

Table 3: Proposed Revision of ASDP Sub-Programmes (Draft)

Sub-programmes	Main Components	Proposed Sub-Components
<b>A. Agricultural Sector Support and Implementation at District and Field Level</b>  <i>(through DADP/DDP)</i>  <i>(indicative funding allocation: 70-80%)</i>	<b>A.1 Policy, Regulatory and Institutional Framework</b> <i>Creating enabling environment at LGAs for all farmers</i>	<ul style="list-style-type: none"> <li>• Policy Framework</li> <li>• Regulatory Framework</li> <li>• Community Empowerment</li> <li>• Agricultural Information</li> </ul>
	<b>A.2 Research, Advisory (Extension) Services, Training</b>	<ul style="list-style-type: none"> <li>• support to client-oriented research</li> <li>• strengthening advisory (extension) services</li> <li>• service provider training</li> </ul>
	<b>A.3 Private Sector Development, Marketing and Rural Finance</b>	<ul style="list-style-type: none"> <li>• private sector development</li> <li>• market infrastructure</li> <li>• producer organisations</li> <li>• support to savings and credit groups</li> </ul>
	<b>A.4 Cross Cutting Issues with Other Sectors</b>	<i>such as:</i> <ul style="list-style-type: none"> <li>• Rural Infrastructure</li> <li>• Village Land Act Implementation</li> <li>• Health (HIV/AIDS, Malaria etc.)</li> <li>• Gender</li> <li>• Environmental/Natural Resource Management                             <ul style="list-style-type: none"> <li>• Watershed Management</li> <li>• Forestry</li> <li>• Fisheries</li> <li>• Water</li> </ul> </li> <li>• Energy</li> <li>• Education</li> </ul>
	<b>A.5 Investment and Implementation</b>	<i>such as:</i> <ul style="list-style-type: none"> <li>• Irrigation and water management</li> <li>• range/livestock development</li> <li>• better land husbandry</li> <li>• agroforestry</li> <li>• mechanisation</li> <li>• storage and post-harvest</li> <li>• agro-processing</li> </ul>
<b>B. Agricultural Sector Support at National Level</b>  <i>(indicative funding allocation: 15-20%)</i>	<b>B.1 Policy, Legal, Regulatory and Institutional Framework</b>	<ul style="list-style-type: none"> <li>• Policy &amp; Regulatory Framework</li> <li>• Commercial sub-sector development</li> <li>• Agricultural Information</li> <li>• ASDP Management/Secretariat</li> </ul>
	<b>B.2 Research and Advisory (Extension) Services, and Training</b>	<ul style="list-style-type: none"> <li>• Research</li> <li>• Extension/Advisory Services</li> <li>• Training and Education</li> </ul>
	<b>B.3 Private Sector Development, Marketing and Rural Finance</b>	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Rural Financing</li> <li>• Private Sector Development</li> </ul>
<b>C. Cross-cutting Issues with other Sectors</b>  <i>Managing links between ASDP and other sectors</i>  <i>(indicative funding allocation: 1-5%)</i>	<i>such as:</i> <ul style="list-style-type: none"> <li>• Rural Infrastructure</li> <li>• Land Acts' Implementation</li> <li>• Health (HIV/AIDS, Malaria)</li> <li>• Gender</li> <li>• Education</li> <li>• Energy</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental/Natural Resource Management                             <ul style="list-style-type: none"> <li>• Watershed Management</li> <li>• Forestry</li> <li>• Fisheries</li> <li>• Water</li> </ul> </li> </ul>

ASDP Sub-progr & Compon8

Table ...: Proposed Sub-Components and Interventions (Draft)

Main Components	Proposed Sub-Components	Proposed Interventions (not exhaustive)
<b>A.1 Policy, Regulatory and Institutional Framework</b> <i>Creating enabling environment at LGAs for all farmers</i>	<ul style="list-style-type: none"> <li>• Policy Framework</li> <li>• Regulatory Framework</li> <li>• Community Empowerment</li> <li>• Agricultural Information</li> </ul>	
<b>A.2 Research, Advisory (Extension) Services, Training</b>	<ul style="list-style-type: none"> <li>• support to client-oriented research</li> <li>• strengthening advisory (extension) services</li> <li>• service provider training</li> </ul>	
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<b>A.4 Cross Cutting Issues with Other Sectors</b>	<p><i>such as:</i></p> <ul style="list-style-type: none"> <li>• Rural Infrastructure</li> <li>• Village Land Act Implementation</li> <li>• Health (HIV/AIDS, Malaria etc.)</li> <li>• Gender</li> <li>• Environmental/Natural Resource Management                             <ul style="list-style-type: none"> <li>• Watershed Management</li> <li>• Forestry</li> <li>• Fisheries</li> <li>• Water</li> </ul> </li> <li>• Energy</li> <li>• Education</li> </ul>	
<b>A.5 Investment and Implementation</b>	<p><i>such as:</i></p> <ul style="list-style-type: none"> <li>• irrigation and water management</li> <li>• range/livestock development</li> <li>• better land husbandry</li> <li>• agroforestry</li> <li>• mechanisation</li> <li>• storage and post-harvest</li> <li>• agro-processing</li> </ul>	
<b>B.1 Policy, Legal, Regulatory and Institutional Framework</b>	<ul style="list-style-type: none"> <li>• Policy &amp; Regulatory Framework</li> <li>• Commercial sub-sector development</li> <li>• Agricultural Information</li> <li>• ASDP Management/Secretariat</li> </ul>	
<b>B.2. Research and Advisory (Extension) Services, and Training</b>	<ul style="list-style-type: none"> <li>• Research</li> <li>• Extension/Advisory Services</li> <li>• Training and Education</li> </ul>	
<b>B.3 Private Sector Development, Marketing and Rural Finance</b>	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Rural Financing</li> <li>• Private Sector Development</li> </ul>	
<b>C. Cross-Cutting with other Sectors</b>	<p><i>such as:</i></p> <ul style="list-style-type: none"> <li>• Rural Infrastructure</li> <li>• Land Acts' Implementation</li> <li>• Health (HIV/AIDS, Malaria)</li> <li>• Gender</li> <li>• Education</li> <li>• Energy</li> <li>• Environmental/Natural Resource Management                             <ul style="list-style-type: none"> <li>• Watershed Management</li> <li>• Forestry</li> <li>• Fisheries</li> <li>• Water</li> </ul> </li> </ul>	

ASDP Sub Compon & interventions 1

## MISSION STATEMENT

The ASDP Secretariat is a high profile inter-agency body which facilitates on a daily basis the implementation of the ASDP in close collaboration with all stakeholders.

## MANDATES AND ACTIVITIES

KEY MANDATES	SPECIFIC ACTIVITIES
1. Coordinate the implementation of ASDP	1.1 prepare appropriate guidelines/formats for ASDP reporting by lead ministries, collaborating ministries and development partners; 1.2 review ASDP related progress reports and bring any issues/problems to the attention of ICC and ASAC; 1.3 provide and share information regarding ASDP implementation progress to the collaborating ministries, development partners and other stakeholders; 1.4 conduct dialogue and discussions with interested development partners and other stakeholders; 1.5 develop and maintain a database on ongoing and planned activities; 1.6 serve as secretariat to the ICC, ASAC, A/C and ASC.
2. Facilitate the mobilisation of resources for agricultural sector development	2.1 coordinate the organisation of donor roundtables for resource mobilisation 2.2 Facilitate the constitution of task forces for the detailed formulation of sub-programmes 2.3 follow up and provide advice in the formulation process
3. Stimulate and maintain stakeholder involvement in ASDP	3.1 provide continuous information on the status of ASDP implementation (through mass media, newsletters, stakeholder roundtable meetings ...) 3.2 participate in stakeholders' meetings dealing with agricultural sector related issues
4. Facilitate the ASDP budgeting and financing process	4.1 provide the necessary information as may be required; 4.2 review progress reports, draft PER and MTEF and prepare comments and appropriate recommendations to ICC, ASC and ASDP Financing Committee (in accordance with established guidelines); 4.3 review DAIPs (plans and budgets) and make recommendations for resource allocation to ICC and ASDP Financing Committee.
5. Monitor & Evaluate ASDP implementation	5.1 design a monitoring & evaluation framework (guidelines, indicators, timeframe, responsibilities ...) for use by ASDP implementers; 5.2 review and consolidate progress reports (quarterly and annual) and make appropriate recommendations to ICC, ASAC, ASC and AFC; 5.3 facilitate the undertaking of the mid-term review exercise and the implementation of the recommendations; 5.4 commission impact (including beneficiaries)

	assessment studies .
6. Commission and supervise sector related studies as the need arises	6.1 identify areas requiring further investigations in collaboration with lead ministries and development partners; 6.2 identify sources of finance; 6.3 prepare terms of reference for such studies; 7.3 procure services of consultants; 7.4 supervise progress of studies and review various reports; 7.5 make appropriate recommendations to ASAC, ICC and PASWOG.

## Activities and Achievements of PELUM Tanzania so far

We started our network in 1996. In these 4 years we have: -

- Organised and facilitated 7 workshops at national level, on 'farmer groups and networking', 'participatory impact monitoring', 'Advocacy methods', 'seed security', 'fund raising'
- Organised and facilitated 3 workshops at international level on 'farmer to farmer learning' and 'Gender and rural development' and 'Advocacy'
- Facilitated the participation of over 50 members in international training workshops
- From all the above, members do acknowledge to have enhanced their commitment and capacities to work with farmers towards sustainable rural development
- We have also organised the distribution of the 'Ground-up' Magazine in the country

## What means do we have?

So far, we have been completely self-reliant. All activities of PELUM Tanzania have been covered by the fees (USD 200 annually) and contributions from its members. The country Representative and all workshop facilitators have worked on a voluntary basis. The small PELUM Tanzania secretariat was housed in INAPES office.

PELUM Tanzania

But we are growing and because of the success of our activities and the drive from our member organisations, we are expanding our services. In that line we have secured a small office in Dodoma. We are therefore looking for complementary contributions to add up to our local income from Members.

## Full Membership (\$200 per year)

Is open to local and national NGOs operating at grass roots and supporting and/or engaged in Participatory Ecological Land Use Management.

## Associate (non-voting) Membership (\$200 per year)

Is open to international NGOs, networks, government departments, parastatals.

## Sponsor Membership

Is open to any organisation/person wishing to sponsor the activities of the Association.

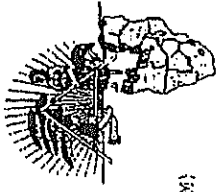
Applications are available on request at:

Country Co-ordinator,  
PELUM Tanzania CWG,  
Area C (Inades Ftz. Compound)  
P.O. Box 54 DODOMA

Tel. 026-2350744 - Fax: 026-2354722 -  
email: [PELUMTz@maf.or.tz](mailto:PELUMTz@maf.or.tz)

Country Representative: Yves Marché  
(Contacts as above)  
email: [yvesmarche@excite.com](mailto:yvesmarche@excite.com)

PELUM Tanzania



Participatory Ecological  
Land Use Management (PELUM)

## PELUM-Tanzania

"Member of PELUM Association"

Area C (Inades Ftz. Compound),  
P.O. Box 54, DODOMA, Tanzania.  
Tel. 255 - 26 - 235 0744/4230 - Fax: 255 - 26 - 2354722  
Email: [PELUMTz@maf.or.tz](mailto:PELUMTz@maf.or.tz)

## Facilitating Learning and Networking in Participatory Ecological Land Use Management

PELUM Association is a network of civil society organisations operating in East and Southern Africa. It was launched in 1995 with 25 founding members and has now a membership of over 120 organisations.

Its Regional desk is in Harare and a Board of Directors made of all Country Representatives governs it. It facilitates effective training and advocacy in participatory land-use management. It publishes a Magazine "Ground up".

Address of PELUM Association  
P.O. Box MP 1059, Mt. Pleasant  
(No. 4, 22<sup>nd</sup> Avenue), Mabelreign,  
Harare, Zimbabwe

Tel: 263-4-310763/310765  
Fax: 263-4-310764  
Email: [pelum@ecoweb.co.zw](mailto:pelum@ecoweb.co.zw)

PELUM Tanzania

### What is PELUM Tanzania?

Members in each country form a Country Working Group: PELUM Tanzania is one of them. We have come together to facilitate learning, networking and advocacy in sustainable agriculture. We feed our experiences into a more strategic process to influence how rural development takes place. Every two years PELUM Tanzania elects its chairperson who serves as Country Representative on the PELUM Association Regional Board.

PELUM Tanzania is made up of 21 Member Organisations, and collaborates with many partners. Members include:

INADES – Dodoma; Laela Agricultural Centre; Mogabiri Farm Extension Centre – Tazara; Iljeje Rural Development Trust Fund; ADP Mbozi; LVIA-Kongwa; ADP Isangati; Buhemba Rural Agricultural Centre – Musoma; ACT Development office – Mara; UMADEP – SUA – Morogoro; Caritas Development Office Sumbawanga; Caritas Development Office Mbeya; Bara Institute of Sustainable Agriculture – Mbeya; TRACE – DSM; MWAKAUMU – Mufindi; VECO Tanzania; MVIWATA; Caritas Development Office Njombe; VI-Agroforestry Project – Mara; Institute of Continuing Education – Morogoro.

### The Vision of PELUM Tanzania is

*That farmers, men and women, especially small holders, are managing sustainably their environment and have the capacity to identify problems, to experiment and innovate, using locally available resources.*

*At the same time, farmers are organised and are networking at local and national level.*

The Mission of PELUM Tanzania is

*To build the capacity of its members in Sustainable Agricultural knowledge, training skills for empowering farmer groups, communication skills, fund raising strategies, Action-Learning process and gender policy. PELUM Tanzania is a tool for documentation and communication to capitalise experiences and disseminate them in the network. It is also an advocacy tool for Farmer Organisations and Development Organisations to influence Government, Donors and NGOs on development issues and policies based on common analysis between farmers and organisations. PELUM Tanzania will collaborate with its members to facilitate networking of Farmer Organisations.*

### PELUM Tanzania Values: -

- Build up and preserve our own PELUM Tanzania identity.
- Equally owned by all members.
- Commitment to farmers' empowerment.
- Voluntarism and efficiency.
- Team work spirit.
- Gender sensitivity.
- Creative and responsive to changes and challenges.
- Using Action-learning process.

- Culture of self-criticism and self-evaluation.
- Contributing to and benefiting from PELUM Association for learning and advocacy.
- Readiness to join forces for advocacy.

### Strategic Actions of PELUM Tanzania for 2002-03

1. Build capacity of PELUM Tanzania members, especially through organising own training workshops as PELUM Tanzania and
2. Be a tool for documentation and establish an information centre
3. Collaborate with its members to facilitate Networking of Farmer Organisations
4. Be an advocacy tool for Farmer Organisations and Development Organisations
5. Collect and analyse, with Farmer Organisations, knowledge and information (internal and external factors) on free market mechanism in Tanzania

02/07/22

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**AGRICULTURE SECTOR DEVELOPMENT PROGRAMME  
ASDP SECRETARIAT  
2003/2004 SUMMARY BUDGET ESTIMATE (2 years)**  
*(US Dollars)*

2-712-12  
3/1/03  
12/17/03

4/3/03 4/2/03

	Option 1		Option 2		Option 3	
	2003/2004	2004/2005	2003/2004	2004/2005	2003/2004	2004/2005
<b>Investment Costs</b>	<b>101,500</b>		<b>89,000</b>		<b>101,500</b>	
<b>Operational Costs</b>	<b>244,400</b>	<b>244,400</b>	<b>63,200</b>	<b>63,200</b>	<b>94,400</b>	<b>94,400</b>
Salaries	184,800	184,800	-	-	36,000	36,000
Transport Allowances	-	-	27,600	27,600	22,800	22,800
Other OC	59,600	59,600	35,600	35,600	35,600	35,600
<b>Activity Related Expenses</b>	<b>238,400</b>	<b>149,400</b>	<b>238,400</b>	<b>149,400</b>	<b>238,400</b>	<b>149,400</b>
<b>Consultancies</b>	<b>108,900</b>	<b>135,550</b>	<b>108,900</b>	<b>135,550</b>	<b>108,900</b>	<b>135,550</b>
Local Consultants	91,200	96,550	91,200	96,550	91,200	96,550
International Consultants	17,700	39,000	17,700	39,000	17,700	39,000
<b>Total w/o contingencies</b>	<b>693,200</b>	<b>529,350</b>	<b>499,500</b>	<b>348,150</b>	<b>643,200</b>	<b>379,350</b>
Contingencies (5%)	34,660	26,468	24,975	17,408	27,160	18,968
<b>TOTAL</b>	<b>727,860</b>	<b>555,818</b>	<b>524,475</b>	<b>365,558</b>	<b>670,360</b>	<b>398,318</b>

**NOTE:**  
 Activity related Expenses include the following:  
 Secretariat related Expenses (Secretariat to ICC, ASAC, ASDC)  
 Facilitation of ASDP Formulation  
 Communication and Advocacy Activities  
 Field visits and Participation in Stakeholder meetings, including study tours.

Consistent  
 2-1/2 hrs. lunch  
 car expenses  
 telephone

will be reviewed

Salaries (66)  
 admin.  
 program staff  
 meeting fee + telephone  
 communication/advocacy  
 finance (Admin + account) + accountant  
 support (car, telephone)

THE UNITED REPUBLIC OF TANZANIA  
AGRICULTURAL SECTOR LEAD MINISTRIES



*AGRICULTURAL SECTOR DEVELOPMENT PROGRAMME*

**FRAMEWORK AND PROCESS**

*(DRAFT TABLE OF CONTENT)*

20 July 2002

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**TABLE OF CONTENT**

**Foreword**

**Table of Content**

Tables  
Figures  
Maps

*g.d.a. sec 122*

**List of Annexes (such as...)**

Institutional Framework  
Notes on Sub-Programme Cost Estimates  
Cross Cutting Issues  
ASDP Secretariat  
Planning and Budgeting Procedures  
District Agricultural Development Plans  
Financing, Flow of Funds and Accounting Mechanisms  
Agricultural Sector Support Data Base

**List of Abbreviations and Acronyms**

**Executive Summary**



**Introduction** *(two pages)*

Background, Origin of the ASDP  
Outline of document content and annexes *(road map)*

**Policy Framework**

General *(three pages, from 2.1 of FWD)*  
Macroeconomic, PRSP – RDS, land policy, etc. *(drop historic part)*  
The Agricultural Sector Development Strategy *(five pages)*  
Brief review of Sector Performance *(from 2.1 of SPD)*  
Outline of ASDS *(from 2.2 of FWD)*

**Stakeholders and Institutional Framework** *(two pages)*

Major actors and their role *(public, private, civil society etc., from 3.1 of FWD)*  
Overview of institutions *(Table?)*

**ASDP Concept and Guiding Principles** *(three pages)*

Objectives *(operationalization of ASDS)*  
Sources of Agricultural Sector Growth *(e.g. factors affecting in the past, challenges)*  
Concept and guiding principles *(from 1.2 & 1.3 of FWD, box of June AM, etc.)*

**ASDP Sub-programmes** *(six pages, new)*

From ASDS to ASDP: methodology *(implementation-oriented, outline at this stage, detailed formulation later, see June AM, cross refer with ASDS/ASDP logframe Table)*  
Summary Description  
Agricultural Sector Support and Implementation at District and Field Levels  
Agricultural Sector Support at National level  
Managing Links between Agriculture and other Sectors  
Prioritization and Phasing *(criteria, what comes first and where)*  
Indicative Cost Estimates *(summary description and Table, methodology and notes as an Annex)*

**Critical Parallel Investments**

*Outline investments in other sectors which are essential for ASDP successful implementation, implementation of the cross cutting through other Government's*

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*interventions to implement the RDS and PRSP (e.g. land acts implementation, rural roads, HIV/AIDS, etc.)*

**Management of the ASDP Process** *(three pages, from 3.2 of FWD + new)*

Overview  
Coordination at the National Level  
    Inter-Ministerial Co-ordination Committee  
    ASDP Secretariat  
    Food and Agriculture Sector Working Group  
    Advisory Committee  
Regional Secretariats  
Local Government Authority Level  
    District ASDP Stakeholder Forum  
    District ASDP Advisory and Management Teams

**Implementation Arrangements** *(four pages, from 4 & 5 of FWD + new)*

Overview  
Planning and Budgeting Procedures  
    Planning and Budgeting at the Sub-sector Level  
    Planning and Budgeting Procedures at LGA Level  
    District Agricultural Development Plans *(particip. planning and implementation)*  
Financing and Accounting Mechanisms  
    General Description  
    Institutional Structure and Responsibilities  
        National Level  
        LGA Level for District Agricultural Development Plans

**Monitoring and Evaluation (M & E) System** *(two pages, from 3.3 + new)*

The ASDP Monitoring Framework  
ASDP Monitoring and Evaluation Indicators  
M&E Plan

**Conclusions, Recommendations, Next Steps**

**TANZANIA: Agricultural Sector Development Programme Review**  
**Follow-up Mission: Draft Aide-Mémoire**  
**(29 July 2002 - DRAFT for Discussion)**

**Introduction**

1. A mission<sup>1</sup> from the FAO Investment Centre (IC) visited Tanzania from 14 to 30 July 2002, to assist the Government of Tanzania in re-formulating the Agricultural Sector Development Programme (ASDP). The mission was a follow-up to the FAO/IC inception mission which visited Tanzania in June 2002 (see below). The mission worked closely with the ASDP Government Team<sup>2&3</sup> and staff from the Agricultural Sector Lead Ministries, namely the Ministry of Agriculture and Food Security (MAFS), the Ministry of Water and Livestock Development (MWLD), the Ministry of Cooperatives and Marketing (MCM), and the President's Office – Regional Administration and Local Government (PO-RALG). Discussions were also held with staff from the Ministry of Finance (MOF), the Prime Ministers' Office (PMO), the Forest and Beekeeping, and the Policy and Planning Divisions of the Ministry of Natural Resources and Tourism (MNRT), the Vice President's Office (Environment Department and NGO liaison office), the Bureau of Statistics, and Sokoine University of Agriculture (SUA). The Team met representatives from donors (DANIDA, Irish Aid, World Bank, JICA, EU, WFP and FAO), NGOs (TANGO, and the Participatory Ecological Land Use Management network (PELUM)), one farmers' organization (MVIWATA), the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) and the Private Agricultural Sector Support unit (PASS).

