

PLANNING FOR DISTRICT AGRICULTURAL DEVELOPMENT

PARTICIPATORY PLANNING FOR AGRICULTURAL GROWTH

Introduction

- 2001, Government formulated and approved the Agricultural Sector Development Strategy (ASDS).
- ASDS is a component of the overall national Poverty Reduction Strategy

- > focus on agricultural productivity and profitability
- > the promotion of private/public sector partnerships and
- > decentralized implementation through District Agricultural Development Programmes (DADPs).

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Government formulating Agricultural Sector Development Programme (ASDP) to implement the ASDS

Proposed ASDP sub-programmes are

- Agricultural Development through District Agricultural Development Plans/District Development Plans Implementation
- Policy, Legal, Regulatory and Institutional Framework;
- Research, Extension/Advisory Services and Training;
- Input/Output Marketing and Rural Financing; and
- Crosscutting issues with other sectors.

- Implementation of "A" and parts of the other sub-programmes will take place within the framework of the decentralization policy and the Local Government Reform Programme (LGRP).

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LGRP aims to enable the LGAs to undertake the new roles and responsibilities under the decentralization policy.

- > Guidance on taxation, regulation, expenditure, audits, by-laws
- > Capacity building in financial administration, personnel management and service delivery.

The LGRP is currently developing a set of written guidelines for the implementation of participatory planning procedures for the generation of District Development Plans (DDPs).

Phased introduction of Districts to the new procedures, allowing for the maximum devolution of power & financial autonomy.

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Objective: Guidelines for the generation of DADPs:

- > within the overall framework of DDP guidelines
- > in harmony with the requirements of LGRP & ASDS/ASDP.

■ To provide information on:

- > the planning methodology to be used,
- > the actual types of information required for participatory planning for agricultural development,
- > identification of the roles and responsibilities at various levels of the planning process.

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The Legal Basis for District Participatory Planning
The Local Government (District Authorities) Act

The Ward Development Committee, empowered for

- Planning and co-ordinating the activities of residents of the Ward engaged in any activity or industry of any kind
- Initiating and promoting participatory development in the Ward

■ A basic function of the LGA is to:

- Formulate, coordinate & supervise the implementation of all plans for the economic, commercial, industrial and social development in its area of jurisdiction

Village councils are empowered to:

- Plan and coordinate the activities of the village in agricultural, horticultural, forestry or any other activity or industry of any kind

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<p>Local Government (District Authorities) (Councillors Code of Conduct) Act directs that Councillors:</p> <ul style="list-style-type: none"> • promote a broad and consultative process in enhancing development at grass-root level. • ensure that every activity is performed in a democratic and participatory manner and by involving grass-root community • promote and ensure democratic participation and control of decision making by the people within the area of jurisdiction of the council. <p style="text-align: right;">7</p>	<p>Local Government Financial (Block Grants) Act</p> <ul style="list-style-type: none"> • The functions and powers of local government authorities in relation to management of block grants shall be to formulate, prepare and implement economic and social service delivery plans which address local needs and priorities in their areas of jurisdiction. <p>Provision for participatory planning processes at District level, for the development of agriculture and other rural enterprises, is clearly established in the legislation of Tanzania.</p> <p style="text-align: right;">8</p>
<p>The Policy Synopsis</p> <p>The Rural Development Strategy (RDS)</p> <ul style="list-style-type: none"> • Good Governance in rural areas will be promoted by making local governments accountable to their citizens and introduction of participatory district planning. • An enabling and peoples empowering environment, putting people at the centre of their development. • Self-reliance and self-sustaining development given due recognition. <p style="text-align: right;">9</p>	<p>The Agricultural Sector Development Strategy (ASDS)</p> <ul style="list-style-type: none"> • Recognizes that the LGRP demands increasing emphasis on participatory planning at District level in order to formulate the DADPs. <p>The ASDS proposes:</p> <ul style="list-style-type: none"> • "Implementation of the ASDS through DADPs which will be 3-year rolling plans defining the districts' priorities and activities related to the agricultural sector." <p>The ASDP draft specifically proposes:</p> <ul style="list-style-type: none"> • the implementation of sub-programme "A", the "Agricultural Sector Support and Implementation at District and Field Level" would be guided by DDP/DADP processes. <p style="text-align: right;">10</p>
<p>REVIEW OF EXISTING PRACTICE</p> <p>Reference Points for the Review of Development Planning</p> <ul style="list-style-type: none"> • Draft Participatory District Development Guidelines (PO-RALG). • Training Manual on Participatory Community Based O & OD Planning (PO-RALG, 2001) • Draft guidelines for preparation and implementation of Community Agricultural Development sub-projects (MAPS, 2002). • Reflections of the TANZAKESHO Programme (UNDP, 2001) • Field visit to Hai District where the O & OD Methodology is being tried out • Visits to districts where there are no participatory practices <p style="text-align: right;">11</p>	<p>District Agricultural Development Planning A Subset District Development Planning</p> <p>District Agricultural Development Planning must be a subset of District Planning for Sustainable Development.</p> <ul style="list-style-type: none"> • In order for participatory planning to be effective, it must be holistic • provide an overarching framework of development that covers social, economic (including agriculture), & environmental aspects for poverty reduction. • cross cutting issues such as gender, environment and HIV/AIDS pandemic must also be factored in. <p style="text-align: right;">12</p>

<p style="text-align: center;">Participatory Planning: A Paradigm Shift</p> <ul style="list-style-type: none"> ▪ Officials at the district, ward, village and sub-village levels become facilitators ▪ Actual planning is left in the hands of the communities ▪ This is true participatory planning (unlike many current situations where communities are used to rubber stamp decisions made by people in offices) <p><i>This paradigm change scares traditional planners. (How can a community member who has never seen the four walls of a classroom can actually participate in a planning process???)</i></p> <p><i>But</i></p> <ul style="list-style-type: none"> ▪ It is the community member who has first hand information and experience on the development issues of the community. ▪ Support required is facilitation through a process of deriving coherent and implementable plan. <p style="text-align: right;">13</p>	<p style="text-align: center;">Participatory Planning in Tanzania</p> <ul style="list-style-type: none"> ▪ PO-RALG & UNDP: study on Best Practices in District Participatory Planning ▪ PO-RALG: facilitated generation of national guidelines for district level participatory planning ▪ Opportunity and Obstacles for Development (O&OD) planning for whole country. ▪ launched in April 2001. <p style="text-align: right;">14</p>
<p style="text-align: center;">Demonstrated Effectiveness of Participatory Planning</p> <ul style="list-style-type: none"> ▪ NIMA Programme in Iringa Region ▪ RIPS in Ruvuma and Lindi ▪ Coastal Conservation Project in Tanga ▪ Shinyanga Programme, Kilosa, Maswa ▪ SMUWC in Mbarali ▪ Tanzakesho programme in Mbozi and Sengerema <p style="text-align: right;">15</p>	<p style="text-align: center;">BASIC FEATURES OF PLANNING GUIDELINES</p> <ul style="list-style-type: none"> ▪ Flexible: accommodate differentiation of gender, age groups, wealth, political viewpoint, CBO, NGOs etc. ▪ O & OD: emphasises OPPORTUNITIES, not obstacles ▪ No parallel structures ▪ Decentralized from Kitongoji/mtaa through village, to ward to district. ▪ Communities must own the outcome. <p style="text-align: right;">16</p>
<p style="text-align: center;">STEPS IN THE PARTICIPATORY PLANNING PROCESS</p> <p>Step 1. Preparatory Phase for a Participatory Planning Initiative</p> <ul style="list-style-type: none"> ▪ Need time to change peoples' mindsets and creation of Champions ▪ Avoidance of Parallel Structures <p>Step 2. Launching of the Programme</p> <ul style="list-style-type: none"> ▪ Justifying the 'new' planning approach ▪ Advocacy Strategy <p style="text-align: right;">17</p>	<p>Step 3. Immediate Post-Launching Activities</p> <ul style="list-style-type: none"> ▪ Approval of Programme Document by the District Council ▪ Formation of District Core Team ▪ Establishment of Ward Patrons ▪ Learning From Others ▪ Capacity building <p style="text-align: right;">18</p>

<p>Step 4. Development of Village Agricultural Plans</p> <ul style="list-style-type: none"> ▪ Building Alliances With the Village Communities ▪ Databases ▪ Visioning of Agriculture ▪ Development of Village Plans ▪ Budgeting ▪ Implementation Plans <p style="text-align: right;">19</p>	<p>Step 5. Building Ownership of the Plan</p> <ul style="list-style-type: none"> ▪ Approval by Village Council and Village Assembly ▪ Scrutiny and Consolidation at Ward Level ▪ Scrutiny, Consolidation and Validation of Budgets by District Council Organs <p style="text-align: right;">20</p>
<p>Step 6. Approval at Full District Council</p> <ul style="list-style-type: none"> ▪ Implementation can be immediate ▪ At Village Level ▪ At Ward Level ▪ At District Level ▪ Review by Regional Consultative Committee <p style="text-align: right;">21</p>	<p>Step 7. Participatory Monitoring & Evaluation</p> <ul style="list-style-type: none"> ▪ Beneficiaries must be the main actors of the monitoring and evaluation process ▪ External experts are required to facilitate only ▪ Testable and measurable indicators that are customized to the local environment <p style="text-align: right;">22</p>
<p>INFORMATION REQUIRED FOR DADP PREPARATION</p> <ul style="list-style-type: none"> ▪ Vital: Planning for Agricultural Development with the maximum level of knowledge ▪ Forward and backward information flows: ▪ Central Government to & from the Farmers and rural inhabitants. <p style="text-align: right;">23</p>	<p>Guidelines Provided at the National Level</p> <ul style="list-style-type: none"> ▪ Agricultural component of the national budget ▪ From agricultural sector ministries ▪ Through ASDP Secretariat ▪ Authorized by the ASAC ▪ For use by Districts <p style="text-align: right;">24</p>

<p>Financial Resources for the Agricultural Sector</p> <ul style="list-style-type: none"> ■ Approved amount for the year. ■ Indicated three-year amounts MTEF <ul style="list-style-type: none"> ➢ Recurrent Expenditure ➢ Development (Capital) Expenditure <p style="text-align: right;">25</p>	<p>ASDP Policies</p> <ul style="list-style-type: none"> ■ Expenditure Rules ■ Eligibility Criteria ■ Relevant Policy Rules ■ Quick Wins ■ Cross-Cutting Issues <p>National Targets</p> <ul style="list-style-type: none"> ■ Productivity and income growth <p style="text-align: right;">26</p>
<p>Guidelines Provided at the District Level Prepared by District for Councillors and Staff</p> <p>Strategic and Enabling Actions</p> <ul style="list-style-type: none"> ■ Legal capacity to institute changes ■ Information and resources for identified changes ■ Key factors identified by constituents <p style="text-align: right;">27</p>	<p>Degree of Autonomy/LGRP Status</p> <p>Resources for District Level Services and Investment</p> <ul style="list-style-type: none"> ■ external resources for mandatory programs ■ level of District generated resources ■ forecast of resources the MTEF ■ Methodology for three-year rolling plans ■ Discretionary Resources Allocation Policy <p style="text-align: right;">28</p>
<p>Guidelines Provided at the Ward Level</p> <p>District to Provide to Wards</p> <ul style="list-style-type: none"> ■ Enable accurate planning, predictable & stable environment ■ For each Ward Development Committee <ul style="list-style-type: none"> ■ Through the Councillor. ■ Induce full ownership at this level. <p style="text-align: right;">29</p>	<p>Information to be Provided for Wards</p> <ul style="list-style-type: none"> ■ Resource Available <ul style="list-style-type: none"> ■ for mandatory items ■ discretionary resources available ■ Broad District policy on <ul style="list-style-type: none"> ■ allocation methodology. ■ cost sharing for different types of expenditure. ■ local taxation/fining and revenue management. ■ Financial information <ul style="list-style-type: none"> ■ specific for the forthcoming calendar year ■ indicative for the three-year rolling plan <p style="text-align: right;">30</p>

<p>Guidelines for Appraisal and Consolidation.</p> <ul style="list-style-type: none"> ■ Policy Compliance ■ Criteria, Prioritisation ■ Ward Plan Consolidation. ■ Timeframe and Deadlines. <p style="text-align: right;">31</p>	<p>M&E Procedures</p> <ul style="list-style-type: none"> ■ Monitoring data from planning, expenditure and implementation processes ■ Evaluation undertaken at the commencement of each new planning cycle ■ Reassessment Guidelines for Three-year Rolling Plans on the basis of: <ul style="list-style-type: none"> ■ Cost ■ Effectiveness and Impact ■ Timeliness <p style="text-align: right;">32</p>
<p>Guidelines Provided at the Village Level</p> <p>Ward Development Committee to provide information on:</p> <ul style="list-style-type: none"> ■ External and Local Financial Resources <ul style="list-style-type: none"> ■ District, Central Government, Donors, NGOs etc ■ Conditionality for utilization ■ Budget disaggregated to <ul style="list-style-type: none"> ■ conditional (sector or activity specific) ■ or unconditional. ■ Need for contributions from the community ■ Planning as a means to realize the "opportunities" for development (not simply to gain external resources) <p style="text-align: right;">33</p>	<p>Development and Utilization of a Three-Year Rolling Plan.</p> <ul style="list-style-type: none"> ■ Consider Q&OD in a three-year plan <p>Policy Criteria for Agricultural Sector Support.</p> <ul style="list-style-type: none"> ■ types of services and investments eligible for external support <p>Financial Criteria for Support.</p> <ul style="list-style-type: none"> ■ Enhancing agricultural productivity and profitability <p>Prioritisation of Activities.</p> <ul style="list-style-type: none"> ■ maximizing poverty reduction, productivity, speed of implementation, degree of self help <p>Cross Cutting Issues Guidelines.</p> <p>Timetable.</p> <p style="text-align: right;">34</p>
<p>THE OUTSTANDING ISSUES</p> <p>Capacity Building and Change of Mindset</p> <ul style="list-style-type: none"> ■ Ward & Village extension staff as facilitators and consultants ■ Need to acquire basic financial skills ■ Training & re-orientation for extension workers <p>Resources Required</p> <ul style="list-style-type: none"> ■ Substantial resources required <p>Consistency of Approach</p> <ul style="list-style-type: none"> ■ Many versions of participatory planning ■ No methodological harmony or consistency ■ Need consistent National Participatory Planning framework <p>The DADP and the DDP</p> <ul style="list-style-type: none"> ■ Practical dis-aggregation from the DDP to the DADP <p style="text-align: right;">35</p>	

04/9/02

ASDP PROGRESS REPORT AS OF 16TH SEPTEMBER 2002.

ASDP Framework and Process Document.

A draft framework and Process Document was sent to FAO - IC for internal review and comments.

FAO Investment Center has reviewed the draft ASDP Framework and Process Document and the Annexes, and forwarded their consolidated comments and suggestions. These comments were received Friday 13/9/2002.

The Government Team together with KORONGO Ltd are incorporating the comments in the document. As more work need to be done we would like to propose that the stakeholders' peer review which was planned for 25th - 26th September 2002 should now be moved to September 30th - 1st October 2002. This would allow more time for the Team to complete the work and for the stakeholders to review the document prior to the workshop. We intend to circulate the draft ASDP document to LMs, donors and other stakeholders by 20th September 2002.

ASDP Indicative Costing.

The work on estimating indicative costs for ASDP has been done with slight modification of the agreed methodology in the Aide Memoire of

30th July 2002. The indicative cost estimates are presented as chapter 8 and an Annex in the Framework and Process document.

Secretariat.

As you will recall the Team made a presentation of the ASDP Secretariat proposal to the FASWOG Task Force Meeting of 22nd August 2002. General agreement was not reached on ASDP Coordination and Management in that meeting.

Donors sent comments on Government proposal vide their letter of 29th August 2002 in which they proposed the ASDP Coordination at national level to be undertaken by a higher level than a sector ministry. The donors further suggested that the coordination could be done by the Prime Minister's Office which has a mandate to coordinate Government business. In this respect the ASDP Secretariat was shelved until the issue of ASDP Coordination and Management was resolved.

