

**TERMS OF REFERENCE FOR THE CONSULTING FIRM FOR ASDP
REFORMULATION/UPDATE**

I. Background

The Government of Tanzania has adopted a Poverty Reduction Strategy (PRS) which sets out clear targets for poverty reduction in Tanzania.

To achieve the PRS, for the Agricultural Sector, an Agricultural Sector Development Strategy (ASDS) was formulated and approved by the Government during 2001. To operationalize the ASDS, in the light of the changed relations and roles between the Central Government and the LGAs, the Lead Ministries in the agricultural sector have prepared a draft Agricultural Sector Development Programme (ASDP). During the Stakeholders workshop and the Public Expenditure Review (PER) Consultative Meeting, several issues were raised. These include consistency of the ASDP sub-programmes, the clarity of the roles of the private and public sector and Central and Local Governments, the policy framework and the monitoring and evaluation system. In view of the above, it was therefore decided that a Consultant be recruited to undertake an Agricultural Sector Program review. The overall objective of the review was to address the issues raised above on the ASDP as an instrument for implementation of the ASDP and provided recommendations for further strengthening of the overall implementation plan.

A mission was undertaken from 18 to 27 July by the FAO Investment Centre to review the 3rd ASDP Draft documents. Its conclusions and recommendations were discussed in a FASWOG meeting on 25 July (see Mission Aide Memoire). During the FASWOG Meeting it was agreed that the initially proposed 22 sub-programmes be re-organised as follows:

- A. Agricultural Development;
- B. Policy, Legal, Regulatory and Institutional Framework;
- C. Research, Extension/Advisory Services and Training;
- D. Input/Output Marketing and Rural Financing; and
- E. Cross-Cutting issues with other sectors.

It was also further agreed that from July to September 2002, the ASDP Framework be revised and the broad content of the agreed sub-programmes and components developed. A two-phase approach has been adopted, namely:

- **Phase 1 (July – September 2002)**: revision of the ASDP Framework, reaching agreement on the Sub-programmes and Components, prioritisation and preparing indicative cost estimates; ICC/ FASWOG/stakeholder validation; development of a simple district data base; and
- **Phase 2 (October 2002 – end-2003)**: identification of main partners for the respective Sub-programmes and Components, and detailed formulation.

The revision of the ASDP document will be overseen by FASWOG Task Force and involve close consultations with FASWOG, ICC/TCC and other stakeholders, including possibly a workshop around the third week of September. At the beginning of Phase 2, a donor roundtable would be organised to discuss and agree on modalities for streamlining on-going and pipeline projects/programmes, and to seek pledges for incremental support. Once agreement between GoT and potential donors has been reached for a given sub-programme and related components, detailed formulation would be launched.

External assistance will be made available as outlined below:

- * FAO-IC will continue to provide external backstopping between July and September and, together with the TCC, oversee the work of locally recruited consultants; around mid-July, a two-three person mission will return to Tanzania for about two weeks to assist the GT in: (i) reaching consensus on ASDP Sub-programmes and components (including prioritisation); (ii) revising draft documents and assisting in sub-programme indicative costing; (iii) developing the district data-base; and (iv) briefing locally recruited consultants.

2. **Objective of the consultancy.**

To complement the assistance to the Government Team provided by FAO Investment Centre for reformulation/update of the ASDP.

3. **Specific TOR for the Consulting Firm.**

The mandate of the Consulting firm will be to assist the Government Team in: (i) preparing the final draft ASDP Framework and Sub-programme document(s); (ii) estimating costs and preparing an indicative financing matrix comprising broad investment requirements and gaps; (iii) developing the district data-base; and (iv) reviewing ASDP implementation arrangements at the district level.

The Team leader (Rural Development Expert) will spend an estimated 10 working days with the FAO/IC mission between 15 - 31 July to get briefed and acquainted with the ASDP reformulation process. During this time, he will closely interact with the Government Team and the FAO/IC mission team and assist in outlining the content of the sub-programmes and components, including prioritisation, and in the revision of ASDP documents. He will follow up on the process of developing the ASDP Secretariat concept and perform any other duties as may be requested by the Government Team leader or the FAO/IC mission.

During August and September, the Team leader will devote approximately 30 working days assisting the Government Team in finalising the draft documents and preparing an indicative financing matrix, comprising broad investments requirements in the agricultural sector for the next 5 years, any secured funds to finance the sector in the same period, and remaining gaps.

While outlining the content of the agreed sub-programmes and components, it is imperative to ensure that: i) adequate prioritisation is done in view of limited resources; ii) a proper sequencing of activities is proposed; and iii) the absorptive capacity at national and district level is taken into consideration.

In addition to the team leader, the Consulting firm will avail the services of an Economist with strong financial background and analytical abilities for up to 20 working days. The Economist will primarily assist the Government Team in the preparation of the district and national database and perform other duties as required. Other expertises may also be required for up to 20 working days as the need arises.

Total inputs from the Consulting Firm will amount up to 40 working days for the Team leader and up to 40 working days for the Economist and other expertises.

The above TORs and tasks will be reviewed at the end of the FAO/Investment Centre mission to take stock of progress made and agree on follow-up requirements.

4. Outputs

The Consulting firm will work closely with the Government Team and the FAO/IC mission to produce the following documents:

District and National Database:

Government Team members will collect information on major ongoing and planned ASDP related projects and identify sources of information for district based projects during the month of July. This information will be used, with the assistance of FAO/IC and the locally recruited Consulting firm, to: (i) draft content of sub-programmes and make plausible estimates of investment requirements; and (ii) develop a district data base which can be updated on a continuous basis.

ASDP Document

A first draft of the reformulated ASDP document will be ready by the end of August 2002 for internal review. The draft will include: (i) a revised Framework for ASDP implementation; (ii) prioritised components of agreed sub-programmes; and (iii) indicative/broad costs of sub-programmes and components, providing an order of magnitude for investment requirements in the agricultural sector in the next 5 years. A Final Draft will be ready by the third week of September 2002 for broad review and endorsement by stakeholders.

**ISSUES FOR DISCUSSION AT THE PASWOG
TASKFORCE MEETING 1ST JULY 2002**

1. ASDP Government Team

Following the Review Mission's recommendations, the Government Team is to be adjusted to comprise of the Team Leader and up to six members. In view of this recommendation the current team has to be dissolved. In order to dissolve the team the issues of payment has to be settled.

According to the Contract between the Permanent Secretary and the Government Team dated 12th February, 2002, the team was supposed to be remunerated as follows:

- 40% payment on approval of inception report.
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- 20% payment on approval of the final draft.

So far the team has been paid as follows:-

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The team requests to be paid the remaining 20% because

- a) The Framework document is generally accepted.
- b) There is a change of approach in finalizing the sub-programme document which was not envisaged while discussing and approving the inception and the first draft reports. More over, the facilitator (External Consultant) has already been paid.

2. Formation and financing of the new Government Team.

According to the Review Mission Recommendation, the ASDP formulation process will continue to be led by the Government Team and will be facilitated by FAO Investment Centre and locally recruited Consultants. The new Government team will comprise of a Team Leader and experts in the following fields:-

- Policy, Legal and Institutions
- Agricultural Services (Research, Extension and Training);
- Marketing and Rural Finance;
- Decentralization and Local Government;
- Livestock and Range Management;
- Farming Systems, Crops and Irrigation

The Government Team is expected to be in place by early July, 2002 and will work through to 30th September, 2002.

Specific Tasks of Government members

Team Leader

The team leader will be responsible for overall coordination of the work and quality of the outputs. He/She will be the main interlocutor of the FAO Investment Centre mission and the locally recruited Consulting Firm.

Decentralisation and Local Government Expert: Will be responsible for aspects related to the Agricultural Development Sub-programme in close collaboration with other members of the team. Will more specifically ensure that the proposed components under the Agriculture Development sub-programme are implementable at district level. Areas to be covered include, but are not limited to the following:

- Enabling Environment at LGAs, policy and regulations;
- Capacity building, community empowerment, farmers' organisations, service providers etc.;
- DADP formulation process, Participatory Village Land Use Management;
- Productive Investments at district level: rainfed farming, irrigation and water management, livestock and range management;
- Natural Resource Management;
- Business Development

The expert will also assess, together with other team members, how agricultural services (research, extension and others) and input/output marketing aspects will contribute to the implementation of agricultural development activities at district level.

