欠となるため、大学側は大学全体〔4学部（農学部、獣医学部、林学部、理学部）と5つの研究機関等〕からの全面的な協力を約束している。その他、事務部門は、事務官（1名）、技官（1名）、秘書（2名）、事務補佐官（1名）、運転手（3名）の計8名の人員が配置されることになる。

4) 予算

ソコイネ農業大学は、1999年7月からスタートする1999/2000予算年度については、表1、表2のとおり大蔵省に申請をしている。間もなく承認額が決まる予定であるが、タンザニア側はほぼ要求どおりの金額が認められる見込みであるとしている。

1・・・主にセンター運営に恒常経費。表2にある初年度（1999/2000）の運営費見積9,400万タンザニアシリング（日本円で約1,700万円。1円 5.6タンザニアシリング）の約半額をタンザニア側で負担し、残りの4,900万タンザニアシリングの支援を日本側に求めている。

2・・・既存施設の修復費用2,900万タンザニアシリング（日本円で約520万円）。センターの一部として既存施設を利用する計画であり、主に情報ユニットのセミナー室、展示室、コンピュータールーム、集会所等として機能するための施設修復について、タンザニア側が負担することとしている。

3・・・スタッフ（カウンターパート、事務員）人件費

4・・・電気、水道、通信等

表1 Estimate of SUA's Contribution for 1999/2000

No	Description of Item	Estimate (TShs)
1.	Proposed Recurrent Budget for SCSRD	47,000,000
2.	Development Budget	29,000,000
3.	Staff Salaries (4 Senior Staff, 8 Junior Staff, 3 Administrative Staff)	36,200,000
4.	Basic Utilities (Electricity, Water, Internet, etc.)	5,000,000
	Sud-total	117,200,000

このように、タンザニア国の厳しい財政事情にもかかわらず、ソコイネ農業大学は予算確保に最大限の努力をしており、先方のプロジェクトに対する期待、オーナーシップは非常に

高いといえる。今後、タンザニア側の見積りを基に日本側の対応を検討し、同国の財政事情を勘案しつつ手厚いローカルコスト支援を確保する必要がある。

表2 Fiscal Expenditure Estimate for 1999/2000 (Running Cost)

No	Description of Item	Estimate (Tshs)	
1.	Office Running Cost	30,000,000	
	Stationaries	3,000,000	
	Printing Photocopy	1,300,000	
	Communication (Tel/Fax, E-mail, Stamps, etc.)	12,000,000	
	Vehicles Insurance	3,500,000	
	Local Employment/Temporary Labor	4,800,000	
	Maintenance of Offices	3,000,000	
	Meetings including Academic Seminars	2,400,000	
2.	Vehicle Maintenance and Fuel	20,000,000	
	Diesel/Petrol and Lubricants including Field work	8,000,000	
	Car Maintenance and Spares	6,000,000	
	Tyres	6,000,000	
3.	Field Operations of Socio-economy Section	36,000,000	
	Resource Management Section		
	Environmental Conservation Section		
	Maintenance of Field Labs (Outreach Stations)		5,000,000
	Field Experiments		12,000,000
	Model Projects		10,000,000
	Farmers' Seminars at the Field		6,000,000
Field Surveys and Extension Activities	3,000,000		
4.	Information Unit	8,000,000	
	Publication	4,000,000	
	Purchase of Documents	2,000,000	
	Network Activities	700,000	
	Assembling of Audio-visual Materials	800,000	
	Advertisement Activities	500,000	
	Sub-total	94,000,000	

(2) プロジェクト内容及び今後の取り組み

1) 協力期間

1999年5月1日から5年間

2) プロジェクト内容

ソコイネ農業大学に地域開発センターを設置し、2か所のモデル地区での実践活動を通して地域の実態把握をすると同時に、関連情報収集、事例分析などを行い、独自の地域開発手法を開発する。同センターは、これらの地域開発へのアプローチを行う3セクション(社会経済、環境保全、資源管理)とそれを統括する委員会及び情報部門から構成される。モデル

地区には Outreach Station を設置し、ジュニアスタッフが常駐しながら地方自治体や住民との連携を保つことにしている。

3) 活動実行計画

5年間の活動は、独自の持続可能な地域開発手法（SUA メソッド）の開発をめざし、2か所のモデル地区（ムビンガ地区、ウルグル地区）において実践を行う。

ムビンガ地区・・・本プロジェクトの背景となっている研究協力プロジェクトの成果で明らかにしてきた当該地区の自然環境、歴史、在来技術、社会構造、経済システムなどを基に、地域開発の実践を試みる。初年度は、モデル村の選定や研究協力時の調査結果の見直しなどを中心に、パイロットプロジェクトにつなげるための準備活動を行う。

ウルグル地区・・・本プロジェクト開始にあたり、新たに設定したモデル地区である。ムビンガ地区における経験、アプローチなどを踏まえ、住民との関係づくり、実態調査などを行い、協力期間後半でパイロットプロジェクトを通して、実践活動を行う。

センター・・・上記2か所のモデル地区における調査・実践の活動プロセスや関連情報・事例などを同センターに蓄積し、同国の地域開発の拠点として機能することをめざす。また、住民、地域開発実践者を対象にした意見交換、セミナー、ワークショップなども実施し、関連情報収集・発信も行う。

4) 日本側投入計画

専門家

長期専門家:最大5名(チーフアドバイザー、業務調整、社会経済、資源管理、環境保全)

初年度については、チーフアドバイザー、業務調整が1999年5月に着任し、プロジェクトの基盤を整備する。続いて9月ごろをめぐりに資源管理、環境保全分野で2名を派遣する予定である。社会経済については、初年度は短期専門家で対応し、次年度以降長期専門家を派遣する計画である。

短期専門家：毎年必要に応じて派遣する。初年度については5～6名を予定。

カウンターパート研修

年間2～3名

初年度については2名（大学教育 / 地域研究、情報処理）を予定。

機材供与

フィールド調査用機材(車両含む)、実験用機材、情報処理機材、視聴覚機材など

初年度については、車両を含むモデル地区調査用機材及び一部実験用機材を中心に調達を計画している。

施設整備

同センターについては、ソコイネ農業大学内の敷地を確保しており、タンザニア側の負

担により既存施設の修復が行われるほか、各セクションの研究室や実験室をプロジェクト基盤整備費により新たに建設する予定である。本調査団が締結した R/D において、プロジェクト基盤整備費で対応する旨記載している。初年度に設計、建設を行う計画である。

5) 専門家勤務・生活環境

プロジェクトサイトとなるソコイネ農業大学が位置するモロゴロ地区は首都ダルエスサラームに比べ比較的治安は良いが、タンザニア国においては、1998年に日本人専門家殺害事件も起こっており、細心の安全対策を講じる必要がある。専門家の住居は可能な限り大学が提供する予定であり、現在、日本人専門家用住居を確保するため、大学側に教官用住宅を申請中である。しかしながら、必ずしも状態の良好な住宅が確保できるとは限らず、状況に応じて、鉄格子、窓枠などを整備する必要がある。

4 . プロジェクト実施上の留意点

(1) 本プロジェクトは、対タンザニア協力の重要な拠点として今後発展が期待されるのみならず、伝統的な知恵と近代的な技術の結合による新しい方法論を実践的に展開しようとしている点で、まさにODAの新しいあり方を体現する好例となるポテンシャルを有している。しかし、その性格からして、日本の知見をそのまま持ち込むようなやり方では所期の目的を達成することができない。このような観点から、今後本プロジェクトを実施し発展させていくに際しては、当該地域住民の視点に立つ新しい発想を尊重し、かつ彼らの自律的な発展のペースを尊重しながら、大切に育てていくべきである。

他方、当然のことながら、本プロジェクトに対する投入に見合った具体的な成果を上げるために、常に実践的な立場からこれを問い続ける作業も不可欠である。現時点における具体的な素材として、ミオンボウッドランド農業生態総合研究に係る協力の成果、特に環境保全型のンゴロ（Ngororo）農法及び同農法を基軸とするマテンゴの住民生活に関する調査研究の成果が、本件先方実施機関となるソコイネ農業大学の主体的な努力と、現在個別専門家として派遣中で本件プロジェクトリーダーとなる予定である角田専門家及びその他日本側関係者の的確な指導・支援により確実に承継されている。

また、これに関し、「具体的な」成果とは必ずしも言いがたいが、日本のODAがこのような先駆的な取り組みを、単に理念のみではなく、具体的に行おうとしていること自体価値がある。その点で、本件プロジェクトの進展を慎重に見極めながらも、しかるべきタイミングと方法で、日本及びタンザニアの国内のみならず、それら以外（例えば国際援助機関や他国の援助機関）にも積極的な広報を行っていくことが望まれる。

(2) 上記(1)のような基本認識を踏まえ、今後のプロジェクト運営に関し留意すべき主な点は以下のとおりである。

1) プロジェクト目的の管理については、詳細に至るまで当初から枠をはめるのではなく、協力の進展に応じて柔軟かつ機動的に行い（Learning Process Approach）常に実践的な視点から協力活動のダイナミックな進展ができるようにすること。特に、既往の技術移転型のアプローチやセクター別のアプローチを所与とするのではなく、地域住民の視点から住民参加型のアプローチ及び包括的なアプローチを堅持すること。

2) 他のスキーム（協力隊等）や既往の案件との連携は基本的には積極的に行うべきであるが、その際、特に Learning Process Approach における協力の対象・具体的内容の定まり方（熟度）に応じた関係構築に留意し、特に立ち上げ所期の段階においては、原則として「緩やかな連携」を旨とすること。

3)本部においては、現場を重視し、現場サイドのニーズに対して可能な限り柔軟かつ迅速に対応することは当然のことながら、現場サイドや本邦のプロジェクト関係者から積極的な提言が随時なされるためのチャンネルを常時確保すること。また、Community Empowermentなどを志向する既往の案件の教訓から学び、これを現場サイドにフィードバックすること。

付 属 資 料

- 1．討議議事録
- 2．ミニッツ
- 3．地域開発センターの設立のため
ソコイネ農業大学評議会へ提出されたプロポーザル
- 4．実施協議調査団との協議議事録（タンザニア側作成）
- 5．R/D 署名についての新聞記事

1. 討議議事録

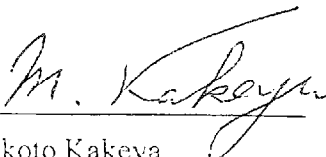
RECORD OF DISCUSSIONS
BETWEEN
JAPANESE IMPLEMENTATION STUDY TEAM
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE UNITED REPUBLIC OF TANZANIA
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON SOKOINE UNIVERSITY OF AGRICULTURE CENTRE FOR
SUSTAINABLE RURAL DEVELOPMENT


The Japanese Implementation Study Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Makoto Kakeya, visited the United Republic of Tanzania for the purpose of working out the details of the technical cooperation program concerning the Sokoine University of Agriculture Centre for Sustainable Rural Development Project (hereinafter referred to as "the Project") in the United Republic of Tanzania.

During its stay in the United Republic of Tanzania, the Team exchanged views and had a series of discussions with the Tanzanian authorities concerned with respect to desirable measures to be taken by both Governments for the successful implementation of the above-mentioned Project.

As a result of the discussions, the Team and the Tanzanian authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

Morogoro, March 24th, 1999


Makoto Kakeya
Leader
Implementation Study Team
Japan International Cooperation Agency
Japan


A.B. Lwoga
Vice Chancellor
Sokoine University of Agriculture
United Republic of Tanzania

ATTACHED DOCUMENT

I. COOPERATION BETWEEN BOTH GOVERNMENTS

1. The Government of the United Republic of Tanzania will implement the Project in cooperation with the Government of Japan.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

In accordance with the laws and regulations in force in Japan, the Government of Japan will take, at its own expense, the following measures through JICA according to the procedures under the technical cooperation scheme.

1. DISPATCH OF JAPANESE EXPERTS

The Government of Japan will provide the services of the Japanese experts as listed in Annex II.

2. PROVISION OF MACHINERY AND EQUIPMENT

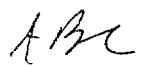
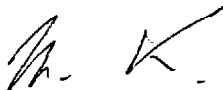
The Government of Japan will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The Equipment will become the property of the Government of the United Republic of Tanzania upon being delivered CIF to the Tanzanian authorities concerned at the ports and/or airports of disembarkation.

3. TRAINING OF TANZANIAN PERSONNEL IN JAPAN

The Government of Japan will receive the Tanzanian personnel connected with the Project for technical training in Japan.

4. SPECIAL MEASURES TO BE TAKEN BY THE GOVERNMENT OF JAPAN

To ensure the smooth implementation of the Project, the Government of Japan will take, in accordance with the laws and regulations in force in Japan, special measures through JICA for the purpose of supplementing a portion of the local cost expenditures necessary for the execution of the construction of Centre for Sustainable Rural Development at Sokoine University of Agriculture.



III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA

1. The Government of the United Republic of Tanzania will take necessary measures to ensure self-reliant operation of the Project during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of the United Republic of Tanzania will ensure that the technologies and knowledge acquired by the Tanzanian nationals as a result of the Japanese technical cooperation will contribute to economic and social development of the United Republic of Tanzania.
3. The Government of the United Republic of Tanzania will grant, in the United Republic of Tanzania, privileges, exemptions and benefits as listed in Annex IV and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions to the Japanese experts referred to in II-1 above and their families.
4. The Government of the United Republic of Tanzania will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
5. The Government of the United Republic of Tanzania will take necessary measures to ensure that the knowledge and experience acquired by the Tanzanian personnel through technical training to be organized in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the United Republic of Tanzania, the Government of the United Republic of Tanzania will take necessary measures to provide, at its own expense, for the Project:
 - (1) Services of the Tanzanian counterpart personnel and administrative personnel as listed in Annex V;
 - (2) Land, buildings and facilities as listed in Annex VI;

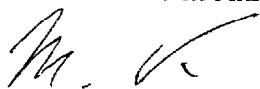
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- (3) Supply or replacement of machinery, equipment, instruments, vehicles tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided through JICA under II-2 above;
 - (4) Means of transport and travel allowances for the Japanese experts for official travel within the United Republic of Tanzania; and
 - (5) Suitably furnished accommodations for the Japanese experts and their families.
7. In accordance with the laws and regulations in force in the United Republic of Tanzania, the Government of the United Republic of Tanzania will take necessary measures to meet:
- (1) Expenses necessary for the transportation within the United Republic of Tanzania of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
 - (2) Customs duties, internal taxes and any other charges imposed in the United Republic of Tanzania on the Equipment referred to in II-2 above;
 - (3) Running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Vice Chancellor of Sokoine University of Agriculture, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Director of SCSRD, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese Chief Advisor will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will provide necessary technical guidance and advice to the Tanzanian counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established with the functions and composition are referred to in Annex VII.



V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by the two Governments through JICA and the Tanzanian authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of the United Republic of Tanzania shall bear claims, if any arise, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the United Republic of Tanzania except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

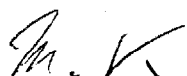
There will be mutual consultation between the two Governments on any major issues arising from, or in connection with, this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the United Republic of Tanzania, the Government of the United Republic of Tanzania will take appropriate measures to make the Project widely known to the people of the United Republic of Tanzania.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be five(5) years from, May 1st, 1999.



ANNEX I MASTER PLAN

1. Objective of the Project

(1) Super Goal

To improve the standard of living for rural people in Tanzania.

(2) Overall Goal

- (a) SUA method (ie. sustainable rural development method to be developed in Sokoine University of Agriculture) is applied by Sokoine University of Agriculture Centre for Sustainable Rural Development (hereinafter referred to as "SCSRD") and other organizations to the other local areas.
- (b) To improve standard of living for rural people in the model areas. In addition, the SCSR D will enable the University to provide leadership and to strengthen rural development for poverty alleviation, in line with its long term strategic plan.

(3) Project Purpose

To develop sustainable rural development method (SUA method) in two model areas.

2. Outputs of the Project

- (1) SCSR D is established.
- (2) The present situation of the model areas is understood.
- (3) Key community problems and potentials are prioritized by local communities.
- (4) Relevant rural development experiences in and outside Tanzania are surveyed and documented.
- (5) The plans of intervention to the community are formulated.
- (6) The pilot projects in model areas are implemented.
- (7) Monitoring and evaluation of SUA method are conducted.

3. Activities of the Project

- (1-1) Draw up an organizational structure.
- (1-2) Acquire funds.
- (1-3) Construct the centre
- (1-4) Recruit personnel.
- (1-5) Procure equipment etc.
- (1-6) Establish outreach stations in model areas.



- (2-1) Make a checklist for data collection.
- (2-2) Collect basic and indigenous knowledge data from farmers in model areas.
- (2-3) Analyze data of model areas.
- (2-4) Review past experiences in model areas.
- (2-5) Conduct comparative studies.
- (3-1) Establish systems to coordinate development activities.
- (3-2) Conduct diagnostic surveys.
- (3-3) Undertake PRA (Participatory Rural Appraisal) activities.
- (3-4) Conduct in-depth studies on specific issues.
- (3-5) Analyze the cause and effect relations among identified problems.
- (4-1) Conduct literature review on relevant models and experiences.
- (4-2) Organize panel discussions on rural development by key stakeholders.
- (4-3) Conduct case studies of specific and indigenous efforts
(institution, technologies, knowledge).
- (5-1) Establish planning mechanism.
- (5-2) Formulate programs including objectives, strategies, inputs etc.
- (5-3) Clarify roles and responsibilities of the people involved.
- (6-1) Mobilize resources for implementation.
- (6-2) Establish an institutional arrangement for implementation.
- (6-3) Implement pilot project.
- (7-1) Compose monitoring and evaluation teams.
- (7-2) Develop Monitoring and Evaluation framework.
- (7-3) Monitor and evaluate the pilot projects with the Monitoring and Evaluation framework.
- (7-4) Assess the completed SUA method.

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ABC

ANNEX II LIST OF JAPANESE EXPERTS

1. Long-Term Experts

- (1) Chief Advisor
- (2) Coordinator
- (3) Experts in the fields of:
 - a. Socio-economy
 - b. Resource Management
 - c. Environmental Conservation

*Chief advisor, coordinator and experts could concurrently act as expert in another field.

2. Short-Term Experts

Short-term experts will be dispatched, when necessity arises.

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ANNEX III LIST OF MACHINERY AND EQUIPMENT

1. Equipment for common and general use
2. Equipment for experiments
3. Equipment for information processing
4. Equipment for field survey

Note:

1. The above-mentioned equipment is limited to equipment necessary for the technical cooperation by the Japanese experts.
2. The contents, specifications and quantity of the above-mentioned equipment to be provided each year will be discussed, in principle every year between the Japanese experts and the Tanzanian counterpart personnel based on the annual plan of the Project, within the allocated budget of the Japanese fiscal year.

M. K.

A. P. C.

ANNEX IV PRIVILEGES, EXEMPTION AND BENEFITS FOR JAPANESE EXPERTS

In accordance with the laws and regulation in force in the United Republic of Tanzania, the Government of the United Republic of Tanzania will grant the following:

1. Exemption from income tax and other charges of any kind imposed on or in connection with the living allowances remitted from abroad for the Japanese experts.
2. Exemption from income tax, export duties and any other charges imposed on personal household effects of the Japanese experts and their families, including one vehicle per expert.
3. The Government of the United Republic of Tanzania will use all its available means to provide medical and other necessary assistance to the Japanese experts and their families.
4. To issue upon application, entry and exit visas for the Japanese experts and their families free of charge.
5. To issue identification cards to the Japanese experts and their families to secure the cooperation of all governmental organizations necessary for the performance of the duties of the experts.
6. Exemption from customs duties for import and export of machinery and equipment by the Japanese experts in connection with the Project activities.

M. K.

A. B.

**ANNEX V LIST OF THE TANZANIAN COUNTERPART AND
ADMINISTRATIVE PERSONNEL**

1. Counterpart personnel

- (1) Director of the Centre
- (2) Full-time Counterpart personnel in each of the following section:
 - a) Socio-economy
Head (1), Junior Staff (1)
 - b) Resource Management
Head (1), Junior Staff (1)
 - c) Environmental Conservation
Head (1), Junior Staff (1)
 - d) Information Unit
Junior Staff (1)

2. Administrative Personnel

- (1) Administrative staff
- (2) Secretaries
- (3) Office Assistant
- (4) Drivers
- (5) Technicians
- (6) Other staff



ANNEX VI LIST OF LAND, BUILDINGS AND FACILITIES

1. Land, buildings and facilities necessary for the Project.
2. Room and space necessary for installation and storage of the equipment.
3. Office space and necessary facilities for the Japanese experts.
4. Other facilities mutually agreed upon as necessary.

M. K.

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ANNEX VII JOINT COORDINATING COMMITTEE

The Joint Coordinating Committee, which consists of both the Japanese and the Tanzanian sides, will be established for the smooth and effective implementation of the Project.

1. Functions

The Joint Coordinating Committee will meet at least once a year or whenever the necessity arises, in order to fulfill the following functions:

- (1) To finalize the Annual Plan of Operation of the Project,
- (2) To review the overall progress of the Project and achievement of the technical cooperation program as well as the Annual Plan of Operation,
- (3) To review and exchange views on major issues arising from or in connection with the Project.

2. Composition

(1) Chairperson

Vice-Chancellor, Sokoine University of Agriculture, the United Republic of Tanzania

(2) Members

a) Tanzanian side

Deputy Vice-Chancellor, SUA

Registrar, SUA

Director, SCSRD (Secretary)

Dean, Faculty of Agriculture

Dean, Faculty of Veterinary and Medicine

Dean, Faculty of Forestry and Nature Conservation

Dean, Faculty of Science

Chief Planning Officer

Bursar

Director, Institute of Continuing Education

Director, Development Studies Institute

Director, Directorate of Research and Post Graduate Studies

Director, Sokoine National Agricultural Library

Heads of Sections and Unit, SCSRD

Representative of Ministry of Science, Technology and Higher Education

Representative of Ministry of Local Government and Regional Administration

Other officials mutually agreed upon as necessary



b) Japanese side

Chief Advisor

Coordinator

Experts

Representative(s) of JICA Tanzania Office

Other personnel concerned to be dispatched by JICA, if necessary

Note: if necessary, Official(s) of the Embassy of Japan in the United Republic of Tanzania may attend the Joint Coordinating Committee meetings as observer(s).

M.K.

A/E

THE MINUTES OF MEETING
BETWEEN
THE JAPANESE IMPLEMENTATION STUDY TEAM
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE UNITED
REPUBLIC OF TANZANIA
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON SOKOINE UNIVERSITY OF AGRICULTURE CENTRE FOR
SUSTAINABLE RURAL DEVELOPMENT

The Japanese Implementation Study Team (hereinafter referred to as the "Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Professor Makoto KAKEYA visited the United Republic of Tanzania for the purpose of working out the details of the technical cooperation programme on Sokoine University of Agriculture Centre for Sustainable Rural Development Project (hereinafter referred to as "the Project").

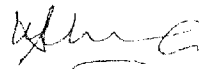
During its stay in the United Republic of Tanzania, the Team exchanged views and had a series of discussions with the Tanzania authorities concerned of the Government of the United Republic of Tanzania with respect to the preferable measures to be taken by both governments for the smooth implementation of the Project.

As a result of the discussions, the Team and the Tanzanian authorities concerned agreed to report to their respective Governments the matters referred to in the document attached hereto.

Morogoro, March 24th, 1999



Makoto Kakeya
Leader
Implementation Study Team
Japan International Cooperation Agency
Japan



A.B. Lwoga
Vice Chancellor
Sokoine University of Agriculture
United Republic of Tanzania

THE ATTACHED DOCUMENT

The meetings between JICA and Tanzania authorities concerned were held from March 23rd to 24th, 1999 at Sokoine University of Agriculture Morogoro campus in Tanzania with the participants listed below:

Tanzania Side

Prof. P.M. Msolla	Deputy Vice Chancellor, SUA and Acting Vice Chancellor
Prof. R.C. Ishengoma	Ag. DVC Dean, Faculty of Forestry and Nature Conservation
Dr. M. Wambura	Ag. Registrar and Director, Institute of Continuing Education
Prof. L.D.B. Kinabo	Director, Directorate of Research and Post Graduate Studies
Dr. D.S. Kapinga	Director, Development Studies Institute
Prof. R.L.B. Kurwijila	Coordinator, Basic Science Unit
Mr. S.S. Mbwana	Acting Director, Sokoine National Agricultural Library
Prof. D.F. Rutatora	Task Force Member (Head, Dept. of Agric. Education & Extension)
Dr. G.C. Monela	Task Force Member (Head, Dept. of Forest Economics)
Prof. E. Batamuzi	Acting Dean, Faculty of Veterinary Medicine
Dr. E.N. Mwampamba	Acting Dean of Students
Dr. R.P.C. Temu	Associate Dean, Faculty of Forestry & Nature Conservation
Dr. P.L. Massawe	Task Force Member (Acting Chief Planning Officer)
Dr. M. Tsunoda	JICA Expert, SUA

Japanese Side

Dr. M. Kakeya	Professor, Graduate School of Asian & African Area Studies Kyoto University
Dr. S. Kobayashi	Professor, Graduate School of Agriculture, Kyoto University
Mr. T. Toda	Development Specialist, JICA
Ms. T. Ueda	Social Development Cooperation Department, JICA
Mr. T. Susaki	Assistant Resident Representative, JICA Tanzania Office

M. K.

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I. PROJECT TITLE

Sokoine University of Agriculture Centre for Sustainable rural Development (SCSRD)

II. SCOPE OF TECHNICAL COOPERATION

- (1) During the cooperation period, SCSRDR will be established for the purpose of realizing capacity development and institution building. The structure of SCSRDR and the fields to be covered are shown in ANNEX I.
- (2) The SCSRDR will be stationed at Sokoine University of Agriculture in Morogoro campus for the implementation of the Project and shall cover the following Districts as model areas:
 - Mbinga (Matengo Highlands)
 - Morogoro Rural (Mt. Uluguru area)

The Project will also have outreach stations at both model areas.

- (3) Target group of the Project will be Sokoine University of Agriculture (hereinafter referred to as SUA staff in order to produce rural development facilitators able to plan, implement, and evaluate effective and applicable rural development actions in Tanzania with adequate field experiences through participatory approach for community development in the rural areas of Tanzania.

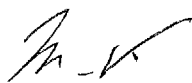
In addition, villagers, local government officers, NGOs, and international organisations will be important partners for the development of the method as shown in ANNEX II.