The Permanent Secretaries of the PMO, MoF, Civil Service Department, PO – RALG, MAFS, MCM, MWLD met on 5th September 2002 to discuss the donors comments. It was resolved that the coordination of the agricultural sector should be within the Sector. The role of PMO is supervisory not executive.

The Ministry of Finance will send an official reply on this issue to JICA (on behalf of donors)

Database.

The team has compiled baseline information received from the Regions and complemented it with other sources. However gaps in information especially on costs of projects supported by NGOs at district level still exist. The Team is liaising with the Regional authorities for missing information.

Stakeholders' Peer Review.

The Team has proposed a list of 30 of the would be reviewers of the ASDP Framework and Process Document from a wide range of stakeholders. Out of the 30 two should come from the donors in FASWOG Task Force. We would like to be guided on the two donors who will join the Stakeholders peer review.

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THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF FINANCE

Telegram: "Treasury", Dar Es Salaam
Telephone: 111174/6, Fax: 110326, Telex: 41329
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P. O. Box 9111,
DAR ES SALAAM

Ref. No. **TYC/C/BA-54/534/01**

23rd September, 2002

Mr. S. Aoki,
Resident Representative,
Japan International Co-operation Agency,
(JICA),
DAR ES SALAAM.

Dear Sir,

**Re: DONORS COMMENTS ON THE GOVERNMENT PROPOSAL ON
AGRICULTURAL SECTOR DEVELOPMENT PROGRAMME (ASDP)
COORDINATION AND MANAGEMENT**

Kindly refer to your letter dated 29th August 2002 to Permanent Secretary Ministry of Agriculture, Food and Security which was brought to my attention by the Agricultural Sector Lead Ministries. Since this matter touches on the allocation of functions within the Government organizational set up, and could spill over to other programmes, I found it necessary to call a meeting of all the stakeholder ministries on September 2, 2002. The meeting was attended by Permanent Secretaries of the Agricultural sector lead Ministries, Permanent Secretaries, Prime Minister's Office and President's Office – Civil Service Department .

I wish to inform you that the Permanent Secretaries of the Agricultural Sector Lead Ministries, brought the issue on ASDP coordination and management to the Permanent Secretary, Ministry of Finance after they had deliberated on the matter and agreed amongst themselves that the institutional co-ordination framework of the ASDP should be consistent with

the Agricultural Sector Development Strategy (ASDS) which is already approved by all the stakeholders, including development partners who provide support to this sector.

Further, we were informed at the meeting by the sector lead ministries that, they discussed and agreed to mandate the Ministry of Agriculture and Food Security to oversee the overall coordination and management of the ASDP in collaboration with other lead ministries. The Permanent Secretaries of the Agricultural Lead Ministries approved the following co-ordination framework of the ASDP in line with the ASDS:-

- (i) That, Inter-Ministerial Co-ordination Committee (ICC) which will meet quarterly under the Chairmanship of the Permanent Secretary- Ministry of Agriculture and Food Security, Members of the ICC will include Permanent Secretaries of Agricultural Sector Lead Ministries, collaborating Ministries and the Private Sector. The ICC will be responsible for overall co-ordination and policy guidance of the ASDP implementation.
- (ii) That, the ICC Implementation Committee composed of Permanent Secretaries of Lead Ministries will meet as the need arises to discuss matters requiring urgent decisions on behalf of the ICC.
- (iii) That, the Annual Stakeholders Conference, which is the apex, will meet to discuss implementation status of ASDP and exchange views on the way forward under the Chair of the President, or his representative.

The Government has observed that, your letter of August 29, 2002 does not make reference as to whether there is any specific problem to the coordination framework agreed upon by the sector lead ministries. It is the view of Government that, PMO would not have technical capacity to coordinate implementation of ASDP and that, responsibility for execution of

programme activities will rest with the respective lead ministries. It is therefore evident that, the agreed ASDP implementation framework, is in line with the Presidential Instruments which define clearly the functions and responsibilities of every Ministry and Government Departments.

While we agree that institutional capacity needs enhancement, we hold the view that this should be addressed in the sector leader ministries and not outside.

I wish to express, our appreciation on behalf of the Government of the United Republic of Tanzania for the support provided over the years by the development partners to the Agricultural Sector and we are looking forward for even more strengthened cooperation in this regard. Please feel free to contact us for any clarification you may want.

Accept, the assurances of our highest consideration.

Yours Sincerely,



P.M. Lyimo
AG. PERMANENT SECRETARY

Main Identity

From: "Ireland Embassy" <iremb@raha.com>
To: "Hanatani" <hanatani.atsushi@jica.go.jp>; <Pierre.Gence@FIELD.FAO.ORG>;
 <tmuenzel@hotmail.com>; <-ditchburn@dfid.gov.uk>; <Maria.Paris-Ketting@cec.eu.int>;
 <aneros@um.dk>; <jcoker@usaid.gov>; <Matthew.McIlvenna@wfp.org>;
 <Kinomoto.Hiroyuki@jica.go.jp>; <Matsushita.Kaori@jica.go.jp>; * * * * * <n-ito@raha.com>;
 <lchengula@worldbank.org>; <bndulu@worldbank.org>; <jicatz@raha.com>;
 <radag@raha.com>; <oshuma@usaid.gov>
Sent: Thursday, September 26, 2002 9:45 AM
Subject: Re: ASDP Management/Meeting with PS-MAFS

Hanatani

I suggest we try to discuss the matter within the sector before going out
 (following the ideas of the sector should be able to coordinate itself).
 Hence we meet with PS MAFS first to get a clearer picture of the discussion
 and decision on the matter. Then PS MoF is the second stage on the
 discussion of this matter.

Sizya Lugeye

Ireland Aid

----- Original Message -----

From: Hanatani <hanatani.atsushi@jica.go.jp>
To: <Pierre.Gence@FIELD.FAO.ORG>; <tmuenzel@hotmail.com>;
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 <lchengula@worldbank.org>; <bndulu@worldbank.org>;
 <jicatz@raha.com>; <radag@raha.com>; <oshuma@usaid.gov>
Sent: Wednesday, September 25, 2002 6:53 PM
Subject: Re: ASDP Management/Meeting with PS-MAFS

> Dear all
 > As suggested by Mr.Gence, FAO, we may have to see PS-MOF eventually.
 > But we thought that it would be equally appropriate to convey our position
 > in the first place to PS-MAFS as he is the one currently managing the
 > process, before we meet and discuss this matter with PS-MOF.
 > Anyway, Mrs.Bitegeko has informed me of the appointment she arranged to
 > meet
 > (informally) with PS-MAFS.
 > The appointment is 3:00 pm Thursday 26/9/02 at Kilimo I (either PS's
 > office
 > or conference room in front of his office).
 > See you then.
 > --
 > * \$B2VC+!l8! (B
 > Hanatani.Atsushi@jica.go.jp
 >

9/26/2002



Japan International Cooperation Agency

Japan Overseas Cooperation Volunteers (JOCV)

TO: Donors Participating in the ASDP
FROM: JICA Tanzania Office (Mr. Hanatani)
DATE: Tuesday, September 24, 2002

Dear All,

RE: WORLD BANK COMMENTS ON ASDP COORDINATION AND MANAGEMENT

I am pleased to send to you herewith comments of the World Bank on ASDP Coordination and Management which were sent to MAFS.

Please note that Dr. Ladisy Chengula sent these comments after the joint donor comments of August 29, 2002 to MAFS on the same issue.

I hope we can find time to discuss these comments during our Meeting this afternoon.

Regards

Distribution List

DFID	(Att. Ms. Ditchbur n)	Fax. 2600334
World Bank	(Att. Dr. Chengula)	Fax: 2113039
Danish Embassy	(Att. Ms. Rosenlund)	Fax: 2132294
Irish Embassy	(Att. Mr. P. Murray)	Fax: 2602362
European Union	(Att: Ms. Ketting)	Fax: 2113277
FAO	(Att: Mr. Kabyemera)	Fax: 2112501
WFP	(Att: Mr. Mcilvenna)	Fax; 2667502
Japanese Embassy	(Att: Mr. Ito)	Fax; 2115830

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WORLD BANK COMMENTS ON ASDP COORDINATION AND MANAGEMENT

To: Ms Janet Bitegeko
Director of Planning and Policy, MAFS

From: Ladisy Chengula
Rural Development Specialist, World Bank

Generally, the proposal seems sound, but would require some fine tuning in some areas to become more specific. The background should include the link of ASDP not only to RDS and PRS, but also to Development Vision 2025.

Inter-Ministerial Coordination Committee (ICC) – consists of permanent secretaries of lead ministries, permanent secretaries of collaborating ministries and five representatives of private sector (presumably, producer organizations, marketing firms, processors, financial intermediaries etc.). The private sector representatives are not part of the government, therefore it is inappropriate to call this overall coordination and policy making organ of ASDP an ICC. Instead, we propose that it be called ASDP Forum or Council or any other name that could be coined to have a proper meaning.

Since this is a mixture of many ministries and private sector players, who do not necessarily have comparative advantages in running the agricultural sector business, we suggest that it should not be given an ASDP policy making responsibility. Rather, it should be a forum to coordinate the agricultural development activities of the lead ministries, collaborating ministries and private sector. This forum should be used to discuss high level agenda, such as, bottlenecks of ASDP implementation resulting from facing collaborating ministries, like lack of resources to execute earmarked projects that would enhance agricultural development. For example, rural roads program is key to agricultural development. Also, private sector participation in production, input and output marketing is very crucial, so must remain free of artificial hindrances.

To raise its profile and attain a national recognition, we suggest that this meeting be held only twice a year, preferably before the farming season (to discuss the production plans) and during or after harvesting season (to evaluate the performance). The meeting should be chaired by a government leader who is above the line ministries. For example, Prime Minister or Vice President.

Executive Committee of ICC (EC-ICC) – comprise permanent secretaries of the four lead ministries (MAFS, MWLD, MCM and PO-RALG) should be responsible for physical implementation of ASDP. These are purely government ministries, which are also the custodians of the Agricultural Sector Policy. Therefore, they should also be responsible for the agricultural policy guidance, and coordination of the ASDP, which is basically implementing the policy. Finally, being a group of lead ministries, there is a need for inter-ministerial coordinating committee (ICC). We therefore propose that this

team be called the ICC, and be chaired by the PS-MAFS as agreed during the PS's meeting in Dodoma in June, 2002.

The ICC should have full executive powers to implement the ASDP. FASWOG should immediately focus on how ASDP implementation capacity of the lead ministries can be strengthened, including having a very clear institutional linkages of the four ministries. The members of secretariat recruited from the market should be phased out two to three years, after internal capacity to manage and implement ASDP has been built.

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The proposed ASDP Secretariat should report to the ICC of the lead ministries. These are the government organs mandated to run the agricultural sector. Finally, the ICC should report to the ASDP Council (or any other name to be agreed) mentioned above.

Agricultural Sector Advisory Committee (ASAC) – the institutions listed to provide member of this committee as similar to those mentioned in ICC and the "ASDP Council". We must make sure that individuals sitting in the ASAC are different from those sitting in FASWOG, "ASDP Council" etc. This would avoid conflict of interest, that is, policy makers and implementers advising themselves.

We suggest that rather than drawing members from same institutions, it is better to invite respected or recognized individuals who have great interest in agricultural development, such as, renown scholars, researchers, prominent agribusiness people, investors, gender activists, NGO representatives etc.

Coordination of ASDP at Sub-sector level – while in the lead ministries an ASDP Coordinating Officer will be appointed, the report is silent on the similar position being available in the collaborating ministries. At least a liaison officer would be required in each of these collaborating ministries.

Executive Summary

This report defines Tanzania's Agricultural Sector Development Programme (ASDP). The programme provides the government with a sector-wide approach that establishes the framework for coordinating future agricultural development. It provides other stakeholders with a clear indication of priority needs and potential for investment and support.

Objective and Origins

The objective of ASDP is to create an enabling environment for improving agricultural productivity and profitability, for improving farm incomes, for reducing rural poverty and for ensuring household food security. Specific Sector Growth Targets for agriculture presented in the Poverty Reduction Strategy Paper are: (i) reducing percentage of the rural population below basic poverty line from 57% to 49.5% in 2003 to 29% in 2010, (ii) reducing the percentage of food-poor people from the current 27% to 23.5% in 2003, and to 14% in 2010, and (iii) as growth rate in agriculture of at least 5% in 2003 and 6% by 2005.

ASDP is a long-term process designed to implement the Agricultural Sector Development Strategy (ASDS). ASDP is the main tool of central government for coordinating and monitoring agricultural development and for incorporating nation-wide reforms. It also establishes operational linkages between the Agricultural Sector Lead Ministries and the other national stakeholders, as well as introducing more effective management systems. It forges the connection between the demand-driven, field-based district planning processes, and the mobilisation and monitoring of national and international investment in agriculture.

At the heart of ASDP is a sector-wide approach to changing the function of central government from an executive role to a normative one, to empowering local government and communities to reassume control of their planning processes, and to establishing an enabling environment which attracts and encourages private sector investment in all aspects of agriculture.

ASDP is part of the operational response to a set of policies, strategies and initiatives designed to re-orientate and re-invigorate the national economy. The programme is underpinned by a national policies supporting: (i) a focus of poverty reduction, (ii) a move away from a control-and-command economy towards a market-oriented economy, (iii) the decentralisation of many public sector responsibilities to Local Government Authorities (LGA), (iv) increased participation and involvement of local communities in decision making, and (v) encouragement of private sector initiatives in production, marketing, processing and service delivery. These changes are further supported by sectoral policies and strategies.

Underlying Principles

The design and operation of ASDP is guided by certain principles. First, there needs to be a focus on more productive and more gainful agriculture. Subsistence agriculture must become profitable smallholder agriculture, and the spotlight must switch from public institutions to farmers and agribusiness. At the same time, small-, medium- and large-scale farmers must be helped to produce more through better land security, and better access to credit and markets. Traders and processors, also, will be helped to expand and develop. Greater use will be made of outsourcing through contracts with private sector service providers, Non-Government Organisations (NGO) and Community-Based Organisations (CBO). This requires the agricultural sector to work closely with other sectors to ensure an enabling environment.

These changes will require a transformation in the way the public sector operates: things will have to be done differently. Civil servants will need new management and supervisory skills, and a new mindset. This will include improved critical analysis of projects and programmes, a better understanding of the

farmers' needs and risks, a determination to ensure that agriculture is profitable, and heightened respect for the principles of good governance.

Although ASDP is an instrument for managing public sector investment, this alone will not fuel agricultural growth. Growth will essentially have to come from efficiency gains in production, marketing and processing in the private sector. And there will not be one, unique source of growth. Improved analysis of problems and potential, increased transaction efficiencies, the mobilisation of private investment, raising the value-added of agricultural output and many other factors will all have their role to play. And much can be achieved at no additional cost by establishing an "implementation culture" where priority is given to problem solving and making the best use of limited resources.

ASDP Sub-Programmes

The ASDP identified five Strategic Areas of intervention in the agricultural sector: (i) strengthening the institutional framework, (ii) creating a favourable environment for commercial activities, (iii) identifying public and private sector roles in improving supporting services, (iv) strengthening marketing efficiency for inputs and outputs, and mainstreaming planning for agricultural development in other sectors. These have been used as the basis for identifying three, complementary, ASDP Sub-Programmes:

- **Sub-Programme A:** This includes activities that are undertaken in the field in direct support to agricultural production and processing in order to make them profitable. They are focused on the work of district and local extension and support services, and contract service providers. They aim to establish favourable local conditions for small, medium and large-scale production. They also include improved coordination with other sectors on locally important crosscutting issues such as rural infrastructure. ASDP is designed so that by the end of the first five-year phase, approximately 75% of public resources are invested in this sub-programme.
- **Sub-Programme B:** This includes activities which are public sector functions at the national level in support of agricultural development. These are the responsibility of the lead ministries, supporting ministries, parastatals, commodity boards and other central organisations. By the end of the first ASDP, this sub-programme will be using approximately 20% of available public resources.
- **Sub-Programme C:** This covers crosscutting issues and liaison with sectors related to agricultural development at a national level, but whose functions are beyond the direct mandate of the four Agricultural Sector Lead Ministries. The activities cover a range of coordination and cooperation functions which demand significant attention the agricultural ministries, but not high levels of investment from their budgets. It is estimated that approximately 5% of the agricultural sector budget will be spent on crosscutting issues each year.