2. The Team visited the districts of Kibaha, Morogoro Rural, Kilosa and Kongwa to collect information and discuss with stakeholders on District planning, ASDP implementation, costing and budgeting, and on the development of an agricultural sector support data base. In Dodoma, the Team met Honourable Minister of Agriculture and Food Security, Mr Charles Keenja, and senior management of MCM, MWLD and PO-RALG. The proposed ASDP framework and process was discussed during a meeting attended by the Permanent Secretaries and Directors of Policy and Planning (DPPs) of the four Agricultural Sector Lead Ministries.

3. This draft Aide Memoire presents a summary of the joint Government Team and FAO/IC Mission's findings and recommendations, *[which were discussed and agreed upon]* at a wrap-up meeting organized on 29 July 2002, and chaired by the Permanent Secretary of MAFS, Mr Wilfred Ngirwa. The mission is most grateful for the hospitality and cooperation it received.

**Background to the ASDP Review and Inception Mission**

4. In June 2002, the Government and FAO/IC initiated the review of the draft ASDP proposal which had been prepared by a 12-person Government Team drawn from the Agriculture Sector Lead Ministries. At the end of the June mission, recommendations were endorsed by the joint Government-Donors' Food and Agriculture Sector Working Group (FASWOG)<sup>4</sup>. Agreement was reached to consolidate the initial 22 sub-programmes into five major sub-programmes which would be re-organized into components and sub-components. Indicative costs of proposed

<sup>1</sup> FAO/IC team composed of: Mr. G. Evers, Agriculturist/Mission Leader (TCIR); Ms A. Agostini and Mr. J. Rushemeza, Economists (TCIR); and Mr. H. Kolshus, Ag. Economist (TCI); mission funded by the FAO-World Bank Cooperative Programme.

<sup>2</sup> Government Team composed of: Ms J. Bitegeko, Team Leader/Agric. Economist; Ms S. Kaduma and Mr T. Kirway, Agric. Economists; and Mr G. Kirenga, Agriculturist of MAFS; Mr S. Ngoda, Economist of MCM; Mr L. Morungu, Livestock Specialist of MWLD; Mr M. Lemunge, Economist of PO-RALG; and Mr. J. Lewis, Rural Development Specialist; Ms A. Mwakaje and Mr A. Temu, Agric. Economists; and Mr. A. Mattea, Participatory Development Specialist from Kerongo Ltd.

<sup>3</sup> In this Aide Memoire, the joint Government Team and FAO/IC Mission are referred to as "the Team".

<sup>4</sup> See FAO/IC Mission Aide Mémoire dated 30 June 2002.

interventions would be estimated, secured funding through on-going and pipeline projects and programmes would be assessed, and major funding gaps identified. It was further agreed that efforts would be made to obtain accurate and updated information on ASDP-related activities, on a district basis. Because of the number of institutions involved in the ASDP process and the diversity of stakeholders, it was further agreed that the already established ASDP Inter-ministerial Coordinating Committee (ICC) would be supported by a high capacity secretariat that would assist in the day-to-day coordination of ASDP implementation and for monitoring its progress. Finally, it was agreed that Government would prepare Terms of Reference and budget for contracting a team of consultants that would draft guidelines for the formulation of District Agricultural Development Programmes (DADPs). The ASDP formulation will be completed in two phases, namely:

- Phase 1 (July – September 2002): revision of the ASDP Framework, reaching agreement on the Sub-programmes and Components, prioritization and preparing indicative cost estimates; ICC/FASWOG/stakeholder validation; and development of an agricultural sector support data base; and
- Phase 2 (from October 2002 onwards): identification of main partners for the respective Sub-programmes and Components, and detailed formulation.

5. Following agreement reached in June, the Government Team composition has been adjusted to address the new challenges, and a local consulting firm (Korongo Ltd) has been contracted to complement and assist the Government Team in completing Phase 1 formulation (see para 1). The Government also requested assistance from FAO, through its Technical Cooperation Programme (TCP), for launching ASDP Secretariat activities.

6. The main objectives of this follow-up Mission were to: (i) brief the new Government Team and locally recruited consultants on the ASDP formulation process; (ii) reach consensus on ASDP Sub-Programmes and Components; (iii) help the Government Team in developing the proposal to establish an ASDP Secretariat and in formulating a TCP project to support the Secretariat for possible funding by FAO; (iv) assist in developing an agricultural sector support data base; and (v) assist in preparing final draft documents, including an outline of Sub-programme/Components and related indicative costs over the next five years;

#### Preliminary Findings and Recommendations

##### ASDP Sub-Programmes and Components

7. **Fine tuning of Sub-programme Structure and Content.** At the end of the June mission, it was recommended that the proposed 22 Sub-programmes be consolidated into five Sub-programmes, namely: (i) agricultural development (through DADP/DDP implementation); (ii) policy, regulatory and institutional framework; (iii) research, extension/advisory services and training; (iv) marketing and rural financing; and (v) cross-cutting issues with other sectors. During follow-up Team discussions to define the content of Components and Sub-components, the five-Sub-programme structure, agreed upon in June, was reconsidered. It was felt that such a structure, comprising four centrally-based Sub-programmes, did not fully reflect the need to direct most investments and other resources to support producers and producers' organizations through the Districts. Consensus was reached among the Team to recommend that ASDP be organized around three Sub-Programmes only, namely (see Table 1):

- a) **Agricultural Sector Support and Implementation at District and Field Level**, through DADP and District Development Plans (DDPs), including also district-based cross-cutting aspects, with an indicative funding allocation of approximately 75 to 85%; this would focus on establishing an enabling environment for agriculture and channelling public sector support to productive activities;
- b) **Agricultural Sector Support at the National Level**, comprising the "June 2002" Sub-programmes (ii), (iii) and (iv) listed in para 7 above, with an indicative funding allocation of 15 to 20%; this would focus on the national enabling environment and defining the specific role of central government; and
- c) **Cross-Cutting Issues with other Sectors at National Level**, to manage links between ASDP and other sectors, with an indicative funding allocation of 2 to 5%.

8. The main Components and Sub-components proposed by the Team are also presented in Table 1. While the main Sub-programmes and Components would provide the overall ASDP implementation framework, the Sub-components and specific interventions should not be firmed up at this stage, as they would be further defined during the detailed formulation phase (Phase 2), and be guided by district-level decisions. The Team also cross-checked the proposed ASDP framework with the recommended interventions described in the ASDS logical framework, to ensure that ASDP is fully compliant with ASDS (Table to be included in the final report).

#### ASDP Indicative Cost Estimates

9. The mission held discussions with stakeholders at the national and district level (Kongwa and Kilosa) to develop an appropriate methodology to estimate indicative costs of ASDP implementation.

10. There are three principal limitations to the estimation of indicative financing requirements for ASDP implementation at this stage in the preparation process: (i) the limited time availability; (ii) inadequate information and planning for agricultural activities at the district level, and, most importantly (iii) currently incomplete definition of ASDP interventions (para 8). ASDP at this stage in the formulation only defines a broad framework for intervention in agricultural development. While specific elements and areas of importance have been identified, the exact types and magnitude of interventions have not yet been specified, nor has there been an agreement on prioritisation. Cost estimates can therefore not be based on an agreed set of interventions, nor extrapolated from existing district plans, but must be based on broad assumptions regarding the types and levels of activities appropriate to implement ASDP sub-programmes and main components. To this purpose estimates will be based on the indicative costs of relevant activities in past, current and planned projects and programmes as well as on the professional judgement of experts in the various ASDP fields of intervention. Assumptions will be made regarding the scaling up of relevant activities to fit the context of a nation-wide ASDP, taking into consideration limitations to absorptive capacity.

11. Estimates of indicative funding requirements and expected funding gaps for ASDP implementation over the next five years will be prepared by the end of August. The indicative estimates of financing requirements for ASDP will be presented by ASDP main component. Estimates will only include public funding requirements (Government/LGA, donor, NGO) only<sup>1</sup>.

<sup>1</sup> Estimates will include Other Charges (OC) and Personnel Emolument (PE) for additional recruitment to launch additional activities. PE for current staffing levels will not be included in the estimates.

Farmer and other private sector investment will not be quantified. Expected funding gaps will be computed by comparing these financing requirements with estimates of committed or expected funding contributions for agricultural development from government/LGA, donor and NGO sources throughout the ASDP implementation period.

### ASDP Management

12. **Stakeholders' Participation.** During the June mission, concerns were raised on the proposed stakeholder representation as it appeared seriously biased towards government agencies, particularly the four Agricultural Sector Lead Ministries, with marginal involvement of farmers, private sector, the civil society, and closely related public institutions such as the MNRT and the National Land Use Planning Commission<sup>1</sup>. It was stressed that effective participation of all stakeholders is essential to implement successfully the ASDP, both at National and LGA levels.

13. While the need to better balance ASDP stakeholders' participation is recognized, the identification and selection of key bodies to represent the private sector, NGOs and the civil society poses some problems. These are generally weak and fragmented with limited agricultural-related umbrella organizations that would adequately represent them in the ASDP. The Team recommends that a review of ASDP stakeholders' umbrella organizations be undertaken during the Phase 2 formulation, and that "gaps" be identified. The proposed ASDP Secretariat would need to play a pro-active role in linking ASDP and stakeholders, and advise the Government on representatives' appointments to the ICC and the proposed Agricultural Sector Advisory Committee (para 14). Individuals would need to be appointed primarily on the basis of their individual skills, commitment and capacity to contribute to ASDP implementation. Modalities for effective interaction among stakeholders would also need to be developed<sup>2</sup>.

14. **ASDP Managing Bodies.** At the national level, it is envisaged that ASDP will be overseen by an Inter-ministerial Coordination Committee (ICC) that would meet four times per year<sup>3</sup>. The Team reviewed the proposed managerial set-up of the ASDP, and following consultation with the Permanent Secretaries and DPPs of the Agricultural Sector Lead Ministries. Consequently the following adjustments are proposed:

- **ICC Executive Committee:** While ICC could adequately oversee ASDP implementation, a number of decisions could not await quarterly meetings. Therefore, it is proposed that an Executive Committee of the ICC, composed of the Permanent Secretaries (PS) of the four Lead Ministries be established with the mandate to act on behalf of the ICC on matters that require urgent decisions;

<sup>1</sup> For example, neither the ASDS nor the draft ASDP makes reference to MNRT, in particular to the Forestry and Bee Keeping Division (in spite of the various direct linkages such as agroforestry, tree fallows, participatory forest management, fodder/forage production, watershed management etc.). See also comments on NLUPC in June 2002 Aide Memoire.

<sup>2</sup> For example, workshops and annual conferences are often seen as a convenient way to ensure stakeholder participation and consultation, and to build ownership. These may, however, not be the most appropriate and cost effective approach for achieving genuine stakeholders' participation and partnership during ASDP further formulation and implementation.

<sup>3</sup> The "third draft" ASDP document recommended that a TCC, supported by a small unit, be established to act as the "secretariat" of ICC. The TCC was to be composed of the DPPs of the four Lead Ministries. Both the ICC and TCC were to be chaired on a six-month rotational basis, respectively by the PS and Director of Policy and Planning of one of the four Agricultural Sector Lead Ministries.

- **Agricultural Sector Advisory Committee:** In order to allow the main stakeholders to be involved in the ASDP implementation process, the TCC would be replaced by an Agricultural Sector Advisory Committee (ASAC) which would comprise representatives from the public and private sector (i.e. lead and key collaborating ministries<sup>1</sup>, agricultural commodity groups, NGOs, Civil Society and development partners). ASAC would function as an advisory forum to ICC and its members (a maximum of 15) would meet on a regular basis (e.g. quarterly) to discuss matters of common interest. Recommendations would be brought to the attention of ICC. The ASDP Secretariat would make appropriate recommendations concerning the representation and membership of ASAC; and
- **MAFS Chair:** concerns were raised during the meeting with Permanent Secretaries and DPPs concerning the proposed six-month rotational chair of the ICC. It was unanimously recommended that the ASDP leadership rest with MAFS, with its Permanent Secretary chairing the ICC and overseeing the proposed Secretariat (see below).

15. **ASDP Secretariat.** In June, it was agreed in principle that ASDP would be facilitated by a unit that would oversee day-to-day activities, monitor ASDP progress, and facilitate the continuing process of updating Sub-programmes/Components and mobilizing further resources for the sector development. The proposed body would function as the Secretariat of the ICC. The proposed Secretariat would not directly implement the ASDP, nor would it take over activities which are under the mandate of the Agricultural Sector Lead Ministries, the Local Government Authorities (LGAs) and other stakeholders. It would however contribute to bring synergies among the various stakeholders' groups involved in the ASDP planning and implementation process.

16. The ASDP Secretariat would be based in Dar es Salaam and consist of a core team composed of four experienced and motivated professionals, comprising: a Coordinator, a Programme Specialist, a Monitoring and Evaluation Specialist, including database, and a Communication/Advocacy Specialist, supported by short- and long-term consultants as appropriate. The Secretariat would report directly to the Chairman of the ICC, i.e. the Permanent Secretary of MAFS. The mandates and specific activities of the Secretariat are presented in Table 2. During ASDP implementation, the Secretariat would be flexible enough to accommodate any changes in terms of activities and staff composition if the need arises.

17. While the institutional anchorage of the Secretariat is generally well accepted, the status of the core team staff remains to be clarified. The staff could be either recruited externally (as long term consultants) or redeployed from the Agricultural Sector Lead Ministries. In both cases the Government would provide office space, while operating costs and other activity-related costs would be co-financed by the Government and development partners. The two scenarios have advantages and disadvantages which need to be reviewed before a decision is taken. While external staff recruitment would allow to avail high calibre professionals without weakening existing institutions through parallel transfers, it would likely consist of a lengthy process and would not guarantee institutional and financial sustainability. The redeployment of staff exercise would be achieved more rapidly, hence enabling continuity between Phase 1 and Phase 2 formulation, while ensuring that agricultural sector ministries are involved in the coordination process. Given the anticipated workload of the Secretariat staff, the issue of low motivation due to lower salaries and lack of incentives would, however, need to be considered and addressed.

18. **Possible FAO-TCP Support.** The Government has recently requested assistance from FAO/TCP to provide support to the ASDP Secretariat. Tentatively, the possible FAO/TCP

<sup>1</sup> Key collaborating ministries will be identified by the end of Phase 1; other collaborating ministries would be invited as and when needs arise.

project would include provision for staff training, study tours in the Region, sector related studies (e.g. on institutional, policy and regulatory aspects, and for mobilising resources for future investments), services of local consultants and limited equipment. While a draft TCP document can be prepared during the coming weeks, its finalisation and processing would await the actual establishment of the ASDP Secretariat.

#### Agricultural Sector Support Data Base

19. In June, it was agreed that a simple district database should be developed to capture accurate and updated information on ASDP-related projects and activities (including NGOs) on a district basis. The team reviewed existing, relevant databases and sources of information, with a view to avoiding duplication, and in order to draw on existing information. There is currently little ready available, consolidated and updated information on projects and activities, especially at the district level. Moreover, past efforts to collect such information consisted of a one-off exercise, with no mechanism for regular update. There is therefore a need to develop a permanent system for collecting, processing and disseminating information on agricultural sector related projects and activities at the district level. Such information should be collected through a number of different channels, including the districts themselves, regional and national administrations as well as development partners.

20. In early July, the Government Team requested all Regional Administrative Secretariats to provide a comprehensive report on sector support activities on a district basis. So far, seven Regions have provided information and a further three are expected soon. Once all Regions will have responded, this information will be consolidated with information at national level to provide indications on support to the agricultural sector, in particular during the prioritization of activities during the launching of Phase 2 formulation (e.g. for donor consultation). However, more detailed information will be needed, especially from district-based activities which are not recorded at national level (e.g. NGOs, church organizations etc.). This would be achieved through the proposed sector support database.

21. To better capture information at the district level, draft forms have been developed for the database. These forms have been discussed in four districts. The salient lessons learned from this test are that LGAs do not appear to have adequate information on agriculture sector support activities (hence time and assistance will be needed to collect the information), and that data/information collected at the district level (and related forms) should be kept as simple as possible. The district forms should be further developed and tested. Data collected at district level would be complemented by information from the Agriculture Sector Lead Ministries, PMO, donors, NGOs etc. and these would be cross-checked and consolidated in the proposed database.

22. As for the database itself, several options have been reviewed, including an existing database developed for the External Assistance Coordination Unit (EAC) of MAFS<sup>1</sup>. The most practical and preferred option would be to build on, and expand this EAC database so as to cater for all ASDP-related activities. Initial draft database report/output formats have been discussed and need to be fully developed (e.g. district-based fact sheet, donor or NGO support, type of intervention, etc.). Once agreement is reached on ASDP reporting requirements, the alterations needed on the EAC database would be assessed in consultation with the software service provider. The Team recommends that the proposed ASDP database be managed by the proposed ASDP

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<sup>1</sup> This database was developed in 2000 by the Ministry of Agriculture and Cooperative (now with MAFS) and a software development company, with support from DANIDA under the Phase 1 Agricultural Sector Programme Support (ASPS).



Secretariat, and also be used for MAFS, MWLD, MCM and PO-RALG specific purposes, which would therefore not develop separate databases.