- (4) Contents of capacity building through technical cooperation
Technical cooperation will cover the following areas for development of the rural development method to the counterpart personnel of SCSRDR:
 - (a) management of SCSRDR
 - (b) information processing skills
 - (c) techniques of operation and maintenance of experimental equipment and apparatus
 - (d) field survey techniques in socio-economy, environmental conservation, and resource management
 - (e) project management skills

III. OUTLINE OF SUA METHOD

SUA method is a concept which recognises the villagers settings and resources such as bio-diversity, micro-environments, multi-purposeness, and socio-economic strategies like mutual cooperation, exchange of experiences, and social security.

The SUA method is intended to be multifaceted, multidisciplinary, and participatory; and will draw on the indigenous knowledge of the people in order to understand the reality of rural community, and make plans and practice based on this reality as shown in ANNEX III.



IV. INPUTS TO THE PROJECT BY THE JAPANESE SIDE

(1) Dispatch of Japanese Experts

(a) Long-term experts

Both the Team and the Tanzanian side confirmed that the relevant request form, namely the A-1 form, to assign Japanese long-term experts for the term of the technical cooperation will be submitted by the Tanzanian side within two (2) weeks after the signing of Record of Discussions (hereinafter referred to as R/D).

(b) Short-term experts

Short-term experts may be dispatched according to the needs for the smooth implementation of the Project. Field, term and number of short-term experts will be decided through mutual consultation. They are dispatched according to the same procedure as long-term experts.

(2) Technical Training of Counterpart Personnel in Japan

Counterpart personnel will be trained in Japan according to the annual work plan of the project as long as the budget allocated for the technical cooperation allows. The relevant request forms, namely A-2 & A-3 forms, for the training in Japan will be submitted by the Tanzanian side within one (1) month after signing of R/D.

(3) Provision of Equipment

Both the Team and the Tanzanian side confirmed that the relevant request form, namely A-4 form, for the provision of equipment will be submitted by the Tanzanian side within one (1) month after signing of R/D.

The Tanzanian side will take necessary measures in collaboration with the relevant authorities, for the customs entry of the equipment provided by the Government of Japan without delay. The Tanzanian side will be responsible for the proper documentation and clearance of the delivered equipment at the ports of entry, as well as being responsible for the proper administration of the equipment provided for use and ensuring appropriate utilization and maintenance for the implementation of the Project.

V. INPUTS TO THE PROJECT BY TANZANIAN SIDE

The Tanzanian side will provide the following:

(1) Assignment of Counterpart Personnel

- Four (4) SUA senior staff as the Director, and heads of the three sections (socio-economy, environmental conservation and resource management)
- Four (4) full-time junior staff to the SCSR

With reference to the item III-6-(1) of R/D, both sides emphasized the need for recruiting junior staff.



(2) Assignment of Administrative Personnel

- One(1) Administrative officer
- One(1) Senior Laboratory Technician
- Two(2) Secretaries
- One(1) Office Assistant
- Three(3) Drivers

(3) Allocation of Budget

- (a) With reference to the items III-6-(4) and III-6-(5) of R/D, the Tanzanian side requested the Japanese side to consider supporting them because of their financial difficulties.
- (b) With reference to item III-7-(3) of R/D, the Tanzanian side requested the Japanese side to cover a part of operating expenses at the initial stage of the Project implementation, although the Tanzanian side understood that all the operating expenses of the Project should be covered by own side under the Japanese technical cooperation.

VI. ADMINISTRATION OF THE PROJECT

- (1) With reference to article IV. of R/D, both the Team and the Tanzanian side agreed that under the overall responsibility of the Project Director, the coordination for the administration and implementation of the Project will be carried out by the Tanzanian side.
- (2) The Organisation Chart of the Project is given in ANNEX IV.

VII. PROJECT DESIGN MATRIX

The Project Design Matrix (hereinafter referred to as the "PDM") is commonly used in Japanese project-type technical cooperation in order to manage and implement projects clearly, efficiently and effectively. It is also used as a reference for monitoring and evaluating projects.

PDM prepared by both sides based on PCM workshop during the Preliminary Study Team visit, was reviewed and revised by mutual agreement, and both sides agreed to apply the PDM as shown in ANNEX V to the Project with the following understandings:

- (1) The PDM is a logically designed matrix which defines the initial understanding of the framework for the Project and indicates the logical steps towards the achievement of the Project purpose.
- (2) The PDM is to be flexibly developed according to the progress and achievements of the Project, upon agreement between the Tanzanian and the Japanese sides.



VIII. PLAN OF OPERATION

The Plan of Operations was tentatively formulated according to R/D. The Plan of Operations for the whole period is shown in ANNEX VI and the Annual Plan of Operations for the first year is shown in ANNEX VII.

The Annual Plan of Operation is to be drafted by both the Japanese experts and the Tanzanian counterparts, and is to be submitted to the Joint Coordinating Committee. The activities are subject to change within the scope of R/D, if necessity arises in the course of the Project implementation.

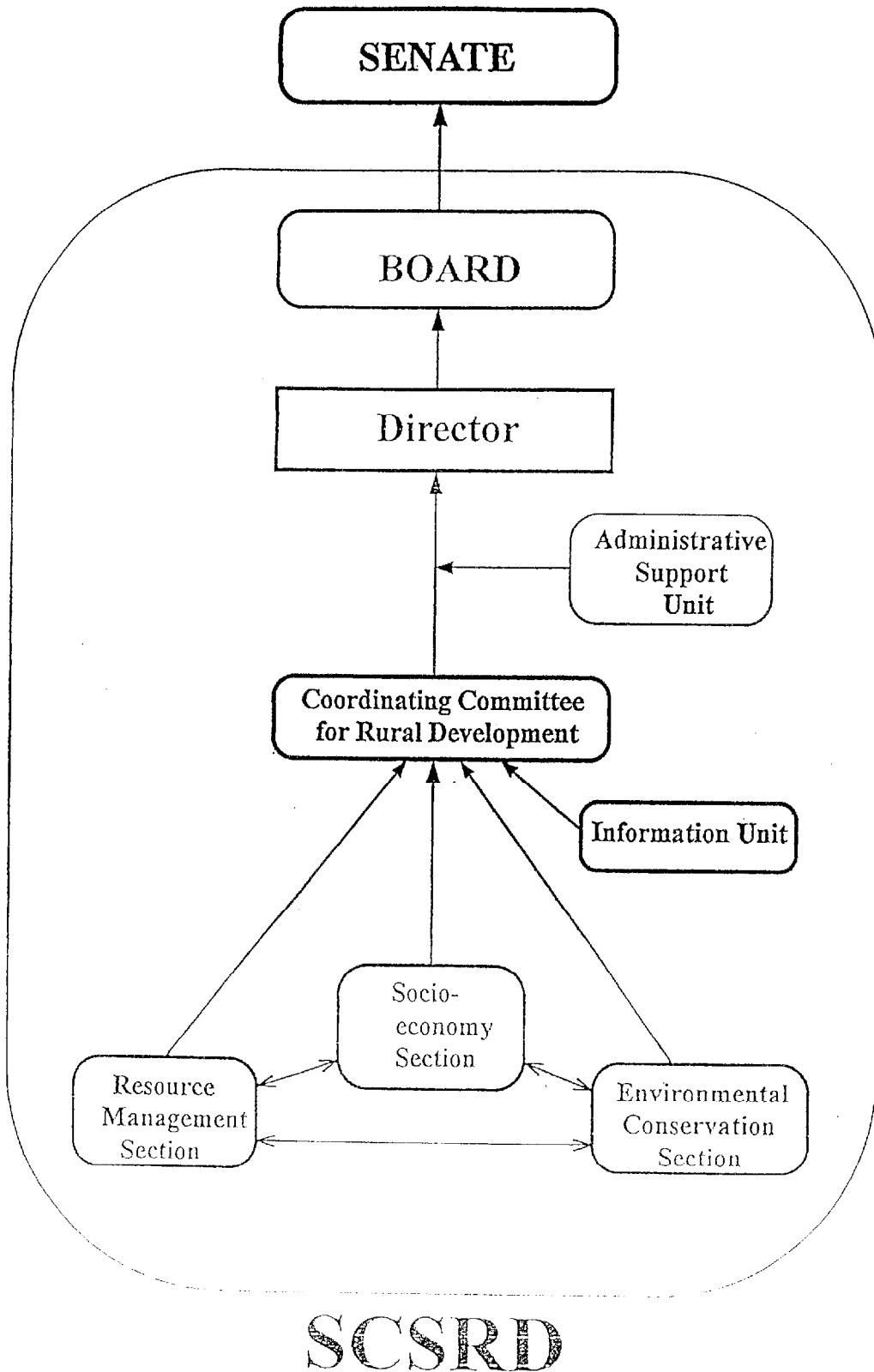
IX. TENTATIVE SCHEDULE OF IMPLEMENTATION

The Tentative Schedule of Implementation was formulated according to R/D, on condition that the necessary budget will be allocated for the implementation of the Project by both sides and that the schedule is subject to change within the scope of R/D when necessity arises in the course of the Project implementation.

The Tentative Schedule of Implementation is shown in ANNEX VIII.

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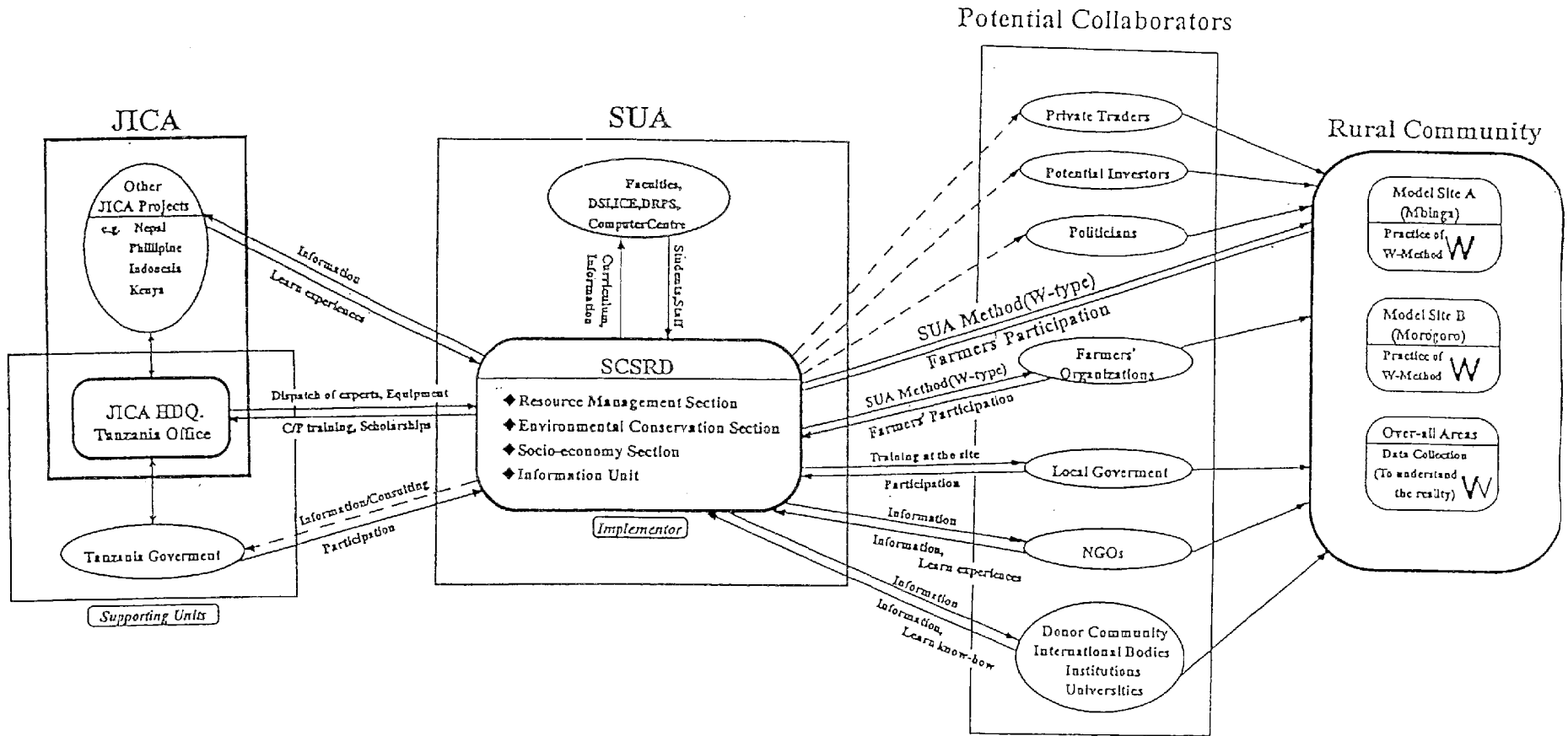


Organizational Structure of the SUA Centre for Sustainable Rural development(SCSRD)

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AKC

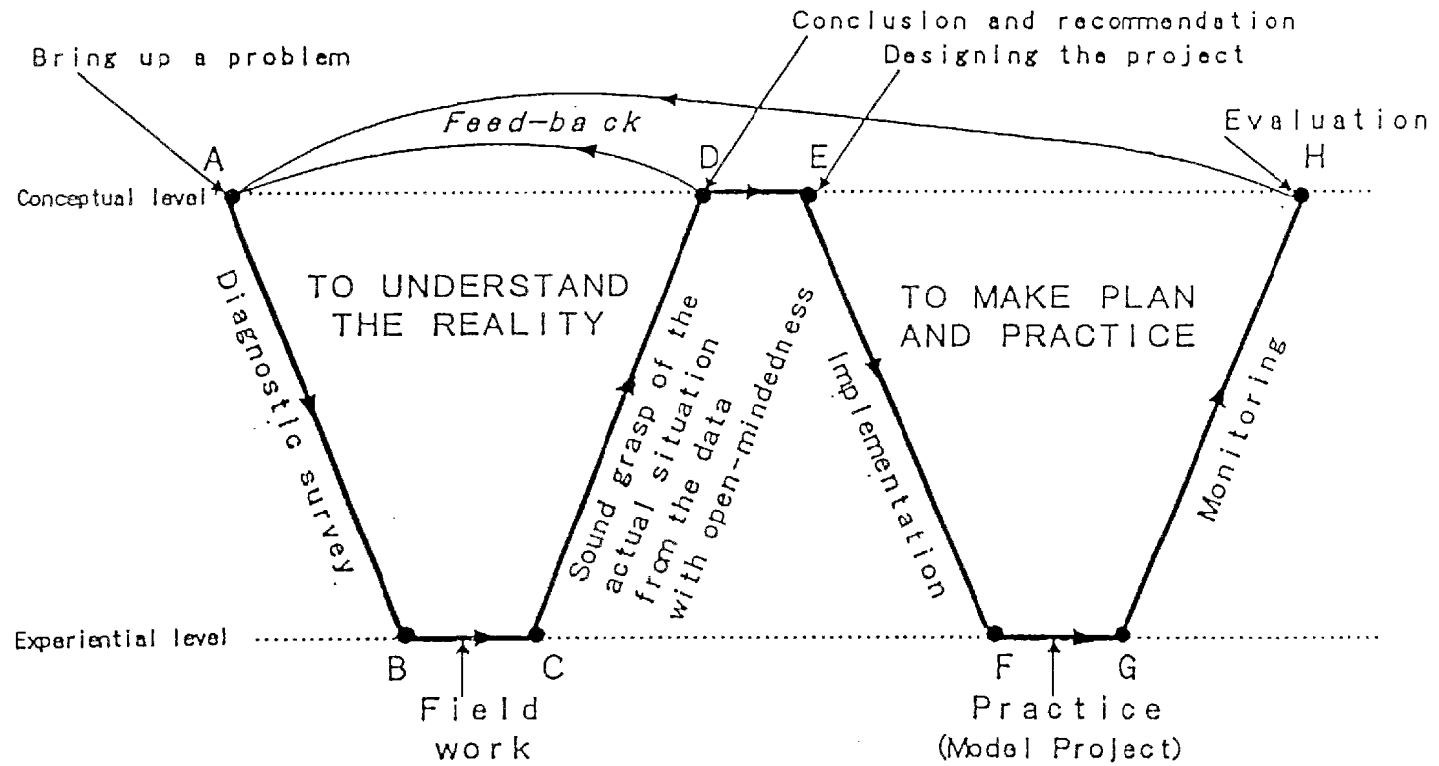
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Service Link Structure to the Rural Community

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ABC

SUA Method (W-Type)

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TENTATIVE SCHEDULE OF IMPLEMENTATION

Activities	1999	2000	2001	2002	2003	2004
I. Term of Cooperation	—————					
II. Inputs by the Tanzanian Side						
1. Assignment of counterpart personnel						
2. Assignment of administrative & technical staff						
3. Building and facilities						
4. Allocation of budget						
III. Inputs by the Japanese Side						
1. Dispatch of long-term experts						
2. Dispatch of short-term experts						
3. Provision of equipment						
4. Training of counterpart personnel in Japan						
5. Funding local activities						
6. Dispatch of consultation/evaluation teams				—		—
IV. Joint Coordinating Committee		—	—	—	—	—
V. Activities in SUA CSRD & Model Areas						
1. Establishment of CSRD						
2. Mbinga						
3. Morogoro Rural (Mt. Ufuguru)						
4. Center Activities						
5. Development of SUA method						

ABZ

PDM: SUA Center for Sustainable Rural Development (SCSRD)

Project Summary	Verifiable Indicator	Means of Verification	Assumptions
Super Goal: Standard of living for rural people is improved in Tanzania			
Overall Goal: 1. SUA method is applied to new other areas by the center and other organizations. 2. Standard of living for rural people in the model areas is improved.	1-1. No. of new areas working with the center 1-2. No of institutions applying SUA method 2. Socio-Economic indicators *	1-1 Center records 1-2 Surveyed by the center 2. Survey in model areas by the center	
Project Purpose: Sustainable Rural Development Method (SUA method) is developed in two model areas (Matengo Highland & Mt.Uluguru area).	Documentation produced by the center which includes the results of the pilot projects**	Center documentation	

* Socio-economic indicators covers those in health, environment, social and cultural aspects, and economy.

** The indicators for success of the pilot projects are: ① The villagers' satisfaction, ② Key issues are solved, ③ Intended impacts of the key issues solved, ④ Sustainability of the institutions in the community the pilot projects support to establish.

M.V.

Outputs	Verifiable Indicators	Means of Verification	Assumptions
1. The Center is established.	1. Physical structure, staff deployment, budget allocation, provision of equipment, institutional state.	1. Site observation, staff employment record, budget book, inventory book, SUA legal documents	
2. Practical reality of the model areas is understood.	2. Report for each items of the survey checklist.	2. Preliminary survey reports available in the center	
3. Key community problems and potentials are prioritized by the community.	3-1. No. of organs established. 3-2. No. of key issues with their potentials prioritized.	3. Village records in model areas/ center record	
4. Relevant rural development experiences in and outside Tanzania are surveyed and documented.	4-1. Documentation of survey results. 4-2. No. of experiences surveyed. 4-3. No. of site visits in and outside Tanzania.	4. M&E reports at the center	
5. The plans of intervention to the community are formulated.	5-1. Overall plan documents. 5-2. Documents of detailed plan (strategies of the project).	5. Documents prepared by the center and the committee	
6. The plans of pilot projects in model areas are implemented.	6. No. of activities implemented.	6. Periodic reports on the pilot projects	
7. Monitoring and evaluation are conducted.	7. Monitoring and evaluation reports.	7. M&E reports at SUA center	

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Activities	Inputs	Assumptions
<p>1-1. Draw up an organizational structure. 1-2. Acquire funds 1-3. Construct the center. 1-4. Recruit personnel. 1-5. Procure equipment, etc. 1-6. Establish outreach stations in model areas.</p> <p>2-1. Make preparations. 2-2. Make a checklist for data collection. 2-3. Collect basic and indigenous knowledge data from farmers in model areas. 2-4. Analyze data from model areas. 2-5. Review past experiences in model areas. 2-6. Conduct comparative studies.</p> <p>3-1. Establish organs to coordinate development activities. 3-2. Conduct diagnostic surveys. 3-3. Undertake PRA activities. 3-4. Conduct in-depth study on specific issues. 3-5. Analyze the cause and effect relations among identified problems.</p> <p>4-1. Conduct literature review on relevant models and experiences. 4-2. Organize panel discussions on rural development by key stakeholders. 4-3. Conduct case studies of specific indigenous efforts (institution, technologies, knowledge).</p> <p>5-1. Establish mechanism for planning and implementation. 5-2. Prepare a program including objectives, strategies, inputs etc. 5-3. Clarify roles and responsibilities of the people involved.</p> <p>6-1. Mobilize resources for implementation. 6-2. Establish an institutional arrangement for implementation. 6-3. Implement pilot project.</p> <p>7-1. Compose monitoring and evaluation teams. 7-2. Develop M&E framework. 7-3. Monitor and evaluate the pilot projects with the M&E framework. 7-4. Assess completion of the SUA method itself.</p>	<p><Running Cost> Administrative cost (stationary, communication, etc.) field activities, implementation of pilot projects, personnel, electricity, water, maintenance of the center and other supplies</p> <p><Cost for> Exchange programs, workshop/seminars, in country training for junior staff, dissemination of the project results, acquisition of relevant literature, farmer training, <u>study visits, training for senior staff</u></p> <p><Facility: Building> Staff offices, meeting/seminar room, garage, outreach stations, information processing room, resource center, *** community lounge</p> <p><Equipment for > Vehicles for field work, data processing, furniture for the center and outreach stations, garage, publication, lab. works, field studies, communication</p> <p><Personnel> Administration: Director of the center, Administrative officer(1), Office attendant(1), Secretary(2), Senior mechanic/driver(1), Drivers(2), <u>Japanese chief advisor, Project coordinator,</u></p> <p>Scientists: Section heads (resource management, environmental conservation, socio-economy), Head of information unit, 2 junior staff for each section, other SUA staff on need, <u>Japanese experts</u></p> <p>Field staff: Field attendants (3), Extension workers, support staff</p>	<p>Assumptions</p> <p>1. The staff in the center stays in the project. 2. SUA/the center secures the budget for implementation of pilot projects.</p> <p>Preconditions</p> <p>1. SUA council will approve the establishment of the center. 2. Commitment of SUA; -Appointment of director, and heads of sections -Allocation of budget -Provision of facilities 3. SUA employs junior staff members for the center.</p>

*** The resource center includes library, dark room, cold room, and storerooms,

Underlined: Japanese contribution are requested.

ABR

TENTATIVE PLAN OF OPERATION FOR WHOLE PERIOD

Subject of Activities (SUA CSR)	1999			2000			2001			2002			2003			2004		
	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12
Term of Cooperation	_____																	
1. The Center is established.	_____																	
1-1. Draw up an organizational structure.	_____																	
1-2. Acquire funds.	_____																	
1-3. Construct the Center.	_____																	
1-4. Recruit personnel.	_____																	
1-5. Procure equipment etc.	_____																	
1-6. Establish outreach stations in model areas.	_____																	
2. Relevant rural development experiences in and outside Tanzania are surveyed.	_____																	
2-1. Conduct literature review on relevant models and experiences.	_____																	
2-2. Organize panel discussions on rural development by key stakeholders.	_____																	
2-3. Conduct case studies of specific indigenous efforts (institution, technologies, knowledge)	_____																	

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AWA

TENTATIVE PLAN OF OPERATION FOR WHOLE PERIOD

Subject of Activities (Matengo Highlands)	1999			2000			2001			2002			2003			2004		
	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12
Term of Cooperation	—————																	
1. Practical reality of the model areas is understood. 1-1 Make preparations 1-2 Make a checklist for data collection. 1-3 Collect basic and indigenous knowledge data from farmers in model areas. 1-4 Analyze data from model areas 1-5 Review past experiences in model areas. 1-6 Conduct comparative studies		—			—													
2. Key community problems and potentials are prioritized by the community. 2-1 Establish organs to coordinate development activities. 2-2 Conduct diagnostic surveys. 2-3 Undertake PRA activities. 2-4 Conduct in-depth study on specific issues. 2-5 Analyze the cause and effect relations among identified problems.					—													
3. The plans of intervention to the community are formulated. 3-1 Establish a mechanism for planning & implementation 3-2 Prepare a program including objectives, strategies, inputs etc 3-3 Clarify roles and responsibilities of the people involved.								—			—							
4. The plans of pilot projects in model areas are implemented. 4-1 Mobilize resources for implementation 4-2 Establish an institutional arrangement for implementation 4-3 Implement pilot project								—			—			—				
5. Monitoring and evaluation are conducted. 5-1 Compose monitoring and evaluation teams 5-2 Develop M&E framework 5-3 Monitor and evaluate the pilot projects with the M&E framework 5-4 Assess completion of the SUA method itself	Monitoring & Evaluation are conducted periodically throughout project period																	

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TENTATIVE PLAN OF OPERATION FOR WHOLE PERIOD

Subject of Activities (Mt. Uluguru area)	1999			2000			2001			2002			2003			2004		
	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12
Term of Cooperation	_____																	
1. Practical reality of the model areas is understood.																		
1-1 Make Preparations	_____																	
1-2 Make a checklist for data collection.	_____																	
1-3 Collect basic and indigenous knowledge data from farmers in model areas.	_____																	
1-4 Analyze data from model areas.	_____																	
1-5 Review past experiences in model areas.	_____																	
1-6 Conduct comparative studies.	_____																	
2. Key community problems and potentials are prioritized by the community.																		
2-1 Establish organs to coordinate development activities.	_____																	
2-2 Conduct diagnostic survey.	_____																	
2-3 Undertake PRA activities.	_____																	
2-4 Conduct in-depth study on specific issues.	_____																	
2-5 Analyze the cause and effect relations among identified problems.	_____																	
3. The plans of intervention to the community are formulated.																		
3-1 Establish mechanism for planning & implementation.	_____																	
3-2 Prepare a program including objectives, strategies, inputs etc.	_____																	
3-3 Clarify roles and responsibilities of the people involved.	_____																	
4. The plans of pilot projects in model areas are implemented.																		
4-1 Mobilize resources for implementation	_____																	
4-2 Establish an institutional arrangement for implementation	_____																	
4-3 Implement pilot project	_____																	
5. Monitoring and evaluation are conducted.																		
5-1 Compose monitoring and evaluation teams.	Monitoring & Evaluation are conducted periodically throughout project period																	
5-2 Develop M&E framework.																		
5-3 Monitor and evaluate the pilot projects with the M&E framework.																		
5-4 Assess completion of the SUA method itself.																		