Within each Sub-Programme a series of Components, Sub-Components and possible Interventions have been identified. These will be further developed in the second Phase of ASDP preparation. However, it is not the role of ASDP to dictate local needs. Therefore, communities and Local Government Authorities will increasingly be involved in identifying the content of the Sub-Programme A interventions. This will be done through the participatory elaboration of District Agricultural Development Programmes (DADP), which form an integral part of each District Development Plan (DDP).

An innovative aspect of ASDP is the attention being paid to crosscutting issues. Many important constraints such as tax structure and infrastructure lie outside the mandate of the sector. While this more holistic approach brings additional complexities, it is essential if agricultural development is to be ecologically, economically and socially sustainable. Consequently, in addition to working on improving the regulatory framework ASDP will, at both national and local levels: (i) work on mainstreaming environment and gender in agricultural sector planning, (ii) pay attention to HIV/AIDS, malaria and water borne diseases, (iii) develop effective cooperation with the water, forestry and wildlife sub-sectors, (iv) play an active part in planning rural infrastructure, and (v) contribute to activities in education and the development of rural energy.

Managing ASDP

ASDP aims to provide improved public sector support to all aspects of the agricultural sector. This target includes small, medium and large-scale producers, traders and processors, as well as the providers of technical, financial, academic and other services.

Directly affected

The main focus of ASDP investment is agriculture at the district and community level. Consequently, the capacity of each district to absorb and effectively utilise public funds, and to attract private sector investment to the area, will determine the extent of ASDP progress. Within LGAs, ASDP management and coordination will be achieved through the District Management Team (DMT) and the District Agricultural Sector Development Advisory Team (DASDAT). The DASDAT is an advisory group, which includes key council officials, farmers and livestock keepers' representatives, NGOs, agribusiness and other private sector interest representatives.

The overall programme is managed by the four technical Agricultural Sector Lead Ministries (ASLM): the Ministry of Agriculture and Food Security (MAFS), The Ministry of Cooperatives and Marketing (MCM), The Ministry of Water and Livestock Development (MWLD) and the President's Office Regional Administration and Local Government (PO-RALG). In other ministries that have activities of importance to agriculture - such as rural infrastructure, natural resource management, education, health and energy - an ASDP Programme Officer will be appointed to ensure coordination with the ASDP activities. The role of the Ministry of Finance is also crucial, both for tax policy and budget allocation.

Implementation of ASDP is overseen by an Inter-Ministerial Coordination Committee (ICC), which is chaired by the Permanent Secretary MAFS. There is an ASDP Secretariat with a Core Team of five professional staff who report to the ICC. The mandate of the Secretariat is to: (i) coordinate the implementation of ASDP, (ii) facilitate the mobilisation of resources for the agricultural sector, (iii) enhance stakeholder involvement in ASDP, (iv) facilitate ASDP budgeting and financing process, (v) monitor and evaluate ASDP implementation, and (vi) commission and supervise sector studies.

In addition, the Food and Agricultural Sector Working Group (FASWOG) provides a central consultative forum composed of multilateral and bilateral donors, the ASLM, and other selected ministries. It is chaired by the PS-MAFS. The Agricultural Sector Advisory Committee (ASAC) is an advisory body to the ICC, which includes a wide range sector stakeholders. An Annual Conference of Stakeholders will assemble, under the Chair of the President of the United Republic of Tanzania, representatives from farming communities, agri-business, civil society, Non-Government Organisations and the public sector.

Implementation Procedures

from budget line

ASDP will generally follow the standard Government of Tanzania procedures for planning, budgeting, accounting and audit. Planning will start with Village Councils and move through the DADPs and DDPs to central government. The main flows for funding will pass from Treasury to the councils for Sub-Programme A and from Treasury to the implementing Ministries for Sub-Programmes B and C.

Accounting procedures will follow the rules and directions of the IFMS. An annual external audit will be undertaken, through the National Audit Office, by a firm of suitably qualified auditors. All councils and ministries benefiting from ASDP support will provide internal annual audit reports.

Financing ASDP

ASDP provides the government with an instrument to ensure central and local priorities receive appropriate financial support, and it gives the country's development partners an indication of additional funding needs beyond central and local government financial capacity. It also provides a guide to where the private sector can expect public funding.

Public investment in ASDP will be through a mixture of funding sources and financial mechanisms. These include Treasury Funds, Basket Funds, other donor (Non-Basket) funds, Local Government Authority Funds, and village and community funds. Some donors will support the sector-wide approach of ASDP and will contribute to a special ASDP holding account in the Bank of Tanzania (BoT). These would be the ASDP Basket Funds.

ASDP = BF

The private sector is the major investor in agriculture in Tanzania, though it is difficult to capture the extent of this investment. Private sector investment - the resources mobilised by farmers, traders and processors to make agriculture happen - contribute crucially to ASDP success. Many different mechanisms are used. However, from the point of view of ASDP management per se these are not ASDP Funds, and will not be included in the ASDP figures. On the other hand, ASDP will carefully track and energetically support private sector investment in the sector.

The 2002/03 showed a significant boost in public spending for the agricultural sector, with the approved estimates showing approximately US\$64 million allocated to the Agricultural Sector Lead Ministries and the Prime Minister's Office for agricultural sector operations. To this must be added approximately US\$16 million of additional donor funding that does not pass through the budget process. Of the total US\$80 million available, approximately 47% is allocated to the recurrent budget.

Estimates for future funding needs, which are based on a series of clearly stated assumptions which result in a 20% annual growth of funding, suggest annual investment in ASDP growing from US\$94 million in the first year to over US\$150 million in the fifth year. Total funding requirements for the five-year period - for both recurrent and development budgets - total approximately US\$600 million.

Monitoring and Evaluation

The ASDP Secretariat is responsible for monitoring the implementation of ASDP and ensuring that the goals of the programme are achieved. The lead Ministries are responsible for monitoring implementation of the sub-programmes that fall within their mandates, and the ICC will review progress reports from all implementing institutions. Locally, the Economic Affairs, Works and Environment Standing Committee of rural councils and the Economic Affairs, Health and Education Standing Committee of urban councils will be responsible for monitoring implementation of DADPs. The Regional Secretariats will monitor and evaluate implementation of DADPs in their respective Region.

The primary user of the M&E System is the ASDP Secretariat, in its programme oversight role. Second are the four Sector Lead Ministries. Third are the other line ministries, the districts, the donor organisations and private sector operators in agriculture.

The ASDS and RDS monitoring systems are guided by five criteria that provide the basis for monitoring and evaluating ASDP implementation: (i) compliance with the Implementation Schedule, (ii) observation of National Standards, (iii) consistency with National Development Goals, (iv) cohesiveness between components, and (v) Stakeholder Performance. Five sets of indicators are used to track the progress of ASDP: (i) Process Indicators, (ii) Input Indicators, (iii) Output Indicators, (iv) Impact Indicators, and (v) Sustainability Indicators.

The document seems to have successfully restructured and reoriented the previous ASDP draft. However, the followings issues are yet digested enough. Some of them may be discussed further in Phase 2 but some must be outlined or explained more in order to let Phase 2 start without confusion and waste of time.

Main Issues.

1. Prioritization
2. Role of the central ministry
3. Function of the ASDP Secretariat
4. Need of concrete examples or explanations to support points made in the document

1. Prioritization

There should be some guideline (provided by the consultant) to show an idea of how priorities should be made at the level of:

- Three sub-components A, B and C and;
- Interventions in each sub-components.

Nobody has guaranteed that the estimated cost (p.35) shall be fully funded. Being more realistic, there are more chances for shortage of fund than to be fully covered. When this becomes clear, ASMLs (based on some of the finalized DADP) shall decide which sub-component the money goes first and then which the interventions need to be treated earlier than others. Some issues cannot wait for DADPs to be finalized and ASMLs should take initiative to say go ahead for some interventions. To do so, ASMLs need a guide or some indications showing a rational priorities based on consultants experience.

2. Role of the ASML officers

There is no objection on basing the investments planning on DADP. But district level has just started to practice their own planning. This means that in many cases, districts may come up with plans and fund request which are not truly correct, un-feasible and may not go along with the countries interest.

Regional secretariat may be in the position to advise DADP but since the government reformation program started, most of their technical officers had been taken away from them so in practice, the regional secretariat cannot provide necessary (specially technical) advices to the district.

DALDO may be the only agricultural specialist with knowledge and field experience that can give true and technical advices to the DADP. But since they are directly under the authorization of the district council, they may be in a difficult position to have a say to the councilors who are the politicians that gives the go sign to DADP.

Assuming these situation is true, it is easy to understand the crucial role of ASML officers and therefore, their roles and authorizations must be discussed and clearly stated in this document. On page 17, "Improved critical analysis of programmes" is where the discussion can be elaborated and described in a more concrete matter. It is not only the change of mind set of the ASML officers but rather the determination of their roles and

range of authorization. On the same line, ...and these activities will not be identified by central government ...must be deleted or be supported by more reasons for it to remain in the document(p.20, para.1).

On p.32, second paragraph: ...establishing priorities will mainly be undertaken at the council level... should also be supported with rational explanations and concrete information that the council in fact can decide by themselves and without any support from ASMLs.

3. Function of the ASDP Secretariat

3-1. It is understood that a small team needs to be established to make ASDP move. And at the same time, it should be stressed that this Secretariat is the Drivers Seat and in principal it is the ASML officer who should form the core of this Secretariat.

3-2. The proposed ASDP Secretariat looks more like a Project Management Unit (PMU). It seems to have functions that is not simply a secretariat (p. 28 table). From donors past experience, not only in Tanzania, says that a creation of PMU is a creation of a parallel structure which leads to less ownership of projects and evaporation of the project after the leave of PMU. Therefore, the risk of having all of Secretariat members from the market is that once there contract is over, ASDP may just stop.

3-3. There are two suggestions to avoid having this risk.

(1) Before going into Phase1, formulate a detailed plan of how to hand over the Secretariat role back to the government in case secretariat members are all going to be recruited from the market. Steps of withdrawal should be taken gradually.

(2) Create a Secretariat Team and an Advisors Team separately under one head The Head should come from the ASML, Secretariat Team from the market funded by the basket fund and an Advisory Team funded by some donors.

4. Need of concrete examples or explanations to support points made in the document

In the document, there are many important points which the ASMLs should follow or take into mind so ASDP will move. But to do so, there should be more concrete explanations or examples in the text so those who are going to use the document as a guide will have clear pictures what they really have to do. Followings indicates some of the sentences or phrases which needs more clarification, explanations or examples.

(p.7, para.2) The function of public sector institutions is to provide and along...: Who to do What must be described .

(p.7, para.4) ...need to be more effective in communication their concerns to the government.: This sentence suddenly goes to O&OD. There must be another role or ASMLs function to solve the issue stated in this paragraph.

(p.8, para.3) There is no information of actually "Who" these Processors and Agri-Business people are. ASMLs cannot decide the necessary investments that will support the activities of these private sector people. How many are they? Where are they? This document must at least provide the readers with an overall picture of private sector

actors to be involved..

(p.8, para.4) There need to be fewer controls...: Concrete examples must be provided.

(p.9, para.1) These institutions have an important role...: Need to be more concrete on the "Role".

(p.19, table5.1) Some examples of activities should be written down as the fourth column.

(p.19, table5.1). A2.~A4. and B1.~B3 seems to be the same. More explanation is needed to distinguish these two set of interventions.

(p.34, Table 8.3) Proposed development expenditure growth among main areas of ASDP interventions ranging from 10% to 40% of which policy and regulatory work, research and extension ranking the first, second and third with 40%, 20% and 20% respectively. What was the basis for these percentages? Have effects on these investments in relation to increased productivity and profitability examined? Reliability of ASDP financial estimate and consequently annual projection is needed.

(p.35, Table 8.4) In this table development financial projection for type A project is 38% in year 1 increasing progressively to reach 75% in year 5 while for type B the financial projection is high in year 1 with 56.3% declining to reach 20% in year five and that for type C financial projection remains constantly through the ASDP life span. What were the criteria used to set this %, how realistic these projection are?

(p.39, item.10) The document admits that M&E system in the sector is weak and ASDP M&E system is linked to PRS and RDS. However, various level of M&E have be stipulated which include the ASDP Secretariat, Sector Ministries, etc however is there any proposal to harmonized all these level? The ASDP M&E system looks like the traditional monitoring and Evaluation because of assigned roles and responsibilities to each levels this means that no room participatory M&E. The system also does not propose roles and responsibility assign to ASDP beneficiaries including ASMLs in M&E system.

(p.40, Item 10.3) Five sets of indicators have bees proposed which include that of process indicators, input indicators, output indicators, etc. An "intermediate indicator" between Output and Impact should be considered. Also, the selection of indicators should bear in mind the ability and capacity to collect the base line data. A linkage to the agricultural survey which is planned to be conducted next year should better be described in this section as well.

5. Others: Followings should be considered to modify to avoid misunderstandings, and confusions.

(p.17, last para.) While the new performance-linked salary structure will be one opportunity...: Is this already implemented by the government?

(p.18, third from the last para.) council staff: Does this mean Councilors?

(p.22, para.2) ...two-way communication...: Needs exactly what should be done.

(p.26, para.1) ...and there will be no single MTEF for ASDP.: What does this mean?

(p.37,para.1) ...will support sector-wide approach of ASDP an will contribute ...: This will mislead the readers that "basket funding must be implemented to realize SWAPs" which is not true. There are donors which supports SWAPs but for many reseasons taking time to commit itself to join the basket funding. Therefore this part should be deleted or

modified.

(End)

(Additional comments)

3. Function of the ASDP Secretariat

Annex2

(appendix 3)

ASDP coordinator:

- Managing all resources of the Secretariat: Will there be any external audit?
- Conducting dialogue: with...: Isn't this a role of ASLM?
- Making appropriate policy recommendation: A secretariat should not have this kind of role nor mandate.
- Excellent oral and written...: Assuming most of the meetings shall use Kiswahili, ability to speak, write and read Kiswahili must be a qualification.

Programme Specialist

- Preparing appropriate guidelines/format: Depending on the complexity of formats, the efficiency of processing these documents may change specially at the district level. Formats should be consulted by those who are actually going to use to avoid confusion.

Communication and Advocacy Specialist

- More explanation is needed why this function is needed. For who and for what is it needed for?

4. Need of concrete examples or explanations to support points made in the document

(p.32, line.1) ...energizing private services;...: What does this actual mean?

(Annex2, Appendix1, 2.3) To make the private sector play their own role, what kind of activities should be done through ASDP? A concrete example is needed to support this part.

(Annex3, Appendix 3): The connection between table.1 and table.2 is needed.

(End)

02/9/16

FORMULATION OF GUIDELINES FOR PREPARATION OF
DISTRICT AGRICULTURAL DEVELOPMENT PROGRAMMES
PLAN FOR WORKSHOP AND TRAINING SESSION

1. Regional Workshop

Purpose	To discuss the zero draft proposals within the planning and support context of a Regional Administration and the constituent Districts of the Region. To obtain suggestions, feedback, criticism on the proposals.
Region	Morogoro
Date	Wednesday 18 th September
Venue	Hilux Hotel
Official Opening	DC, Morogoro Urban
Facilitator	Dr. Andrew Teru, Agricultural Economist, SUA
Participants	1. Regional Administrative Secretary (1) 2. Regional Planning & Logistic Officer (1) 3. Agricultural Sector Advisers (3) 4. District Executive Directors from 5 Districts (5) 5. Council Chairmen from 5 Districts (5) 6. Research/Extension Liaison Officer (1) 7. Experts from Kilimanjaro and Mbeya Regions (2) 8. Local Government Reform Programme Expert (1) 9. MAFS Representative (2)

Total: 21 persons

2. District Workshop

Purpose To discuss the zero draft proposals within the planning and support context of a District and the constituent Wards and Villages of the District. To obtain suggestions, feedback, criticism on the proposals.

