

4. ASDS、RDS、ASDP 策定の経過及び進捗結果

以下、ASDS、RDS、ASDP 策定支援の過程を 2 つの視点からまとめた。一つは成果物の完成という面、もう一つは本件支援業務の主要な課題ともいえる、タンザニア政府のオーナーシップ確保及びドナー間パートナーシップの醸成という面、である。

4-1. 成果物としての進捗結果

本フェーズにおける業務実施目的は、以下の 3 点であった。

- (1) Agricultural Sector Development Strategy (ASDS) 策定完了支援
- (2) Rural Development Strategy (RDS) 策定完了支援
- (3) Agricultural Sector Development Program (ASDP) の立ち上がり支援

3 ヶ月以上に亘った業務を実施した結果は以下のように、ほぼその目標を達成する事ができた。

- ASDS は策定が完了 (10 月末に閣議に提出された)
- RDS は 12 月中に策定完了の予定 (12 月末に閣議提出・承認予定)
- ASDP は 12 月 15 日より策定開始が決定

従って次フェーズで、ASDP 策定が予定通り完了する事が、業務における基本目標となろう。

4-2. MAFS のオーナーシップ及びドナー間パートナーシップの醸成

前述のように ASDP は漸くその策定開始に至る事ができた。しかし ASDS 及び RDS がもっと早くに終了していれば、ASDP も更に早い時期から策定が開始される事になったであろう。

本件調査業務が開始された当初は、ASDS、RDS 共に遅くとも本年 8 月頃までには策定が終了するものと考えられていたので、予想よりもかなり長い時間がかかったのだと言える。しか

³² ウガンダにおける SP 策定は、OPM 独自の力で実践されたのではなく、DFID の組織力が大きく寄与したものと考えられる。具体的には、若い英国人女性を SP 策定に関わる役務的作業の従事のため、1 年契約にて農業省内に配置されていた (ウガンダ政府が公務員給与を払い、OPM 及び DFID が不足分を補填)。従って、英国オックスフォードを基盤とする OPM コンサルタントがウガンダに長期滞在せずとも、彼等の手足となり、耳目となった同じ英国人は常に現地に滞在していた事となり、その効果は相当あったと推測される。

しこれは、セクタープログラム策定（もしくはセクター・ワイド・アプローチ）における基本的な考え方である「ステークホルダーの策定プロセス参加の重視」を理解していれば、当然の結果であり、寧ろ「早過ぎたのではないか」、と指摘されても不思議ではない。

ステークホルダーは農家から中央省庁、そしてドナーと様々にわたり、その範囲は広大なものであり、そもそも数カ月足らずで広範囲の立場にある人々や機関の意見を十分に集約し、まとめあげる事は無理である、数年間かかっても不思議ではない、といった意見もある。従って、予定よりは時間がかかったものの、1年以内でASDSを完了させた点に関しては寧ろ、MAFS及び首相府が優れた戦略・計画策定手腕を発揮した、と高く評価すべきかもしれない。またそのような手腕の発揮を「オーナーシップ」と呼べるのであれば、その向上が目に見えた形（=ASDS及びRDSの完了）で表れた事に対し、開発援助を行うドナー、特に自助努力による開発を目指した技術協力を主体に援助を継続してきたJICAは歓迎すべき現象なのではなかろうか。調査団としてもオーナーシップの高まりを歓迎しており、関係ドナーによる支援の成果の一つだと認識している。

他方で、短期間にてASDS、RDSが仕上げた事は、同時に内容面において、多方面からの不満を呼ばざるを得なかった事も事実である。調査団においても内容としては不十分ではなかろうか、という問題意識を強く持っている。しかし、これまで戦略や開発指針の効果の実施に幾度も失敗している同国政府に対し、初めから内容的に十分な成果物を期待しても意味はない。つまり、毎年、策定計画と実施結果の差異をレビューし、内容面の加筆・修正を続け、将来的には充実した現実をきちんと把握した内容をもった計画が同国政府自らの力で策定可能となるよう、長い目で見守る事が大切であろう。なお、このような考え方を、一部ドナーの間にて共有する雰囲気、ASDP策定TORの議論を通し少しずつ醸成されてきた事は特筆に値しよう⁵³。

幾度も会議を重ねるうちに、ドナー間では「これ位の内容ならば、まあいいだろう。次の機会に（MAFSには）もっとしっかりと頑張る事を期待しよう」といったそれぞれが許容可能な妥協点⁵⁴がお互いに見え、それを相互に享受するにまで至ったともいえる。調査団は、この相互の考えや立場の享受をパートナーシップとも捉え、歓迎し且つ関係ドナーによる支援業務の成果の一つだと認識している。

オーナーシップ、パートナーシップという概念は、単語としては多用されているものの、確定された定義はなく、従って様々な解釈ができると考える。本件調査業務において今後とも検討が必要な点である。これらを踏まえ、ASDP策定TOR作成プロセスを通した、MAFSオーナーシップ及びドナー間パートナーシップの発現及び向上の経緯を事例としてまとめ、検証を以下のように試みた。なお、第三次現地調査を通し、更なる検証を行いたい。

⁵³ DANIDA、DFID、Irish-aid、日本の間では考えの共有が見られてきたが、EUには賛成しかねる様相が若干あった。

⁵⁴ 業務実施上の目標水準または価値観、とも呼べるであろう。

<事例検証：ASDP 策定コンサルタント TOR 作成支援の経緯と成果>⁵⁵

(1) 経過

- 10月半ば JICA が、PER 会合の場で、世銀とインフォーマルにした意見交換の中で、ASDP は MAFS 主導ではあるが必要に応じコンサルタントの支援を受けて策定するのがよいであろうという話があった。
- 調査団も、世銀とディスカッションを行った際、少人数のチーム（タンザニア政府側が中心的な策定者で、コンサルタントは補助的な役割）で ASDP の策定を行えばよいであろうとのコメントを受ける。
- 10月末 調査団は、ASDP 策定があくまでも MAFS 主導で行われることを前提とするスタンスをとりつつ JICA 及び MAFS に協力し ASDP 策定のためのプロポーザル（「Governmental Proposal on Preparation of ASDP」）の作成支援を行った。
- 10月25日 第33回 FASWOG タスクフォースで、「Governmental Proposal on Preparation of ASDP」が ASDP 策定のための予算案とともに提出された。これに対するコメントが出された。この会合で、MAFS が具体的に ASDP 策定のための TOR を作成することが決まった。
- 11月2日 第34回 FASWOG タスクフォースの場で、MAFS は ASDP 策定のための TOR 素案をタスクフォースメンバーに提出した。
- 11月12日 11月7日が TOR 素案へのコメントの提出期限であったが、各ドナーからは十分にコメントが出てこなかった。MAFS は提出期限を延ばし、12日頃までには各ドナーはそれぞれのコメントを提出した。
- 11月15日 インフォーマル・ドナー会合にて、ドナー間で TOR へのコメントの総意を取りまとめる。コメントの総意は EU から MAFS に提出された。
- 11月22日 第35回 FASWOG タスクフォース会合にて、MAFS が TOR (第2稿) および ASDP 予算計画を提出する。TOR に関しては、本体 TOR (Broad TOR) の他、MAFS は、策定チームメンバー毎の TOR (Specific TOR) も作成することになった。予算案に関しては、ドナーは改めてコメントすることになった。
- 11月27日 インフォーマル・ドナー会議の場で、ASDP 予算計画に対するコメントを出し合った。その後、調査団はドナーからのコメントを取りまとめて、MAFS に提出した (11/28)。なお、ASDP 策定にかかる費用負担は、ASDS 策定支援に使用したジョ

⁵⁵ 以下インフォーマル・会議及びドナー会議と2種類の呼称が出てくるが、前者は JICA 事務所が invitation letter を出して開催したもの、後者は緊急課題への対処方針を決める場合など、急遽いずれかのドナーが電話で呼び掛けた集まった会議、という区別ができる。

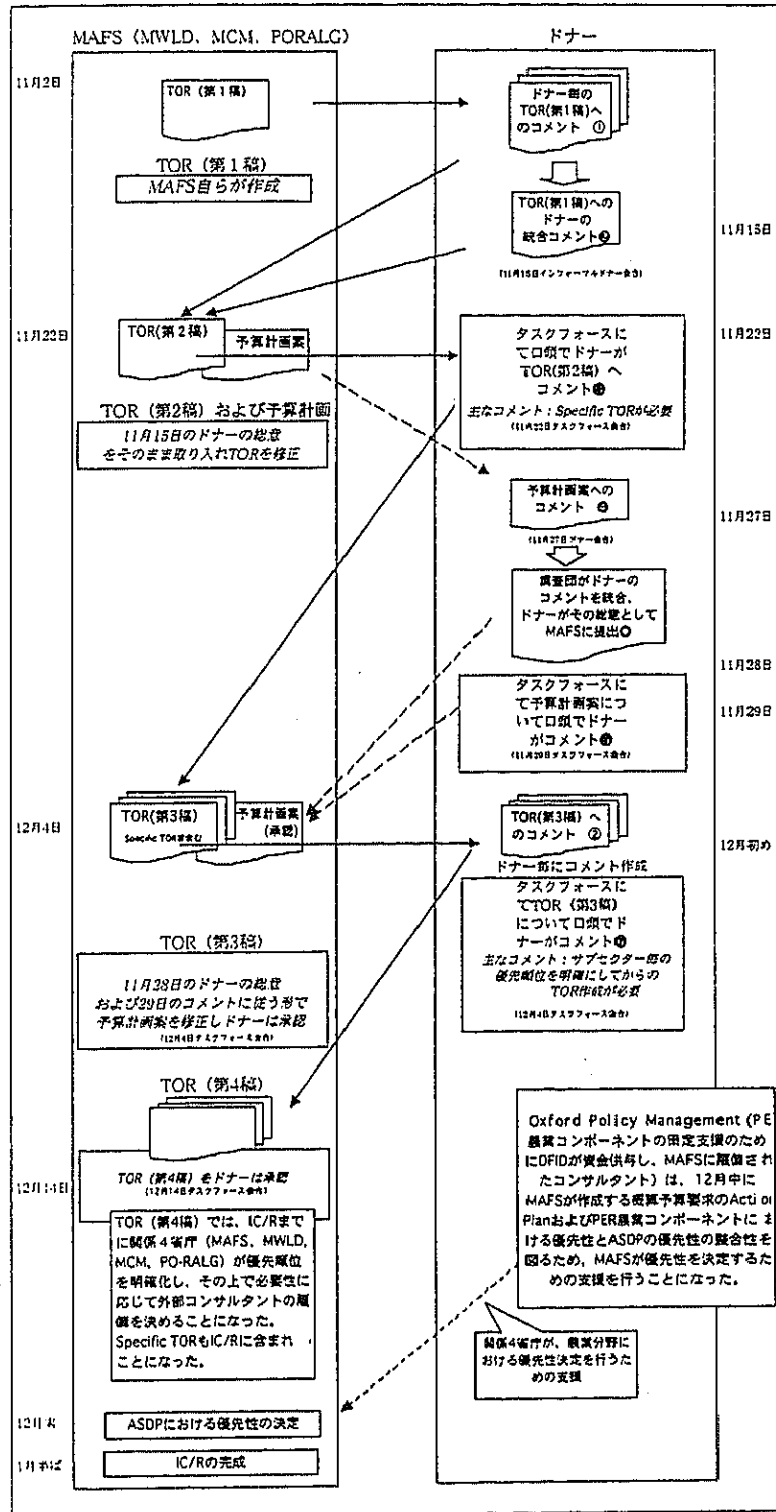
イントファンディング方式が採られることが正式にドナー間で合意された。

- 11月29日 第36回 FASWOG タスクフォース会合では、ASDP の予算案についてコメントが出された。MAFS は、ドナーから11月28日に提出されたコメントをまだ十分に取
り込んでいないので、後日修正版を提出することを約束した。また、TOR 本体+策
定チーム(MAFS、MWLD、MCM、および PORALG チーム)毎の TOR についても
ほぼ完成版が出来上がっているため、11月30日までに関係者に提出することを
MAFS は約束した。
- 11月30日 MAFS は、TOR 本体+策定チーム毎の TOR (第3稿)を完成し、関係者に提出し
た。
- 12月4日 第37回 FASWOG タスクフォース会合が開催され、TOR (第3稿)に関するディ
スカッションが行われた。全ドナーがコメントを提出していなかったため、提出を受
けた上で、1) 先ずは ASDS のサブセクター毎に何に重点を置くかの優先性を決め
る、2) その上でコメントを反映し且つ優先性に基づいた TOR 本体+策定チーム毎
の TOR(第4稿)を完成させる (必要に応じ、MAFS は EU が雇用している OPM に
相談する)、3) FASWOG タスクフォース会合に提出する、ことが決定した。
- 12月13日 TOR(第4稿)が、MAFS からタスクフォース・メンバーに提出された。
- 12月14日 第38回 FASWOG タスクフォース会合が開催され、12月13日に MAFS から提出
された TOR⁵⁰本体 (Broad TOR) (第4稿)が、メンバーにより承認された。TOR は
TOR 本体 (Broad TOR) のみで、その中には、「IC/R で優先順位、実施の枠組み
(素案)、4 省庁の技術チーム・メンバーの役割分担、作業内容を含め、さらにこれ
らを勘案した上で外部コンサルタントの TOR も含める予定である」ことが記述さ
れている。従って、当初 TOR に含めるべきであった策定チーム毎の TOR (Specific
TOR) は、IC/R までに優先性に基づき完成させるということになった。

以上の経過を下図にまとめて示す。

⁵⁰ 資料2 2として添付。

ASDP 策定のための TOR 作成におけるこれまでのプロセス



(2) TOR 作成プロセスの分析と成果

以下では、一連の TOR 作成プロセスについて 1)ドナーのスタンス、2)MAFS のオーナーシップ、3)オーナーシップが発揮されやすい環境について分析した。

1) ドナーのスタンス

ASDP 策定のための TOR 作成プロセスから観察することができるドナーのスタンスは2つに分かれる。即ち、

- DFID、デンマーク、日本、Irish Aid が、オーナーシップを高めていくことの重要性を認識しており、ドナーの介入は必要があれば行っていくべきだというスタンス

であるのに対し、

- EU はオーナーシップを高めていくことは支持するもドナーの介入は必要不可欠だ、

というスタンスである。図表15にその関係を示す。

図表15 FASWOG タスクフォース参加ドナーのスタンス

	オーナーシップを支持し、 ドナーの介入は必要があれば 行う	オーナーシップを支持するも、 ドナーの介入は必要不可欠である
DFID	○	
デンマーク	○	
EU		○
Irish Aid	○	
Japan	○	

注) 世銀は、一連の TOR 策定プロセスには直接は参加していないため、表には含めていない。

こうしたスタンスの違いが明確にあらわれたのが、11月15日のインフォーマル・ドナー会合と11月27日のフォーマル・ドナー会合であった。11月15日のインフォーマル・ドナー会合では、EUからは、「TOR(案)をドナー側で作ってしまったらどうか」というという極端な発言まで出た。調査団は、基本的にドナーはアイデアを提示するだけでMAFS自身がTORを作成するべきとの意見を出し、これに他のドナー・メンバーは同意したという経緯がある。

11月27日のフォーマル・ドナー会合では、デンマークが「オーナーシップを尊重しMAFSを前面に出し、ドナー側は後方でサポートに徹するべきである」と強調したのに対し、JICA、Irish Aid、DFIDが賛成の姿勢を示したが、EUは若干難色を示し「資金を提供する限りドナー側からのアプローチも必要」という発言をしたことがあった。

2) MAFS オーナーシップ発現までの苦悩

MAFS は、自らが主導して計画づくりを行っていきこうと努力しており、オーナーシップは少しずつ高まってきていたと言える。

ASDS では、MAFS がオーナーシップを発揮したくとも、ASDS 策定のコンサルタントである BACAS/COWI によるドラフトの出来がよくなかったことも影響してドナーの介入が強く、それに引っ張られる形で ASDS は収束した。

未完成ドラフトがようやくできあがった 6 月末から 10 月までの期間に MAFS が ASDS 策定プロセスを収束させることができたのは結局のところ英国コンサルタント OPM の参加があったからであった。また、ASDS のプロセスは、外部コンサルタントの力に頼っていたことは否めない。仮に、ASDS 策定プロセスにおいて MAFS 職員自身が戦略の作成を行いたかったのであればとしても、その余地はあまり無かったと見る。

本フェーズと前フェーズとで大きく異なるのは MAFS が自らの力で ASDP を作ろうと努力している姿勢が顕著に現れている点である。自ら作成した ASDP のプロポーザル（「Governmental Proposal on Preparation of ASDP」）には、政府職員による Special Assignment Team を導入し、MAFS、MWLD、MCM、および PORALG 自らが計画を策定することを提示している。また、外部コンサルタントは、あくまでも補助を行うためという位置付けである点を明記している。

12 月 4 日の第 37 回 FASWOG タスクフォース会合では、MAFS 作成の TOR に対して、ドナーがまとまりのない様々なコメントをしている中で、MAFS 次官が「TOR 作成には、ドナーの協力が必要となろうが、ドナーの介入によりこのプロセスを遅らせるようなことはやめてほしい」と強く主張したことからも、MAFS のオーナーシップの高まりは感じられた。

3) 成果：オーナーシップが発揮されやすい環境とは？

以上の状況のもと、オーナーシップが発揮されやすい環境について考察してみたい。これまで ASDP 策定のための TOR 作成プロセスを通じ、ドナーが MAFS のオーナーシップに影響を与えた局面が幾度とあった。以下に代表的なものを示す。

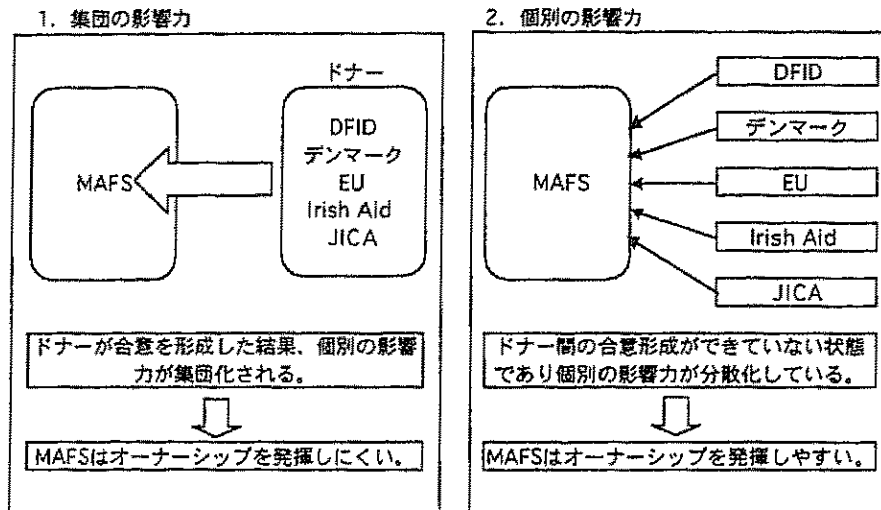
- (i) TOR 素案を提出し、それに対してドナーがコメントの総意を提出した時
(11 月 15 日)
- (ii) 予算計画（案）を提出し、それに対してドナーがコメントの総意を提出した時
(11 月 28 日)
- (iii) タスクフォースで、ドナーが修正版 TOR に対して個別にコメントをした時
(12 月 4 日)

上記の3つの局面は次の2つに大別できる。

1. ドナーが「集団」の影響を与えた局面 - (i)及び(ii)、
2. ドナーが「個別」に影響を与えた局面 - (iii)

ドナーが集団の影響を与えた局面としては、11月15日のインフォーマル・ドナー会合の例があげられる。この会合では、ドナーがMAFSに対して提出するTORへのコメントについて合意形成を行い、これをドナーの総意のコメントとしてMAFSに提出した。MAFSにとって、ドナーの総意がMAFSに対して提出されることの意味は、「MAFS対ドナーの2者」の関係をつくり出されたことでもあり、MAFSはその資金源の多くをドナーに依存している立場上、この総意を受け入れざるを得ないのが現状である。実際に、TOR素案へのドナーの総意コメントは、そのまま正確に反映され修正版が提出された(11月22日)。この場合に、MAFSがドナーの総意コメントを取捨選択すらしていないところをみても、オーナーシップを発揮しにくい状況であったといえる(図表16参照)。

図表16 オーナーシップとパートナーシップ(ドナー間協調)



ドナーが個別に影響を与えた局面としては、12月4日のタスクフォース例があげられる。この会合では、MAFSが修正したTOR案に対して、ドナーがそれぞれの意見をMAFSにコメントした。この会合では、ドナー間で合意形成ができていない状態で、ドナーそれぞれがMAFSに対してコメントを行った。必ずしも、ドナーの見解が一致しているわけではなく、また、ドナーの要求が多岐に亘った事から、既述のとおりMAFS次官の、「TOR作成にはドナーの協力が必要となるが、ドナーの介入によりこのプロセスを遅らせるようなことはやめてほしい」という発言があった。これは、前述のように、ドナーがMAFSに対して集団の影響を与えた

のとは異なり、個々のドナーの分散化された影響力であったため、MAFS がオーナーシップを前者の局面においてよりも発揮しやすかったということが考えられる。

5. ASDS、RDS、ASDP 策定における関係者投入実績

以下、投入実績の全体概要及びASDP策定 TOR に関わる調査団による投入実績概要を示す。

5-1. 全体概要

本フェーズにおける関係者による特筆すべき新たな投入は、JICA による 9 月 27 日の ASDS ワークショップ用の会場借り上げ費の負担及び 10 月 23 日の MAFS 大臣主催 ASDS 終了レセプションである。

<i>Contributions</i>	<i>MAFS</i>	<i>Japan</i>	<i>Other Donors</i>
<i>Financial</i>	- Reception held by Minister of MAFS (October 23): Thanking donors for supporting the finalization of ASDS and announcing the beginning of ASDP formulation)	- ASDS Workshop (September 27)	- EU paid for hiring of a consultant to support MAFS in its formulation of action plan for budget request (Sponsored by DFID).
<i>Logistical</i>	- Offering meeting spaces.	- Secretariat (Preparing minutes, setting up meeting times and circulating information among donors) ⁵⁷ - Provided meeting space at JICA office (November 22): Informal donor meeting.	- EU paid for lunch (November 15): Informal donor meeting.
<i>Manpower</i>	- PS of MAFS as a chairperson and two more personnel attended meetings and dealt with other administrative matters.	- Basically Four personnel: Two from JICA Tanzania Office and two from RADAG attends meeting and other occasion. Sometimes one from the Japanese Embassy attends	- Basically one personnel each. - In terms of commenting on draft ASDP TOR, headquarters staff seemed to be involved.