Policy, Legal and Institutional Expert: Will cover issues related to policy, legal and institutional aspects. Will review issues related to the Policy and Legal framework as they specifically relate to agricultural and rural development and identify actions required to provide an enabling environment to increased agricultural production and productivity. Major issues to be addressed would include various policies that affect the agricultural sector, such as: (i) subsidy and price policies; (ii) the lending interest rate; (iii) taxes, levies and fees on the agricultural sector; (iv) energy tariffs and prices; etc. Other issues include the regulatory framework in areas such as crop protection, animal health, and cooperative promotion. The expert will also examine issues related to institutional strengthening at national and district level.

Agricultural Services (Research, Extension, Training) Expert: Will review the current needs in Research and Extension and translate them into possible components which can be financed in the next five years. Sub-components could include, among others, ASDS priority interventions such as: agro-mechanisation, agro-processing, crop protection, soil conservation, irrigation and water management, range management etc. It is therefore important for the expert to work closely with the other members of the team, particularly the Policy/Legal expert, the Livestock/Range management expert, and the Crop/Farming Systems expert.

Marketing and Rural Finance: The expert will identify components which can contribute to the improvement of the marketing system for inputs and outputs.

including outgrowers or contract farming, as well as rural financing. The need assessment could draw on ongoing projects (e.g. IFAD/ADB funded Agricultural marketing, IFAD Rural Finance and AFD-funded Marketing/MVIWATA project) and where appropriate, extrapolations could be made for other areas (regions/districts) not covered by ongoing operations. The expert will also review the constraints associated with rural financing and components/projects to improve it.

Livestock/Range Management and Crop/Farming Systems/Irrigation

The two experts will, each in the respective area, work together with the Decentralisation/Local Government expert to formulate productive investment requirements specifically for agricultural development at district level. Sub-components may include animal health and range management, irrigation and water management, improved soil conservation etc. They will also liaise with the Research/Extension Services expert as appropriate.

Duration and Outputs

The duration of the assignment is around three months, i.e., from July 01 to September 30. Following outputs are envisaged:

District and National Database:

Government members will collect information on major ongoing and planned ASDP related projects and identify sources of information for district based projects during the month of July. This information will be used, with the assistance of FAO/IC and the locally recruited Consulting firm, to: (i) draft content of sub-programmes and make plausible estimates of investment requirements; and (ii) develop a district data base which can be updated on a continuous basis.

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The budget estimate for the above work is as indicated below.

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The budget estimate for the above work is as indicated below.

3. ASDP JOINT DONOR FUNDING POSITION AS OF 30TH JUNE, 2002
(USD)

PLEDGES AS PER MOR		RECEIPTS AS OF 30 TH JUNE, 2002	BALANCE
JICA	36,413.25	35,940.90	472.32
IRELAND	83,608.06	66,225.40	17,382.66
ROYAL DANISH EMBASSY	83,608.06	66,086.45	17,521.61
EU	101,632.10	0	101,632.69
TOTAL	305,261.47	168,252.75	137,008.69

4. EXPENDITURES AS BY 30TH JUNE, 2002
(USD)

NO.	ITEM	BUDGET	EXPENDITURE	BALANCE
1.0	Support to Government team	70,533.90	57,920.40	12,613.50
2.0	(a) External Consultant	36,413.25	35,940.90 (JICA)	472.35
2.0	(b) External Consultant (Frame work contract)	75,258.75	0	75,258.75
3.0	Reimbursable Costs.	112,440.00	44,965.83	67,474.17
4.0	Secretarial Services	8,295.00	7,265.21	1,029.79
5.0	Printing and Binding	9,000.00	0	9,000.00
6.0	Contingency	6,238.82	2,200.89	4,037.93
7.0	Audit fees	2,000.00	0	2,000.00
	TOTAL	320,179.72	148,293.23	171,886.49

5. Conclusion

The ASDP Joint Donor funding position as of 30th June, 2002 indicates a balance of USD 156,968.24 while the estimated ASDP reformulation budget is USD 122,945.07. The Agricultural Sector Lead Ministries request for the approval of the proposed budget and that the balance indicated above be used to cover the ASDP reformulation budget.

**DRAFT TERMS OF REFERENCE FOR PREPARATION OF
COMPREHENSIVE GUIDELINES FOR PREPARATION OF
DISTRICT AGRICULTURAL DEVELOPMENT PROGRAMMES**

1. BACKGROUND.

As part of implementation of the Agricultural and Livestock policy and Cooperative Policy of 1997; and the Poverty Reduction Strategy, the government through the Agricultural Sector Ministries has concluded the preparation of Agricultural sector Development strategy. The Government approved the ASDS in August 2002.

The need for an ASDS was derived from three considerations.

- (i) As an integral part of the ongoing macro-economic and structural reforms accordingly the government chose, to complement the interventions of these reforms with sector specific actions to enhance the impact on farm incomes and poverty reduction in the rural areas.
- (ii) As an instrument for guiding public and private efforts towards broadly shared specific inputs and outputs by providing a basis for action by both the public and private sectors to meet agreed or specified inputs and outputs in the agricultural sector at national and local levels.
- (iii) As critical to rural poverty reduction because a strengthened agricultural sector, if properly assisted will have strong forward and backward linkages and a positive impact on farm incomes and rural poverty reduction.

The Agricultural Development Strategy was prepared through a participatory consultative process with sector stakeholders and was closely coordinated among the various key Government Ministries and Development Partners through a joint Food and Agricultural Sector Working Group (FASWOG) Task Force.

The Agricultural Sector Development Strategy contains a set of innovative and practical actions including a focus on agricultural productivity and profitability, the promotion of private sector and decentralized implementation of ASDS through District Agricultural development plans.

ASDS priority Areas

- Strengthening the institutional framework;
- Creation of an enabling environment for private sector development
- Public and private roles in improving support services
- Strengthening marketing efficiency for inputs and output and
- Mainstreaming planning for agricultural development in other sectors

To implement the ASDS, the government is formulating an Agricultural Sector Development Programme (ASDP). The ASDP will provide single sector-wide policy, institutional and expenditure framework for agricultural sector and will form a basis on which resources from the Government and Development Partners would be allocated to the sector to implement the ASDS the process of transferring political, financial and development planning authority from the central ministries to the districts, features very high in ASDS. Local people must be empowered to ensure their participation in the decision making process, which would result in increased ownership of locally developed ASDP-related initiatives. Therefore LGAs and local communities are expected to gradually assume the responsibility for formulating their own District Agriculture Development Plans (DADPs) and related budgets for eventual integration into the District Development Plans (DDPs). The limited capacity of LGAs for facilitating this process has been recognized by ASDS and will need to be addressed as a matter of priority under ASDP. ASDP will form a platform through which District Agricultural Development Programmes (DADPs) would be developed. So it is envisage that DADPs would be the building blocks within the ASDP framework to implement ASDS. In order to prepare the DADPs there is a need to formulate the guidelines.

2. Objective of DADPs guidelines Preparation

Preparation of Comprehensive guidelines to guide Districts in the formulation of districts agricultural development programmes.

3. Scope of the work

- (a) Identify the key information/data necessary for district agricultural development programmes which should includes; type, source, who to collect, how to collect and finance
- (b) Provide guidelines in district agricultural sector situation analysis including the tools required leading to agricultural sector mapping

- (c) Proposed relevant planning and budgeting process framework leading to a sustainable mechanism in the agricultural sector. This should include: timeframe, participation, coordination, linkages, actors, responsibility, capacity etc.
- (d) Propose cost effective DADPs implementation framework outlining structure, institutions and manpower.
- (e) Suggest suitable district planning process for M&E framework. To include: definition, types of M&E, approaches, indicators (physical, financial, impact and beneficiary), capacity, decision hierarchy, responsibilities, capacity structures.
- (f) Design a sustainable and cost effective district agricultural sector management information system (MIS) outlining its mechanisms, linkages management, operation, budget and responsibilities.