District Kilosa

Date Thursday 19th September

Venue MATI-Ilonga

Official Opening District Commissioner, Kilosa ?

Facilitator Dr. Andrew Teru, Agricultural Economist, SUA

- Participants**
1. Council Chairman (1)
 2. Economic Planning Committee Chairman (1)
 3. District Executive Director (1)
 4. District Planning & Logistic Officer (1)
 5. District Agricultural & Livestock Development Officer & Livestock, Crops, Coops and Info Officers (4)
 6. Ward Development Committee Chairman (1)
 7. Ward Executive Officer (1)
 8. Ward Specialist (1)
 9. Village Chairman (1)
 10. Village Executive Officer (1)
 11. CBD Rep (1)
 12. NGO Rep (1)
 13. Crop Farmer (1)
 14. Livestock Farmer (1)
 15. External experts (Hai, Mbozi, Mbarali) (3)
 16. PO-RALG Zonal Reform Team member (1)
 17. MAFS Representative (1)

Total: 22 persons

3. District Training Sessions (2 sessions)

Purpose	<p>To orient key stakeholders from four Districts into the requirements for effective participatory planning within the envisage guidelines. To identify key constraints to implementation, and to gain support from the stakeholders at Village, Ward and District level on the need for implementation of new participatory planning methods.</p> <p>The following topics would be covered during the training:</p> <ul style="list-style-type: none"><input type="checkbox"/> Legal and policy setting<input type="checkbox"/> Conceptual basis (why plan at District level)<input type="checkbox"/> Responsible personnel<input type="checkbox"/> Time frame<input type="checkbox"/> Resources required<input type="checkbox"/> Methodology for investment proposal appraisal
Districts	<p>First session: Mkuranga (Coast) & Handeni (Tanga) Second session: Morogoro Rural (Morogoro) & Kongwa (Dodoma)</p>
Date	<p>First session: Tuesday & Wednesday 24th & 25th September Second session: Thursday & Friday 26th and 27th September</p>
Venue	<p>Hilux Hotel</p>
Official Opening	<p>To be advised</p>
Participants	<p>From each participating District</p> <ol style="list-style-type: none">1. DED2. DPLD3. District Treasurer4. District Auditor5. DALDO & Livestock, Crops, Coops and Info Officers (4)6. Councillors (2)7. WEOs (2)8. Village Chairmen (3)9. Village Executive Officers (3)10. CBO Rep (1)11. NGO Rep (1) <p>Total: 20 persons per district, 80 in total.</p>

Regional Workshop: District Agricultural Development Plan Guidelines

Purpose: To discuss the zero draft proposals within the planning and support context of a Regional Administration and the constituent Districts of the Region. To obtain suggestions, feedback, criticism on the proposals.

Region: Morogoro

Time: Wednesday 18th September

Venue: Iff-Lux Hotel, Morogoro

Programme

8.30 – 9.00: Registration

9.00 – 9.15: Official Opening

9.15 – 10.15: Presentation of Draft Proposals

10.15 – 10.30: Initial Questions for Clarification

10.30 – 10.45: Tea

11.00 – 12.30: Group Discussions, 3 or 4 Groups

12.30 – 14.00: Lunch

14.00 – 15.30: Group Report Back and Discussion

15.30 – 16.15: Plenary

16.15 – 16.30: Closing Remarks and Close

5/9/16

Opening Remarks

Regional Workshop on Participatory Planning for District Agricultural Development.

Welcome, ladies and gentlemen.

There is a huge need for more rapid agricultural development in the country. The majority of the people living in rural areas remain extremely poor. The only realistic option available to reduce this extreme and pervasive poverty is more rapid growth of the agricultural sector.

Despite decades of efforts, income growth in the agricultural sector remains significantly slower than that being achieved in many other components of the economy, particularly in tourism, mining and service industries.

During the last two years, the Government has, in conjunction with all stakeholders, formulated and adopted the Rural Development Strategy and the Agricultural Sector Development Strategy. These now form the basis for official Government policy for the development of the agricultural sector. Both of these policies call for dramatically increased rates of growth in agricultural incomes. And both emphasize that it will be through enhanced private sector activity and improvements in agricultural profitability that this will be achieved.

The policies also emphasise a major change in the way in which public sector support for the agricultural sector is planned and implemented. The Local Government Reform Programme has been supporting the decentralization of public sector services and investment for the past several years. Now, the Agricultural Sector Development Programme, which will implement the Sector Policies, has specified that it will be substantially implemented through local government activity. It has also specified that planning for the implementation of this programme through local government should be done through participatory planning which will produce District Agricultural Development Plans.

This new approach puts the responsibility for planning and implementation of agricultural development activities squarely onto the rural communities, their elected representatives, and the rural development experts serving the communities at the District and Regional levels. The new approach is part of the initiative undertaken through the Local Government Reform Programme which emphasizes the development of District Development Plans through the use of the Opportunities and Obstacles to Development (O&OD) method of participatory planning. The guidelines for preparation of these plans will shortly be launched by the Government.

I would also like to emphasise that legislation, which has been passed by the national parliament, has firmly based the new procedures in the laws of the country: in other words, it is in fact a legal obligation for district development planning to be undertaken in

a participatory way, fully involving the grass-roots community and their elected representatives at Village, Ward and District level.

However, it is one thing to pass laws and propose policies on new planning methods for agricultural development; it is quite another to implement the new procedures. That is why we are here to-day.

This morning, you will consider the first draft of proposals which have been developed for implementing the new planning methods. As most of you will shortly be involved in their implementation, this workshop represents your opportunity to provide the benefits of your practical experience and knowledge in forming these proposals into a workable, effective and innovative guide for implementation. You will need to consider the needs and opportunities of the rural communities, as well as their capacity and the capacity of Districts to implement the new system. You will be asked to consider both the planning methodology as well as the information required to ensure that planning takes place in an environment of good knowledge and proper analysis.

I want to ask you to consider the proposals carefully, to make sensible and workable suggestions, and to help those who are drafting these guidelines to come up with practical, simple and effective proposals to implement District Agricultural Development Planning in all Councils across the country.

**A District Level Workshop to Discuss Draft Guidelines for The
Process of Participatory Planning: District Agricultural
Development Plans**

**Thursday 19th September
MATI-ILONGA, Kilosa, Morogoro**

1. Objective

To discuss a zero draft proposal of guidelines for preparing District Agricultural Development Plans (DADPs) and obtain suggestions, feedback and criticisms on the proposal.

2. Workshop Approach and Methodology

The District Commissioner for Kilosa, Mr Elias G.B. Goroi, officially opened the workshop. Mr Mawalla, a Senior Planning Officer MAFS, closed the workshop. The facilitator of the workshop was Dr. Andrew E. Temu from the Sokoine University of Agriculture, Morogoro.

The workshop had four sessions.

The first was the opening with a speech by the Guest of Honour and The Key Paper, i.e. The Draft Guidelines for Preparing District Agricultural Development Plans presented by Mr McPherson and Prof. Kikula.

The second session was a plenary discussion entailing questions, comments, suggestions and points of views regarding the proposed guidelines. This session enabled the group to zero down to three crucial issues that formed themes for group work.

The third session was group work. Three groups were formed randomly. But each was led by a convener who had a clear interest of important points to share with others on the theme.

The Fourth session was plenary to receive results of group discussions and reaching consensus on a set of suggestions to the team drafting the

guidelines. The programme is presented as Annex 1 whereas the list of participants is presented in Annex 2.

3. Major Themes for Group Discussions

3.1 Capacity Building

This was addressed at two levels

- i) The village level
The group discussed challenges, problems and proposals along which the guidelines could be improved.
- ii) The District level
Here a concern was on the paradigm shift. It addressed challenges and what the guidelines could include to address them.

3.2 District Agricultural Development Programme V/S District Development Programme

There were two concerns under this theme.

- i) How would the two be processed / pursued and be harmonised at the “Kitongoji” and village level?
- ii) The participatory process. Knowledge and consistency of the method.

3.3 Operationalising Guidelines and the Process

Issues here were:

- i) The role of the Regional Authority in the approval process of the District Agricultural Development Programme.
- ii) Timing, starting date and time allocation for various components of the process.

4. Results of the Workshop

4.1 Capacity Building

4.1.1 Capacity building has been defined as development in terms of human, financial and physical resources to enable successful implementation of the participatory planning process.

- 4.1.2 There are various levels where capacity building is needed. Namely "kitongoji", village, ward and district levels.
- 4.1.3 At the Kitongoji level deficiencies are notable in governance, planning process knowledge and financial management skills. There is also a weak organo-structure of the Kitongoji Government. A recommendation in line with these observations is to institutionalise the Kitongoji structure.
- 4.1.4 At the village level there are three statutory committees, namely: security and defence, social services and economic. The Economic Committee shoulders the agriculture development responsibility. Capacity deficiencies in these committees are in planning, good governance, financial management and resource assessment skills.
- 4.1.5 At the Ward level major weaknesses will be experienced in form of weak facilitation skills.
- 4.1.6 At the district level, (like at the ward) facilitation skills and management of financial resources may pose greatest challenges.
- 4.1.7 A major concern was that farmers don't view agriculture as a problem. This could be anchored on illiteracy, laziness or failure to envision a better agriculture sector that is commercial, managed like a profitable enterprise and modern.

4.2 District Agricultural Development v/s District Development Plan

- 4.2.1 Planning for agriculture development ought to be undertaken at the same time with other sectors. Facilitation ought to strategically assist rural dwellers to envision better the desirable form of agriculture sector that would improve their well-being.
- 4.2.2 There is a need for a technical team at the district that will work towards enabling facilitators.
- 4.2.3 The District Development Plan ought to be a consolidation of development plans from all sectors, DADP inclusive.
- 4.2.4 For effective participatory planning there is a need to address By-

laws that conflict or deter farmers from pursuing courses of actions deemed rational and economical. For example the by-law that restricts farmers to uproot coffee even at times when the prices of coffee do not rationally justify one to maintain a coffee stand.

4.3 Operationalising the Guideline and Process

4.3.1 The process can feasibly be executed within a year.

(The group demonstrated by setting deadlines for each component of the process)

4.3.2 The guidelines have to acknowledge that the Central and Local Government's financial years are different, commencing in July versus January respectively. This has to be addressed and an assessment be made on whether to streamline them or not. There are pros and cons for either of the scenarios.

4.3.3 Development of agriculture requires a multi-sector approach and hence planning. This ought to be adhered to by the guidelines.

4.3.4 There is a need for the guideline to assist in establishing a common reporting format for agriculture development activities in the districts. Improving the monitoring and evaluation report and enforcing its adoption in all districts could achieve this.

4.3.5 In the process, at the stage of building ownership, the guidelines may wish to add a "review by a District/Regional consultative committee). The argument is that full council normally has a big agenda, limiting in-depth scrutiny of documents such as a sector development plan. The idea of the consultative committee will allow a small team of experts to do an in-depth analysis and discuss the report broadly before it is sent to the council.

The team drafting the guidelines is requested to receive, consider points of view and suggestions emanating from the workshop.

Annex 1. The Workshop Programme

8.30 – 9.00: Registration

9.00 – 9.15: Official Opening

9.15 – 10.15: Presentation of Draft Proposals

10.15 – 10.30: Initial Questions for Clarification and Formation of Groups

10.15 – 10.30: Tea

11.00 – 12.30: Group Discussions. 3 or 4 Groups

12.30 – 14.00: Lunch

14.00 – 15.30: Group Report Back and Discussion

15.30 – 16.15: Plenary

16.15 – 16.30: Closing Remarks and Close

Annex 2: List of Participants to the Workshop

MATI Ilonga, Kilosa – 19-09-2002

1	Dr L Kweka	HAI	DVO
2	A.Y. Mude	Kilosa	DCMO
3	Halifa A.M.	Kilosa	DCMO
4	Salehe Kamwaya	Kilosa	DPLO
5	W.L. Sumari	Kilosa	Councillor
6	Bakari Bunga	Kilosa	VEO
7	F. Majele	Kidete	K/Tarafa
8	B.B. Manento	Kilosa	DALDO
9	G.Hoza	Mbozi	DALDO
10	Agatha Mbawala	MAdoto	V.S.C.
11	G. Kirenga	Dar-es-salaam	AD-CPS
12	N. Remtula	Kilosa	AOII-Crops SMS
13	C.S. Kavishe	Kilosa	DEO
14	L.S. Morungu	D'salaam	Livestock
15	J.S. Mawalla	D'salaam	MAFS
16	M.J. Isoore	Mikumi	KDC Chairman
17	Theresia Mbando	Kilosa	DED
18	John K. Salu	Mbarali	DEO
19	Mlughu Mmbungu	AFREDA-Morogoro	Livestock/Agriculturalist
20	Exaoer James	D'Salaam	Agric. Economist
21	E.C. Miinchi	Kilosa	Livestock
20	Andrew McPherson	MCG	Consultant
21	Agnes Mwakaje	MCG	Consultant
21	Prof I. Kikula	UCLAS/MCG	Consultants
22	Dr Andrew E. Temu	Facilitator	Sokoine Univeristy

A Workshop Report

A Regional Level Workshop to Discuss Draft Guidelines for The Process of Participatory Planning: District Agricultural Development Plans

**Wednesday 18th September
Hilux Hotel, Morogoro**

1. Objective

To discuss a zero draft proposal of guidelines for preparing District Agricultural Development Plans (DADPs) and obtain suggestions, feedback, and criticisms on the proposal.

2. Workshop Approach and Methodology

The District Commissioner for Morogoro, Mr Sedoyeka, officially opened the workshop. Mr J. Mawalla, a Senior Planning Officer at MAFS, closed the workshop. The facilitator of the workshop was Dr. Andrew E Temu from the Sokoine University of Agriculture, Morogoro.

The workshop had four major sessions.

The first entailed the opening speech by the Guest of Honour and The Key Paper, i.e. The Draft Guidelines for Planning for District Agricultural Development presented by Mr McPherson and Prof. Kikula.

The second session was a plenary discussion entailing questions, comments, suggestions and points of views regarding the proposed guidelines. This session enabled the group to narrow down on topics that formed themes for group work.

The third session was group work. Four groups were formed randomly. But conveners who had a clear interest to share important points and insights with others on the theme led the groups.

The Fourth session was plenary to receive results from groups based on their discussions, reaching consensus amongst all participants and finally closing the workshop. The workshop programme is presented as Annex 1 whereas participants are listed in Annex 2.

3. Major Themes for Group Discussions

3.1 The Participatory Planning Process 1: Structure and Approval

This group deliberated on the structure and modus-operand of the process. Examples of issues of concern are the various “tiers” or “levels” that have been considered in the process. The group pointed out that the omission of an important tier, the “Kitongoji” was a concern. Other issues relate to the creation of parallel structures and the approval process of the DADP.

3.2 The Participatory Process II: Laws and Legal Matters

This group deliberated on legal matters and various mandates of different organs and entities in the planning process.

3.3 Interrelationships, Hierarchies and Linkages

This group deliberated on issues related to either processes or authorities that may conflict, or where there was no clarity with regard to mandates and hierarchies. For example: the role of Regional Authorities in approving District Development Plans. Another area of interest was the DADP process does it link with the DDP.

3.4 Changing Mind-sets and Capacity Building

This addressed the fact that the participatory approach is a new method. Furthermore it was sought pertinent to consider that there may be capacity deficiencies at various levels to manage the process.