⁵⁷ ASDS 策定時は、MAFS と共に JICA 事務所が事務局として機能していたが、ASDP 策定段階では基本的には MAFS 計画局が事務局である。JICA 事務所はその支援を行う、という形となる。資料 7 に“part of Secretariat”と明記されているように、MAFS が事務局の主体であり、JICA 事務所は様々な形での直接支援を行う立場である事は関係ドナーにも伝達済みである。

		as well. - In terms of commenting on draft ASDP TOR, most of RADAG members were involved, too.	- EU: Synthesized donor s comments on ASDP TOR.
Others	—	—	—

5-2. ASDP 策定のための TOR 策定支援

調査団は TOR 策定にかかる支援に協力した。その内容は、1) MAFS 作成 TOR へのコメント案作成、2) ドナーからのコメントの取りまとめ、3) FASWOG タスクフォース、インフォーマル・ドナー会合、およびフォーマル・ドナー会合への出席の3つに大別できる。

1) MAFS 作成の TOR へのコメント案の作成

- ① TOR 第1稿へのコメント (資料11)
- ② TOR 第2稿へのコメント (資料23)

2) ドナーからのコメントの取りまとめ

- ◎ 予算計画へのドナーからのコメントの統合版作成 (資料24)

3) FASWOG タスクフォース、インフォーマル・ドナー会合、およびフォーマル・ドナー会合への出席による支援

① 第33回 FASWOG タスクフォース会合	(10月25日)
② インフォーマル・ドナー会合	(11月15日)
③ 第35回 FASWOG タスクフォース会合	(11月22日)
④ フォーマル・ドナー会合	(11月27日)
⑤ 第36回 FASWOG タスクフォース会合	(11月29日)
⑥ 第37回 FASWOG タスクフォース会合	(12月4日)
⑦ 第38回 FASWOG タスクフォース会合	(12月14日)

6. 本フェーズの経験にもとづく考察

調査団は本現地調査における当初目標をほぼ完遂した。次の第三次現地調査にて実施すべき業務の目標は「ASDP の 3 月迄の完成」支援というように極めて明確なものとなった。従って第三次現地調査における業務の実施方法は本現地調査でのあり方と大きく変わる事はないと考える。

他方で、援助調整に参加しつつ、我が国が途上国におけるセクター・プログラム支援を継続する上で留意すべき点が漸次明らかとなってきた。本レポートでは以下の点に示すが、次現地調査期間を通し一層具体的に課題を明示したい。

6-1. ASDP 事務局：我が国が事務局の一旦を担う事の意義

ASDP の事務局「支援」を日本が引き受ける事に対し、異義を挟むドナーや関係省庁等は存在しなかった。本年 1 月日本大使館にて我が国が夕国の農業開発戦略作りの支援を積極的に行う旨を表明して以来、先月まで我が国が ASDS 策定支援を通して様々な貢献を行ってきた事実がその根拠である。

ASDP 策定においては、MAFS のオーナーシップが一層高まるよう、我が国が全面的に事務局を担うのではなく、MAFS が事務局機能の一部を果たす事を明確にすべきだと考える。ASDS 策定時は、MAFS 側も Taskforce の召集における連絡等を行っていたものの、既述のように JICA タンザニア事務所が（常に）フォローの連絡を入れるなど、MAFS が完全に責任をもって事務局機能を果たしていたとは言い難い状況もあった。従って ASDP 策定では、MAFS 側の責任範囲を明確にするため、事務局 TOR を作成する事も一案と考える⁵⁸。

ASDS では JICA タンザニア事務所が事務局機能の多くの部分を負っており、調査団はコメント案の作成や情報収集・提供を含めたドナーとの面談等を通じ事務局活動に協力してきた。事務局機能には、会議召集の連絡（電話・ファックス）、議事録作成、会議場のアレンジ等事務的作業を伴うが、いずれも人的資源と経費の投入がかなり発生する。これら我が国がある程度負う事は MAFS の負担をかなり軽減し、MAFS がより企画・戦略的業務（例：ASDP の構成内容案を考え、ドナーとの会議においてイニシアチブをとる等）を遂行し易い状態となる事につながる。つまり、MAFS がより明確な事務局の役割を果たす、という事は、MAFS が事務的作業の任を現在よりも重く負う、という事ではなく、企画的機能、戦略機能でのイニシアチブを発揮する、という事である。

我が国としては、これら事務的機能を一部負担する事で MAFS の企画面等でのキャパシティの向上に期待できる一方で、MAFS の考えや悩みにドナーとしては常に最初に接する事が可能となる、というメリットもある。ASDP における事務局では、調査団が事務的作業に協力する事で、JICA 及び MAFS の事務的負担を軽減するだけでなく、様々な MAFS の情報（考え、

⁵⁸ ウガンダ農業 SP ではその策定、実施において関係機関の役割規定等を明確にしているようである。

悩み等)にもタイムリーに触れてゆける事で、実効性があり且つ夕国の政策(貧困撲滅、地方分権化、市場経済の推進等)と合致したASDPの策定への寄与が可能となるものと考え⁵⁹⁾。

6-2. ASDPがローリングする基盤整備作りの支援が肝要：オーナーシップの維持・向上

MAFSのオーナーシップ発現は喜ぶべき現象であるが、大切な事はその維持・向上にある。MAFSがASDP策定に強い意欲を持って臨んでいる背景には様々な事情があるのは確かであろうが、その主たる動機が何であっても本年開始されたASDP策定プロセスは今回限りのものではなく、着実にローリングされるものとならなくてはいけない。関係ドナーにおける各種会合における関係ドナーの反応を見ている限り、この考え方は共有されつつあり、MAFS自身にもその意志があるものと見られる。従ってそのような「ASDPを継続して行こう」という雰囲気が出ないよう、支援の工夫が必要となろう。

ASDPの策定実施と並行して、地方(district)政府における農業開発プログラム(DADP)の策定もMAFSは検討しなくてはならない。100以上存在する地方政府のDADPをMAFSとその他農業関連省庁が一つ一つ策定する事は不可能であり、また先行している地方政府改革プログラムの主旨とも反するため、MAFS等の役目はDADP策定のためのガイドライン作りやセミナーを通じた地方政府DADP作成能力向上等となることが考えられる。これらは皆、来年3月までに策定されるASDPの中に、実施すべき事業として盛り込まれる必要があり、JICAとしてもこれに注視すべきだと認識する⁶⁰⁾。

6-3. 育ちつつあるパートナーシップの維持(援助協調の継続)に必要な事とは?

ASDP策定に関係するドナーには「それぞれが援助実施中の案件とASDPの関係をどうすべきかに悩んでいるもの(デンマーク)」、「より多くのドナーを直接財政支援に引き込みたいもの(英国)」などがあり、それぞれ様々な思惑や事情を有していること想像される。時として、各ドナーの個別事情の方がMAFSの優先したい事項を圧する場合がある。

ASDP策定作業が進捗するに依り、我が国としてもASDPを踏まえつつ援助事業の方向性を改めて検討することが必要となってきている。しかしそのために検討すべき課題は多く、単純にASDP上に我が国案件を記載する、という事ではあまり意味がないことが本現地調査を通じ判明している。具体的には、一例ではあるが、我が国援助案件及びその経験が広く他ドナーの

⁵⁹⁾ ウガンダにおける農業SP(通称PMA)策定時には、英国は農業省内に若い英国女性を事務面での役割提供のため1年間投入しており、そのような役目を担っていたと推測される(ウガンダPMA役務調査より)。

⁶⁰⁾ Districtが多かれ少なかれ役割を担うことで大方の合意があると理解しているが、当のDistrictが、ASDS/ASDPの存在と動きをどれほど理解しているかは不明であり、実施段階での主体的な役割を担ってもらうためにも、州ごとの広報セミナー開催などが検討されるべきではないかと考えている。

知るところとなり、積極的な理解を得なければ、仮に ASDP 上に記載されたとしても画餅に帰す可能性が高い。

調査団による農業背景調査を最初にドナーに対し紹介した折り、反発を受けた事は既述の通りだが、その原因の一つとして考えられるのは、巨額の援助資金を有する我が国援助に対する警戒感とその内容・方法が十分に知られていないことから来る不信感ではないかと推測する。多くのドナー担当官は通常よくコミュニケーションをとっており、お互いの活動、事業計画、悩み等に通じているのに対し、そのようなコミュニケーションの輪に継続的に参加する関係者が我が国の援助機関、援助プロジェクトに比較的少なかったことも警戒と不信の原因と推測される⁶⁴。今後はその原因をよく検証した上で必要な対応をとり、我が国援助が他ドナーの理解を得た上で ASDP 上に位置付けられるよう、援助関係機関全体として検討をしなくてはならないであろう。

⁶⁴ JICA 事務所を例にとれば、特定セクターを担当する企画調査員においては比較的他ドナーとのコミュニケーションが頻繁に取られていた様であるが、調査案件やプロ技を担当する所員においては、そのような活動が積極的に試みられた形跡は比較的限られている。多くの所員が十分に他ドナーとの情報交換等の機会を持ち得ない背景には、JICA 事務所における人員規模に比した業務量及び本部との機能分担等組織としての課題が存在しているものと思われる。

7. 第3次調査における業務概要（案）

調査団は本現地調査における当初目標をほぼ完遂したので、第三次現地調査（2002年1月～3月）にて実施すべき支援業務の目標は「ASDPの3月迄の完成」支援に絞られる事となった。従って第三次現地調査における業務の実施方法は本現地調査でのあり方と大きく変わらない。具体的には以下の通りである。

- ASDP策定支援実施（2002年3月中の策定完了）
- 農業背景調査の継続
- 他セクターにおけるSPに関わる情報の収集・整理の継続

以下に、各作業の概略を示す。

（1）ASDP策定支援実施

- ①ASDP策定プロセスにおける各種会合への参加及び議事録案の作成
- ②ASDP策定プロセスを通し、MAFSより提出される各種文章に対するコメント、提案の素案作成

（2）農業背景調査の継続

- ①農業組織／組合／流通及び灌漑・水資源管理分野におけるワーキング・ペーパー作成
- ②各分野ワーキング・ペーパーを踏まえた農業背景調査総合ペーパー作成及びASDSを踏まえた我が国農業援助の方向性の検討
- ③他農業関係JICAプロジェクトとの情報交換等

タンザニアでは現在、全国灌漑マスター・プラン調査、キリマンジャロ農業技術者訓練センター計画（KATC）フェーズ2等が進行中であり、適宜情報交換の場を設ける。

- KATCフェーズ2
- モロゴロ州ムエガ地区小規模灌漑開発計画
- コースト州貧困農家小規模園芸開発計画調査
- 全国灌漑マスター・プラン調査

(3) 他セクターにおける SP 先行事例に関わる情報の収集・整理

- ①保健省、農業省でのセクター・プログラムにおいて実施済みの、また今後予定されている、プール・ファンディングに関する情報収集を継続する。また財務省からの情報収集も再度実施したい。
- ②PRSP モニタリング&評価部会に関わる情報を収集する（JICA 事務所における表題担当企画調査員との連携を前提とする）。
- ③援助政策ワーキング・ペーパー作成

資料 1 調査団による ASDS の検証

農業セクター開発戦略（ASDS）最終版のレビュー概要¹

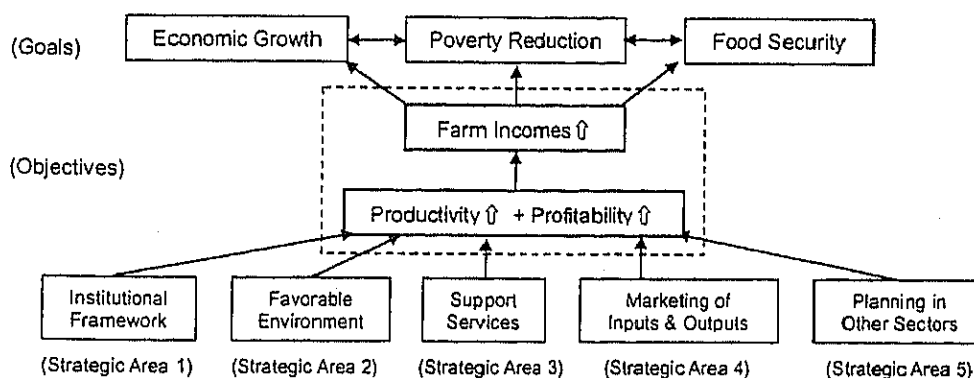
1) 戦略は、Annex 3: Logframe (p. 54～) で、「目標/目的」および「戦略エリア」として整理されている。これらについては、概ねロジカルかつ体系的に提示されており、EU/DFID が要求したという「editing」、「fine-tuning」という点では、ASDS 改訂作業の目的は達成されたと思われる。但し、その内容は、改訂前の ASDS と大きく変わっておらず、再編成されただけである（戦略オプション 1 戦略エリア 1、戦略オプション 2 戦略エリア 3、戦略オプション 3 部分的に戦略エリア 3 と同 4、戦略オプション 4 戦略エリア 4、戦略オプション 5 戦略エリア 2、戦略オプション 6 戦略エリア 5、戦略オプション 7 戦略エリア 2 の一部）。

2) 包括的 (comprehensive) ではあるが、内容は農業開発戦略として一般的であり、この戦略をそのまま、例えば、「モザンビーク国農業セクター開発戦略」としても通用しそうである。また、ASDS で指摘されている現状/問題（したがって、必要なアクション/介入）の多くは、タンザニアの各地域/州/県に共通のものと思われるが、タンザニアの地域的多様性を考えると、地域毎の戦略、少なくともこれらの戦略エリアおよび介入の中でのプライオリティは自ずと異なってくるであろう。

3) 計画期間が 5 年であるのに対して、やるべきこと（アクション/介入）が多過ぎる。ドナーの技術援助を含めても、関係省庁の実施キャパシティが足りないと思像される。目標に即した優先順位付けと実施体制の明確化が ASDP 策定における最重要課題である。

4) 中心となる目標が経済成長なのか、貧困削減なのか、食糧安保なのか、明確ではない。ASDS の政策フレームワークの 1 つである「1997 年農牧業政策」（これ自体、9 つの目的を掲げていて焦点がぼやけているだけでなく、目的と手段を混同している）では、「国家の食糧安保」が第一の目的 (objective) となっているが、ASDS の overall goal は経済成長への寄与となっており、食糧安保については「世帯の食糧安保」が、strategic objectives の目的となるもの (in order to) としてしか示されていない。ASDS が RDS とともに、PRSP の下で策定されていることを考慮すれば、中心目標はやはり貧困削減と考えるべきであろうが、貧困削減は経済成長だけでは達成できない（分配の問題がある）。同様に、食糧安保も、特に世帯毎の食糧安保は、経済成長だけでは確保できない。

5) ASDS の目標/目的と戦略エリアの関係は、以下のようになっていると理解される。すなわち、本戦略が直接達成すべき目的は、農業所得の向上であり、そのためには、生産性および収益性の向上が必要である。生産性（土地生産性および労働生産性）の向上だけでは所得は向上しない。生産性が向上しなくても、投入財価格やマーケティングコストの低下によって収益性が向上すれば所得が向上するということもある。生産性向上と収益性向上を達成する手段が、各戦略エリアに示されているアクション/介入である。なお、戦略エリア 2 は広義の制度的フレームワーク（戦略エリア 1）として、また、戦略エリア 4 は政府の施策という意味で支援サービス（戦略エリア 3）として扱うことができる。戦略エリア 5 の実施は、その他の戦略エリアのアクション/介入を促進する。



¹ 2001 年 11 月 1 日 (木) 午後 2 時半～午後 4 時にダルエスサラームの JICA-RADAG 事務所において行われた国内レビューセッション（出席者：川原、寺原、江本）での議論に基づくものである。

6) 生産性の向上には主に、農学的方法（高収量品種の導入、施肥量の増加、施肥方法や病害虫防除の改善など）と工学的方法（トラクターの導入、灌漑施設整備など）があり、収益性の向上には、生産コストおよびマーケティングコスト（制度的コストおよび物理的コスト）の低減や高価値作物/作目の導入などの方法がある。物理的なマーケティングコストの代表例は輸送費である。農村道路の整備は、農村部における投入財価格および生産物の輸送費を引き下げることによって、収益性の改善に貢献する。ASDP を策定する際には、生産性の向上および収益性の向上という観点から、さらにその方法の種類別に、MAFS 等関係省庁の担当者とコンサルタントとが議論しながら、各戦略エリアに示されているアクション/介入を再検討し、優先順位付けをする必要がある。厳密に言えば、各アクション/介入について、費用対効果や実施面での難易度（技術的、制度的など）を推定し、それらに基づいて優先順位付けをする必要があるが、それができなくても最低、当該アクション/介入が目的（生産性および収益性の向上）に適ったものであるかの検討は必要である（RADAG 調査団がタンザニアの実情を把握していないせいかもしれないが、ASDS には、どのように生産性、あるいは収益性の向上につながるのかを理解しがいアクション/介入も含まれている）。

7) ASDS は公共部門と民間部門（農民を含む）のパートナーシップを強調しているが、その両者やその他関係者間の役割分担が明確でない。その役割分担は、生産性向上と収益性向上の方法・手段によって異なってくるし、またアクション/介入のターゲットグループ（受益者、地域、作物等）によっても異なってくる（例：同様のアクションであっても実施する地域や実施機関・者の能力によって、デマケーションが異なることもありうる）。The Division of Responsibilities of the Roles and Functions of the Agricultural Sector...（現調出発前に藍沢さんより入手）には、各分野（普及、土地利用、灌漑、研究など）において、MAFS、MCM、MWLD、PO-RALG、州事務所（RAS）、地方政府（LGAs）それぞれ果たすべき役割が概して抽象的に示されているが、ASDP の策定・実施にあたっては、以下に例示するように、アクション/介入毎に、各アクターの具体的なタスクを明確にする必要がある。

Objectives	Means/Measures		Actions/ Inter- ventions	Public Sector			Farmers/Farmers Organizations	Private Sector	CSOs
				Ministries	RAS	LGAs			
Productivity ↑	Agronomy		Action 1						
			Action 2						
			:						
	Engineering		Action 1						
			Action 2						
			:						
Profitability ↑	Mkt. costs ↓	Institutional	Action 1						
			:						
		Physical	Action 1						
			:						
	Prod. costs ↓		Action 1						
	High-value		Action 1						
			:						

8) 各アクターが行うべきタスクを具体的に示したとしても、その可否/成否は、各アクターの実施能力にかかっている。ASDP の実施に際しては、現行の地方分権化政策（ディストリクト・フォーカス）に沿って、各ディストリクトが「ディストリクト農業開発プログラム（DADP）」を策定し、それを実施に移していくことになっているが、ディストリクトにはそれだけのキャパシティがあるのだろうか（他のドナーも疑問視していると聞いている）。無論、ディストリクト毎に状況は異なると思われるが、州の役割を拡大して（RAS は中央政府の出先機関であり、ディストリクトは自治体、すなわち選挙で選ばれる議員によって政策や事業が決定されるものであるが）、ディストリクトに対する支援体制を整備・強化するのが現実的な方法であるように思われる（州・ディストリクトの役割分担や実施能力の実態については、当調査団が 11/4 に開始するフィールド調査のテーマの 1 つである）。

9) ASDS では裨益のターゲットグループは明示されていないが、貧困削減という目標から、主として小規模農民（smallholder farmers）であると理解される。しかし、地域や作物により「小農」の持つ条件は異なっている（但し、20ha 以上の中・大規模農場は約 1,000、その総農場面積は全耕作

面積の 15%程度であり、タンザニアの作物生産は短年性、永年性とも全国的に大部分が小農によって支えられている²⁾。したがって、ASDP では、ターゲットグループ（所有・耕作規模だけでなく、作物/作目、地域の社会経済条件等も考慮したもの）を明確にした上で、アクション/介入の優先順位付け（あるいは選定）をする必要もある。

10) ASDS は第9章で、quick win outputs（実施が容易である、低コストかイヤーマーク資金が得られる、ASDS の目的達成に比較的大きくかつ迅速なインパクトがあるもの）として、6 つのアクション/介入を挙げているが、その背景事情が不明であることもあって、「2.5 Cross-border trade legalized and promoted」（番号は、logframe に示されているもの）以外のアウトプットは、quick win と呼べるものかどうか判断しがたい。因みに、世銀が 1986 年以降の農業部門のパフォーマンスの分析に基づいて示している「農業によって牽引された成長」を実現するための長期戦略の要素は、マクロ経済バランス、研究・普及、インフラの改善、税・規制の緩和の 4 つである³⁾。また、農業を活性化するための短期的な施策は、農業に対する地方課税の制限、国境地域の食糧貿易の自由化、農業信用の促進、食糧援助のインパクトの見直し、データ収集・分析能力の向上、農業に対する予算的支援の増大の 6 つである。ASDS は、この世銀調査や同じく 2000 年に発表された MAFS と世銀の共同による調査⁴⁾の結果などを活用して策定されたことになっているが、ASDS が提案している quick win outputs は必ずしもそれらの結果を十分に反映しているようには見受けられない。ASDP の策定にあたっては、これらの世銀調査に限らず、既存の政策提言の活用が望まれる。

11) 2005/07 年の実質年成長率 5.0 パーセント、2010 年までに貧困率の半減（貧困ライン以下の人口：48 パーセント 24 パーセント、貧困ライン以下の農村人口：57 パーセント 29 パーセント、食糧貧困者：27 パーセント 14 パーセント）という目標に実現性があるのか疑問に思われる。将来の生産見通しなどに基づいて算出された数字というより、政策目標として掲げられてたものであると理解する。タンザニアの経済成長の牽引役になることを期待されている農業部門の成長は、国際農産物価格（国際市場での価格と為替レート）に大きく左右される。今後数年間続くと予想される世界的な不況によって、農産物を始めとする一次産品の国際市場価格は低下または停滞すると思われるので、むしろ農産物輸出に不利になるような政策（高金利、シリング高、不公正な課税など）を実施しないことも重要なアクションである（顕著な例としては、1990 年代初めに過度な金融引締めによってシリングが急激に上昇し、農産物の生産者価格を大幅に引き下げた）。

以上

²⁾ MAC/World Bank, *Tanzania Agriculture: Performance and Strategies for Sustainable Growth*, February 2000, pp. 36-37; and World Bank, *Tanzania Agriculture*, December 1994, p. 20.

³⁾ World Bank/IFPRI, *Agriculture in Tanzania since 1986: Follower or Leader of Growth*, June 2000, pp. xix-xxi.

⁴⁾ MAC/World Bank, *Tanzania Agriculture: Performance and Strategies for Sustainable Growth*, February 2000.

資料 2 FASWOG Taskforce 議事錄 (英文)

**MINUTES OF THE 25TH MEETING OF THE FASWOG TASK FORCE HELD ON
JUNE 14, 2001 AT COURTYARD HOTEL.**

1. **Attendance:**
 - ◆ The list of attendants is attached to these Minutes.
2. **Opening:**
 - ◆ The Chairman, PS – MAFS, Mr. W. Ngirwa opened the Meeting at 8:15 a.m. by going through the following agenda which was adopted:
 - a. Confirmation of the Minutes of the 23rd and 24th Meetings.
 - b. Matters Arising from those Minutes.
 - c. Assessment of the Status and Way Forward for the ASDS.
 - d. PRSP Progress Report
 - e. Any other Business.
3. **Confirmation of the Minutes of the 23rd and 24th Meetings:**
 - ◆ The Minutes of the 24th Meeting were confirmed without any corrections.
 - ◆ The Minutes of the 23rd Meeting were confirmed with the following corrections:
 - a. Composition of the Evaluation Team (Page 3 of the Minutes). Dr. Chengula's name should be removed from the list because in the last Meeting he had indicated that he would not be available for the task due to other commitments.
 - b. Payment of ASDS Consultant (Page 4 of the Minutes). What was agreed in the last Meeting was that the Consultant should be paid after the report had been approved by the Task Force, and not as indicated in those Minutes.
4. **Matters Arising from those Minutes:**
 - ◆ It was reconfirmed that the *small group* responsible for preparing the ASDS report to be incorporated into the PRSP Progress Report would meet on June 14 -15, 2001 as scheduled.

- ◆ It was reported that the Task Force held a Meeting with the Workshop Moderator , Dr. Lunegelo, on June 6, 2001 as scheduled.
- ◆ It was also reconfirmed that the Evaluation Team on the "Streamlining" Tender would submit its report to the Task Force on June 15, 2001.
- ◆ On approval of the Zonal Workshops Budget the Ministry of Agriculture explained that the Ministry would on June 14, 2001 write to the Danish Embassy explaining why "transit costs" should be admissible.

5. **Assessment of the Status and Way Forward for the ASDS :**

Bagamoyo Retreat :

- ◆ The Chairman re-affirmed that the 3rd Round Stakeholders Retreat on the ASDS was held , as scheduled, on June 7 –8, 2001, and most members of the Task Force attended.
- ◆ It was reported that the Retreat's Report had been prepared by the moderator and received by the World Bank on June 13, 2001 and would be circulated to members on June 14, 2001.