4. Expected output

A comprehensive District Agricultural Development Programme guidelines

5. Methodology

- Take stock of the existing guidelines for participatory district planning (eg ASPs, RIPs, SOFRAIP, TASAF, local Government reform etc).
- Desk review of existing documents including Poverty Reduction Strategy, Rural Development Strategy, Agricultural sector Development strategy and Draft Agricultural sector Development Programme, Local Government reform policy and programme as well as the Local Government Act.
- Conduct field visit in selected Districts.
- Consult stake holders

6. Duration

30 days

7. Consultant qualifications

- The consultant should possess ⁴⁵ MBA or MSc in agricultural economics and above
- Thorough knowledge on strategic planning
- Knowledge on system design and analysis
- Knowledge on agricultural sector development in Tanzania as well as ASDS and ASDP formulation process
- Knowledge of decentralization and Local Government reform.
- The Team should comprise of two members.

Comparative Chart for DADP Guideline

Basic Components of Strategy Formulation	District Health Plan Manual	Suggested Structure of DADP Document
1. Title & Subtitle	<u>I. Title (タイトル)</u>	I. Title Subtitle
2. Background of the Study (Background of the Strategy)	<u>II. Introduction (イントロ)</u>	II. Background of the DADP Formulation - Purpose, main features, etc - Target Year
3. External Analysis Socio-economic Analysis Task Environment Analysis Identification of Opportunity and Threats	<u>III. Situation Analysis (現状の分析)</u>	III. Review of the ASDS and ASDP - Review of the National Strategies - Review of the Programs and Subprograms
4. Internal Analysis Assessment of Internal Resources Identification of Strength and Weakness (5. Making SWOT Matrix)	1. Determine existing Problems (課題の特定) 2. Problem Prioritisation (課題の優先づけ) 3. Assessment of Health Service Programs (現状の施策の分析) (同上)	IV. Situation Analysis (External Analysis, Environmental Analysis) - Analysis of Socio-economic situation for the district - Identification of Current Situation of the district's agriculture - Identification of Opportunities for the district's agri. (and Threats)
6. Making Vision		V. Internal Analysis - Identification of Strength of the district's agri. (and Weakness)
7. Corporate Strategy Formulation (Grand design)	<u>VI. Setting Plan Objectives and Targets (目的と目標の決定) (★一部M&Eの項も含む)</u> 1. Determining Plan Objectives 2. Setting Targets	(VI. Making SWOT Matrix)
8. Program formulation based on Corporate Strategy	<u>V. Developing Interventions (施策の立案)</u> 1. Improving the existing Programs 2. Identifying newly required Intervention Components or Strategies	VII. Development of Vision
9. Reorganization and restructuring	<u>VIII. Adjusting the Management and Organisation System (組織改正)</u>	VIII. Setting Objectives and Targets - Objectives & Targets for the governmental Support (Objects and targets should be generated from the A document)
10. Setting Indicators and Target values	<u>XI. Planning for Monitoring and Evaluation (モニタリング & 評価)</u>	IX. Development of Interventions (Programs) (Interventions/Programs should be selected from the ASDP Subprogram list)
11. Business Strategy Formulation		X. Development of Organizational Adjustment Plan and Identification of each actor (G, NGO, Private, Para)
12. Action Plans		XI. Planning and Monitoring and Evaluation (Include. Monitoring Indicators)
13. Budget formulation		XII. Sub-regional Strategy - Division and map of sub-regions - Identification of Opportunities and Strength - Development of Programs - Planning of M&E (include. Indicators)
	<u>IV. Review of Resource Availability (リソースのレビュー)</u> 1. Resource Availability 2. Sources and Use of Information on Resources 3. Resource Planning 4. Sources of Resources 5. Accounting Procedures 6. Care of Resources	(Review of Resource Availability) 1. Resource Availability 2. Sources and Use of information on Resources 3. Resource Planning 4. Sources of Resources 5. Accounting Procedures 6. Care of Resources
出所: Hunger/Wheelen, Strategic Management 4th ed., Addison-Wesley, 1994	<u>VII. Deterring Resource Requirements (リソース要求の決定)</u>	XII. Deterring Resource Requirements (リソース要求の決定)

(イメージ図)

DADPガイドライン制定のための提案書

項目 (Item)	内容 (Content)
1. 目的 (Purpose)	...
2. 対象 (Target)	...
3. 実施期間 (Implementation Period)	...
4. 実施場所 (Implementation Location)	...
5. 実施方法 (Implementation Method)	...
6. 関係者 (Related Parties)	...
7. その他 (Others)	...

Suggested Structure of Indicators

Overall Goal	Suggested Indicators	Target value (2005/06?)	Baseline (2001/2002?)
Contribute to the following three elements: - Overall GDP Growth - Household incomes - Growth in export earnings	- GDP growth rate & ratio of agricultural sector in total GDP growth. - Household income & ratio of agricultural income in total household income - Growth in export earnings & ratio of Agricultural sector export earnings in total export growth earnings	- () % - () Tsh. per household, () % - () billion Tsh., () %	- () % - () Tsh. per household, () % - () billion Tsh., () %
Purpose (1) To stimulate and facilitate agricultural sector growth (2) To reduce rural poverty	- Real agricultural Sector Growth rate - Number of Rural Poverty	-5.0% - () billion people	-3.6% - () billion people
Strategic Objectives (1) To create enabling environment for improving productivity of agricultural sector (2) To create enabling environment for improving profitability of the agricultural sector (3) To increase farm income (to reduce rural poverty) (4) To increase farm income (to ensure household food security)	- Productivity increased. (Quantity of production per unit km2 and per household, by each major products ¹ , by each type of farmer) - Profitability increased. (Earning from production per km2 and per household, by each major products, by each type of farmer) - Farmer's income & expenditure for poverty-related items ³ - Farmer's income per household & expenditure for food	- () ton per km2 () ton per household by each product () . - () Tsh. per km2 () Tsh. per person by each product () - () Tsh. per household per year - () Tsh per household - () Tsh per household	- () ton per km2 () ton per household by each product () . - () Tsh. per km2 () Tsh. per person by each product () - () Tsh. per household per year - () Tsh per household - () Tsh per household
Subprograms			
1.0 Strengthening the Institutional Framework Eg.) Prepare guidelines for LGAs to prepare DADPs	- No. of DADPs produced	- (No.) districts	- (No.) districts
2.0 Creating Favorable Environment For Commercial Activities Eg.) Cross-border Trade Legalized and Promoted	- Quantity of cross-border trade (ton)	- () ton	
3.0 Public and Private Roles in Improving Supporting Services Eg.) Demand-driven Agricultural Extension in Place	- No. of extension providers accessing to National Extension Fund (Tsh)	- () Tsh.	
4.0 Strengthening Marketing Efficiency for Inputs and Outputs Eg.) Rural Infrastructure Improved	- Length of rural roads improved (km)	- () km (paved)	- () km (paved)

These Intermediate Indicators are missed.

¹ Cereals (6 types: Maize, paddy, Sorghum, Bulrush Millet, Beans, Wheat), Cash crops (5 types: Cotton, Coffee, Tobacco, vegetable, fruit), Oil crops (5 types: Groundnut, Cashewnut, Sunflower, Simsim, coconuts), Livestock (4 types: Cattle, Goats, Sheep, Pigs)

² Types of farmer: large, medium, small

³ 'Poverty-related items' include (1) education, (2) health (survival), (3) nutrition, (4) safe water.