4. Results of the Workshop

4.1 The Participatory Planning Process 1: Structures and Approval

4.1.1 Planning should start at the “Kitongoji” level. The “Kitongoji” is a legal entity and has a structure with a Chairperson and Secretary. There are also laid down procedures of how to elect the Chairperson and modes of representation to village meetings.

4.1.2 There is a need to prepare special guidelines for the “Kitongoji” level with respect to their role in the planning process.

4.1.3 It is proposed that an additional member of the “Kitongoji” should accompany the Chairperson to the village meetings during deliberations related to the DADP.

4.1.4 At the village level, the council is made up of 25 members who are adequate to discuss the plan. A _ of the council are women. Hence the gender representation concern has been addressed.

4.1.5 There is no planning as such at the ward level. What happens at this stage is mainly consolidation and rationalization of plans that come from the

village level.

- 4.1.6 The consolidation of the plan at Ward and the scrutiny at the District level as proposed is in order and acceptable. Furthermore there is adequate expertise at the district level to discuss the plans and manage the process.
- 4.1.7 There is need for clear guidelines for the planning process at the "Kitongoji" level. Important is whether there is a need for a planning team? Should the Core Team members and District officials participate at the Kitongoji level?
- 4.1.8 The guideline should address the fact that there are various technical experts at the district level. All technical experts in the district should work as a team in developing development plans including the DADP. This ought to be in collaboration with stakeholders.
- 4.1.9 Beyond the need for all programs, projects and assistance at the district level to be mainstreamed in the government system, development programs for different sectors should be integrated.
- 4.1.10 Plans developed at the "Kitongoji" level should be compiled at the village level, consolidated at the ward level for endorsement at the District level.
- 4.1.11 There is a need for adequate feedback to the "Vitongoji" through the Ward and Villages after the plans have been approved.

4.2 The Participatory Process II: Laws and Legal Matters

4.2.1 Act 7/82 (District Authorities)

This act stipulates that there shall be Agricultural Committees at village and "Mtaa" level. These must report to village assemblies and "Mitaa general meetings". In view of the above Village plans must emanate from "Kitongoji".

4.2.2 Act 8/82 ought to be used to form "Mitaa" Agricultural committees.

4.2.3 Section 178 of Act 7/82 and section 78 of Act 8/82 empowers RC and DC to investigate when things go wrong at the local level. This could be used to enforce plans.

4.2.4 Section 43 of Act 9/82 stipulates that the Council Approves budgets and plans, hence also for the DADP.

4.2.5 WDC's role is coordination.

4.2.6 There are three scenarios of plans at the village level

1st – Those to be implemented 100% by villagers.

2nd – Those that will require people's contributions. Such contributions may be in non-monetary forms, e.g. labour, time, etc and a portion will be financed by the council.

3rd – Those that will require 100% funding from outside, either by the council, donors or other agricultural projects.

4.2.7 Local Governments must work within the National Policy framework and abide to sector laws and guidelines.

4.2.8 It is proposed that at all levels committees should be elected democratically.

4.3 Interrelationships, Hierarchies and Linkages

4.3.1 There are some observed structural weaknesses

- i) Institutional structures and chain of commands from PO-RALG, Sector Ministries, Regions, Districts are not well known by the staff members within these institutions.
- ii) There is lack of systematic and uniform local government reform process. Some districts are in more advanced stages than others.
- iii) The local government reform process is not well understood at all levels.
- iv) Managerial level staff and senior staff are conservative and pose inertia in the process of local government reform.
- v) Empowering District Councils to approve own plans and budgets without seeking advice may pose a challenge in effective implementation of plans.

4.3.2 DADP Versus DDP

- i) O and OD is still in the pilot phase. It is covering only a few districts and hence its effectiveness is not yet known.
- ii) The guidelines ought to acknowledge that the participatory process is costly and time consuming.
- iii) Streamlining DDP and DADP might be difficult if the O and OD approach has not been put in place in the district.
- iv) There is a need to consider afresh the facilitation needed at the village level. Capacity is low at this level and hence may pose great challenges.

4.4 Mind-Set and Capacity

4.4.1 The guidelines must acknowledge that mind-set and capacity are crucial challenges in implementing the participatory approach to planning.

- 4.4.2 There are two levels or sides a) Producers (Farmers) and Leadership (Government Officials) that ought to be addressed when considering mind-set change and capacity building.
- 4.4.3 On the side of producers (farmers), much work is needed to re-orient their mind-set that development issues are a responsibility of the government. There will be challenges to achieve the desired situation where farmers own the development initiatives due to past Top-Down approach to planning.
- 4.4.4 On the leadership side, lack of knowledge regarding participatory approaches and absence of functional institutions (encouraging and deterring incentive packages) to handle the system is seen as a challenge.
- 4.4.5 Where there is capacity it is often confined within projects and programs.
- 4.4.6 In view of the deficient and or weak capacity, the guidelines ought to acknowledge that the process will be costly at initial stages.
- 4.4.7 The guideline ought to recommend significant awareness creation and sensitisation activities, say at the launching stage. Furthermore deliberate efforts will have to be made to enhance capacity in terms of training in participatory approach to development planning.
- 4.4.8 There is need to include the experience of the achievements made in Singida regarding village development plans. An estimated 180 villages have managed to develop own plans in the past two years.

4.5 Others

- 4.5.1 There is a need for the guidelines to present a format of a DADP Report. Guidance and or examples of the Table of Contents, essential annexes etc would be helpful.

The team drafting the guideline is requested to receive consider and make use of the points raised and suggestions emanating from the workshop deliberations.

Annex 1: The Workshop Programme

- 8.30 – 9.00: Registration
- 9.00 – 9.15: Official Opening
- 9.15 – 10.15: Presentation of Draft Proposals
- 10.15 – 10.30: Initial Questions for Clarification
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- 12.30 – 14.00: Lunch
- 14.00 – 15.30: Group Report Back and Discussion
- 15.30 – 16.15: Plenary
- 16.15 – 16.30: Closing Remarks and Close

Annex 2: Participants to the Workshop

Morogoro, Hilux Hotel – 18-09-2002

1	G. Kirenga	MAFS-HQ	AD-CPS
2	J.S. Mawalla	MAFS-HQ	Principal Ag. Economist
3	B.W.S Kimaryo	RALDO-Morogoro	Livestock Adviser
4	J.K. Mwendu	RALDO – Moro	Agric Engineer
5	S. Kahitwa	PO-RALG-DSM	Local Government Specialist
6	B.M. Massebo	Ifakara	Council Chairman
7	P. Ukugani	Ulanga-Morogo	District Chairman
8	P.A. Mutiganzi	Kilombero	Ag. DED
9	J. Mabulla	Ulanga	DED
10	Dr. J. Maeda	Morogoro-Urban	MALDO
11	O.M. Ishumi	Kilosa-Morogoro	MALDO
12	Exper James	JICA-RADAG	Economist
13	K.O. Mdule	Morogoro-Rural	AFO I
14	Said Ally	Mbeya	RPLO
15	Morungu L.S.	MWLD	Ass. Director
16	Kulthum Mwisongo	Morogoro-Municipal	Ass. Mayor
17	P. Kaijage	Cooperatives-Moro	Coop. Officer
18	T.L. Mbando	Kilosa	DED
19	M.J. Iove	Kilosa	KDC – Chairman
20	Andrew McPherson	MCG	Consultant
21	Prof I. Kikula	MCG/UCLAS	Consultants
22	Dr Andrew E. Temu	Facilitator	Sokoine Univeristy

DADP ガイドライン ワークショップ (Region 及び District レベル)
概要録 (案)9月23日作成ドラフト
(財) 国際開発センター/RADAG 大久保信一日時 : 9月18日(水)-19日(木)
場所 : モロゴロ、キロサ

MAFS の要請として、FASWOG Taskforce にて承認された DADP ガイドライン作成作業は JICA によって傭上された Macpherson コンサルタント (ジンバブエベース豪州人とタンザニア人) によって進められている。州、県でのワークショップを行い、9月16日 Taskforce に報告されたゼロドラフトに対する意見を今度は州・県関係者から吸い上げるのが主たる目的だ。なお、当該ワークショップの後、9/24~27 はトレーニングを実施予定である。

2002年9月18日 8:30-16:30 モロゴロ

資料1のように、DADP 策定に関わる約20名の州・県及び一部中央省庁職員が参加した。RC (Regional Commissioner) の代理として DC (District Commissioner) が開会の挨拶をした後、資料2のスケジュールに沿って進行した。資料3の内容にてパワーポイントを使いながらガイドライン作成の背景を説明。以下が主な点 (詳細はコンサルタント提出のゼロドラフト及びRADAG モシヤ作成メモ参照のこと)。

コンサルタント報告ポイント

- ASDS はタンザニアでの農業のあり方を変えようとしている。生産性向上、補助金に頼らない民間農業の推進をうたっているからだ。
- 計画のやり方は、これからは変わる。District Planning Officer がオフィスに隠って作成する方法ではいけない。村人の話しを聞く、人々の議論の facilitator になる、そんなパラダイムシフトが必要だ。
- この点が参加型アプローチを計画策定の基軸とする理由の一つだが、地方自治改革法等タンザニアの法律に基づいている点も付言したい。
- 農業開発は農業だけではなく、よって様々な村レベルの活動を包含した holistic なアプローチが必須。
- 既存の幾つかのガイドラインを検討したが、多くが内容的に複雑だ。DADP ガイドラインは簡便且つ実用的なものにしたい。
- 色々な計画策定支援プロジェクトを見た結果、parallel structure (既存行政システムの外でプロジェクトが実施されている状況) が多く、よくない。DED や Council の範疇の外でプロジェクトが動くのはオーナーシップの観点から避けるべきだ (但し会計関係はプロジェクト側で押さえるのは別)。
- プロセス案 (資料4) にあるように CORE TEAM を立ち上げ、計画とりまとめをしてもらう。チームメンバーには Study Tour を実施し、他の計画策定の良い事例から学んでもらう。なお TEAM にはあまり若い人ではだめだ。良いと思ったアイデアを実施する際、関係者を説得しきれない可能性があるからだ。
- Region の役割については自分達も悩んでいる。意見があればもらいたい。
- 情報のやりとりが頻繁になるはずだ。中央の情報は農村に、農村の情報は中央に、行き来する事で、皆が全体像を掴むことになり、計画が現実的なものとなる。大変重要な点だ。例えば中央が持つ開発予算がどの位あるのか農村に伝える事で村レベルの計画は実現性の高いものとなるであろう。

コンサルタントの報告に対する質疑応答概要は次の通り

- これまでの計画作りでは「kitongoji level (村の更に下のレベル。ウジャマー時代の遺物)」が無視されている。彼等は月一度集まり、住民意見の吸い上げを試みているが、大概議長が自分の私見を押し通す。変えなければいけないが仕組みが必要となる。Board や秘書をつけるなど体制整備が必要だ。秘書などは、議長の妻が担当しているのが現状だ。
- DADP と自治庁が進める DDP またその作成手法の O&OD (Opportunity & Obstacle of Development) との整合性に関する疑問が参加者の中にはあるようだが、O&OD はまだドラフト段階なので、摺り合わせはこれからできる。心配はない。
- 計画承認プロセスをどうするかだが、それは実際に作業をする事になる参加者がどう考えるのかに因る。
- Region の役目の一つは、中央の情報を村レベルにきちんと伝達・広めるところであろう。

グループディスカッション後の発表、とりまとめにおける主たる議論

(グループは4つのテーマに分けられた。①Kitongoji レベルにおける計画策定について、②計画承認プロセスと関係法規、③州と県の関係計画策定における役割、DDP と DADP の関係)、④マインドセットを変えるのに必要なキャパビル)

●Ward レベルの計画策定への関与は「とりまとめ」にとどまる (参加者)。

←しかし国の政策と合わないものが出た場合には、どう解決するのか。また、複数の村に関係する活動案が出てきたら誰が調整するのか (Macpherson)。

←MAFS から県への指導は行政面ではだめなようだが、技術面の指導は可能だ (MAFS)。

●農業関係省内、そして県につながる一連の Chain of command について計画策定者は明確に理解しなくてはならない (RADAG)。

●参加型計画作りは高くつく、と言われている。研修等の DSA で特に初年度が高くつく、といわれている。高くとも、よい計画ができればよいのではないか (Macpherson)。

●DADP が成果物としてどのような姿となるのか、示してほしい (MAFS)

← (Macpherson) Annex として付けたいと思う。

●農業分野に県予算を配分する際の基準はあるのか (RADAG)。←その点は現実的問題だ。実際の県・村の計画ではどうしても保健、教育への配分が大きくなる。政治的なアピールが行いやすいからだ (MAFS)。

●行政による指導というのは本当に必要なのか (JICA) ←上から「impose」するのはよく無い。DADP は農村のニーズを集める platform のようなものと考えらるべきであろう (Macpherson)。

●参加型計画には本当に何も問題は無いのか。ワークショップのような場ではなかなか言わないが (MAFS)。

●参加型計画において不安を感じるのは、農民ばかりに注目が行き過ぎ、DALDO や Extension Officer が良いアイデアあっても口を開かないこともあるのではないかという点だ (RADAG)。

←参加型計画は、既存の体制を脅かそうという意図を持っているわけではない (Macpherson)。

●ガイドラインは、民間農業振興を眼目にしつつも、あくまでも「DADP」策定のためにあるのだという事は強調したい (MAFS)。

9月23日 8:45-16:10 Mati-Ilongo 農業省教育・研究センター キロサ県

参加者は約 20 名程度で、前日のメンバーと大きく違うのは、農家が数名参加していた点。コンサルタントのプレゼンテーションは前日と同様ようではあった (大半がスワヒリ語であったので推測である)。よって全体概要録はモシャ氏のメモ及びコンサルタントの報告書に譲り、ここでは英語でかわされた議論を中心に議論の一部をまとめた。

●グループディスカッションにて議論する「キャパビル」だが、その定義を明確にする事を薦める。また計画策定プロセスの具体的なカレンダー (何月に何をするのか) を明確にする事も薦める (RADAG)。←中央の計画・予算作成サイクルとの連関も大事だが、そのために計画作りを急ぎ過ぎる事はよろしくない。計画作りは予算をとるためだけにするのはないのだから (Macpherson)。

●計画の全てが村から上がってくるだけで良いのか。行政の役割は無いのか (JICA) ←そのような意見そのものが参加者から出てくればよいと思う (Macpherson)。

●村、県という順にまとめられた計画が州政府に否定される事もあろうが、その前に積極的に州政府を巻き込む事が有用となる (Macpherson)。

●州政府は県政府のために計画策定において貢献する、という事も付言したい。県政府職員が村人のために奉仕するという位置付けと同じように (Macpherson)。

RADAG の観測

- コンサルタントの一人はスワヒリ語でなく英語でプレゼンテーションやコメントを行ったので、参加者全員の理解が十分だったか、定かではない。特に二日目は農民も参加していたので、更に気になるところである。
- コンサルタントは繰り返し「簡単で実践的なガイドラインを皆さんの力を借りて作りたい」と言っていたが、この点は評価したい（但し英語ではあったが）。
- ガイドラインの作成言語は英語になるであろうが、スワヒリ語のものも必要になるろう。
- 資料4のフローは計画策定のフロー（案）であり、分かりやすかった。ガイドラインも図表が中心になると良いだろうし、前記の言語の問題も、肝心の図表等をスワヒリ語にする事で解決可能かもしれない。
- ワークショップだけでは、計画作りのような話しは参加者には伝わらないと感じた。次週のトレーニングでどのような展開になるのか現時点では不明だが、やはりワークショップだけではなく、個別に計画策定の支援を行う事が結局は必要であるものと感じた。

(終)

PLANNING FOR DISTRICT AGRICULTURAL DEVELOPMENT

PROCEEDING OF

PARTICIPATORY PLANNING FOR AGRICULTURAL GROWTH

REGIONAL WORKSHOP 18TH SEPTEMBER 2002

DISCUSSION/RECOMMENDATIONS

- Given the heterogeneity of different villages in a district, the workshop recommended that village agricultural development plans should start at hamlet/kitongoji level. So that village agricultural plans incorporate all the hamlet/Vitongoji plans
- The workshop observed that foreign/NGOs funded programmes are usually implemented outside the local government institutional structure. Such programmes create parallel structure within the local government institutional framework. The workshop recommended that agricultural development plans formulated and implemented in the context of local government institutional framework
- It was further recommended that any agricultural development efforts whether by CBOs or NGOs should be implemented in the context of district agricultural development plans and not parallel with DADP
- District core team should include all other possible potential stakeholders
- Other acts/regulations not included in the guidelines should be included e.g. staff code of conducts
- Impacts on mandates given to district councils in approving budget without seeking any advice should carefully analyzed and recommendations incorporated in the guidelines
- Draft participatory manuals and guidelines issued by PO-RALG are envisaged to be adopted country wide e.g. O & OD. The possible effects should be cautioned in the guidelines in case of any changes.
- Clarification should be incorporated in the guidelines regarding DADPs and DDPs especially linkages, formulation process and timing.
- Draft participatory manuals and guidelines already issued were said to be complex, so the possible effects at districts, which might arise in preparing DADP should be addressed.
- Regional Secretariat office has no authority regarding budget approval process. It was further noticed that although the Regional Secretariat Office has an advisory mandate to district councils, the office is lacking capacity and resources. However the workshop was told that the Regional Secretary office is under restructuring. The effects of Regional Secretary Office restructuring should be foreseen and incorporated in the guidelines

ISSUES FOR PLENARY SESSION.