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TENTATIVE ANNUAL PLAN OF OPERATION FOR THE FIRST YEAR

Subject of Activities (Matengo Highlands)	1 9 9 9						2 0 0 0					
	5	6	7	8	9	10	11	12	1	2	3	4
Term of Cooperation												
1. Practical reality of the model areas is understood.												
1-1 Make preparations												
1-2 Make a checklist for data collection.												
1-3 Collect basic and indigenous knowledge data from farmers in model areas.												
1-4 Analyze data from model areas												
1-5 Review past experiences in model areas												
1-6 Conduct comparative studies												
2. Key community problems and potentials are prioritized by the community												
2-1 Establish organs to coordinate development activities.												
2-2 Conduct diagnostic surveys												
2-3 Undertake PRA activities.												
2-4 Conduct in-depth study on specific issues												
2-5 Analyze the cause and effect relations among identified problems												
3. The plans of intervention to the community are formulated.												
3-1 Establish mechanism for planning & implementation												
3-2 Prepare a program including objectives, strategies, inputs etc												
3-3 Clarify roles and responsibilities of the people involved.												
4. The plans of pilot projects in model areas are implemented.												
4-1 Mobilize resources for implementation												
4-2 Establish an institutional arrangement for implementation												
4-3 Implement pilot project												
5. Monitoring and evaluation are conducted.												
5-1 Compose monitoring and evaluation teams												
5-2 Develop M&E framework												
5-3 Monitor and evaluate the pilot projects with the M&E framework												
5-4 Assess completion of the SUA method itself												

Monitoring & Evaluation are conducted periodically throughout project period

TENTATIVE ANNUAL PLAN OF OPERATION FOR THE FIRST YEAR

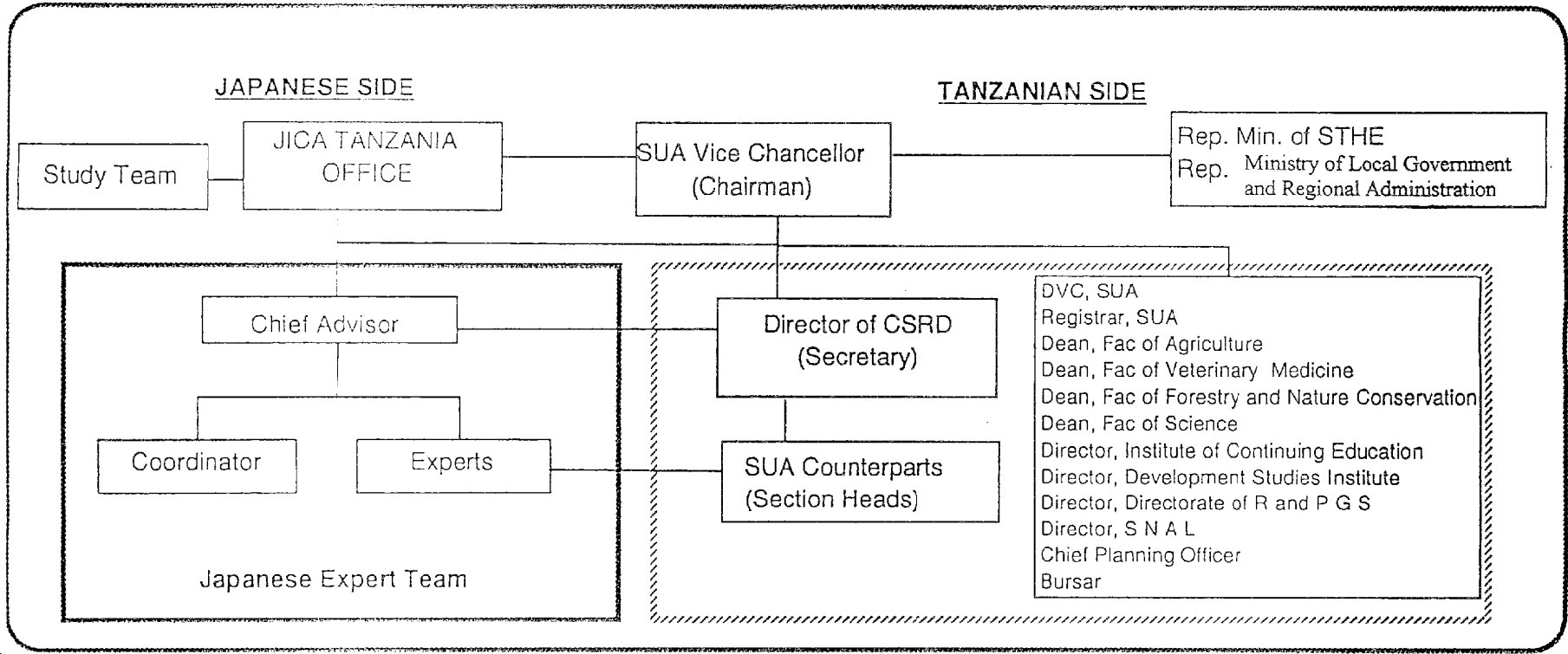
Subject of Activities (Mt.Uluguru area)	1 9 9 9						2 0 0 0					
	5	6	7	8	9	10	11	12	1	2	3	4
Term of Cooperation												
1. Practical reality of the model areas is understood. 1-1 Make Preparations 1-2 Make a checklist for data collection. 1-3 Collect basic and indigenous knowledge data from farmers in model areas. 1-4 Analyze data from model areas 1-5 Review past experiences in model areas 1-6 Conduct comparative studies	(1)selection of field site, (2)establishment of rapport with villegers, (3)adminirstrative consultation with district office											
2. Key community problems and potentials are prioritized by the community. 2-1 Establish organs to coordinate development activities. 2-2 Conduct diagnostic surveys 2-3 Undertake PRA activities. 2-4 Conduct in-depth study on specific issues 2-5 Analyze the cause and effect relations among identified problems												
3. The plans of intervention to the community are formulated. 3-1 Establish mechanism for implementation 3-2 Prepare a program including objectives, strategies, inputs etc 3-3 Clarify roles and responsibilities of the people involved.												
4. The plans of pilot projects in model areas are implemented. 4-1 Mobilize resourcues for implementation 4-2 Establish an institutional arrangement for implementation 4-3 Implement pilot project												
5. Monitoring and evaluation are conducted. 5-1 Compose monitoring and evaluation teams 5-2 Develop M&E framework 5-3 Monitor and evaluate the pilot projects with the M&E framework 5-4 Assess completion of the SUA method itself	Monitoring & Evaluation are conducted periodically throughout project period											

M.K.

ABC

M.R.

ORGANISATIONAL CHART OF THE JOINT COORDINATING COMMITTEE





SOKOINE UNIVERSITY OF AGRICULTURE

PROPOSAL FOR THE ESTABLISHMENT
OF THE SUA CENTRE
FOR SUSTAINABLE RURAL DEVELOPMENT
(SCSRD)

submitted by:

TASK FORCE ON SCSR
Sokoine University of Agriculture
P.O.Box 3035, Morogoro

March, 1998

**This is a revised version of the proposal submitted to the University Council
on 9th September, 1998.**

Executive Summary

1. The need to establish the SUA Centre for Sustainable Rural Development was based on the conclusions of the JICA-supported Joint Research Study on the Miombo Woodlands Agro-Ecology conducted in Mbinga District between 1994 and 1997.
2. A proposal for establishing such a Centre was submitted to JICA for possible funding in June, 1997 after which JICA dispatched a Basic Study Team to Tanzania in October, 1997 for further discussions with SUA and government officials. The delegation agreed in principle to support the project.
3. A Task Force was subsequently formed by the Deputy Vice Chancellor to make all the necessary preparations for the negotiations with JICA on the possible funding of the project.
4. The Task Force organized a PCM/ZOPP workshop involving representatives from various SUA Departments and others from outside SUA, to work out details of the proposed project. The detailed proposals were submitted to the Japanese Preliminary Study team which visited SUA in May, 1998. During the discussions between SUA and the Preliminary Study Team the proposal was further refined and agreement of implementation modalities signed in form of minutes of the joint meeting. It was agreed that SUA would endeavour to formally establish the SCSR as one of its academic organs which would facilitate the participation of staff in rural development activities.
5. A follow up mission known as the Supplementary Study Team was dispatched in October, 1998 to iron-out pending issues. Following the Team's visit, a proposal to

establish the Centre was approved by SUA Council in December, 1988.

In February, 1999 the Acting Director for the Centre was appointed.

6. The establishment of the Centre is aimed at developing the capacity of SUA to work more closely with rural communities, and to develop appropriate approaches for sustainable rural development. It is envisaged that as a result of the Centre, SUA will be better placed to play a leading role in bringing about rural development in the country, in line with its legal mandate and stated mission.
7. The proposed functions of the Centre will be to:
 - (i) undertake multidisciplinary studies aimed at better understanding of the reality of the rural areas,
 - (ii) implement specific sustainable rural development actions at selected sites in Tanzania as a way of gaining practical experiences, which can be disseminated to other areas in the country,
 - (iii) ultimately establish an approach (the SUA method) for implementing sustainable rural development programmes in Tanzania and other countries,
 - (iv) act as a centre for networking, publishing, exchanging of information, providing advice or consultancy, training and other similar activities aiming at promoting the principles and practice of sustainable rural development.
8. The Centre will be manned by small team of core staff and will be headed by a Director, who will be answerable to the Vice-Chancellor through the Deputy Vice-Chancellor, and who will have the overall day to day administrative and technical responsibilities of the Centre.
9. The Centre will initially have 3 sections, namely
 - (i) Socio-Economy,
 - (ii) Resource Management, and
 - (iii) Environmental Conservation,

each to be headed by a Head. An Information Unit will also be part of the Centre.

10. The Centre will have a Board chaired by the Director and drawing membership from Faculties and Institutes within SUA, as well as from governmental and non-governmental institutions outside SUA.
11. Activities of the Centre will include:
 - (i) Participatory research in model project sites (initially Mbinga and Morogoro)
 - (ii) Implementation of development projects
 - (iii) Establishment of a Resource Centre
 - (iv) Organizing workshops and seminars
 - (v) Undertaking consultancy and other income generating activities.
 - (vi) Networking with other similar institutions concerned with sustainable rural development.
12. Requirements for establishing the Centre include physical facilities (office space, seminar rooms, office equipment, transport facilities, etc.), human resources (4 senior and 8 junior staff, and seven administrative staff). Funds to the tune of TShs 94,000,000 will be required per year to cover operational costs of the Centre.
13. It is recommended that:
 - (i) the Centre should formally start on 1st July, 1999,
 - (ii) in order to facilitate preparatory activities, the core staff should be allocated to the SCSR by May, 1999,
 - (iii) SUA management should allocated the 'new' wooden building for the activities of the Centre by April, 1999,
 - (iv) SUA should include in its 1999/2000 budget, an expenditure item to cover the running costs of the Centre, and
 - (v) JICA Project Type Technical Cooperation on SCSR should start on 1st May, 1999 before the formal start of the Centre.

Acronyms/Abbreviations

DRPGS	Directorate of Research and Post Graduate Studies
DSI	Development Studies Institute
GNP	Gross National Product
ICE	Institute of Continuing Education
IRA	Institute of Resource Assessment
JICA	Japan International Cooperation Agency
MAC	Ministry of Agriculture and Cooperatives
MSTHE	Ministry of Science, Technology and Higher Education
MWARP	Miombo Woodland Agro-ecological Research Project
NEMC	National Environmental Management Council
NGO	Non-Governmental Organizations
PCM	Project Cycle Management
SCSRD	SUA Centre for Sustainable Rural Development
SNAL	Sokoine National Agricultural Library
ZOPP	Objective Oriented Project Planning

1. PREAMBLE

The mission of SUA as specified in the Act establishing the University include teaching, research and extension. These functions are further operationalized in the SUA Corporate Strategic Plan which has been formulated to improve the effectiveness of the University in fulfilling its mission. One of the objectives stated in the Corporate Strategic Plan is that SUA will provide leadership in the development of the rural sector, which will be achieved through placing more emphasis on multidisciplinary, collaborative extension and outreach within specific programme areas. It is in this spirit that it is proposed to establish the SUA Centre for Sustainable Rural Development.

The need to establish the SUA Centre for Sustainable Rural Development (SCSRD) is based on lessons learned from the Miombo Woodlands Agro-ecological Research Project which was carried out in Mbinga District by SUA staff and Japanese experts from 1994 to 1997, with the support of JICA.

The research project aimed at understanding the indigenous agricultural systems of the Matengo as a basis for designing possible ways of improving the productivity and sustainability of these systems in Tanzania. Results of the study pointed to the need for SUA to be in the forefront in developing, testing and popularizing an approach that can bring about sustainable rural development.

A proposal (Document-2) for strengthening the capacity of SUA to work more closely with rural communities, and to develop appropriate approaches for sustainable rural development was submitted to JICA in June, 1997 for possible funding. In response to this proposal, JICA sent a Basic Study Team led by Mr Michio Kanda, Managing Director, Social Development Cooperation Division, JICA Headquarters, in October, 1997 to conduct detailed discussions with SUA and Tanzanian government officials.

The JICA delegation agreed in principle to the concept of establishing the SCSR within SUA, which would facilitate SUA staff from various disciplines to undertake various

research and development activities in the rural areas. It was also agreed during the Basic Study Team's visit that SUA would organize a PCM/ZOPP workshop to develop a more detailed proposal for further consideration by JICA.

In November, 1997, the Deputy Vice Chancellor appointed a Task Force drawing membership from various Faculties and Institutes within SUA to, among other things, organize the PCM/ZOPP workshop and to make any other preparations necessary for further negotiations with JICA. The Task Force organized a PCM/ZOPP workshop between 2nd and 6th March, 1998 at Msimbazi Centre in Dar es Salaam. The workshop drew 27 participants from Faculties and Institutes at SUA, as well as from the Ministry of Agriculture and Cooperatives, Ministry of Science, Technology and Higher Education, JICA and Caritas-Tanzania. The workshop came up with detailed objectives, strategies and requirements for establishing the SUA Centre for Sustainable Rural Development. The proposal from the PCM/ZOPP workshop formed the basis for further negotiations between SUA and a Preliminary Study Team which visited SUA from 4th to 14th May, 1998. During this visit discussions were held at SUA to further refine the previous proposals, and to streamline the implementation modalities of the SCSR.D.

These modalities (Document-3) were discussed and agreed upon with SUA management, including Deans and Directors, and were signed as the official minutes of the meeting between the JICA delegation and the SUA authorities. In principle, the JICA delegation indicated willingness for JICA to fund the project, while SUA on its part, agreed to formally establish the Centre as an organ in the University.

The purpose of this proposal is to seek formal approval for the establishment of the SUA Centre for Sustainable Rural Development, and for SUA authorities to support its existence and functions as detailed below.

2. JUSTIFICATION FOR ESTABLISHING THE SUA CENTRE FOR SUSTAINABLE RURAL DEVELOPMENT

2.1 Review of Rural Development Experiences in Tanzania

Rural development in Tanzania has been heavily influenced by western theories or models of development which emphasize modernization. For a long period of time, rural development was based on and closely related to plans and policies which were advocated for the total economic development of developing countries. The idea behind was that an overall increase in a country's economic development, as measured by Gross National Product (GNP), would of necessity, bring about the much needed impetus for rural development. This approach excluded socio-political and socio-cultural changes and considered them closely linked to the index or percentage of GNP. Globally, the strategy for rural development was rooted in the concepts of technology transfer and the big push, which came to be confused with big investment.

Generally, there have been three different schools of thought for diagnosing the problem of rural underdevelopment. Just as the diagnoses differ, their policy implications also differ. While the first group argues that rural development can best be approached as a technological problem, a second group claims that small farmers are frequently neglected and that an emphasis on small producers and recognition of their efficiency would result in more food being grown. Thus they emphasize reaching the small farmer and improving his or her access to means of production.

On the other hand, a third group disagrees with both of the earlier approaches and claims that the rural people are poor because they are powerless. For this group, rural development requires a focus that is broader than agriculture and its technologies. Of the three competing perspectives, the third group, however, argues for a more comprehensive

approach to rural development and for less preoccupation with agriculture and its techniques *per se*, and for improving the political leverage of the rural small producer. This group also argues for encouraging cooperatives and farmer organizations, and for mobilizing farmers in bottom-up planning.

Attempts to improve rural life in Tanzania through various approaches such as improvement, transformation, ujamaa village/villagization, decentralization, integrated rural development and rural producer cooperatives and other government initiatives such as the structural adjustment programmes have failed to produce the desired results. Various studies (e.g Burkey, 1996) carried out by private, governmental and international agencies showed clearly that rural development conceived in terms of economic development had failed. Collier *et al* (1990) assert that, the daily migration from rural to urban centres is a graphic indicator of the depth of rural poverty in Tanzania. For millions of men, women and youths, rural poverty is so deep and degrading that the only escape appears to be to walk to town and take up subsistence on urban streets.

More than three decades have elapsed since the Arusha Declaration of 1967 which stressed self-reliant development in Tanzania. Since then, although some kind of transformation has taken place especially in the rural areas, the results have not always been what was originally desired. Collier *et al* (1990) insist that "At present Tanzania is an example of the deepening crisis of Africa".

The main reasons for disappointing results of traditional rural development programmes are that:

- Government and NGO strategies for project conception and implementation do not necessarily represent the aspirations and interests of target groups,
- There has been non-involvement of rural people themselves in the design,

- implementation, monitoring and evaluation of rural development programmes,
- Projects are planned in a rigid manner, based on an overly idealized economic, political and institutional environment,
 - Programmes also suffered from poor knowledge of the socio-cultural and institutional environment in which they were to be implemented,
 - Women have been marginalized and have never been genuinely involved in planning and decision making in programmes meant for them.

The overarching reason for failure of many external initiatives to improve the situation of smallholder farmers and the rural poor in general is the failure to take into account the rural people's own experiences, observations and insights in the planning of rural development programmes. Top-down modern and scientific solutions have not succeeded in adequately addressing rural people's problems. Thus the challenge which faces scientists is how to bridge the gap between indigenous knowledge and practices and modern science, so as to base future development work on the experiences of the past.

In general, many development professionals do not reflect on the possibility that sustainable rural development will only be achieved through efforts of the rural people themselves working for their own and families' benefits. Rather than promoting development, such programmes have ended up developing dependency thinking.

The historical prevalence of failure, the divergence between intention and accomplishment, and the inability to learn from mistakes all suggest that there is a need to step back and establish a perspective from which we can better understand what is going on in rural development.

2.2 The Concept of Sustainable Rural Development

The concept of sustainable rural development as defined by the World Commission on Environment and Development refers to the process of change in which exploitation of resources, the direction of investment, the orientation of technological developments, and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations. That is, it is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Development in this case, means increasing the capacity of people to influence their own future. It is a multidimensional process involving major changes in social structures, popular attitudes and national institutions as well as acceleration of economic development, the reduction of inequality and the eradication of absolute poverty.

The concept of sustainability requires one to ensure that programme plans and solutions arrived at by all stakeholders are relevant to the local economic and administrative situation. Thus the central concern in development work seems to be the close involvement of the people in the whole development process from planning and implementation to evaluation stages. The cornerstone of sustainable rural development rests on **empowerment** of the people and on the successful marriage of any new and external knowledge with the rural people's indigenous knowledge.

The SUA method which the SUA Centre for Sustainable Rural Development intends to promote and utilize is seen as a viable strategy for redressing the problems inherent in previous approaches and capable of tackling issues pertaining to rural development. This is so, because the SUA method is a concept which recognises the rural people's biophysical strategies such as bio-diversity, micro-environments, multi-purposeness, along with their socio-economic strategies like mutual cooperation, exchange of experiences, and social security. The SUA method is intended to be multifaceted, multidisciplinary and participatory and will draw on the indigenous knowledge of the

people in order to understand their reality, and make plans and practice based on this reality(Document-2). This is a great departure from past approaches that focused on technology transfer and adopted a top-down manipulative approach.

2.3 The Rationale for Establishing the Centre for Sustainable Rural Development within SUA

SUA's efforts to promote increased agricultural production to improve the standards of living for rural people are recognized by the type of degree programmes it offers and the research agenda stipulated in the strategic corporate plan of the University. While much research is being carried out by the diverse faculty in the University, research results rarely have reached the rural people mainly due to lack of effective coordinating mechanism to link scientists with the rural population directly.

The SCSRDRD aims at facilitating the process of bringing about sustainable rural development through the close collaboration of rural people, scientists, development experts and other stakeholders(Fig.4b) in an effort to develop solutions which are appropriate to people's circumstances and take full advantage of the benefits of cooperative organization in production and marketing. This is based on the premise that problems of the rural poor, in the final instance, cannot be solved by any one but themselves, and all solidarity efforts must be aimed at strengthening their own capacity for independent action.

It is envisaged that the SUA Centre for Sustainable Rural Development will bridge this gap between scientists and the rural people by providing both logistical and material support to both parties. Indeed, through the SCSRDRD academic staff and students will get the opportunity to conduct development oriented research, including development of feasible approaches/methodology that would enable Tanzanians to recognise their

development potential and how to exploit that potential for the improvement of their own livelihood. It is recognized that sustainable rural development could be realized if the rural people understood the origins of their underdevelopment, develop their own strategies to tackle underlying problems and implement such strategies with minimum external inputs/suggestions, that is, within the circumstances surrounding their very existence as individuals or as a group.

The intentions of SCSR in as far as improvement of the livelihood of the rural poor is concerned, are in line with the mandate of the University (clearly echoed in the SUA Corporate Strategic Plan) as well as the government policy documents such as the Rolling plan and Forward Budget, the Rural Development Strategy, Development Vision 2025 and the Strategic Public Investment Programme, all of which underscore the need for people-centred development.

The mandate of the University to work with the rural people has a basis in the legal instrument establishing the University wherein it is stated that among the objectives of the University are:

- to create a sense of public responsibility for rural development among the educated;
- to prepare students to work with the workers and peasants of Tanzania in the agricultural, wildlife, livestock and allied sectors for the purposes of developing and strengthening the national economy and;
- to develop, promote and undertake the provision of adult and continuing education alongside the teaching of regularly enrolled students, designed to ensure the development and dissemination of various applied sciences and technologies required for the enhancement of the rural economy and the efficacious solution of the economic and social problems of rural areas of the United Republic.

This mandate was emphasized during the inauguration of SUA, by the then President of

Tanzania Mwalimu Julius K. Nyerere in 1984, when he stated that:

The major purpose of this University is the development and transmission of skills and practical expertise at the highest level.....This University must be answering to the needs and solving the problems of Tanzanian agriculture and rural life. Its aim must be, firstly, to contribute towards improved production and therefore standards of living for the people who live and work on the land or in connection with the land.

In response to this mandate, SUA has established the Institute of Continuing Education which has the responsibility to conduct various types of training to farmers and extension workers, based on the results of research and other academic undertakings in the University. The Development Studies Institute was established to incorporate into the SUA curriculum, important theories and experiences pertaining to development in general. However experience so far has shown that, there is still need to put more effort into the whole sphere of rural development.

The University reaffirmed its commitment to contribute to the rural development farmers, through the recently formulated SUA Cooperative Strategic Plan which stated categorically that SUA will provide leadership in the development of the rural sector through multidisciplinary, collaborative extension and outreach activities.

This implies that SUA must be in a position to generate the necessary experience through direct involvement by various SUA staff, in rural development actions and analysis.

The current internal arrangement within SUA does not as yet facilitate the active involvement of staff in rural development activities, in a collaborative manner. Whatever such activities have been carried out, they have mostly been of ad hoc and uncoordinated nature. Experiences from such endeavours have not been disseminated in the University.

In summary, while SUA has the necessary manpower, it lacks the necessary field experiences, necessary orientation, facilities and institutional mechanism to effectively carry out its mandated activities in rural development.

The purposed Centre is aimed at increasing the capacity of SUA to intervene effectively in the rural development process, through the implementation of an innovative research and development methodology which will result in a significant impact on the smallholder rural population.

It is envisaged that the SUA Centre for Sustainable Rural Development will bridge the gap between scientists and the rural people by providing both logistical and material support to both parties. Indeed, through the SCSRDR academic staff and students will get the opportunity to conduct development oriented research, including development of feasible approaches/methodology that would enable Tanzanians to recognise their development potential and how to exploit that potential for the improvement of their own livelihood.

The potential for securing funds to establish the SCSRDR is high following the signing of "Minutes of Discussion" between SUA (Vice - Chancellor) and JICA (Preliminary Study Team) in May, 1998 (Document-3). Within those minutes, both parties are committed to the initiation of the SCSRDR at Morogoro with the overall goal being to apply the SUA method to new areas and making it available to other organizations. The intention is to spearhead rural development so as to improve the standards of living for rural people in model areas. In addition, SCSRDR will enable the University to provide leadership in rural development and strengthen institution capacity for poverty alleviation in line with its long-term strategic plan. The purpose and objectives of the SCSRDR are clearly stipulated in Document-3.

3. The SUA Centre for Sustainable Rural Development

The SUA Centre for Sustainable Rural Development (SCSRD) is intended to be an organ within SUA, which will have the responsibility for research and development activities on rural development in Tanzania.

The Centre will be manned by a small team of core staff, but most of its research and development activities will be undertaken through the involvement of academic staff from different Departments, and Institutes at SUA, who will be affiliated to the Centre according to the activities to be undertaken. The Centre will therefore offer opportunities to members of staff who are interested to participate in its activities within the program framework to be developed by the core staff.

3.1 Goal and Functions of the Centre

The Centre will be a focal point for various activities at SUA related to the development of rural communities but more importantly the Centre will seek to focus the attention of development scientists on all issues pertaining to sustainable rural development in Tanzania and other neighbouring countries. Specifically , the Centre will have the following functions:

- (i) To undertake multidisciplinary studies aimed at better understanding the reality of the rural areas.
- (ii) To implement specific sustainable rural development actions at selected sites in Tanzania as a way of gaining practical experiences, which can be disseminated to other areas in the country.
- (iii) To ultimately establish an approach (the SUA method) for implementing sustainable rural development programmes in Tanzania and other countries.
- (iv) To act as a centre for networking, publishing, exchanging of information, providing advice or consultancy, training and other similar activities aiming at promoting the principles and practice of sustainable rural development.

It is expected that as a result of the Centre, SUA staff will be able to coordinate important aspects of rural development research and other development programmes in the country and at the same time be able to develop, test and refine rural development approaches that would bring about sustainable development in the country.

3.2 Organizational Structure of the SCSR

The Centre will be headed by a Director, who will be answerable to the Vice Chancellor through the Deputy Vice Chancellor for academic matters, and the Registrar for administrative matters.