5.0 Mainstreaming Planning for Agricultural Development in Other Sectors Eg.) Increasing access to Inputs in Rural Areas	(Suggested in ASDS) - No. of rural stockiests.	- (No.) stockies	- km (paved)
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In order to calculate of Productivity, following information should be collected

(1) Productivity per household* (*Productivity should be calculated by large, medium and small holders, respectively)

Name of Product	Name of district	Total production quantity (ton) by each product (see following box) (a)	Number of household(farmer) (b)	Productivity (= (a)/(b))

Name of Product:

- Cereals (6 types: Maize, paddy, Sorghum, Bulrush Millet, Beans, Wheat),
- Cash crops (5 types: Cotton, Coffee, Tobacco, vegetable, fruit),
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- Livestock(4 types: Cattle, Goats, Sheep, Pigs)

(2) P

Name	Production quantity (ton) by each product (a)	Number of household(farmer) (b)	Productivity (= (a)/(b))

In order to calculate of Profitability, following information should be collected

Name of Product	Name of district	Sales price (Tsh.) (a)	Input (Tsh) (1) Fertilizer	(2) Machinery	(3) Land	(4) Labor	(5) Others	Profitability (= (a)-((1)+(2)+(3)+(4)+(5)))

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- Business Development

The expert will also assess, together with other team members, how agricultural services (research, extension and others) and input/output marketing aspects will contribute to the implementation of agricultural development activities at district level.

Policy, Legal and Institutional Expert: Will cover issues related to policy, legal and institutional aspects. Will review issues related to the Policy and Legal framework as they specifically relate to agricultural and rural development and identify actions required to provide an enabling environment to increased agricultural production and productivity. Major issues to be addressed would include various policies that affect the agricultural sector, such as: (i) subsidy and price policies; (ii) the lending interest rate; (iii) taxes, levies and fees on the agricultural sector; (iv) energy tariffs and prices; etc. Other issues include the regulatory framework in areas such as crop protection, animal health, and cooperative promotion. The expert will also examine issues related to institutional strengthening at national and district level.

Agricultural Services (Research, Extension, Training) Expert: Will review the current needs in Research and Extension and translate them into possible components which can be financed in the next five years. Sub-components could include, among others, ASDS priority interventions such as: agro-mechanisation, agro-processing, crop protection, soil conservation, irrigation and water management, range management etc. It is therefore important for the expert to work closely with the other members of the team, particularly the Policy/Legal expert, the Livestock/Range management expert, and the Crop/Farming Systems expert.

Marketing and Rural Finance: The expert will identify components which can contribute to the improvement of the marketing system for inputs and outputs,

including outgrowers or contract farming, as well as rural financing. The need assessment could draw on ongoing projects (e.g. IFAD/ADB funded Agricultural marketing, IFAD Rural Finance and AFD-funded Marketing/MVIWATA project) and where appropriate, extrapolations could be made for other areas (regions/districts) not covered by ongoing operations. The expert will also review the constraints associated with rural financing and components/projects to improve it.

Livestock/Range Management and Crop/Farming Systems/Irrigation

The two experts will, each in the respective area, work together with the Decentralisation/Local Government expert to formulate productive investment requirements specifically for agricultural development at district level. Sub-components may include animal health and range management, irrigation and water management, improved soil conservation etc. They will also liaise with the Research/Extension Services expert as appropriate.

Duration and Outputs

The duration of the assignment is around three months, i.e., from July 01 to September 30. Following outputs are envisaged:

District and National Database:

Government members will collect information on major ongoing and planned ASDP related projects and identify sources of information for district based projects during the month of July. This information will be used, with the assistance of FAO/IC and the locally recruited Consulting firm, to: (i) draft content of sub-programmes and make plausible estimates of investment requirements; and (ii) develop a district data base which can be updated on a continuous basis.

ASDP Document

A first draft of the reformulated ASDP document will be ready by the end of August 2002 for internal review. The draft will include: (i) a revised Framework for ASDP implementation; (ii) prioritised components of agreed sub-programmes; and (iii) indicative/broad costs of sub-programmes and components, providing an order of magnitude for investment requirements in the agricultural sector in the next 5 years. A Final Draft will be ready by the third week of September 2002 for broad review and endorsement by stakeholders.

The budget estimate for the above work is as indicated below.

**BUDGET ESTIMATES FOR PREPARATION OF ASDP PHASE 1
(JULY - SEPTEMBER 2002)**

NO	ITEM	UNIT	QUANTITY	UNIT COST (USD)	TOTAL
1.0 Support to Government Team					
1.1	Team leader	mm	3	1,200	3,600.00
1.2	Team members	mm	18	1,200	21,600.00
1.3	Secretaries	mm	6	690	4,140.00
1.4	Drivers	mm	6	268	1,608.00
1.5	Accountant to manage joint funds (Extra duty allowance)	Days	30	5.52	165.60
Sub Total					31,113.60
2.0	Locally recruited Firm				
2.1	Team Leader	Days	40	500	20,000.00
2.2	Economist	Days	20	220	4,400.00
2.3	Other Experts	Days	20	220	4,400.00
2.4	Reimbursable (consultant Firm)	Lump sum			15,000.00
Sub Total					43,800.00
3.0	Reimbursable				
3.1	Stationeries	Various			1,500.00
3.2	Travel in Dar es salaam (Fuel)				2,000.00
3.3	Communication (Telephone, Faxes)	Lump sum			2,000.00
3.4	DSA for staff from Dodoma	Days	270	40	10,800.00
3.5	DSA up country	Days	84	40	3,360.00
3.6	Field travel (Fuel/Tickets)	Lump sum			5,000.00
3.7	Stakeholders workshop	Each	1	10,000	10,000.00
Sub Total					34,660.00
4	Printing and binding	each	300	30	9,000.00
5	Contingency				2371.47
6	Audit fees				2,000.00
Grand Total					122,945.07

3. ASDP JOINT DONOR FUNDING POSITION AS OF 30TH JUNE, 2002
(USD)

PLEDGES AS PER MOR		RECEIPTS AS OF 30 TH JUNE, 2002	BALANCE
JICA	36,413.25	35,940.90	472.32
IRELAND	83,608.06	66,225.40	17,382.66
ROYAL DANISH EMBASSY	83,608.06	66,086.45	17,521.61
EU	101,632.10	0	101,632.69
TOTAL	305,261.47	168,252.75	137,008.69

4. EXPENDITURES AS BY 30TH JUNE, 2002
(USD)

NO	ITEM	BUDGET	EXPENDITURE	BALANCE
1.0	Support to Government team	70,533.90	57,920.40	12,613.50
2.0	(a) External Consultant	36,413.25	35,940.90 (CIA)	472.35
2.0	(b) External Consultant (Frame work contract)	75,258.75	0	75,258.75
3.0	Reimbursable Costs.	112,440.00	44,965.83	67,474.17
4.0	Secretarial Services	8,295.00	7,265.21	1,029.79
5.0	Printing and Binding	9,000.00	0	9,000.00
6.0	Contingency	6,238.82	2,200.89	4,037.93
7.0	Audit fees	2,000.00	0	2,000.00
	TOTAL	320,179.72	148,293.23	171,886.49

5. Conclusion.

The ASDP Joint Donor funding position as of 30th June, 2002 indicates a balance of USD. 156,968.24 while the estimated ASDP reformulation budgets is USD 122,945.07. The Agricultural Sector Lead Ministries request for the approval of the proposed budget and that the balance indicated above be used to cover the ASDP reformulation budget.

Handwritten: 2004. 4. 16. 16. 2002

**BRIEF PRESENTATION ON SOFRAIP -
THE PROPOSED COMMUNITY AGRICULTURAL DEVELOPMENT PROJECT**
(To FASWOG Task Force Meeting on 25 June, 2002)

INTRODUCTION

1. Tanzania is essentially an agricultural country. Over 80% of its population live in rural areas and depends on agriculture and related activities. Agriculture accounts for 50% of the GDP and the per capita income is one of the lowest in the world making Tanzania one of the poorest countries. If the per capita income is to be raised, it is necessary to increase the productivity of agriculture. This will be possible if access to improved technology and output markets by farmers is increased.

2. The Government has developed the Agricultural Development Strategy (ASDS) based on the Agricultural and Livestock Policy and the Cooperative Development Policy. The Government is now at advanced stage of preparing the Agricultural Development Programme (ASDP), which will implement ASDS. The objective of ASDP is to create an enabling favourable environment for improving agricultural productivity and profitability, improving farm incomes, reducing rural poverty and ensuring household food security.