ISSUES.

Group 1

To discuss issues related to various ties and composition at each planning level, parallel structure and approval process

Group 2

Different acts and regulations

Group 3

Mindset/capacity building

Group 4

Relation between Regional office and District council as well as DDP vs. DADP

Plenary Presentations

Group 1

- It was recommended that agricultural development plans should start at Kitongoji level where kitongoji chairperson with selected committee visioning development plans, prioritize and forward their priorities to the village councils
- At the village level, village council has 25 members of which quarter of them are women. The village councils prepare village's development plans incorporating Vitongoji plans
- At ward level, the ward development committee (WDC) consists of ward executive officer, ward chairpersons and extension staff compile village development plans into wards development plans.
- At the district level, the district team is responsible for compiling the ward development plans to districts development plans.

Parallel Structure

It was observed that parallel structure have been created by donor's and NGOs funded programmes/projects, which do not involve local governments during the implementation. It was therefore recommended that such programmes/projects should be implemented within the local government institutional structure. This ensure the district's directors be aware of programmes been implemented in his/her district. It was further recommended that all technical staff from all sectors should work as team.

Approval process.

It was recommended that village councils should compile Vitongoji plans and that Vitongoji deserve feedback from the district via the villages.

It was recommended that guidelines should be prepared regarding the composition of Kitongoji committee and must be legalized.

It was observed that if ward does not plan, the workshop wanted to know how the ward's priority are incorporated in ward development plans e.g. common facilities which cutter for more than one villages. It was therefore recommended that the ward priorities should be consolidated with the village's plans into ward development plans.

Group 2

Act 7/82 Urban Authority

This act permitted the formation of agricultural committee and Kitongoji agricultural committee. The act also requires village plans emanated from Vitongoji plans, which firstly discussed at Vitongoji. All members in agricultural committee should be democratically elected

Section 178 of 7/82 empowers commissioners to enforce guidelines to district councils, monitoring and evaluation

Act 43 of 9/82 empowers district council to approve budgets

There are three-village plans scenario

- Plans which are implemented by villages by 100%
- Plans which local community contributes towards their implementation and remain portion forwarded to district councils for assistance
- Plans which villages cannot contribute to their implementation are forwarded to districts for assistance

With regard to act 43 of 9/82, the workshop sorted clarification on compliance variability. The consultant was requested to consult the responsible institutions

Group 3

It was observed mindset exists at two levels

- Producers level
- Leadership level

At producer level

All development issues have been considered at this level as government's, donor's and NGOs responsibilities. These types of development programmes have been imposed to the people as the result; beneficiaries assumed that it is their responsibility and that is why most of these programmes were not sustainable.

At leadership level

Leaders have been influenced by top down approach and have failed to accommodate participatory approaches.

Capacity Building

- There is lack a of adequate capacity regarding the participatory planning approaches. However, adequate capacity regarding participatory approaches exists outside the local government institutions. The existing participatory planning approaches skills are not an integral part of district council institutional structure. So in order to make use of the existing capacity to local government institutions, incentive package has to be institutionalized.
- Participatory approaches have been constrained by lack of tools and funds at districts and

villages level because they are expensive to institutionalized and time consuming

- Although participatory approaches are expensive, the workshop wanted to know whether we should continue with traditional planning approach, which failed or adopt participatory approaches, which are expensive but successful? The workshop was told that costs are only high at beginning due to TOT.
- The guidelines should proposed format and types of report to be produced from agricultural development plans
- In order to influence mindset, the workshop recommended that emphasis should be on awareness creation and institutionalization of incentive packages
- Capacity building should be invested to the farmers to enable them to view farming as business entity, which must generate profit like other business undertaking. Farmers have to be capacitated to see farming not just a social activity but also an economic undertaking that demands planning
- It was observed that decision-making have been delayed at various levels, so this situation might therefore undermine the process of participatory planning.
- Culture and traditions may also undermine the process of participatory development planning so the guidelines should consider this issues.

Group 4

- The group advice the consultant on the following issues which should not been taken for granted
- Institutional structures and chain of commands among districts, regions, sectors ministries and PO-RALG is not harmonized and that communication among and between not systematic e.g. MAFS communicating directly to the source of information regarding rodents, army worms and quelea quelea epidemics
- It was observed that the local government reform process is not uniform and systematic
- Local government reforms programmes is not well understood and some time some levels have been a constraints to its implementation.
- It was observed that not only the senior managerial posts are conservative with local government reform but also some are against the process.

NB. Issues mentioned above are not carefully considered may pose an obstacle to participatory development planning at various levels

It was recommended that mandate given to local councils to approve budget without seeking any advice might have negative impact on participatory planning process. So the consultant should predict the impacts and make a note in the guidelines.

DADP vs DDP

Planning for DDP: Current status

DDP involves few representatives in formulating the development activities. DDP formulation process is not participatory, is top down approach. It was also noted that few people who may not necessarily be the part of local government but in donors and NGOs projects know participatory tools.

It was noted that O & OD

- Covered only one district (Hai)
- Its effectiveness not yet known
- The exercise needs facilitation to put the methodology in practice
- High cost and time consuming

So since DADP is a subset of DAD, practicing DADP guidelines might be difficult if O & OD is not yet internalized to all districts as stipulated by O & OD document.

It was noted that O& OD is too ambitious as it envisage that by 2001 about 14,646 district's and ward's facilitators would have been trained in formulating participatory plans using the O & OD planning process. This is optimistic due limited financial resources.

DISTRICT WORKSHOP 19/9/2002 MATI- ILONGA

Discussion/Suggestions/Comments

- Move by MAFS to empowering local government to plan their own agricultural development plans using participatory approach impressed the workshop participants.
- It was noted that agricultural sector has been performing poorly because most of the policy, strategies and guidelines have been centrally prepared and imposed to people (Top- Down approach). So by empowering district to plan for agricultural development the performance of agricultural sector would flourish.
- It was noted that no sustainable development without involving the community and that districts to formulate and coordinate community development plans.
- The workshop suggested that the guidelines should be carefully digested so that they could reflect the real situation and that these guidelines should not cause any problems to users.
- The guidelines should conform to all existing acts/regulations and other laws because it was observed that there is a conflict of some regulations/acts/by law at various levels.
- It was noted that agricultural sector has been guided by regulations which force farmers to grow crops which are no longer profitable to them e.g. cotton farmers in Kilosa district have been forced to grow cotton while the cotton market does not exist. This has demolished farmers. So the workshop recommended the guidelines lines to advice.
- It was emphasized that the guidelines has no intention to promote agricultural planning for external assistance but to empower people to plan for their own self-reliance and for their own development.
- Agricultural plan should be broadly considered including cross cutting issues and linked to other sectors of economy such as infrastructure
- The role of district in developing the district agricultural development plan is to facilitate the participatory planning process.
- It was noted that MAFS has prepared many guidelines and strategies which failed due to lack of preparation at grassroots' levels and failure to assess the implementing capacity at grass root levels, so there is a need for paradigm shift i.e. changing from traditional way of doing thing to participatory ways of planning for agricultural development
- It was noted that villages have many plans with a lot of aspirations, but with very limited resources and that the guidelines should be provided as a total package because DADP is a subset of DDP
- More clarification was needed to clarify the agricultural plans and other sectors plans (DADP vs DDP)
- The workshop wanted to know what is the agricultural plan look like does it embrace only agronomical or economical aspects or it is an amalgamation of whole process from the producer point of view to the consumers level.

- The workshop noted that poor performance of agricultural has been mostly influenced by politics e.g. Siasa ni Kilimo (agriculture is a politics)
- The word capacity building need to be clearly defined
- The workshop wanted to know the relationship between the Regional authorities and district councils. How do they operate and how are they harmonized.

Issues for Plenary Session

Group One

Capacity building at village and district levels taking into consideration (challenge/problems, what the guideline could propose and types of capacity building)

Group Two

DADP vs DDP

Group Three

Operationalization of participatory planning process (time frame, how will it be operationalized, timing) and relationship between regional authorities and districts councils in approving the plans.

Plenary Presentation

Group one

Capacity building could be in form of training (knowledge) facilitation (facilities) infrastructure and institutional (structure) however, capacity building was grouped under three main groups namely; human resources, financial resources and physical resources.

Capacity at Various levels

Hamlet/Kitongoji

Hamlet/Kitongoji has a chairperson who appointed 5 members committee. The group recommended that the hamlet committee should be trained on good governance, planning process, financial skills, resources assessment and by laws

It was also observed that there is no argano-struture at the hamlet/Kitongoji level so the group recommended that the legalization and institutionalization of hamlet structure

Village level

The villages consist of village government with three committees namely security and defense, social services and economic committee. The economic committee should be capacitated on planning process, good governance, financial skills and resource assessment

Ward Committee

The ward development committee should be facilitated in terms of transport and human resources in order to coordinate the villages plans formulation and consolidation of village plans

District level

The district should be capacitated on human resources, financial resources and facilitation in planning process.

Group Two (DADP vs DDP)

- Current DDPs
 - Concentrate much on infrastructure programmes/plans such as schools, hospital and road and that agriculture is not given a priority
 - Planning is Top-down approach
- Agriculture is not given priority because
 - Lack of markets
 - Lack of extension services
 - People are lazy
- There is a lack of information at grass root levels so the guidelines should show types of information necessary at the grass root planning.
- Recommendations
 - Agricultural plans preparation should be an integral part of other sectors development plans
 - Form district and ward teams
 - DADP should be a subset of DDP
 - Developed strategies are conflicting with council laws. e.g. coffee in Hai where farmers are prohibited from substituting coffee with vegetable production since coffee production is no longer profitable

Group 3 (DADP Participatory Planning Time frame)

- Preparatory Step (September-October)
- Programme launching (October)
- DADP Plan (November)
- Immediately post launching (November)
- Village plans (November-December)
- In order for DADP been owned by the people the following forum has to be fully involved
 - Village assembly
 - Ward development committee
 - District team
 - District committee
 - District Councils
 - Regional for information
- In building the ownership district council should be a recipient of DADP
- The guidelines should propose the timeframe for all proposed seven steps for participatory planning process to be completed and states clearly which step requires more time

- DADP should conform with budgeting process
- It was proposed that regional input should come at any level
- Timing for DADP implementation needs flexibility taking into consideration the agro-ecological difference among areas and other factors
- The group was optimistic on whether DADP would be prepared and implemented in the following local government financial year, which starts January-December.
- In order for DADP to be properly formulated, multi-sectoral planning should be adopted taking into consideration the limited financial resources
- The workshop requested the guidelines to propose a reporting format for DADP
- The workshop proposed that the launching of ASDP should be done at national level with top government leader (the President) as well as other levels (region, district, ward village etc). All the stakeholders in the agricultural sector should be invited to the launching ceremonies at each level.

DADP Training Programme.

Introduction

It is proposed that this training would largely consist of simulated planning exercises in introduction of the planning methodology, and in application of it for planning at Ward and Village level.

Apart from the introduction and part of the presentation, the training would be conducted in KiSwahili.

We will have two training assistant/facilitators working with groups of participants. Participants will have to conduct both verbal and written exercises, and will provide appraisal of each stage of the process.

The consultants will provide the materials for the training, as well as acting as training directors and resource persons.

We expect that this will provide the participants with an initial understanding of their new roles. It will also provide a good opportunity for a trial of the proposed system, allowing the consultants to incorporate suggestions and improvements.

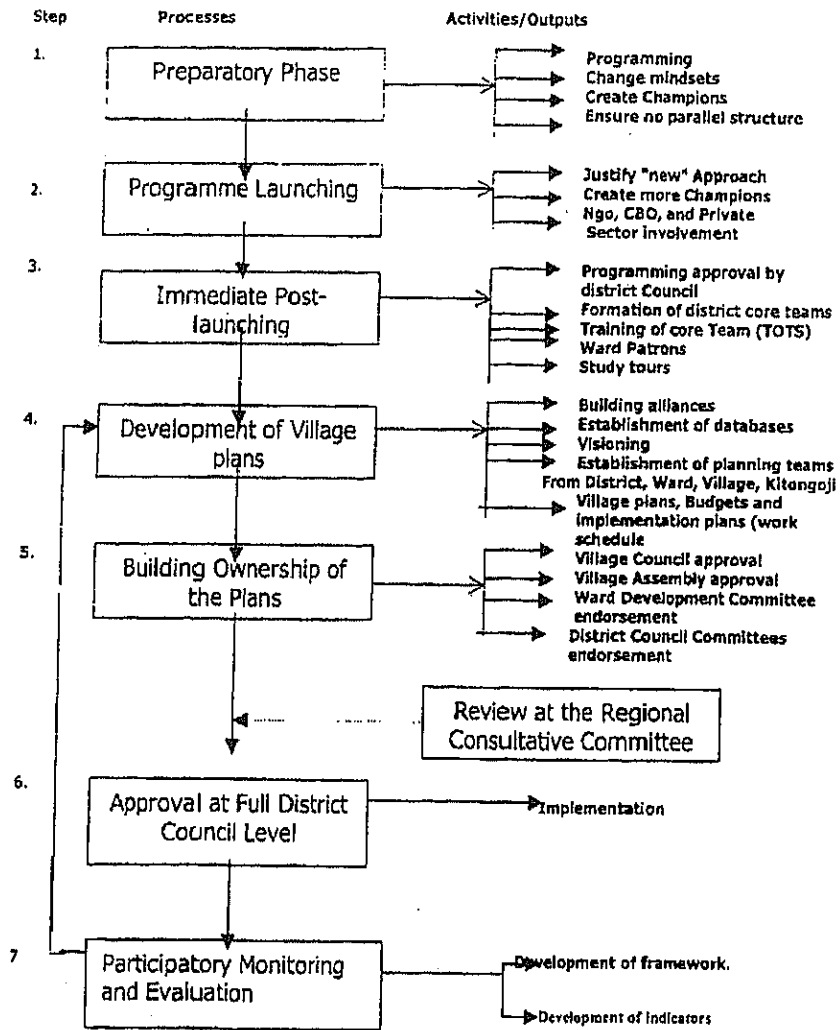
Day 1. Training in the Planning Methodology