The Director of the Centre will have the overall day to day administrative and technical responsibilities for its functioning.

It is proposed that, initially, three Sections be established within the centre, namely:

- (i) Socio-Economy,
- (ii) Resource Management, and
- (iii) Environmental Conservation,

each to be headed by a Head. In addition, an Information Unit will be established to facilitate all the documentation and to eventually become a Resource Centre. This Unit will be directly under the office of the Director, but with a junior member of staff responsible for its day to day functioning. The organizational structure and the place of the Centre within SUA are as indicated in Figures 1 and 2 respectively.

Section Heads will be appointed from amongst senior SUA staff who have the competence in the respective areas, and will constitute the core staff of the Centre.

In order to closely coordinate and integrate the activities of the three Sections, the staff of the centre will meet regularly as an internal Coördinating Committee for Rural Development, to brief each other, to make joint plans and to review progress on the Centre's activities. Existing SUA regulations will govern the procedures and terms of appointment of the Director and Heads of Section in the Centre.

The Centre will have a Board answerable to Senate, which will deliberate and make decisions on all policy matters related to the Centre.

It is proposed that, the composition of the Board of the Centre be as follows:

- Director of the SCSR - Chairman
- All Section Heads and the personal incharge of the Information Unit of the SCSR
- One representative from each Faculty, ICE, DSI, DRPGS and SNAL
- One representative from the Ministry of Community Development, Women Affairs and Children
- One representative from the Planning Commission, President's Office
- One representative from each District Council in collaborating Districts
- One representative from an NGO concerned with natural resource conservation
- One representative from IRA, University of Dar es Salaam
- One representative from NEMC
- JICA Chief Advisor (co-opted during the project period).

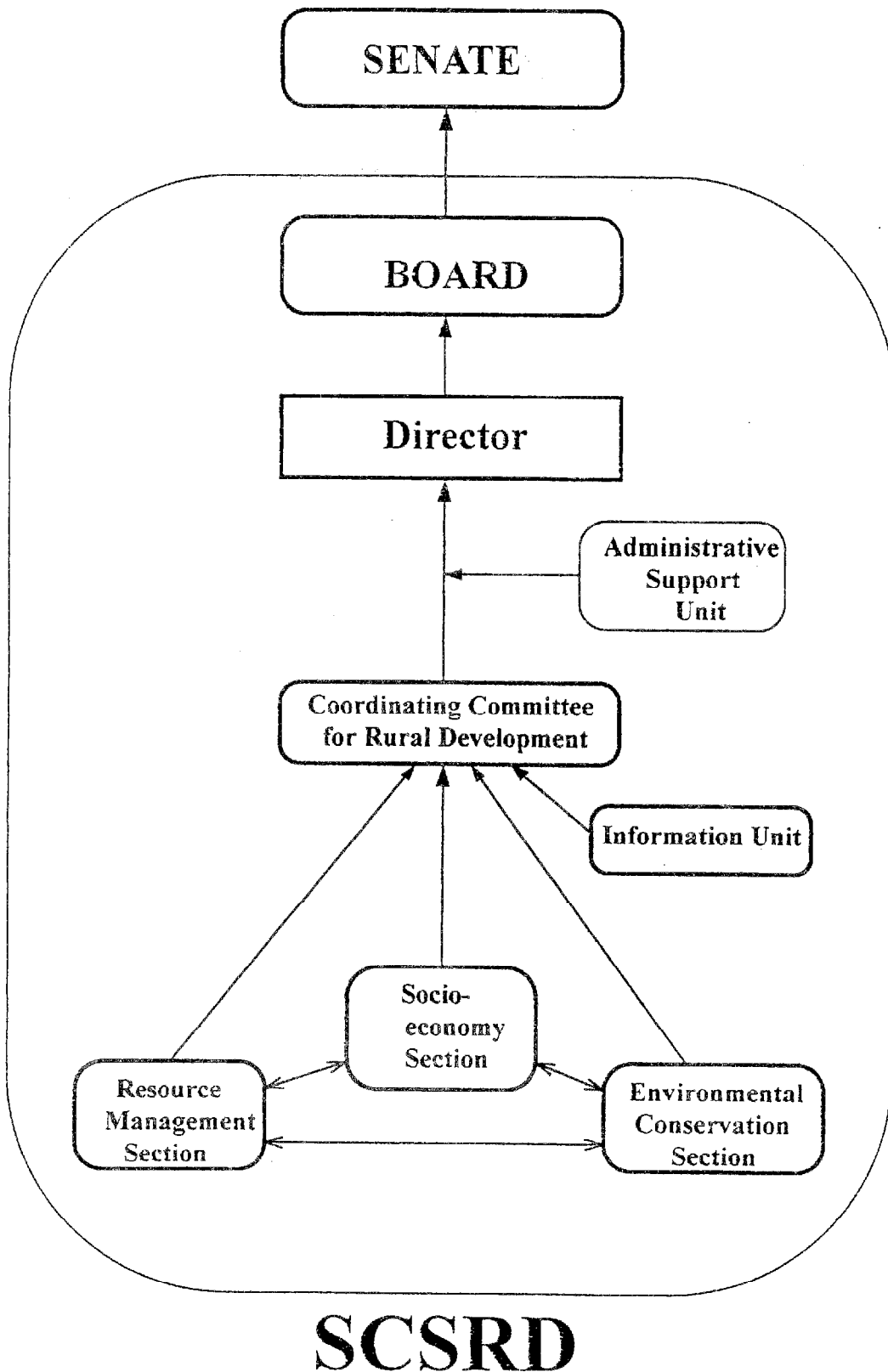


Fig.1 Organizational Structure of the SUA Centre for Sustainable Rural development(SCSRD)

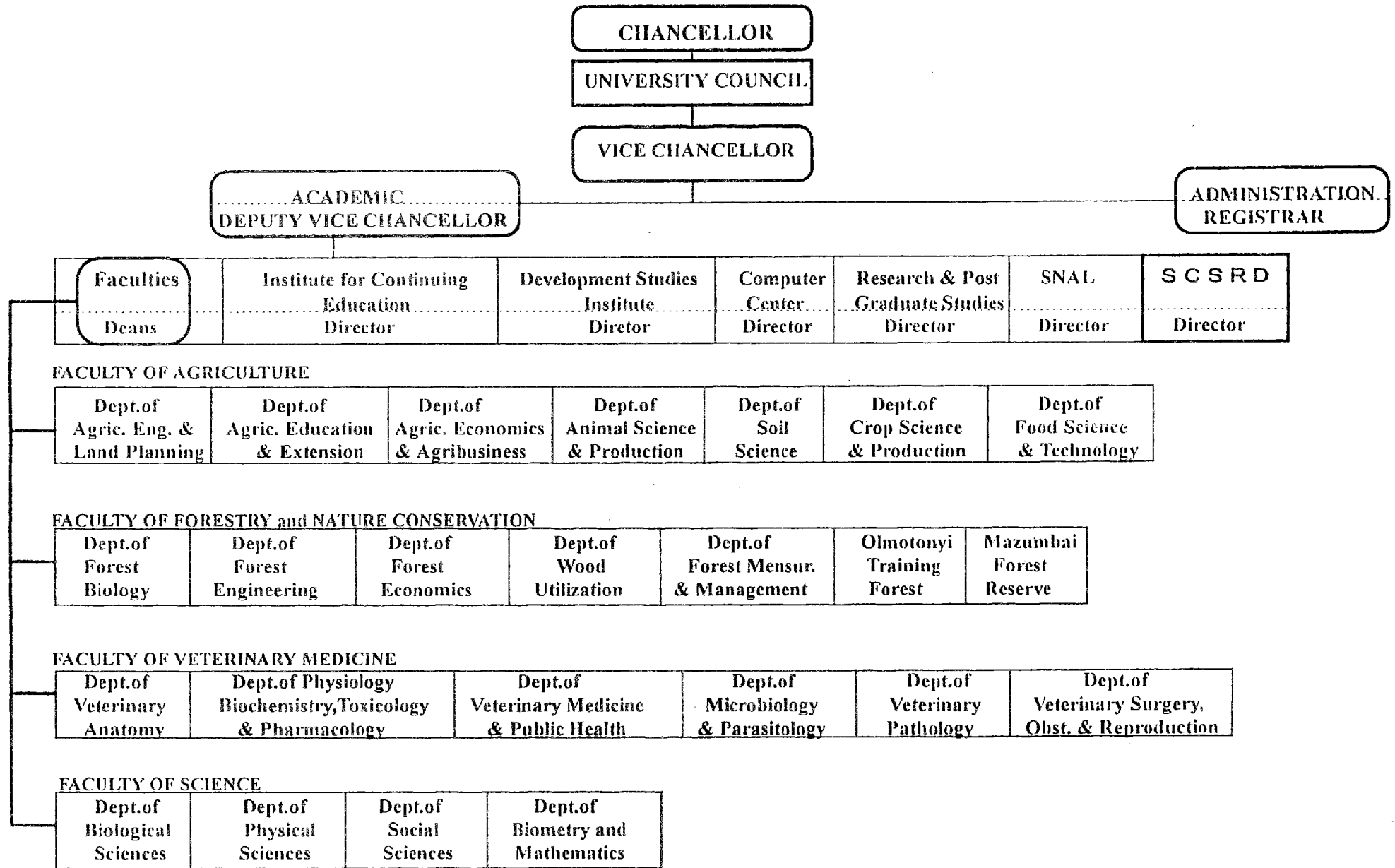


Fig.2 Position of the SCSR D within the SUA Organizational Structure

3.3 Proposed Activities of the Centre

The activities of the Centre constitute short-term (1 to 5 years) and long-term (5 to 10 years) actions aimed at establishing and developing the Centre, as well as developing the SUA method.

3.3.1 *Short-term Activities (1-5 years)*

(i) **Establishment of the Centre:**

This will involve mobilizing the necessary resources, including staff, facilities equipment, funds and any other resources from the government and donors. It will also be necessary to develop a detailed programme framework and to invite staff from other Departments interested to participate in Centre activities.

(ii) **Participatory research:**

This will involve comparative case studies initially, in two model areas Mbinga and Morogoro Districts, as a basis for formulating and implementing specific development programmes in these areas.

(iii) **Implementing model projects:**

Model rural development projects will be implemented initially in Morogoro and Mbinga Districts, on the basis of the results of the research activities.

(iv) **Acquisition of materials for the Information Unit:**

The information unit will be established for the purpose of documenting and disseminating rural development experiences from SCSR activities as well as from other areas. The Information Unit will act as a resource centre for SUA staff as well as for other scientists from outside SUA. An important activity will therefore be to build-up a collection of various documents, videos and other relevant materials.

(v) **Workshops and Seminars:**

Regular workshops and seminars will be held for scientists and farmers aimed at exchanging experiences, joint planning or imparting specific knowledge and skills. These will be conducted both at SUA and in the model sites

(vi) **Consultancy:**

The Centre will ensure that the human and physical resources at Sokoine University of Agriculture are utilized to offer consultancy and advisory services to any institution, governmental or non-governmental, on issues pertaining to sustainable rural develop

3.3.2 Long-term Activities (5-10 years)

(i) **Expansion of area of intervention for research and development**

After the first 5 years, other areas in Tanzania will be identified for research and development activities

(ii) **Establishment of an Eastern African Rural Development Network**

This will facilitate communication and sharing of rural development experiences amongst scientists in the region, and hopefully increase the influence of the SCSR in the region.

(iii) **Launching of a Postgraduate Training**

After 5 years the experiences of the Centre will be systematically applied to the postgraduate teaching curriculum at SUA, either through new postgraduate programmes, or through special arrangements with other existing SUA programmes

(iv) **Income Generation**

In the long run, the SCSR will design and implement various activities aimed at generating income to run its activities. These will include consultancies, sale of publications, fabrication of small items etc.

(v) **Continuation of workshops and seminars.**

The SCSR D will continue to implement regular short-term training activities in the form of workshops and seminars, based on the experiences of the rural development activities.

A summary of the short-term and long-term activities during the first ten years is shown in Figures 3a and 3b.

No.	Item	1st year	2nd year	3rd year	4th year	5th year
	SUA Centre(SCSRD)	←-----→				
1	JICA Project	←-----→				
2	Case Studies					
	(1)Mbinga					
	(2)Morogoro					
	(3)Overall Perspectives					
3	Dispatch of Experts					
	<i>Long -term</i>	5	5	5	5	5
	(1)Chief Advisor					
	(2)Administrative Coordinator					
	(3)Socio-economy					
	(4)Resource Management					
	(5)Environmental Conservation					
	<i>Short-term</i>	4	6	6	5	4
4	Provision of Equipment					
5	Counterpart Training					
	(1)Basic Level (for Junior)	—	—	—	—	—
	(2)Advance Level (for Senior)	— —	— —	—	—	—
6	Seminar/Workshop/Conference					
7	Research/Publication					
8	In-country Scholarship					
9	Income Generation Unit					

Fig.3a Proposed Five-year Plan of the SCSR D

	Year	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11~
SCSRD JICA Project												
Model Project												
Mbinga												
Mt.Uluguru												
New Site 1												
New Site 2												
Information Unit												
Documentation												
Dissemination												
East African RD Network												
Field Type M.Sc/Ph.D Course												
Curriculum Preparation												
Course/Field Study												
Income Generation Unit												
Consultancy												
Publication												
Small Scale Production												
Mechanical Service												
Scientific Service												
Processing and Marketing Service of Farm Produce for RD												
A Part of Tuition Fee for M.Sc and Ph.D Course												
Workshop/Training												
at Rural Areas			*	*	*	*		*		*		*
at SUA					*				*			
Physical Facilities												
Renovation						≡	≡					
Additional Construction						≡	≡	≡				

Fig.3b Proposed Ten-year Plan of the SCSR

3.4 Service Link Structure of SCSR

The SCSR will implement its activities in collaboration with other organs within and outside SUA. Within the University, staff and students from various disciplines will participate in research and development activities of the SCSR, while the various organs will benefit through the influence on their curricula and other academic programmes, by the Centre's activities (Fig.4a).

Outside SUA, the SCSR will carry out its activities in collaboration with various agencies including donors as one possible source of funding, government ministries, District Councils, NGOs, and businesses (Fig.4b). Ultimately local communities will be the main collaborators at the grassroots level.

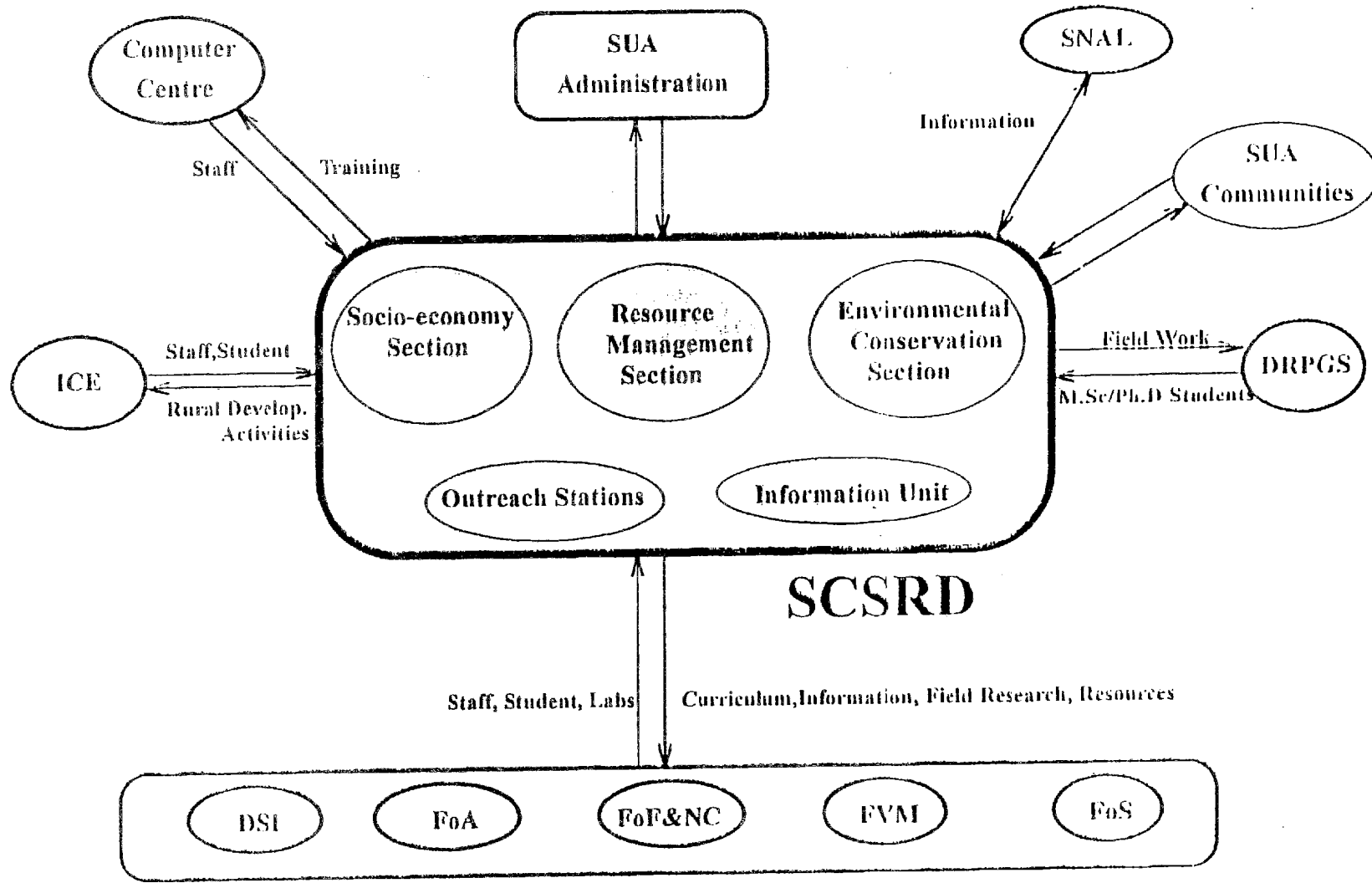


Fig.4a Service Link Structure within SUA

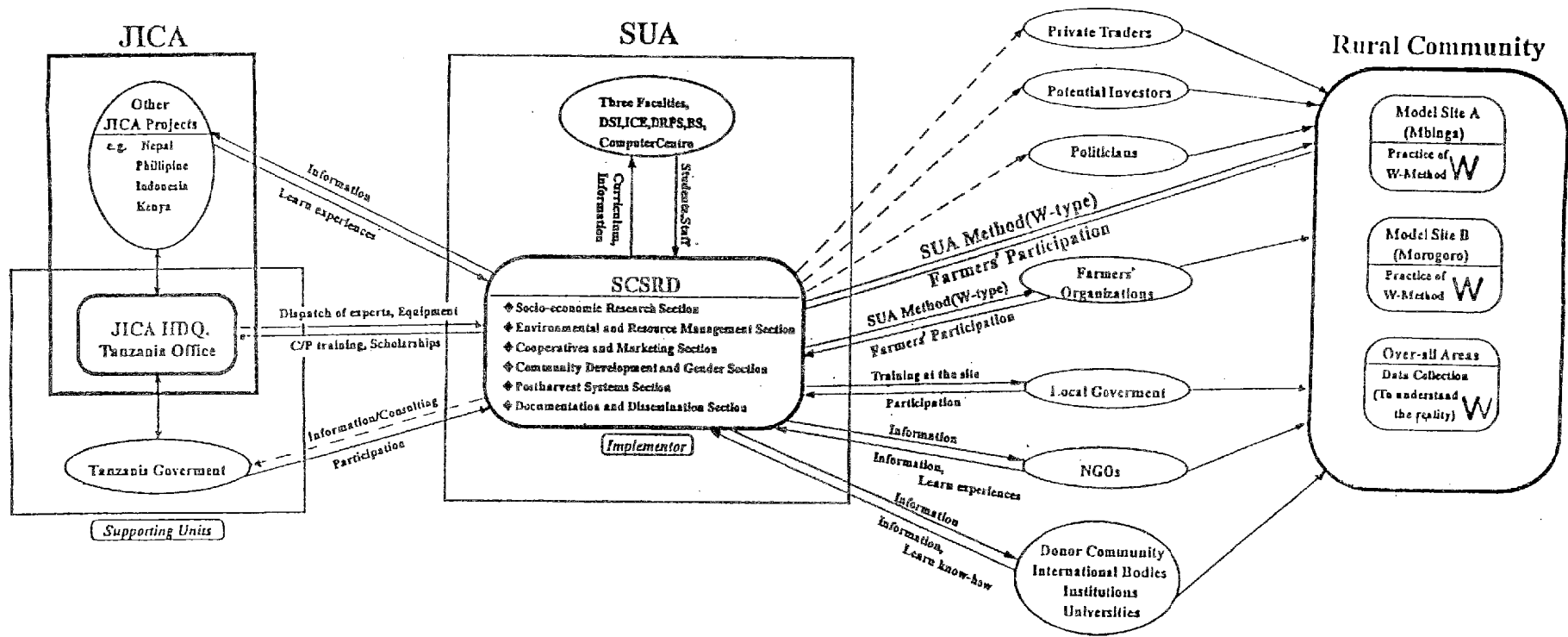


Fig.4b Service Link Structure with Outside

3.5 Requirements for the SCSR

3.5.1 Physical Resources

From the outset, the SCSR will require physical facilities in terms of offices, seminars rooms, resource centre, computer room, office equipment, publishing equipment, and transport facilities.

The anticipated office space requirement is as indicated in Figures 5a, 5b, 5c and 5d, while the requirements for physical facilities and equipment are indicated Table 1 and Table 2b, respectively.