Way Forward :

- ◆ Several opinions were expressed on the Way Forward for the ASDS, including those of the four donors (EU, Denmark, Ireland, JICA) who had met on June 13, 2001 at the EU to deliberate on the issue.
- ◆ Finally however the Meeting decided that the Way Forward would now be as follows :
 - i. The present Consultant (BACAS/COWI) finalizes the draft ASDS document by incorporating the issues and interventions that were raised at the Bagamoyo Retreat. The consultant was given 10 days to accomplish the Task.
 - ii. After the present consultant has finalized his work, another consultant should be engaged to further refine the document by outlining areas of priority action, preparing a five – year implementation plan, budget etc. This consultant will work on the basis of the present document and is not expected to "re-invent the wheel".

6. PRSP Progress Report :

- ◆ Professor Ndulu of the World Bank briefed the Meeting on what should go into the PRSP Progress Report. He explained that the agriculture progress report for the PRSP Progress Report, should include the following : description of the ASDS process to date, interaction with other sectors, actors involved in agricultural development, strategic priorities for agricultural development, policy issues, financial support by GOT/DONORS, and the way forward.
- ◆ On the preparation of the PRSP progress Report he gave the following time table.

i.	All sectors submit their Reports to the Treasury	-	by June 18,01
ii.	National Workshop to Review PRSP Progress Report	-	week commencing June 25 ,01
iii.	Govt submit Progress Report to WB	-	end of June,01
iv.	Report submitted to Board of the IMF/WB	-	September,01
- ◆ The donors present gave their indicative financial commitments to the agricultural sector in the coming year.
- ◆ The Meeting also decided that the Small Group should prepare the PRSP Progress Report and submit it to the Task Force on June 15, 2001 at 2 p.m.

7. ANY OTHER BUSINESS :

- ◆ A question was raised on whether MAFS could now pay the consultant the second payment considering that the consultant had submitted a draft report. The Meeting reserved its decision to the next Meeting.

8. CLOSING :

- ◆ The Chairman closed the Meeting at 09 : 30 a.m.

9. NEXT MEETING :

- ◆ June 15, 2001 at 2 p.m. at Courtyard Hotel.

10. Present were:

	<u>NAME</u>		<u>POST</u>		<u>ORGANISATION</u>
1.	Mr. W. Ngirwa	-	PS	-	MAFS
2.	Mrs. J. Bitegeko	-	DPP	-	MAFS
3.	Mrs. S. Kaduma	-	PC(ASMP)	-	MAFS
4.	Mr. R. Makusi	-	V/c AIS	-	MAFS
5.	Mr. E. Maponde	-	Economist	-	PC
6.	Mr. E. O' Cleirigh	-	P/Officer	-	Ireland Aid
7.	Mr. S. Lugeye	-	Agr. Advisor	-	Ireland Aid
8.	Mr. B. Ndulu	-	L/Specialist	-	WB
9.	Mr. L. Chengula	-	Rural Dev. Sp	-	WB
10.	Mr. J. Kirwaggulu	-	Ag. AD(M)	-	MCM
11.	Mr. H. Pedersen	-	CTA	-	MAFI/ASPS
12.	Mr. J. Nozaka	-	Irr. Advisor	-	MAFS
13.	Ms. R. Ketting	-	Rural Dev. Ad	-	Delegation EU
14.	Mr. T. Lindqvist	-	Counsellor	-	Danish Embassy
15.	Mr. J. Salmon	-	Nat. Res. Ad	-	DFID
16.	Mr. Ndimbo	-		-	MWLD
17.	Mr. Ito	-	Second Secretary	-	Japanese Embassy
18.	Ms. C. Joseph	-	Economist	-	MAFS
19.	Mr. Y. Sasaoka	-	Special Adv.	-	JICA
20.	Mr. Y. Aizawa	-	Advisor	-	JICA
21.	Mr. K. Kimura	-	P/Officer	-	JICA
22.	Mr. Mrema	-	Assistant	-	JICA
23.	Mr. R. Msoffe	-	S/Advisor	-	JICA

11. Absent were:

1. Ministry of Finance
2. Prime Minister's Office
3. P.O. (RALG)

MINUTES OF THE 26TH MEETING OF THE FASWOG TASK FORCE
HELD ON JUNE 15, 2001 AT COURTYARD HOTEL

1. Attendance :

- ◆ The list of attendants is on page two of these Minutes.

2. Opening :

- ◆ The Chairman, PS-MAFS, Mr. W. Ngirwa opened the Meeting at 2.40 p.m. by proposing the following agenda which was adopted.
 - a. Evaluation Report of the "Streamlining" Tender
 - b. ASDS Consultants Second payment
 - c. PRSP Progress Report.

3. Evaluation Report of the " Streamlining " Tender :

- ◆ A member of the Evaluation Team on the Streamlining Tender, Mrs. S.Kaduma, tabled, the Team's evaluation report. She recalled that two firms had applied for the work. These were ETC East Africa and KIT. She said that the Team evaluated the technical proposals of the two firms using the evaluation criteria that had been approved by the Task Force. After evaluating the technical proposals, the Team found the ETC proposal to be better and proceeded to open its financial proposal which the Team found to be reasonable. The Team also reported that ETC would be available to commence work in August 2001.
- ◆ Following this presentation, the Evaluation Team recommended the award of tender to ETC. The Task Force approved the evaluation report and accordingly awarded the tender to ETC, with the understanding that the company should field its key personnel for the assignment as outlined in their proposal.
- ◆ The Task Force also agreed that work could commence in August.

4. ASDS Consultant's Second payment :

- ◆ MAFS reported that the consultant had raised an invoice for the second payment following the submission of the draft final report. MAFS wanted the guidance of the Task Force on whether or not the Ministry should make the 2nd payment (i.e. 50 %).
- ◆ There were varying comments on whether or not the consultant deserved payment of 50 % now. Some commented that the consultant did not deserve this amount because the output produced (issues paper, inception paper, draft ASDS) was sub-standard and many times the consultant had to be " pushed" around. However , others said that

the original ToR was too demanding and the consultant could not have produced a good document within the time limit.

- ◆ In the final analysis the Meeting decided that the consultant be paid as follows :

40%	-	now
10%	-	after incorporating the comments of the Bagamoyo Third Round Retreat, and after Preparing the Summary of the ASDS.

- ◆ The Meeting also decided that final payment due to the consultant (10%) should not be paid .

5. **PRSP Progress Report :**

- ◆ The Chairman of the "Small Group" presented the Groups' report on the preparation of the PRSP Progress Report
- ◆ He said the Small Group which met on June 14 -15, 2001 had prepared the report based on Prof. Nduku's guidelines. He reported that the report would be ready for circulation later in the day.

6. **Closing / Next Meeting :**

- ◆ The Chairman closed the Meeting at 3.24 p.m. and the date of the next Meeting will be circulated to members later.

7. **Present were :**

Mr. W. Ngirwa	-	PS	-	MAFS
Mrs. J. Bitegeko	-	DPP	-	MAFS
Mrs. S. Kaduma	-	PCASMP	-	MAFS
Mr. S. Ngoda	-	Agri.Ec.	-	MCM
Ms. P. Mletwa	-	A/Director	-	MWLD
Mr. E. Maponde	-	Economist	-	PC
Mr. M. Ndimbo	-	PL.Economist	-	MWLD
Mr. J. Nozaka	-	I/Advisor	-	MAFS
Mr. H. Pedersen	-	CTA	-	MFAS/ASPS/DANIDA
Mr. L. Chengula	-	R/Dev.Sp.	-	WB
Mr. S. Lugeye	-	Ag. Adv.	-	Ireland Aid
Ms. R. Ketting	-	Advisor	-	Del.EC
Mr. J. Salmon	-	NA Advisor	-	DFID
Mr. Y. Sasaoka	-	S/Advisor	-	JICA
Mr. Y. Aizawa	-	Advisor	-	JICA
Mr. A. Mrema	-	Assistant	-	JICA
Mr. R. Msoffe	-	Advisor	-	JICA

9. **Absent were :**

Prime Ministers' Office
Ministry of Finance
PO (RALG)

MINUTES OF THE 27TH MEETING OF THE FASWOG TASK FORCE HELD
ON JULY 9, 2001 AT THE MINISTRY OF AGRICULTURE AND FOOD
SECURITY.

1) ATTENDANCE:

- ◆ The list of attendants is on page four of these Minutes.

2) OPENING/ADOPTION OF AGENDA:

- ◆ The chairman, Mr. W. Ngirwa, PS- MAFS, opened the meeting at 2:30 p.m. by recalling that this meeting could not be held on July 5, 2001 as earlier scheduled, following the sudden death of the Vice President, Dr. Omari Ali Juma.
- ◆ He then read the following agenda which was adopted:-
 - a) Confirmation of the Minutes of the 25th and 26th Meetings.
 - b) Matters arising from those minutes
 - c) the Revised Final Draft/Way Forward for the ASDS.
 - d) Any other Business.

3) CONFIRMATION OF THE MINUTES OF THE 25TH AND 26TH MEETINGS:

- ◆ The Minutes of the 25th Meeting were confirmed without corrections.
- ◆ The Minutes of the 26th Meeting were confirmed after two corrections were made as follows:-
 - ◆ Paragraph 4 bullet 2 was amended to show that the Task Force did not "push around" the consultant but rather the Task Force had, on several occasions impressed on the consultant on the need to adhere to the TOR when preparing the ASDS.
 - ◆ Paragraph 4 bullet 3 was amended to show that the consultant should be paid the second payment of 50% after incorporating into the ASDS document, the comments of the 3rd round retreat and after preparing a summary of the ASDS and NOT as indicated in the Minutes (i.e. 40% now and 10% later).

4) MATTERS ARISING FROM THE MINUTES OF THE 25TH MEETING:

Approval of Zonal Workshops Budget:

The Ministry of Agriculture and Food Security reported that the Ministry had written to the Royal Danish Embassy to explain why "transit costs" should be admissible, and that a reply from the Embassy was still awaited.

Moderators/ Retreat Report:

- ◆ It was reported that although some members of the Task Force had received a copy of the moderator's report, the majority of the members had not.
- ◆ The chairperson regretted why this was the case. Under these circumstances the Moderators report could not be discussed and therefore the chairperson directed that copies of the report be sent to all members of the Task Force immediately by MAFS.

PRSP Progress report:

- ◆ It was reported that the small group of the Task Force had prepared the PRSP Progress report and had submitted it to the Task Force, as required, on June 15, 2001

5) MATTERS ARISING FROM THE MINUTES OF THE 26TH MEETING:

- ◆ *Award of the "streamlining" Tender.*

The Ministry of Agriculture and Food Security reported that the Ministry had written a letter of award to ETC, as decided by the Task Force.

6) COMMENTS ON THE REVISED FINAL DRAFT:

- ◆ The Meeting was unanimous that the present document was slightly better than the previous one. However further improvement of the document was necessary. Certain issues, such as the roles of various actors, the targets set, inputs voucher schemes etc. needed to be revisited and improved upon.
- ◆ The Meeting therefore decided that the present document should be "refined" but not be re-written.

7) WAY FORWARD FOR THE ASDS:

- ◆ After making the above comments the Meeting, charted out the Way Forward for the ASDS as follows: -

a) *Appointment of a new consultant :*

- ◆ The Meeting decided that a new consultant should be hired immediately to revise and refine further the present document. Such consultant should however be prepared to "team-up" with one or two Local consultants drawn from the present consultancy firm (BACAS/COWI) so as to ensure continuity of the process. The names of Prof. Lawrence Smith of Oxford Policy Management which has already made a contract within EU support programme and in association with Prof. Matee of SUA were proposed and approved by those present as potential candidates who could

undertake the work. However the meeting decided that the *secretariat* should write a letter to other members of the Task force who were not present at the meeting, and ask them if they had any objection to the appointment of the two for the job. If they had objections, they should be requested to submit alternative candidates for consideration by the Task Force.

b) *Funding for the new consultant:*

The EU proposed that it could fund, through DFID, the services of Prof. Lawrence Smith whom the Meeting was told could be available immediately and work within two months on different occasions. The EU could not however confirm if it could fund Prof. Matee. EU will discuss with Brussels and report the result to the Task Force.

JICA however pointed out that it had a balance of USD 20,000 (remaining budget for consultancy, i.e. (10% of the total) which could be used to fund the local consultants, who would work alongside the EU-sponsored consultant.

c) *TOR for the new consultant:*

- ◆ This issue was discussed in detail. It was pointed out that it was important that the TOR for this work should be specific. The following were suggested as possible items to be included in the TOR:
 - revision of the draft ASDS especially in the area of prioritisation of the options, including preparation of a five-year implementation plan.
 - rural area poverty monitoring
 - budget plan for the first year
 - prepare TOR of major components of the ASDP.
- ◆ The Meeting envisaged that the TOR preparation process would be as follows:
 - Secretariat Prepares draft of Minutes of this Meeting - by July 10, 2001
 - MAFS circulates draft TOR's to Members - by July 12, 2001
 - Members send in comments to MAFS - by July 13, 2001
 - MAFS finalises TOR - by July 17, 2001

d) One - day Workshop on the Future Direction of ASDS/ASDP

- ♦ The meeting agreed on the necessity of holding a one-day Workshop in August 2001 to draft out the future direction of the ASDS/ASDP. Attendants to such a Workshop would include professionals of the three Ministries, officials of other Ministries which have undergone similar processes such as education and health, and members of the Task Force.

8. ANY OTHER BUSINESS:

- ♦ Ireland Aid circulated an invitation by Tanzanian Development Research Group (TADREG), to an *open forum* to discuss the Future of the Tanzanian Cashew Industry, to be held on July 14, 2001 at the British Council. Members of the Task were invited to attend.

9. NEXT MEETING:

Information will be circulated to members later.

10. PRESENT AT THE 27TH MEETING OF THE TASK FORCE

1. Mr. W. Ngirwa	-	P. S. MAFS
2. Ms. C. Joseph	-	MAFS
3. Ms. Simkanga	-	MAFS
4. Mr. Makasi	-	MAFS
5. Mr. Majengo	-	MCM
6. Mr. Qawoga	-	PMO
7. Mr. Maponde	-	PC
8. Mr. Nozaka	-	MAFS
9. Ms. Ketting	-	EU
10. Mr. O'Cleirigh	-	Ireland Aid
11. Mr. Lugeye	-	Ireland Aid
12. Mr. Sasaoka	-	JICA
13. Mr. Kimura	-	JICA
14. Mr. Msoffe	-	JICA

11. ABSENT AT THE 27TH MEETING OF THE TASK FORCE.

1. Denmark
2. DFID
3. World Bank - With apology
4. Min. of water and Livestock Den.
5. Min. of Finance.
6. P.O. (RALG)
7. Japanese Embassy.

MINUTES OF THE 28TH MEETING OF THE FASWOG TASK FORCE
HELD ON 24TH JULY, 2001 AT THE MINISTRY OF AGRICULTURE AND
FOOD SECURITY

1. ATTENDANCE:

The list of attendants is on page five of these Minutes.

2. OPENING / ADOPTION OF AGENDA:

The Chairperson, Mr. W. Ngirwa, PS (MAFS), opened the meeting at 10:20 a.m.
He then read the following agenda which was adopted: -

- i) Confirmation of Minutes of the last Meeting on 9th July 2001.
- ii) Matters Arising from those Minutes
- iii) Revised TOR's for Refinement of the ASDS
- iv) Any Other Business

3. CONFIRMATION OF THE MINUTES OF THE 27TH MEETINGS:

The Minutes of the 27th Meeting were confirmed after corrections were made as follows: -

- Paragraph 6 bullet 2, the word "refined" was amended to "completed".
- Paragraph 10 was amended to put first initial on names of participants.

4. MATTERS ARISING FROM THE MINUTES OF THE 27TH MEETING:

a) Approval of Zonal Workshop Budget:

The Ministry of Agriculture and Food Security reported that the Royal Danish Embassy could not accept "transit costs". Therefore, MAFS sent the embassy a letter to request reimbursement for the cleared SUM which is Tsh. 52,442,317.

b) Moderator's / Retreat Report:

The Ministry of Agriculture and Food Security reported that the Moderator's report was circulated to all members of the Task Force. The members have to send comments, if any. However, on the basis of the report, the FASWOG Task Force approved payment to the moderator as per contract.

c) Award of the "streamlining" Tender:

The Ministry of Agriculture and Food Security reported that preliminary negotiations were conducted with the Consultant who indicated that the assignment would commence on the first week of August. Furthermore, it was pointed out that a draft contract has been prepared and sent to Ireland Aid and a copy will also be sent to the Royal Danish Embassy for their review since the two donors are the financiers of this component. However, it was clarified that according to the memorandum of reference for joint donor funding, the draft contract should be circulated to all members of the Task Force and approved by them in the spirit of transparency and accountability. MAFS was requested to circulate the draft contract to all members on 24th July 2001 and receive comments by 25th July 2001.

It was reported that the financial proposal submitted by the consultant is USD 102,185 which is slightly higher than the original budget estimate of USD 100,000. The Task Force adopted the consultant's figure.

d) Appointment of a new consultant to refine the ASDS final draft:

JICA, secretariat, confirmed that Denmark, DfID and WB, who could not attend the last meeting, were in agreement with the idea of appointing a new consultant. It was also informed that Prof. Mattee would be available from August, not on full-time basis, but rather on part-time basis.

It was further suggested that the key Ministries should identify one or two key staff to work with the consultant on fulltime basis. It was however clarified that MAFS and other key Ministries will identify and ensure that technical staff is reading available for consultation with the consultant during the period of this assignment. It was also reported that already the Ministry of Cooperatives and Marketing have identified two senior staff.

e) Funding for the new consultant:

JICA proposed that it would be possible to use the remaining budget under BACAS/COWI consultancy for Prof. Mattee as a local consultant, after confirmation of unavailability of funds for the local expert under the OPM/EU frame contract.

5. REVISED TOR'S FOR REFINEMENT OF THE ASDS:

It was reported that the revised TOR have been circulated to all members. Members were requested to go through the TOR and make comments as necessary.

On pages 2 and 3, it was suggested and confirmed that 'MRALG' should be 'PO-RALG', since it has moved to the President's Office.

On page 4, although it was mentioned to 'conduct a desk review of existing sub-sector reports' on its methodology, it was suggested and confirmed to specify the name of the reports, such as Rural Development Policy, Agricultural and Livestock Policy, Agricultural Extension Vision and Livestock Sector Development Strategy.

On page 5, it was agreed to remove the word 'reports' from the first sentence of the section 7

6. WAY FORWARD FOR THE ASDS:

a) Contract process with new consultant:

DfID reported that since Ms. R. Ketting (EU) was on leave, Mr. K. Schmidt (EU) is contacting with Prof. L. Smith (OPM). Mr. Schmidt is inquiring on a mechanism of a contract between EU and OPM and the possibility of its contract arrangement with local consultant, after which those matters would be reported to the Task Force. OPM expects that Prof. Smith will be available to start consultant work from 1st August if the contract process is finalised smoothly.

MAFS was requested to send an invitation letter together with the corrected TOR to OPM and Prof. Mattee.

b) One-day workshop on the future direction of ASDS/ASDP

It was suggested that the date of the workshop should be determined after completion of the contract process with the new consultant.

7. ANY OTHER BUSINESS:

a) Response from current consultant

MAFS reported that they have received an appeal letter from BACAS/COWI about the decision of the Task Force not to pay 10 % of the contract sum. The consultants pointed out that although some work had been reduced, they had started working on it for which they demanded payment of 10 %.

It was discussed and agreed that MAFS should send a written letter to the consultant, to explain their problems that the Task Force original decision stands.

b) Budget Speech for 2001/02 for MAFS

MAFS reported that their Budget Speech for 2001/02 was ready and will be circulated it to all members of the Task Force.

8. CLOSING:

The meeting was closed at 11:25 a.m. Members were informed that the date for the next meeting will be communicated later.

9. PRESENT AT THE 28TH MEETING OF THE TASK FORCE

1. Mr. W. Ngirwa	MAFS – Chairperson
2. Ms. S. Kaduma	MAFS
3. Ms. N. Simkanga	MAFS
4. Mr. R. Makusi	MAFS
5. Mr. J. Mawalla	MAFS
6. Mr. O. Majengo	MCM
7. Mr. E. Maponde	PO-PP
8. Mr. F. Mbonde	PO-RALG
9. Dr. J. Nozaka	MAFS/JICA
10. Ms. A. Rosenlund	Danish Embassy
11. Mr. E. O’Cleirigh	Ireland Aid
12. Mr. S. Lugeye	Ireland Aid
13. Mr. J. Salmon	DfID
14. Ms. D. Sungusia	JICA
15. Mr. K. Kimura	JICA

10. ABSENT AT THE MEETING OF THE TASK FORCE

1. World Bank – with apology
2. European Union
3. Prime Minister/s Office
4. Ministry of Finance
5. Ministry of Water and Livestock Development
6. Embassy of Japan

**MINUTES OF THE 29TH MEETING OF THE FASWOG TASK FORCE HELD ON
AUGUST 6, 2001 AT THE MINISTRY OF AGRICULTURE AND FOOD SECURITY**

1. **ATTENDANCE :**

The list of attendants is attached to these Minutes.

2. **OPENING :**

The Chairperson, Mr. W. NGIRWA, PS (MAFS) opened the Meeting at 10.20 a.m. He underscored the importance of holding these Meetings saying such Meetings enabled the members to keep track of latest developments in the preparation of the ASDS. He was particularly happy at today's Meeting because the three key Ministries – MAFS, MCM and MW & LD – were represented. He regretted however that Ministry of Finance, President's Office (Rural Administration & Local Government), President's Office (Planning & Privatisation), Prime Minister's Office, World Bank, European Union, Danish Embassy and Japanese Embassy were not represented for various reasons.

Thereafter he read through the following agenda which was adopted :

- i. Confirmation of Minutes of the 28th Meeting
- ii. Matters arising from those Minutes
- iii. Way forward for the ASDS
- iv. Any other business

3. **CONFIRMATION OF MINUTES OF THE 28TH MEETING :**

The Minutes of the 28th Meeting were confirmed after the following corrections were made:

- i. Page 2 last paragraph, fourth sentence from bottom: Remove the word "is" and amend the whole sentence to read: " It was however clarified that MAFS and other key Ministries will identify and ensure that technical staff will be readily available for consultation with the consultant during the period of this assignment."
- ii. Page 4, Any other Business (b). Remove the word "it" which appears on the second sentence of this paragraph.

4. **MATTERS ARISING FROM MINUTES OF THE 28TH MEETING :**

- a. **Draft contract for the " Streamlining Tender "**
MAFS reported that the draft contract of the "Streamlining Tender " had been prepared and circulated, as agreed, to all members of the Task Force, and by the deadline, the Ministry had received comments from Ireland and President's Office (Planning & Privatisation).

MAFS further reported that the Ministry had already sent the final contract to the consultant who commenced work on August 1, 2001. Copies of the final contract had also been sent to all members of the Task Force.

b. Response from consultant on Task Force's decision of non – payment of 10 % of the contract sum :

MAFS reported that the Task Force's decision had been conveyed to the consultant, and to date no response had been received from the consultant.

c. Budget Speech for 2000 / 02 for MAFS :

MAFS reported that the Ministry's budget speech (English version) would be distributed to all members by August 15, 2001.

Arrangements would be made to have the Budget speeches of the other two Ministries – Ministry of Cooperatives and Marketing, Ministry of Water & Livestock Development – distributed as soon as possible.

5. THE WAY FORWARD FOR THE ASDS

♦ The Meeting addressed five issues on this Agenda as follows :-

a. *Finalisation of the ToR for the completion of the ASDS:*

- ♦ MAFS reported that the Ministry had incorporated the comments of the Task Force members and had, based on those comments, prepared the final ToR. The invitation letter incorporating the final ToR had been sent to OPM and to Prof. Matee.

b. *Response of OPM and Prof. Matee:*

- ♦ MAFS reported that the Ministry had already received OPM's as well as Prof. Matee's response on the consultancy, which the Ministry had in turn circulated to all members. In a nutshell, OPM appeared to be positive to undertake the assignment, but raised a number of issues on the ToR including composition of the Team, flexibility of the strategic options, time frame and budget. OPM therefore recommended that a visit to Tanzania could help clarify these issues with the authorities concerned. Based on the OPM's position, the Ministry reported that it consulted with Task Force members on whether OPM's proposed to visit Tanzania would be acceptable or not. After these consultations, the Ministry reported that most of the members were agreeable to OPM's visit and accordingly proceeded to invite them. The OPM Mission will accordingly arrive in Dar es Salaam on August 8, 2001 and will be in the country until August 15, 2001.
- ♦ On Prof. Matee, MAFS reported that owing to other commitments at SUA, Prof. Matee could not be available for the assignment.