1. Introduction and Context. Professor Kikula.
2. Presentation of Draft Guidelines on Planning Methodology (Professor Kikula, using Power Point and Written Materials)
3. Conduct the Launch Exercises
 - a. Preparatory Phase activities
 - i. Programming: Operational Guidelines
 - ii. Change Mindsets: How, who, why, what
 - iii. Create Champions: How, attributes/types, identify
 - b. Programme Launching activities
 - i. Justify New Approach (write)
 - ii. Create More Champions (what level, how?)
 - iii. Encourage NGO, CBO, Private Sector involvement (how)
 - c. Immediate Post Launching Activities
 - i. Approval by Full Council: (describe process, draft a resolution)
 - ii. Formation of District Core Teams: Write TORs, identify
 - iii. Formation of Ward Facilitation Team: Write TORs, identify
 - iv. Identify Ward Patrons: Attributes, how to approach
 - v. Study Tours: Identify study subject, describe participants
 - d. After each exercise, conduct an appraisal of it, with suggestions concerning weaknesses and strengths.
4. Conduct a brief plenary session at the end of the day

Day 2. Training in Implementing the Planning System

1. Introduction and Context. Andrew Macpherson
2. Presentation of Draft Guidelines on Implementing the Planning System (Macpherson, Power-Point and Written Material)
3. Provision and Explanation of National and District Guidelines (an indicative set of guidelines produced by the consultants)
4. Undertake a Simulated Exercise of Planning at Village Level
 - a. Prepare District Guidelines for Wards and Villages, from provided National and District information. The guidelines would aim to contain specific information on:
 - i. Council Vision for 3 year period
 - ii. Amount of Discretionary and Mandatory Resources for Recurrent and Development Expenditure
 - iii. Resource Allocation Policy for District Resources
 - iv. Policy on Cost Sharing
 - v. Policy on Cross-Cutting Issues
 - vi. Applicable central Government policies
 - vii. Criteria for prioritisation
 - viii. 3 year rolling plan preparation
 - ix. Procedures for Ward plan consolidation
 - x. Table of contents for the Ward and Village Plans.
 - b. Undertake a simulated Village planning sessions, facilitated by WFT.
 - i. The group would be split into three; two groups would represent "planning villages", and the other the WFT
 - ii. They would conduct a planning session using the Guidelines as a starting point.
 - iii. They would, for the sake of the exercise, limit themselves to one development project and one service in the agricultural sector.
 - iv. They would also develop a "plan" for other sectors (health, education, social services, self-help), and would learn to distinguish between the sectors.
 - v. They would nominate the indicators to be used for M&E
 - c. Undertake a Ward Consolidation Exercise, facilitated by the Core Team
 - i. Once the two Village plans had been prepared, the group would adopt different roles, in two groups. One would act as the "Core Team", the other as the Ward Development Committee.
 - ii. They would scrutinize the plans proposed, for compliance with the guidelines.
 - iii. Those which do comply, would be aggregated per the guidelines.
 - iv. M&E indicators would also be nominated at this level.
 - d. After each exercise, conduct an appraisal of it, with suggestions concerning weaknesses and strengths.
5. Conduct a brief plenary session at the end of the day.

The Participatory Planning Process



モロゴロ州保健行政強化プロジェクト (MHP) ヒアリングメモ

日時： 2002年9月17日(火) 午後2.30~3.30
 場所： MHP事務所(モロゴロ)
 相手： 田口明男専門家(チームアドバイザー)
 当方： RADAG-大久保

RADAGは、ASDP策定及びDADP作成支援準備の一環として、県行政機構の実体把握等に努めるべく、各種作業を援助調整業務と並行して進めてきた。他ドナーが支援する県開発計画作成支援の視察、保健SP及び教育SPの現状分析、村レベル~県レベルに至るまでの予算計画の作成及び執行プロセスの調査、DADP作成に関するDALDOとの意見交換等がある。

MHPの活動経験は、DADP作成支援のあり方を考えていく上で、先行事例として参考になると考えられ、訪問及び聴き取りを実施した。

活動内容の詳細は別添資料(プロジェクト作成日本語説明資料及びパンフレット)の通り。以下がヒアリングの概要。

(総論)

- MHPは州及び6県(当初は5県だったが、旧モロゴロ県内に、新たにMvomero県が出来たため1県増えた)における保健行政実施における能力(計画、実施、モニタリング、評価)強化を目標としている。
- プロジェクト開始から1年半がたったが、6県の県保健計画がまとまりつつある段階だ(長い道程だった)。各県の2003年度予算計画の審議に間に合うように、現在急ピッチで作業を進めている。
- 州政府においては6県における計画の査定、実施の支援、モニタリング、評価、それぞれに対する指導・モニタリングの責任を有する事から、州政府の能力向上がプロジェクトの大きな目標である。
- 各県のCHMT及び州のRHMTが計画を策定する。各チーム、Medical Officer(MO)、Health Secretary(HS)、Health officer(HO)、Nursing Officer(NO)、Pharmacist(PH)、Laboratory Technician(LT)、Dental Officer(DO)という各セクションの長及びMHPでは母子保健とCold Chain Operationに関わるオフィサーにて構成されている(注:県によってはポストに空きがある)。州と各県合せ総勢50人以上となるが、その全てがカウンターパートとなる。RMOは保健省の医務官、つまり中央からアポイントされ最終的にRASの承認を得ている。
- 県によっては計画策定面でドナー支援を受けたところもあり、そこでの計画策定は上手で早い(パイのドナー支援が無いのは、UlangaとモロゴロMunicipal及び新しいMvomero)。ドナー支援の無かった県は、計画策定面において、かなり訓練が必要と見る。また地方行政改革(保健セクター改革)の対象県とそうでない県もあり、そこでも計画策定における能力の違いが大きく出ている。コンピューター等機材の有無及びその使い方を知っている、いない、という差もある。

(計画策定支援のポイント)

- Teamのメンバー/カウンターパートは皆高いランクにあり且つ忙しい。それでも計画策定をする意義が“有用な県保健計画策定による予算確保”にあるため、皆高い動機付けを得ている。但し「予算」といっても、その財源は自主財源が殆どであり、かなり小さい。診療所は現在無料であるが、有料化等により財源確保を考える必要もある。
- 州と県はMHPプロジェクトの重要性を認め、予算措置をとっている(今年度予算として州が1500万シル計上、各県は200万シル計上し昨年12月承認を得ている。主として策定中の計画に記載されている活動に使うための財源)。どこも予算に余裕が無く、例えばモロゴロMunicipalでは保健関連職員の定員が236名のところ、169名しかおらない、というように財源はひっ迫している。
- 計画の策定、実施、モニタリング、評価というサイクルの技術移転を目指しているが、計画策定まで漸く2年かけて漕ぎ着けた、という点からも、サイクル全体を理解してもらうには、かなり時間がかかるであろう。
- 計画策定に至るまで、次のステップを踏んだ。①県保健計画(及び州計画)のブリーフィングと計画フォーマットの説明、②県ごとに叩き台を作成し持ち寄り、議論する、③個別に計画策定の相談にのるなど支援する。③に関しては、ファックス等を通してやれるのだが、通信事情が悪いのが問題だ。また機材そのものが不足しているのも、無線やコンピューターの支給も行う計画である。なお機材の要求自体を計画化させた(但し事前にA4フォームにて要求は出されている)。

(援助調整関係)

- 他ドナーとの調整は対象が州全体にあるため難しい。現在、又かつて県を支援していたドナーも、その殆どがダルエスをベースに活動しているため現場レベルの折衝はセミナー、ワークショップ時が殆どである。中央での保健セクター改革プログラムの会合等に現在は年数回出席する程度だ（中央=DSMにて援助調整がきちんと行われなければ、地方レベルでの援助調整はできない）。
- MHP の運営委員会議長は RAS だ。本来は、RMO がベターだ（RAS は保健だけでなく、州全体を見ているので、県計画を SWAPs にて進めるといような場合には委員長として適任だ）。
- 保健バスケットファンドが漸次効果を出し始めている。プロジェクトではなく、キャッシュにて援助を受けた方がよい、という雰囲気は強くなるかもしれない。保健オフィスにコンピューターが入る、綺麗になる診療所が出てくる。そうなるとバスケットの方がよい、と RAS や保健省の役人が言ってくるもおかしくはない。

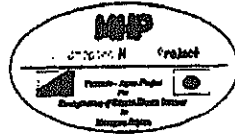
(その他)

- 州レベルの能力向上は難問だ。保健サービスは州でなく、県にあるからだ。各県に行くにも時間がかかり過ぎる。（我々でさえ各県に行くのが大変なのだから）モニタリングひとつとっても、移動手段の確保、少ない人材、インフラ（雨期にアクセスできない地域）等の数々の問題がある。
- 一つの県に支援を集中する方が成果を得る上では現実的だろう。それも母子保健プログラムのように、特定のサービスを実施し、（乳児死亡率の低下のような）目標に向かって実施するのがよい。政府職員的能力強化はつきつめると「政治に関わる」事になり、外国人の関与には限界がある。
- 計画～モニタリング～評価の技術を移転する相手であるカウンターパートにも若い人がいないのも問題だ（30才台を見つける事も難しい）。
- 現在のオフィスは RHMT のオフィスのある州病院から300メートル程のところにあるが、近いようで距離があるので、顔がちゃんと見えるよう、病院内に別途施設を作り、移る計画をたてている（プロジェクト基盤整備費活用予定）。

(大久保所感：DADP 支援の参考として)

- DADP 支援においては保健のように「リフォーム・チーム」の設置が必要。この点は ASDP の中で明確にした上で承認も必要だ。
- 州政府の巻き込みは必須だが、県に関しては、支援対象は一つに絞るべき。
- 支援目標は「より多くの農業予算の獲得」におくのが現実的。それでも計画策定の結果が表面化するまで5年ほどかかるであろう。なお、目標を「農業生産性」や「所得向上」おけばもっと時間がかかるとみる。PDM の作成時に注意が必要な点。
- 行政能力強化支援実施には、計画～評価のノウハウと政治・社会に関する知見/理解/探究心を有する専門家が必要だろう。農業の専門知識も有用だが全員がそうである必要はない。
- オフィスの設置場所は、州と県オフィスのいずれかの中である方が良いかもしれない。ただし、大きな会議室や作業場所は必要だろうから必ずしも既存のオフィスにこだわる事はないであろう。

(終)



モロゴロ州保健行政強化プロジェクト

The Project for Strengthening of District Health Services in Morogoro Region

April, 2001 ~ March, 2006



Japan International Cooperation Agency

モロゴロ州保健行政強化プロジェクト

—保健セクター改革への新しい試み—

タンザニアでは、これまでの中央集権的で画一的な保健医療サービスを、より住民のニーズに則したものにするために、1990年代後半から保健セクター改革を実施しています。モロゴロ州保健行政強化プロジェクトは、こうした背景のもとに、ダルエスサラームから西におよそ200km離れたモロゴロ州、及び州内の5県を対象に、保健セクター改革の実施支援を目的に、2001年4月から5年間の協力期間で活動を行っています。

保健セクター改革は、保健医療サービスを中央集権から地方に委ねることを意図していることから、地方分権とも密接に関係しています。つまり、本プロジェクトの特徴は、保健医療分野の案件ではあるものの、支援の内容は保健医療サービスの提供や、それに係る技術の向上よりも、地域の住民ニーズに則した保健医療サービスを提供するために必要な、州や県の保健医療行政の能力を向上することにあります。

具体的な活動目標は、

- 1) 保健管理情報システム (HMIS) を改善する、
- 2) 自治体間の保健医療情報・経験の共有化を促す、
- 3) 自治体の計画・実施・評価能力の向上をはかる、

これらを通して、自治体の保健医療行政の効率化をはかるとともに、地域の実態に則した保健医療サービスの提供を可能にすることが、プロジェクトの目標です。この目標達成に向けて4名の長期専門家が現在派遣されています。

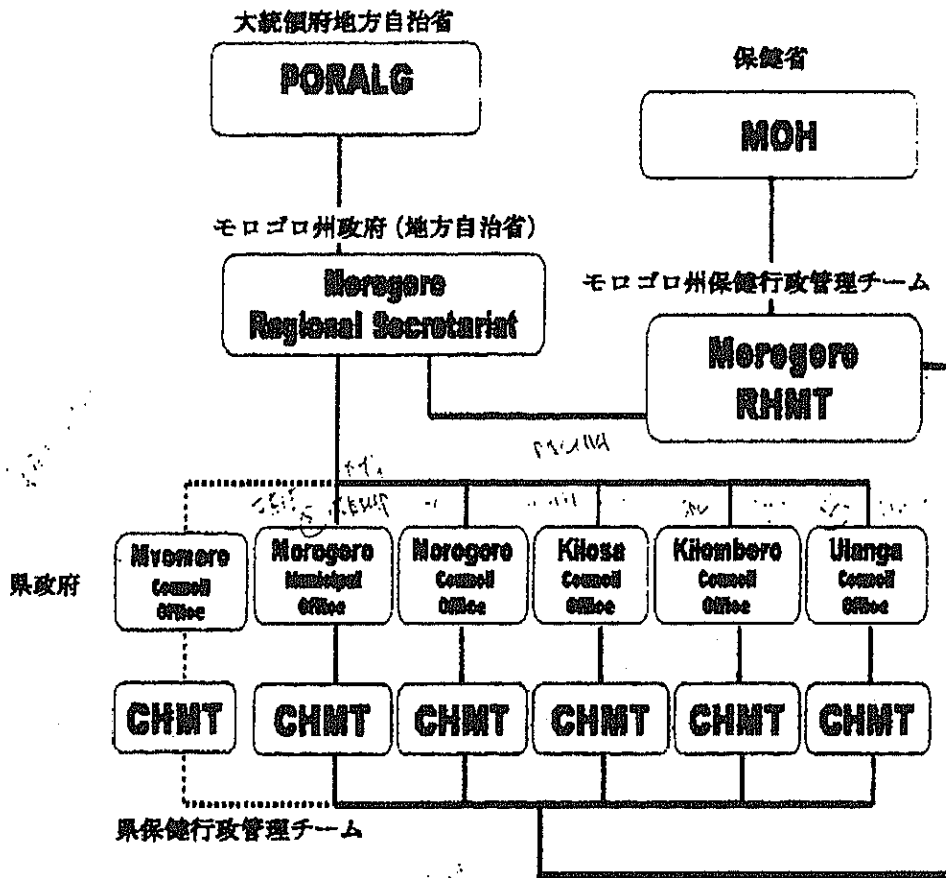
タンザニア モロゴロ州保健行政強化プロジェクト
(Strengthening District Health Services in Morogoro Region)

- 1、協力期間： 2001年04月01日 2006年03月31日
- 2、プロジェクト名： モロゴロ州
- 3、相手国実施機関： 保健省、モロゴロ州保健行政管理チーム Regional Health Management Team (RHMT)、モロゴロ州内5県保健行政管理チーム Council Health Management Team (CHMT)
- 4、日本側協力機関： 筑波大学、大阪大学、国立公衆衛生院、あいち小児保健医療総合センター
- 5、要請背景： 保健セクター改革に臨んでいるタンザニアでは、保健セクター・ワイドアプローチに則した Health Sector Reform(HSR)が1999年9月に策定されました。この3カ年計画は保健セクターの地方分権化をいかに進めていくかを示したセクター総合活動計画ですが、この計画では、住民に近い行政単位である District (県) を、保健サービスの提供に留まらず、保健サービスの評価・資金面管理と計画策定の責任と権限を有する行政単位とすることを規定しています。また同時に、地方レベルに権限委譲を進める地方自治改革 Local Government Reform(LGR)が進行しており、将来的には、保健分野だけでなくすべての分野の地方行政の実施主体が県になることが規定されています。この県レベルの保健行政業務を進めるため保健行政の能力強化が早急に必要とされることになりました。タンザニア政府は今まで中央で計画・実施してきた県レベル事業の管理及び人材研修を県の上部である Region (州) の担当としました。しかし、州・県レベルの行政組織の事業実施、監督能力もともに未だ脆弱なため、タンザニア政府は、ダルエスサラーム西部に位置するモロゴロ州及び州内5県の組織強化を通じた同州内の保健サービス・システム改善を目標とする本プロジェクトの実施について我が国の協力を求めてきました。