#### District Agricultural Development Programmes (DADPs)

23. In June, it was agreed that the Government would develop draft guidelines for preparing DADPs, with JICA financial support. Some *TSh* .... million have been approved under the MAFS Medium Expenditure Framework (MTEF) for 02/03-04/05 for DADP implementation. TORs for the guidelines formulation have been approved, the consultants' selection and recruitment is under way, and the draft guidelines will be released by early September. Although, the draft guidelines will be distributed to all districts for information and implementation to the extent feasible (and to get a feedback from them), an intensive learning DADP formulation exercise would be undertaken in three or four districts which have already gained experience in participatory planning, including where district planning is supported by bilateral donors (see June 2002 Aide Memoire). Building on the experience gained during the first year, DADP guidelines would be improved, and their use gradually expanded to other districts, as LGAs' capacity allows.

#### ASDP Process: an Opportunity for Changing the Way Business is Done

24. The development and implementation of the ASDP provides Tanzania with an important opportunity of changing not only what is done, but also how it is done. The time has come for doing business as unusual. For example, in addition to supporting moves towards greater private sector involvement, a market oriented economy and a more rational tax structure for farmers and the agro-industry, the ASDP process must tackle the need for fundamental changes in mindset. Such opportunities include:

- **Improved critical analysis of plans:** Do the DADPs really respond to the needs of accelerated agricultural development in the district, or do they merely respond to the administrative appetite of the public institutions involved in the sector?
- **Understanding profit:** For agriculture to be successful, it needs to be profitable. Does the analysis of each district's potential include the identification of the key constraints to profitability and provide "hard answers" on how to overcome them?
- **Understand clients' thinking:** If public sector service providers understand how their clients think, they will be able to deliver more effective help. An appreciation of the scope, complexity and risks of farming and livestock keeping will heighten the pertinence and impact of their service delivery.
- **More than subsistence:** While the majority of Tanzanian farmers will remain at a subsistence level in the near future, poverty alleviation will only be achieved by breaking out of the subsistence cycle. How can this best be done?
- **Planning and managing:** The role of district staff is changing. Are they getting the support they need to be better planners and managers, especially from the Local Government Reform Programme and the Civil Service Reform Programme?
- **Local leadership:** District and Municipal councillors must increasingly assume responsibility for providing leadership in local agricultural development. How can they best be helped to develop and mobilise this capacity? Will they be voted out if they fail to respond to the needs of their agricultural constituents?
- **Transparency:** The implementation of the ASDP provides a unique opportunity to bring improved transparency and accountability to the management of the agricultural sector at local and national levels.

25. Policy reformulation, a new institutional framework and legal reform alone will not be sufficient to change the way the agricultural sector is managed in Tanzania. Funding will be needed to support the process of change. The final crucial ingredients are genuine political will, effective leadership, a positive institutional culture and appropriate individual behaviour. Without these uniquely human factors, no substantial practical change will take place, and the ASDP growth targets will not be met.

#### Follow-up

26. **General.** The Phase I formulation should be completed within six weeks by the Government Team with support from FAO/IC (by Email). Regarding Korongo Ltd time allocation, the mission recommends that the provision for "other technical input" (10 working days) be allocated to the economist(s) for completing the Indicative costing exercise (see para below). A detailed work plan for the Government Team, Korongo Ltd and FAO/IC is being finalized.

27. **Phase I Reporting.** The conclusions and recommendations of the Phase I ASDP formulation are proposed to be presented into one consolidated report entitled "ASDP Framework and Process". The main report would be short (main report of around 30 pages). The detailed features of the issues and recommendations discussed in the main report would be presented in some 10 Annexes. A draft main report and annexes would be ready for internal review by end-August (e.g. by a panel drawn from FASWOG and FAO/IC). The "Final Draft" would be ready by mid-September for review and endorsement by stakeholder, followed by formal approval by the ICC and the Government. A draft Table of Content of the Framework and Process report is presented in Attachment 1.

28. **ASDP Indicative Costing.** The work on estimating indicative costs for ASDP will be carried out by the Government Team in line with the agreed methodology. A first draft of cost estimates will be prepared for comment by mid August. The finalised cost estimates will be presented and analysed in an Annex to the Framework and Process document.

29. **Secretariat - FAO/TCP:** Until end-August, the Government Team will finalise the ASDP Secretariat proposal with FAO/IC support. The main steps involve: (i) identification of appropriate procedure to establish the Secretariat; (ii) clarification of staff appointment and status implications; (iii) finalisation of job descriptions for ASDP staff; (iv) finalisation of budget and proposed financing plan for selected option; (v) review of the proposal by GOT, FASWOG and FAO/IC; and (vi) finalisation and submission of proposal to PS MAFS by September 03, 2002. The ASDP Secretariat should be established by September 30, 2002 and start its operations thereafter. A first draft TCP project will be drafted by August 21 by the Government Team and FAO/IC. The final draft is expected to be submitted to FAO by end-September.

30. **Data Base:** The Government Team will compile information received from the Regions and complement it with other sources. The information will be presented as one Annex of the Framework and Process document. Another Annex will present the proposal for developing an ASDP database. By October, follow-up work on the database will include: (i) clarification on the number and type of desired database reports; (ii) the development of a database fact-sheet; (iii) the drafting of TORs for modifying the EAC database software; and (iv) launching of the database. If required, a management information systems specialist would assist the Government Team in completing the database proposal.

31. **DADP and MTEF 03/04-05/06.** Information stemming from ASDP process will be utilized as an input into the district plans and budgets and the MTEF process. At district level, draft guidelines used to develop DADPs in up to four districts for the LGA fiscal year 2003. The Government should prepare an action plan and budget for briefing districts on the draft DADP guidelines, and for completing the proposed intensive learning exercise in a few districts (see para...). The Government should also appoint a separate team to initiate the preparation of the MTEF 03/04-05/06 of the Agricultural Ministries.

32. **Stakeholders' Peer Review.** Before submitting the ASDP Framework and Process proposal to the Government for formal approval, the Final Draft Document would be reviewed by a stakeholders' panel during a two day meeting organized outside Dar Es Salaam during the last week of September. The peer review panel would be composed of up to 30 (??) experts who would be individually selected on the basis of their commitment, knowledge and experience, and drawn from all ASDP stakeholders' groups, including Government bodies, farmers' associations, commodity organizations, agro-industry, donors, NGOs, academia, private sector etc. The peer review recommendations would be incorporated in the Final Framework and Process report. By end-August, the Team will prepare a list of potential peer reviewers.

33. **Donor Consultation.** Around mid-September, the final draft ASDP Framework and Process document will be circulated to all donors. Interested donors will be invited to the proposed Peer Review meeting. Concurrently, the Government will engage dialogue with potential donors to identify areas of support around Sub-programmes and Components. A roundtable meeting will thereafter be organized, during the first week of October.

Table 1: Proposed Revision of ASDP Sub-Programmes (Draft)

Sub-programmes	Main Components	Proposed Sub-Components
<b>A. Agricultural Sector Support and Implementation at District and Field Level</b>  <i>(through DADP/DDP)</i>  <i>(indicative funding allocation: 75-85%)</i>	<b>A.1 Investment and Implementation</b>  <i>(The production and processing of agricultural outputs)</i>  <i>(Indicative funding allocation: 70-80% of Sub-programme A)</i>	<i>to include amongst other:</i> <ul style="list-style-type: none"> <li>• Irrigation and water management</li> <li>• Range management</li> <li>• Livestock development</li> <li>• Better land husbandry</li> <li>• Crop production</li> <li>• Mechanisation</li> <li>• Storage and post-harvest</li> <li>• Agro-processing</li> </ul>
	<b>A.2 Policy, Regulatory and Institutional Framework</b>  <i>(Supporting enabling environment at LGDs for all farmers)</i>	<ul style="list-style-type: none"> <li>• Policy Framework</li> <li>• Regulatory Framework</li> <li>• Strengthening District Institutions</li> <li>• Community Empowerment</li> <li>• Agricultural Information &amp; advocacy</li> </ul>
	<b>A.3 Research, Advisory Services and Training</b>  <i>(establishing the support services needed for agricultural growth)</i>	<ul style="list-style-type: none"> <li>• Support to client-oriented research</li> <li>• Strengthening advisory services</li> <li>• Breeding and multiplication</li> <li>• Service provider training</li> </ul>
	<b>A.4 Private Sector Development, Marketing and Rural Finance</b>  <i>(Supporting the commercialisation of agricultural growth)</i>	<ul style="list-style-type: none"> <li>• Private sector development</li> <li>• Market infrastructure</li> <li>• Producer organisations</li> <li>• Support to savings and credit groups</li> </ul>
	<b>A.5 Cross Cutting Issues with Other Sectors</b>  <i>(Managing links between Agriculture and other sectors)</i>	<i>to include amongst other:</i> <ul style="list-style-type: none"> <li>• Rural Infrastructure and Energy</li> <li>• Civil Service and LGA Reform</li> <li>• Village Land Act Implementation</li> <li>• Health (HIV/AIDS, Malaria etc.)</li> <li>• Gender</li> <li>• Environmental Management</li> <li>• Watershed Management</li> <li>• Forestry and Fisheries</li> <li>• Water</li> <li>• Coastal Zone Management</li> <li>• Education</li> </ul>
<b>B. Agricultural Sector Support at National Level</b>  <i>(indicative funding allocation: 15-20%)</i>	<b>B.1 Policy, Legal, Regulatory and Institutional Framework</b>  <i>(Creating a national enabling environment for all farmers and other actors in the sector)</i>	<ul style="list-style-type: none"> <li>• Policy &amp; Regulatory Framework</li> <li>• Commercial sub-sector development</li> <li>• Agricultural Information</li> <li>• ASDP Management and Secretariat</li> </ul>
	<b>B.2. Research, Advisory Services, and Training</b>  <i>(Establishing the basis for agricultural growth)</i>	<ul style="list-style-type: none"> <li>• Research</li> <li>• Breeding and Multiplication</li> <li>• Advisory Services</li> <li>• Training and Education</li> </ul>
	<b>B.3 Private Sector Development, Marketing and Rural Finance</b>	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Rural Financing</li> <li>• Private Sector Development</li> </ul>
<b>C...Cross-Cutting Issues with other Sectors</b> <i>(Managing links between agriculture and other sectors)</i>  <i>(indicative funding allocation: 1-5%)</i>	<i>to include amongst other:</i> <ul style="list-style-type: none"> <li>• Rural Infrastructure and Energy</li> <li>• Civil Service and LGA Reform</li> <li>• Land Acts' Implementation</li> <li>• Health (HIV/AIDS, Malaria)</li> <li>• Gender</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Management</li> <li>• Watershed Management</li> <li>• Coastal Zone Management</li> <li>• Forestry</li> <li>• Fisheries</li> <li>• Water</li> </ul>

**Table 2: ASDP Secretariat: Proposed Mandates and Related Activities (draft)**

MANDATES	RELATED ACTIVITIES
<p><b>1. Coordinate the implementation of ASDP</b></p>	<p>1.1 Conduct dialogue and discussions with interested development partners and other stakeholders;                      1.2 Provide and share information regarding ASDP implementation progress to the collaborating ministries, development partners and other stakeholders;                      1.3 Prepare appropriate guidelines/formats for ASDP reporting by lead ministries, collaborating ministries and development partners;                      1.4 Review ASDP related progress reports and bring any issues/problems to the attention of ICC and ASAC;                      1.5 Develop and maintain a database on ongoing and planned activities;                      1.6 Serve as secretariat to the ICC, ASAC, AFC and ASC;                      1.7 Coordinate periodic review and update of ASDS as appropriate.</p>
<p><b>2. Facilitate the mobilisation of resources for agricultural sector development</b></p>	<p>2.1 Facilitate the constitution of task forces for the detailed formulation of sub-programmes;                      2.2 Be actively involved in selected task forces as appropriate;                      2.3 Provide advice in the formulation process of sub-programmes;                      2.4 Follow up the finalisation and approval process of the sub-programmes;                      2.5 Coordinate development partners' consultations for resource mobilisation;</p>
<p><b>3. Enhance stakeholder involvement in ASDP implementation</b></p>	<p>3.1 Ensure adequate representation and active participation of stakeholders in ASDP implementation process;                      3.2 Provide continuous information on the status of ASDP implementation (through mass media, newsletters, stakeholder roundtable meetings ...);                      3.3 Participate in selected stakeholders' meetings dealing with agricultural sector related issues.</p>
<p><b>4. Facilitate the ASDP budgeting and financing process</b></p>	<p>4.1 Review progress reports, draft PBR and MTEF and prepare comments and appropriate recommendations to ICC, ASC and ASDP Financing Committee (in accordance with established guidelines);                      4.2 Review DADPs (plans and budgets) and make recommendations for resource allocation to ICC and ASDP Financing Committee.</p>
<p><b>5. Monitor &amp; Evaluate ASDP implementation</b></p>	<p>5.1 Design a monitoring &amp; evaluation framework (guidelines, indicators, timeframe, responsibilities ...) for use by ASDP implementers;                      5.2 Review and consolidate progress reports (quarterly and annual) and make appropriate recommendations to ICC, ASAC, ASC and AFC;                      5.3 Facilitate the undertaking of the mid-term review exercise and the implementation of the recommendations;                      5.4 Commission impact (including beneficiaries) assessment studies.</p>
<p><b>6. Commission and supervise sector related studies as the need arises</b></p>	<p>6.1 Identify areas requiring further investigations in collaboration with lead ministries and development partners;                      6.2 Identify sources of finance;                      6.3 Prepare terms of reference for such studies;                      6.4 Procure services of consultants;                      6.5 Supervise progress of studies and review various reports;                      6.6 Make appropriate recommendations to ASAC, ICC and FASWOG.</p>



**Introduction (two pages)**

Background, Origin of the ASDP  
 Outline of document content and annexes (*road map*)

**Policy Framework**

General (*three pages, from 2.1 of FWD*)  
 Macroeconomic, PRSP – RDS, land policy, etc. (*drop historic part*)  
 The Agricultural Sector Development Strategy (*five pages*)  
 Brief review of Sector Performance (*from 2.1 of SPD*)  
 Outline of ASDS (*from 2.2 of FWD*)

**Stakeholders and Institutional Framework (two pages)**

Major actors and their role (*public, private, civil society etc., from 3.1 of FWD*)  
 Overview of institutions (*Table?*)

**ASDP Concept and Guiding Principles (three pages)**

Objectives (*operationalization of ASDS*)  
 Sources of Agricultural Sector Growth (*e.g. factors affecting in the past, challenges*)  
 Concept and guiding principles (*from 1.2 & 1.3 of FWD, box of June AM, etc.*)

**ASDP Sub-programmes (six pages, new)**

From ASDS to ASDP: methodology (*implementation-oriented, outline at this stage, detailed formulation later, see June AM, cross refer with ASDS/ASDP logframe Table*)  
 Summary Description  
 Agricultural Sector Support and Implementation at District and Field Levels  
 Agricultural Sector Support at National level  
 Managing Links between Agriculture and other Sectors  
 Prioritization and Phasing (*criteria, what comes first and where*)  
 Indicative Cost Estimates (*summary description and Table, methodology and notes as an Annex*)

**Critical Parallel Investments (two pages, new)**

*Outline investments in other sectors which are essential for ASDP successful implementation, implementation of the cross cutting through other Government's interventions to implement the RDS and PRSP (e.g. land acts implementation, rural roads, HIV/AIDS, etc.)*

**Management of the ASDP Process** *(three pages, from 3.2 of FWD + new)*

- Overview
- Coordination at the National Level
  - Inter-Ministerial Co-ordination Committee
  - ASDP Secretariat
  - Food and Agriculture Sector Working Group
  - Advisory Committee
- Regional Secretariats
- Local Government Authority Level
  - District ASDP Stakeholder Forum
  - District ASDP Advisory and Management Teams

**Implementation Arrangements** *(four pages, from 4 & 5 of FWD + new)*

- Overview
- Planning and Budgeting Procedures
  - Planning and Budgeting at the Sub-sector Level
  - Planning and Budgeting Procedures at LGA Level
  - District Agricultural Development Plans *(particip. planning and implementation)*
- Financing and Accounting Mechanisms
  - General Description
  - Institutional Structure and Responsibilities
    - National Level
    - LGA Level for District Agricultural Development Plans

**Monitoring and Evaluation (M & E) System** *(two pages, from 3.3 + new)*

- The ASDP Monitoring Framework
- ASDP Monitoring and Evaluation Indicators
- M&E Plan

**Conclusions, Recommendations, Next Steps**



## DADP 策定支援面談概要録 Moshi Rural Council 編

日時 : 7月5日(金) 14:00~16:00  
 場所 : Moshi Rural Council 内の DED オフィス  
 先方 : Mr. Stalin Mwajeka (DPLO)、Ms. Joyce Keshi (Agriculture Officer、DALDO の代理として出席)  
 当方 : 江本、佐々木(記録)、大久保  
 入手資料 : ①COFFEE REHABILITATION PROGRAMME (2001-2005): 農業セクターの計画例として、②STANDARD ONE STUDENTS REGISTRATION AND CLASS ROOMS BUILDING PROGRAMME (JAN 2002)。なお双方スワヒリ語、英訳はモシヤが作業済み。

(1) RADAG 作成の DADP 目次案について: 当方から DADP 目次案(添付)を紹介した。これに関して以下のコメントあり。

- ・提案された目次で、作れないということはない。
- ・昔から似たような計画書は作られている。Region に RALDO がおり(現在は RAA: Regional Agriculture Advisor) 県の農業計画を考えていた。
- ・SWOT 分析は初めて知ったが、参加型アプローチを取ることが重要のようだ。
- ・District Plan として、既に3年間のローリングプランを作っているの、それを活用できる。
- ・作物別の開発計画を作ってそれに基づいて中央に予算申請しており、やはり類似の経験はあると言える。
- ・セクター毎の計画を、District Management Team (DPLO、DALDO 等 12、13 人で構成) が検討、優先順位を付け、2週間程で DED に提出する。8月頃から作業を(後述する会合等を通し)開始するが、DED から Regional Commissioner に提出されるのは11月だ。

(2) DADP を作成するためのマンパワーについて: 人数は十分にあるが、限られた期限内での作業が可能かどうかは未知数。

- 1) District head office には 16 人が常駐。但し、DALDO 等のオフィスは District Commissioner 建物内にあり、DED のいる建物からは離れている。
- 2) 31 の Ward にそれぞれ一人ずつの Ward Agriculture Coordinator がいる(以前は Ward Extension Officer と呼んでいたが、Ward Executive officer と混同するので名称を変更した)。
- 3) 村レベルでは約 100 人の extension worker がいる。
- 4) 月一回(大概 25 日)、Ward Officer が集合する会議を開催している(ので参加型アプローチは十分に取れると思う)。場所は固定されていない。皆自費で来る(交通費で平均 2000Tshr 位かかるであろう)が、それは重要な集まりだと認識しているからだ。
- 5) District の農業計画が、全国的に統一フォーマットにて提出されれば MAFS としては、仕事はし易いであろう。しかし我々にはコンピューターが(殆ど)無いので困るかもしれない。
- 6) DADP における予算申請の覧の作成に必要な accountant はあまりいない。

(3) 情報収集について: 当方から DADP 作成に必要と思われるデータ一覧を示して、入手可能性について質問したところ、以下のコメントあり。

- ・ほとんど問題なく収集できる。すでにデータとして取り扱っているものばかりだ。

(4) その他

- ・Moshi は、民間セクターが他の District よりも大きいことが、特徴である。
  - ・(Moshi は他の District よりも進んでいると思うか、という質問に対して) 特に進んでいるという事ではないが、町部に近いので民間サービス(例:貸しコンピューター屋)へのアクセスが容易である。しかし我々の所には、何のプロジェクトも行われていないし、ドナーもいない。平等な(援助の)シェアを受けとっていない。
- (終)

キロサ District DALDO 面談概要録 (案)