However, Prof. Matee had suggested names & other consultants who were in the former consultancy – Zegge and Mr. Buberwa (from COWI) - who in his view could undertake the assignment on his behalf. The Chairperson further reported that Prof. Matee had informed him that if it was deemed absolutely necessary, he (Prof. Matee) would make available his services on part – time basis, " free of charge".

c. **Funding for the completion of the ASDS:**

- ◆ It was recalled that the EU had initially promised to make available funding for the completion of the ASDS through the EU – OPM framework arrangements. Since OPM's response showed that under that arrangement there was a shortage of funding, EU confirmation on the matter was requested.
- ◆ Speaking on behalf of the EU who were not present, DFID confirmed that available funds under the EU – OPM framework were insufficient. The funds available were for 6 person weeks only. DFID could not confirm if the EU could provide any additional funding over and above the present commitments. Such confirmation could be obtained from Ms. Ria Ketting of the EU who is currently on leave but will be in the office in three weeks time.
- ◆ Judging however from DFID's explanation, it was pointed out that the financial gap would be about USD 17, 000. JICA on its part informed the Meeting that the balance of 10 % that has been realised following decision of the Task Force not to pay the consultant the remaining 10 %, could not be used to finance the OPM contract.
- ◆ The Meeting was nonetheless optimistic that funding for the consultancy need not worry the members so much, because the needed funds were not much. Moreover, after discussions with the OPM it was pointed out that there would be a possibility to reduce the time frame of the consultancy, and thus have a saving on the budget. Decision on funding for this consultancy was thus reserved until after discussions with OPM.

d. **Programme for the OPM Mission:**

- ◆ The meeting adopted the following Programme for the OPM Missions visit.

<u>Date :</u>	<u>Time:</u>	<u>Event:</u>
August 8, 01	11.00	Arrives in DSM by BA
August 9, 01	14.00	Courtesy call on PS (MAFS)
August 13,01	11.00	Meeting with Task Force
August 15,01		Leave DSM

e. **Overall Budget for Preparation of the ASDS**

- ◆ As had been requested in previous Meetings, MAFS tabled for approval by the Task Force the overall budget, of the ASDS totalling USD 541,909.23. The budget consisted of 6 items as follows :
 - a. *Item 1 – Budget for consultant*
To revise ASDS – USD 298,000. This amount was approved by the Task Force. However the Task Force later decided that only 90 % of the total amount (US 268,200) should be paid to the consultant.
 - b. *Item 2 – Budget for Zonal Workshops – USD 58,990.23*
This amount was approved by the Task Force and cleared by the Danish Embassy.
 - c. *Item 3 – Budget for 3rd Round Stakeholders Retreat - USD 18,834* - This amount was approved by the Task Force.
 - d. *Item 4 – Budget for "Streamlining " Tender - USD 102,185*.
The Task Force approved USD this amount although the Task force initially approved USD 100,000.
 - e. *Item 5 - Budget for the Consultant to Finalise the ASDS - USD 63,900*. These were estimates. The Task Force tentatively approved these estimates pending discussions with OPM on 13th August, 2001.

After going through the overall budget item by item, the Task Force approved the whole budget of the ASDS.

6. **ANY OTHER BUSINESS :**

These were two items on AOB as follows:

- a. **Farmer's Day (NANE NANE) :**
The Chairperson invited all members to attend this years Farmers' Day celebrations which were being held in Morogoro at national level.
- b. **Departure of two members of the Task Force.**
The Chairperson informed the Meeting that Mr. Earnan O'Cleirigh of Ireland Aid and Mr. Jon Salmon of DFID had completed their assignment periods in Tanzania and were scheduled to leave for their respective countries later in the month. On behalf of the Task Force, the Chairperson thanked the two members for their active participation during the Meetings and wished them every success in their future careers.

7. NEXT MEETING / CLOSING :

The next Meeting will be on August 13, 2001 at 11.00 a.m. at MAFS II. The Chairperson closed the Meeting at 11.05 a.m.

8. PRESENT AT THE 29TH MEETING OF THE TASK FORCE

1.	Mr. W. Ngirwa	-	MAFS	-	Chairperson
2.	Mrs. J. Bitegeko	-	MAFS		
3.	Mr. N. Sicilima	-	MAFS		
4.	Mr. S. Semgalawe	-	MAFS		
5.	Mr. R. Makusi	-	MAFS		
6.	Mrs. S. Kaduma	-	MAFS		
7.	Mrs. N. Simkanga	-	MAFS		
8.	Mr. J. Nozaka	-	MAFS		
9.	Mr. C. Manumbu	-	MCM		
10.	Mr. S. Mwinjaka	-	MW & LD		
11.	Mr. J. Salmon	-	DFID		
12.	Mr. E. O'Clairigh	-	Ireland Aid		
13.	Mr. H. Kinomoto	-	JICA		
14.	Mr. K. Kimura	-	JICA		
15.	Mr. R. Msoffe	-	JICA		

ABSENT AT THE 29TH MEETING OF THE TASK FORCE

1.	World Bank	-	With apology
2.	Danish Embassy	-	With apology
3.	European Union	-	With apology
4.	Japanese Embassy	-	With apology
5.	Ministry of Finance	-	With apology
6.	President's Office (Rural Administration & Local Governments)-		With apology
7.	President's Office(Planning & Privatisation) -		With apology
8.	Prime Minister's Office	-	With apology

MINUTES OF THE 30th MEETING OF THE FASWOG TASK FORCE HELD
ON AUGUST 13, 2001 AT THE MINISTRY OF AGRICULTURE AND FOOD
SECURITY

1. ATTENDANCE :

- ◆ The Meeting was attended by ordinary members of the Task Force as well as representatives of Oxford Policy Management Consultants and ETC East Africa Consultants. Members of these firms attended only the first part of the Meeting.
- ◆ A full list of attendants is attached to these Minutes.

2. OPENING:

- ◆ The Chairman, Mr. W. Ngirwa, PS (MAFS), opened the Meeting at 11.09 a.m. by welcoming all members to the Meeting and especially representatives of the two consulting firms namely OPM and ETC East Africa.
- ◆ He proposed that the Meeting would be divided into two parts :
 - (a) Briefing by the consulting firms on how they intended to carry out the assignments they had been given by the Task Force.
 - (b) Ordinary meeting of the Task Force.

- PART ONE -

BRIEFING BY THE CONSULTING FIRMS

- (a) Briefing by Oxford Policy Management Consultants (Consultants for the completion of the ASDS :
 - ◆ Giving an historical account of OPM experience, Mr. Stephen Akroyd explained that the firm had in the recent past undertaken several assignments in Kenya, Ethiopia, Mozambique and Zimbabwe. He said that the firm had also provided their comments on previous drafts of the ASDS through the EU. In their view the present revised ASDS (of June 2001) was substantially better than the previous drafts which they had opportunity to go through. He said that issues of targets and prioritisation were better articulated in the latest version.
 - ◆ On funding, Mr. Stephen Akroyd explained that there would be no need for additional funding over and above those already provided under the EU - DFID Programme. He said the funds available would cater for 30 person days which period would be sufficient to carry out the assignment.

- ◆ On the ToR, Mr. Stephen Akroyd explained that his firm would carry out the assignment in accordance with the ToR. However, he proposed the formation, by the Government of a "*Small Technical Team*" which would work alongside the firm in carrying out the assignment.
 - ◆ On how they proposed to carry out the work, Prof. Lawrence Smith, added that they would start work immediately and in three week's time from today, the first draft would be ready. The Final revised draft would be ready by the beginning of October 2001 – but this would depend on how quickly the Government's *Small Team* would respond to the Consultant's drafts as and when they are sent to MAFS from the U.K. The consultants would send in their drafts, on a chapter by chapter basis.
 - ◆ Responding to OPM brief a number of issues were raised such as if the firm had a local partner, if working from the U.K. would be effective; if MAFS were agreeable to this idea etc.
 - ◆ The OPM replied that they did not have a local partner and were convinced that working from the U.K. would be as effective as if they operated from Tanzania.
 - ◆ The Chairman said that the Ministry accepted OPM's proposal of working from the U.K. saying it was cost – effective. He however cautioned that for that system to be effective, there was a need for the "*Small Team*" which was being assembled by the three Ministries to work hard and to respond to the consultants' drafts as and when they received the various chapters.
 - ◆ The OPM sought clarification on item (ix) of the "Specific Terms of Reference namely "Development Terms of Reference for the preparation of the Agriculture Sector Development Programme (ASDP). Clarifying this specific ToR, the Chairman pointed out that the consultant was required to give their ideas on what should follow after the completion of the ASDS. On the time frame for the implementation of the ASDS, year 2002 was designated as a realistic basic year.
- (b). Briefing by ETC : East Africa (Consultants for the Streamlining of on – going Agricultural Projects and Programmes in the Context of the ASDS) :
- ◆ Giving a brief on their proposed activities, the Managing Director of ETC East Africa, Mr. Gerhard van't Land said they had been in the country for a week, during which they had discussions with different stakeholders.

- ◆ Giving an overview of how the firm is going to proceed with the assignment, Mr. Gerhard van't Land, said they would use the following procedure :
 - i. First, they would prepare a long list of programmes and projects.
 - ii. Second, select those which would be the subject of further scrutiny based on the following criteria :
 - those that are worth over US \$ 1 million
 - those that focus on agriculture in single or multipurpose programmes
 - those that have regional or national coverage.
 - Those that Government implemented.
 - iii. Thirdly, classify those programmes by subject matter orientation and thereafter come up with a select final set.
- ◆ Mr. Gerhard hoped that their work would contribute towards the improvement of the ASDS. He hoped also that the firm would be able to come up with an *Inception Report* by the end of next week (i.e. by August 25, 2001).
- ◆ Discussing the brief, the Meeting decided that the firm should not confine itself to Government implemented programmes only; the privately implemented programmes should also be covered. It was also proposed that the firm should also examine the issue of budget - how much budget goes to recurrent expenditure of on-going programmes and how much budget is allocated to "pipeline" programmes.
- ◆ A suggestion was put forward to have a one day seminar, early September, to discuss the connection between the ASDS and ASDP. JICA proposed to fund such a seminar, if held. JICA preferred that the seminar should be held before the CG. ETC wanted to have the seminar held late September OPM did not see the rationale of holding such a seminar.
- ◆ Decision on when such a seminar could be held was deferred to the next Meeting.
- ❖ *After this discussion, ETC and OPM Consultants left the Meeting Room and the Ordinary Meeting of the Task Force proceeded.*

- PART TWO -

ORDINARY MEETING OF THE TASK FORCE

1. CONFIRMATION OF THE MINUTES OF THE 29TH MEETING OF THE FASWOG TASK FORCE :

- ♦ The Minutes of the 29th Meeting were confirmed .

2. MATTERS ARISING FROM THE MINUTES OF THE 29TH MEETING :

- ♦ *Response of the OPM and Prof. Matee :*

- ♦ It was recalled that in the last Meeting, the Task Force had decided that the new consultant (i.e. the OPM) should team up with members of the present consultants (BACAS-COWI) to finalise the ASDS. However, following discussions with the OPM, no mention of the involvement of BACAS -COWI consultants was made. One member demanded clarification of this issue .

- ♦ Clarifying, the Chairman, said that although the OPM brief did not include BACAS-COWI Consultants, the door was still open for the Ministry to seek back - up services from Prof. Matee, as and when it so wished. The Chairperson reminded the Meeting, that Prof. Matee had indicated to him that he would make his services to the Ministry, as and when needed, "free of charge".

- ♦ The Chairman also said that a "small technical team" of the three Ministries was being assembled and reiterated that team should respond quickly to the drafts that will be sent in by the OPM from the U.K. It was also suggested that the Ministry should also send comments of OPM to Prof. Matee.

On funding, the Chairman re-affirmed OPM's position namely that there would be no need for additional funding over and above that already provided under the EU - DFID -arrangements.

3. ANY OTHER BUSINESS :

- └ *One - day Seminar on the ASDS :*

The importance of holding this seminar was reiterated. It was pointed out that the original idea of having such a seminar was to provide an opportunity to meet and exchange views with other people from other sectors who have gone through similar sector development programmes, such as the health and education sectors.

JICA proposed that seminar be held before the CG . Ireland proposed end of September.

The Chairman reserved decision on this matter, and said that he needed to consult with the OPM and ETC before making his decision on the same.

Modification of item IX of the ToR for the completion of the ASDS :

It was clarified that item IX of the ToR for the "Completion of the ASDS" was not being dropped ; rather it will be modified. The consultant will be required to give an outline of the process of preparing the ASDP. As the consultant develops the chapter , the consultants will have to make constant discussions with the Ministry to chart out the future direction of the chapter before the same is finalised..

4. CLOSING :

The Chairman closed the Meeting at 13.05hours. The date of the next Meeting will be communicated to members, later.

5. PRESENT AT THE 30TH MEETING OF THE FASWOG TASK FORCE :

<u>Name</u>	<u>Organisation</u>
Mr. W. Ngirwa	PS - MAFS – Chairperson
Mrs. J.F.Bitegeko	MAFS
Mrs. S.E. Kaduma	MAFS
Mr. J.S. Mawalla	MAFS
Mr. R.R. Makusi	MAFS
Mr. O.R. Tulahi	MAFS
Mr.N.P. Sicilima	MAFS
Mr.H.Pedersen	DANIDA/MAFS
Mr.J.Nozaka	MAFS
Mr.J.M. Mdadila	MCM
Mr.S.R. Mwinjaka	MW &LD
Mr. S.Lugeye	Ireland Aid
Mr. S.Courtney	Ireland Aid
Ms.Anne Marie Rosenlund	Danish Embassy
Mr. Y.Sasaoka	JICA
Mr. K.Kimura	JICA
Mr.R. Msoffe	JICA

CONSULTANTS :

1.	Mr. L.D. Smith	-	OPM
2.	Mr. S. Akroyd	-	OPM
3.	Mr. H.Mutsears	-	CDP
4.	Mr. G. Van't Land	-	ETC – East Africa
5.	Mr. F. Muchena	-	ETC-East Africa
6.	Mr. Rwehumbiza	-	CDP

ABSENT WITH APOLOGY AT THE 30TH MEETING OF THE FASWOG
TASK FORCE :

World Bank
European Union
DFID
Japanese Embassy
Ministry of Finance
Prime Ministers' Office
President's Office (Planning and Privatisation)
President's Office (Regional Administration and Local Governments)

MINUTES OF THE 31ST MEETING OF THE FASWOG TASK FORCE HELD ON
AUGUST 24, 2001 AT THE MINISTRY OF AGRICULTURE AND FOOD
SECURITY.

1. **PRESENT :**
 - ♦ The list of attendants is attached to these Minutes.

2. **OPENING:**
 - ♦ The Meeting was opened at 11.00 a.m. and was Chaired by Mrs. J.F. Bitegeko – MAFS Director of Policy and Planning, on behalf of the Permanent Secretary, Mr.W. Ngirwa, who was outside Dar es Salaam on official duties. She said that normal meetings of the Task Force will continue when the Chairperson returns.
 - ♦ She then introduced the main agenda of the Meeting which was to discuss the " Inception Report" of the study on "Streamlining of on-going Agricultural Projects and Programmes in the context of the ASDS," as prepared by the ETC – CDP Consultants.

3. **PRESENTATION OF THE INCEPTION REPORT BY THE ETC – CDP CONSULTANTS:**
 - ♦ The Team Leader of the ETC – CDP Consultancy Dr. Henk J.W. Mutsaers, presented the " Inception Report " on behalf of the consulting firms. He said that since the last Meeting of the Task Force, the firm had accomplished the following activities :
 - a. Making an inventory of on-going Projects and Programmes and characterising them in terms of " subject – matter clusters ". In the course of this exercise the firm had discovered that more activities were concentrated in Production technologies and extension than on issues of regulatory/ legal framework and institutional strengthening activities which are given prominence on the draft ASDS.
 - b. Selection of programmes to be analysed in more detail. The consultants have so far selected 16 projects, which will be examined further.
 - c. Designing of Assessment procedures. The consultants have designed assessment procedures based on the ToR for the assignment and based on the consultants' own analysis. Under these procedures, the consultants will review the selected programmes and prepared brief profiles , the consultants will assess the programmes for consistency with the ASDS using the following assessment indicators :
 - Do the programme objectives satisfy the ASDS – defined key objectives?
 - Do the programmes target any of the strategic interventions identified by the ASDS.
 - ♦ The consultant said in their study they had already started applying these assessment procedures, and had felt that there

was need to add another assessment criterion : namely, that of "Lessons Learned"

4. COMMENTS ON THE ETC – CDP PRESENTATION :

- ◆ Following the presentation, by ETC – CDP, several comments were made. Many commentators hailed the report, saying it was adequate, fairly clear, straightforward, comprehensive and generally conformed to the requirements of the ToR.
- ◆ However other observations were made as follows :
 - a. *Status and ownership of the ASDS*
The consultant's report observed that following the split of the former Ministry of Agriculture and Co-operatives, the MW & LD and MCM felt that their interests were not adequately covered in the new ASDS. This observation by the consultant was however contested by some members because both Ministries have been attending Task Force Meetings and had not raised such concern. The consultants however reiterated that this was what they discovered in their discussions with the two Ministries.
 - b. *Funding of the livestock strategy*
Although the consultant report indicated that JICA had funded the preparation of the Livestock Strategy, JICA informed the Meeting that this was not entirely correct, as JICA had funded only a livestock stakeholder's national workshop.
 - c. *Criteria for selection of projects were not clear and adequate.*
There was a need to add other criteria to include area based integrated development programmes and those that are district based considering that most activities of the ASDS will have district focus. Moreover, it was further suggested that there was a need to reconsider the number of projects, which will be further, analysed, from the current 16. The consultants reiterated that they had selected the 16 projects considering the time allocated to the study. They nevertheless thought that the 16 were representative of the rest of the projects.
 - d. *The extent of the analysis*
The consultants said that most of the work would be based on "desk" reviews of available material and discussions with stakeholders. They will go to the field only if they failed to obtain specific information needed.
 - e. *Linkage with the ASDS Refinement study*
It was emphasised that the consultants should constantly communicate with the ASDS Refinement Consultants (OPM) because the two studies were linked - an observation the ETC / CDP readily accepted.

5. OTHER ISSUES ON THE ETC/CDP PRESENTATION :

◆ *Existence of the ASDS :*

A member observed that since the ASDS had not yet been finalised, it was not fair to undertake a study on how on – going programmes fitted into the ASDS, because there was " no ASDS " in place at the moment. It was like putting" a cart before a horse", the member observed. Clarifying, the Chairperson, agreed that the ASDS had not yet been finalised, but most of the work had been done; what remained was only to "refine" the document. She further informed the meeting that the ASDS document had already been approved by the cabinet, with minor modifications. It was also pointed out that the ASDS and RDS have been summarised and will be presented to the CG next month.

◆ *Workplan of the study :*

It was reiterated that the consultants would submit their "Interim Report " to MAFS on September 28, 2001 and that they would present their draft report at a workshop to be held in Dar es Salaam on October 11, 2001. Participants for the Workshop would however be determined by the Task Force, at the next Meeting. It was suggested to attend the ASDS/ASDP workshop in the end of September, so that ETC/CDP would have an input for finalising their report. ETC/CDP agreed to that.

6. CONCLUDING REMARKS ON THE PRESENTATION :

- ◆ The Chairperson thanked the ETC – CDP consultants for the good document but urged them to incorporate the comments made by the Task Force, in their " Interim Report ".

(After this concluding remark, the ETC – CDP Consultants left and the ordinary Meeting of the Task Force continued with AOB)

7. ANY OTHER BUSINESS :

- ◆ The Chairperson informed the Meeting that the Ministry had received from the OPM, " Suggested modifications to revised Final Draft (Section 1-4) " of the ASDS, and as agreed in the last Meeting, the Task Force was required to respond to the OPM as soon as possible. OPM's comments were circulated and the Meeting decided that members should submit their written comments to MAFS by noon , August 28, 2001.
- ◆ The Chairperson also informed the meeting that the OPM have suggested that they could attend the ASDS / ASDP workshop anyday between September 24 – 28, 2001 and it was up to the Task Force to select any date out of those . Decision as to when such a workshop could be held was however reserved for the next Meeting.

8. CLOSING :

- ◆ The Chairperson closed the Meeting at 12:30p.m. The date of the next Meeting will be announced later.

9. PRESENT AT THE 31ST MEETING OF THE FASWOG TASK FORCE :

	<u>NAME</u>		<u>ORGANISATION</u>
1.	Mrs. J.F. Bitegeko	-	MAFS-Chairperson
2.	Mrs. S.E. Kaduma	-	MAFS
3.	Mr. R.R. Makusi	-	MAFS
4.	Mr. A.M. Mwaipopo	-	MAFS
5.	Mr. H. Pedersen	-	MAFS/DANIDA
6.	Mr. J. Nozaka	-	MAFS
7.	Mr. S.S. Mpaki	-	MAFS
8.	Mr. I.N. Kaduma	-	MAFS
9.	Ms. R. Ketting	-	EC
10.	Mr. B. Tarimo	-	World Bank
11.	Mr. S. Lugeye	-	Ireland Aid
12.	Mr. K. Kimura	-	JICA
13.	Mr. R. Msoffe	-	JICA

CONSULTANTS :

1.	Mr. Henk J.W. Mutsaers	-	CDP
2.	Mr. H.M. Rwehumbiza	-	EDC East Africa
3.	Mr. F.N. Muchena	-	ETC East Africa
4.	Mr. G. Van Land	-	ETC East Africa

ABSENT WITH APOLOGY AT THE 31ST MEETING OF THE FASWOG TASK FORCE :

1. DFID
2. Danish Embassy
3. Japanese Embassy
4. Ministry of Finance
5. Prime Minister's Office
6. President's Office (Planning and Privatisation)
7. President's Office (Regional Administration and Local Government)

**MINUTES OF THE 32ND MEETING OF THE FASWOG TASK FORCE
HELD ON SEPTEMBER 18, 2001 AT THE MINISTRY OF AGRICULTURE
AND FOOD SECURITY.**

1. **Attendance**

- The list of attendants is on page three of these Minutes.

2. **Opening**

- The Chairman, Mr.W. Ngirwa, PS (MAFS), opened the Meeting at 11:20 a.m. by reading the following agenda which was adopted by the Meeting
 - a. Confirmation of Minutes of the 30th and 31st Meetings.
 - b. Matters arising from those Minutes.
 - c. Any other Business.

3. **Confirmation of Minutes of the 30th and 31st Meetings**

- The Minutes of the 30th and 31st Meetings were read and confirmed without corrections.

4. **Matters arising from Minutes of the 30th and 31st Meetings**

- **Finalisation of the ASDS process**

The Meeting noted that there was a need to finalise the preparation of the ASDS as soon as possible. The Chairman reminded the Meeting that even the recently - held CG Meeting noted the urgency and necessity of having the strategy completed soon. On the progress reached in the preparation of the revised draft, the Meeting was told the OPM had sent in a draft of all the sections and was awaiting the response of the Task Force. In this regard, it was decided that all members of the Task Force should submit their comments on the OPM's revised draft, to the Ministry of Agriculture and Food Security by Wednesday, September 19, 2001.

To implement this decision, JICA and MAFS were requested to inform absent donors and Ministries respectively. It was also decided that members should feel free to exchange their comments, among themselves.