3. The proposed project will finance community based agricultural investments in a variety of areas including improved agricultural technology, better land management, marketing infrastructure etc. These areas have been targeted because they offer the greatest potential for increasing agricultural productivity and rural incomes. The project is one of the instruments for implementing ASDP. It is demand driven and would respond directly to requests for agricultural development investments identified and prepared by rural communities. It is designed to apply participatory approaches that provide for full community participation in identification, preparation and implementation of productive investments. By design, the project would facilitate and promote sustainable community agricultural development through empowerment and ownership.

4. The project has four innovative features namely:

- (i) empowering rural communities in the identification and implementation of productive investments
- (ii) providing rural villages with a choice between community-wide and farmer group investment subprojects,
- (iii) providing farmers flexibility in adapting pre-determined technological packages and recommendations to fit their needs, and

- (iv) utilizing a pay-order scheme to encourage innovation, adoption of new technologies, and learning.

5. Considering the fact that the Projects design allows communities and farmer groups to evolve subprojects based on their priority problems, the government is considering a new project title to reflect the current project philosophy and focus.

PROJECT OBJECTIVES

6. The overall development objective of the project is to increase agricultural productivity and rural incomes, reduce food insecurity, and thereby contributing to reduction of rural poverty. The immediate objectives are to:

- (i) Strengthen the capacity of rural communities to plan and implement demand driven community agricultural development initiatives;
- (ii) Strengthen the institutional and human capacities of local authorities, districts, national level to plan and implement community agricultural development initiatives;
- (iii) Increase agricultural productivity and production by promoting land management and agricultural intensification practices;
- (iv) Enhance private sector participation in input and output markets, and in provision of services to groups and communities;
- (v) Enhance private sector -public sector partnerships and;
- (vi) Strengthen linkages with ongoing projects and programmes with similar objectives.

PROJECT STRATEGY

7. The strategy of the project is to adopt a decentralised and participatory approach of involving the districts, rural communities, and private sector in planning and execution of project activities. The project would promote decentralized decision-making with greater involvement of farmer groups and village communities in planning and implementation of demand-driven investment sub-projects. The project would also promote a demand-driven approach to extension services and training, required mainly for the implementation of sub-projects. It would also support districts and private sector initiatives to develop the inputs distribution network and farm output markets. These altogether would give an incentive to agricultural producers and the target communities to effectively participate in project implementation.

TARGET BENEFICIARIES AND COVERAGE

8. The project targets two main categories of beneficiaries. These include: (i) disadvantaged rural villages and communities in selected districts and (ii) farming households, organized in farmer groups, who are willing to introduce technological innovations on their farms. For the purposes of this project, a "community" is defined as a single village, or a significant portion thereof, with a common investment interest. A "Farmer Group" is defined as a small group belonging to the same village that voluntarily agree, with the endorsement of the respective village government, to engage in an investment subproject that introduces technological innovations on their farms. The size of the farmer group will range from 10 to 40 households.

9. The project aims to reach 800 villages spread over several participating districts. It is planned that each district will implement project activities over a three-year period. Depending on the speed and implementation capacity, it is expected that participating districts will cover about 20 villages.

PROJECT COMPONENTS

10. The Project has two main components namely: (i) the Community Agricultural Development Subprojects Component, and (ii) the Capacity Building and Institutional Strengthening Component.

COMMUNITY AGRICULTURAL DEVELOPMENT SUBPROJECTS COMPONENT

11. This component would consist of Community Investment Sub-projects (CIS) or Farmer Groups Investment Subprojects (FGIS), with a complementary capacity building support at the local level for project preparation and implementation. Through the use of PRA methodology, these subprojects would be identified, prepared and executed by the beneficiaries themselves. A subproject would, by design be simple to enable the community or farmer group to participate in its implementation and subsequent maintenance.

12. The sub-projects would cover a wide range of activities aimed at increasing agricultural productivity and incomes. In order to qualify for the project support, these activities should be planned in a manner that ensures gender balance, sustainability, and capacity building of the beneficiary community in terms of empowerment and ownership. They should also be planned in a transparent and participatory manner that enhances networking and close liaison with the private sector, local government structure, and other institutions of the civic society operating at the community level.

Selection Criteria

13. The national entities will select participating districts, districts will select participating villages, villages will select farmer groups, and farmer groups will select investment subprojects based on the following criteria.

- (a) District: Level of poverty, agricultural potential, commitment to decentralization and to participatory rural development processes, institutional capacity to implement the project, and readiness to contribute the required resources.
- (b) Village: Agricultural potential, soil fertility and land management problems, commitment to undergo a participatory rural appraisal (PRA) process, and readiness to commit the required resources for community subproject implementation
- (c) Subprojects:

The project would finance investment subprojects (CIS or FGIS), which are income-generating or enhancing income-generating activities. The Project would explicitly exclude the following activities or subprojects:

- (i) Those which use banned technologies or which in any way contravene the environmental provisions contained in the Project's Environmental Guidelines.
- (ii) Located on lands considered fragile, in conflict or dispute
- (iii) Involving illegal crops or activities
- (iv) Which are eligible for funding under TASAF or other similar programs
- (v) Which are intended exclusively for religious, social, or recreational purposes.

Subprojects meeting the above criteria would be appraised to verify their feasibility and sustainability.

CAPACITY BUILDING AND INSTITUTIONAL STRENGTHENING COMPONENT

Village level

14. The project will finance technical assistance and training at local level to support preparation and implementation of subprojects. The target communities and farmer groups themselves will identify requirements for technical assistance and training during the PRA exercise. In addition, for effective implementation of subprojects, the project would support training on simple bookkeeping and accounting, procurement, participatory monitoring including reporting on implementation

progress etc. The project would also facilitate and promote marketing partnerships between farmers and villages and private traders at local level.

District level

15. The project would provide incremental support for project implementation at the local level to the district authorities, village administrations and the communities. Based on the needs assessment carried out by participating districts, the project would support training of district staff responsible for project implementation. Participating districts would also be supported with incremental requirement of staff, equipment and transport facilities, including operating costs.

National level

- **Development of sound policy and regulatory framework**

16. The objective of this sub-component is to strengthen the capacity of national level entities to define and monitor better policies and regulations, cooperate with the private sector and coordinate activities of other programs of the ASDP. The project would address deficiencies in marketing of farm inputs and will facilitate private sector participation in input output markets and in provision of other services to the farming community. It would also support implementation and enforcement of the input policies and regulations. Furthermore, the project would support essential specific regulatory activities in the areas of crop protection and pesticides and policy efforts aimed at improving efficiency of the fertilizer market.

- **Strengthening public sector – private sector partnerships**

17. This aims at providing gradual entry of private sector into the provision of services to farmers and rural communities by ensuring effective services, transparency and accountability. The project will honor the application of transparent, competitive and participatory approaches to govern the selection of providers of inputs and services such as input suppliers, technical support suppliers at different level of project implementation. Participation of the private sector in the districts would be in the fields of selling inputs, buying produce and village level construction activities. Where useful cooperative arrangements will be formed between farmer groups, private sector parties and the project or public agencies.

18. The project would support the empowerment and development of effective, self-reliant farmer groups and farmer organizations at the local, district and national levels. Specifically, the project would provide support in the form of training, promotion of marketing linkages and involvement of the private sector in decision processes.

• **Rehabilitation of Soil Testing Laboratories**

19. The project would support rehabilitation of selected soil testing (analysis) laboratories so as to promote soil-analysis services for determining deficiencies of plant nutrients in soils and making recommendations on balanced and proper input use practices. This will enable research stations to develop more location specific fertilizer and agronomic recommendations on the basis of the refined agro-ecological zones (AEZ) and farming systems. Thus rehabilitation of soil laboratories is considered important to increase capacity of the public sector to respond to increased demand for soil testing services as a result of the demand driven nature of the investments being facilitated by the project.

PROJECT ORGANIZATION AND MANAGEMENT

20. The project would largely be implemented at the community and district level. As already pointed out, some activities would be implemented at the national levels to support implementation of the local level activities.

21. At community level, beneficiaries of each proposed subprojects will elect a subproject committee to oversee planning and implementation of subprojects. At district level, the office of District Executive Director (DED) working in conjunction with its standing committees and District Management Team (DMT) will handle applications and all operational issues related to subprojects implementation in participating districts. At the zonal level, the Zonal Research and Extension Liaison Officer (ZRELO) would coordinate the implementation of demonstrations and dissemination of technology in consultation with participating districts.