日時 : 2002年7月9日(火) 午前10時00分~12時10分  
場所 : キロサ District DALDO オフィス内  
相手 : Mr. Benjamin Manento (DALDO), Mr. Charles Mwesiga (District Subject Matter Specialist for Irrigation Services), Mr. Albert Mude (District Cooperative Officer) TEL: 023-2623027, FAX: 023-2623380  
面談者 : RADAG-江本、大久保 (記録)  
入手資料 : ①Activity Summary (年次計画の一部) の一例、②村レベルの計画2例(スワヒリ語)、③1998年-2000年県計画の農業編(タイトルは「Sustainable Utilization of Land and Natural Resources」)、④district とケニア系 NGO 間にて締結された MoU、⑤灌漑開発に関する職員研修要望書

1. 訪問趣旨及び ASDP 策定進捗状況について説明後、キロサ県の計画策定プロセスの説明を要請

Manento : 自分は赴任して3年。(手元にあるものとしては)1998-2000年の3カ年県計画(スワヒリ語及び英語)及び2001-2003年の3カ年県計画(スワヒリ語のみ)。前者は Ireland Aid の援助の下作った。以前は農業省から指示が来ていた。基本的な作成目的は「中央予算、ドナー予算、District Council 予算」獲得のためだ。ログフレーム(注:PDMのようなもの)を使い、参加型アプローチにて作成している。

大久保 : 具体的な活動内容が、これら計画書からは読み取れない。

Manento : 具体的な計画は、年次計画書、そして四半期計画書にて示されている。

大久保 : それら計画書の具体的な作成方法はどうなっているのか。

Manento : Village Committee の計画案が、Ward を経由して、DALDO である自分に来る。それを持って、District の「Central Planning Unit」でもみ、計画書を作る。計画目標は Council が決める。District Council で承認されたものは、RAS に提出され、その後 PO-RALG にゆく。コピーを DC 及び RC に提出する。

大久保 : 村レベルの活動計画書の一例があれば見せて欲しい。

Manento : (入手資料②の一つを例に説明)これは Input 購入計画書だが、それを見ると分かるように、何を、何処で、幾らの金額で行い、成果は何かを示されている。なおこの計画の場合、予算の殆どが Ireland Aid から来る予定だった。いろいろとあり、結局この計画は成就しなかった。Ireland Aid はある時を境にして、もう District には資金を寄越さず、CBO を通して村での活動に当てるといように方針を転換したのだ。

大久保 : 仮にこの計画が実施されたらと仮定したらだが、この内容では「誰が Input を買い、どのようにそれらを農民が手にするのか」よく分からない。またそもそも37のWard、130の村が対象となっているが、そんな広範な活動を(DALDO と農業担当オフィサーの)皆さん、どう監理するつもりだったのか。

Manento : (入手資料①を例に説明)先刻のものとはテーマはちょっと違うが金額はほぼ同じなのでこれで説明しよう。この場合、対象は6村だけだ。大半の資金需要は Revolving Fund に当てられる予定だった。資金は NMB (National Micro-finance Bank) に入れ、出金には village council の minutes 及び我々のサインが必要という事になっていた。

大久保 : 返済のメカニズムはどうなっているのか。

Mude : (赴任して1年。MCM 出身)自分が担当なので説明する。返済は1年後。保証人を2名つけるので回収は大丈夫だ。

大久保 : 分かった。しかしそういった説明が計画書のどこかに書かれている必要がある。ドナー/ファイナンスの立場としては、そこまで説明が無ければ資金供与はできない。ところで、Ireland Aid の資金が最初から来るかどうか分からなくとも、(3カ年計画書や年次計画書等を)計画策定はしたと思うか。

Manento : 策定したであろう。ちなみに Ireland Aid は2001年に600million Tshr を pledge したが、これを優先度に従い各セクターに配分する。例えば農業関係は70million の配分をするという具合だ。

大久保 : どういう根拠で配分するのか(←回答無し)。農民も10%出す事になっているが、これは現金か、労働力か。そもそも農民は出す事に納得しているのか。

Manento : 労働力分も含まれており、労働力を現金に換算する計算式もある。また「農民も10%出す事」は Ireland Aid の援助の条件なのでそう記載しているだけだ。

大久保 : とところで計画策定は大変な作業だ。今後 MAFS がもっと村の活動とリンクする計画を作れと

指示した場合、皆さん出来るか。

Manento : 出来る。我々は VEO (Village Extension Officer) を 87 人有している。また村自体も計画案を作れと言われれば、作成は可能だ。

## 2. DADP 構成案について (用意した DADP 目次案及び SWOT 分析表を基に説明)

大久保 : このような目次を見てどう思うか。妥当な内容と思うか。

Manento : 思う。SWOT も知っている。目次案のような計画も作成できる。これまでやってきた事と同じと認識する。

大久保 : 今 MAFS が DADP ガイドラインをドナーと共に作成しようとしている。最終案が承認される前に、実際に作成をする DALDO 等を集め、ガイドライン案の内容を吟味してもらうワークショップを開く案があるがどうおもうか。また DALDO の他、呼ぶべき者はいるか。

Manento : ワークショップというか、“オリエンテーション”のような場は大変有用だ。ZONE 毎に行うのが妥当だ。また参加者だが、DALDO の他は、DPLO (District Planning Officer)、そして (Mude 氏に目をやりつつ) Marketing Officer だろうか。DED (District Executive Officer) は部分的でよい。3 日程開催し、初日だけ DED に出てもらえばよい。

江本 : 次のような案はどう思うか。DADP 策定を全国一斉に始めるのではなく、まずはキロサのような計画策定面にて先進的な District をモデルとして選び実施する。その後、他 District から当該モデル県に視察に来る。

Manento : 有効だと思う。効果の上がる所をまず手掛け、それを他に spread する、というのは良い。ワークショップにしても、計画策定経験 (含む SWOT 分析) のある District と無い所に分けて実施すると良い。また「ドナー援助の有無」で参加 district を分けるのも一案だ。

大久保 : 計画策定にかかる費用は District Council 自ら捻出できるか。また計画策定経験のある district には、DADP 策定にかかる費用支援をしなくても構わないか。

Manento : 計画策定能力の有無と計画策定費用負担能力とは違う。キロサは貧しいので費用捻出は難しい。特に「データ」を集めるために金がかかるのだ。つまり計画作成には資金が必要となるという事だ。

## 3. ASDP

Manento : ASDP をもう一度説明してくれ。

大久保 : MAFS 等は、政府予算及びドナー支援獲得のための bargaining power を増したいと考えている。そのためのツール (つまり予算獲得ツール) として ASDP は位置付けられている“面”もある。また、bargaining power を増すためには、説得力のある DADP が全国の district から提出される必要がある。だからこそ現在、ASDP の内容に沿った DADP を District が作成してくれるよう、DADP ガイドライン作り等を進めているのだ。

## 4. ムエガ灌漑

江本 : 明日ムエガ灌漑事業を視察に行く。現状はどうなっているか、また課題や問題点があれば教えてほしい。

Manento : 沈黙 (現状をあまり知らないのか、言いたくないかは不明)。

Mude : 現在ディストリクトから 4 人のオフィサー (営農普及 2 人、灌漑 1 人、コミュニティ開発 1 人) が派遣されて活動している。また、昨年 11 月に 15 の農民グループからなる組合 (Cooperative Society) を組織し、MCM に登録した。リーダーは選出されたが、彼らはまだリーダーとしてトレーニングされていない。農民は貧しく、インプットがなかなか買えない。したがって、インプットの共同購買ができればよい。また、より高い価格を得るために生産物の共同販売もしたい。しかし、岡田専門家と相談して、組合の活動は、初めは水管理に集中することにした。マーケティングなどその他の活動は当分の間やらない。この 7 月に本格的に水が流れ始めたばかりなので、プロジェクトとしての成果は現段階ではわからない。

大久保 : 今言われたことを計画化し (DADP に載せて) 実現するには、村人が集まる必要があるろう。皆さんも村まで行くのか。実際どのようにしていくのか。

Mude : 我々としてはもっと支援したいが、我々にはキロサからマロロ (ムエガ灌漑事業地の中心地。工事監理事務所は 4 人のディストリクト・オフィサーが利用) までの交通手段がない。MAFS や MCM からムエガを支援するための予算は配分されていない。ディストリクトカウンシル

- にも資金がない。
- Mwesiga : 我々はムウェガの農業を近代化したい。そのために農民をトレーニングする方法を模索している。アウトリーチ(出前)研修で農民にもっと教育を与えたい。農民は在来の知識(indigenous knowledge)は持っている。水もある。しかし彼らはなお生産を向上させるためのトレーニングを必要としている。私は、KATCの専門家に来てもらって全ての作物について改良栽培技術を教えてもらうことを考えている。
- 江本 : 全ての作物?それは難しいかもしれない。KATCが普及しているのは、主に灌漑稲作技術だ。モシでもかつて野菜を含む畑作物の導入を試みたが、あまりうまくいかなかったと聞いている。
- Mwesiga : 農民代表、DED、DALDO、DPLO、Zonal Irrigation Officer、岡田専門家などをメンバーとするMwega Steering Committeeが設置され、四半期ごとに開催されるミーティングで議論や調整をすることになった。開催地はキロサかマロロだ。
- 大久保 : DADP関係の話に戻るが、WEOや皆さんも四半期ごとに会合を持つのか。
- Manento : そうだ。以前は2ヵ月ごとだったが、オフィサーを招集するための中央政府予算(日当、交通費)が削減されたので、会合の回数が減ってしまった。

(終)

## Morogoro Rural District DALDO 面談概要録 (案)

- 日時 : 2002年7月18日(木) 午前13時40分~16時00分  
場所 : Morogoro Rural District, District Council, DALDO オフィス内  
相手 : Dr. Abdul Hayghaimo (DALDO)-1992年よりモロゴロに赴任。アルーシャ出身。獣医。  
TEL: 0741-341363, FAX: 023-3046  
面談者 : RADAG-藪田、江本、大久保、藍澤(記録)  
入手資料 : 以下面談中の登場順に列挙 ①モロゴロ県プロファイル(スワヒリ語、モシャに翻訳依頼中)、  
②Paddy と Poultry サブセクターの5カ年の達成目標値を示した枠組書、③NAEPII 四半期  
レポート例(2種類)、④District Council 提出用月例報告書例、⑤「②」の原稿、⑥モロゴロ  
県3カ年計画書(2001~2003年度版、スワヒリ語、翻訳依頼中)

1. 訪問趣旨を説明後、Morogoro Rural District の計画等について説明を要請。

### 1-1 Morogoro Rural District の特徴

Morogoro Rural District は、1) Mountainous Land、2) Middle Land、3) Low Land の3つの農業ゾ  
ンから成る。それぞれの主要栽培作物は次の通り。

- 1) Mountainous Land : 果樹が主要栽培作物。土壌侵食が大きな問題。
- 2) Middle Land : メイズ、ソルガム、ヒマワリ等が主要栽培作物。近年多様化が図られている。かつてはワタも作られていたが、あまりにも価格が下がってきたので今はほとんど見られない。
- 3) Low Land : コメ、サトウキビが主要栽培作物。コメは換金作物かつ食用作物であり、農民の好む(favorite)作物だ。

### 1-2 農業職員の配置

Morogoro Rural District における農業職員の配置は、DALDO (District Agricultural and Livestock Development Officer, 1人)、DEO (District Extension Officer, 1人)、SMS (Subject Matter Specialist, 15人) である。SMS の15人には、Crop Development Specialist, Irrigation Specialist, Plant Protection Specialist, Special Program Specialist, Livestock Production Specialist, Veterinary Specialist, Public Health Specialist, Zoo Sanitary Inspection Specialist, Nutrition Specialist, Pasture Specialist, Statistics Specialist, Horticulture Specialist 等が含まれる。

### 1-3 District 農業関連の計画およびレポーティング

#### (1) 計画

農業関連計画としては一年ごとに作成される年次計画書と県の優先サブセクターである Paddy と Poultry サブセクターの5カ年の達成目標値を示した枠組書(5-Year Projection)を作成している。枠組書では、例えばPaddy サブセクターの達成目標を、「Paddy の収量を、2002年の1.8t/haから2004までに3.6t/haに増加させる」と設定している(資料②)。この目標を達成するため、さらに個別の活動が設定され、それぞれにつき目標値が掲げられている。なお、この枠組書は、MAFS の指定されたフォームに基づき作成される(最初資料⑤を作成したが、②のような内容を求められたので作成しなおした)。

枠組書は一年毎に作成される。毎年9月までに、約半年かけて農民等を含むステークホルダー・ミーティングを行いながら作成される。策定のプロセスは、①Village レベルでのステークホルダー・ワークショップを開催し、②Ward レベルでさらに議論を深め、③District Meeting で最終的に決定・策定する、という流れである。Morogoro Rural District には235の村があるが、VEO (Village Extension Officer) は半分の152人のみ。以前は月に一度、Ward に集まり、情報交換やトレーニングをしていたが、現在はリソースが無いので集れない。

#### (2) レポーティング

レポーティングは、3つのシステムで行われる。

- 1) 月例報告書 : 昔からやっているが、今のフォーマットは LGRP が適用されることにより使用されるよう

になった (Morogoro Rural District はフェーズ 1 の対象県)。District Council に提出された後、PORALG が取りまとめて、MAFS に提出される (資料④)。内容は毎月変わる。耕作から種まき、収穫とその月の農業活動によって違う。また村によっても当然違う。放牧が多い村と少ない村とでは、報告内容も違う。

2) 四半期報告書：NAEPII のシステムにしたがって、作成されるもので四半期毎に MAFS に提出される (資料③)。

3) Zonal Director へのレポーティング (何をレポートするか不明。)：MAFS の Zonal Research and Extension Linkage Office (ZORELO)を通じて Zonal Director へ報告する。Morogoro Rural District が含まれる ZORELO は、4 Regions の 20 Districts で構成されている。

レポーティングのシステムは、農業省の体制が MAC の時と MAC が 3 省庁の分割された後で変化した。MAC の時は DALDO が RALDO にレポーティングし、RALDO (Regional Agriculture and Livestock Officer。現在は役割が縮小し (RAO) Regional Agricultural Advisor に変更) が中央の MAC にレポーティングするという比較的シンプルなシステムであった。今は、3 つのシステム (上述) でレポーティングが行われている。

大久保 : レポーティングのフォーマットは、ずっと同様のものを使っているのか？

Abdul : 過去 10 年くらいフォーマットは変わらないが、項目ごとの内容はその報告書がカバーする期間の状況の変化により異なる。

大久保 : 仮に、MAFS から新たな項目を設定して、これにしたがって情報収集をして欲しいとの要望があった場合、対応可能か？

Abdul : 対応可能である。District Extension Officer (DEO)が Village Extension Officer (VEO)に集めさせることが可能である。彼らには 8 時から 3 時までの就業時間分の給料も支払われている。先の月例報告書 (資料②) の情報を VEO は毎月持ってくるが、それは給与の支払いとの交換で成り立っている面がある。

薮田/江本 : 年次計画と 5 年枠組書の上位計画にあたる District レベル計画はあるのか？

Abdul : Morogoro Rural District には、全セクターを含む District の開発計画 (2001 年-2004 年) 計画がある。これは、LGRP の下、District Council の District Management Team が中心となって策定されたものである (District の開発計画は資料⑤)。1999 年の地方分権プログラム以後、これが 2 度目のものだ。

大久保 : 1999 年の前は、このような District Plan はあったか？

Abdul : 無い。以前は、RALDO が、いろいろな情報を我々に要求し、とりまとめて農業省に出していた。現在は「RAO という名称で、アドバイザーに過ぎない。こちらからも取って情報は流さない。

薮田 : いろいろなシステムや計画があって困惑させられる。

Abdul : 我々 District も、MAC の分割前と後とでレポーティングのシステムが大きく変化して、あなた方と同様、困惑させられている。また遥か昔は天然資源省と農業関係省も一つだった。だから村レベルで異なるセクター (農業、教育、保健等) の issue があげられたとしても、それらの調整は容易であった。 ("We are in a mess.")

江本 : 5 年枠組書に含まれる Paddy の収量増加にかかる達成目標の 1.8t/ha から 3.6t/ha は非常に楽観的な目標ではないか。この目標値を含め枠組書の中に設定されている各活動の目標値は一体どうやって決めたのか？

Abdul : 先ず、Village レベルで Stakeholder Workshop を開催しターゲットに関し議論した後、Ward レベルの Workshop さらに議論を深め、最終的に District レベルの Meeting で決定する。ちなみに JICA の援助が入ったムキンダ村では、実際のそのような収量増が起こり、現在も健闘している。これも根拠だ。現在は韓国の援助が入っているようだ。

藍澤 : 5 年枠組書 (資料②) は Paddy と Poultry だけだが、他のサブセクターにも枠組書はあるのか？年間計画書と 5 年枠組書の内容に整合性はあるか？

Abdul : District の開発計画で優先順位がつけられたもの、即ち農業セクターに関しては Paddy と Poultry サブセクターだけ 5 年枠組書が作られる。(年間計画書と優先サブセクターの枠組書の整合性については明確な答えはなし、但し、年間計画書と優先サブセクターの枠組書を手済)

大久保 : いろいろな計画を作っているが、その結果、何が起こるのか？予算は来るのか？

Abdul : (苦笑いと沈黙の後) 中央からモニタリングや評価という名目とやたらに人が来る。事前に知らせてくる場合もあるし、抜き打ちでも来る。ドナーも来ては「貴方の活動内容を教えて欲しい」としよっちゅう来る。しかしドナープロジェクトはキロサ等の遠い District ばかりに行く。

モロゴロには来てくれない。

大久保 : 何故やたらと来るのだろうか？

Abdul : (沈黙の後) それが彼等(中央省庁)の責任だからであろう。またモロゴロはダルエスから近いからかもしれない。

## 2. DADP 構成案について (用意した調査団の DADP 目次案を基に説明)

大久保 : DADP は、策定の目的の一部として、District が農業予算を中央政府やドナーから確保するために根拠として使うことも前提の一つとしてある。この DADP の目次案を見てどう思うか。

Abdul : これを見るかぎり、作成タイミングがよくわからない。毎月作成するのか、一年に一度なのか？

大久保 : 1年に一度だ。因みに、DADP はローリングしていくというのが良いと考える。

Abdul : DADP をローリング計画とするのはよいと思う。ところで、III. の 1. 「Review of Government Strategies」とは何か？ District レベルで、政府の戦略全てをレビューするのは難しいのではないか。

大久保 : これは、ASDS や ASDP を踏まえて DADP を作成して欲しい、という事を意味している。DADP が地域特性を活かしたものになるにしても、あくまでも ASDS や ASDP を DADP が基づく大枠として捉えられる必要があるからである。

藪田 : 予算の流れを確認したい。

Abdul : 中央の資金は Council (の口座) に来る。そこから我々独自の口座に振り込まれる。しかしここが問題だ。ここではあまり言えないが、例えば、中央省庁から資金振り込みという知らせが来ても、Council からは何も連絡が無い。資金が来たころには雨季はおわってしまっている。

江本 : 先述の各種計画の上位にある、District Plan なるものはあるのか。

Abdul : ある。資料⑤がそれだ

大久保 : とところで、いろいろと話しを聞いて思うのだが、DADP をあらためて実施する必要は果たしてあるのだろうか。

Abdul : ある。前述のように、昔と比べ、我々(行政官?)はバラバラだ。(同じ農業にも関わらず) Marketing, Cooperative の担当官は、今別の建物にいる。横の連携がとれない。

(終)



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8 DAILY NEWS Wednesday, June 5, 2002

FEATURES

# DAKAWA project brings hope to peasants

BERTINA John, a peasant farmer at Minkuje Village in Morogoro Rural District, is now wearing broad smiles, as she no longer thinks about what to get for next meal.