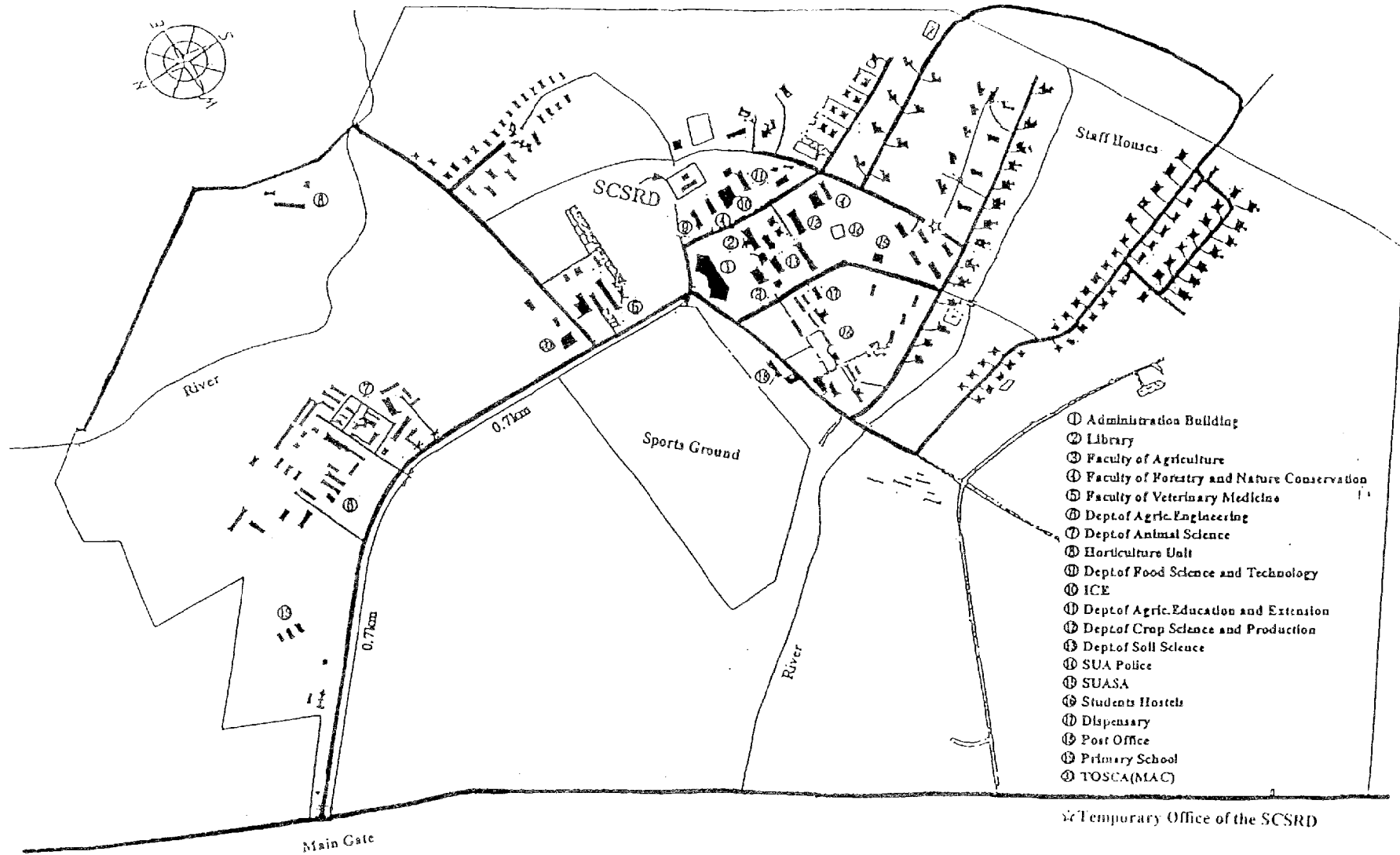


Fig.5a The Position of the SCSR D in the Main Campus, SUA

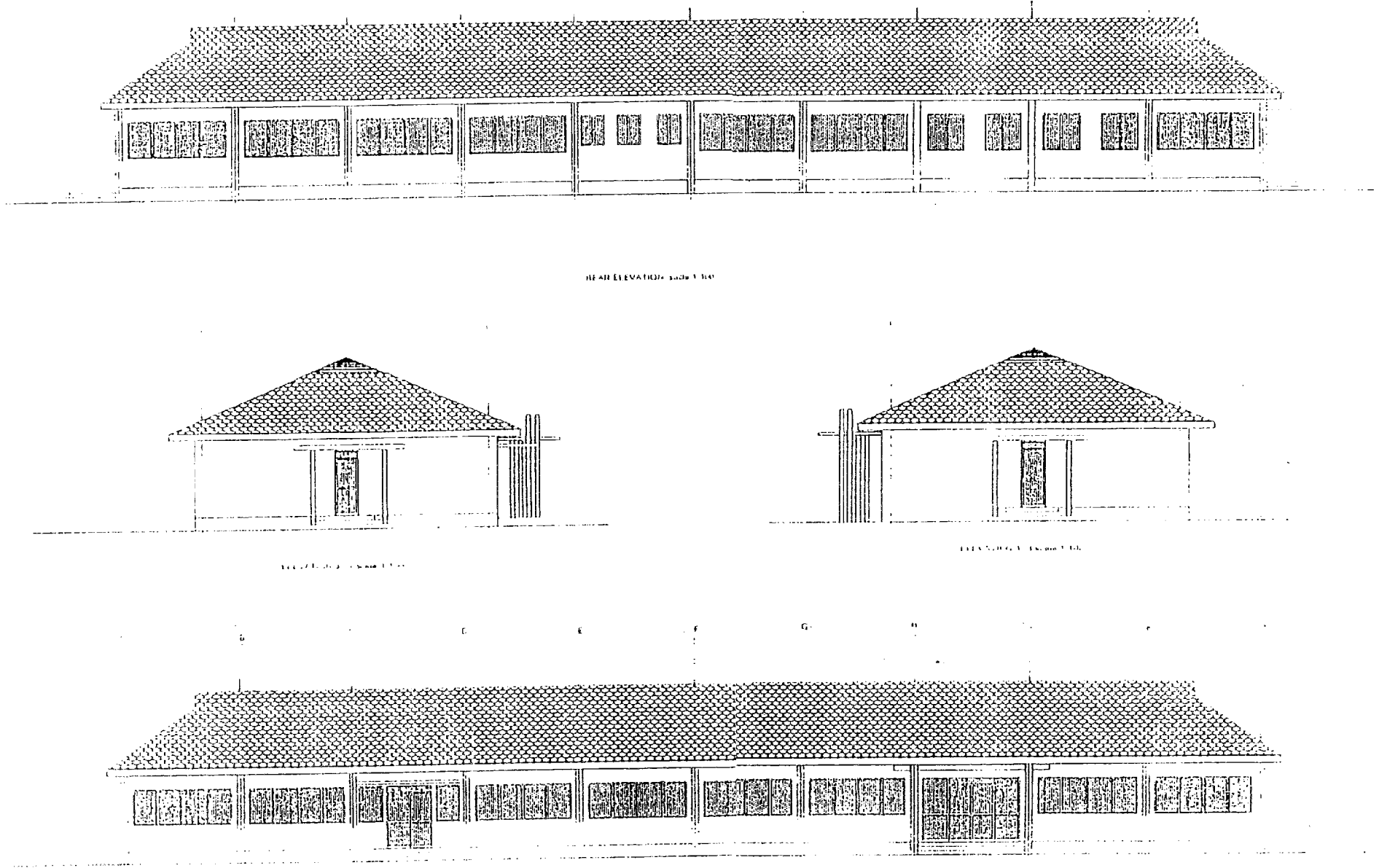


Fig.5d Elevation of the New Building

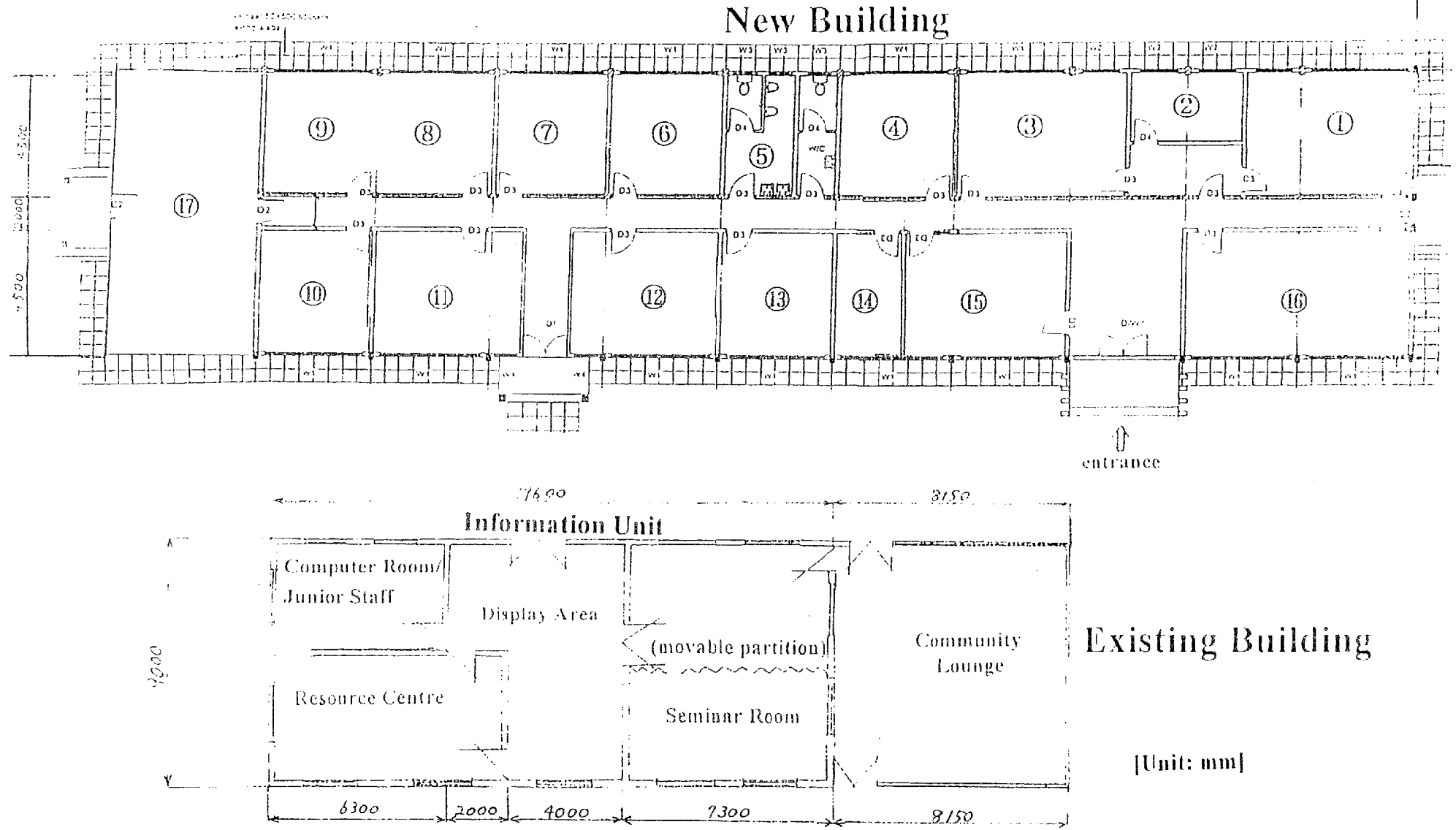


Fig.5c Ground Floor Plan of the New Building and Existing Building

New Building

No	Name of Office	Note
①	Administration Office	Director-1
②		Project Coordinator-1
③		Administrative Officer-1
④		Secretary-2
⑤	Toilet	Male and Female
⑥	Office for socio-economy	Senior Staff-1
⑦		Junior Staff-2
⑧	Office for computer room	Computer work
⑨		(Data analysis, GIS, Survey Mapping)
⑩	Office for resource management	Senior Staff-1
⑪		Junior Staff-2
⑫	Office for environmental conservation	Senior Staff-1
⑬		Junior Staff-2
⑭	Store	Store for stationary, documents, etc.
⑮	Laboratory 1	Socio-economy lab., Audio-visual lab.
⑯	Meeting room	Daily, weekly and monthly meeting
⑰	Laboratory 2	Basic laboratory for rural development study

**Table 1 Renovation and Construction
of Physical Facilities for SCSR**

	Items	Cost (Million TShs)	SUA side	JICA side or SUA side
1.	Renovation of Existing Building(wooden House)	20		
	① Demolition		○	
	② Rehabilitation		○	
	③ Construction of Community Lounge		○	
2.	Construction of New Building	169		
	① Substructure			○
	② Superstructure			○
	③ Doors			○
	④ Windows			○
	⑤ Roofing			○
	⑥ Finishings			○
	⑦ Decoration and Painting			○
	⑧ Plumbing and Engineering Installation			○
	⑨ Fixtures and Fittings			○
	⑩ Electrical Installation			○
	⑪ Consultancy Fees		○	
	⑫ Contingency		△	
3.	External Works	21		
	① Electrical Installation(outside)			○
	② Drainage/Sewerage			○
	③ Fence Work			○
	④ Toilet(Outside)		○	
	⑤ Construction of Simple Car Garage with Pit		○	
	⑥ Publishing Unit		○	
4.	Field Laboratories(Outreach Stations)	14		
	① Renovation of Mbinga Field Laboratory			○
	② Construction of Mt.Uluguru Field Laboratory			○
	Total	224		

**Table-2a Recurrent Expenditure Estimate for 1999/2000
(Running Cost)**

No	Description of Item	Estimate(TShs)
1.	Office Requirements	30,000,000
	① Stationery	3,000,000
	② Printing/Photocopy	1,300,000
	③ Communication(Tel/,Fax,E-mail.Stamps,etc.)	12,000,000
	④ Vehicle Insurance	3,500,000
	⑤ Local Employment/Temporary Labour	4,800,000
	⑥ Maintenance of Offices and Equipment	3,000,000
	⑦ Meetings/Seminars for Academic Staff	2,400,000
2.	Vehicle Maintenance and Fuel	20,000,000
	① Diesel/Petrol and Lubricants including Field work	8,000,000
	② Maintenance and Spares	6,000,000
	③ Tyres	6,000,000
3.	Field Operations of	36,000,000
	Socio-economy Section	
	Resource Management Section	
	Environmental Conservation Section	
	① Maintenance of Field Labs(Outreach Stations)	5,000,000
	② Field Experiments	12,000,000
	③ Model Projects	10,000,000
	④ Farmers' Seminars at the Field	6,000,000
	⑤ Field Surveys and Extension Activities	3,000,000
4.	Information Unit	8,000,000
	① Documentation	4,000,000
	② Purchase of Documents	2,000,000
	③ Network Activities	700,000
	④ Assembling of Audio-visual Materials	800,000
	⑤ Advertisement Activities	500,000
	Sub-total	94,000,000

**Table-2b Capital Expenditure Estimate of SCSRD
for 1999-2004
(draft)**

No	Description of Item	Estimate(TShs)
1.	Vehicles for Field Work	160,000,000
2.	Equipments for Rural Development Activities	(depending on proposal)
3.	Physical Facilities(Renovation/Construction)	224,000,000
4.	In-country Scholarship	42,000,000
5.	Farmers' Seminar/Workshop	25,000,000
6.	Conference	30,000,000
7.	Publication	15,000,000
8.	Staff Exchange Programme	24,000,000

Table-2c Estimate of SUA's Contribution for 1999/2000

No	Description of Item	Estimate(TShs)
1.	Proposed Recurrent Budget for SCSRD	47,000,000
2.	Development Budget	29,000,000
3.	Staff Salaries (4 Senior Staff, 8 Junior Staff, 3 Administrative Staff)	36,200,000
4.	Basic Utilities (Electricity, Water, Internet, etc.)	5,000,000
	Sub-total	117,200,000

3.5.2 *Human Resources*

Although the SCSR D will utilize mostly staff from existing Departments, there will be a need for new establishments for academic, field and administrative staff as follows (Fig.6):

(i) Academic Staff

- Four senior staff (Senior Lecturer/Senior Research Fellow and above)

(ii) Field staff

- Four Research Assistants
- Two Research Assistants for Outreach Stations
- Two Technicians

(iii) Administrative staff;

- One Administrative Officer
- Two Secretaries
- One Office Attendant
- One Mechanic-cum-driver
- Two Drivers

(iv) Associate members

- around Ten Members from in and outside of SUA

In addition, **four MSc** and **four PhD** training scholarships will be required for postgraduate training.

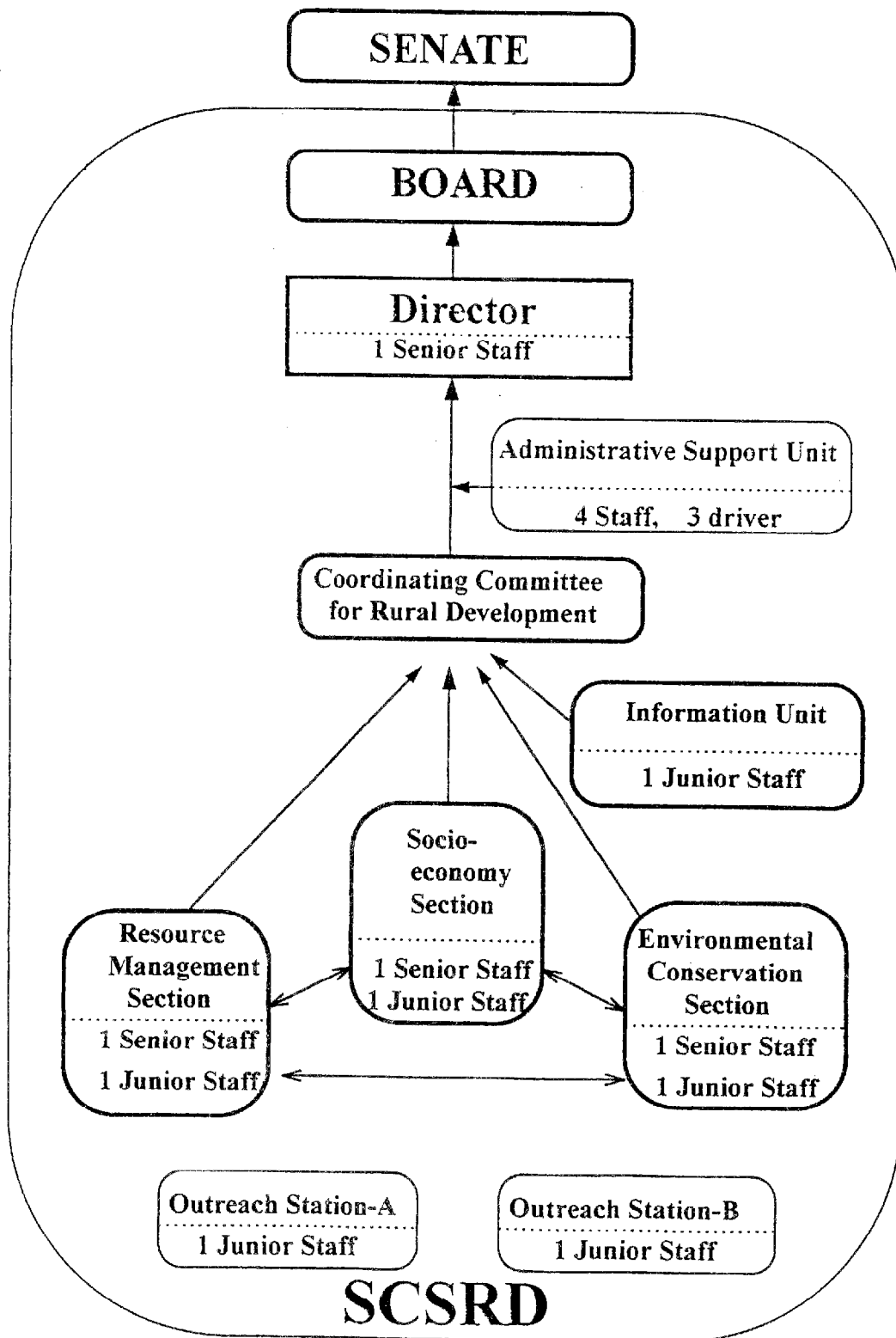


Fig.6 Staff Allocation Plan of SCSR D

3.5.3 Financial resources

It is estimated that a total of Tshs 94 million will be required per year to cover the operational costs of the Centre as detailed in Table 2a.

It is anticipated that, the personnel, administrative and part of field costs will be met mostly from regular government funds (Table 2c), while the major costs for equipment, physical facilities and part of the field costs will be met from donor funds until the Centre is able to sustain itself.

4. Proposed Implementation Schedule

The following implementation schedule to launch the Centre is proposed:

Event	1998					1999							
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
1. Proposal approved by Senate (20th Aug., 1998)	■												
2. Proposal approved by Council (9th Sep., 1998)		■											
3. Four senior academic staff allocated to the Centre by the VC							■	■	■	■			
4. 'New' wooden building allocated to the Centre by the Registrar								■	■	■			
5. Budget for the Centre running costs prepared by Centre staff						■	■						
6. Renovation of wooden building and construction of new building												■	■
7. Centre formally starts functioning												■	
8. Research Assistants recruited in various Departments									■	■	■	■	■
9. JICA Implementation Study Team (R/D)								■					
10. JICA SCSRD Project										■	■	■	■

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- Collier, P., Radwan, S., Wangwe, S. and Wagner W (1990) *Labour and Poverty in Rural Tanzania: Ujamaa and Rural Development in the United Republic of Tanzania*, Oxford-Clarendon Press.

**MINUTES OF ALL THE MEETINGS HELD
BETWEEN JICA SUPPLEMENTARY STUDY TEAM
AND TANZANIA AUTHORITIES**

**PERTAINING TO THE ESTABLISHMENT
OF THE SUA CENTRE FOR SUSTAINABLE
RURAL DEVELOPMENT PROJECT
on 30th October – 13th November, 1998**

By

**Task Force on SCSR
Sokoine University of Agriculture(SUA)
P.O.Box 3035, Morogoro
United Republic of Tanzania**

Nov., 1998

Japanese Supplementary Study Team

on the Establishment of the SUA Centre for Sustainable Rural Development in Tanzania

List of members

Mr. Hideo EGUCHI

**Social Development Cooperation Department,
Japan International Cooperation Agency
(JICA), Japan**

Dr. Juichi ITANI

**Utsunomiya University,
Japan**

**MEETING HELD BETWEEN THE JICA DELEGATION AND THE ACTING
VICE CHANCELLOR, SUA ON 30TH OCTOBER, 1998 IN THE VCs OFFICE.**

Present:

- Prof. P.M. Msolla - Acting Vice Chancellor, SUA
- Prof. S.P. Mkoba - Registrar, SUA
- Mr. H. Eguchi - JICA HQs
- Dr. J. Itani - Utsunomiya University
- Dr. M. Tsunoda - JICA Expert, SUA
- Prof. D.F. Rutatora - Task Force Member, SUA
- Prof. M. Mtambo - Task Force Member, SUA
- Prof. A.Z. Mattee - Chairman, Task Force, SUA-Recorder

The Acting Vice Chancellor Prof. P.M. Msolla, warmly welcomed the delegation to SUA, and conveyed the apologies of the Vice Chancellor who could not personally welcome the delegation since he had to travel to Arusha on official matters.

The Acting Vice Chancellor informed the delegation that the University Council approved the proposal to establish the SCSR D subject to obtaining a firm commitment from JICA on the level and duration of financial support to the Centre.

The Acting Vice chancellor explained that the University and the government attached great importance to the SCSR D. He mentioned that most of the Tanzanian population is rural, and that many other rural development approaches have failed in the past, and expressed the hope that this project will come up with a successful approach.

Prof. Msolla assured the delegation that SUA will do its best to contribute to the project in the form of staff, buildings, utilities etc, and that as soon as Council gives a go ahead in its mid-December meeting, staff will be deployed in the Centre. He expressed the hope that after this visit perhaps JICA will be able to give an indication of the level and duration of financial support to the SCSR D.

Finally, the Acting Vice Chancellor informed the delegation that the Minister for Science and Technology and Higher Education was eager to meet the delegation either in Dodoma, or at SUA if it can be arranged. He promised to firm up these arrangements.

For his part, Mr. Eguchi thanked the Acting Vice Chancellor for agreeing to meet the delegation, and SUA in general for cooperating very well with JICA, since the Joint Research Project up till now, when we are finalizing arrangement for another project. Mr. Eguchi thanked SUA for approving the proposal. He explained that after the visit, the report of the delegation will be sent to the Executive Board of JICA and the Ministry of Foreign Affairs for final decision, after which the Implementation Team will be dispatched to Tanzania.

**MEETING WITH HON. PIUS NG'WANDU (MP), MINISTER FOR SCIENCE,
TECHNOLOGY AND HIGHER EDUCATION ON 2ND NOVEMBER, 1998.**

Present:

Hon. P. Ng'wandu	-	Minister, MSTHE
Prof A.B. Lwoga	-	Vice Chancellor, SUA
Prof. P.M. Msolla	-	Deputy Vice Chancellor, SUA
Mr. S.P. Mkoba	-	Registrar SUA
Mr. H. Eguchi	-	JICA HQs.
Dr. M. Tsunoda	-	JICA Expert, SUA
Prof. D.F. Rutatora	-	SUA Task Force
Prof. M. Mtambo	-	SUA Task Force
Dr. G.C. Monela	-	SUA Task Force
Prof A.Z. Mattee	-	Chairman, SUA Task Force-Recorder

The Vice Chancellor introduced to Minister to the delegation, and thanked him for agreeing to meet briefly with the delegation, at a such a short notice. He requested the Chairman of the SUA Task Force to introduce the delegation and to brief the Minister on the purpose of the mission.

The Chairman of the SUA Task Force introduced the delegation, and gave a brief background regarding the former joint research project, and how the experiences of that project assisted in formulating a proposal for a project-type technical cooperation with JICA. The Chairman explained the essence of the project as contained in an earlier proposal which was approved by the MSTHE, the Planning Commission and the Treasury before being submitted to JICA. He further described the process of discussion between JICA and SUA during the last one year, in which the former Minister and the Permanent Secretary of MSTHE have been fully briefed. He mentioned that this delegation was the last but one, before the project could start. Finally he explained how SUA benefited from JICA assistance during the Joint Study Project.

The Minister expressed his full support to the project and explained that he valued very much any collaboration between Tanzania and Japan. He mentioned that this project will help to forge closer links between Japan and Tanzania, and to foster closer collaboration and exchange particularly in the field of science and technology. He further mentioned that collaboration between Japan and Tanzania in the field of higher education was still lagging behind, and this project will help correct that. The Minister emphasized that he was taking a personal interest in this project because he was Tanzanian Ambassador to Japan for 3 years, during which time he had links with several academic institutions of higher learning in Japan. He mentioned that he was quite familiar with the Japanese educational system, and he will therefore follow this project with keen interest.

**MEETING WITH THE TASK FORCE MEMBERS ON SCSRD ON 2ND - 4TH
NOVEMBER, 1998 IN THE MIOMBO PROJECT OFFICE**

Present:

Mr. H. Eguchi - JICA HQs
Dr. J. Itani - Utsunomiya University
Prof. D.F. Rutatora - Task Force Member, SUA
Prof. M. Mtambo - Task Force Member, SUA

Dr. G.C. Monela - Task Force Member, SUA
Dr. M. Tsunoda - JICA Expert, SUA
Mr. R.L. Massawe - Task Force Member, SUA
Prof. A.Z. Mattee - Task Force Chairman - Recorder

Mr. Eguchi explained the purpose of the meeting as being to review the framework of the project discussed earlier between the Tanzanian side and JICA Preliminary Study Team in May, 1998, and to discuss more in detail the contents of project activities, inputs from both sides, project administration and other details.

In the course of discussions the JICA delegation and the SUA Task Force expressed agreement, subject to minor amendments, with earlier proposals regarding:

- Objective of the project
- Scope of technical cooperation
- Outline of the SUA Method
- Inputs to the project by the Japanese side
- Inputs to the project by the Tanzanian side
- Administration of the project
- The PDM
- Plan of Operation
- Tentative schedule of implementation, and
- Organizational chart for the coordination committee.

The JICA delegation expressed its satisfaction with the discussions, and agreed to recommend to JICA HQs that the Implementation Study Team be dispatched for the final discussions.

**MEETING WITH COMMITTEE OF DEANS, SUA ON 5TH NOVEMBER, 1998 IN
THE COUNCIL CHAMBER**

Present:

Prof. A.B. Lwoga	-	Vice Chancellor, SUA
Prof. P.M. Msolla	-	Deputy Vice chancellor
Mr. S.P. Mkoba	-	Registrar, SUA
Mrs A.M. Kapungu	-	Bursar, SUA
Dr. R.B. Mabagala	-	Acting Dean, Faculty of Agriculture
Dr. R.P.C. Temu	-	Associate Dean, Faculty of Forestry
Dr. R.M. Wambura	-	Director, ICE
Dr. B.J. Kasimila	-	Director, DSI
Mr. S.M. Neke	-	Ag. Coordinator, BSU
Mr. S.S. Mbwana	-	Ag Director SNAL
Prof. A.Z. Mattee	-	SUA Task Force Chairman - Recorder
Prof. D.F. Rutatora	-	SUA, Task Force Member
Prof. M. Mtambo	-	SUA Task Force Member
Dr. G.C. Monela	-	SUA Task Force Member
Mr R.L Massawe	-	SUA Task Force Member
Dr. J. Itani	-	Utsunomiya University
Mr. H. Eguchi	-	JICA Hqs
Dr. M. Tsunoda	-	JICA Expert, SUA

The Vice Chancellor welcomed the members to the meeting and explained that this delegation was part of the negotiation process between JICA and the Tanzanian side, similar to other delegations which have been sent before. He therefore requested the Chairman of the Task Force to present the areas of agreement between the delegation and the Task Force.

The Chairman of the Task Force explained that on the whole there were only very minor amendments to the previous documents prepared during earlier missions, and therefore, the document was very similar to what was presented earlier. He explained that this demonstrated a lot of consensus and that the final delegation could now be dispatched.

Mr. Eguchi took the opportunity to thank the SUA management and the Task Force for the positive cooperation they showed during the discussions. He explained that the discussions were very positive and demonstrated consensus on both sides, and that he was going to recommend that the Implementation Study Team be dispatched.

After minor additions the document was approved, and the Task Force was requested to incorporate the few amendments before the document could be signed by both parties.

MEETING WITH MINISTRY OF SCIENCE TECHNOLOGY AND HIGHER EDUCATION HELD ON 10TH NOVEMBER, 1998 IN THE MINISTRY'S OFFICE

Present:

Mr. P.N. Mdemu	-	Ag. Permanent Secretary, MSTHE
Mr. Eguchi	-	JICA Hdqs
Dr. J. Itani	-	Utsunomiya University, Japan
Prof. A.B. Lwoga	-	Vice Chancellor, I SUA
Prof. A.Z. Mattee	-	SUA Task Force Chairman
Prof. D.F. Rutatora	-	SUA Task Force Member
Dr. M. Tsunoda	-	JICA Expert, SUA

The JICA Supplementary Study Team accompanied by SUA officials met the acting Permanent Secretary Mr. P.N. Mdemu for purposes of paying the courtesy call and briefing him on the progress made toward the establishment of SUA Centre for Sustainable Rural Development.