- **Workshop on ASDS/ASDP**

The necessity of holding the workshop was reiterated. However the date for the workshop had not yet been determined, although the OPM had suggested that if they were to attend, they would be available between September 24 – 28, 2001.

At this Meeting, there were fears that if the Workshop could be held between September 24 – 28, 2001 because the Meeting was informed that both PS (MAFS) and DPP (MAFS) were scheduled to travel to Japan on official duties during the week commencing on September 23, 2001. Moreover the Meeting was also informed that their travel schedule to Japan had been fixed and could not be changed easily.

- The Chairman, allayed these fears and suggested that, because of the necessity and importance of the Workshop and considering the availability of OPM, the Workshop should be held even in the absence of PS (MAFS) and DPP (MAFS). Moreover, the Chairman pointed out that he would request either the PS (MCM) or PS (MW & LD) to Chair the Workshop in his absence. The Meeting endorsed the Chairman's view and further decided that the Workshop be held on September 27, 2001.
- It was reiterated that that Workshop would provide an opportunity for the OPM to officially present the draft ASDS to the Task Force. That would also be an opportunity for OPM to have a " face to face " interaction, with the three Ministries and the Task Force.
- Moreover it was hoped that the Workshop would bring in officials of education and health sectors – sectors which have had experience in preparing sector programmes.
- On funding for the Workshop, JICA reported that it could provide the necessary funding. MAFS was however requested to decide the venue of the seminar, and prepare a list of participants.

ASDP Funding

- MAFS reported that the Government Technical Team was now preparing a rough estimate on the formulation of the ASDP. However, in order to prepare this, the Team required inputs from Members of the Task Force. Initial reaction to this was to ask OPM provide the estimates considering that they had immense experience in preparing such programs in other countries. Moreover it was pointed out that " unknown factors " such as the approach to be used in the preparation of the ASDP, made it difficult for members of the Task Force to come up with realistic estimates.
- In spite of these comments, the Meeting finally decided that the Government Technical Team should come up with "indicative figures " and suggest the approach to be used in the preparation of the ASDP. Such estimates and approach would be discussed at the next Meeting.

5. *Any Other Business*

- No issue was raised for discussion on this agenda.

6. **Closing**

- The Chairman closed the Meeting at 12:15 p.m. The next Meeting will be on September 27, 2001 at a venue to be determined later.

7. **Present at the 32nd Meeting of the Task Force**

	Name		Organisation
1.	Mr. W. Ngirwa	-	PS- MAFS
2.	Mr. R. Makusi	-	MAFS
3.	Mr. T. Kirway	-	MAFS
4.	Mr. S. Mpaki	-	MAFS
5.	Mr. D. Biswaro	-	MAFS
6.	Mr. J. Mawalla	-	MAFS
7.	Mr. A. Pedersen	-	MAFS
8.	Mrs. S. Kaduma	-	MAFS
9.	Mr. I. Kaduma	-	MWLD
10.	Mr. K. Kagaruki	-	MCM
11.	Mr. S. Ngoda	-	MCM
12.	Ms. A. Rosenlund	-	Danish Embassy
13.	Mr. S. Lugeye	-	Irish Embassy
14.	Mr. Y. Sasaoka	-	JICA
15.	Mr. S. Okubo	-	JICA/RADAG
16.	Mr. K. Kimura	-	JICA
17.	Mr. R. Msoffe	-	JICA

8. **Absent with Apology at the 32nd Meeting of the Task Force**

EU
World Bank
DFID
Japanese Embassy
Ministry of Finance
Prime Minister's Office
President's Office (Planning and Privatization)
President's Office (Regional Administration and Local Government)

Schedule for ASDS Workshop

Date: 27th September, 2001
Venue: Royal Palm Hotel

TIME		
9:00 - 9:10	Introduction	APS (MAFS)
9:10 - 9:30	Opening Remarks	PS (MWLD)
9:30 - 10:45	Presentation and Questions (ASDS - Planning)	OPM
11:00 - 11:30	Presentation and Questions (ASDS - Streamlining)	ETC
11:30 - 12:30	Discussion and Conclusion on ASDS	
14:00 - 14:10	The Wayforward - ASDP	DPP (MAFS)
14:10 - 14:30	Presentation and Questions (TOR of ASDP)	OPM
14:30 - 15:00	Lesson Learnt from Sector Programme	MOH
15:00 - 15:30	Lesson Learnt from Sector Programme	MOEC
15:45 - 16:15	Discussion on Desirable Framework of ASDP	
16:20 - 16:30	Closing Remarks	PS (MCM)

**MINUTES OF THE 33rd MEETING OF THE FASWOG TASK FORCE HELD
ON 24th OCTOBER, 2001 AT THE MINISTRY OF AGRICULTURE AND FOOD
SECURITY**

1. Attendance

The list of attendants is attached with these minutes.

2. Opening

The Chairman, Mr. W. Ngirwa, Permanent Secretary (Ministry of Agriculture and Food Security) opened the meeting at 10.25 am by reading the following agenda which was adopted by the Meeting

- (a) Confirmation of Minutes of the 32nd Meeting
- (b) Matter arising from those minutes
- (c) MAFS proposal on the Way Forward for ASDP
- (d) Any other business

3. Confirmation of Minutes of the 32nd Meeting

The Minutes of 32nd Meeting were read and confirmed without corrections

4. Matters arising from Minutes of the 32nd Meeting.

✓ **ASDS Finalization Workshop.**

The Workshop was held on 27th September 2001 at Royal Palm Hotel. Workshop proceedings and tentative ASDP's budget not presented during the workshop, was incorporated to finalize the ASDS document which has been distributed to all participating parties.

✓ **ASDS Financial expenditure**

Following the completion of ASDS, the meeting felt that the final ASDS financial expenditure report has to be prepared and presented to all parties.

✓ **Streamlining of on-going projects study report**

The meeting was informed that the Streamlining of on-going agricultural projects study report was submitted on 24th October 2001 instead of 19th October 2001 as agreed, as the result members did not have enough time to read the report. It was therefore agreed that discussion on the report should take place during the next meeting.

✓ **M&E frame work of ASDS**

The meeting observed that Monitoring and Evaluation (M&E) framework during the preparation of ASDS was weak. So the meeting agreed that a tentative and effective M&E framework with agricultural sector indicators should be adopted at the earliest stage of ASDP.

5. Ministry of Agriculture and Food Security proposal on the Way Forward for the ASDS

- ✓ The Way Forward was presented by Ms Kaduma of Planning and Policy Department (MAFS).
- ✓ The Meeting was informed that the ASDP preparation will be based on third option i.e. the ASDP would be prepared by government through the lead Ministries by appointing a technical team facilitated by consultants when needs arose.
- ✓ The Technical team has been formed comprising of 3 experts each from lead Ministries and the team will be reporting to Inter-Ministerial Committee (ICC).
- ✓ The Meeting was told that the preparation of ASDP rolling plan should commence on the 1st week of November lasting for 3 months.
- ✓ The tentative estimated budget for the exercise was said to be US\$ 339,848. The items to be financed were mentioned to be: cost for government team (US\$ 63,840), External Consultant (US\$ 150,000), reimbursable costs 60,220) and others (US\$ 65,789)

6. Discussion on MAFS Proposal on Way Forward for ASDP.

(A) Government Technical Team

Team size.

It was felt that the government technical team was too big and the team has to be reduced to a manageable size. However the meeting was told that sometimes having a too small team had some negative effects, too.

Team member's selection criteria

The meeting questioned the criteria used to select the team members. The meeting was told that the team members were selected based on individual performance, experience, discipline, and theme to be addressed.

Team working modality

The meeting questioned the practicality of proposed government team working modality. The meeting was told that such arrangement is allowed within the Civil Service and that similar arrangement has worked effectively in the past. Experience has shown that relieving the government technical team from their routine duties by granting them leave without pay has allowed concentration, consistence, continuity, commitment and timely completion of an assignment. The Meeting requested a supporting document from the Civil Service Department (CSD), confirming that the government indeed approved such a working system.

(B) Financing the ASDP

The meeting was told that donors have no objection to finance 100% for the costs of external consultant but they were pessimistic (adamant) in meeting the costs of the government technical team because they felt that formulation of ASDP is the responsibility of DPP and even if ASDP was not budgeted for in financial year 2001/2002, this important activity has to be given priority in the remaining budget. However, the meeting was informed that the issue was not priority but lack of financial resources.

(C) External Consultant

The real meaning of the external consultant was not clear to meeting members. However the meeting was told that external consultant should include both local and International.

7. Meeting's Resolutions

- ✓ The meeting agreed that ASDP should be prepared based on option number 3 (A joint government team and hiring a consultant when need arose.
- ✓ It was agreed that tentatively government team shall comprise of 3 experts each from lead ministries based on discipline, theme to be address and merits and that a consultant shall only be hired to perform specific task. A leader should be appointed to lead the government team.
- ✓ It was agreed that technical team should report to ICC and the chairman for the meeting should not necessarily be PS MAFS but should be chaired among the lead ministries. FASWOG shall continue to function as in ASDS and shall meet to form ASDP Task force and secretariat.
- ✓ The meeting agreed that tentatively the budget for ASDP shall be US\$ 339,849, however the items not budgeted for have to be budgeted and final budget presented to FASWOG meeting.

Prepared by Mr Moshia and edited by Mr Msofe and Kimura on 26/10/2001

- ✓ Financing of government technical team was not concluded pending, consultation with World Bank experience, supporting document from the Civil Service Department that permit such working modality and TOR for the team to be presented to next FASWOG meeting
- ✓ The meeting agreed that joint funding mechanism similar to ASDS funding.
- ✓ It was also agreed that FASWOG meeting should be called very as soon as possible to deliberate, among other issues, the formation of a Task Force for ASDP and its Secretariat.

8. Any other Business

It was proposed during the meeting that in case a need for consultant arises, ETC-CDP consultant firm, which worked for ASDS, should firstly be considered in order to allow work consistence and continuity of previous work.

Arrangement for tentative and effective M&W framework should be in place at the beginning of ASDP.

The ASDP preparation date has to be known during the next FASWOG meeting.

JICA shall continue to be a secretariat for FASWOG Task Force meetings until the FASWOG formed an ASDP Task force and its secretariat.

9. Closing

The Chairman closed the meeting at 11.45 am. The next meeting will be held after the FASWOG Meeting.

PRESENT AT THE 33rd MEETING OF FASWOG TASK FORCE:

S/N	Name	Organization
1	Mr W. Ngiirwa	PS-MAFS (Chairman)
2	Ms J. Bitegeko	MAFS
3	Ms S. Kaduma	MAFS
4	Dr J. Nozaka	MAFS
5	Mr S.S Mpaki	MAFS
6	Mr R.R.Makusi	MAFS
7	Mr J.M.Mdadila	MCM
8	Mr K.P. Kagaruki	MCM
9	Mr I,N,L Kaduma	MWLD
10	Ms Ria Ketting	Delegation EU
11	Ms Anne Maria Roserlund	Danish Embassy
12	Mr Sisy Lugeye	Ireland Aid
13	Mr Sean Countney	Embassy of Ireland
14	Mr Geogre MacDonald	DFID
15	Mr S. Rwechungura	Netherland Embassy
16	Mr Yuichi Sasaoka	JICA
17	Mr Ryo Sasaski	JICA
18	Mr Exuper James	JICA

Absent with Apology at The 33rd Meeting of the Task Force

Ministry of Finance

Prime Minister's office

President Office (Planning and Privatization)

President Office (Regional Administration and Local government)

World Bank

Japanese Embassy

MINUTES OF THE 34TH MEETING OF THE FASWOG TASK FORCE
HELD ON NOVEMBER 2, 2001 AT THE
MINISTRY OF AGRICULTURE AND FOOD SECURITY

1. Attendance:

The list of attendants is attached to these Minutes.

2. Opening:

The Meeting was chaired by the Permanent Secretary of the Ministry of Cooperatives and Marketing, Dr. L. C. Komba. He opened the Meeting at 10.15 a.m. by reading the following agenda which was adopted by the Meeting:

- Confirmation of Minutes of the 33rd Meeting.
- Matters arising from those Minutes.
- Comments on the "Streamlining Study" Report.
- Any Other Business

3. Confirmation of Minutes of the 33rd Meeting:

- The Minutes of the 33rd Meeting were confirmed after one correction was made on the first sentence of the second paragraph. The coma appearing immediately after the initial "W" was replaced by a full stop. The name would thus read "Mr. W. Ngirwa" instead of "Mr. W, Ngirwa" as indicated.

4. Matters arising from the Minutes of the 33rd Meeting

ASDS Financial Expenditure report

- The Ministry of Agriculture and Food Security reported that the Ministry had prepared a tentative report, but this had not been finalized, pending approval by the Task Force of the ETC East Africa "Streamlining Study" Report. The Ministry reiterated that once the Task Force approves the Report, the Ministry would finalize the ASDS Financial Expenditure Report and circulate it to all Members.
- The Meeting accepted the Ministry's approach. However one member wanted to be informed of the reaction of BACAS/COWI Consultant firm, following the decision of the FASWOG Task Force to withhold payment of the remaining 10% of the total amount, on account of the firms' poor output. Another wanted to know what

the contract said, in a situation like this whereby one party had decided to withhold part of the payments due.

- The MAFS, in response, said that following the Task Forces' decision to withhold the 10% payment, the Ministry duly informed the BACAS/COWI of that decision. The firm complained to the Ministry on the decision, but the Ministry stood by the Task Forces' decision. The Ministry further reported that to-date there has been no further complaints from the firm and it was the Ministry's view that the matter was now closed.
- It was also pointed out that if parties to a contract disagreed on the implementation of certain issues in the contract, the parties would, like in all contracts, refer the matter to an Arbitration body. However it was suggested that the cost of arbitration was high and it was, in this case, unlikely that the BACAS/COWI consulting firm would refer the matter to arbitration.
- Following the above comments, the Meeting was of the view that considering the facts of this case, it was unlikely that the BACAS/COWI Consultants would in future reclaim the remaining 10%, and thus the Meeting accordingly decided that the matter is closed.

Government Technical Team Working Modality

Leave Without Pay:

- MAFS reported that they had contacted the (President's Office) Civil Service Department (CSD) and had confirmed that Government Regulations (Standing Order H) allowed Government employees to take such leave provided approval of PS (CSD) was obtained to that effect. In this regard, the meeting decided that the MAFS should seek and obtain from CSD written approval of leave without pay in respect of the 13 Government Officials (3 from each of the 4 ministries and one Team Leader from MAFS) who will form the Government Technical Team.

TOR for the Preparation of ASDP

- MAFS tabled at the meeting a draft of the TOR for the preparation of the ASDP. (The draft TOR are attached).
- Following the presentation of the draft TOR, a number of comments were made as follows:

- it was questioned whether the FASWOG Task Force had the mandate to formulate TOR for the ASDP, considering that it had initially been formed to manage the ASDS formulation process, and not the ASDP. It was suggested that such mandate was with the full FASWOG.
- It was reiterated that for sake of consistency, when external consultants are hired, preference should be given to OPM and ETC-CDP, and that these should work in partnership with the Government Technical Team. It was emphasized that the Government should take the leadership.
- The TOR, as they are, were too general. There was a need to have very specific TOR's. In this regard, it was suggested that TOR's should be developed for each person.
- There was a need to define the roles of Government Technical Team and that of the Consultants.

Following the above comments, the meeting was in agreement that the draft TOR needed thorough review. In this regard the meeting decided as follows:

- a) that all members submit their written comments on the TOR, to MAFS by November 7, 2001.
- b) The Government would then prepare revised TOR incorporating this meetings' comments as well as others which will be received later, and
- c) Submit the revised TOR to the full FASWOG meeting tentatively scheduled for November 22, 2001.
- d) It was also decided that the MAFS should circulate to all FASWOG members the final report of the ASDS before the next FASWOG Meeting.

5. Comments on the "Streamlining Study Report"

Most members commended the work done by the Consultants in producing the Report. The comments ranged from "a very good report" to "we could not find any criticism to make on the report".

In short the report was received very positively. In spite of this several comments were made as follows:

- there was a need to make sure that the recommendations in the report are implemented by all parties concerned.

- In the light of this report there was a need to re-design some of the on-going projects to fit in with the ASDS.
 - Since the report relied more on desk reviews and interviews held in Dar es Salaam, (considering that the consultants did not make project visits), it is important to note that actual situation upcountry might be different from what is portrayed in the report.
 - There was a need to circulate the report to a wider fora, including Government Staff at implementing level.
 - Donors and Government have to show that they fully supported the report by implementing the ETC East Africa recommendations.
- Following the above comments the Meeting approved the Report and accordingly requested MAFS to pay the Consultants the remaining amount which is 60% of the total sum.

6. Any Other Business:

- Dr. Jiro Nozaka informed the Meeting that a Stakeholders Meeting on the Irrigation Master Plan would be held on November 8, 2001 at 2 p.m. at MAFS II and all members are invited to attend. He said that official invitations had been sent.

7. Closing

The Chairman closed the Meeting at 11.40 a.m.

PRESENT AT THE 34TH MEETING OF THE FASWOG TASK FORCE

<u>NO.</u>	<u>NAME</u>	<u>ORGANISATION</u>
1.	Dr. L.C. Komba	Chairman, PS MCM
2.	Mr. M.S. Kiboko	MAFS
3.	Mrs. S. Kaduma	MAFS
4.	Mr. A. Kwayu	MAFS
5.	Mr. J. Mawalla	MAFS
6.	Mr. S. Mpaki	MAFS
7.	Mrs. M. Simkanga	MAFS
8.	Mr. H. Pedersen	DANIDA/MAFS
9.	Dr. J. Nozaka	MAFS
10.	Mr. I. Kaduma	MW & LD
11.	Mr. D. Rwezaula	MW & LD
12.	Mr. K. Kagaruki	MCM
13.	Mrs. A. Mungereza	Ministry of Finance
14.	Mr. S. Ngoda	MCM
15.	Mr. S. Courtney	Ireland Aid
16.	Mr. K. Yamada	JICA
17.	Mr. Y. Sasaoka	JICA
18.	Mr. R. Msoffe	JICA

ABSENT WITH APOLOGY

1. World Bank
2. DFID
3. EU
4. Japanese Embassy
5. Prime Minister's Office
6. Presidents' Office (Planning and Privatization)
7. Presidents' Office (Regional Administration and Local Government)

MINUTES OF THE 35TH MEETING OF THE FASWOG TASK FORCE HELD ON NOVEMBER 22, 2001 AT THE MINISTRY OF AGRICULTURE AND FOOD SECURITY

1. Attendance

The list of attendants is on pages 3 and 4.

2. Opening

The Meeting was chaired by the Permanent Secretary of the MAFS, Mr. W. Ngirwa. He opened the meeting at 12.00 noon by introducing the following agenda, which was adopted:

- a) Confirmation of Minutes of the 34th Meeting
- b) Matters arising from those Minutes
- c) Any Other Business.

3. Confirmation of Minutes of the 34th Meeting.

. The Minutes of the 34th Meeting were confirmed without any corrections.

4. Matters arising from the minutes of the 34th Meeting.

ASDS expenditure Report

. MAFS reported that the Ministry had paid 50% to the ETC and is awaiting to receive invoice of the remaining 10% and that as soon as they receive a receipt from them the Ministry would prepare a full expenditure report on the ASDS and circulate the same to members of the task force.

Leave Without Pay For Members of Government Technical Team.

. The MAFS reported that they had requested the CSD to grant such leave, but had not received any reply so far. However the Chairman undertook to make a follow-up with the PS-CSD on Monday, November 26, 2001.

. TOR for the preparation of ASDP

. Introducing the agenda item, the Chairman reiterated that there was a need to finalize the TOR as soon as possible so that the work can start immediately.

MAFS reported that since the last meeting the Ministry had prepared a revised version of the TOR based on comments raised at that meeting and also donor's comments, which were received after the meeting. The new version of the TOR was distributed.

. Commenting on the new version, the Meeting was of the view that the TOR was fairly comprehensive, but some improvements were still needed. In this regard the Meeting decided that there was a need to have specific TOR for each person i.e., (person to person) and specific TOR for entity i.e., (Government team and consultant team). These specific TOR could be attached as ANNEXES to the main TOR. Moreover it was agreed that site visits could be undertaken only if necessary, because a lot of documentation was already in place.

. On reporting, it was also decided that the Inception Report should be submitted after 2 weeks and not 6 weeks as earlier proposed. Moreover it was also decided that the MAFS with the assistance of OPM should prepare within December a costed plan of action for the 1st year. It was further decided that if it was deemed necessary to have specialized studies, the ETC should be considered as the one of possible consultancy firm.

. Funding for the ASDP Preparation

. MAFS tabled a revised budget for ASDP preparation. Initial reactions on it were done and the donors expressed their willingness to support.

. In this regard it was decided that the donors should meet at JICA Office on November 27, 2001 and discuss among themselves the issues of funding for the ASDP, preparation and thereafter report to the next meeting of the Task Force, scheduled for November, 29 2001.

5. Any Other Business.

. No issue was raised on this agenda item.

6. Closing.

. The Chairman closed the Meeting at 13:30 hrs. The next meeting will be held on November 29th 2001 at 10:00 am at MAFS II Conference Room.

PRESENT AT THE 35 TH MEETING OF THE FASWOG - TASK FORCE

<u>S/N</u>	<u>NAME</u>	<u>ORGANISATION</u>
1.	Mr. W. Ngirwa	Chairman, PS MAFS
2	Mr. A.P Mwatonoka	MCM
3.	Mr. S. Courtaey	Ireland Aid- Embassy of Ireland
4.	Mr. S. Lugeye	Ireland Aid-Embassy of Ireland
5.	Mr. C.R Tulahi	MAFS
6.	Mr. Nsiima M.P.L	MAFS
7.	Mr. George Macdonald	DFID
8.	Mrs. S.E Kaduma	MAFS
9.	Ms. Anne Marie Rosenleand	Danish Embassy
10.	Mr. N.P Sicilima	MAFS
11.	Mr. F.E. Mbonde	PO-RALG

12.	Mr.Ngoda S.C	MCM
13.	Ms. J.F Bitegeko	MAFS
14.	Mr.J.S Mawalla	MAFS
15.	Mr. Yuichi Sasaoka	JICA
16.	Mr. Y. Aizawa	JICA
17.	Mr.R Msoffe	JICA
18.	Ms.Caroline Swai	JICA

ABSENT WITH APOLOGY AT THE 35TH MEETING OF THE
FASWOG TASK FORCE

1. World Bank
2. European Union
3. Japanese Embassy
4. Prime Minister's Office.
5. President's Office (Planning and Privatization)
6. Ministry of Finance

**MINUTES OF THE 36TH MEETING OF THE FASWOG TASK FORCE
HELD ON NOVEMBER 29, 2001 AT THE MINISTRY OF AGRICULTURE
AND SECURITY**

1. Attendance

The list of attendants is attached to these Minutes.

2. Opening

The meeting was chaired by Ms. J. Bitegeko (MAFS – DPP) – on behalf of PS-MAFS who was on Official duties in Arusha. She opened the meeting at 10:20 hrs by introducing the following agenda, which was adopted:

- a) Confirmation of the Minutes of the 35th Meeting
- b) Matters arising from those Minutes
- c) Any Other Business.

3. Confirmation of Minutes of the 35th Meeting

- 6. The Minutes of the 35th meeting were confirmed without any corrections.

4. Matters Arising from the Minutes of 35th Meeting

ASDS Expenditure Report

- a) MAFS reported that they were still in the same situation as in the last meeting i.e. they have paid 50% to the ETC and were still awaiting to receive invoice of the remaining 10% and until they receive a receipt from them they may not be in a position to prepare a full expenditure report.
- b) After discussing MAFS report, the meeting decided as follows:
- c) MAFS should prepare a partial expenditure report on the planning of the ASDS and circulate it to members by next week (week commencing Dec.2)
- d) MAFS prepares a full report after receiving the necessary receipts from the ETC.