The 25-year-old mother of a daughter aged five is also not worried about school fees for her child called Soledad, who will be enrolled for primary education in two years' time.

Bertina is among 32 peasant farmers under the Dakawa-based Sustainable Rice Cultivation By Match System (SURKUMU) project aimed at helping peasant farmers who cannot afford expensive means of agricultural production to sustain and support themselves economically.

SURKUMU, which is based at Chofika Agriculture Science Research Centre at Dakawa, some 47 kilometres north-west of Morogoro town, is a joint venture between the Ministry of Agriculture and Food Security and the Earth Greenery Action Team (EGAT).

After enjoining the SURKUMU farming methodologists, the peasant farmers and their families are now confident they will have bumper harvests for food.

Bertina says she joined the project in December, last year, when she was given one acre and applied the match system

**SOME 47 kilometres north-west of Morogoro town, a project aimed at improving paddy production per acre has started paying dividends. Staff Writer LUCAS LIGANGA, who visited the project recently, reports that it is a saviour to peasant farmers.**

on it. She says she now expects to harvest between 30 and 35 bags of paddy, each weighing 80 kilograms.

She says she will keep part of the paddy harvest for food and part some for the upkeep of her daughter and herself and "to expand my farm to two or three acres".

"I have also started thinking of building a decent house that will replace the one I have which is a thatched hut. I am also intending to open a bank account to deposit money that I expect to get after selling some of the paddy," she says.

Bertina's success story is echoed by Wilton Magesa (45), a peasant farmer in Dakawa village, who says before joining the project he used to harvest just about six bags of paddy per acre.

"But with these methodologists under the project I am expecting to get 35 bags of paddy from the same one acre. This is what we call agricultural revolution," says Mr Magesa, a father of nine

children. The SURKUMU/EGAT Project Manager, Mr Isama Tero, says under the project, peasant farmers like Bertina, are taught paddy farming without the use of machinery such as tractors and chainsaws, that "cost a lot of money".

He says through the use of mulch, paddy production would be improved over five times more than the normally harvested yield per acre, adding that these results satisfy the Tanzanian government's assigned research master plan designed in 1991.

"Our objective is to see a peasant farmer who could not afford even breakfast enjoy the new agricultural life by having something to eat," says Mr Tero.

The SURKUMU/EGAT project manager, flanked by EGAT Project Co-ordinator Shingo Niguchi, adds that his dream is to make Dakawa peasant farmers happy and enjoy farming all year round.

"People think that urban life

is better than rural life, because in urban areas there are good roads, utilities and schools and hospitals. My mission is to disseminate this concept and make people return to rural areas," says Mr Tero, through his interpreter, Dr Joel Kimo, SURKUMU/EGAT Project methodologist and consultant ecological studies consultant Dr Sylvia, an ecologist with the University of Dar es Salaam, who speaks fluent Japanese, says he met Mr Tero in a waiting room at Dakawa International Airport on his way home to Harardom in 1998.

"After three sessions, my friend was happy to learn that I had an empty backpack, that that would help him in his first year project at Dakawa," says Dr Sylvia.

Mr Tero says his mission is also aimed at creating an environment friendly farming system that does not use it. "People all over the world are reverting to this environment friendly farming system which is natural."

Mr Tero says farming that uses new technology is no longer feasible and that researchers and farmers are going back to use of natural environment. Even the world's economic giants such as the United States and Japan are thinking of reverting to the use of biotechnology like organic



**HAPPY faces. An agricultural research officer with the Ministry of Agriculture and Food Security, Mr Heron Tuckalege (left), and the EGAT Project Manager, Mr Isama Tero, pose for a picture in one of the paddy farms at Dakawa in Morogoro Region. (Photos by Lucas Liganga)**

Wani-Dakawa. The farmers are taught soil conservation, environmental protection and the use of manure and mulch. The local brew is used as an insecticide.

The farmers under the project will later become "teachers" to be deployed to villages to teach colleagues on the methodologies aimed at improving yields.

The researcher says the project involves use of recycled crop residues, pulses, organic fertilisers and period of planting with spacing of 30 by 20 centimetres which makes it easy

the project was were picked from different social strata. They include two jobless youths, one unmarried woman (single parent), a peasant with a huge family, two married couples and an elderly person, he adds.

He says the seven peasant farmers will be guided by the project for up to three years before they go back to their villages to practise what they have learnt. The aim is to enable them to produce from seven up to 40 bags of paddy per acre while those outside the project are expected to harvest from their lucky neighbours.

"We have no alternative after than learn from them"

known as S/RO, semi-irrigated. TXD stands for Tanzania Cross Dakawa, he adds.

The researcher says they have asked the National Food Corporation (NAFCO) to give them some land from 2,000 hectares they own to expand the project and benefit more peasants.

As Bertina and her colleagues in the project started harvesting their yields last month, others say they are confident to learn from their lucky neighbours.

"We have no alternative after than learn from them"





**BETTINA John inspects her paddy from the SURUKU project. She expects to harvest between 30 and 35 bags of paddy from her one-acre farm at Dikawa in Morogoro Region.**

## Kenyan warriors lay down guns and run for peace

**CONFLICTS over limited resources for generations have left many people dead between clans of the Samburu in Kenya's northern frontier area. Now a young Samburu, David Lokla, has organized a "peace run" aimed at convincing his neighbours it is better to share than wage war over the meagre resources. BETTY NJOROGE of Reuters reports.**

around 20 fellow warriors from various ethnic groups, his peace run was the first of its kind, held on May 10 to little fanfare and much personal conviction.

The warriors, who would normally be fighting each other, dressed themselves in traditional costumes — red wrap-around cloths and red ochre makeup, beaded jewellery or white turbans, each according to the tradition of his tribe.

The men ran together, carrying a universally understood symbol of peace — a white flag which they passed from man to man as they made their way through the dry hot landscape.

Stopping at every village that they passed — small settlements of stick and cow dung houses, often kibomates (mats) apart — the peace run brought its message to the people.

**Changing attitudes**  
The run won the admiration of many. Passing through a

News of clashes is often

unwavering support towards the project.

Mr Hazron, Turakolege, an agricultural research officer with the Ministry of Agriculture and Food Security, says the project aims at researching the use of paddy to improve paddy production.

He says the project also aims to conserve soil and enable farmers to use seeds under research experiments that are being introduced at the Dikawa Research Centre.

Mr Turakolege says seven peasant farmers within the project area were picked and allocated one acre each, while 25 others outside the project area were given a quarter an acre each in their respective villages.

The villages involved are Solome, Lubhilo, Makiya and

The researcher says the project involves use of recycled manure to produce from seven up to 40 bags of paddy per acre for use as a major source of fertilizer with spacing of 30 by 30 centimeters which makes it easy to weed.

"They are used as model farmers under the supervision of this project," says Mr Turakolege, explaining that the seven farmers operating within as *Jaribu* and TAD 306 8188

old than learning from them,"

Mr Turakolege says the village, situated after the late Prime Minister, Mr Edward Nkomo, was named after him. Mr Turakolege, who died in a

## DOWN MEMORY LANE — Pillar tomb in Bagamoyo



**NOVEMBER 9, 1960: Pillar tomb with an inscription. The large plain is 18th century Chinese showing the Chinese design known as "Long life."**

Photo Album of Micro Projects



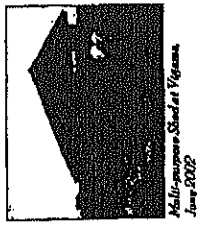
Participatory Rural Appraisal (PRA) at Ruvu District, February 2002



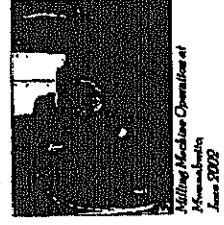
Ango Cultivating by Camp, Mwananyika, November 2002



Construction of Milling Machine House by Villagers of Mwananyika, November 2001



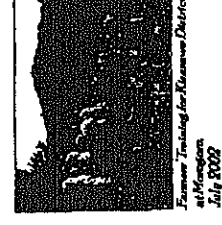
Milliponpon Seed at Vignans, July 2002



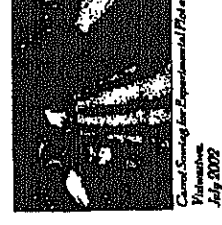
Milling Machine Operation at Mwananyika, June 2002



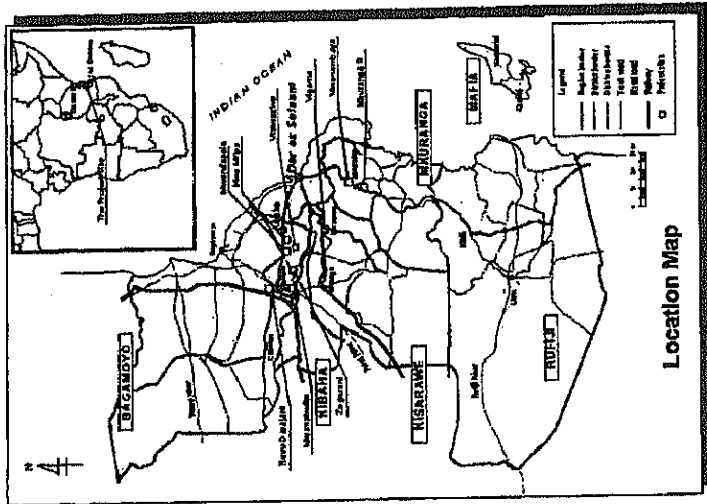
Field Visits, Zogorot Farm in Executive Office, Tanga, July 2002



Farmers' Training for Kuuwawa District at Mwananyika, July 2002



Control Strategy for Experimental Plot at Mwananyika, July 2002



Location Map

The Verification Study on Small Scale Horticultural Development Project for Poverty Alleviation to Farmers in Coast Region



Coast Regional Commissioner's Office  
The United Republic of Tanzania

Japan International Cooperation Agency (JICA)

JICA Study Team Office  
C/O Coast Regional Commissioner's Office  
PO Box 30800, Kilimanjaro, Coast Region, Tanzania  
Tel: 023-2402645

## INTRODUCTION

**About the ASDP**

In May 2000, the Ministry of Agriculture and Cooperatives (MAC)<sup>1</sup> of the Government of Tanzania launched the formulation of the Agricultural Sector Development Strategy (ASDS). In October 2000, the Ministry of Agriculture and Food Security (MAFS) set up a taskforce at the Food and Agriculture Sector Working Group (FASWOG), which included the Ministry of Water and Livestock Development (MWLD), the Ministry of Cooperatives and Marketing (MCM), the President Office - Regional Administration and Local Government (PO-RALG), Danish Embassy, EU, FAO, Ireland Aid, UK-DFID, World Bank, and JICA to discuss and coordinate issues related to the ASDS. Following the completion of the ASDS in October 2001, the Agricultural Sector Development Programme (ASDP) has been formulated as a five-year rolling program.

**Objectives of the Background Study**

The background study has been conducted for Japan to gain a better insight into conditions and issues of agriculture and rural development in Tanzania and thus to improve its coordination for the ASDP formulation and implementation. It is particularly important for Japan to learn lessons from donors' experiences. The specific objectives of the study are to:

- 1) Identify key issues of Tanzania's agriculture and rural development in line with the ASDP;
- 2) Assess characteristics of agriculture in each zone (as indicated in "Study Areas" below);
- 3) Suggest priority sub-sectors/projects/programs for Japan's cooperation in the ASDP; and
- 4) Present options for Japan's cooperation in arrangements for implementing the ASDP.

**Study Areas**

The study covers the entire country, while the zonal analysis is limited to Mainland Tanzania (i.e., excluding Zanzibar), divided into the following five geographical zones:

North-Eastern Zone:	Regions of Coast, Tanga, Morogoro, Arusha, and Kilimanjaro
Central Zone:	Regions of Dodoma, Singida, and Tabora
Lake Zone:	Regions of Mwanza, Shinyanga, Kagera, Mara, and Kigoma
Southern Highlands:	Regions of Iringa, Mbeya, Rukwa and Ruvuma
Southern Zone:	Regions of Lindi and Mtwara

**Members of the Background Study Team**

A team of six consultants to JICA as listed below carried out field study in Tanzania during October 2001 – March 2002.

Name	Assignment
Ms. Satoko EMOTO	Team Leader / Agricultural Extension
Mr. Shigeki KAWAHARA	Public Administration and Institution
Ms. Naoko TORIUMI	Rural Finance
Mr. Hiroshi YOSHIMURA	Agricultural Cooperatives and Marketing
Mr. George TERAHARA	Rural Infrastructure
Mr. Takuya IGAWA	Irrigation and Water Resource Development

<sup>1</sup> In November 2000, MAC was reorganized and divided into the Ministry of Agriculture and Food Security (MAFS), the Ministry of Water and Livestock Development (MWLD), and the Ministry of Cooperatives and Marketing (MCM).

## Issues of Agriculture Development in Tanzania

### (1) Focus on profitability improvement

The primary objective of the ASDS is to create an enabling and conducive environment for improving agricultural productivity and profitability, which will serve as the basis for improved farm incomes to reduce rural poverty and ensure households food security in the long term. The ASDP is a set of interventions to create such an environment, which consists of five strategic areas: 1) strengthening the institutional framework; 2) creating a favorable environment for commercial activities; 3) public and private roles in improving supporting services; 4) strengthening marketing efficiency for inputs and outputs, 5) mainstreaming planning for agricultural development in other sectors. Figure 1 illustrates the framework of the ASDP as understood by the background study team. The main pillar of this strategy is to increase farm incomes, for which the improvement of agricultural productivity and profitability is essential. In fact, a focus on these two factors is listed first among the three innovative features of the ASDS.<sup>2</sup>

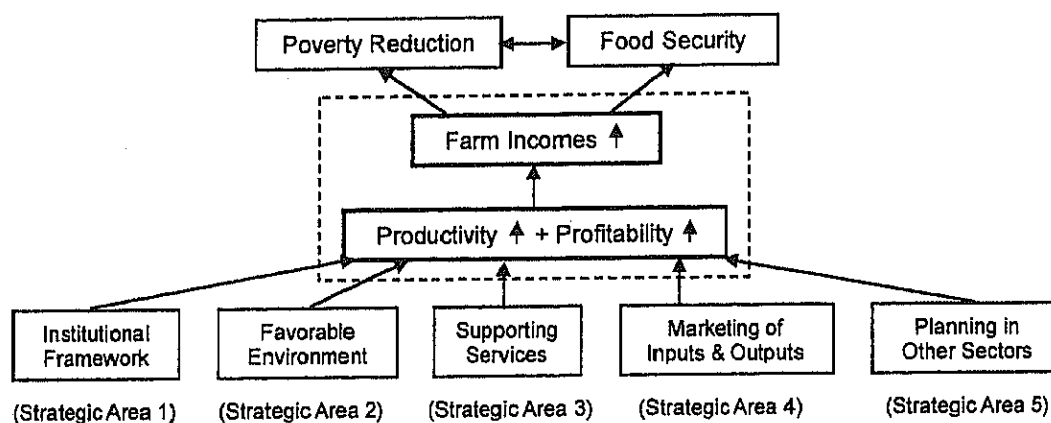


Figure 1 The framework of the Agricultural Sector Development Programme (ASDP)

The Tanzanian government has long been making vigorous efforts to enhance productivity and profitability with the donor community. However, agricultural productivity, in terms of output per unit of land, has not substantially changed for the last two decades (Figure 2). The yields per hectare of major food crops seem to have reached the level that can be attained by using the technologies currently available and affordable to smallholder farmers. Traditionally, purchased modern inputs, e.g., chemical fertilizer, improved seed, and pesticides, are not widely used in Tanzanian agriculture,<sup>3</sup> and such a tendency was accelerated in the 1990s, when purchased inputs became progressively more expensive to farmers relative to the value of their produce (Table 1).<sup>4</sup> The increased real prices of inputs, which were due mainly to devaluation, input subsidy removal,

<sup>2</sup> United Republic of Tanzania, Agricultural Sector Development Programme Draft Framework Document, 15 March 2002, p. 13. The ASDS's other two innovative features are: 1) the promotion of private sector/public sector and processor/contract grower partnerships; and 2) the implementation of ASDS through District Agricultural Development Programmes (DADPs).

<sup>3</sup> According to the 1994-95 National Sample Census of Agriculture (NSCA), 15 percent of Tanzanian farmers use chemical fertilizer, 27 percent use improved seed, and 18 percent use pesticides. See World Bank and International Food Policy Research Institute, *Agriculture in Tanzania since 1986: Follower or Leader of Growth*, Washington D.C., June 2000, p. 38.

<sup>4</sup> For example, the Agricultural Inputs Study shows that the aggregate price of the four main types of fertilizer used in Tanzania increased three times faster than the rapid rate of domestic inflation over the 1983/84 to 1996/97 period and that fertilizer use dropped from 124,000 tons annually in 1985/89 to 65,000 tons in 1996/97, mostly because of decreased use on maize. See the Ministry of Agriculture and Cooperatives, *Agricultural Inputs Study*, 1997. (Mimeograph)

and lower producer prices, greatly reduced profitability of input use, particular for food crops such as maize and in the Southern Highlands.

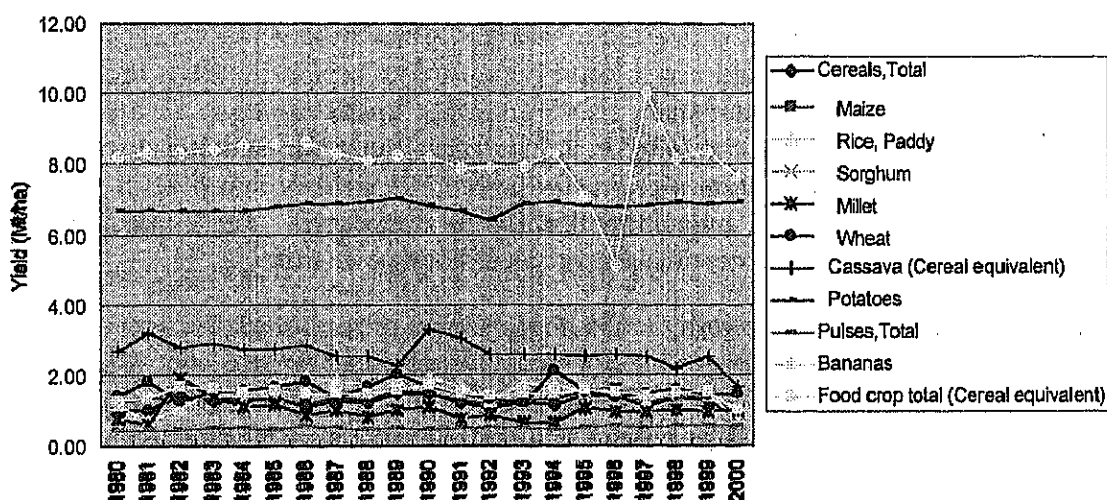


Figure 2 Yields per Hectare of Major Food Crops in 1980-2000

Sources: Elaborated by the background study team based on data obtained from <http://apps.fao.org/page/collections?subset=agriculture>.

Table 1 Ratios of Average Crop Producer Prices to Farmgate Fertilizer Prices 1985-98

Crop	1985-89	1990-94	1995-98	1998
<b>Food crops</b>				
Maize	1.40	0.83	0.37	0.36
Paddy	2.23	1.39	0.56	0.60
Wheat	1.58	1.87	0.92	0.84
Millet/sorghum	1.05	1.15	0.85	0.54
Cassava	0.86	0.50	0.20	0.21
Beans	3.23	2.25	1.39	1.33
<b>Export crops</b>				
Cotton Grade B	4.37	2.47	0.98	0.81
Coffee, Mild Arabica	10.01	11.79	8.03	5.73
Cashew, High Quality	4.02	6.09	2.80	2.91
Tobacco, Fluecured	10.18	12.11	5.90	6.56

Source: Crop producer prices supplied by MAC/Market Development Bureau. Fertilizer price series constructed for aggregate of four main types from data in Ministry of Agriculture and Cooperatives, *Agricultural Inputs Study*, 1997. (Mimeograph), as cited in Table 4.2, World Bank and IFPRI, op. cit., p. 46.