After the Vice Chancellor, Prof. A.B. Lwoga, had introduced the team, Mr. H. Eguchi on behalf of the team, thanked Mr, Mdemu for the Ministry's cooperation and support. In addition, Mr. Eguchi commended the efforts made by SUA toward the establishment of the Centre.

On the other hand, Mr. Mdemu thanked the JICA delegation for keeping the Ministry informed of the progress and promised that the Ministry will do its best to ensure the Centre is launched.

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5. R/D 署名についての新聞記事

SUA to establish rural development centre

By Guardian Reporter

THE Sokoine University of Agriculture (SUA) in Morogoro launches a programme in July this year to bring about sustainable rural development in the country.

The programme known as SUA Centre for Sustainable Rural Development (SCSRD) would be established from lessons learnt from Miombo Woodlands Agro-ecological Research Project.

The statement, issued to *The Guardian* yesterday, said the research based on understanding the indigenous systems of the *Matengo* people in Ruvuma Region had been the nucleus in designing possible ways of improving productivity and sustainability of systems in the country.

The research was conducted by SUA staff and Japanese International Co-operation Agency (JICA) staff with support from the Japanese government.

The statement said the purpose of the centre was to improve the capacity of SUA as a national

institution. It said the centre would develop rural development strategies leading to sustainable rural development.

The press statement also said the centre would try to understand the reality of rural areas and implement specific sustainable rural development actions at selected sites in the country as a way of gaining practical experience which could be disseminated to other areas in the country.

Other functions of the centre would be to establish methodology for carrying out sustainable rural development programmes applicable in the country.

The statement further said that the centre would act as a centre for networking, publishing and exchange of information.

The centre would also provide advice, consultancy, training and other similar activities to promote principles and practices of sustainable development, the statement said.

第 部 短期調查員報告書

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1 . 短期調査員の派遣

1 - 1 調査員派遣の経緯と目的

タンザニア連合共和国においては、現在「タンザニア 2025 年開発展望」を策定中であり、同計画の中で貧困の軽減率を年 8 ~ 10%とする目標を掲げ、これを実現するために必要な人的資源開発が急務とされている。これに対処するため、タンザニア政府は、タンザニア人が主体性をもって自国の開発に取り組み、その成果を地域住民と近隣諸国と共有・活用するための拠点としての地域開発センターをソコイネ農業大学に設置し、モデル地区における実証・事例研究を通して在来技術を再評価しながら、独自の地域開発手法を確立したいとして、プロジェクト方式技術協力を我が国に要請してきた。これを受けて、タンザニア側の要請内容と背景の詳細について確認し、プロジェクト方式技術協力実施の可能性を検討する基礎資料を収集するため、1997年10月に基礎調査団が派遣された。その後、1998年5月には先方の実施体制を確認し、プロジェクトの目標、成果、活動、投入を策定しながら、協力の範囲を明確にすることを目的として事前調査団が派遣された。基礎、事前調査の結果、タンザニア国における貧困対策支援に資する本件の必要性、緊急性及び熟度はいずれも高いことを確認している。

今次短期調査員は、協力内容の詳細についての協議、双方の取るべき措置などの確認、並びに以下項目についての調査を行い、日本側及びタンザニア側双方のプロジェクト実施に向けた諸準備を促進する目的で派遣されたものである。

- (1) プロジェクト実施体制（予算・人員配置計画・プロジェクトの運営体制）
- (2) モデル地区調査実施計画
- (3) プロジェクト・デザイン・マトリックス（PDM）の確認
- (4) 相手側実施機関の組織体制の再確認
- (5) 施設設備の検討
- (6) プロジェクト実行計画及び日本側投入（専門家派遣、研修員受入、供与機材）
- (7) 治安状況・安全対策を含む生活・勤務環境

1 - 2 調査員の構成

担当分野	氏 名	所 属
地域開発	伊谷 樹一	宇都宮大学農学部
協力企画	江口 秀夫	国際協力事業団社会開発協力部社会開発協力第二課課長代理

1 - 3 調査日程

日順	月日	曜	移動及び勤務	宿泊地
1	10/28	水	成田 (JL417) 12:00 ~ チューリッヒ (SR292) 20:40	機内泊
2	29	木	~ ダルエスサラーム着 10:20 14:00 JICA 事務所打合せ (中井所長、古川所員) 15:30 大使館表敬 (太田公使、河野書記官)	ダルエスサラーム
3	30	金	a.m. 移動 (ダルエスサラーム ~ モロゴロ) 14:30 ソコイネ農業大学表敬 (Prof. Msolla 副学長) 15:00 角田専門家と打合せ、学内調査 (センター候補地ほか)	モロゴロ
4	31	土	モデル地区調査 (Mr. Uluguru)	モロゴロ
5	11/ 1	日	モロゴロ生活事業調査、資料整理	モロゴロ
6	2	月	8:30 ソコイネ農業大学関係者と協議 (タスクフォースメンバー) 11:00 科学技術高等教育大臣との面談 (学長、副学長同席)	モロゴロ
7	3	火	8:30 ソコイネ農業大学関係者と協議 (タスクフォースメンバー)	モロゴロ
8	4	水	8:30 ソコイネ農業大学関係者と協議 (タスクフォースメンバー) ミニッツ案作成	モロゴロ
9	5	木	10:00 学部長会議 (Deans Committee) にて報告、審議、ミニッツ案の承認 12:30 ミニッツ署名・交換 移動 (モロゴロ ~ イリंगा)	イリंगा
10	6	金	移動 (イリंगा ~ ムビンガ) 19:00 ムビンガ県知事との面談	ムビンガ
11	7	土	モデル地区調査 (ムビンガ)	ムビンガ
12	8	日	移動 (ムビンガ ~ イリंगा)	イリंगा
13	9	月	移動 (イリंगा ~ ダルエスサラーム)	ダルエスサラーム
14	10	火	10:00 科学技術高等教育省次官表敬 (学長同席) 14:30 JICA 事務所報告 (中井所長) 15:30 大使館報告 (佐藤大使)	ダルエスサラーム
15	11	水	【江口調査員】 エティオピアでの 業務のため移動	ダルエスサラーム
			【伊谷調査員】 JICA 事務所打合せ 母子保健プロジェクト松林リーダーと意見交換	
16	12	木	JICA 事務所打合せ、機材現地調達調査	ダルエスサラーム
17	13	金	ダルエスサラーム (BA2066) 20:10 ~	機内泊
18	14	土	ロンドン着 4:50 ロンドン発 (JL404) 10:30 ~	機内泊
19	15	日	成田着 7:10	

1 - 4 主要面談者

(1) 科学技術高等教育省

Mr. Pius Ng'wandu Minister

(2) ソコイネ農業大学

Prof. A. B. Lwoga Vice Chancellor, SUA

Prof. P. M. Msolla Deputy Vice Chancellor, SUA

Mr. S. P. Mkoba Registrar, SUA

Mrs. A. M. Kapungu Bursar

Dr. R. B. Mabagala Acting Dean, Faculty of Agriculture

Dr. R. P. C. Temu Associate Dean,
Faculty of Forestry and Nature Conservation

Dr. R. M. Wambura Director, Institute of Continuing Education

Dr. B. J. Kasimila	Director, Development Studies Institute
Mr. S. Neke	Acting Coordinator, Basic Science Unit
Mr. S. S. Mbwana	Acting Director, Sokoine National Agricultural Library
Prof. A. Z. Mattee	Task Force Chairman (Dept. of Agric. Education & Extension)
Prof. D. F. Rutatora	Task Force Member (Head, Dept. of Agric. Education & Extension)
Prof. M. M. A. Mtambo	Task Force Member (Dept. of Veterinary Medicine & Public Health)
Dr. G. C. Monela	Task Force Member (Head, Dept. of Forest Economics)
Mr. R. L. Massawe	Task Force Member (Acting Chief Planning Officer)
角田 学	個別派遣専門家
(3) ムビンガ県	
Mrs. G. Mesaki	Mbinga District Commissioner
Mr. M. Mhagama	District Administrative Secretary
Mr. J. M. Lindi	District Agriculture and Livestock Officer (DALDO)
(4) 在タンザニア日本国大使館	
佐藤 啓太郎	特命全権大使
太田 裕造	公使
河野 雅之	一等書記官
田港 朝彦	二等書記官
(5) JICA タンザニア事務所	
中井 信也	所長
古川 光明	所員

2 . 要 約

(1) 本案件は、JICAがソコイネ農業大学において1994年から1997年まで実施した研究協力「ミオンボウッドランドにおける農業生態総合研究」の成果を受けて、タンザニア政府が環境及び在来技術に配慮した地域開発の実証研究と実践を行う地域開発センターを設置することを計画し、プロジェクト方式技術協力による協力が要請されたものである。日本側はこれまで1997年10月の基礎調査、さらに1998年5月の事前調査を行って協力の妥当性を確認し、基本的な協力の枠組みについてタンザニア側と合意済みである。したがって、今回の短期調査においては、これまでの協議結果を確認するとともに、協力内容の詳細についての協議、双方の取るべき措置などにつき確認等を行い、これらをミニッツに取りまとめ署名交換した。

(2) 大学側は地域開発センターを学部と同レベルの独立した組織として位置づけ、組織機構について1998年8月の大学評議会（SENATE）及び9月の大学理事会（COUNCIL）において設置が認可された。大学側は要請提出以降、学内にタスクフォースを結成し、本構想の準備を進めてきた。タスクフォースのメンバーは各学部の学科長クラスであり、本案件に対し、全学的な取り組みの姿勢と極めて高い自助努力を示している。この意味においてタンザニア側のオーナーシップは高く、日本側の協力をパートナーシップと位置づけて基礎調査時点以降の協議が継続されてきていることから、我が国の協力方針への理解が十分になされていると言える。

調査チームが大学において協議中に、科学技術高等教育大臣Ng'wandu氏がソコイネ農業大学を訪問するという事態があり、面談の機会が得られた。大臣は、ソコイネ農業大学が地域開発に取り組む重要性を述べるとともに、駐日大使経験者ということもあり、日本との協力を全面的支援の意向を述べるとともに、本プロジェクトへの高い期待を示した。

(3) 本件プロジェクト方式技術協力は、大学内に新たに設置される『地域開発センター』の基盤づくりを支援するものであり、センターの組織づくり支援・キャパシティービルディングを意図している。プロジェクト目標は、2つのモデル地区を選定し、これら地区での調査・研究・実践の諸活動を通じて、地域開発手法を確立しようとするものである。さらに地域住民の内発的発展能力を高め、持続可能な開発を住民自身が行えるように支援することが期待されている点から貧困緩和に資する案件と位置づけられる。センターには、社会経済、環境保全、資源管理の3つのセクションと情報ユニットが置かれることになる。情報ユニットは各セクションが収集するさまざまな情報を取りまとめ、得られた情報を学内及び地域住民にフィードバックすることで更に内発的発展を促す役目を担うことが期待されている。また、モ

デル地区として研究協力で実績のあるムビンガ (Mbinga) 地区及び大学からの距離の近いウルグル (Uluguru) 地区が選定されている。

今回の協議においてPDMに基づく5年間のプロジェクト方式技術協力実行計画を作成した。また、初年度計画としては、以下の3点が重点課題として設定された。

- 1) センターの大学内での基盤整備
- 2) ムビンガ地区では前述3セクションによる調査研究活動の継続と分析及び開発課題への取り組み支援
- 3) ウルグル地区では具体的地域の絞り込みと各種調査研究 (自然環境、社会経済、環境保全、在来技術等) の準備及び住民との関係構築

(4) タンザニア側からは本案件の効果的な推進のため、実験室、コンピュータ室、研究室などを含む施設建設支援の要望が出された。センター設立構想のなかで、本施設の位置づけは日本側が技術協力を行う上で重要であるが、タンザニア側では事務部門は自助努力により施設整備をする姿勢をみせており、支援する意義は大きい。規模的にはプロジェクト基盤整備費による対応が適当であり、かつプロジェクトの初期の段階での対応が必要であるため、実施協議の討議議事録 (Record of Discussions: R/D) に本件支援を含めることが望ましい。

(5) 本案件は内容が地域開発への取り組みであり、これはタンザニア国内ばかりでなくアフリカにおける共通する重要課題である。この課題に取り組む機関として新しくセンターを設立する際して、タンザニア側は過大な構想に陥らず、現実的で実現可能なレベルから歩み出している。一方でタンザニア側は将来計画として、このセンターが期待されている機能を充実し、発展させていくことで、学際的な学生教育、住民参加型ワークショップの開催、開発手法の他地域への適用、情報発信・アフリカ域内における拠点センターへの発展などを視野に入れて、今回の5年間のプロジェクト方式技術協力によりその可能性を高めたいと意欲を見せている。同センターが将来的に拡大発展し、案件として熟度が高まった場合には無償資金協力を利用した更なる支援も検討され得ると見込まれる。

また、域内協力の観点からは本件プロジェクト方式技術協力と隣国ケニアのジョモ・ケニヤッタ農工大学との連携も検討され得るであろう。

(6) 派遣される専門家の安全・生活環境面に関し、治安の面では大学のあるモロゴロ地区 (首都ダルエスサラームから西方約200km) はダルエスサラームに比べて凶悪犯罪は少ないとはいえ、十分な配慮が必要である。住居は大学側が供給するとしているが、軒数が限られており、仮に提供されたとしても大幅な修復・整備、環境フェンスの設置などの安全対策を行うことが

不可欠である。

- (7) 認可された同センターは機能的には1999年7月に正式にスタートするが、大学側はセンター長及びシニアスタッフ任命の準備を既に進めており、1999年3月の大学理事会に向けて1999/2000年度研究計画・予算計画の策定をする方針で実体的に動き出している。したがって、設立準備段階の時点から日本側協力を開始することが望ましいとの判断のもと、プロジェクト方式技術協力の開始時期を1999年5月に設定することで合意した。本案件はTICAD II以降の対アフリカ協力という位置づけからも協力の緊急性があり、これらのことからプロジェクト方式技術協力の早期実現に向け、できるだけ早い時期に実施協議調査団を派遣することが望ましい。

3 . プロジェクト実施体制

3 - 1 実施機関の組織と人員配置計画

地域開発センター（SUA Center for Sustainable Rural Development: SCSRDR）は大学内で学部と同格の機関として位置づけられ、その内部はセンター長、3つのセクション（社会経済、環境保全、資源管理）と情報ユニット及び事務部門で構成されることになる。センター長は、大学の最高責任者である学長が任命し、大学評議会（SEATE）の承認を経て決定される。理事会は3か月ごとに開催されるので、センター長は早ければ1998年12月にも選出される運びとなっている。各セクションには責任者としてシニアスタッフが配置されるが、センター長は、学長、学長代理、タスクフォースのメンバーと協議した上、それらを選出して学内評議員会（BOARD）での了承を得ることになる。事務部門は、事務官（1名）、技官（1名）、秘書（2名）、事務補佐官（1名）、運転手（3名）の計8名で構成する予定である。すべてのスタッフが当センターの専任となることを要請しているが、大学の人件費や他学部の人材の補充を配慮すれば、当面は他学部の業務を兼任するスタッフが出る可能性もある。各セクションには、さらに1～2名のジュニアスタッフが配置されることになっている。ジュニアスタッフは若手教官から採用され、将来のセンターを担う人材として、おもに現地での調査活動に従事する。

各セクションのスタッフはそれぞれ関連分野から選出され、社会経済セクションは農学部の農業教育普及学科と農業経済学から、環境保全セクションと資源管理セクションは農学部、林学部、獣医学部のいずれかの学科から採用されることになる。なお現在、センター長の下に副センター長の設置を検討中であり、設置が認められた場合には、シニアスタッフが配置されることになる。

日本側の協力体制は、チーフアドバイザー、調整員、長期及び短期専門家で組織され、各専門家は分野ごとにセンター内のいずれかのセクションに所属し、タンザニア側のシニアスタッフ及びジュニアスタッフをカウンターパートとして活動することになる。

地域開発センターの機構は図1、ソコイネ農業大学におけるセンターの位置づけは図2を参照する。

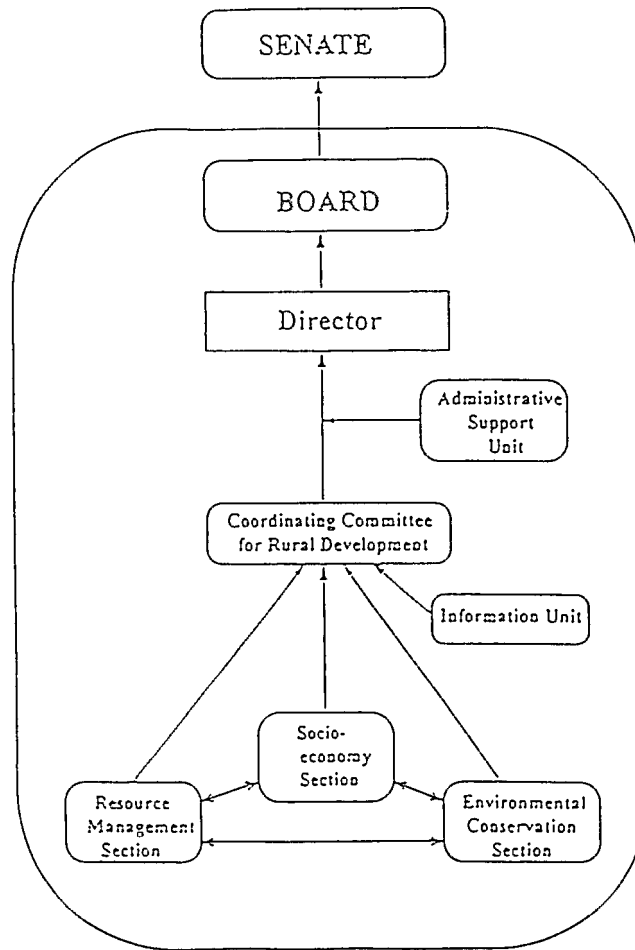
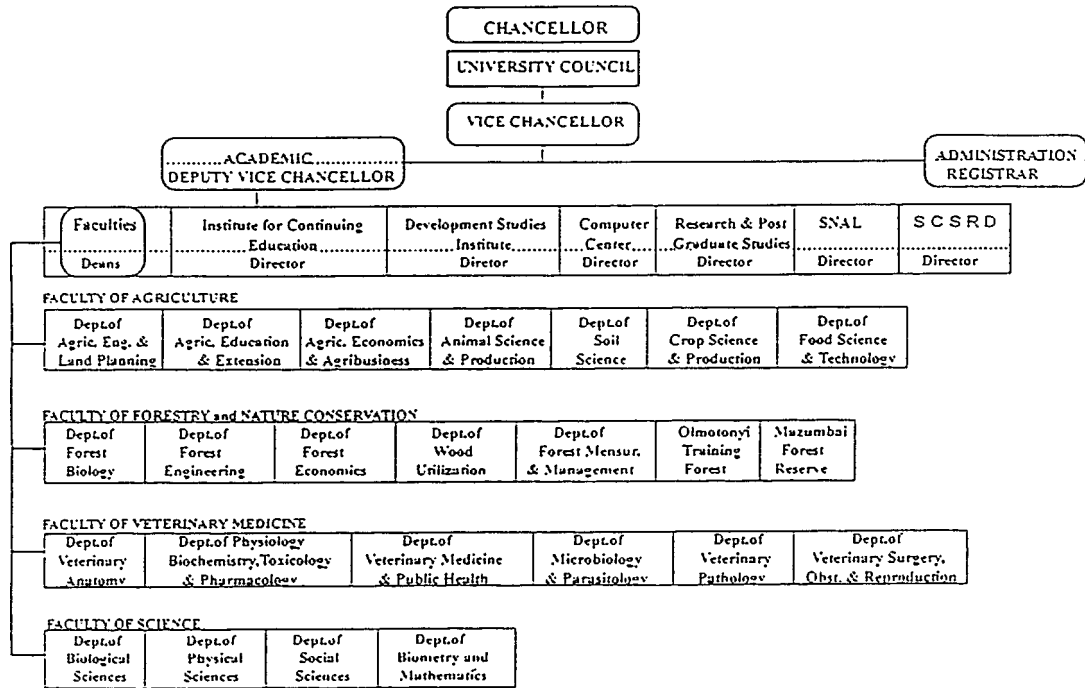


図1 Structure of SUA Center for Sustainable Rural Development

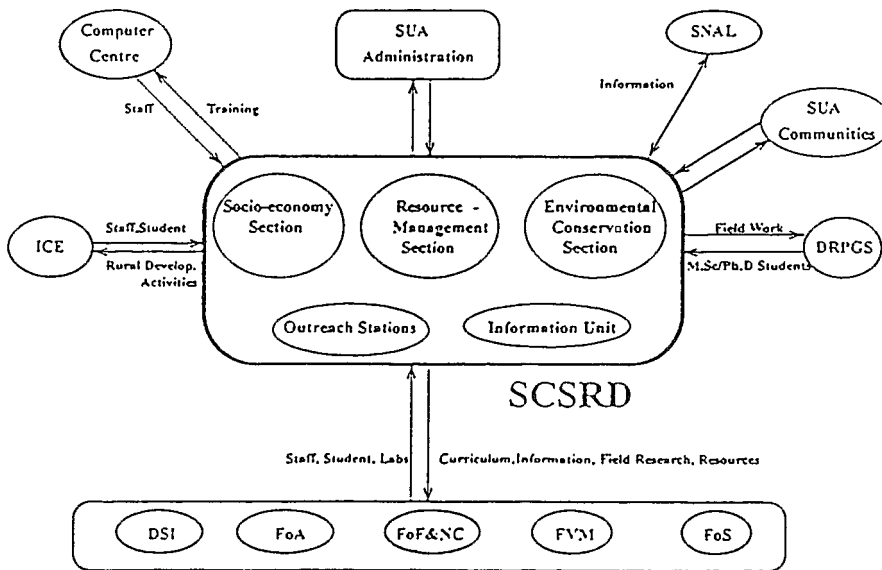
3 - 2 プロジェクトの運営体制

当センターは、情報収集、事例分析、実践などを通じた地域開発へのアプローチを行う各学科と、それを統括する委員会及び情報部門から構成される（図1）。プロジェクトはソコイネ農業大学メインキャンパス内に設置される施設を本拠地とし、2つのモデル地区に設けるアウトリーチステーションを拠点として調査活動を行う。それぞれのアウトリーチステーションにはジュニアスタッフが1人ずつ常駐し、地方自治体や住民との連携を保ちながらプロジェクト運営をサポートする（図3）。なお、プロジェクト開始後は、ソコイネ農業大学学長を議長とする合同運営委員会を設置し、プロジェクトの活動のレビューを行うとともに円滑な運営を図ることになっている。

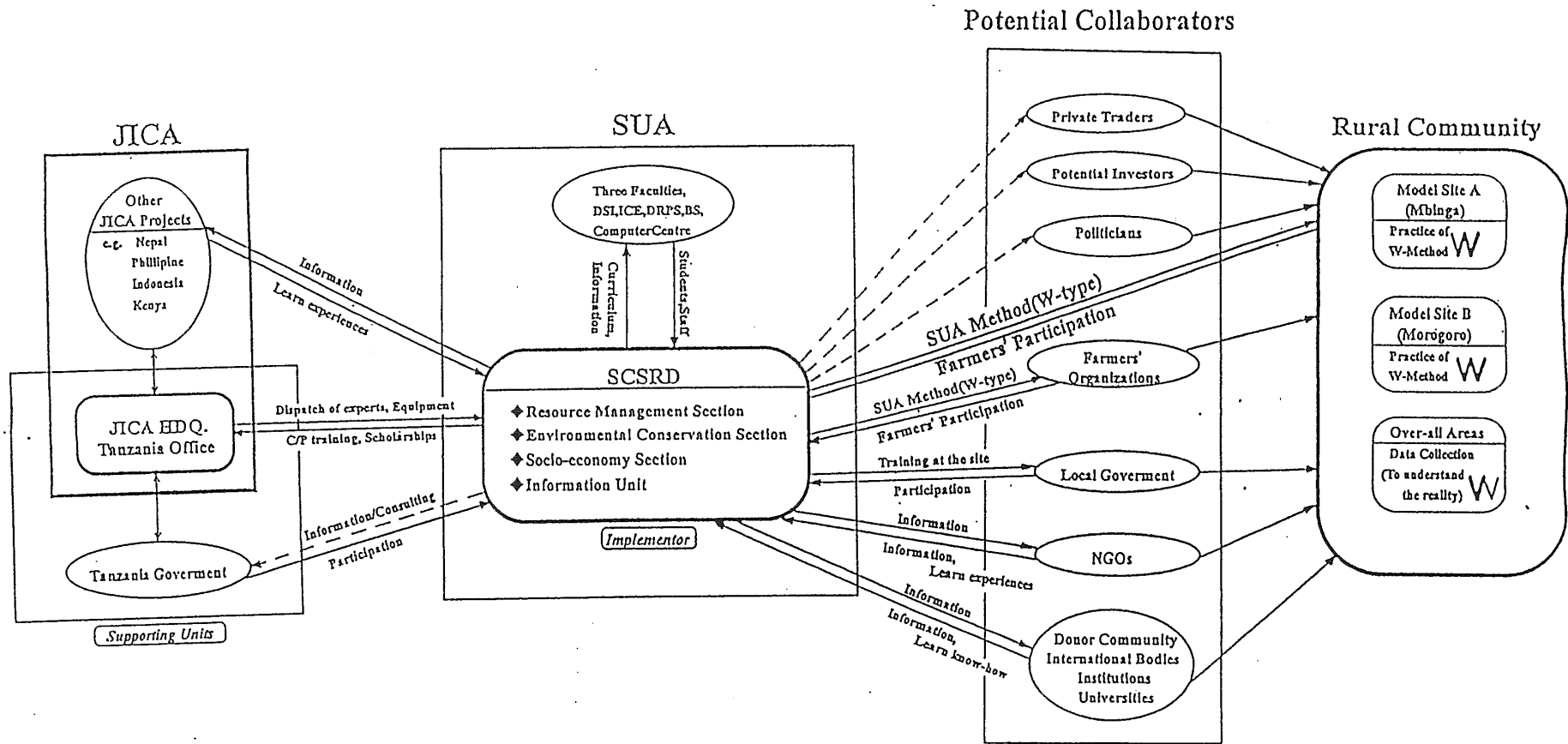
地域開発を行うためには、さまざまな分野の専門家による学際的な現地調査が不可欠であるため、必要に応じてスタッフを募ることになるが、ソコイネ農業大学にある4つの学部と5つの研究機関及びセンターは全面的な協力を約束している。また、同大学はダルエスサラーム大学や民間の研究機関と密接に交流しており、それら外部機関からの協力の可能である（図4）。