PROJECT IMPLEMENTATION ARRANGEMENTS

22. The communities or farmer groups would be the implementing agencies at the community level. District Councils and the Ministry of Agriculture and Food Security will be the overall implementing agencies at district and national level respectively.

23. At the beginning of project implementation, the National Project Steering Committee (NPSC) will select districts, which in turn will select villages to participate in the project. Selected villages will develop village plans. This will identify subprojects that would be implemented in the village. Based on the village plans the district would prepare a three-year district plan. This would indicate phasing of villages and subprojects and associated budget for implementation of subprojects and capacity building program. Villages and districts would also prepare Annual Work Plans and Budget (AWPB) based on their three year plans.

24. Investment subprojects will be identified by communities and farmer group themselves through PRA processes, which will be facilitated by the District Facilitation Teams (DFT). During the PRA exercise, the community will among others, identify priority problems and opportunities, analyse them and propose viable solutions that will help to alleviate the problems. The community will then formulate Community Action Plans (CAP) on which the subproject proposal will be based.

25. The District Authority through its Standing Committees would approve District Project Plan, the Community Action Plan and the District Annual Plan and Budget. The District Management Team would approve the District Capacity Building Program and the Subprojects. At the national level, the NPSC would approve funding for the district plans.

26. The subprojects will be implemented by the beneficiary community or farmer group themselves, either directly or with the help of a facilitating agent approved by the district. This agent may be a private individual, firm or local NGO. Its function is to provide specialist technical services not available from among community members, at a fee.

27. The beneficiary community or farmer group will have an elected subproject committee, which will guide implementation of the subproject. Specifically this committee would be responsible for:

- Community/farmer group action planning and compilation of the subproject proposals,
- Obtaining approval from the local authority to carry out the subproject,
- Mobilizing contributions from community members,
- Promoting and enhancing the participation of community/farmer group members
- Procurement of subproject supplies,
- Contracting service providers
- Management of funds;
- Physical and financial monitoring, bookkeeping, record keeping, cost control and activity reporting and;
- Providing information to the community on the implementation progress of sub-projects.

Soon after the subproject proposal is approved the district will sign an agreement with the beneficiary community or farmer group to implement the subproject. The district will then transfer money to their account to enable implementation of the subproject.

MONITORING AND EVALUATION

28. Participatory monitoring and evaluation would be part and parcel of the community/group capacity building process and would be an on-going process during the entire life of the project. The process requires that the community learn how to collect, process, store and retrieve simple data from the onset of the project in a simplified manner. The communities and farmer groups would be enabled to develop key indicators, which provide valuable information in monitoring progress of the project. The PCU would coordinate project monitoring and evaluation activities based on the management information and M & E systems to be developed.

7/12
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**BUDGET ESTIMATES FOR PREPARATION OF ASDP PHASE 1
(JULY - SEPTEMBER 2002)**

No.	ITEM	UNIT	QUANTITY	UNIT COST (USD)	TOTAL
1.0 Locally recruited Firm					
1.1	Team leader	Days	40	600	24,000.00
1.2	Economist	Days	20	300	6,000.00
1.3	Capacity and Extension Specialist.	Days	10	300	3,000.00
1.4	Other technical input	Days	10	300	3,000.00
Sub Total					36,000.00
2.0 Reimbursable/Local firm					
2.1	DSA - Dar-es-Salaam ¹	Days	10	125	1,250.00
2.2	DSA- Field	Days	30	45	1,350.00
2.3	Travel in Dar-es-Salaam	Lump sum			1,000.00
2.4	Stationeries, Secretarial, and Telephone Services	Lump sum			500.00
Sub Total					4,100.00
3.0 Reimbursable/Government Team					
3.1	Travel in Dar es salaam (Fuel)				2,000.00
3.2	DSA for staff from Dodoma	Days	270	40	10,800.00
3.3	DSA up country	Days	84	40	3,360.00
3.4	Field travel (Fuel/Tickets)	Lump sum			5,000.00
3.5	Stakeholders workshop	Each	1	10,000	10,000.00
Sub Total					31,160.00
4.0	Secretarial Services ²				7,640.00
5.0	Printing and binding	Each	300	30	9,000.00
6.0	Contingency 2%				1,758.00
7.0	Audit fees				2,000.00
Grand Total					91,658.00

¹ For Morogoro based consultant

² This item includes the cost of hiring two Secretaries, stationeries, communication and Coordination costs.

12/9/02

**Proposed Consultant Selection Procedure for
DADP Guidelines Preparation
JICA**

Background

When JICA selects consultant through proposal method, it is our rule that the proposal evaluation is to be conducted solely by our own staff. But since the assignment this time will have to be conducted under supervision of FASWOG Task Force, and the product will eventually be owned by the government, we have decided to make the selection procedure open to the Task Force.

Proposed Procedure

In view of the above, we would like to invite two members of this Task Force to join in our evaluation team (JICA team is composed of two-three members).

We would like to invite one evaluator from government side and one from donor side, and the evaluation result of these members will be submitted to JICA for competition and overall evaluation. The final result including scores and comments will be presented to FASWOG Task Force for final confirmation.

The invited consultants will be given 10 (ten) days for proposal preparation and the proposal will be submitted in two separate envelopes, one for technical and the other for financial.

The proposed evaluation sheet for technical proposal is as per attached. The minimum qualifying score will be 60 points and above. Financial proposal will be opened only after the top scoring consultant has been picked out through the foregoing process. MAFS will be required to sign the contract as witness.

Proposed Schedule

16 th July 2002	Sending invitation letters to short-listed consultants
26 th July 2002	Deadline of submission of proposal
29 th July 2002	Circulation of proposals to evaluators
31 st July 2002	Submission of evaluation sheet to JICA
1 st Aug 2002	Presentation to FASWOG Task Force Meeting for final confirmation

JICA TANZANIA OFFICE

Consultant Proposal Evaluation Sheet

Name of Assignment: PREPARATION OF DADP GUIDELINES/ASDP

Name of Firm/Consultant: _____

Evaluation Item	Allocation of Points	Points Earned
1. Competence of the Firm	10	
1.1 Experience in Similar/Related Field	4	
1.2 Experience in the Country/Eastern African Region	4	
1.3 Technical Backstopping Capacity	2	
2. Competence of the Personnel	60	
(Team Leader)	(30)	
2.1 Educational Qualification	5	
2.2 Professional Qualification	5	
2.3 Experience in Similar/Related Fields	10	
2.4 Experience in the Country/East African Region	10	
(Team Member)	(30)	
2.5 Educational Qualification	5	
2.6 Professional Qualification	5	
2.7 Experience in Similar/Related Fields	10	
2.8 Experience in the Country/East African Region	10	
3. Approach to the Assignment	30	
3.1 Understanding of the ToR	10	
3.2 Understanding of the Background Information	10	
3.3 Soundness of Approach and Work Plan	10	
TOTAL	100	

Remarks: _____

Name and Designation of Evaluator: _____

Signature: _____

Date: _____

Comments/Suggestions on Draft TOR for Preparation of Comprehensive Guidelines for DADP

JICA

1. Background

- It is suggested that the role of MAFS (three sector ministries) and that of PO-LARG and the relationship between them be specified in preparing this Guideline. We understand the final product will have to be owned by PO-RALG, while MAFS will take the lead in preparing the first draft.

2. Objectives of the DADP Guideline Preparation

- It is important to confirm that the output of the proposed assignment is the first draft of guidelines, which will subsequently be tested in several districts in the course of budget preparation and implementation process for FY 03, and lessons learned will then be incorporated into the finalization of the guidelines, which will probably take place sometime in 03.
- We would also like to suggest that a short training should be undertaken as part of this assignment to those districts personnel, where preparation of DADPs will be initiated for FY 03.