Although it is necessary to pursue productivity enhancement as a long-term goal, the ASDP should focus on profitability as a short-term solution to the low farm incomes and rural poverty. The focus on profitability is significant especially in the relatively productive regions of the Southern Highlands, such as Iringa and Mbeya, where farmers have difficulty in finding markets for their products at the time of a good harvest. Possible measures to improve agricultural profitability include: 1) to reduce marketing costs; 2) to diversify sales outlets and timing; 3) to reduce costs of production (including financial costs); 4) to introduce non-traditional, high-value crops such as fruits and flowers; and 5) to enhance farmers' bargaining power by establishing marketing groups. The last three measures are less feasible because of: low purchased input use among smallholder farmers; higher capital requirements and more difficult access to markets; and distrust of "cooperatives" among farmers due to their previous experience during the command economy era; respectively. Therefore, urgent tasks are to lower marketing costs and to diversify outlets and sales timing.

## **(2) Rural infrastructure development**

The poor state or inadequacy of rural infrastructure, particularly farm-to-market roads, is a cause of high transaction costs in general, transport costs in particular, for marketing outputs and procuring inputs. In places that are not well connected to markets and service centers, the higher transport costs lead to higher input prices paid and lower output prices received by the farmers and thus to lower profitability. A World Bank study also argues that marketing costs as a share of prices received and paid by farmers are a key factor in influencing the cost formation at the farm level and overall profitability of the agricultural sector and, therefore, considers improved infrastructure as one of key elements of Tanzania's agricultural development strategy.<sup>5</sup> The improvement of rural roads will also facilitate farmers' diversification of sales outlets and timing.

The background study team gives priority to the improvement of rural roads for six reasons. First, it is likely to increase market access and substantially reduce marketing costs. Second, no one, among the lead Ministries, PO-RALG, donors, and other stakeholders, seems to be strongly opposed to it and, therefore, it would be feasible and suitable for agricultural sector common basket funding. Third, it can widely benefit the rural population. Fourth, it is not too complicated to be planned, implemented, and maintained by LGAs and farmers. Fifth, in connection with the fifth reason, it will facilitate capacity building of LGAs through actual project planning and implementation. Sixth, it will accelerate market integration and thus contribute to national food security (because food shortages in some areas are caused mainly by a lack of efficient distribution networks).

The focus on rural infrastructure does not mean that other areas that would support profitability improvement can be neglected. Supporting services such as delivery of subsidized modern inputs, rural finance, and market research and information services are no less important for the purpose but largely less feasible given the present financial capacity of the Tanzanian government, particularly within the ASDP. It is also important to undertake institutional reforms for higher marketing efficiency and capacity building for the reforms. However, the private sector (including farmers) should play a central role in making profits, while the government only a supporting role. Marketing is basically private sector activity in which direct government intervention is irrelevant and often leads to inefficiency. Processing, which can enhance value-added of agricultural outputs, is also better done by the private sector. Therefore, actions that the government can take for profitability improvement are limited mainly to infrastructure development and institutional strengthening, to the former of which the background study team gives higher priority for the reasons stated above.

## **(3) Regional administration and local government**

Institutional arrangements are indispensable for the effective and efficient implementation of the ASDP, especially at the district level. It is because the ASDP is to be implemented through District Agricultural Development Programmes (DADPs), according to the Local Government Reform Programme (LGRP), aimed at transferring responsibility for formulating, implementing and monitoring agricultural development programmes and projects to the districts and communities. Each LGA must formulate a DADP, based on which funds will be allocated from the central government for its implementation. By utilizing the allocated funds, as well as their own technical and financial resources, LGAs are expected to provide various supporting services in partnership with the private sector.

It is also necessary to delineate tasks related to implementation at the district level, e.g., planning, funding, monitoring, and evaluation, in the ASDP preparation process. The roles and

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<sup>5</sup> World Bank and International Food Policy Research Institute, *Agriculture in Tanzania Since 1986: Follower or Leader of Growth*, Washington D.C., June 2000, pp. 36-49.



responsibilities of the major actors in the implementation of the ASDP are outlined in Chapter 3 of its Framework Document.<sup>6</sup> The major actors include public sector organizations, private sector organizations, financial institutions, civil society organizations (CSOs), the media, legal service providers, and development partners (donors). However, their roles and responsibilities, especially the coordination between the central government and LGAs and between the public and private sectors, have yet to be described in a more concrete manner. Each LGA should, therefore, clarify their roles and responsibilities in the DADP formulation and implementation process, according to their existing conditions and needs, target beneficiaries of the service, and financial and technical capacity.

Even when the tasks for each actor are clearly defined, actual implementation will still depend largely on their capacity. Currently, most LGAs have only limited capacity in staff, funding, and facilities for planning and implementation, as recognized by the ASDS.<sup>7</sup> While being fully aware of the focus on LGAs under the present decentralization policy, the background study team argues that Regional Secretariats should be actively involved in the DADP implementation process and their technical capacity should be strengthened. This is because the lead Ministries have respective roles to play for the ASDP at the national level and because they are not able to provide support directly to every LGA. Among the four roles addressed in the ASDP for the Regional Secretariats, the most important seems to be the provision of technical support, by which LGAs would be eventually able to build their capacity, operate efficiently, and even monitor and evaluate their performance by themselves.<sup>8</sup> In order to provide such support, however, the Regional Secretariats need to strengthen their own technical capacity. One possible measure is to dispatch or transfer the personnel of the lead Ministries at the national level to the Regions.

## Organization of this Volume

This volume contains six discussion papers on major subjects related to agriculture and rural development in Tanzania, namely, agricultural extension, local public administration, rural finance, agricultural marketing, rural infrastructure, and irrigation development. These subjects were pre-selected based on JICA's preliminary study; nevertheless they are important elements of Tanzania's agricultural development in line with the ASDP, as implied above. The discussion papers were prepared by the members of the background study team in charge of the respective subjects with a view to supporting the effective and efficient implementation of the ASDP, as well as for Japan's cooperation therein. The findings, interpretations, and conclusions expressed in these papers are those of the background study team. They should also not be attributed in any manner to JICA.

The first paper reviews the present situation of agricultural extension services in Tanzania and discusses possible arrangements for the services to be provided in the ASDP. The ASDS has set forth, in line with the decentralization policy, LGAs will be primarily responsible for ensuring that extension services are adequately provided to smallholder farmers. Based on the review, the paper presents four implications for the ASDP:

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<sup>6</sup> ASDP Draft Framework Document, 15 March 2002, pp. 31-38.

<sup>7</sup> United Republic of Tanzania, Agricultural Sector Development Strategy, October 2001, p 11.

<sup>8</sup> The ASDP has elucidated that the roles of the Regional Secretariats in the preparation of DADPs are to:

- 1) Provide technical backstopping for the districts.
- 2) Monitor the development and implementation of DADPs in their respective regions.
- 3) Translate the DADP preparation guidelines into implementable programmes.
- 4) Prepare and submit consolidated progress reports to PO-RALG and sector Ministries.

See, ASDP Draft Framework Document, 15 March 2002, pp. 45-46.



- 1) Learn from the lessons of the National Agricultural Extension Project Phase II (NAEP II) supported by the World Bank since 1996, e.g., the concentration of extension efforts on districts with higher agricultural potential and the allocation of more funds to LGAs;
- 2) Learn from the attempt to privatize extension services by Uganda's National Agricultural Advisory Services (NAADS) under the Plan for Modernization of Agriculture (PMA);
- 3) Apply the outreach extension model developed by the Kilimanjaro Agricultural Training Centre (KATC), supported by JICA, to strengthen research-extension-farmer linkages; and
- 4) Prepare concrete action plans for selected/focused areas of agricultural extension, based on "Agricultural Extension Reform in Tanzania: A Vision and Strategy Outline to Year 2010".

The second paper reviews the present situation of local government reform and presents some key implications for the ASDP. Issues of local public administration in Tanzania in the context of the ASDP are boiled down to the financial and institutional capacity of LGAs. Priority issues in the capacity building of LGAs are:

- 1) Capacity building of village officers for planning, budgeting, and financial management. A simple and clear accounting system in accordance with planning is needed.
- 2) Capacity building of district officers for planning, budgeting, and financial management. It is important to present clearly for what and how the tax money is used.
- 3) Capacity building of Ward Executive Officers (WEOs) for presenting district plans to the village chairpersons. They are in a key position to link the districts and villages.
- 4) Guidelines for district-level planning and implementation, including those for scheduling, budgeting, financial management, accounting, and auditing.
- 5) Redefinition of the roles of regional administration in terms of providing technical support for district-level planning and monitoring based on the guidelines.

The third paper discusses the development of "micro finance institutions" (MFIs) as a means of improving rural people's access to financial services. Following a review of the present situation of rural finance in Tanzania, the paper reports six cases of attempts made by both financial institutions and rural people to establish rural finance systems. Based on these results, it examines the feasibility of ASDS's idea to develop an intermediary between formal and informal financial institutions and rural people and suggests the following:

- 1) Respect private initiatives and facilitate their activities by providing necessary information and formulating a practical regulatory framework for MFIs.
- 2) Disseminate experiences of various types of MFIs through the government channels to develop systems that are sustainable in Tanzania's rural setting.
- 3) Promote demand-driven MFIs. It is important to provide rural people with opportunities to learn about "demand-driven" financial services with technical support of practitioners.

Possible actions to pursue these suggestions include cost-sharing professional consultation (short term), MFI network development (long term), and social security for rural areas.

The fourth paper reviews the current situation of agricultural marketing and cooperatives and presents some key issues to be addressed in the ASDP. The paper is based on extensive visits to rural areas in the country and intensive interviews with various stakeholders of some selected commodities, i.e., maize, rice, coffee, cotton, and vegetables. As pointed out in the ASDS document, the study has found that problems related to marketing, such as farmers' inability to respond to market liberalization, laws and regulations, and inadequate rural infrastructure, constitute major constraints on the development of Tanzania's agriculture despite its high potential. Key issues for government intervention in the ASDP include:

- 1) Capacity building of smallholder farmers for higher participation in the market
- 2) Re-definition of the roles of the commodity boards from regulation to support
- 3) Strengthening supporting services to meet market demand

- 4) Review of the existing rules and regulations as impediments to efficient marketing
- 5) Improvement and utilization of marketing infrastructure (e.g., roads, markets, etc.)
- 6) Support for higher competitiveness to penetrate the world markets in the future

The fifth paper attempts to re-examine the roles and functions of rural infrastructure from the point of view of agricultural development. A strategic linkage between the road sector and the agricultural sector is necessary for the economic integration of the country. In conclusion, the paper presents the following three suggestions.

- 1) Road networks should be developed for facilitating agricultural marketing and ensuring food security by the following target years:
  - By 2010, complete a star network from Dar es Salaam, i.e., the 20 regional headquarters will be connected by paved trunk roads in good condition; and
  - By 2015, complete a national web network, i.e., all regional centers will be connected by trunk roads with adjacent regional centers.
- 2) The development of rural roads should be a main pillar of district-level planning, as it would contribute to the capacity building of both the districts and villages.
- 3) Telecommunications and radio broadcasting systems should be utilized to improve farmers' access to agricultural market information.

The sixth paper reviews the present situation of irrigation development and discusses possible measures to improve its implementation for more sustainable farming, focusing on the small holder/village irrigation schemes. The effective and efficient implementation of irrigation projects is severely undermined by technical, financial, and institutional constraints. The following measures are considered critical to overcome the constraints.

- 1) Improvement of implementation arrangements for irrigation development projects, including project selection criteria, criteria for planning and designing, consensus building between the government and farmers through participatory planning, tender procedures for consultants and contractors, and consistent monitoring and evaluation systems.
- 2) Strengthening of capacity building programs, including preparation of training programs for engineering staff, capacity building for participatory planning, support for farmers' group formation, training for the operation and maintenance of irrigation schemes, and training for gender issues.

### **Implications for Japan's Cooperation in the ASDP**

Japan's future cooperation in the agricultural sector of Tanzania should be in line with the ASDP. Based on the objective and strategy of the ASDP, the background study team suggests that Japan's cooperation place greater emphasis on: 1) poverty reduction; 2) profitability improvement; and 3) smallholder farmers' adaptability to the market economy.

#### **(1) Poverty reduction**

The highest priority should be given to poverty reduction in Japan's cooperation in Tanzania's agricultural development. Cooperation projects and programs should be planned and implemented in the way that Japan's such priority can be made known to the Tanzanian government, as well as to the donor community, especially the members of the FASWOG Task Force for the ASDP formulation. In general, Japan has provided technical and financial assistance for Tanzania's agricultural development with a view to increasing farm incomes through productivity and profitability improvement and thereby to enhancing the standards of living and alleviating poverty in rural areas. However, some of Japan-supported projects have been mainly for food production expansion, e.g., irrigation schemes to increase rice production, while food insecurity in Tanzania

has become largely an issue at household and individual levels rather than at the national level.<sup>9</sup> This kind of project has obscured the whole picture of Japan's cooperation in the agricultural sector. It is, therefore, important for Japan to readdress poverty reduction as the prime objective of its assistance.

## **(2) Profitability improvement**

Japan's cooperation should focus on profitability improvement for Tanzania's agricultural development. The background study team is cognizant of the agricultural policies of some developed countries, including Japan, that affect the prices received by Tanzanian farmers. However, such a situation cannot be changed within the existing framework of development assistance. Japan must provide assistance that can contribute to profitability improvement, taking it as a given condition. Measures that can be supported by Japan to enhance profitability include: 1) rural infrastructure development, particularly roads, to reduce marketing costs and to diversify marketing outlets and timing; 2) agricultural research and extension to develop and disseminate high value crops; 3) market information services to increase farmers' knowledge about markets and prices; and 4) capacity building of farmers to raise their bargaining power. Low profitability discourages farmers and agribusiness from adopting productivity-enhancing technologies and making new investment.<sup>10</sup> Profitability improvement is, therefore, the most urgent task to be tackled in the ASDP. So should be in Japan's cooperation.

## **(3) Smallholder farmers' adaptability to the market economy**

Japan's cooperation should support measures to enhance smallholder farmers' adaptability to the market economy, as well as to create an environment that enables "the existing subsistence-dominated agricultural sector to be transformed progressively into commercially profitable production systems."<sup>11</sup> The change in Tanzania's economic policy toward a market economy requires Japan to shift its principle of cooperation from government-led development being a major characteristic of its agriculture towards the one that can facilitate Tanzania's private sector to foster "modernized, commercial, highly productive and profitable" agriculture.<sup>12</sup> The idea that the government should develop irrigation facilities to achieve food self-sufficiency even with massive subsidies is not justifiable given Tanzania's financial and technical capacity and food supply and demand situation. At the same time, Japan should not support a measure that may completely destroy subsistence agriculture, which still provides basic foodstuff to a large part of Tanzania's rural population. As the ASDS pursues, Japan should concentrate its assistance on what the public sector must do, such as rural infrastructure development and capacity building of smallholder farmers.

## **Priority Areas for Japan's Cooperation in the ASDP**

Japan's cooperation in the ASDP should focus on areas that complement what the Tanzanian government must do, i.e., support to promote the activities of LGAs and the private sector (including farmers). One category is support for the formulation and management of systems that can facilitate those activities. Emphasis should be placed on "management" not to repeat the

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<sup>9</sup> Against the background, the ASDS suggests that "any strategy to address food security must involve actions to improve agricultural and livestock production and farm incomes to ensure availability and access to food respectively." See, Agricultural Sector Development Strategy, October 2001, op. cit., p. 2.

<sup>10</sup> Ibid., p. 6 and p. 37.

<sup>11</sup> Ibid., p. 12.

<sup>12</sup> Ibid., p. 12.

previous experience in which many plans have been formulated but not effective. Another category is support for rural infrastructure development. The two categories of support are not mutually exclusive but expected to be interrelated and complementary to each other, e.g., the facilitation of LGAs in establishing a system of road development planning and implementation and financial assistance for road construction.

The following strategies should be pursued to materialize the two categories of support.

- 1) Strengthen assistance to facilitate the activities of the central government, LGAs, farmers, and so on (e.g., support for the formulation and implementation of DADPs).
- 2) Continue coordination with donors for the optimal allocation of funds in accordance with the ASDP's objective.
- 3) Transform/discontinue Japan-supported projects and programs that lack consistency with the ASDP (e.g., irrigation schemes that are not technically and financially sustainable.).
- 4) Readdress Japan's emphasis on sustainability to all the stakeholders.
- 5) Target support at "smallholder farmers," though the beneficiaries may vary according to projects, geographical areas, counterpart agencies, kinds of assistance, etc.
- 6) Improve the communication among various government agencies, technical advisors, consultants, and NGOs on the Japanese side.

Table 2 indicates the priority areas for Japan's cooperation in the ASDP as proposed by the background study team. These areas are subject to further discussion with JICA and the Embassy of Japan and do not necessarily represent their official views.