Approval of a Leave Without Pay

MAFS reported that they have already received an approval letter from the CSD for leave without pay for the 11 (eleven) members of the Government Team from December 1, 2001 to February 28, 2002. The leave will enable them to work fully on the ASDP. It was further explained that the permission granted allowed them to be paid as local consultants. Mrs. Bitegeko could not be assigned to be one of the local consultants, but she would be engaged in the study as a Government official.

On the schedule of the ASDP, the CSD letter said that the schedule starts on December 1, 2001 and ends on February 28, 2002. Regarding this schedule, various oppositions were raised on the donor side. It was suggested that because the procedure is still on-going, the starting date should be mid-December. It was also suggested that if the process should not be finished early next week, the Government could rethink the date, otherwise keep the date as it is.

It was decided that MAFS should circulate the CSD letter to all members of the Task Force.

TOR for ASDP

- MAFS reported that the Government has finalised the broad TOR's which incorporates the expressed in earlier meetings of the Task Force. MAFS further reported that the specific TOR's which were divided into sub-sectors, would be ready by November 30, 2001 for circulation to Task Force members.
- Commenting on MAFS report, EU said that the quantity of works should be varied depending on the content of the works. JICA, on the other hand, suggested that division of labour between the Government Team and the External Consultant should be specified to make clear the responsibilities of both sides.
- After this discussion the meeting decided as follows:
 - a. MAFS finalises the specific TOR's and circulate the same to members of the Task Force by the afternoon of November 30, 2001.
 - b. The members in turn, send in their comments to MAFS by December 3, 2001.

c. C.V's of members of Government Team be circulated by MAFS starting Dec. 2, 2001.

Funding for ASDP

- JICA reported that the donors i.e (Ireland, Denmark and Japan) met on Tuesday 27, 2001 November 2001. They all agreed to support the ASDP on cost - sharing basis. Japan specifically earmarked (for its accounting purpose) to assist funding for the External Consultant, category number 2 in the budget which will cost US \$ 150,000. Denmark and Ireland did not earmark any particular items for funding on the ASDP study.

The mode of payment was also tentatively stated that the initial 40% of the amount will be paid first then 30% will come in between and finally the other 30% will be paid at the end of the contract. It was also reported that this was still debatable.

The ASDP budget

- The revised budget was distributed to the members and some comments were made over it.
- It was agreed that 1.1 and 1.2 and 6.0 fixed costs in the budget to be transferred to reimbursable costs.
- It was also agreed that the drivers allowance should be changed to read as driver's fees.
- It was further agreed that the printing and binding quantity to be changed to 300.
- It was agreed that the extra duty allowance for the accountant unit cost be changed to 5.52.
- It was agreed that items 3.4, 3.5, and 3.6 could be applied to both the Government Team and the external consultant.
- On the timing of the workshop it was decided that this should be just after the make - up of draft and provision of final report; this would be specified in the Inception Report.
- Finally it was agreed that MAFS prepares a new budget reflecting the changes suggested. It was also agreed that the revised budget would be verified and be approved at the next meeting.

5. Any Other Business

DFID informed the Meeting that they were planning to finance Agriculture PER by employing OPM. In this regard he wanted to know if this would cause any inconvenience on the process of the ASDP. The meeting was of the view that the two processes were different processes in terms of

timing (preparation of ASDP costed action plan would be in Dec. 2001 and Agriculture PER in Jan. – Mar. 2002) and as such there would be no problems. However DFID said that interaction between PER and ASDP was important – a suggestion which was accepted by MAFS.

JICA suggested that the MAFS should contact ETC as one of the potential candidates for the second part of the ASDP study (Jan. – Mar. 2002). Other members suggested that the general schedule of the ASDP should be informed to them.

6. *Closing*

- The Chairperson closed the meeting at 11:30 a.m. The next meeting will be held on December 4, 2001 at 10:00 at MAFS. Ms. Anne Marie Rosenlund of Denmark apologised that she would not be able to attend the next Meeting as she would be away from Dar es Salaam on Official duties. She however said that Mr. H. Pedersen would represent her at the Meeting.

PRESENT AT THE 36th MEETING OF THE FASWOG-TASK FORCE

<u>S/N</u>	<u>NAME</u>	<u>ORGANISATION</u>
1.	Ms. J. Bitegeko	Chairman-MAFS
2.	Mrs.S. E. Kaduma	MAFS
3.	Mr. G. Macdonald	DFID
4.	Mr. J. S. Mawalla	MAFS
5.	Mr. I. N. L. Kaduma	MWLD
6.	Mr. S. S. Mpaki	MAFS
7.	Mr. J. F. Kanyasi	PO-RALG
8.	Mr. C. S. Ngoda	MCM
9.	Ms. A.M.Rosenlund	Danish Embassy
10.	Mr. B. M. Ulaya	MAFS
11.	Ms. R. Ketting	Def EC
12.	Mr. Y. Sasaoka	JICA
13.	Mr. Y. Aizawa	JICA
14.	Mr. R. Msoffe	JICA
15.	Ms. C. Swai	JICA

ABSENT WITH APOLOGY AT THE 36th MEETING OF THE FASWOG TASK FORCE.

1. World Bank
2. Ministry of Finance
3. Ireland Embassy
4. Prime Minister's office
5. President's office - (P&P)
6. Japanese Embassy

MINUTES OF THE 37TH MEETING OF THE FASWOG TASK FORCE HELD ON DECEMBER 4, 2001 AT THE MINISTRY OF AGRICULTURE AND FOOD SECURITY.

1. **Attendance**
The list of attendants is attached to these Minutes.

2. **Opening**
The meeting was chaired by PS-MAFS Mr.W Ngirwa. He opened the Meeting at 10:15 hrs by introducing the following agenda, which was adopted:
 - a) Confirmation of the Minutes of the 36th Meeting
 - b) Matters arising from those Minutes
 - c) Any Other Business.

3. **Confirmation of Minutes of the 36th Meeting.**
The Minutes of the 36th Meeting were confirmed after correction were made as follows:
 - page 2, 3rd paragraph-change "ciculate" to "circulate"
 - page 2,4th paragraph, second line- insert the word view between the words the and expressed

 - page 3, 2nd line- insert the word weak between the words MAFS and starting.

The Chairman also pointed out that in future, Minutes of the Meetings should concentrate on what was agreed upon and not detailed deliberations.

4. **Matters arising from the minutes of 36th Meeting.**

ASDS expenditure Report

- MAFS reported that, they have already received an invoice of the remaining 10% from ETC and MAFS accountant has already started to prepare a full expenditure report, which will be sent to members of Task force within the week commencing on 3rd December 2001.

- ASDP Budget

MAFS reported that the new budget has already been prepared in accordance with the comments of the last. The revised budget was circulated to the members and was approved with the modification on the number of copies to be produced (from 300 to 1000).

Approval Letter of Leave Without Pay for Members of Government team.

- Copies of a leave without pay approval letter in Kiswahili version were circulated to the members.
- However the period when the Government team should start the work was not agreed upon (whether it will be December 15th 2001 or January 2002.)

Comments on TOR for ASDP

- MAFS reported that they had circulated on November 30, 2001 the draft TOR's to members of the Task Force as decided at the last Meeting.
- MAFS further reported that by December 4, 2001 the Ministry had received comments of JICA and the Danish Embassy. Comments of the DFID, EU the Irish Embassy and other members of the Task Force were still awaited
- EU, DFID, and the Irish Embassy said they received the draft of the TOR rather late. In spite of this EU said they shared the views raised by Denmark and JICA.

EU however added that the TOR's need to be very specific. In this regard the EU wondered whether it was necessary to have the 11 members in the Study Team.

Ireland on the other hand felt that the TOR's were generally very weak and needed to be improved upon and wondered whether the Government needed assistance to prepare them.

- MAFS explained that the specific TOR was based on the broad TOR.
- It was decided that the OPM would assist FER in December 2001 and work closely with the ASDP team in identification of priority areas and preparations of inception report.
- The Chairman explained to the members that the task has to be planned logically and assured the members that the right experts are available in the team therefore the members should not doubt on their integrity. He said that the GOT had not yet identified the number, which will compose the Team. This will be done after the TOR's are in place.

5. Way Forward for the ASDP.

- Several comments on the Way Forward were made. However in the final analysis it was decided that the sequence of the events will henceforth be as follows:

1. Members should send to MAFS any additional comments they may have on the draft TOR's. The Government Team would be free to discuss these comments with members of the Task Force.
2. Prioritize the interventions by sub sectors. It was suggested that the team could discuss with the OFM (the facilitators) on the prioritization of the activities. It was agreed that priority setting should precede general TOR and then specific TOR should follow later on.
3. On the Methodology it was decided that the members of the technical team from each ministry will establish priority areas for implementation within the prerogative of a particular Ministry. Upon conclusion of this exercise and the following consolidation of the finding by each ministry external consultants will be recruited to fill the eventual gaps and assist further in refining implementation arrangements and costs.
4. It was also agreed that ASDP and PER processes go together and expected to have good interactions.

6. Any Other Business

EU requested for a letter from MAFS requesting for funding for the OPMLMAFS agreed tentatively to provide such a letter under signature of PS-MAFS.

- MAFS distributed the TOR for the facilitators to the members.

7. Closing

The Chairman closed the meeting at 11:55. The next Meeting will be held on December 14th 2001 at 10:00a.m. MAFS II

PRESENT AT THE 37th MEETING OF THE FASWOG-TASK FORCE.

<u>S/N</u>	<u>NAME</u>	<u>ORGANISATION</u>
1	Mr. W. Ngirwa	Chairman-PS-MAFS
2.	Mrs. S E. Kaduma	MAFS
3.	Mr. G. Macdonald	DFID
4.	Mr. J. S. Mawalla	MAFS
5.	Mr. I N. L. Kaduma	MWLD
6.	Mr. P. Pedersen	DANIDA/MAFS
7.	Mr. S. Courtney	IRELAND AID
8.	Ms. R. Kerting	Del EC
9.	Mr. Adam S Mapunda	MCM
10.	Mr. A. R. Kwayu	MAFS
11	Ms.J. Bitegeko	MAFS
12.	Mr. Y. Sasaoka	JICA
13.	Mr. R. Msofe	JICA
14.	Mr. Y. Aizawa	JICA
15.	Ms. C. Swai	JICA

ABSENT WITH APOLOGY AT THE 37th MEETING OF THE FASWOG TASK FORCE.

1. World Bank
2. Ministry of Finance
3. President's Office- (RALG)
4. Prime Minister's office
5. President's office - (P&P)
6. Japanese Embassy

**MINUTES OF THE 38TH MEETING OF THE FASWOG TASK FORCE
HELD ON DECEMBER 14TH, 2001 AT THE MINISTRY OF
AFRICULTURE AND FOOD SECURITY.**

1. Attendance

The list of attendants is on pages 3 and 4.

2. Opening

The Meeting was chaired by the Permanent Secretary of the MAFS, Mr. W. Ngirwa. He opened the meeting at 10:10 by introducing to the members Professor Lawrence Smith, and Mr. Duncan of OPM consultants who were facilitators to the Government Team in the ASDP. The chairman also introduced the following agenda which was adopted:

- a) Confirmation of Minutes of the 37th Meeting
- b) Matters arising from those Minutes
- c) Any Other Business.

3. Confirmation of Minutes of the 37th Meeting.

. The Minutes of the 37th Meeting deleting the third sentence on item 6 (page 3).

4. Matters arising from the minutes of the 37TH Meeting.

ASDS expenditure Report

MAFS reported they had already prepared a partial expenditure report, which they had circulated, to all members by E-mail. MAFS further reported that as soon they received payment receipts from ETC and from Dr. Lunegelo, the Ministry would prepare a full expenditure report and circulate to members. The Ministry was informed that the ETC and Dr. Lunegelo had posted the receipt.

5. Any Other Business

Facilitation of the Government Team:

Mrs. Bitegeko recalled that members Government team was on leave without pay with effect from December. 1st 2001 and had started working on the ASDP since December 13, 2001, and for this reason they need facilitation, considering that some came from Dodoma.

In this connection Ms. Bitegeko asked if the remaining balance from ASDS (about USD 20,000) could be used to facilitate the Team

- The MAFS reported that they had requested the Government team, which is on a leave without pay, have already started the work on 13th December 2001.
- Commenting on this, Ireland wondered why such facilitation was needed when the Team had not yet produced any output. Ireland nevertheless proposed that MAFS should make a written proposal requesting for such facilitation.
- JICA on the other hand said that the balance should be paid back to the donor who paid the amount, initially.
- It was finally agree as for UNUP:
 - a. MAFS finalizes the ASDS expenditure report.
 - b. MAFS prepares a request letter on facilitating the Government Team.

Progress on Prioritization

MAFS reported that the Government team along with the consultant (OPM) have started the work in identifying priority areas and preparation of inception report. It was also reported that by 27th December 2001, the prioritization process will be through and that, within 30 days from 15th January 2002 the team will come up with the inception report so that the task force members can make comment on it.

The OPM consultant explained about prioritization procedures and explained how the ADSP document might be developed.

Comments on the approach of ASDP

- The EU wanted to know what would be in the inception report.
- MAFS explained that the inception report is a very basic document which will show the approach to be used in the work and clearly define the expected output.
- The World Bank said there was a need for the ASDP to have linkages with other programmes in other Ministries, and in other activities such as infrastructure etc.
- JICA noted that there was a need for the ASDP to be linked with the RDS; and the issue of Team Composition needed to be clarified.

The Chairman reported that the Meeting about the discussion on the inception report will be on 4th, January 2001 at MAFS 10:00 a.m.

6. Closing

The Meeting was closed at 11:05

The next meeting will be held on January 4th 2002 at 10:00a.m. MAFSII.

PRESENT AT THE 38TH FASWOG MEETING OF THE TASK FORCE

<u>S/N</u>	<u>NAME</u>	<u>ORGANISATION</u>
1.	Mr. W Ngirwa	Chairman –PS-MAFS
2.	Mr. A.R. Kwayu	MAFS
3.	Mr. A. S. Mapunda	MCM
4.	Mr. M. F. Lemnge	PO/RALG
5.	Mr. S. C. Ngoda	MCM
6.	Mr. Naoki Ito	Embassy of Japan
7.	Ms. R. Ketting	EU
8.	Mr. L. Smith	OPM

9.	Mr. A. Duncan	OPM
10.	Mr. R. Townsend	WB
11.	Mr. Kagaruki K.P	MCM
12.	Ms. Roselund	Danish Embassy
13.	Mr. S. S. Mpaki	MAFS
14.	Mr. A. K. Mungereza	MOF
15.	Mr. S. Lugeye	Embassy Of Ireland
16.	Mr. J. Nozaka	MAFS
17.	J. Bitegeko	MAFS
18.	Mrs S. E. Kaduma	MAFS
19.	Mr. J. S. Mawalla	MAFS
20.	Mr. S. Courtney	Embassy of Ireland
21.	Mr. Y. Sasaoka	JICA
22.	Ms Kaori Matsushita	JICA
23.	Mr. R. Msoffe	JICA
24.	Y. Aizawa	JICA
25.	Ms. C. Swai	JICA

ABSENT WITH APOLOGY AT THE 38TH MEETING OF THE FASWOG TASK FORCE.

1. President s Office (P&P)
2. Prime Minister s office

資料 3 RDS 議事録 (英文)

**MINUTES OF THE RURAL DEVELOPMENT STRATEGY (RDS) JOINT
DONOR/WORKING GROUP MEETING HELD AT THE PRIME MINISTER'S
OFFICE CONFERENCE HALL ON
NOVEMBER 8, 2001**

1.0 In attendance

(i)	Mr. A.S. Nyumayo	- Prime Minister's Office	- Chairman
(ii)	Mr. Ben Tarimo	- World Bank	
(iii)	Mr. Sasaoka Yuichi	- JICA (T)	
(iv)	Mr. Kenji Yameda	- JICA (T)	
(v)	Mr. Kiyoyoshi Kimura	- JICA (T)	
(vi)	Mr. George Macdonald	- DFID	
(vii)	Mr. Sean Courtney	- Embassy of Ireland	
(viii)	Ms. Anne Marie Rosenlund	- Danish Embassy	
(ix)	Mr. A.S.M Rwechungura	- Netherlands Embassy	
(x)	Mr. B. Kaunga	- Prime Minister's Office	
(xi)	Mr. Philbert Mwakasala	- Ministry of Finance	
(xii)	Mrs. S.E. Kaduma	- Ministry of Agriculture and Food Security	
(xiii)	Mr. Richard Musingi	- President's Office - RALG	
(xiv)	Dr. F.N. Njau	- Ministry of Health	
(xv)	Mr. F.T. Kiloweko	- Ministry of Works	
(xvi)	Mr. Chima S. Mohamed	- Prime Minister's Office	
(xvii)	Ms. E.A. Munthali	- Prime Minister's Office	
(xviii)	Mr. Timothy Madullu	- Cabinet Secretariat	
(xix)	Mr. E. Maponde	- President Office – Planning and Privatization	
(xx)	Dr. Oswald Mashindano	- ESRF	
(xxi)	Ms. Tausi Kida	- ESRF	
(xxii)	Mr. C.A. Pallangyo	- Prime Minister's Office	- Secretary

2.0 Opening of the Meeting

The Chairman opened the meeting at 10.15am by welcoming all members. He said, that was the last meeting for the RDS Joint GoT/Donor Working Group and the next stage will be conducting the Inter-ministerial Steering Committee (ISC) meeting in two weeks time. He further explained that after ISC meeting the President's Office, Regional Administration and Local Government (PO-RALG) will prepare Cabinet paper for both Rural Development Policy (RDP) and Rural Development Strategy for Government approval.

After that introductory remarks the Chairman requested the Consultant to present new areas incorporated in the final Draft Rural Development Strategy

3.0 Presentation by the Consultant

The Inter-ministerial Technical Committee retreat and other consultations held with other stakeholders suggested to incorporate new areas in the final Draft Rural Development Strategy. The Consultant said the new areas incorporated in that document (Volume 1) are as follows:

- (i) Situational analysis (Reasons for formulation of Rural Development Strategy).
- (ii) Livestock sub-sector (Need to increase livestock productivity and quality of domestic and export markets).
- (iii) Enhancing Women's Employment Opportunities in Agriculture (The thrust is to promote access and ownership of means of production by women and enhancing their income generation).
- (iv) Natural Resources Management and Utilization (Areas such as Tourism, Forestry, Wildlife and Fisheries are well discussed in the document).
- (v) Coordination of the RDS implementation (Institutional Framework for RDS).

- Establishment of a National Rural Development Council (NRDC) to promote and monitor rural development programmes in all sectors as well as sensitizing policy makers on rural development in Tanzania. NRDC will be central coordinating and not an executing body.
- Establishment of a small Rural Development Secretariat, staffed with competent professionals to drive forward the implementation of rural development programmes.
- Both NRDC and Rural Development Secretariat will be located in the President Office, Regional Administration and Local Government.

Regarding Volume II, the Consultant said, the Logical Frame Work has been prepared to operationalize the Strategy. It includes situation analysis and future plans. He further said, the log-frame elaborates more on each development objective by explaining the specific objective, strategic action, activities to be done, implementing Institutions, timeframe, output and verifiable indicators.

4.0 Discussions (Observations and Comments)

The Joint GoT/Donor Working Group commended the job well done by the Consultant. However, few comments and observations were raised as follows:

- (i) The content in section 3.3.2 pg. 22 does not cater for the title (Gender) in that section. It was observed that the section terms gender as women and not men and women.
- (ii) There is a duplication of issues in the Agriculture Sector Development Strategy (ASDS) and RDS. It was observed that details on cross cutting issues e.g. Gender, HIV/AIDS look the same in both documents.

- However, it was later agreed that, these should be looked at during the implementation stage to avoid duplications.
- (iii) The document should mention (preferably section 1.2 or 5.1) that preparation of RDS is a crucial government intervention in implementing the Poverty Reduction Strategy and also as a benchmark to HIPC.
 - (iv) Definition of Rural Areas should include peri-urban areas e.g. villages around the urban areas.
 - (v) Other strengths like mines, natural resources etc. should be included as the existing strengths mentioned in section 3.4(i).
 - (vi) The suggestion made by the Consultant on the establishment of NRDC and RDS Secretariat was welcomed. However, the Consultant was requested to mention advantages and disadvantages of the establishment of two bodies instead of adopting the current organization structure of PO-RALG.
 - (vii) The President of the United Republic of Tanzania launched the National HIV/AIDS Policy early November, 2001. The Consultant was asked to go through this policy and make some improvements in the final draft Rural Development Strategy document accordingly.
 - (viii) The last but one paragraph (pg. 18) to be rewritten. It was noted that the term Rural roads was wrongly defined and distribution of road funds is 70% for the Ministry of Works (MoW) and 30% for the PO-RALG and not as was stated in that paragraph.
 - (ix) Danish Embassy to seek comments/observations from their head office and later be submitted to the Consultant.

5.0 The Way Forward

- (i) The Consultant to improve the document according to the observations and comments made by the meeting. The following stage is to conduct Inter-ministerial Steering Committee in two weeks time.
- (ii) Since that was the last Joint GoT/Donor Working Group meeting, it was requested that when Danish comments are ready the Consultant should distribute the same to all members.
- (iii) The meeting congratulated the Consultant for the job well done and authorized the final payment after PMO/ESRF submit financial report to JICA.

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6.0 Closing of the Meeting

The Chairman thanked the Consultant for the job well done and also Joint GoT/Donor Working Group for their tireless efforts and valuable contributions, which led to a successful completion of the Rural Development Strategy. The meeting was closed at 12.10pm.

.....
Chairman

.....
Secretary

Date.....

CONFIDENTIAL

資料4 9月のCG会合スケジュール

PROGRAM FOR THE 2001 CG MEETING

FORMAL SESSION (SEPTEMBER 7- 8, 2001)

- 1 Programme
- 2 Opening Statement By H.E Benjamini William Mkapa
- 3 Government Presentation of PRSP Progress Report (MF)
- 4 PRSP Progress Report
- 5 Memorandum Of Macro Economic Development —Government
- 6 Economic Performance (IMF)
- 7 Tanzania CEM —Tanzania at the Turn of the Century Volume I & II
- 8 Tanzania CEM- Agriculture In Tanzania Since 1986
- 9 Government Statement on Partnership Including Status of Plans For
Monitoring Group (MF)
- 9b Joint Donor Statement on Improving Partnership Including Status of Plans
For Monitoring Group (MF)
- 10 Health Programme
- 11 Road Sector Programme
- 12 Education Sector Development Programme
- 13 Government Statement On HIV/AIDS
- 14 Government Statement on Agricultural Sector Development Strategy
- 15 Revised Agricultural Sector Development Strategy
- 15b Status Of ASDS
- 16 Government Statement on Rural Development Strategy
- 17 Government Statement on Governance
- 18 Progress-Good Governance, June 2001
- 19 Joint Statement by contributing PRBS Donors
- 20 Resource Flow (IDA)

CG PROGRAMME

**Tanzania Consultative Group (CG) Meeting
10th —11th September 2001**

**Informal Meeting
Venue**

**10th - 11th September
Karimjee Hall**

Monday September. 10, Civil Society Consultations

08.00 —09.00 am Registration

09. 00 PRSP consultations

Government Presentation of PRSP Progress Report
Joint donor Comments
Civil Society Comments
Discussion

1.30 p.m Lunch to be hosted by Government

2.30 p.m Review of Health Programme

Government Presentation
Donor comments (Swiss)
Civil Society Comments
Discussion

4.00 p.m Coffee Break

4.30 p.m Road Sector Programme

Government Presentation
Donor comments (EU)
Civil Society Comments
Discussion

6.00 pm A reception to be hosted by Government

Tuesday Sept. 11, Civil Society Consultation Continue

08.00 —09.00 a.m Registration

09. 00 a.m Review of Education Programme

Government Presentation
Joint donor Comments (EU)
Civil Society Comments
Discussion

10.30 a.m Coffee Break

11.00 p.m Review of HIV/AIDS Programme

Government Presentation
Donor comments (USAID)
Civil Society Comments
Discussion

12.30 Lunch to be Hosted by Government

2.00 p.m Review of Agriculture and Rural Development Strategies

Government Presentation (ASDS and RDS)
Donor comments (Denmark/Japan)
Civil Society Comments
Discussion

4.00 pm Coffee/Tea Break

4.30 p.m Governance Consultations

Government Presentation (ASDS and RDS)
Donor comments (DFID)
Civil Society Comments
Discussion

6.00 p.m Conclusion of the Informal Meeting

資料5 ASDS 第4 ドラフトに対するドナー総合コメント

COMMENTS ON REFINED DRAFT ROUND 4 REPORT

The comments which we have received from various members of the FASWOG Task force indicate that the document is now nearing completion, however, the FASWOG Task force and the Government Technical Team have the following Comments/Suggestion.