☒ 2 Position of the SCSR D within the SUA Organization Structure



☒ 3 Service Kink Structure within SUA



☒ 4 Service Link Structure with Outside

3 - 3 プロジェクトの実行計画

活動はSUAメソッド(持続可能な地域開発手法)の確立をめざし、2つのモデル地区(ムビンガ地区とウルグル地区)で行われる。

(1) ムビンガ地区:1994年から3年間行われた研究協力プロジェクトとその後の活動により、当地の自然環境、歴史、在来技術、社会構造、経済システムなど、住民の生業システムにかかわる諸情報を収集し、それらの相互関係や問題点を明らかにしてきた。また、住民参加セミナーを開催したことにより、プロジェクトの趣旨は広い地域で周知のこととなっている。本プロジェクトではそれらを基盤として、当地自治体や住民との連携を更に深めながらSUAメソッドの確立を支援し、地域が抱える諸問題に対する解決策を探る。当初の活動としては、調査を継続しつつ既知の問題点を整理し、問題解決の具体的な方法を計画する。計画実施の可能性を多角的に検討しながら、プロジェクト後半には計画の実施とその検証を行う。

(2) ウルグル地区:ウルグル山域は、傾斜地での定着農耕を主な生業としているという点ではムビンガ地区と共通しているが、他の自然環境、社会環境、立地条件などの要素には多くの相違点があり、「生業システムとその周辺要素との相互関係」という重要な課題にとっては好ましい対照である。初年度にはまず域内で広域調査を行い、自然環境、村落の分布やそれらの関係など、ウルグル山塊の概観を把握すると同時に、重点調査地区の選定並びにアウトリーチステーションの設置を行う。ここではムビンガ地区で行ってきたデータ収集手法に基づいて、実践的な調査活動を行い、汎用性のあるSUAメソッドの確立をめざす。また、ウルグル山塊はソコイネ農業大学のあるモロゴロ市の後背地であり、その立地条件とムビンガ地区の実績を考慮して、問題提起から実施結果の検証に至るW型サイクル実施期間の短縮も目的の1つとしている。

3 - 4 予 算

同センターの施設整備、管理、事業に係るローカルコストの見積りを表1～表3に示す。

タンザニア側は既存施設の改築費、センター敷地内の整備費の一部、センター経営の経常経費及びスタッフの給料などについて負担するとしている。一方、日本側にはセンター新規施設の整備、アウトリーチステーションの改修及び設置、実証調査研究活動、住民参加セミナー開催などの各種事業についての支援が求められている。構造調整下にあるにもかかわらず、大学内にセンターを新設し、新たにスタッフを配置しようとするタンザニア側の本案件に対する期待とオーナーシップは高く、また、たとえばセンター施設についても既存部分はタンザニア側での予算確保を表明している点からもわかるように、コストシェアリングの好ましい対応もあることから、同国

の財政事情を勘案して、手厚いローカルコスト支援が必要である。

タンザニア側は初年度（1999/2000年）の運営活動費を9,400万タンザニアシリング（日本円で約1,700万円。1 \$ = 680Tsh. 1 \$ = 120円）5年間の事業費を28億タンザニアシリング（約5億円）と見積っている。今後タンザニア側のオーナーシップを尊重しながら、プロジェクトの活動、諸事業を支援していくことになるが、これら経費のなかには日本側としては機材供与で対応すべきもの、またその内容を協議して支援を決定して行くものなどが含まれており、今後十分に協議しながら本プロジェクトのパートナーとしての役割を果たして行くべきであろう。

表1 Fiscal Expenditure Estimate for 1999/2000
(Running Cost)

No	Description of Item	Estimate (Tshs)
1.	Office Running Cost	30,000,000
	Stationaries	3,000,000
	Printing Photocopy	1,300,000
	Communication (Tel/Fax, E-mail, Stamps, etc.)	12,000,000
	Vehicle Insurance	3,500,000
	Local Employment/Temporary Labour	4,800,000
	Maintenance of Offices	3,000,000
	Meetings including Academic Seminars	2,400,000
2.	Vehicle Maintenance and Fuel	20,000,000
	Diesel/Petrol and Lubricants including Field work	8,000,000
	Car Maintenance and Spares	6,000,000
	Tyres	6,000,000
3.	Field Operations of Socio-economy Section Resource Management Section Environmental Conservation Section	36,000,000
	Maintenance of Field Labs (Outreach Stations)	5,000,000
	Field Experiments	12,000,000
	Model Projects	10,000,000
	Farmers' Seminars at the Field	6,000,000
	Field Surveys and Extension Activities	3,000,000
	Information Unit	8,000,000
4.	Publication	4,000,000
	Purchase of Documents	2,000,000
	Network Activities	700,000
	Assembling of Audio-visual Materials	800,000
	Advertisement Activities	500,000
	Sub-total	94,000,000

表2 Expenditure Estimate of SCSRD for 1999-2004
(without Running Cost)

No	Description of Item	Estimate (Tshs)
1.	Vehicles for Field Work	160,000,000
2.	Equipments for Rural Development Activities	2,300,000,000
3.	Physical Facilities (Renovation/Construction)	230,000,000
4.	In-country Scholarship	42,000,000
5.	Farmers' Seminar/Workshop	25,000,000
6.	Conference	30,000,000
7.	Publication	15,000,000
8.	Staff Exchange Programme	24,000,000
	Sub-total	2,826,000,000

表3 Estimate of SUA's Contribution

No	Description of Item	Estimate (Tshs)
1.	SUA's proposed annual budget for SCSRD to the Treasury	30,000,000
2.	Staff Salaries (4 Senior Staff, 6 Junior Staff, 3 Administrative Staff)	31,200,000
3.	Basic Utilities (Electricity, Water, etc.)	5,000,000
	Sub-total	66,200,000

4 . 日本側投入計画

4 - 1 専門家派遣

今回協議においては、事前調査団がタンザニア側と合意しているプロジェクト・デザイン・マトリックス(PDM)について確認を行った。(追加の文、語彙の訂正はあるが本質的な変更ではない)さらに、プロジェクトの活動計画についてはPDMの「成果」、「活動」に基づき、地域開発センター、モデル地区(a)マテング高地、モデル地区(b)ウルグル山域の3つのコンポーネントに分解して、5年間及び初年度の活動計画を協議して取りまとめた。

このプロジェクトを支援する長期専門家は、チーフアドバイザー、調整員、社会経済、資源管理、環境保全の5分野を想定している。プロジェクトの初期の段階ではまずチーフアドバイザーと調整員を派遣して実施体制の整備を開始し、以降適当な時期をもって各分野の専門家を順次派遣することが現実的である。分野専門家が3名とも派遣されていることが理想的な形態ではあるが、本センターにおいては各セクションが独立して調査研究を行うことはなく、学際的に地域開発の諸問題に取り組むことになるので、分野専門家も他のセクションをカバーしながらタンザニア側を支援することが可能であり、3分野の長期専門家が必ずしも全員同時期に派遣されている必然性はないものと考えられる。短期の専門家を適時のタイミングで派遣することでも十分な支援は可能と考えられる。なお、短期の専門家派遣については活動の内容で重点となるテーマを見極めて計画を立案する必要がある。プロジェクト前半の段階ではモデル地区でのフィールド調査を支援する各分野の専門家が必要である。一方、後半の段階では地域の課題解決支援のため、日本からの短期専門家を派遣するか、またはローカルリソースを利用するかの検討をすることになる。短期専門家派遣の規模としては相手側の地域開発センターの規模及び活動計画から判断して毎年4～7名程度が適当と思われる。

4 - 2 研修員受入れ

当地域開発センターは、センター長以下、シニアスタッフ及びジュニアスタッフが配置される計画である。毎年2～3名の規模で、シニアスタッフに対しては大学/研究機関での地域開発研究の手法並びに評価に関する研究(1～2か月)、またジュニアスタッフに対しては調査研究に用いる特定調査手法の習得を中心とした研修(3～6か月)が適当である。また、本センターを全学的に支援すると表明している大学関係者、科学技術高等教育省の関係者についての研修受入れも検討すべきである。

なお、初年度にあたる1999年度に関しては、実施協議調査団が派遣されるまでにはセンターの陣容が明らかになるとと思われるので、現地に派遣されている角田専門家と十分連絡を取りながら

受入れ計画を検討することが必要である。

4 - 3 機材供与

今回協議で日本側は、4つのカテゴリーに分けて協力することが合意した。

- (1) 共通機材（車両、オーディオビジュアル機材ほか）
- (2) 実験室機材（分析機器、電子天秤、試料保存用冷凍 / 冷蔵庫ほか）
- (3) 情報処理機材（コンピューター、プリンター、コピー機ほか）
- (4) フィールド調査、フィールド活動用の各種機材

詳細内容についてはタンザニア側がさらに検討して、より具体的なリストを作成することになっている。プロジェクトの実行計画から考えると、プロジェクト初年度は車両、情報処理機材、フィールド調査用機材を重点的に供与し、2年目に実験室機材を中心として供与する計画が妥当である。

4 - 4 施設整備

大学側は機構的に新たにセンターを設置することを決定したが、その活動の拠点となるセンターの施設整備について日本側からの一部支援を要請している。センター予定地は、大学の管理棟に近いところであり、また、協力関係が期待される他の学部 / センターとのアクセスも都合のよい敷地が提供されることになっている。既存の施設は大学側が自助努力で整備することになっており、新規新設については計画では床面積約750㎡に各セクションの実験室及び共通ラボ等を配置し、建設費用はおよそ3,000万円が見込まれている。本件は規模の点、内容の点からいっても妥当な計画であり、プロジェクトの拠点として日本側がプロジェクト基盤整備費で対応することが望ましい（図5）。

また、モデル地区2か所のアウトリーチステーションについての支援も要請されている。ムビンガ地区については既にフィールドステーションを大学側が有しており、小規模な改修、増築で対応が可能である。ウルグル山域については初年度に対象地区の選定、住民との関係構築、関連自治体との連携協議がなされることになっており、これらの準備を経て適当なステーションの設置を検討して行くことにしている。

4 - 5 事業支援

タンザニア側の予算確保については今後も働きかけていく必要があるが、厳しい財政事情を考慮して調査研究活動、事業実施についての日本側の支援が不可欠である。想定される事項として、フィールドでの実証研究、住民参加セミナー / ワークショップの開催、紀要ほか印刷物の発行（情報発信）、地域開発関係者のカンファレンス（国内 / 域内、大学 / 行政 / 援助機関 / NGO等）などがある。

また、ケニアのジョモ・ケニヤッタ農工大学とは双方向の連携可能性がある。我が国が長年支

援してきたジョモ・ケニヤッタ農工大学において蓄積されたさまざまなノウハウがタンザニアでも応用できることが期待され、また双方の関係を強化することで、アフリカ地域におけるネットワーク形成を将来的な視野にいたした支援が検討できるであろう。例をあげるならば、ジョモ・ケニヤッタ農工大学で実施する第二国、第三国研修の時期にソコイネ農業大学スタッフがケニアを訪問し、研修の内容及び運営方法を学び、本プロジェクトでのセミナー/ワークショップに役立てる。また、タンザニアでの事業実施に際してケニア側から訪問して意見を交換するとともに、地域開発に有用な研修についての情報をケニア側が得る。このようなことが技術交換、広域技術協力推進などの事業を利用して可能である。

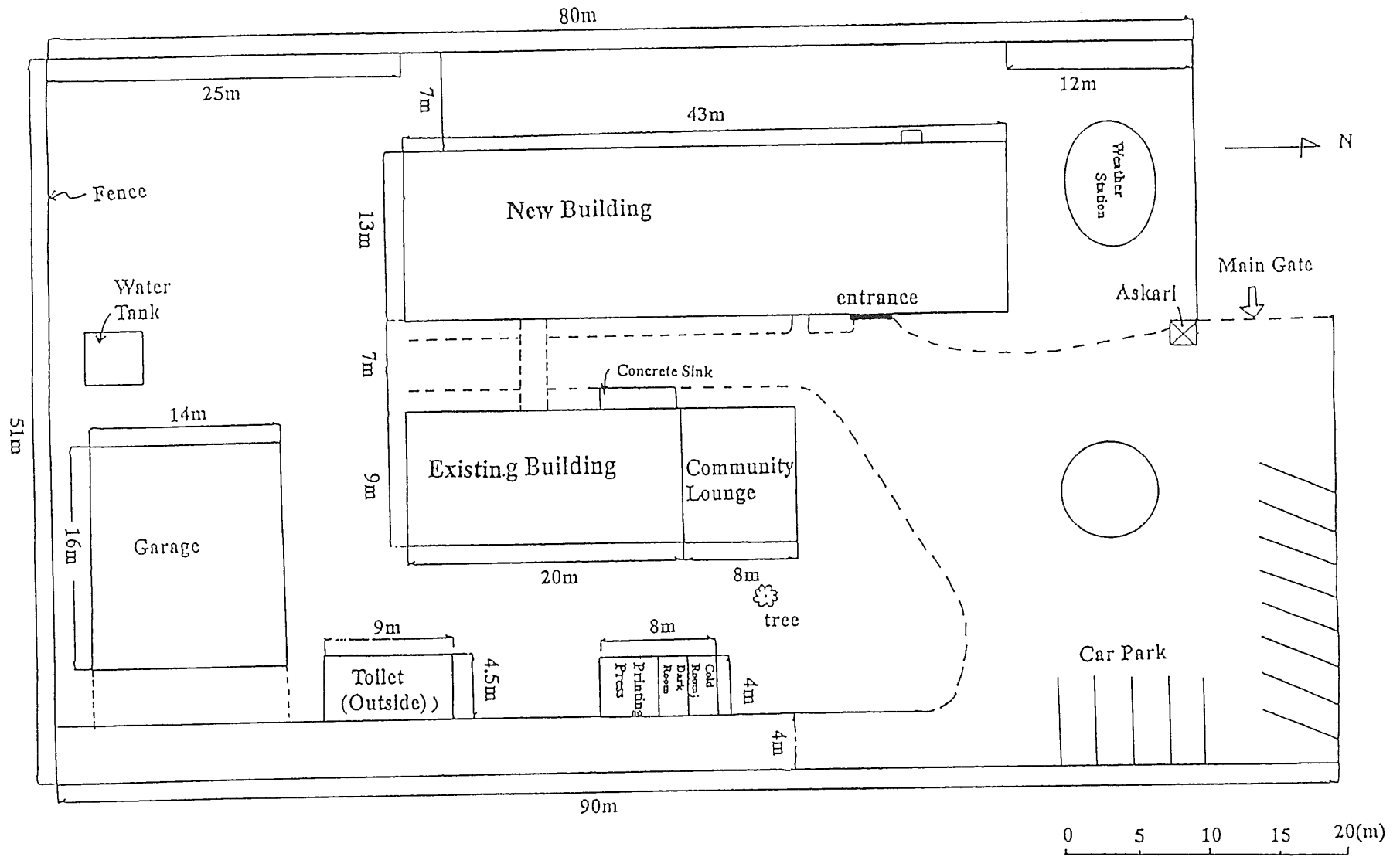


Fig 5 Building Layout of the SCSR

付 属 資 料

1 . ミニッツ

1. ミニッツ

THE MINUTES OF MEETING
BETWEEN
THE JAPANESE SUPPLEMENTARY STUDY TEAM
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE UNITED REPUBLIC
OF TANZANIA
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON SOKOINE UNIVERSITY OF AGRICULTURE CENTRE FOR
SUSTAINABLE RURAL DEVELOPMENT

The Japanese Supplementary Study Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") visited the United Republic of Tanzania for the purpose of working out the details of the technical cooperation program on Sokoine University of Agriculture Centre for Sustainable Rural Development Project (hereinafter referred to as "the Project").

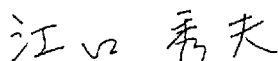
During its stay in the United Republic of Tanzania, the team exchanged views and had a series of discussions with the Tanzanian authorities concerned of the government of the United Republic of Tanzania with respect to the preferable measures to be taken by both governments for the smooth implementation of the Project.

As a result of the discussions, the Team and the Tanzanian authorities concerned agreed to report to their respective Governments the matters referred to in the document attached hereto.

Morogoro, November 5, 1998



Juichi Itani
Supplementary
Study Team
Japan
International
Cooperation Agency
Japan



Hideo Eguchi
Supplementary
Study Team
Japan
International
Cooperation Agency
Japan



A.B. Lwoga
Vice Chancellor
Sokoine University
of Agriculture
United Republic of
Tanzania

THE ATTACHED DOCUMENT

The meetings between JICA and Tanzanian authorities concerned were held from November 2nd to 5th, 1998 at SUA Morogoro campus in Tanzania with the participants listed below;

Tanzanian Side

Prof.A.B. Lwoga	Vice Chancellor, SUA
Prof.P.M. Msolla	Deputy Vice Chancellor, SUA
Mr.S.P. Mkoba	Registrar, SUA
Mrs.A.M. Kapungu	Bursar
Dr.R.B. Mabagala	Acting Dean, Faculty of Agriculture
Dr. R.P.C. Temu	Associate Dean, Faculty of Forestry and Nature Conservation
Dr.R.M. Wambura	Director, Institute of Continuing Education
Dr.B.J. Kasimila	Director, Development Studies Institute
Mr.S. Neke	Acting Coordinator, Basic Science Unit

Mr. S.S. Mbwana	Acting Director, Sokoine National Agricultural Library
Prof.A.Z. Mattee	Task Force Chairman (Dept. of Agric. Education & Extension)
Prof.D.F. Rutatora	Task Force Member (Head, Dept. of Agric. Education & Extension)
Prof.M.M.A. Mtambo	Task Force Member (Dept. of Veterinary Medicine & Public Health)
Dr.G.C. Monela	Task Force Member (Head, Dept. of Forest Economics)
Mr.R.L. Massawe	Task Force Member (Acting Chief Planning Officer)

Japanese Side

Dr.J.Itani	Utsunomiya University
Mr.H. Eguchi	Social Development Cooperation Department, JICA
Dr.M.Tsunoda	JICA Expert, SUA

J. Itani

ABC

I. OBJECTIVE OF THE PROJECT

(1) Super Goal

The super goal of the Project is to improve the standard of living for rural people in Tanzania.

(2) Overall Goal

The overall goal of the Project is to apply the SUA method outlined below to new areas by Sokoine University of Agriculture Centre for Sustainable Rural Development (hereinafter referred to as "SUA CSRD") and other organisations as well as to improve standard of living for rural people in the model areas. In addition, the SUA CSRD will enable the University to provide leadership and strengthen rural development for poverty alleviation, in line with its long term strategic plan.

(3) Project Purpose

The purpose of the Project is to develop a sustainable rural development method (SUA method) in two model areas.

II. SCOPE OF TECHNICAL COOPERATION

(1) The project will be known as the project for Sokoine University of Agriculture Centre for Sustainable Rural Development.

(2) The duration of the technical cooperation will be five years from the date which is to be agreed between the Japanese Implementation Study Team and the Tanzanian authorities concerned.

(3) During the cooperation period, SUA CSRD will be established for the purpose of realizing capacity development and institution building. The structure of SUA CSRD and the fields to be covered are shown in ANNEX I.

(4) The SUA CSRD will be stationed at Sokoine University of Agriculture in Morogoro campus for the implementation of the Project and shall cover the following Districts as model areas:

- Mbinga (Matengo highlands)
- Morogoro Rural (Mt. Uluguru area)

The Project will also have outreach stations at both model areas.

(5) Target group of the project will be SUA staff in order to produce rural development facilitators able to plan, implement, and evaluate effective and applicable rural development actions in Tanzania with adequate field experiences through participatory approach for community development in the rural areas of Tanzania.

In addition, villagers, local government officers, NGOs, and international organisations will be important partners for the development of the method as shown in ANNEX II.



(6) Outputs of the Project

The following outputs are anticipated under the Project:

- (a) SUA CSRD will be established.
- (b) The reality of the model areas will be understood.
- (c) Key community problems and potentials will be prioritised with the community.
- (d) Relevant rural development experiences in and outside Tanzania will be surveyed and documented.
- (e) The plans of intervention to the community will be formulated.
- (f) The plans of pilot projects in model areas will be implemented.
- (g) Monitoring and evaluation will be conducted.

(7) Contents of capacity building through technical cooperation

Technical cooperation will cover the following areas for development of the rural development method to the counterpart personnel of SUA CSRD:

- (a) management of SUA CSRD
- (b) information processing skills
- (c) techniques of operation and maintenance of experimental equipment and apparatus.
- (d) field survey techniques in socio-economy, environmental conservation, and resource management
- (e) project management skills

III. OUTLINE OF SUA METHOD

SUA method is a concept which recognises the villagers settings and resources such as bio-diversity, micro-environments, multi-purposeness, and socio-economic strategies like mutual cooperation, exchange of experiences, and social security.

The SUA method is intended to be multifaceted, multidisciplinary, and participatory; and will draw on the indigenous knowledge of the people in order to understand the reality of rural community, and make plans and practice based on this reality as shown in ANNEX III.

IV. INPUTS TO THE PROJECT BY THE JAPANESE SIDE

(1) Dispatch of Japanese Experts

The team explained that the relevant request form, namely the A-1 form, to assign Japanese long-term and short-term experts for the term of the technical cooperation will be submitted by the Tanzanian side after the signing of the agreement called Record of Discussions at the Implementation Study.

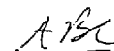
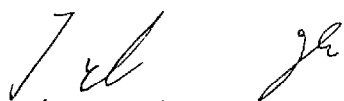
(a) Long-term experts

Chief Advisor

Coordinator

Long term experts in the fields of:

- Socio-economy
- Resource Management



- Environmental Conservation

(b) Short-term experts

Short-term experts may be dispatched according to the needs for the smooth implementation of the Project.

(2) Training of Counterpart Personnel in Japan

Counterpart personnel will be trained in Japan according to the annual work plan of the project as long as the budget allocated for the technical cooperation allows. The relevant request forms, namely A-2 & A-3 forms, for the training in Japan will be submitted by the Tanzanian side.

(3) Provision of Equipment

The necessary equipment will be provided for the effective implementation of the Project. The tentative list of major equipments in the respective technical fields is shown in ANNEX IV. The relevant request form, namely A-4 form, for the provision of equipment will be submitted by the Tanzanian side after the signing of the agreement called Record of Discussions at the Implementation Study.

The Tanzanian side will take necessary measures in collaboration with the relevant authorities, for the customs entry of the equipment provided by the Government of Japan without delay. The Tanzanian side will be responsible for the proper documentation and clearance of the delivered equipment at the ports of entry, as well as being responsible for the proper administration of the equipment provided for use and ensuring appropriate utilization and maintenance for the implementation of the Project.

V. INPUTS TO THE PROJECT BY TANZANIAN SIDE

The Tanzanian side will provide following.

(1) Assignment of counterpart personnel

- Four (4) SUA senior staff as the Director, and heads of the three sections (socio-economy, environmental conservation, resource management) .
- Four (4) full-time junior staff to the SUA CSRD.

(2) Assignment of administrative Personnel

- One(1) Administrative officer
- One(1) Senior Laboratory Technician
- Two(2) Secretaries
- One(1) Office Assistant
- Three(3) Drivers

(3) Land, buildings, and facilities

- Land, buildings, and facilities for the Project
- Offices, accommodation, and other necessary facilities for the Japanese experts

J. Ch. *gh*

HBC

-Outreach stations at model areas

The Tanzanian side requested Japanese side to consider the allocation of JICA budget necessary for the construction of a part of the SUA CSRD building and facilities because of financial difficulties.

(4) Allocation of Budget

The Tanzanian side will allocate the budget necessary for the implementation of the Project:

- Salaries and other allowances for the Tanzanian staff
- Expenses for electricity, water, gas, fuel and other contingencies
- Operational expenses for customs clearance, storage, domestic transportation and installation of the equipment provided by the Japanese side
- Expenses for maintenance of facilities and equipment
- Other necessary local expenses

In the event that the Tanzanian side fails to meet all the expenses for research and development activities under the Project, it will request the Japanese side to meet part of these expenses, on the basis of mutual annual consultation.

VI. ADMINISTRATION OF THE PROJECT

(1) Vice Chancellor of SUA, as the Project Director, will bear overall responsibility for the administration and implementation of the Project.

(2) Director of SUA CSRD, as the Project Manager, will be responsible for the managerial and technical matters of the Project.

(3) The Joint Coordinating Committee, which consists of both the Tanzanian and the Japanese sides, will be established for the smooth and effective implementation of the Project. Membership by both sides is listed below.

(b) Membership

(i) Tanzanian side:

- Vice-Chancellor, SUA (Chairperson)
- Deputy Vice-Chancellor, SUA
- Registrar, SUA
- Director, SUA CSRD (Secretary)
- Dean, Faculty of Agriculture
- Dean, Faculty of Veterinary and Medicine
- Dean, Faculty of Forestry and Nature Conservation
- Dean, Faculty of Science
- Chief Planning Officer
- Bursar
- Director, Institute of Continuing Education
- Director, Development Studies Institute
- Director, Directorate of Research and Post Graduate Studies

J. Ch.

Jh

Atse

- Director, Sokoine National Agricultural Library
- Heads of Sections & Unit, CSRD
- Representative of Ministry of Science, Technology, and Higher Education
- Representative of Ministry of Regional Administration and Local Government

(ii) Japanese side

- Chief Advisor
- Coordinator
- Experts
- Representative(s) of JICA Tanzania Office
- Members of JICA study team

Note : if necessary, Official(s) of the Embassy of Japan in Tanzania may attend the Joint Coordinating Committee meeting as observer(s).

(4) The Joint Coordinating Committee meeting will be held at least once a year at SUA.

VII. PROJECT DESIGN MATRIX

Project Design Matrix (hereinafter referred to as the "PDM") prepared by both sides based on PDM workshop during preliminary study team visit, was reviewed and revised by mutual agreement. The revised PDM is shown in ANNEX V.

VIII. PLAN OF OPERATION

The Plan of Operations was tentatively formulated during discussions. The Plan of Operations for the whole period is shown in ANNEX VI and the Annual Plan of Operations for the first year is shown in ANNEX VII.

IX. TENTATIVE SCHEDULE OF IMPLEMENTATION

The Tentative Schedule of Implementation was formulated as shown in ANNEX VIII.