**Table 2 Proposed Priority Areas for Japan's Cooperation in the ASDP**

Target	Category	Short-term (3-5 years)	Long-term (10-15 years)
Support to the central government	System formulation & management	<ul style="list-style-type: none"> <li>- Support for LGRP implementation as a basis for effective DADP implementation</li> <li>- Continued coordination for the ASDP, e.g., DADP guidelines dissemination</li> <li>- Support for action plan formulation based on the Agri. Extension Reform</li> <li>- Support for the formulation of a national road master plan and linkages of trunk, regional, district, and rural roads</li> <li>- Support to improve implementation arrangements for irrigation development</li> </ul>	<ul style="list-style-type: none"> <li>- Support to create physical and institutional environments to facilitate private sector participation</li> <li>- Support for planning based on various regional characteristics</li> <li>- Support to shift planning from single-sector approach to multi-sector approach, e.g., agricultural to holistic rural development</li> </ul>
	Infrastructure development		<ul style="list-style-type: none"> <li>- Support for road network development based on a national road master plan</li> </ul>
Support to LGAs	System formulation & management	<ul style="list-style-type: none"> <li>- Support for DADP formulation</li> <li>- Support to strengthen linkage between DADPs and DDPs</li> <li>- Support for action plan implementation based on the Agri. Extension Reform</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity building of LGA officers and farmers in, e.g., planning, farmers organizations, O&amp;M of facilities, etc.</li> </ul>
	Infrastructure development	<ul style="list-style-type: none"> <li>- Support for rural road improvement</li> </ul>	<ul style="list-style-type: none"> <li>- Support for rural road improvement</li> </ul>

JICA「タンザニア国地方開発セクタープログラム策定支援調査」関係議事録  
「農業背景調査」結果発表会（案）

日時：2002年7月30日（火）午後14時10分～15時30分

場所：MAFS KILIMONI

出席者：MAFS（次官、計画局長、他）、MWLD、PO-PP、PO-RALG、KORONGO LTD、ASPS/DANIDA、DFID、FAO、Ireland Aid、JICA（花谷厚企画調査員、松下香職員）、USAID、WFP、JICA-RADAG（江本、藍澤-記録）

JICA 花谷企画調査員による農業背景調査実施にかかる概要説明（5分）の後、JICA-RADAG 農業背景調査チームリーダーである江本よりパワーポイントによるプレゼンテーションが行われた（30分）。これに対する参加者の質疑応答は以下の通り。

- MAFS（次官）： プレゼンテーションでも言及されていた幾つかの点についてコメントしたい。1) 民間部門参入に関しては、タンザニア政府においてもそのための計画（private sector involvement strategy）が動きつつある。日本も民間部門参入に関しては認識してきているようだ。2) 灌漑に関しては、日本の協力で灌漑 M/P が動いている。3) 農業普及に関しては、研究（Research）と普及（Extension）のリンケージを強化していきたい。4) サステナビリティに関しては、政府と他アクターの両方がうまく機能しないと難しい。5) DADP に関しては、DDP との関係について言及されていたが、個人的には DDP は総花的なものでよいと考える。仮に DDP ガイドラインなるものが策定されたとしても地域により特性が異なる中で、一つのガイドラインで計画策定するのは困難と考える。また、異なったセクターを1つに統合（して計画策定）するのが果たして可能かどうかとも思う。それぞれのセクターの強みや弱みを勘案して計画を策定すべきである。
- JICA-RADAG（江本）： DDP と DADP については整合性（consistency）が重要と考える。農業セクターに限らず、セクターガイドラインは、マルチセクターのガイドラインと整合性をもつべきだということを強調したい。現在、保健、教育、農業などは、各セクター毎に作られたガイドラインに従って県レベルの計画が策定されようとしているが、各県がそれらを1つにまとめて DDP とする際、全てのセクター計画が同じようなフォーマットになっていないと混乱が生じるのではないかと心配する。理想的には、DDP 策定ガイドラインがあって、それにしたがって各セクターの計画が策定されることが望まれるが、現状はセクター毎に動いているのでこのまま進めるしかない。ただ、後でそれらを整合的なものにする必要がある。
- MAFS： 報告書完成をお祝い申し上げる。「Strengthen」という言葉がよく出てきたが、その言葉がもつ意味が不明確なまま使われているような気がした。
- MAFS： 私は2点コメントする。1) 州行政局の機能を強化すべきであるという説明があったが、我が国の地方分権化政策を認識しているか。そこでは、自治体としての県の行政機能を強化することに重点が置かれている。2) 普及に関するペーパーの p. 5 に、“The precise functions and roles of the headquarters of the agricultural-related Ministries under LGRP have to yet to be defined.”とあるが、（冊子を江本に渡しながら）ASMP で作成した冊子（The Division of Responsibilities of the Roles and Functions of the Agricultural Sector among MAFS, MCM, MWLD, and PO-RALG）をレビューしたか？普及に係る各省庁の役割はすでにこの冊子で明確にされている。
- JICA-RADAG（江本）： 貴国の地方分権化の基本が県レベルの分権であることは十分承知している。しかし、いきなり District に全ての業務を任せたとしても、現実には彼らは中央政府が期待するほどにはうまくできないだろう。したがって、まずは、よりキャパシティーがあると思われる中央省庁職員が配属されている Regional Staff が LGAs を技術的にサポートしていくことが重要であると考え。それは、貴国の分権化政策を変更するということではなく、過渡期的に州レベルの機能を強化することと理解してほしい。我々が訪問したイリンガ州の RAS も、分権化を進めるにあたっては、Region

から LGAs への技術的支援が重要であるが、そのためにはもっと州レベルの技術的キャパシティを拡大する必要があると指摘されていた。冊子については、この調査の開始時に読んだ。確かに各省庁や各行政レベルの責任範囲は示されているが、大枠のみで、各省や地方自治体、その他の関係者のアクションがもっと具体的に示される必要があると感じている。紙に書くだけでなく、実際に動かしながら各県の状況に応じて具体的にしていく必要があると思う。

KORONGO :

2つ質問がある。1) 協力の対象として中央政府と LGAs をあげているが、民間部門への支援についてはどう考えるか? 2) ガイドライン自体は何も問題を解決しないと思う。ガイドラインが使われるようにすることが肝心だと思うが、この点をどう思うか?

JICA-RADAG (江本) :

まず 2) については、simple and easy-to-understand ガイドラインを作ることが大切だ。ご指摘のように、DADP ガイドライン作りはそれを作ることが目的ではなく、作ったガイドラインを使って計画を作り、さらにそれを実施することが目的だ。ガイドラインは、県レベルの行政能力の実情を反映したものにすべきであるし、さらに計画の実施を継続して支援していくことが重要であると考えている。我々がシステムのマネジメントに対する支援を強調するのもそのためだ。タンザニアではこれまでも多くの政策や計画が策定されてきたが、必ずしも効果的に実施されたとは言いがたい。今度 (ASDP)こそ、実施され定着していく計画にすべきだ。1) の民間部門に対する支援については、他のドナーと同様、JICA が G-G ベースで協力する場合はできることが限られると思う。つまり民間に直接的に支援することは難しく、タンザニア政府または地方自治体が民間を支援するのを支援することになる。日本のスキームで民間支援を行っているスキームには 2 ステップローン等があるが、これを ASDP に適用するかどうかは検討を要する話である。

JICA (花谷) :

公的部門が民間部門をサポートすることによる非効率を生じさせないようにする公的部門の役割があるはずであると考えている。

DANIDA (Pedersen) :

JICA は、公共部門が民間活動を活性化させるファシリテーターであるというスタンスであるが、他のドナー、例えば USAID は民間直接支援を行っている。したがって、JICA が民間に直接支援できなくても、タンザニア政府の民間支援業務に協力すれば、他ドナーと役割を分担するという可能性もある。

JICA-RADAG (江本) :

農村金融ペーパーで提案している MFIs の設立・運営に対する Professional Consultation は、政府等による民間支援業務の 1 例である。政府は MFIs 設立を推進しようとしているが、現役の Cooperative Officers はそれに必要な知識やスキルを持たない人が多いと思われるので、ビジネスの知識をもったコンサルタントを導入する必要がある。そのプログラム作りに JICA が日本人専門家を派遣するというような協力も考えられるだろう。

MAFS (次官) :

この調査を通じて、何が最も重要なインターベンションだと思ったか?

JICA-RADAG (江本) :

ASDP の支援にあたっては、まずは日本側が発想と行動を転換する必要があるということ。日本の農業政策は戦後、経済だけでなく政治的な要請もあって、米の自給達成を中心目標に据えて行われてきた。政府が増産目標を立て、それに従って国が干拓事業などの農地造成を行い、大量の補助金を投入して灌漑施設を整備し、米を買い上げてきた。それをそっくりアジア諸国への援助に持ち込んだ。1960 年代～1970 年代のアジアでは日本と同様の政治的背景もあって、その考え方や方法が許され一定の成果を上げた。しかし、こうした経験はアフリカには適用するのが困難と考える。特にタンザニアには厳しい財政的制約がある。資金がないところで同様の米増産体制を整えるのは無理であるし、その体制は維持できない。

MAFS (次官) :

貧困削減は重要じゃないということか?

参加者 :

(笑)

JICA-RADAG (江本) :

いや、貧困削減は(日本の協力にとって)最も重要である。しかし、そのためにまずは日本が考え方や行動を変えなければならないということである。

MAFS (次官) :

Capacity Building という表現は、近年どの会議に出ても必ず出てくるお決まりの言葉であるが、具体的に何をしたらよいかいづもわからない。

JICA-RADAG (江本) :

Capacity Building はとても時間がかかるプロセスである。LGAs の Capacity Building に関しては、小さなことからよい、具体的に何かを始めることが大切である。ただ研修ばかりをしていても知識や技術は身に付かない。実際に業務に携わりながら学ぶ、いわゆる on-the-job training (OJT) が効果的と思う。我々が LGAs

による農村道路の整備を優先分野として提案しているのは、たとえ小さな道路の建設であっても、それには計画、予算付け、実施、モニタリング、財政運営、会計報告等一連の作業が必要となるので、LGA オフィサーがその過程を通じて学ぶ (learning-by-doing) ことになると思うからだ。

- DANIDA (Pedersen) : Capacity Building を実現するには、常に目標 (Goals) との関係性を明確にしておくことが大切である。
- KORONGO : Capacity Building という言葉に疑問を感じる。本当に LGAs にはキャパシティーがないのか。私は、キャパシティーは至る所にあると感じている。Capacity Building という表現よりは Capacity Mobilization という言葉が適切であると考えます。
- FAO (Kabyamera) : 先ずはこの発表に対してお祝い申し上げます。2点だけコメントしたい。1) 優先分野にあげている農村道路の改善では、サステナビリティの観点から、資金供与側と受益者とのコストシェアリングが重要である。サステナビリティを強調するのならこの観点も含めるべきではないか。2) HIV は農業開発において unorthodox な問題だが、実際に農村部では労働力確保に深刻な影響を及ぼしている。その意味で報告書に含まれるべき非常に重要なイシューだと思うが、この問題についてどう取り組むべきかと考えるか。
- JICA-RADAG (江本) : まず1) については、ご指摘のとおりだ。コストシェアリングが重要なことは認識している。ただ、日本の協力について1つ申し上げると、現行の制度では会計年度を一区切りとして一度事業を会計上締めなければならないので、受益者が事業資金の一部を負担した後に事業を実施に移すというような本来のコストシェアリングの方法はなかなか取りにくい。実際に、受益者の負担金が集まるまで待たず、立替え払いをするという事態も生じている。2) の HIV の経済活動への影響については、イリンガの RAS からも非常に深刻であると聞いた。問題の重要性は認識しているが、私自身はその分野の専門家ではないので、残念ながら、どう取り組むべきか具体的なアイデアはない。
- MAFS : ASDP を効果的に実施するためには、中央政府へのサポートも必要だと思うが、具体的にどの分野を JICA はサポートすべきか？
- JICA-RADAG (江本) : 中央政府職員の研修などのソフト面と、資機材、車輛等ハード面の支援が考えられる。また、先ほども申し上げたように、州レベルのキャパシティーを拡大することが肝要だ。1つの州に農業アドバイザーが1人、しかも州によっては、電話、ファクス、車輛、コンピューター等、計画のモニタリングや評価に必要な資機材は何もないところがある。それでどうやって、技術的アドバイスをしたりモニタリングができるのか。JICA はその分野でも協力できるだろう。
- MAFS (次官) : アドバイザーの数だけでなく、アドバイスの質的な面でも不足している。ASDP の効果的効率的な実施には州行政局の有効性を高めることが重要であるが、アドバイザーの数を増やすのは現状では困難だ。CSD (Civil Service Department) に行つて話を聞いたか？
- JICA-RADAG (江本) : 私自身は行っていないが、チームメンバーが行ったと思う。
- MAFS (次官) : いろいろな LGAs のみならず、他関係省庁をまわると行政面でそれぞれ異なった側面が見えてくる。
- DANIDA (Pedersen) : しかし、いずれにせよ、州レベルの機能強化なくして、ASDP を効果的に実施するのは不可能だ。検討すべき課題である。
- JICA (花谷) : 提言の中の「ASDP に沿った協力」に関しては、JICA はこの提言の通り今後 ASDP に沿った協力を行っていく。この他の提言に関しても、さらにディスカッションを重ねて、受け入れられるものはできる限り受け入れていくつもりである。

(終)

**JICA TANZANIA OFFICE-MAFS-DONORS JOINT EVALUATION TEAM**  
Consolidated Consultant Proposal Evaluation Sheet

Name of Assignment: PREPARATION OF DADP GUIDELINES/ASDP

Date: 02/08/2002

NAME OF CONSULTANTS	EVALUATOR 1 (MAFS)	EVALUATOR 2 (IRISH EMBASSY)	EVALUATOR 3 (JICA 1)	EVALUATOR 4 (JICA 2)	TOTAL SCORE	AVERAGE SCORE
INSTITUTE OF RURAL DEVELOPMENT PLANNING	72	56	54	59	241	60.25
MACPHERSON CONSULTING GROUP PTY LTD	75	76	65	71	287	71.75
ETC EAST AFRICA	77	64	39	61	241	60.25

RECOMMENDED CONSULTANTS: **MACPHERSON CONSULTING GROUP PTY LTD**

OVERALL COMMENTS:

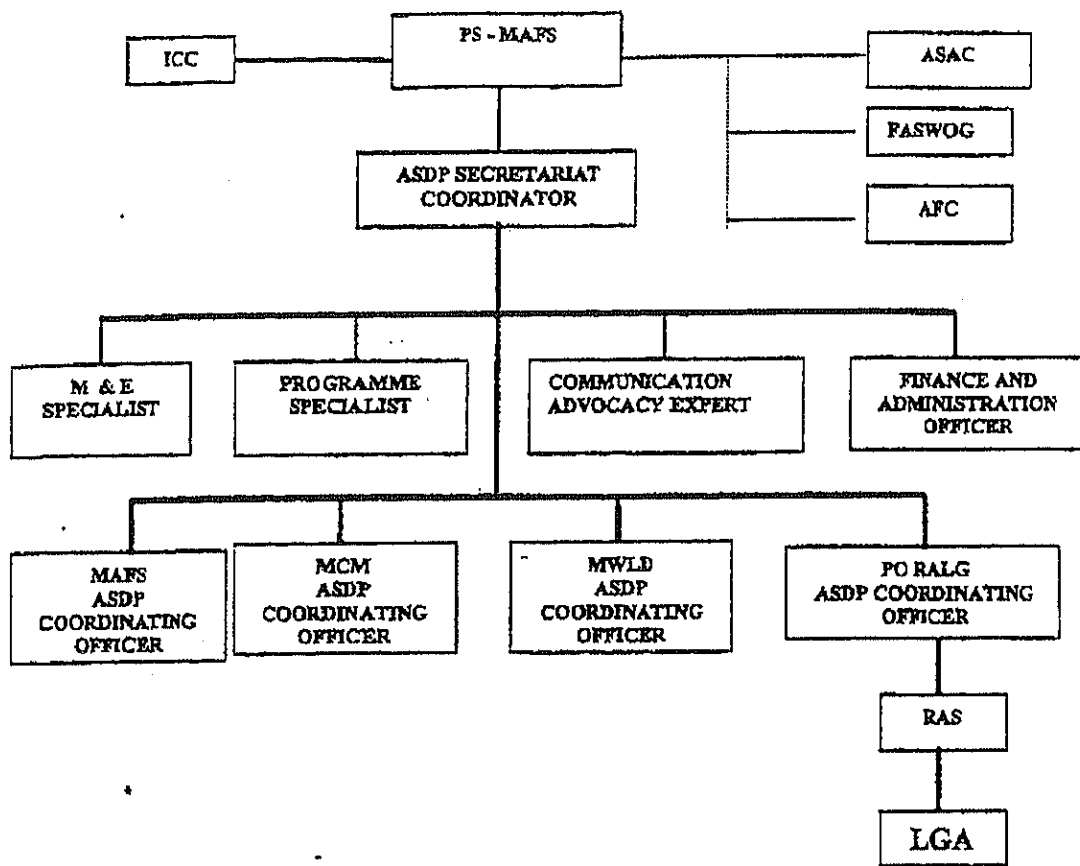
On IRDP : Proposed consultants have strong expertise in agriculture and shows strength in participatory rural appraisal and training in the related subjects, which is a valuable merit in its own right. It is however felt that the consultants are weak in planning at administrative level and institutionalization of planning process. It was also felt that technical proposal was not focused enough to convince the evaluators of their specific methodology.

On ETC : Both of the proposed consultants are of non-local in origin and activity base, thus feared to lack recognition of Tanzanian context and means to obtain in-depth information from local stakeholders. Also, the description of "Approach" in the technical proposal to the assignment is too brief and lacks elaboration.

On Macperson : Proposal is well written and worth for recommendation to FASWOG task force, though the proposed team lacks strong agricultural base in the members' discipline and experience. There is need to confirm if Prof. Kikura is really available fully for the proposed period as he is reckoned a very busy person. A concern is raised for the availability of back-stopping for the training session, which needs to be confirmed before commissioning.



Table 7.2: ASDP SECRETARIAT - INSTITUTIONAL STRUCTURE

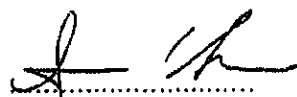



2/02/01  
2001.02.02

RECORD OF DISCUSSIONS  
BETWEEN  
THE RESIDENT REPRESENTATIVE OF JICA TANZANIA OFFICE  
AND  
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE UNITED REPUBLIC OF TANZANIA  
ON THE IN-COUNTRY TRAINING PROGRAMME

Japan International Cooperation Agency (hereinafter referred to as "JICA") through the Resident Representative of JICA Tanzania Office had a series of discussions with the authorities concerned of the Government of the United Republic of Tanzania with respect to the framework of a training course in the field of management skill for ward executive officers (WEOs) and village executive officers (VEOs) under JICA's In-Country Training Programme, and to the desirable measures to be taken by both Governments to ensure the successful implementation of the course.

Based on the above discussions, the Resident Representative of JICA Tanzania Office and the authorities concerned of the Government of the United Republic of Tanzania agreed to recommend to their respective Governments the matters referred to in the documents attached hereto.

  
.....  
SUMIO AOKI,  
Resident Representative  
JICA Tanzania Office

Dar es Salaam September 25<sup>th</sup>, 2001  
  
.....  
D. M. S. MMARI  
Permanent Secretary  
President's Office Regional  
Administration and Local Government

## ATTACHEND DOCUMENTS

### GENERAL OUTLINES OF THE TRAINING PROGRAMME

Both the Government of Japan and the United Republic of Tanzania (URT) will cooperate with each other in organizing a training course in the field of management skill for ward and village executive officers (hereinafter referred to as "the Course"), under JICA's In-Country Training Programme,

The Government of URT will conduct the Course with the support of the technical cooperation scheme of the Government of Japan. The course will train 150 officers every year. The course will be held in two sessions per year, in each the participants will be accommodated in two classes. It is scheduled to start from the Japanese fiscal year (JFY) 2001 and continue up to JFY 2005, subjecting to annual consultations between both Governments. The course will be conducted in accordance with the followings:

#### 1. TITLE

The Course will be entitled "Management skills training for ward and village executive officers"

#### 2. PURPOSE

The purpose of the Course is to strengthen the capacities of local government authorities by providing management training to ward and village executive officers. This training programme will contribute greatly to reinstating the integrity of the local government service at the grass-root level.

#### 3. OBJECTIVES

At the end of the Course, the participants will have:

- 3.1 Acquired knowledge and appreciated their roles and responsibilities at the grass-root level in a multi-party system (See C1, Tentative Curriculum).
- 3.2 Enhanced their abilities to respect the rights and responsibilities of the community members in multi-party system (C3).



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- 3.3 Acquired management skills to enable them to perform daily tasks efficiently and effectively (C2).
- 3.4 Acquired animation skills to sensitise communities to participate fully in the planning, implementation, operation and maintenance and monitoring and evaluation of development projects (C2 and C4).
- 3.5 An understanding of the local government policies and the new relationships between central and local government system after the local government reform (C6).
- 3.6 An understanding of the council proceedings in a multi-party system (C3 and C6).
- 3.7 Become conversant with major sectoral policies and become sensitive to gender issues during the implementation of the policies (C2 and C5).
- 3.8 An understanding of the principles of good governance including effective coordination mechanisms between the sectors involved at the grassroot level (C2 and C3).
- 3.9 An understanding of major participatory methodologies (C4).
- 3.10 Managed development change skills at the grass-root level by becoming "Effective change agents" (C1, C2 and C4).

#### 4. DURATION

The duration of each session of the course will be approximately two weeks. Except for the first year in which the course will be conducted in October 2001 and January 2002, the course for the remaining years will be conducted in June and October (see Annex II).

5. CURRICULUM

Tentative curriculum of the Course is attached as Annex I.

6. INVITED INSTITUTIONS

Selected local government authorities are invited.

7. NUMBER OF PARTICIPANTS

The number of participants for the first year is 150, and shall not exceed 150 per year for the remaining years, making a total of 750 for five years.

8. QUALIFICATIONS FOR APPLICANTS

Applicants for the Course are:

- 8.1 To be nominated by their respective local authorities in accordance with the procedure stipulated in 10.1 below.
- 8.2 To be in the payroll of the local authorities.
- 8.3 To have relevant work experience at least three years.
- 8.4 To be under 40 years of age, and literate.
- 8.5 To be in good health, both physically and mentally, in order to complete the course.