Comments from the Government Ministries - Team

General Comments

1. The refinement has improved the ASDS document in the following ways:
 - It is short, easy to read and comprehend;
 - Most of the interventions;
The outline flows logically
2. The Status of the Agricultural Sector **is weak** in that livestock sub-sector has hardly been discussed or mentioned. There is need to get reliable data on this sub-sector so that explanations can be made on it. Some kind of balance between livestock and crop-sub sectors is required.

Specific Comments

1. Section 2.1, page 5; The first sentence should provide more examples of technological innovations. We suggest that Storage facilities and animal breed should be added to the sentence

2. Section 2.1 page 6 : Literacy rates: We believe that limited primary school enrollment is another important factor that has contributed to the increase in the illiteracy rates in the country. Therefore, it should be mentioned here.
3. Pg 6 —Box 4 the source referred is no longer a draft document, please delete the word draft similarly in Box 5, pg.7
4. Section 3.4.1, page 14. **The Cooperative Development Policy of 1997:** MCM is currently facilitating consultative meetings among the cooperative stakeholders in order to review this policy and the Co-operative Act of 1991 to make them meet the needs of the stakeholders. This could be mentioned in this Section!
5. There is also an Environment Policy which can be mentioned on Pg. 14.
6. Section 3.8 Pg. 18, second bullet on DADCs. We suggest that this part be re-written as follows:-

Local Authorities will ensure that annual Agricultural Development plans are formulated, managed, implemented and monitored.

The formulated plans are prepared through consultative and participatory process; then scrutinized by the Standing Committee of the Council responsible for Economic Affairs, Works and Environment or Agricultural Development Committee where a council has established

one. The agricultural plan will be integrated into the Council development plan and then it is sent to the Regional Secretariat (RAS) where it is scrutinized again in order to ensure that it conforms to National Policies. After this it is then returned back to the council for final approval by the full council meeting.

The reason why we are recommending this is being that currently, district councils have only three statutory committees and there is not an agricultural committee as such, however, there is a provision for local government authorities to form 3 additional committees as the need arises.

7. Section 4.11. Page.21 Second Para
Why only two constraints have been addressed in terms of strategic interventions? What about others?
- 8 Section 4.3 Pg.26
Strategy/intervention is missing.
9. Section 4.4 Pg. 26
Strategy/intervention to address 4.4 not well focused/inadequate.
10. Section 4.5 Pg.27
Is TAS adequate to address the donor coordination issues
11. Section 6.1 Pg. 31-32. Agricultural Research

Broadly, the contents in bullets 1 and 2 of paragraph 6.1 are what the Government is seriously focusing on. However in the mention of crops to be funded and controlled by the private sector, there is the omission of **sugarcane** in the list. It should also be mentioned that tea research was already privatized since 1998.

The contents in bullet 3 are certainly not in line with our current thinking. We are not advocating for the formation of a National Agricultural Research Council to oversee agricultural research in the country. Rather we propose to **strengthen** the **current** Committee on Agriculture and Livestock Research under COSTECH so that it performs the role of coordination of research nationwide and it becomes responsible for setting the research policy and agenda. With the current decentralized systems of research under the DRD whereby the zones have considerable autonomy in research planning and resource allocation, the creation of yet another oversight body would be redundant and not cost-effective.

12. Section 6.4 Regulatory Services Pg.33
First bullet under intervention, include Ministry of Water and Livestock Development (MWLD).
13. Section 6.6 Range Management
The explanation on issues is missing.
14. Section 6.9 page 36: **Agricultural Information Services:** The Market Research and Information Section of MCM generates market information, much of it on continuous basis. This

information is also limited in scope and geographical coverage. This has not been mentioned in this section. We suggest that this be mentioned

Comments from Ireland Aid

Introduction

The report is well written and reader friendly. It is however incomplete and does not fulfil the requirements of the TOR. The following are some specific areas that need to be addressed.

1. Prioritisation of interventions

The report has been well restructured but has not addressed the issue of prioritising the interventions. How and what is the proposed priority of the actions?

2. Definition of roles of the actors

It is necessary to make very clear definitions of the various categories of the actors as defined in the TOR taking into consideration the suggested outline at the Bagamoyo stakeholders workshop. What is the strategy for the building capacity to operationalise the roles.

3. Definitions of the DADCs, DADPs, Extension Fund, PASS

These are new structures in the LGA. Do they replace existing district council structures? How are they linked to district committees (eg. economic committee)? There are only three statutory committees at the district council level. A diagram

presentation could assist. There is need to define and state clearly what they are and why they need to be formed and not to use the existing committees. This can be presented in an annex.

Furthermore it is stated that the TOR for the committees will be developed later during the formulation of the ASDP. I suggest that this done now during the preparation of the ASDS strategy document. This will allow continuity, consistence and understanding and speedy implementation of the strategy.

Furthermore there is need to distinguish the initiatives in the NAEP II on pilot initiatives and extension funding already available. How does this proposed extension fund relate and fit into this system. Clear guidelines for its use operations and access are required and they can be presented as an annex. In addition PASS has been not been explained adequately. This is a new idea and it is better to present a clear definition in an annex.

4. Implementation and costs

The chapter on this section has not been prepared and finalised. This should focus on the priority, implementation arrangements, time frame and costs.

5. Co-ordination of actors

There is need to define all actors at all levels. Equally the cross-sector linkages must be defined.

6. Reference to MAFS, MWLD, MCM, PO-RALG

There are several sections in the document and especially on extension services where the document refers to MAFS and MWLD alone. It is important to note that at the district level that all the four ministries are responsible to the pool of the extension service interventions. Other ministries included are the Natural Resources, Lands and Trade and Industry all form the core productive sector (section 6 refers)

Comments from JICA

Overall comments

This draft indicates five priority areas of intervention. This became clearer than the previous version. Also the Table of contents and Log Frames have been improved so that we can understand what should be discussed in making ASDP. We evaluate that this draft achieved the minimum standard of strategy formulation.

Two suggestions

Firstly, one point remains unclear. The relationship between ASDP and DADPs was not so clearly written in this draft. The relationship and how to coordinate them should be more precisely explained and proposed.

Secondly, regarding the schedule of implementation of the strategy, it seems to be more practical to discuss its detail through the formulation of ASDP. However, OPM seems to have experiences in formulating agriculture sector programs in other countries. Therefore, it may be

useful for the ASDP preparation process, to present a possible five-years scheduling of the implementation of ASDS based on experiences in other countries.

(Detailed comments for further improvement)

- 3.8 The Coordination of Actors: The relationship among ICC, TIC, LGA, DADCs and the relationship among ASDS, ASDP and DADPs should be visualized using charts consisting of boxes and arrows.
- 9.1 Costs: The cost estimation expected to be stated here should be just brief estimation, like suggesting total amount of budget needed. The detailed cost estimation should be conducted in the discussion of ASDP making process.
- 9.4 Monitoring and Evaluation of ASDS: The relationship among ICC, TIC, LGA, DADCs in monitoring and evaluation activities should be visualized using charts consisting of boxes and arrows.

Comments from DANIDA

We have noted the comments on the latest version of ASDS by JICA and basically concur with their views. Providing that we get some clear directions in chapter 9.2 regarding the prioritisation of the fundamental issues addressed by ASDS in terms of implementation as well as a proposed sequencing of activities proposed for each priority issue we think we are approaching the final product. Our previous comments on section 5 to 10 refer.

In the latest version there also seems to be a good correspondence between the text in sections 4 to 8 and the log frame.

Regarding the section on PASS page 39 please note that the organisational structure, operating policies and procedures for PASS

have been developed. It is suggested that the last sentence first para page 39 reads as follows: The outreach of PASS operations will be expanded during the implementation of the ASDS. To accomplish this PASS will forge strategic alliances with initiatives supported by other development partners and key actors within the private sector.

Comments from EU

I am sorry that I am very late, but I haven't had a chance to look at ASDS document earlier this month. The document looks good and it looks that you

are nearly there. However I have a question about the monitoring framework

to be designed at national as well as district level. Both frameworks are not

yet developed in the current version. How is the inter-ministerial committee

going to monitor the districts and what systems are foreseen at district level. Isn't the strategy document the place to elaborate more on the framework or do you want to address this in the programming phase?

And

what

about the evaluation. Is there a baseline foreseen?
Please could you indicate what the timeframe is for the finalisation of
subchapters 9.1 and 9.2?

資料6 ASDS9月27日ワークショップメモ

**THE JAPANESE INTERNATIONAL CO-OPERATION
AGENCY (JICA)-RURAL AND AGRICULTURAL
DEVELOPMENT ADVISORY GROUP (RADAG).**

**PROCEEDINGS OF AGRICULTURAL SECTOR
DEVELOPMENT STRATEGIES (ASDS)**

*27th September 2001. Royal Palm Hotel
Dar-Es-salaam.*

Table of Content

SECTION 1. INTRODUCTORY REMARKS

SECTION TWO. OPEN SPEECH

SECTION THREE. REVISED VERSION OF ASDS

SECTION FOUR: QUESTIONS AND COMMENTS

SECTION FIVE: STREAMLINING OF ON-GOING PROJECTS

SECTION SIX: QUESTIONS AND DISCUSSIONS

SECTION SEVEN: WAY FORWARD (AFTER ASDS)

**SECTION EIGHT: EXPERIENCE FROM MINISTRY OF HEALTH AND
EDUCATION**

SECTION TEN. OPTION FOR FORMULATING ASDP

SECTION ELEVEN. CLOSING REMARKS

APPENDIX I PROPOSED ASDP FORMULATION MODEL

SECTION 1. INTRODUCTORY REMARKS

The workshop was opened at 9.15 a.m by Dr Jeremiah Haki, the Director of Research and Training, Ministry of Agriculture and Food Security (MOAFS) as Acting Permanent Secretary (APS) for MOAFS.

- He requested self-introduction. The workshop drew participants from; Ministry of Agriculture and Food Security, Ministry of Water and Livestock, Ministry of Co-operatives and Market, Ministry of Health, Ministry of Education, team of Consultant and Donor Community. Most participant were either Assistant directors or Directors in their respective ministries.
- The APS said the workshop was the result of series of workshops held since 1998 in formulating the ASDS, of which adequate resources (financial and human resources were committed)
- The workshop was said to mark the end of ASDS, paving a way for agricultural sector programme formulation (ASDP)
- He welcome Permanent Secretary in the Ministry of Co-operative and Market (MOCM) Dr Komba to give the opening speech and Chaired the workshop.

SECTION TWO. OPEN SPEECH

Permanent Secretary (MOCM) Dr Komba who also chaired the workshop gave the open speech

- He stressed that efforts to fight poverty in the country can only succeed if a sound agricultural strategies are in place and agricultural programmes based on these strategies are carefully formulated and implemented.
- ASDS document was a result of participatory consultations involving the parents Ministries, Donor Communities and beneficiaries. Stakeholders named to be, Ministry of Agriculture and Food Security, Ministry of Co-operative and Markets, Ministry of Water and Livestock, Local Government, President office, Prime Minister office etc.
- The ASDS was co-ordinated by the Ministry of Agriculture and Food Security, facilitated and financed by JICA
- The objectives of the workshop were therefore two folds he said, i.e. final forum to mark the end and adoption of ASDS and to workout the framework for operationalizing ASDS that is programming.

SECTION THREE. REVISED VERSION OF ASDS

- The new version of ASDS was present by leader of consultant team.

- Participants were reminded that ASDS document was a strategy and not the programme and the ASDS document was quite different from the previous one due to various alteration and omission made.
- Few remarks were given to justify the alterations and omissions. The remarks were: the annual agricultural sector growth to be 2.5% instead of 5%, thrust of increasing roles of private sectors and local government following decentralisation
- The chronological organisation of the revised ASDS was presented and the consultant emphasised on sections addressing the issues. Some of these sections included; the mission statement should geared toward mobilisation of rural people, strengthening institutional frame work to achieve the goal (roles of actors, constraints faced and actions to be taken), climate to foster commercial activities, roles of government and private sectors (including investment and financing), marketing of inputs and output, mainstreaming the agricultural sector (focusing on local government having more power to implement development programmes), changing of ministerial roles to advisory and persuading rather than enforcing, costing, monitoring and implementation etc.

SECTION FOUR. QUESTIONS AND COMMENTS

Questions raised

- Basis for agricultural sector growth by 5% within a period of five years
- What will be whole budget for the programme
- Which areas will monitoring system focuses
- What were the sources of data/information omitted in the new version
- Given heterogeneous of resources endowment in the country, how will the programmes going to meet the demands
- Why contribution of livestock sector is very low despite the fact that there are many cattle in the country
- Is the M&E in ASDS enough compared to experiences from other country

Comment

- The issue of budget was discussed and the task team promised to deliver the budget the following week. However, it was said that roughly the budget shall be around US\$ 900 million based on global figures.
- Budget for the programme was immaterial because the ASDP was not yet formulated and what was available was the ASDS.
- Data omitted was those with unrealistic coefficient as marketing figure for processing were not included
- Monitoring and Evaluation (M&E) frame work should be broad, complementing the existing poverty eradication frame work under UNDP, M&E indicators for ASDP developed and included in poverty M&E framework, geared toward impact of ASDP

on poverty reduction, financial monitoring monitoring of ASDP and physical monitoring (input-output monitoring).

- A need to develop a Zonal specific strategies based on resources endowment
- Given the current level in using agricultural technology the sector growth by 5% seems unrealistic in the period of five years. The growth of 2.5% seems possible if agricultural labour productivity change based on slightly change in technology presumably slightly increased in mechanisation
- When the ASDP adopted, M&E indicators at national level and district level have to be developed

SECTION FIVE. STREAMLINING OF ON-GOING PROJECTS

Streamlining of pipe and on going project study was presented.

- The objectives of the study were to undertake the projects inventory so that they can be characterised with regard to ASDP.
- The exercise enables to know current performance of these projects in relation to ASDS either to be included or not to be included. 40 project exist and only 18 project were selected for further assessment
- 75% of 18 projects have been analysed purposely to generate raw materials for further scrutinization
- The 18 project were selected based on the following criteria; experiences, feasibility of the project in current environment, priority of the project in addressing the major issues, suitability, demand driven and participatory in nature, phasing sustainability and making ASDP.

A consultant who has broad knowledge about Tanzania gave experience on performance of donor-funded projects/programmes.

- Generally most of donor-funded project have failed especially those which were donor driven due to various problems including the problem on sustainability and policies that didn t work.
- Tendency has been to use more money before implementation test
- Agricultural projects have flounder as local government failed to do what they were supposed to do.
- Broad policies do sound at higher levels but never worked at lower level.
- Emphasis should be on developing a real private sector
- Decentralisation was the slogan of 1970s , which was shelved, and now the same slogan. Decentralisation should be careful looked.

SECTION SIX QUESTIONS AND DISCUSSIONS

Questions

- Shifting from ASDS to ASDP which approach to follow: integrated programme or single minded approach and how on-going programmes are going to be integrated
- Why the project streamlining assessment
- Where 40 identified projects are located, their time horizon, what are their cut lines
- Sustainability of current policy while implementing ASDP
- Problem facing on-going project

Comments

- For projects sustainability, donors need to pull out gradually so that the government can build its capacity, portioning of contribution, involve the private sector and find another alternative funding
- Decentralisation is an on-going theme while absorption of local government is very low due to massive tasks, low capacity building in terms of personnel, size of projects, number of projects and lack of structures to implement the tasks.
- Project failure in most cases is caused by many policies not to be friendly so policies need to be reviewed and enforced
- Streamlining exercise was difficult because some useful data/information were not available, high levels of in-transparency etc.
- Private sector cannot be developed from public sector. To develop private sector someone need to get exactly what is in the private sector and not only what you are doing for private sector.

SECTION SEVEN. WAY FORWARD (AFTER ASDS)

ASDP formulation direction was presented by Bi Bitegeko the Director Planning and Policy (DPP) in the ministry of Agriculture and Food Security. She outlines three options/scenarios to follow in the formulation of ASDP. These were; ASDP formulated by consultant, setting some groups for sub-section led by expert and or looking on what is happening and improve basing on the experience. For which option to be adopted? she invited a consultant who was supposed to prepare Terms of Reference for five years programme

The consultant said he didn't draft TOR for ASDP and instead he proposed the adoption of third option/scenario based on personal thinking. Reasons given were as follows.

- He was sceptical on what will happened in the next five years of ASDP especially on the role of private sector, powers of local government etc.
- Inadequate ability of many consultants to write a concrete development programmes
- Macro-economic reform taking place which call for interaction especially MTS framework and finance

- What capacity has been developed to plan this programme in next five years.
- To have 3 years rolling programme rather than five years
- He questioned on consultant dependency syndrome in writing programmes while competent, skilful personnel exist. What is needed is motivation for local experts as they qualify to do the programming of ASDP
- Too much to write too little to see
- Sector ministries should plan their own programme

After he has explained the reasons, which made him not to draft the TOR, he presented a model for planning process of ASDP (Attached as Annex 1).

Comments on the presented planning process.

- Planning cannot be done without knowing the sources of resources so mapping of expenditure for the ASDP for five years was necessary.
- Planning without knowing the sources of resources is possible as the donors have showed their commitment in funding the programme, however if the programme at hand is a condition for financing let it be done
- Instead of working five on years budget, it is logically to do it in a piece meal
- Using tasks force to formulate the programme may cause co-ordination problems, as more work will be coming so more committees needed.
- Using districts to plan some parts of the programme will be difficult as local governments lack competent staff.
- It is difficult to generalise the whole programme bearing in the mind the issue of priority and resource endowment.

SECTION EIGHT: EXPERIENCE FROM MINISTRY OF HEALTH AND EDUCATION

The experience from the this Ministry showed that

- Root problems have to be identified through intensive consultations so that any programme to be formulated could address the core problems.
- Planning process, implementation, monitoring and evaluation should involve all the real stakeholders in order to; enhance transparency, create linkages, to facilitate co-ordination, enhance accountability, create partnership, sense of responsibility, sustainability, build trust and harmonising the implementation process
- Formulation of sector programme is not a static process is a dynamic as more changes are taking place so reviews need to be done and changes accommodated.
- Formulation process goes through a series of stages and adequate time is required

SECTION NINE. OPTION FOR FORMULATING ASDP

- Adopt joint team after the technical committee has consulted the government
- Avoid working groups due to various members' commitment
- ASDP need to be of three years period
- Consultant has the role to play especially in supporting the process but the process should not be consultant driven.
- Thinking that the ASDP is budgetary driven is not true since there is a change in attitude, low cost capacity building which do not money
- Time-framing and phasing should be well timed
- Tasks have to be prioritised
- Co-ordination of the programme at district level necessary
- Do not rush to complete super programme which may not be implemented
- The ASDP should be a gradual programme to achieve long term objectives
- ASDP is known to the policy but not to the intended target (top-down approach). Participation is highly needed to formulate this programme
- The parent Ministries have to take the leading roles while the consultant guides the government technical team to harmonise the programme
- Consultant role should be secondary
- Planning process should go to grass root level by organising workshops for stakeholders in right time
- Roles of district and Regions are very important and let them express their opinion

Resolution

All comments were summarized and it was accepted that in formulating ASDP, parent ministries should take a leading roles, involving consultant when need arise at the three rolling planning taking into consideration of time, selection of committed staff and use consultant to guide the process.

SECTION ELEVEN CLOSING REMARKS

The chairman thanks the participants for their contribution and close the workshop around 4.30 P.M

資料7 ASDP 実施体制案（調査団作成版）

DRAFT

Critical Points suggested to be reflected in the Statement for the first GOT/Donor Meeting of Agricultural Sector Development Program

Rationale: Why ASDP is needed?

A more comprehensive budgeting and planning process is needed for development of agricultural sector in the context of:

- Local government reformation process (cf. DADP);
- Privatization and;
- Poverty reduction.

Time Frame: When does ASDP formulation process start and end?

Phase I	: (1)	~ 2002.3	:For Fiscal year 2002
Phase II	: (4)	2002.7 ~ 2003.3	:For Fiscal year 2003
Phase III	: (5)	2003.7 ~ 2004.3	:For Fiscal year 2004

Phase IV, V, VI...(Basically, it is an on-going process so will never end).

Actors: Who is expected to formulate it?

- (1) Lead Ministries: MAFS, MCM, MWLD, PO-RALG with the support from:
- (2) Related Ministries: MOF, MOW, P&PC, PMO etc.
- (3) Donors (of FAWOG)

Procedure: How to proceed (for Phase 1)?

Shall be formulated through the following four layers of units.

(1) A small and efficient “**Joint Technical Team (JTT)**” shall draft the program (cf. Small Technical Team composed for finalization of ASDS). Members shall be comprised of:

- One each from MAFS, MCM, MWLD and PO-RALG.
- Several technical consultants as a facilitator and logistical (typing, computing, etc.) supporter.

(2) An “**ASDP Taskforce**” comprised by JTT and volunteering donors (cf. ASDS Taskforce)

- These donors are expected to provide information of on-going and pipeline projects/programs for JTT.
- Based on the request of JTT and consideration of this Taskforce, **Sub-Taskforces** shall be formulated to provide necessary information for JTT.
- Form a “**Joint-Secretariat for the Taskforce**” in MAFS. It shall be composed by Policy & Planning division of MAFS and a donor (cf. Such as

DRAFT

JAPAN in the case of ASDS).

- (3) **FASWOG shall function as a table** to inform donors and other relevant ministries the process of ASDP formulation. The chairperson, PS of MAFS, shall try lead the working group to support and authorize the content of the program.
- (4) **EMSC (Inter-Ministerial Committee)**, which shall be lead by PS of PMO*, as the body to authorize the ASDP.
- *PMO has finalized RDS and has been successfully undertaking the lead in Education Sector Development Program.

Financial Support: Joint Funding Mechanism

A Joint Funding Mechanism, similar to the one worked during the ASDS formulation process, shall be useful to support the ASDP formulation process. Followings are just examples of the funding purposes.

- To fund the consultants in JTT.
- To fund workshops or seminars which the Taskforce would like to hold.
- To fund necessary research works, which are, claimed necessary by JTT or the Taskforce.

(End)

資料 8 ASMP の契約書雛形

PERSONAL SERVICE CONTRACT BETWEEN
THE PERMANENT SECRETARY
MINISTRY OF AGRICULTURE
THROUGH
THE PROJECT COORDINATOR
AGRICULTURAL SECTOR MANAGEMENT PROJECT

NO. 2537- TA

AND

FOR

PROJECT SECRETARIAT

DATED:

CONSULTANCY CONTRACT

AGREEMENT made this 18TH day of APRIL 2000 between the PERMANENT SECRETARY, MINISTRY OF AGRICULTURE through the PROJECT COORDINATOR, P.O.Box no. 9192 Dar-es-salaam (hereinafter called "the Client") and MS (hereinafter called "the Consultant") of P.O.Box no. 9192 Dar-es-salaam (hereinafter called "the Usual Place of Residence").

WHEREAS the Client has obtained a credit from the International Development Association of the World Bank for .. (hereinafter called "the Fund") for the purpose of Policy Formulation & Implementation Component of the Project (hereinafter called "the Project").