X. ORGANIZATIONAL CHART

The organizational chart of the joint coordinating committee is shown in ANNEX IX.

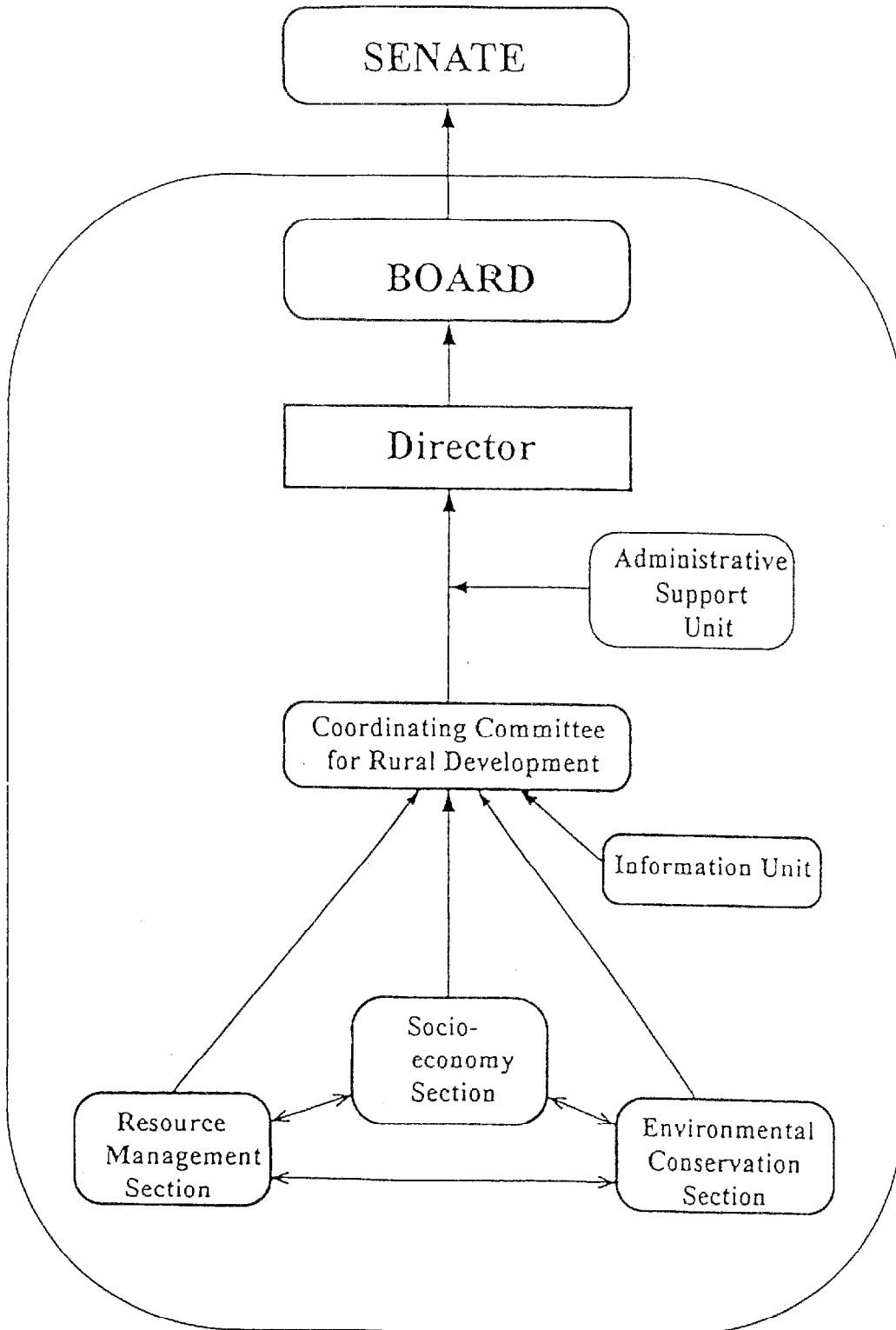
XI. OTHERS

The Japanese side will dispatch the Implementation Study Team to determine the implementation of the Japanese Technical Cooperation for the Project on a detailed text of which will be confirmed by both sides through signing an agreement called "the Record of Discussion".

J. v. l. *g/e*

A/B

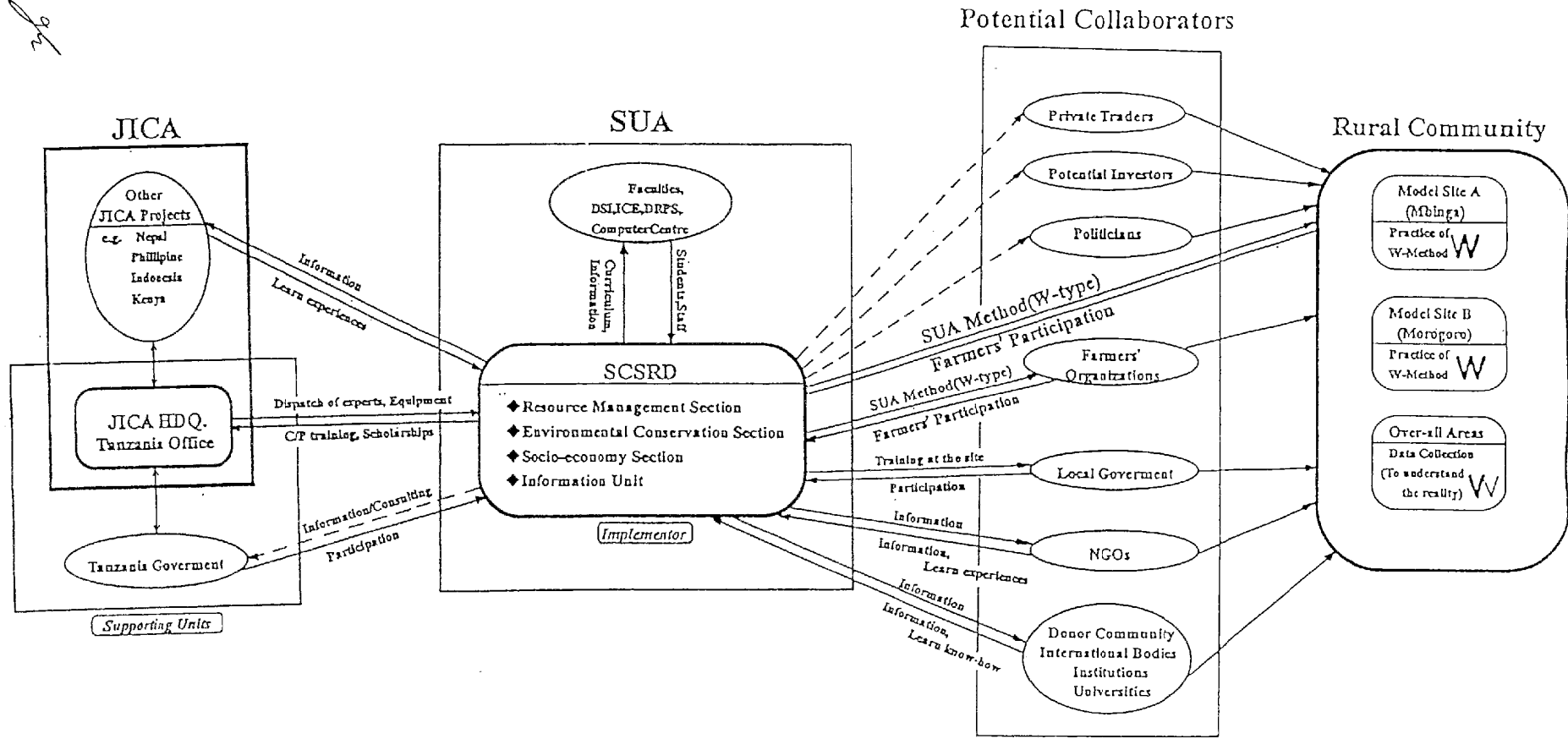
Structure of the SUA Center for Sustainable Rural Development



J. V. Jr

ABC

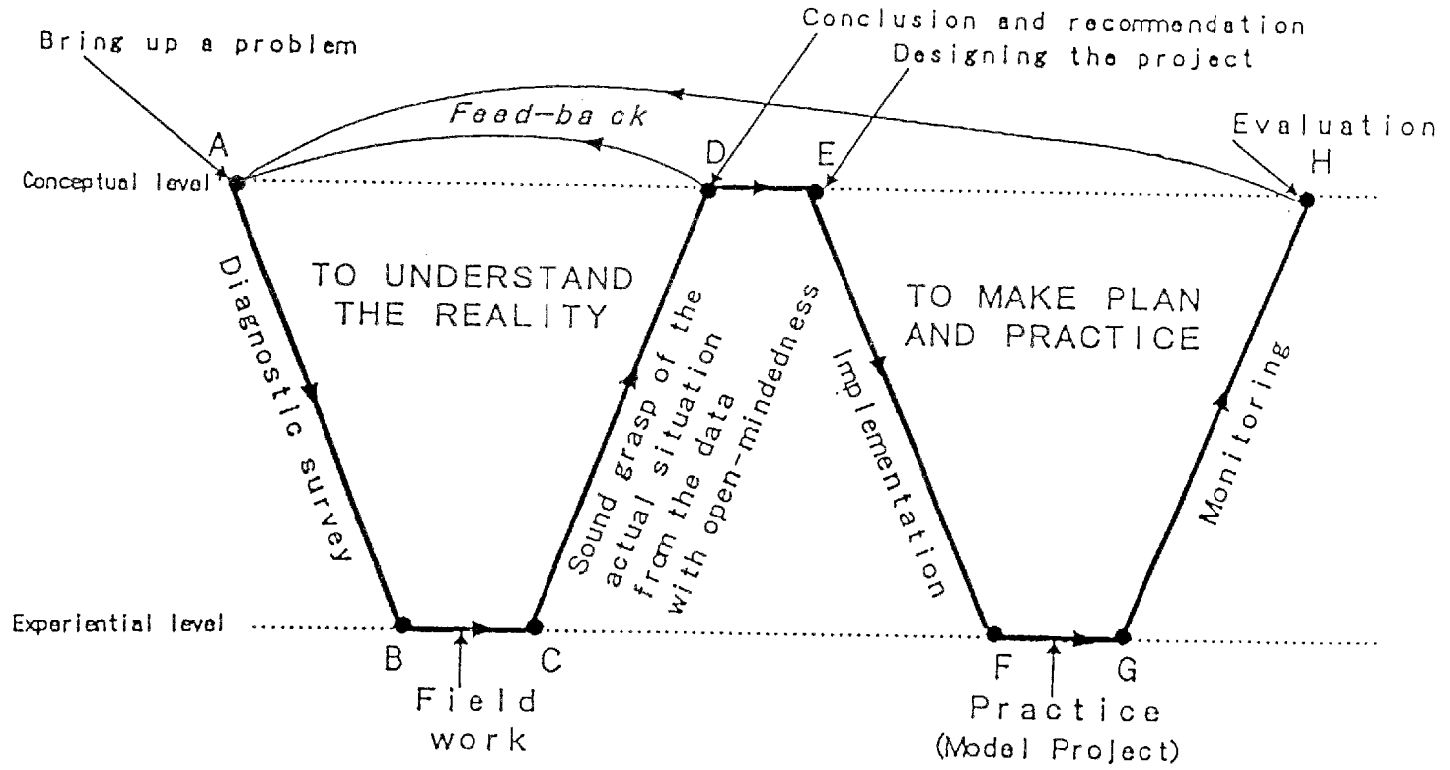
1. V. J. J.



ABZ

Service Link Structure to the Rural Community

1.46.
92



SUA Method (W-Type)

1.46

TENTATIVE LIST OF MACHINERY, EQUIPMENT AND OTHER MATERIALS

1. Equipment for common and general use
(Vehicles (4WD, Pick-up trucks, Minibus), Audio Visual , etc.)
2. Equipment for laboratory experiments
(Analytical equipment, Balance, Freezer, etc.)
3. Equipment for information processing
(Computer, Printer, Copy machine, etc.)
4. Equipment for field research and activities
(Items will be determined at later date by mutual consultation)

NOTE: 1. The above-mentioned equipment is limited to equipment necessary for the technical cooperation.
2. Contents, specifications and quantity of the above-mentioned equipment will be decided through mutual consultations within the allocated budget of the Japanese fiscal year.

J. H. Gh

AKC

PDM: SUA Center for Sustainable Rural Development (SCSRD)

Project Summary	Verifiable Indicator	Means of Verification	Assumptions
Super Goal: Standard of living for rural people is improved in Tanzania			
Overall Goal: 1. SUA method is applied to new other areas by the center and other organizations. 2. Standard of living for rural people in the model areas is improved.	1-1. No. of new areas working with the center 1-2. No of institutions applying SUA methods 2. Socio-Economic indicators *	1-1 Center records 1-2 Surveyed by the center 2. Survey in model areas by the center	
Project Purpose: Sustainable Rural Development Method (SUA method) is developed in two model areas (Matengo Highland & Mt.Uluguru area).	Documentation produced by the center which includes the results of the pilot projects**	Center documentation	

* Socio-economic indicators covers those in health, environment, social and cultural aspects, and economy.

** The indicators for success of the pilot projects are: ① The villagers' satisfaction, ② Key issues are solved, ③ Intended impacts of the key issues solved, ④ Sustainability of the institutions in the community the pilot projects support to establish.

✓
 1. ✓
 2. ✓
 3. ✓
 4. ✓
 5. ✓
 6. ✓
 7. ✓

Outputs	Verifiable Indicators	Means of Verification	Assumptions
1. The Center is established.	1. Physical structure, staff deployment, budget allocation, provision of equipment, institutional state.	1. Site observation, staff employment record, budget book, inventory book, SUA legal documents	
2. Practical reality of the model areas is understood.	2. Report for each items of the survey checklist.	2. Preliminary survey reports available in the center	
3. Key community problems and potentials are prioritized by the community.	3-1. No. of organs established. 3-2. No. of key issues with their potentials prioritized.	3. Village records in model areas/ center record	
4. Relevant rural development experiences in and outside Tanzania are surveyed and documented.	4-1. Documentation of survey results. 4-2. No. of experiences surveyed. 4-3. No. of site visits in and outside Tanzania.	4. M&E reports at the center	
5. The plans of intervention to the community are formulated.	5-1. Overall plan documents. 5-2. Documents of detailed plan (strategies of the project).	5. Documents prepared by the center and the committee	
6. The plans of pilot projects in model areas are implemented.	6. No. of activities implemented.	6. Periodic reports on the pilot projects	
7. Monitoring and evaluation are conducted.	7. Monitoring and evaluation reports.	7. M&E reports at SUA center	

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Activities	Inputs	Assumptions
<p>1-1. Draw up an organizational structure. 1-2. Acquire funds. 1-3. Construct the center. 1-4. Recruit personnel. 1-5. Procure equipment, etc. 1-6. Establish outreach stations in model areas.</p> <p>2-1. Make preparations. 2-2. Make a checklist for data collection. 2-3. Collect basic and indigenous knowledge data from farmers in model areas. 2-4. Analyze data from model areas. 2-5. Review past experiences in model areas. 2-6. Conduct comparative studies.</p> <p>3-1. Establish organs to coordinate development activities. 3-2. Conduct diagnostic surveys. 3-3. Undertake PRA activities. 3-4. Conduct in-depth study on specific issues. 3-5. Analyze the cause and effect relations among identified problems.</p> <p>4-1. Conduct literature review on relevant models and experiences. 4-2. Organize panel discussions on rural development by key stakeholders. 4-3. Conduct case studies of specific indigenous efforts (institution, technologies, knowledge).</p> <p>5-1. Establish mechanism for planning and implementation. 5-2. Prepare a program including objectives, strategies, inputs etc. 5-3. Clarify roles and responsibilities of the people involved.</p> <p>6-1. Mobilize resources for implementation. 6-2. Establish an institutional arrangement for implementation. 6-3. Implement pilot project.</p> <p>7-1. Compose monitoring and evaluation teams. 7-2. Develop M&E framework. 7-3. Monitor and evaluate the pilot projects with the M&E framework. 7-4. Assess completion of the SUA method itself.</p>	<p><Running Cost> Administrative cost (stationary, communication, etc.) field activities, implementation of pilot projects, personnel, electricity, water, maintenance of the center and other supplies</p> <p><Cost for> Exchange programs, workshop/seminars, in country training for junior staff, dissemination of the project results, acquisition of relevant literature, farmer training, <u>study visits, training for senior staff</u></p> <p><Facility: Building> Staff offices, meeting/seminar room, garage, outreach stations, information processing room, resource center,*** community lounge</p> <p><Equipment for > Vehicles for field work, data processing, furniture for the center and outreach stations, garage, publication, lab. works, field studies, communication</p> <p><Personnel> Administration: Director of the center, Administrative officer(1), Office attendant(1), Secretary(2), Senior mechanic/driver(1), Drivers(2), <u>Japanese chief advisor, Project coordinator,</u></p> <p>Scientists: Section heads (resource management, environmental conservation, socio-economy), Head of information unit, 2 junior staff for each section, other SUA staff on need, <u>Japanese experts</u></p> <p>Field staff: Field attendants (3), Extension workers, support staff</p>	<p>Assumptions</p> <p>1. The staff in the center stays in the project. 2. SUA/the center secures the budget for implementation of pilot projects.</p> <p>Preconditions</p> <p>1. SUA council will approve the establishment of the center. 2. Commitment of SUA; -Appointment of director, and heads of sections -Allocation of budget -Provision of facilities</p> <p>3. SUA employs junior staff members for the center.</p>

*** The resource center includes library, dark room, cold room, and storerooms,
 Underlined: Japanese contribution are requested.

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PLAN OF OPERATION FOR WHOLE PERIOD

J. K. J.

Subject of Activities (SUA CSRD)	1999			2000			2001			2002			2003			2004		
	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12
Term of Cooperation	_____																	
1. The Center is established.																		
1-1. Draw up an organizational structure.	_____																	
1-2. Acquire funds.	_____																	
1-3. Construct the Center.	_____			_____														
1-4. Recruit personnel.	_____			_____														
1-5. Procure equipment etc.	_____																	
1-6. Establish outreach stations in model areas.	_____			_____														
2. Relevant rural development experiences in and outside Tanzania are surveyed.																		
2-1 Conduct literature review on relevant models and experiences.	_____																	
2-2 Organize panel discussions on rural development by key stakeholders.										_____								
2-3 Conduct case studies of specific indigenous efforts (institution, technologies, knowledge)																		

K. J.

PLAN OF OPERATION FOR WHOLE PERIOD

Subject of Activities (Matongo Highlands)	1999			2000			2001			2002			2003			2004		
	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12
Term of Cooperation	_____																	
1. Practical reality of the model areas is understood. 1-1 Make preparations 1-2 Make a checklist for data collection. 1-3 Collect basic and indigenous knowledge data from farmers in model areas. 1-4 Analyze data from model areas 1-5 Review past experiences in model areas. 1-6 Conduct comparative studies	_____			_____														
2. Key community problems and potentials are prioritized by the community. 2-1 Establish organs to coordinate development activities. 2-2 Conduct diagnostic surveys. 2-3 Undertake PRA activities. 2-4 Conduct in-depth study on specific issues. 2-5 Analyze the cause and effect relations among identified problems.				_____														
3. The plans of intervention to the community are formulated. 3-1 Establish a mechanism for planning & implementation 3-2 Prepare a program including objectives, strategies, inputs etc 3-3 Clarify roles and responsibilities of the people involved.							_____											
4. The plans of pilot projects in model areas are implemented. 4-1 Mobilize resources for implementation 4-2 Establish an institutional arrangement for implementation 4-3 Implement pilot project							_____			_____			_____			_____		
5. Monitoring and evaluation are conducted. 5-1 Compose monitoring and evaluation teams 5-2 Develop M&E framework 5-3 Monitor and evaluate the pilot projects with the M&E framework 5-4 Assess completion of the SUA method itself	Monitoring & Evaluation are conducted periodically throughout project period																	

ANNEX VI-2

J. C. L.

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ABC

PLAN OF OPERATION FOR WHOLE PERIOD

Subject of Activities (Mt. Uluguru area)	1999			2000			2001			2002			2003			2004			
	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12	1	6	12	
Term of Cooperation																			
1. Practical reality of the model areas is understood. 1-1 Make Preparations 1-2 Make a checklist for data collection. 1-3 Collect basic and indigenous knowledge data from farmers in model areas. 1-4 Analyze data from model areas. 1-5 Review past experiences in model areas. 1-6 Conduct comparative studies.																			
2. Key community problems and potentials are prioritized by the community. 2-1 Establish organs to coordinate development activities. 2-2 Conduct diagnostic survey. 2-3 Undertake PRA activities. 2-4 Conduct in-depth study on specific issues. 2-5 Analyze the cause and effect relations among identified problems.																			
3. The plans of intervention to the community are formulated. 3-1 Establish mechanism for planning & implementation. 3-2 Prepare a program including objectives, strategies, inputs etc. 3-3 Clarify roles and responsibilities of the people involved.																			
4. The plans of pilot projects in model areas are implemented. 4-1 Mobilize resources for implementation 4-2 Establish an institutional arrangement for implementation 4-3 Implement pilot project																			
5. Monitoring and evaluation are conducted. 5-1 Compose monitoring and evaluation teams. 5-2 Develop M&E framework. 5-3 Monitor and evaluate the pilot projects with the M&E framework. 5-4 Assess completion of the SUA method itself.	Monitoring & Evaluation are conducted periodically throughout project period																		

1.4.1

gk

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ANNUAL PLAN OF OPERATION FOR THE FIRST YEAR

J.C.C.

gbc

Subject of Activities (SUA CSRD)	1 9 9 9								2 0 0 0			
	5	6	7	8	9	10	11	12	1	2	3	4
Term of Cooperation												
1. The Center is established.												
1-1. Draw up an organizational structure.												
1-2. Acquire funds.												
1-3. Construct the Center.												
1-4. Recruit personnel												
1-5. Procure equipment etc.												
1-6. Establish outreach station in model areas.									Rehabilitation of Mbinga outreach station			
2. Relevant rural development experiences in and outside Tanzania are surveyed.												
2-1. Conduct literature review on relevant models and experiences.												
2-2. Organize panel discussions on rural development by key stakeholders.												
2-3. Conduct case studies of specific indigenous efforts (institutions, technologies, knowledge)												

ABC

ANNUAL PLAN OF OPERATION FOR THE FIRST YEAR

Subject of Activities (Matengo Highlands)	1 9 9 9						2 0 0 0					
	5	6	7	8	9	10	11	12	1	2	3	4
Term of Cooperation												
1. Practical reality of the model areas is understood.												
1-1 Make preparation :												
1-2 Make a checklist for data collection.												
1-3 Collect basic and indigenous knowledge data from farmers in model areas.												
1-4 Analyze data from model areas												
1-5 Review past experiences in model areas												
1-6 Conduct comparative studies												
2. Key community problems and potentials are prioritized by the community.												
2-1 Establish organs to coordinate development activities.												
2-2 Conduct diagnostic surveys												
2-3 Undertake PRA activities.												
2-4 Conduct in-depth study on specific issues												
2-5 Analyze the cause and effect relations among identified problems												
3. The plans of intervention to the community are formulated.												
3-1 Establish mechanism for planning & implementation												
3-2 Prepare a program including objectives, strategies, inputs etc												
3-3 Clarify roles and responsibilities of the people involved.												
4. The plans of pilot projects in model areas are implemented.												
4-1 Mobilize resources for implementation												
4-2 Establish an institutional arrangement for implementation												
4-3 Implement pilot project												
5. Monitoring and evaluation are conducted.												
5-1 Compose monitoring and evaluation teams												
5-2 Develop M&E framework												
5-3 Monitor and evaluate the pilot projects with the M&E framework												
5-4 Assess completion of the SUA method itself												

Monitoring & Evaluation are conducted periodically throughout project period

ANNUAL PLAN OF OPERATION FOR THE FIRST YEAR

Subject of Activities (Mt.Uluguru area)	1 9 9 9						2 0 0 0					
	5	6	7	8	9	10	11	12	1	2	3	4
Term of Cooperation												
1. Practical reality of the model areas is understood.	(1)selection of field site, (2)establishment of rapport with villegers, (3)administrative consultation with district office											
1-1 Make Preparations												
1-2 Make a checklist for data collection.												
1-3 Collect basic and indigenous knowledge data from farmers in model areas.												
1-4 Analyze data from model areas												
1-5 Review past experiences in model areas												
1-6 Conduct comparative studies												
2. Key community problems and potentials are prioritized by the community.												
2-1 Establish organs to coordinate development activities.												
2-2 Conduct diagnostic surveys												
2-3 Undertake PRA activities.												
2-4 Conduct in-depth study on specific issues												
2-5 Analyze the cause and effect relations among identified problems												
3. The plans of intervention to the community are formulated.												
3-1 Establish mechanism for implementation												
3-2 Prepare a program including objectives, strategies, inputs etc												
3-3 Clarify roles and responsibilities of the people involved.												
4. The plans of pilot projects in model areas are implemented.												
4-1 Mobilize resources for implementation												
4-2 Establish an institutional arrangement for implementation												
4-3 Implement pilot project												
5. Monitoring and evaluation are conducted.												
5-1 Compose monitoring and evaluation teams												
5-2 Develop M&E framework												
5-3 Monitor and evaluate the pilot projects with the M&E framework												
5-4 Assess completion of the SUA method itself												

Monitoring & Evaluation are conducted periodically throughout project period

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TENTATIVE SCHEDULE OF IMPLEMENTATION

Activities	1999	2000	2001	2002	2003	2004
I. Term of Cooperation	—————					
II. Inputs by the Tanzanian Side						
1. Assignment of counterpart personnel	—————					
2. Assignment of administrative & technical staff	—————					
3. Building and facilities	—————					
4. Allocation of budget	—————					
III. Inputs by the Japanese Side						
1. Dispatch of long-term experts	—————					
2. Dispatch of short-term experts	—————					
3. Provision of equipment	—————					
4. Training of counterpart personnel in Japan	—————					
5. Funding local activities	—————					
6. Dispatch of consultation/evaluation teams				—		—
IV. Joint Coordinating Committee		—	—	—	—	—
V. Activities in SUA CSRD & Model Areas						
1. Establishment of CSRD	—————					
2. Mbinga	—————					
3. Morogoro Rural (Mt. Uluguru)	—————					
4. Center Activities	—————					
5. Development of SUA method	—————					

ORGANISATIONAL CHART OF THE JOINT COORDINATING COMMITTEE