3. Scope of the Work

- What is suggested in the current TOR as Scope of Work appears to be the explanation of some key tasks only. In the Scope of Work, it is suggested that all the major work items be enumerated and the basic approach briefly explained in a orderly manner. In this sense, Scope of Work and methodology may be combined together. It may also be beneficial for the consultants to have a clearer image of output if we could suggest an indicative contents of DADP as part of this TOR (our suggestion as per attached).
- If training is to be included, it should also be reflected in this Scope of Work section.
- (c) planning and budgeting process
Coordination of planning and budgeting process should also mention the necessity of coordination with central ministry's budgeting process.
- (e) M&E framework
It is suggested to indicate that impact level indicators should be devised in such a way as to have relevance to "productivity" and "profitability" aspects, in order to maintain strategic coherence with ASDS and ASDP.

4. Expected Output

- Mention that the output is the first draft of the guidelines (or whatever you call)
- If training is to be included, it should also be reflected in this section.

5. Methodology

- It is suggested to read the first bullet as follows:
 - Take stock of the existing guidelines and experience so far gained for participatory district planning.
- Also add this task:
 - Review current practice in agricultural sector planning and budget preparation at the district level.

6. Duration

- We would like to suggest that short course training be undertaken to the selected district personnel. Suggested timeframe is as follows:

End of August	:	Preparation of a Zero Draft
1 st Week of September	:	Discussion at FASWOG Task Force
2 nd & 3 rd Week of September	:	Training to Selected Districts
4 th Week of September	:	Finalization of 1 st Draft to be followed by approval by FASWOG Taskforce

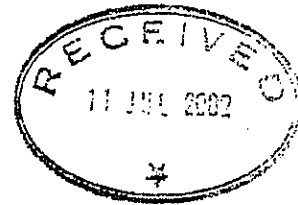
7. Consultants Qualifications

- Necessary inputs and their qualifications should be separated.
- The team composition should be expressed as Team Leader/ Strategic Planner and Agri. Economist, and the qualification of MBA (or maybe MPA-Master of Public Administration) should go with the Team Leader together with knowledge on strategic planning. It is important to show which qualification should go with whom.

8. Others

- Reporting requirements (type/nature of reports, general contents, number of copies, submission in electronic form, etc.) should be added.

ESS 51 602662



From: "Embassy of Ireland" <iremb@raha.com>
To: "Henning Pedersen" <cta.asps@cats-net.com>,
<jicatz@raha.com>

TO: Hanatani-JICA

Dear Colleagues

I am back from a visit to two of our districts. It is good to note the good progress on the preparation of the TOR for the DADP preparations. However I have a few issues to raise.

1. The background is very interesting but a bit long. There is a back and forth reference to ASDS. It would be good to chronologically cover the ASDS development process and there after the ASDP to date.
2. Objective of the preparations of the DADP guidelines
I feel there is need to state the overall objective rather clearly (specific and concise)
eg to prepare guidelines for the districts to use in the formulation of the DADP
3. Strategic considerations
I found this section very useful but I suggest it be included as part one of the Methodology section
4. Specific tasks (or objectives)
This section is not clear, it will bear the main work. Hence, we need to be very specific. A list of issues is necessary. I do not have an immediate suggestion now, may be re-arrange the current text. I will come back to you later on this.
5. Methodology
It is good to state the Area Based Programmes or District Development Programmes as one example of planning at district and village. Also add the strategic consideration here.

Sizya

URGENT.

To: Mrs. Bilgeko
from: Hanatani, JICA.

Re: Consultancy Services for Comprehensive Guidelines Preparation for District
Agricultural Development Plan (DADP)

JICA Tanzania Office, on behalf of the Food and Agricultural Sector Working Group (FASWOG) Task Force for ASDP (Agricultural Sector Development Programme), wishes to inform you that we are intending to commission a consultant to provide services for the preparation of a Comprehensive DADP Guidelines.

We are pleased to inform you that you are one of the consultants being short-listed to perform the above mentioned assignment.

In this regard, we are inviting you to present a proposal for the consultancy services in accordance with the attached Terms of Reference.

Proposals are required to be prepared in two forms, one for technical aspect and the other for cost aspect, each contained in separate envelope with clear marks and sealed for submission.

Your technical proposal shall cover, among others, the following:

- The background and experience of your firm including a list and summary of past and present work of the similar nature to this assignment in the last five years.
- The basic approach to the required assignment and key strategic considerations including your own views on those presented in the Terms of Reference, based on your understanding of the background and requirement of the assignment.
- Specific methodology that you propose to accomplish the required services, including work plan and a bar chart indicating the duration and the timing of the assignment of each expert.
- Report production schedule including suggestion of possible table of contents.
- A clear description of the responsibilities of each expert member within the overall framework of the assignment.
- The name, background and professional experience of each expert staff member of the team to be assigned, with particular reference to their experience of work of a similar nature to that of the proposed assignment.
- Your estimate of the total number of man-month required.

Your cost proposal shall cover the following:

- Fees for the experts including those necessary for arrangement and facilitation of workshop and short course training.
- Reimbursable direct expenditure items, including those that may be incurred in connection with

the delivery of your own services in relation to the holding of workshop and training, but excluding those related to the participants and other set-up cost items (e.g. travel and attendance allowances of participants, venue renting cost, printing of materials for workshop/training). For the latter, you are kindly requested to provide indicative cost estimate only based on the prevailing Government fixed rate.

- Contingency is not to be included.

You are therefore advised to prepare and submit technical and cost proposals covering those items specified above to JICA Tanzania Office not later than 16:00 hours 26th July 2002. We shall be most grateful if you could confirm your interest of submitting a proposal to us by 19th July 2002. Any queries to be presented in written form regarding the Terms of Reference are also accepted by the same date (19th July 2002).

Your letter, fax and e-mail should be addressed to:

The Resident Representative (attn: Mr. Hanatani)

JICA Tanzania Office

P.O.Box 9450,

Dar es Salaam

Tel: (022) 2113727-30, Fax: (022) 2112976, E-mail: hanatani.atsushi@jica.go.jp

Thank you for your continued cooperation.

Yours truly,

S. AOKI

Resident Representative

JICA Tanzania Office

DRAFT TERMS OF REFERENCE FOR FORMULATION OF GUIDELINES FOR PREPARATION OF

DISTRICT AGRICULTURAL DEVELOPMENT PROGRAMMES

1. BACKGROUND.

As part of implementation of the Agricultural, Livestock and Cooperative Policies of 1997 and the Poverty Reduction Strategy of 2001, the Government through the Agricultural Sector Ministries has concluded the preparation of the Agricultural Sector Development Strategy (ASDS). The Government approved the ASDS in August 2001.

The need for an ASDS was derived from three considerations.

- (i) As an integral part of the ongoing macro-economic and structural reforms, the Government has acknowledged the necessity of complementing the interventions of these reforms with sector specific actions to enhance the impact on farm incomes and poverty reduction in the rural areas.
- (ii) As a flexible instrument for guiding public and private efforts towards broadly shared objectives at national and district level.
- (iii) As critical tool for rural poverty reduction. Eighty percent of the population lives in rural areas with agriculture as the mainstay of their living. An improvement in farm income through a strengthened agricultural sector will have strong forward and backward linkages and a subsequent positive impact on rural poverty reduction.

The ASDS was prepared through a participatory consultative process with sector stakeholders and was closely coordinated among the various key Government Ministries and Development Partners through a joint Food and Agricultural Sector Working Group (FASWOG) Task Force.

The ASDS contains a set of innovative and practical actions including a focus on agricultural productivity and profitability, the promotion of private/public sector partnerships and decentralized implementation through District Agricultural Development Programmes (DADPs).

The ASDS has five sets of priority interventions:

- Strengthening the institutional framework
- Creation of an enabling environment for private sector development
- Public and private roles in improving support services
- Strengthening marketing efficiency for inputs and output; and
- Mainstreaming planning for agricultural development in other sectors

To implement the ASDS, the Government is formulating an Agricultural Sector Development Programme (ASDP). The ASDP will provide the operational framework for implementing the ASDS and act as a tool for mobilization of additional resources for the agricultural sector in a coordinated manner. On-going and pipeline operations are to be gradually streamlined to be consistent with the ASDS and the emerging ASDP planning and implementation framework. The launching of ASDP will be gradual and flexible and not all sub-programmes are expected to be fully developed from the outset. During recent discussions between the Government and Development Partners it has been agreed that the sub-programmes for implementation of the ASDP are to be organized as follows:

- A. Agricultural Development (*through District Agricultural Development Plans/District Development Plans, DADP/DDP implementation*);
- B. Policy, Legal, Regulatory and Institutional Framework;
- C. Research, Extension/Advisory Services and Training;
- D. Input/Output Marketing and Rural Financing; and
- E. Crosscutting issues with other sectors.