NOW THEREFORE the parties hereto hereby agree as follows:-

1. Duties of Consultant
The consultant shall perform the duties in the Terms of Reference annexed, as schedule A hereto (such duties being hereinafter called "the Services"). The Services will be performed principally at Dar-es-salaam. The Consultant will work jointly
Consultant.
2. Commencement of engagement
The Consultant may commence services at Dar-es-salaam from ...
However, the terms of the consultant's engagement shall commence on the day upon which the Consultant shall commence to travel by the most direct practicable route (the day being hereinafter called "the Date of Commencement").
3. Terms of engagement
The Consultant shall be engaged by the Client until such time as they have completed the Services provided. However, that period during which the consultant shall be so engaged (hereinafter called "the Term of engagement"), shall not except where the parties may otherwise agree, exceed from the Date of Commencement and provided further that the Client may at any time giving the Consultant FIFTEEN DAYS notice in writing, to terminate this Agreement.
4. Payments
The client shall request the Project to pay or pay directly out of the funds provided by the Consultants remuneration of USD ..(\$..) in respect of the services performed during the term of engagement.

Payments shall, unless otherwise agreed, be made in accordance with paragraph 4 of the Standard Conditions of Contract, attached as Scheduled C hereto provided, however, that the Consultant shall be entitled to an advance to cover his subsistence allowance for the purposes of travelling outside Dar-es-salaam following the Date of Commencement. Consultants

remuneration as mentioned in schedule B will be paid in local currency at the current exchange rate of the bank as follows:

- 10% on signing the contract
- 40% on submission of the draft report
- 50% on submission and acceptance of the final report.

5. Standard Conditions

The Standard Conditions of Contract annexed as **Schedule C** hereto shall apply to this contract and shall have the same force and effect as if the same were fully set forth herein.

6. Effectiveness

This Agreement shall become effective upon execution by the Client and the Consultant. The study will be completed on or before ..

7. Appendices

The following appendices attached do form an integral part of this Agreement.

- Schedule A: Terms of Reference
- Schedule B: Summary of contract remuneration
- Schedule C: Standard Conditions of Contract
- Schedule D: Cvs of the Consultants

8. Language and Government Law

The agreement shall be constructed and interpreted in English. This agreement shall be governed by the laws of the **United Republic of Tanzania**.

IN WITNESS HEREOF the parties hereto have signed this Agreement the day and year first above written.

Name & Signature of Client.....

Title..... Witnessed

by.....

Name & Signature of Team Leader.....

Name & Signature of Consultant Witnessed

by.....

SCHEDULE A

**TERMS OF REFERENCE FOR
TANZANIA PUBLIC EXPENDITURE REVIEW**

SCHEDULE B

CONTRACT REMUNERATION

1. Remuneration (Basic Fee) US\$

U.S. Dollars .(\$.) per work day, payable in Tanzanian Shillings as provided in Section 2 of the Standard Conditions, not to exceed U.S. Dollars ..= (US \$.) during the Term of Engagement. The payments will be made as follows:

- 10% on signing the contract
- 40% on submission of the draft report
- 50% on submission and acceptance of the final report.

SCHEDULE C

STANDARD CONDITIONS OF CONTRACT

Section 1: Definitions

- (a) In these conditions and in the contract unless a contrary intention appears;
"Client" means Project Coordinator, Agricultural Sector Management Project of the Ministry of Agriculture of the **United Republic of Tanzania**.

"Consultant" means _____ of Ministry of Agriculture

"Contract" means the Memorandum of Agreement together with these conditions and all other schedules, and documents, if any, annexed to the Memorandum of Agreement or incorporated therein and intended to form part of the contractual relationship between the parties.

"Services" means the duties of the consultant designated as "the Services" in the Memorandum of Agreement.

"Usual Place of Residence" means the place of residence of the consultant designated in the Memorandum of Agreement.

"Terms of Reference" means the schedule of duties referred to under Schedule "A" in the Memorandum of Agreement.

"Project" means Policy Formulation and Implementation Component of the Agricultural Sector Management Project referred to the Memorandum of Agreement.

"Term of engagement" means the schedule of duties referred to as Schedule "A" & "B" in the Memorandum of Agreement.

"Work days" means days actually worked by the consultant in performing the Services, including travel time.

Section 2: Remuneration

The client shall pay to the consultant remuneration in respect of the Services at a rate of US \$ 40 (forty only) per work day but payable in Tanzanian Shillings at the National Bank of Commerce foreign exchange rate pertaining on the day of effecting payments to the Consultant. For the purpose and determining the amount of such remuneration.

- (a) The time spent in performing the Services shall be determined solely on the basis of the number of days actually worked by the Consultant in performing the Services including travel time.

- (b) Except as may be otherwise agreed total payment for remuneration under this contract shall not exceed US \$...= (US dollars ...) during the Term of Engagement worked for eight man-months at the rate of \$ per day.

SECTION 3: Payment of Remuneration, Costs and Expenses

- (a) The consultant shall be paid remuneration on approval of his final report by the client as stated in Schedule "B".
- (b) Except as may be provided above or in Section 4 of the Memorandum of Agreement, the subsistence allowances and approved reimbursable expenses referred to in Section 3 hereof shall be paid upon written application made by the consultant to the Client supported by such receipts or other evidence as the Client may reasonably require to establish that
- (i) the Consultant was absent for the purpose of the Services from his Usual Place of Residence,
 - (ii) that the expenditure was incurred in the amount and currency and in the manner claimed and
 - (iii) that prior authorization was abstained.
- (c) Payment shall be based on certified invoices from the consultant, subject to approval by the client.

SECTION 4: Facilities

The client shall make available to the consultant for the purpose of the Services and free of any charge an office, stationary, typing facilities and services, training material, and means of transport.

SECTION 5: General covenants

The Consultant covenants and agrees that:

- (a) During the Term of engagement he shall devote the whole of his time and attention to the performance of the Services and shall at all times act with due diligence and efficiency and in accordance with the Terms of Reference. He shall make or assist in making all such reports and recommendations as may be contemplated by the Terms of reference or as may be reasonably required by the client within the general scope of the Project, and shall at all times, cooperate with the client, its employees and agents in the interest of the Project.
- (b) At all times, he shall act with appropriate priority and discretion and in particular shall refrain from making any public statement concerning the project or the Services without the prior approval of the client, and shall refrain from engaging in any political activity.
- (c) Except with the prior consent of the client he shall not divulge nor cause or permit his employees, agents and subcontractors to divulge to authorized persons nor use for his or

their own purposes any information relating to the Services, the Project or the Client, including information in respect of rates or enumeration and conditions of employment.

- (d) He shall have not authority to commit the client in any way whatsoever; and shall make this clear as circumstances warrant.
- (e) He shall report immediately to the client any accident or injury and any damage to the property of the Client or to the property or person of any third parties occurring in or arising out of the performance of the Services and any act, matter of thing which within his knowledge may have caused such accident or injury.
- (f) He shall also report immediately to the Client any circumstances or events which might reasonably be expected to hinder or prejudice the performance of the Services, including circumstances and events relating to the performance or the Services, including circumstances and events relating to his transportation and accommodation.

All reports, notes, drawings specifications, statistics, plans and other documents and data compiled or made by the consultant while performing the Services shall be property of the Client and upon termination of the engagement, they shall be disposed of as the Client shall direct.

The consultant may retain copies of such documents and data but shall not use the same for purposes unrelated to the Services without the prior approval of the Client.

- (g) After the conclusion of the Term of the Engagement the consultant shall not without the consent of the Client engage in subsequent work on or in connection with the Project or arising out of the Project provided however, that such consent shall not be unreasonably withheld.
- (h) Where the Client has entered into an agreement with a third party for the provision to the Consultant of transportation, office facilities etc., the Consultant shall utilize such facilities.
- (i) During the Term of Engagement, the Consultant shall not, under any circumstances, engage either directly or indirectly in any business or professional activity which would conflict with the activities assigned to him under this contract or accept additional remuneration in connection with his obligations hereunder.
- (j) He shall be liable for any damage which he intentionally or by culpable negligence or imprudence causes to the client.
- (k) He shall not sell or otherwise deal in foreign exchange at any time, within the United Republic of Tanzania, except through authorized agencies of the United Republic of Tanzania.

SECTION 6: Relationship of the Parties

Nothing contained in these conditions or in the Contract shall be construed as establishing or creating any relationship other than that of a consultancy contract between the Client and the Consultant.

SECTION 7: Entire Agreement and Non Waiver

This Contract contains the entire agreement between the parties and supersedes all prior arrangements or agreements whether written or oral, express or implied. The waiver or relaxation whether partly or wholly of any of the terms or conditions of the contract shall be valid only if in writing and signed by the authorized representative of the Client and by the Consultant and shall apply only to particular occasion and shall not constitute a waiver or relaxation of any other term or condition.

Section 8: Termination.

- (a) The Client may, by not less than fourteen (14) days written notice of termination to the consultant terminate this contract.
- (i) If the consultant fails to remedy a failure in the performance of his obligations hereunder, as specified in a notice of suspension within ten days of receipt of such notice of suspension or within such further period as the Client may have subsequently approved in writing;
 - (ii) If the Consultant submits to the Client a statement which has a material effect on the rights, obligations or interests of the Client and which the Consultant knows to be false;
 - (iii) If as the result of physical disability, the Consultant is unable to perform a material portion of the Services for a period of not less than thirty days, or,
 - (iv) If the Client, at its sole discretion and for any reason whatsoever, decides to terminate this contract.
- (b) The Consultant may, by not less than fourteen (14) day written notice to the Client terminate this Contract:
- (i) If the Client fails to pay any money due to the Consultants pursuant to this Contract, and not subject to dispute, within thirty (30) days after receiving written notice from the Consultant, that such payment is overdue, or,
 - (ii) If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within thirty (30) days following receipt by the client of the Consultants notice specifying such breach;

- (c) Upon termination of this Contract pursuant to the above, the Client shall make the following payments to the Consultant;
- (i) Remuneration for Services Satisfactorily performed prior to the effective date of termination, and,
 - (ii) Reimbursement for out-of-pocket expenses actually incurred prior to the effective date of termination.
- (d) Upon termination of this Contract or upon expiration of this Contract, all rights and obligations of the Parties hereunder shall cease, except
- (i) such rights and obligations as may have occurred on the affective date of termination or expiration,
 - (ii) the obligation of confidentiality set forth in Section 6 hereof, and
 - (iii) any right which the Client or the Consultant may have under the Laws of the United Republic of Tanzania.

SECTION 9: NOTICES AND REQUESTS

Any notice or request or permitted to be given or made under this Contract shall be in writing in the English language. Such notice or requests shall be deemed to be duly given or made when it shall have been delivered by hand, mail or cable to the party to which it is required to be given or made at such party's address specified below:-

SECTION 10: Disputes

The Tanzania Courts of Law shall have exclusive jurisdiction to apply laws of the United Republic of Tanzania in matters relating to this contract.

For the Client:
Project Coordinator

MINISTRY OF AGRICULTURE
P.O.BOX NO. 9192, DAR-ES-SALAAM

For the consultant (s):
MS. & Associates
P.O.Box no. 9192, Dar-es-salaam

資料 9 ASDS 最終版要約

EXECUTIVE SUMMARY

ASDS の戦略的位置付け

1. 本農業セクター開発戦略 (ASDS)は、タンザニア開発ビジョン 2025 (Tanzania Development Vision 2025) と貧困削減戦略書 (Poverty Reduction Strategic Paper)と密接な関係がある。まず、タンザニア開発ビジョン 2025 は、長期的な社会・経済的発展のための戦略目標を大枠で示すものである。そして、ビジョンの目標の達成を目指して、タンザニア政府が援助パートナーの支援のもとに導入した中期的な国家戦略政策の枠組みが、貧困削減戦略書である。これらに対して、地方セクターにおける貧困削減目標達成のために策定されたより短期的な戦略が、地方開発戦略 (RDS)と本農業セクター開発戦略である。両者は補完的であり、RDS が農業、非農業経済活動、社会サービス、経済・社会インフラといった地方セクターを全体的に取り扱うのに対して、本 ASDS は穀物、家畜生産やそれに関連するアグリビジネスをより詳しく取り扱う。
2. ASDS で扱われる農業は、以下の3つの側面からタンザニア国の当面の、そしてまた長期の経済的・社会的発展目標にとって重要である。まず、広範な農家収入の改善が地方の貧困削減のためには欠かせない。加えて、戦略が食料安全保障を扱う以上、農業・家畜生産と農業収入を改善するような方策に触れないわけにはいかない。最後に、農業はタンザニアにおいて国民総生産に寄与する唯一の主要産業であり、現在そして将来においても国全体の経済発展のカギを握っている。これらの側面から農業のもつ潜在能力は重要である。ASDS は、同セクターにおける広範な利害関係者による参加型プロセスの成果であり、公共・民間セクターがともに、農業成長刺激・地方貧困削減を支援できるような行動基準を提供することを意図したものである。

タンザニア農業セクターの特徴

3. タンザニアには未利用地が豊富に存在しているにもかかわらず、小規模自給農家の割合が圧倒的に大きい。なぜなら耕作の手鋸への依存が、実効的な土地の所有・利用規模を狭めてしまっているからである。したがって、農業生産増大のための未利用地の開墾、既開墾地の集約化技術の導入が検

討されなくてはならない。短期的には、現状で利用可能な労働生産性向上技術に集中する方策が实际的であろう。商品作物栽培農家に関しては、市場制度が改善され民間投資を促進するような適切な政策環境が整備されれば、各農家の収益性が向上し積極的に新技術の導入がなされることが期待される。

4. 農業生産物の増産には、農業従事者の増加が欠かせない。けれども、地方から都市部への人口移動や非農業雇用機会の存在、HIV/AIDS・マラリアの流行によって、目下の農業労働人口の伸びは年 2.8%に留まっている。さらには、近年、地方人口における識字率は低下を続けている。このような高い水準の非識字率は農業改革にとって大きな障害になっている。

タンザニア農業セクターのパフォーマンス

5. タンザニアの農業セクターは、過去十年に渡って年 3%以上の安定した成長率を維持してきた。この成長率は同国の人口増加率、農業従事者の増加率よりは高いものであるが、それでもセクターの成長率が満足すべき水準にあるとはいえない。というのは、地方貧困者のなかで貧困ラインから抜け出ることができたものはわずかであり、むしろ地方の農業共同体において現存していた貧困が恒常化してしまったというのが現状だからである。農業が地方における主要な生計手段であることを考慮すると、地方の貧困削減実現のためには、農業セクターのより迅速な成長が達成されなくてはならない。
6. タンザニアにおいて農業セクターの成長が余り芳しくなかった最大の要因としては、天水農法下の手鋤耕作という農業の粗放性があげられる。加えて、過去十年間セクターの成長や対セクター投資を動機づけるような仕組みが整備されてこなかったことも見落とせない理由の一つである。

タンザニア農業の長所と短所

7. タンザニアは、ほぼすべての産業的輸出作物と数品目の非伝統的輸出作物の生産において比較優位にある。適切な開発戦略によって、小麦や米といった品目が増産されれば、輸入の代替や食料・家畜の近隣国への輸出によ

って大きな効果が期待できる。他方で、開発による収入の改善によって、食料、とりわけ家畜産品・穀物に対する国内需要が高まることも予想される。また、タンザニアの地域貿易の枠組みの参加や国際貿易協定への調印によって、地域内市場や国際市場へのアクセスがますます向上していることも追い風といえる。

8. 同時に、未開発の天然資源が豊富に存在するタンザニアでは、穀物や家畜の生産の拡大・多角化を行う余地が十分にある。さらに、国内でアグリビジネスをおこなう民間企業や、数は少ないものの大規模農業をおこなう企業が発展してきた結果、これらの企業と小規模農家との間で戦略的な協力関係が築かれる可能性もでてきている。進行中の構造改革や「小さな政府」への動きによって、公共サービスが迅速・確実に提供されるようになれば、農業セクターも恩恵を受けることになる。
9. タンザニアの農業セクターにとっての長所・機会が十分にある一方で、開発アジェンダとなるべき欠点・脅威も数多く存在している。ASDS で取り組むべき課題としては、投入物に対する生産性の低さ、不十分なアクター間協調と公共機関の能力不足、農業支援基盤の未発達、天然資源基盤の浸食、不適切な技術、天水農業への依存、食糧市場へのアクセスが困難であること、公共支出のレベルが低いことなどがあげられる。

戦略の策定

10. タンザニア政府と農業部門利害当事者は、2025年までに、近代化され、商業的な、生産性と収益性の高い農業セクターが、総体的に持続可能な方法で天然資源を活用し、セクター間連係にとっての有効な基盤としての役割を果たすことを期待している。その期待を反映して、2000年度のPRSPプロGRESS・レポートは今後5年間の農業セクターに対して、非常に野心的な成長目標を設定している。しかしながら、この目標設定は農業セクターが直面している制約に関する十分な分析が終わる前になされたものである。様々な制約があることを考慮すると、農業セクター全体で2005年からの向こう3年間、平均年5%の成長を達成するというのが、より現実的な目標であろう。この目標が広く共有され、かつ農場以外での地方雇用機

会が増加していけば、今後 10 年以内に貧困削減目標に対してかなり強い影響を与え得ると考えられる。

- 1 1. 農業セクター開発における農業関連省庁の使命は、農業セクターの成長と発展を容易にして、中・長期の目標を達成することである。政策環境は、2つのレベルで農業開発にとってカギとなる。まず、投資家にとって好ましい、安定したマクロ経済環境の創出は、農業に対する収益性の高い民間投資を引きつけるために欠かせない条件である。さらに、セクター固有の政策の策定は、セクターの生産性と収益性に重要な役割を果たすものである。近年になって、農業成長にとってより好ましい環境を創出するための政策立案が関連領域で整備されてきた。1997 年の農業・家畜政策 (Agriculture and Livestock Policy) や共同組合整備政策 (Cooperative Development Policy)、国家土地政策 (National Land Policy) などはその代表的なものである。ASDS ではさらに踏み込んで、民間アグリビジネスが一次産品への直接投資や小規模農家との協力を通じた投資、投入物の流通、農産物の市場売買、農産物加工などにより積極的に参画していけるような提案をしている。
- 1 2. ASDS の実施に当たっては、マクロ経済や地方政府、公共セクターといった部門において進行中の改革プログラムへの配慮が欠かせない。なぜなら、タンザニア政府の優先目標や政策表明、改革プログラムの進展次第で、ASDS において利用可能な戦略オプションは大きな制約を受けることになるからである。
- 1 3. 例えば、マクロ経済改革の実施によって、政府による無節操な支出の拡大や補助金の設定といった政策オプションは不可能になる。政府の役割は政策形成や規制枠組みの確立、社会的弱者のための公共財・セーフティネットの提供に限定され、民間で供給可能な財・サービスは民間に委ねられるようになる。他方で、地方政府改革の結果として政策実施や資金供給における地方政府や地方共同体の発言力が高まれば、中央政府の影響力は限定的になる。このような様々な制約があるとはいえ、貧困の削減は共通した目標である。その早期実現のためにも、深刻な地方貧困層の収入や生

活水準が改善されるような戦略が策定されなくてはならない。ただ、このような小農重視の戦略は、(中農・富農が恩恵を受けるような) 規模の農業や、農業部門への投資を奨励するような市場環境の創出と相対立するものではないことに注意する必要がある。農業開発に向けた総合的な戦略の策定には、多面的な考慮を要する。

1 4. ASDS は、タンザニア農業に固有な長所と比較優位に関するいくつかの仮説に依拠するが、これらは実施におけるリスクにもなる。とりわけ、実施における政治的困難さが予測される面において、継続的なコミットメントが確保されうるかは戦略の存立に係わるものである。幅広い層の参加者が、活動や資源の管理を有効に行っていきけるような調和のとれたフレームワークが必要になるが、そのメカニズムは次のように考えられている。

- 1) 次官級会議 (Inter-ministerial Coordination Committee) の設立：関係省庁の次官と民間セクターの代表によって構成され、国レベルで計画を調整し、実施をモニタリングする。
- 2) 担当者会議 (Technical Inter-ministerial Committee) の設立：関係省庁に、大統領府と州・県の代表者を加えて構成されるもので、次官級会議のための事務局になる。
- 3) ステークホルダーの年次会合：主導省庁によって組織される、ASDS のための諮問機関。
- 4) 地方政府の常任委員会 (the Standing Committee of LGAs)：参加型立案においてトレーニングを受けた後、地方政府は DADPs の策定・管理・実施・モニタリングに対して責任を持つ。地方の常任委員会は、参加・諮問のプロセスを経て起草された計画を吟味する。この段階において DADPs は DDP に組み込まれ、州事務局に送られて国家政策との整合性が検討される。最終的に DADPs は地方政府に送り返され、全体評議会において最終的な承認を得る。
- 5) 州事務局 (Regional Secretariats)：それぞれの州における DADPs の実施をモニタリングする。

1 5. ASDS は、農業の生産性・収益性への着目、民間セクター／公共セクター間・製品加工者／契約栽培者間のパートナーシップの奨励、DADPs

(District Agricultural Development Plans) を通じた戦略の参加型実施といった革新的で現実的な行動指針を含んでいる。

ASDS における重点分野

16. タンザニア農業のパフォーマンスを阻害し、地方における貧困を恒常化させている課題は数多くあるものの、実際的には、ASDS において扱うことが出来る問題は限られている。時間と資源の制約を考慮すると、以下の課題に集中的に取り組むことが重要であろう。

- 1) タンザニアにおける農業開発を管理するための制度的枠組の強化
- 2) 民間セクターの参加や農業開発を促進するための商業活動に好ましい環境の創出
- 3) 農業研究/普及/研修/規制/情報/技術サービス/融資といった支援サービス改善のための官民の役割分担の明確化
- 4) 農家の収入を改善し、農業の商業化を進めるための市場投入物/産出物への注意喚起
- 5) 地方インフラ開発、HIV/AIDS やマラリアの影響、ジェンダー・イシュー、若年層の都市流入、環境マネジメントといった課題に適切な注意が払われるように他セクターにおける農業開発計画の組み入れのための仕組みの案出

17. 本戦略書は、上記の重点課題それぞれに対する広範なアクションを論じている。詳細な活動や実施における予定表は、今後策定される農業セクター開発計画 (ASDP) や毎年改訂、更新される3カ年ローリング・プランに含められる予定である。

費用、実施、モニタリングの手はず

18. ASDS 実施にあたっては US\$225m 程度が必要になると試算されている。この予算には、農業関連3省を通じて実施される活動項目が含まれているものの、職員の手当て (Personnel Emolument) は含まれてないことに注意する必要がある。

19. 実施期間において考慮されるべき要素は大きく4つあり、いずれも

ASDP の準備過程において考慮される必要がある。1) 財源の確保、2) 割り当てられた財源を効果的に拠出/活用する農業関連省庁・プログラム・地方政府の実施能力、3) 様々な産出物や介入に優先権を与える、4) 介入の順位づけの必要。

20. モニタリングと評価は ASDS の中期目標、つまり PRSP の目標達成のために焦点を合わせたものである。PRSP プロセスと貧困削減のモニタリングと評価のための包括的な枠組みは、副大統領府の監督の下に制定され、技術的には国家貧困モニタリング運営委員会 (National Poverty Monitoring Steering Committee) によって監督される。貧困モニタリング・マスタープラン (PMMP) は、タンザニアにおける貧困のモニタリングへの首尾一貫したアプローチを育成するべく現在開発中である。ICC による国家レベル、TIC による県レベルでの ASDS 実施のモニタリングにとって、PMMP の様々なコンポーネントが作成するデータは非常に有用なものとなるだろう。ASDS は RDS のセクター・コンポーネントとして機能するので、ICC や TIC は RDS のモニタリングや評価の枠組みと整合性を保つ必要がある。県のレベルでは地方政府における関連常任委員会 (Standing Committee) が、州レベルでは州事務局 (Regional Secretariats) が DADPs 実施のモニタリングを担当する。