9. FACILITIES AND INSTITUTIONS

The Course will be organized at the Hombolo Local Government Training Institute in Dodoma and when necessary in the Folk Development Colleges.

10 APPLICATION PROCEDURE

- 10.1 Identified local authorities will be required to submit names of the prospective WEOs/VEOs thirty (30) days before the commencement of the course.



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# UNITED REPUBLIC OF TANZANIA

PRESIDENT OFFICE REGIONAL ADMINISTRATION  
AND LOCAL GOVERNMENT (PO-RALG)

MANAGEMENT SKILLS TRAINING FOR WARD AND VILLAGE  
EXECUTIVE OFFICERS FOR TANZANIA MAILAND

## MODERATOR'S GUIDELINES

*Translated from*

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**P.O BOX 1923**

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**By Masha E.J**

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## Training Schedule

	Time	Activity	Actor/Responsible
18/03/2003	8.00-9.00	Registration	Secretariat
	9.00-10.30	Preparation for learning environment	Moderator
	<b>10.30-11.00</b>	<b>Tea Break</b>	<b>All</b>
	11.00-1.00	Preparation for learning environment	Moderator
	<b>1.00-2.00</b>	<b>Lunch</b>	<b>All</b>
	2.00-3.00	Opening ceremony	Guest of honor
	<b>3.00</b>	<b>Free</b>	<b>All</b>
19/3/2002	8.00-10.30	Ward executive officers duties and responsibilities	Moderators
	<b>10.30-11.00</b>	<b>Tea Break</b>	<b>All</b>
	11.00-1.00	Ward executive officers duties and responsibilities	Moderator
	<b>1.00-2.00</b>	<b>Lunch Break</b>	<b>All</b>
	2.00-4.00	Ward executive officers duties and responsibilities	Moderator
	<b>4.00</b>	<b>Tea Break</b>	<b>All</b>
20/3/2002	8.00-8.30	Report 1 <sup>st</sup> day	Secretariat
	8.30-10.30	Ward executive officers duties and responsibilities	Moderator
	<b>10.30-11.00</b>	<b>Tea Break</b>	<b>All</b>
	11.00-1.00	Ward executive officers duties and responsibilities	Moderator
	<b>1.00-2.00</b>	<b>Lunch Break</b>	<b>All</b>
	2.00-4.00	Ward executive officers duties and responsibilities	Moderator
	<b>4.00</b>	<b>Tea Break</b>	<b>All</b>
21/3/2002	8.00-9.00	Report 3 <sup>rd</sup> day	Secretariat
	9.00-10.30	Laws and changes in the local government system	Moderator
	<b>10.30-11.00</b>	<b>Tea Break</b>	<b>All</b>
	11.00-1.00	Laws and changes in the local government system	Moderator
	<b>1.00-2.00</b>	<b>Lunch Break</b>	<b>All</b>
	2.00-4.00	Laws and changes in the local government system	Moderator
	<b>4.00</b>	<b>Tea</b>	<b>All</b>



22/3/2002	8.00-9.00	Report 4 <sup>th</sup> day	Secretariat
	9.00-10.30	Good governance	Moderator
	<b>4.30-11.00</b>	<b>Tea</b>	<b>All</b>
	11.00-1.00	Good governance	Moderator
	<b>1.00-2.00</b>	<b>Lunch</b>	<b>All</b>
	2.00-4.00	Good governance	Moderator
	<b>4.00</b>	<b>Tea break</b>	<b>All</b>
23/3/2002	8.00-8.30	Report 5 <sup>th</sup> day	Secretariat
	8.30-10.30	Administration principles and financial control measures	Moderator
	<b>10.30-11.00</b>	<b>Tea break</b>	<b>All</b>
	11.00-1.00	Administration principles and financial control measures	Moderator
	<b>1.00-2.00</b>	<b>Lunch</b>	<b>All</b>
	<b>2.00-4.00</b>	<b>Free</b>	<b>All</b>
24/3/2002	<b>Sunday</b>	<b>Free</b>	<b>All</b>
25/3/2002	8.00-8.30	Report day 6	Secretariat
	8.30-10.30	Development and poverty alleviation strategies	Moderator
	<b>10.30-11.00</b>	<b>Tea break</b>	<b>All</b>
	11.00-1.00	Development and poverty alleviation strategies	Moderator
	<b>1.00-2.00</b>	<b>Lunch break</b>	<b>All</b>
	2.00-4.00	Development and poverty alleviation strategies	Moderator
	<b>4.00</b>	<b>Tea break</b>	<b>All</b>
<b>Day 9</b> 26/3/2002	8.00-8.30	Report day 8	Secretariat
	8.30-10.30	Gender analysis in development	Moderator
	<b>10.30-11.00</b>	<b>Tea break</b>	<b>All</b>
	11.00-1.00	Gender analysis in development	Moderator
	<b>1.00-2.00</b>	<b>Lunch break</b>	<b>All</b>
	2.00-4.00	Gender analysis in development	Moderator
	<b>4.00</b>	<b>Tea break</b>	<b>All</b>
<b>Day 10</b> 27/3/2002	8.00-8.30	Report day 9	Secretariat
	8.30-1.00	Practical	All
	<b>1.00-2.00</b>	<b>Lunch</b>	<b>All</b>
	2.00-4.00	Practical	All
	<b>4.00</b>	<b>Tea break</b>	<b>All</b>

<b>Day 11</b> 28/3/2002	8.00-8.30	Report day 10	Secretariat
	8.30-10.30	Practical reports presentation	Participants
	<b>10.30-11.00</b>	<b>Tea break</b>	<b>All</b>
	11.00-1.00	Concluding remarks	Moderator
	1.00-2.00	Lunch break	All
	2.00-4.00	Graduation ceremony and closing down	Guest of honor
	<b>4.00</b>	<b>Tea break</b>	<b>All</b>
<b>Day 12</b> 29/3/2002	8.00-9.00	Tea	All
	<b>9.00</b>	<b>End</b>	<b>All</b>

# **PART ONE**

## **1.0 General Overview**

### **1.1 Introduction**

Adult training require different learning environment as the result the moderator need to posses special skills in handling them, specially on methodologies, facilitation style and subject organization. This guideline therefore has been prepared to guide the moderators in facilitating the course for ward and village executive officers.

Ward and village executive training is a part of the programme for improving local government functions. The training intends to improve the performance and functions of ward and village executive as development coordinators and superiors in their respective areas. The course being an adult training, moderator must follow this guideline so that he/she can facilitate the course in understandable manner by participants. The proposed training methodologies incorporate elements of adult learning process and environment.

### **1.2 General Objective of the guideline.**

The guideline will guide the moderators in facilitating the course systematically as depicted in the course syllabus and also defines the moderator's task during the whole period of the course

### **1.3 Specific objectives**

- To guide course facilitation
- To equip moderator with various teaching methodologies and examples for facilitating the course.

### **1.4 Guideline Structure and Contents**

- Introduction
- Adult learning characteristics
- Adult learning process (teaching methods)
- Adult leaning environment
- Guides for facilitating various course subjects

### **1.5 Use of Guideline**

The guideline has been prepared to enable the moderator to facilitate the learning process efficiently. However, the moderator may be required to use other facilitation methods deemed necessary.

### **1.6 Moderator's Advice**

Moderator are advised to adhere to the following

- Not bounded to follow the guideline systematically/step by step instead he/she may need to change the facilitation style based on participant's mood and training environment.
- The guideline would be useful if the moderator would have attended the training of trainers (TOT) course. He/she would be required to read careful part one to five and TOT experience.
- The moderator should view the participants as adults with adequate knowledge and experience and they need more time to share their experience before they can agree on any proposed subject/topic.
- Moderator is not a teacher, he/she is a facilitator during the learning process



資料 28  
(農業関連部分のみ)

# **PRESIDENT OFFICE**

**REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT  
MOROGORO DISTRICT COUNCIL**

## **DISTRICT MEDIUM TERM DEVELOPMENT PLAN 2001/2-2003/4**

**DISTRICT EXECUTIVE DIRECTOR OFFICE  
P.O BOX 1880  
MOROGORO**

*Translated from Kiswahili Version By  
Exuper Masha  
September 2002*

## **1.0 INTRODUCTION**

### **1.1 The District**

Morogoro District (R) is one among 5 districts of Morogoro region. The district has an annual per capital income of Tshs 34,150, which is very low. The district has been facing many problems including poor social services, infrastructure, lack of agricultural markets, unavailability of agricultural inputs, etc. Due to these problems, per capital income in the district continued to decrease from time to time making living condition of the people to deteriorate.

### **1.2 Location**

The district is 200 km from Dar-Es-Salaam bordering with the following districts; Bagamoyo (North East), Kisarawe (North), Rufiji (South East), Kilombero (South West) and Kilosa and Tanga (North West). The district is located between 8-10 degree South of equator and 37 –38.22 degree East of Greenwich. The district has 19,250 square km of land equivalent to 26.5% of total regional land. The district population was estimated to be 530,220 in 2001, living in 10 divisions, 42 wards, 235 villages and in 3 constituencies. The district has temperature of 20-28 degree centigrade with an annual rainfall of 600-1600 mm (short rains-November-February).

### **1.3 Agro Ecological Zones**

#### **Highland and Mountainous Zone.**

The zone covers mountain Uluguru that is equivalent to 25% of district land and an altitude of 1200-2000m from the sea level. The zone is suitable for coffee, cardamom, maize, beans fruit and vegetable production

#### **Lowland and semi Mountainous Zone**

It constitutes of 20% of the district land, with an altitude of 800-1200m from the sea level, suitable for maize, cassava, sorghum, cotton, sisal and castor seeds production

#### **Savannah Zone**

It covers 55% of district land with an altitude of between 600-800m from the sea level suitable for paddy, maize, cassava, sugar cane, cotton and sisal production. This zone consists of Selous game reserve, which occupies the southern part.

### **1.4 The Development Plan, Target and Strategies**

The district development plan implementation started in 2001/2002 reflecting the National development vision 2025 as directed by Ministry of Regional Administration and Local Government. This plan intends to accelerate the district economic growth, which will be manifested in the poverty eradication. The developments plan's strategies and goals are outlined according to sectors as shown by table below.

## Productive Sector. Agriculture/Livestock, Cooperative and Natural Resources.

S/N	Sector	Goal	Policy	Strategies	Priorities
1	Agriculture	Attain food security, through agricultural production	Emphasis on food and cash crops	Improve extension service Enhance crop protection Construction of irrigation canals Provide adequate livestock extension services	Modern agricultural and livestock production techniques
2	Natural Resource	Provide forest education on environmental conservation Increase nation income from marketing of forest products Supervise on rational use of wild animals and fish	Involve all stakeholders in forest, wild animals and fish conservation Protect all natural resources Promote sector integration especially wild animals and fish	Promote community participation in natural resource management Promote environmental protection Sensitized on the policy of cut tree, plant tree Emphasis on tree planting and forest conservation	Establish forest nurseries with tree planting Make rational utilization of natural resources

### Service Sector

3	Water	Provide clean and safe water by 2004 Identify new source of water Involve women in improving and supervising water projects Sustain water sector by incorporating social, economical and environmental aspects	Involve community in managing and sustaining water sector through cost sharing	Enhance local participation especially women on water sector management	Drill shallow and deep wells Water projects rehabilitation Construct village water distribution networks
4	Land	Ensure land is availability for economic activities Improve Infrastructure (road)	Conduct land survey Prepare land use plan	Ensure rational land distribution Earmark land for agriculture, livestock and forest Conduct town land survey	Ensure rational land distribution Reduce land use conflicts Land survey
5	Transport/ Construction	Improve district and villages transportation	Rehabilitate small town roads Improve District and villages transportation	Rehabilitate all district and village roads	Improve transport and transportation Construct bridges destroyed by E-nino in 1998

### Social Sector

6	Social development	Emphasize self economic development	Emphasize on appropriate technology Human capital investment Sustain local initiative projects	Provide training Expand projects in Mgeta, Bwakira and Mvuha Reduce child mortality rate (under 5 and deaths of pregnant women) Promote local	Life, security and development of mother and child
---	--------------------	-------------------------------------	--	--	--

				community development and decision making	
7	Health	Provide health services within a distance of 10 km		Provide health education on family planning and nutrition Rehabilitation of health centers and dispensaries Promote health services cost sharing Implement and extend mother and child programme to cover more 3 divisions	Health center rehabilitation Life, security and development for mother and child
8	Education	Emphasize on children registration Increase educational sector resources	Improve education quality from primary to secondary	Increase children registration Supply training materials Promote education costs sharing	Schools rehabilitation Class construction and desks making Construct new secondary schools
9	Administration	Good governance	Capacity building	District plans and budget edited by regional secretariat	

### 1.5 Development Constraints

- ❖ Poor road infrastructure and inaccessibility
- ❖ Frequent drought/flood
- ❖ District hugeness (large size)
- ❖ District geography
- ❖ Inadequate working tools and equipment
- ❖ Low per capital income
- ❖ Poverty
- ❖ Non-functioning cooperatives

### 1.6 Sector's Constraints

1	Agriculture	Constraints
		Poor road accessibility (market road), lack of working tools and equipment and low accessibility to agricultural inputs
		Lack of agricultural inputs and poor timing
		High agricultural inputs price
		Poor food and cash crops storage facilities
		Agriculture dependence on rainfall (no irrigation farming)
		Inadequate knowledge on irrigation farming
2	Livestock	Inadequate veterinary service (clinics)
		Lack of exotic breeds
		Animal pests and diseases (tic, tsetse flies)
3	Health	Inadequate staff
		Inadequate and poor health centers structures
		Lack of transport facilities



4	Education	Poor school infrastructures
		Inadequate desks and chairs
		Lack of teaching materials
		Inadequate teachers
		Teacher-student ration too high
	Construction	Lack of equipment
		Poor road master plan
		Inadequate expertise/staff

## 1.7 District Development Potentials

### Land

Out of 1,744,000 ha productive land only 436,080 ha is used for agriculture which is just (25%).

### Natural resources

Land under forest is 92,289 ha include Mikumi and Selous game reserves

### Minerals

Various minerals exist in the district

### Rivers

Large rivers such as Ruvu, Mgetakafa, Ngerengere, Wami, Dihombo and Divie, which could be used for irrigation farming.

### Human resource

Working population is 212,088 equivalent to 40% of the total population of 530,220

### Industries

Mtibwa sugar industry, which employ staff and farmers

## 1.8 Development Vision 2025

The national development vision 2025 envisages, raising the general living standard of Tanzanians to the level of typical medium income developing country by 2025 in terms of human development. It identifies three priority goals: ensuring basic food security, improving income levels and increasing export earning. So Morogoro district development plan was formulated in line with achieving national development vision 2025

## 2.0 DISTRICT DEVELOPMENT PLAN TARGET (2001-2004)

### 2.1 District Development Plan Implementation 2000/2002

#### Overview

It is anticipated that by year 2004 per capital income in the district would increase from US\$ 60 per annual to US\$ 120 that is why this development plan aims at empowering district's people to improve their social economic conditions. The council therefore requested from central government Tshs 43,000,000 to implement development projects in education, health and water sectors. However, no fund has been received from central government up to the end of the financial year. This made all planned development project implementation was postponed. The district council however, set aside Tshs 14,429,000 from its own resources to finance development project in natural resources, construction and livestock sectors (bee project, bridge construction and

2 dipping trough) respectively. On livestock sub sector the district spent Tshs 2,263,950 on Mkongeni livestock auction rehabilitation and Tshs 750,000 for ward executive office rehabilitation by December 2000

### **Donor's Contribution**

#### **World bank (DBSPE)**

World bank contributed Tshs 31,656,000 to schoolteachers' houses rehabilitation (5), classrooms rehabilitation (22) and toilets holes (34) in various schools under DBSPE programme.

#### **NAEP II**

During the financial year 2000/2001, NAEP II (an extension project financed by World bank disbursed Tshs 6,000,000 for office construction and Tshs 18,577,000 for extension services, motorcycle and bicycle maintenance

#### **TFD (FAO)**

Construction of agricultural shop at Mafu, Mvomero division and procurement of agricultural inputs totally Tshs 7,256,000.

#### **TEHIP (CANADA)**

TEHIP rehabilitated 7 dispensaries and two-health centers in Northern and Southern constituencies. TEHIP continued to vaccinate children under 5, providing mosquito nets, treat STDs, provide health education, purchased health equipments, tools, etc.

#### **UNICEF**

Concentrated mainly on mother-child programmes, which include, nutrition, vaccination, health training to school committee and supervision of CSPD programme.

#### **World vision**

Classroom, schoolteacher's houses and office construction. Provide education on agricultural inputs and implemented water project in Ngerengere and Mali divisions

#### **District Council**

Support local community self-initiative projects. Assistance provided included, iron sheets and cement, transport, DSA, fuel, contractors payments, provided Tshs 500,000 for quelea quelea control, Tshs 400,000 for agricultural inputs shop and contributed toward veterinary extension services

## **2.2 District Development Plan 2001/2002-2003/2004**

### **Introduction**

The plan intends to improve people's living standard through;

- Involving local communality at all levels
- Make use of available local resources
- Environment conservation
- Complete existing projects/programmes
- Emphasize and support self initiative projects/programmes
- Involve women in development

### **District Development Plan's Target**

**Improve economic services**

This can be achieved by improving rural infrastructure (village road network), improve agricultural markets, ensure availability of agricultural inputs, conserve environment and increase agricultural production

**Improve social services**

- ❖ Health centers rehabilitation
- ❖ Improve primary school education quality
- ❖ Accessibility of clean and safe water
- ❖ Enhance Mother-child security and development

**Implementation Budget**

S/N	Source	Amount (Tshs)
1	District Council	34,939,300
2	Central government	40,800,000
3	Donors	715,246,365
4	Other	4,020,000
<b>Total</b>		<b>795,005,665</b>

## Japan International Cooperation Agency



Japan Overseas Cooperation Volunteers (JOCV)

The Permanent Secretary,  
Ministry of Agriculture and Food Security,  
P.O. Box 9192,  
DAR ES SALAAM (At: Mrs. Bitezeko)

August 29, 2002

Dear Sir,

Re: DONORS' COMMENTS ON THE GOVERNMENT PROPOSAL  
ON ASDP COORDINATION AND MANAGEMENT

It will be recalled that at the Meeting of the FASWOG Task Force which was held on August 22, 2002 the issue of ASDP Coordination and Management was discussed, and members of the Task Force were requested to submit to you any additional comments, if any, by August 29, 2002.

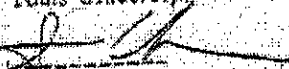
I would in this regard wish to inform you that ASDP donors (Ireland, EU, DFID, Denmark and JICA) have further deliberated on the issue.

On behalf of the donors I would like to inform you that after the completion of the preparation of the ASDP, the donors feel that ASDP coordination at national level should be undertaken by a higher level than a sector ministry. This is because the ASDP involves many sectors and different actors and it is the considered view of the donors that it is unlikely, as the programme develops, that a sector Ministry will be able to mobilise the required authority "to push things forward". Moreover the level of ASDP coordination is particularly important given the current high current political profile of the agriculture sector and its importance for poverty reduction. The donors further suggested that the coordination could be done by the Prime Minister's Office which has the mandate to coordinate Government business.

As for the current proposals in the draft ASDP document such as those concerning the ASDP secretariat (its role and membership) ASAC (its role and membership), the donors feel that these should be addressed and concluded after the issue of ASDP coordination is agreed upon.

Should there be a need to further discuss this issue, the donors are willing and ready to do so.

Yours Sincerely,

  
Sumio AOKI  
Resident Representative.

JICA, 1-1-1 Higashi-Shinjyuku, Shinjyuku-ku, Tokyo 162-8501, Japan. Tel: 03-3342-3111 / 30, 3342-3112 FAX: 03-3342-3113 / 30, 3342-3114