The implementation of sub-programme "A" will take place within the framework of the decentralization policy, which commenced in 1999 as well as the Local Government Reform Programme (LGRF).

The decentralization policy covers four principal areas:

- Political decentralization through the creation of governments at District level with better accountability to local constituents.
- Financial decentralization through improvements in the power and capacity of District Councils (LGAs) to levy local taxes, coupled with the obligation of Central Government to provide the LGAs

with adequate grants. Within this, District Councils would ultimately have full discretion for expenditure of unconditional grants, and relative autonomy for expenditure of sectoral grants.

- De-linking of local authority staff from their respective central ministries, by providing the LGAs with autonomy over human resources, including the authority for hiring and dismissal of sectoral staff.
- Changing of the relationship between Central and Local Government so that the central government role would encompass: policy making, creation of an enabling environment, monitoring and quality control. Conversely, the service delivery and policy implementation role of local government would be greatly strengthened.

The Local Government Reform Programme (LGRP) is an initiative of the Government, supported by several donors, which aims to enable the LGAs to undertake the new roles and responsibilities envisioned under the decentralization policy. The programme provides guidance on a number of procedural and legal issues (taxation, regulation, expenditure, audits, by-laws, etc), as well as giving support for capacity building in financial administration, personnel management and service delivery. The LGRP is providing guidance on participatory planning and it has embarked on a phased introduction of Districts to the new procedures, which would ultimately allow for the maximum devolution of power and financial autonomy.

Within the above framework and through a participatory planning process LGAs are expected to gradually assume the responsibility for formulating their own District Agriculture Development Programmes (DADPs) and related budgets for eventual integration into the District Development Plans (DDPs). The limited capacity of LGAs for facilitating this process has been recognized by ASDS and needs to be taken into consideration when developing guidelines for DADPs.

2. Objective of DADPs guidelines Preparation

Within the prevailing macroeconomic policy and institutional framework outlined in Section one (1) above the consultant will prepare the first draft of Comprehensive and implementable guidelines to districts for the formulation of Districts Agricultural development Programmes (DADPs). In addition

the consultant will conduct stakeholders' workshop and short training sessions for selected sample districts personnel.

3. **Strategic Considerations and Scope of the work**

Strategic Considerations

In view of the limited capacity by a large number of districts to undertake planning for private sector/agricultural development, considerations should be given to dividing the development of a DADP into a two staged process. The first part may focus on establishing the **enabling** conditions for increased agricultural production. This could then be followed by further guidance for the actual allocation of **investments** aimed at increasing agricultural production and income.

The planning phase for the enabling conditions will include that Districts take stock of the extent to which the prevailing District Taxation and Regulatory Codes are conducive to increased agricultural production. Districts would also need to identify their production and trading advantages and propose specific strategies including public investments in key infrastructure items and promotion/dissemination methods which could be designed to attract investment in agricultural production, trade and value adding. In addition at this stage there has to be indications whether a participatory planning systems de facto exists that ensures a reasonable accurate identification of needs for village constituencies. If not propose ways to facilitate people's involvement in identification of their needs.

The planning for and the actual establishment of enabling conditions may then pave the way for the allocation of investments as identified through the participatory planning process. Investment could include micro irrigation schemes, key bridges, livestock routes, dips, farmer's training in marketing principles or agronomic techniques. A number of criteria for investments would have to be adopted including a demonstrable contribution to increase in farmer's income, a certain percentage of investments to be allocated Ward level or below and general financial viability.

Scope of the Work

Taking into considerations the strategic elements noted above the

consultants will develop a simple schematic overview of a DADP as part of a DDP and the processes that are required to produce these entities. As part of the schematic overview the consultants will provide guidance on how to monitor the development of the DADP and its actual execution. This will include the identification of outputs and activities as well as related indicators

4. Expected output

In view of the participatory planning system already introduced under the LGRP as well as the other macro economic, institutional reforms and strategies noted above, the consultants will: -

- Develop a set of guidelines for the development of a DADP. It is foreseen that the guidelines may be tested in few districts and then further disseminated at a later stage.
- A workshop of stakeholders at district and regional level.
- Conduct short training sessions for personnel from the selected sample districts.

5. Methodology

The consultant will: -

- (a) Review the existing policy documents including Poverty Reduction Strategy, Agricultural Sector Development Strategy (ASDS), the draft of Agricultural Sector Development Proposal (ASDP), Rural Development Strategy, Local Government Reform Policy as well as the local Government Act.
- (b) Take the stock of the existing guidelines including the national planning guidelines and experience so far gained from participatory district planning (e.g. Participatory District Development Guidelines prepared by PO-RALG, RIPs, SOFRAIP, TASAF, ASPs, etc)
- (c) Review current practice in agricultural sector planning and budget preparation at the district level.
- (d) Identify and examine the district-level development plans prepared by

the districts, particularly where the development partners have supported so far, (district-focus approach).

- (e) Identify the key information and data that are required for District Administrations for the development of a DADP. This should include identification of cost effective mechanism for data collection and compilation.
- (f) Prepare and provide a suggested table of contents of a DADP document.
- (g) In addition to the contents of DADP, the followings should be included:-
 - ◆ Relevant planning and budgeting process should be closely coordinated with central ministries budgeting process and should be a part of that process.
 - ◆ A suggested implementation framework for a DADP should be provided taking into consideration timing, cost effectiveness and capacity at the district level.
 - ◆ District M&E framework, which should include indicators, definition, value collection approaches, collection frequency, responsibilities, and capacity. The indicators should at least include 'productivity indicators' (production per unit for each major product) and 'profitability indicators' (profit margin (sales price minus production cost) for each major product).
 - ◆ Detail procedures for disbursement of funds accountability and reporting modalities.
 - ◆ Specify roles of different stakeholders in implementing districts programmes.
- (h) Conduct workshop of stakeholders at district and regional level to prepare and discuss the guidelines.
- (i) Conduct short training session for adequate personnel from the sampled districts soon after the zero draft presented at the end of August. The short training should be undertaken as part of the assignment to those districts personnel, where by preparation of DADPs will be initiated for FY 2003.

- (j) Prepare the first draft of district agricultural development programmes guidelines at the end of September, which will subsequently be tested in sampled districts in the course of budget preparation and implementation process for FY 2003.

6. Duration

Two months

Suggested timeframe is as follows:

End of August :Preparation of a Zero Draft

1st Week of September :Discussion at FASWOG Task Force

2nd Week of September :Stakeholder Workshop

3rd Week of September :Finalization of 1st Draft to be followed by approval by FASWOG Taskforce

4th Week of September :Short training sessions for personnel from Selected Districts

6. Consultant qualification

The team should consist of two members of the following qualification

- Team leader: An Economist, Sociologist or related fields with experience in preparation of guidelines and participatory skills. consultant owing MBA or MPA (or equivalent degree) featuring strategic planning and public financial management.
- Member: An agricultural economist

Also a thorough knowledge of decentralization reforms in eastern and Southern Africa and knowledge of agricultural sector development in Tanzania as well as ASDS will be an advantage.

8. Reporting requirements:

No. of hard copies

Zero draft: 30

First draft: 150

Electric files

3 sets of diskettes (both zero and first draft)

List of Short Listed Consultants for the Preparation of DADP Guidelines

1. ETC East Africa, Kenya (recommended by Embassy of Ireland)
2. Mcpherson Limited, Zimbabwe (recommended by Embassy of Denmark)
3. Research on Poverty Alleviation (recommended by JICA expert to National Bureau of Statistics)
4. Institute of Rural Development Planning, Dodoma (recommended by JICA expert to