- 6、プロジェクト目標： {モロゴロ州住民が適切な保健医療サービスに対するアクセスを得る（上位目標）}
モロゴロ州 RHMT、CHMT の運営管理能力が改善される。
- 7、期待される成果： (1) モロゴロ州 RHMT、CHMT が保健情報 Health Management Information System (HMIS) を適切に収集、分析、活用できる。
(2) モロゴロ州 RHMT、CHMT の経験が適切に共有される。
(3) モロゴロ州 RHMT、CHMT の保健計画策定、実施、モニタリング、評価技術が向上する。
- 8、協力活動内容： (1) a. コミュニケーション機材（無線、FAX 等）及びデータ集積用コンピュータの調達、設置と研修。
b. RHMT、CHMT に対してコンピュータ技術及びデータ収集、解析、保存及び使用についての研修を行う。
c. RHMT が適宜 HMIS データを整理する。
(2) a. RHMT、CHMT の活動予定表を作成配布する。
b. 情報普及のためのメカニズム（ニュースレターの作成と配布等）を作る。
c. 情報リソースセンターを州及び各県に設置し、適切な情報及びデータを収集・提示する。
d. RHMT、CHMT の定例会議の設定と各県交換訪問を行う。
(3) a. RHMT が CHMT の計画策定、モニタリング、評価スキルについての研修を調整する。
b. RHMT が CHMT の計画策定会議に定期的に参加し、モニタリング評価を行う。
c. CHMT が定期的に各々の活動について評価を行う。
d. RHMT 及び CHMT が年間計画実施におけるモニタリング評価ツールを改善する。
e. 出口調査又はインタビューを住民に行う。

- 9、專門家：
- (長期)リーダー、業務調整、(保健行政計画)、保健情報管理、保健行政管理
 - (短期) 公衆衛生、保健行政 (H S R)、保健情報管理
保健行政 (計画M&E)、人材開発

MHP Organization Chart



PORALG: President Office Regional Administration and Local Government

MOH: Ministry of Health

RHMT: Regional Health Management Team

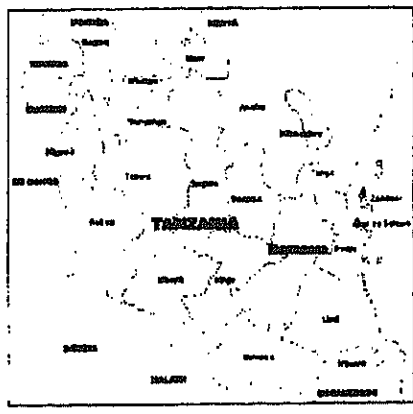
CHMT: Council Health Management Team

Draft

- The Project for Strengthening of District Health Services in Morogoro Region -

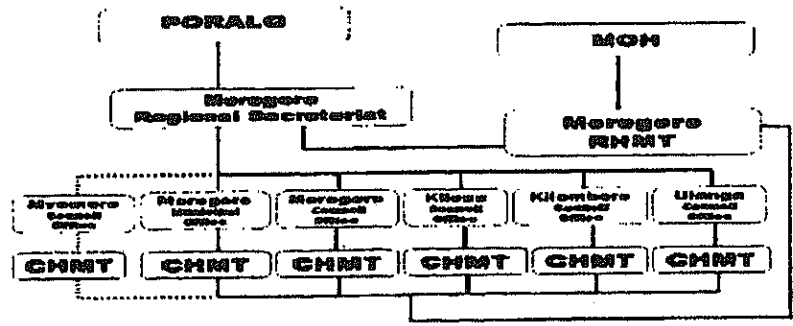


April, 2001 – March, 2003



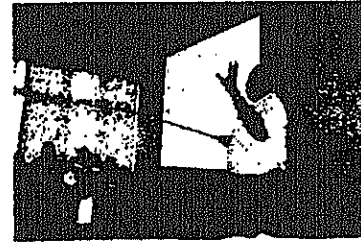
Project Office
Address: PO Box 1193, Morogoro
Tel: 023-4002
FAX: 023-4148
E-mail: mhp@intafrica.com

Organization Chart

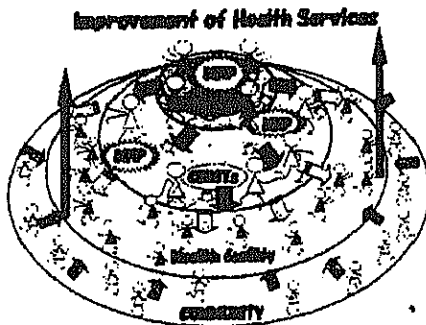


About MHP (Morogoro Health Project)

The Morogoro Health Project (The Project for Strengthening of District Health Services in Morogoro Region) was officially launched on 1st April, 2001 with support from Government of Japan, through Japan International Cooperation Agency (JICA), under Project Type Technical Cooperation. The purpose of the Project is to improve of managerial capability of the Regional and Council Health Management teams in Morogoro Region under Ministry of Health and Regional Administration and Local Government



Concept of the Project



1. MHP Japanese Expert Team (JET) facilitates RHMT in capacity building.
2. RHMT and JET facilitate CHMTs.
3. CHMTs facilitate Health facility providers.
4. CHMTs and Health Facility Providers Facilitate the community.
5. The facilitated Community gives positive response to Health facilities and CHMTs.
* CHMTs give response to RHMT and RHMT give response to CHMT (cycle 1).
6. Health facility and CHMTs give positive response to community (cycle 2)
7. Health services improved.
8. Improved Health of the people

Outputs & Major Activities of MHP

1. HMIS is improved

- To improve quality of HMIS data
 - i) Train R/Cs on management skill for computer equipments and computer skills & data processing.
 - ii) Train R/Cs on "On the job training skills for HWs".
- To increase utilization of HMIS data
Establish mechanism for distribution/ feedback system of HMIS data.
- To improve Communication network
 - i) Train R/Cs on management skill for comm. gears and comm. skills.
 - ii) Structure comm. network for health & medical services.

2. Experience and Health Information among CHMTs, RHMT, and other region is adequately shared.

- To share experiences and health information with R/Cs.
 - i) Conduct exchange and study visits and workshops for sharing.
 - ii) Strengthen information resource center.
 - iii) Publish Newsletter of Health services.
- To improve management and coordination among R/Cs.
 - i) Establish mechanism for information dissemination
 - ii) Conduct regular joint meeting among R/Cs
 - iii) Develop and disseminate working schedule of R/Cs
 - iv) Establish mechanism for takeover the job & schedule management

3. Planning, monitoring and evaluation by R/Cs is improved

- To conduct planning, monitoring and evaluation by R/Cs appropriately.
 - i) Train R/Cs on planning, monitoring, and evaluation skills.
 - ii) Rectify existing tools for planning, monitoring, and evaluation.
 - iii) R/Cs develop jointly annual plan for monitoring and evaluation.



THE MINUTES OF THE FASWOG TASK FORCE MEETING HELD ON 4TH OCTOBER, 2002 AT THE MINISTRY OF AGRICULTURE AND FOOD SECURITY (MAFS II)

1. Attendance

The list of attendants is attached to these minutes.

2. Opening

The Chairman, Mr. W. Ngirwa, Permanent Secretary (Ministry of Agriculture and Food Security) opened the meeting at 2.15 p.m. He told members that the purpose of the meeting was to receive and discuss FAO-IC ASDP review mission report. He therefore welcomed Mr. Evers (FAO-IC team leader) to present the mission findings and recommendations.

3. FAO-IC Mission Report

Mr. Evers of FAO-IC presented the report. He told the meeting that the mission was a follow-up of July FAO-IC mission with an intention to assist the GOT to finalize phase 1 of the ASDP re-formulation process particularly on the aspects related to ASDP institutional arrangement and M&E. He also said that the mission assisted GOT in organizing and facilitating a two day ASDP stakeholder's workshop held at Bagamoyo, which he described to be a valuable input for next ASDP phase.

3.1 Mission Findings Summary and Recommendations

ASDP Management.

The government has confirmed that MAFS has the mandate for coordinating the agricultural sector and that the PMO-office has a constitutional mandate to oversee Sectoral programmes such as ASDP.

ASDP Secretariat

The secretariat will assist the ICC in fulfilling its mandate and will report directly to PS-MAFS. Also the Secretariat will coordinate and communicate with the lead Ministries through their respective Planning and Policy Directorates. However, for the collaborative ministries the same will be achieved by designation of the ASDP focal points in their relevant departments.

Sector Support Data Base

The meeting was told that although significant amount of data have been collected and that 80 out of 120 districts have submitted their data, yet the information provided was incomplete. So a considerable amount of editing and verification is needed.

District Agricultural Development Plans

DADP workshops held at Morogoro and Kilosa stressed the need to ensure consistency between DADPs and DDPs and that the final DADP guidelines should give more emphasis on the agricultural aspect particularly on planning at the village level i.e. the definition of village agricultural plan.

Monitoring and Evaluation

The mission recommended redefining the roles as defined in the FPD for M&E within the ASDP context and that the ASDP Secretariat in particular ought not to aim to “conduct M&E of the entire ASDP”. So the mission proposed two tasks for ASDP –M&E to include, assessing the overall trend in meeting ASDS objectives (downstream) and supporting better conceptualization leading to a more connected project intervention (upstream).

Management Information System and Agricultural Statistics

The mission observed that it is unwise to introduce more software designs or training until some kind of overall information strategy is prepared in order to meet both central and local needs. It therefore recommended that DPP- MAFS prepare TOR for a two months scoping study to prepare an information strategy for the next years for the Lead Ministries.

Possible FAO Support

Assistance from FAO in future would focus on building the capacity of the secretariat and ASDP implementation partners at national level and, on a pilot basis, at LGA level.

For the follow-up recommendations (See Aide Memoire of 03/10/2002)

Discussion/Comments

- ❖ JICA wanted to know the types of multi-stakeholder’s task forces to be formed and priority tasks to be performed by these task forces. The meeting was told that based on the document circulated during the stakeholders’ workshop held at Bagamoyo, at this stage it would be difficult because it will depend on donors and sub-components to be identified.
- ❖ The MCM observed that para 27 of the Aide Memoire on MTEF was not properly written because it described MTEF as an annual activity while MTEF refers to three years. Also the para failed to take into consideration the time frame for GOT fiscal year, which starts on July while that of LGA starts on January to December. The mission acknowledged that error and that the para would be revised accordingly.
- ❖ MAFS was not convinced on the issue of MIS (para 19) especially on the statement, which read, “no coherent strategy exists to manage and share data of different type amongst various sector agencies at national or local level. MAFS told the meeting that the Ministry has been collecting, analyzing and sharing information amongst various institutions.
- ❖ MAFS told the meeting that the proposed extensive programme to visit regions/districts to collect data is very expensive. MAFS said that such exercises had happened especially on districts/regions with donor-funded projects. However, such activities are not sustainable because once the projects are phased out the exercise collapses.
- ❖ The meeting observed that if the Secretariats’ members are recruited from the market there would be no sustainability. However, the meeting was told that although it is immature to plan for ASDP Secretariat sustainability, yet in the future private sector might take the role to finance the ASDP Secretariat.
- ❖ Denmark felt that the recommended roles of ASDP Secretariat stipulated in the Aide Memoire were too general, which do not really demand a special skills/professionals. Denmark emphasized that the ASDP Secretariat was a tool to implement ASDP like PADEP and not an implementing agent.

- ❖ The meeting was told that the proposed Interim Secretariat was important during this transition phase because there are issues/activities, which cannot await the official launching of ASDP Secretariat. The Interim Secretariat would bridge the gap between now and the official launching of ASDP Secretariat.
- ❖ EU wanted to know where the stakeholders' task forces, would report when formed. The meeting was told that the stakeholders' task forces would report to ICC.
- ❖ JICA wanted to know how the proposed areas of possible FAO support were selected. The meeting was told that areas for possible FAO support have been selected based on FAO assumed comparative advantage and past involvement in the process. However, these areas are subject to discussion with other partners, and first and foremost the actual assistance will only be commenced after the establishment of ASDP Secretariat.
- ❖ The meeting also observed that quite a number of short term consultant services have been proposed given the period left before the ASDP is launched.

6.0 Closing

The Chairman thanked Mr. Evers and GoT team for their remarkable work. He also thanked the FASWOG Task Force Members who attended the Bagamoyo workshop for their constructive contribution, which would be used as an input to finalize the ASDP document. He however said that although there are few issues, which need to be resolved, FASWOG need a Way Forward, so he requested the FASWOG Task Force Secretariat to convene meeting on 10th October 2002, which will be attended by only few members. The meeting will be held at PS-MAFS office. The Chairman there after closed the meeting 3.35 p.m.

PRESENT ON THE FASWOG TASK FORCE MEETING OF 4th OCTOBER 2002

S/N	Name	Organization
1.	Mr. W. Ngirwa	PS – MAFS
2.	Mrs J. Bitegeko	MAFS
3.	Mrs. S. E. Kaduma	MAFS
4.	Mr. T.N Kirway	MAFS
5.	Mr. R. S. Kapande	MAFS
7.	Mr. A. R. Kwayu	MAFS
8.	Dr. G.M. Mitawa	MAFS
9	Mr. S.A.N Muro	MAFS
10	Mr. Y.B Nyakunga	MAFS
11.	Mr. E.M. Achayo	MAFS
12.	Ms. Catherine Joseph	MCM
13.	Mr. C.T. Manumbu	MCM
14	Mr. L,S. Morungu	MWLD
15.	Mr. S.R. Mwinjaka	MWLD
16.	Mr. M.F Lemnge	PO – RALG
17.	Ms. Anne Marie Rosenlund	Danish Embassy
18.	Ms. Ria Ketting	EU
19.	Mr. Justus Kabyemera	FAO
20.	Mr. Naoki Ito	Japanese Embassy
21.	Mr. Juvenal Kisanga	WFP
22.	Mr. A. Hanatani	JICA
23.	Ms. Kaori Matsushita	JICA
24.	Mr. S.Okubo	JICA-RADAG
25.	Mr. Exuper James	JICA
26	Mr. Evers	FAO-IC

ABSENT WITH APOLOGY

1. WB
2. DFID
3. Irish Aid
4. President Office (P & P)
5. Ministry of Finance
6. PMO

THE MINUTES OF THE FASWOG TASK FORCE MEETING HELD ON 24TH OCTOBER, 2002 AT THE MINISTRY OF AGRICULTURE AND FOOD SECURITY (MAFS II)

1. Attendance

The list of attendants is attached to these minutes.

2. Opening

The Chairman, Mr. W. Ngirwa, Permanent Secretary (Ministry of Agriculture and Food Security) opened the meeting at 2.30 p.m and read the following agenda, which was adopted by the Meeting.

- a) Opening of the Meeting
- b) Confirmation of the Minutes of the 4th October 2002 Meeting
- c) Matters arising from those Minutes
- d) Revised budget proposals for ASDP Secretariat
- e) TOR's for Agricultural Sector Public Expenditure Review (PER) for 2003/2004
- f) Any Other Business

3. Confirmation of the Minutes of the 4th October 2002 Meeting

The Minutes of the 4th October 2002 were read and confirmed.

4. Matters arising from Minutes of the 4th October 2002 Meeting.

➤ **ASDP Secretariat**

The meeting was told that the FASWOG Task Force Meeting held on 10th October 2002 at the PS-MAFS office involved only few members of FASWOG Task Force (Donors and GOT). Principally the meeting agreed on the following with regard to the ASDP Secretariat;

- ASDP Secretariat should be established immediately, reporting directly to PS-MAFS who is the Chairman of ICC through Director of Planning and Policy- MAFS
- Programme Coordinator and Programme Specialist should be appointed immediately from the existing GOT manpower and recruitment of other staff, if any, be determined later.
- Programme Coordinator and Programme Specialist should be paid according to SASE System.
- The meeting accordingly approved the decision of the Meeting of October 10, 2002 on the ASDP Secretariat.

5. Revised Budget Proposals For the ASDP Secretariat

Ms. Bitegeko, the Director of Planning and Policy (MAFS) presented the proposal by noting the following issues;

- The costs, which appeared for Programme Coordinator and Programme Specialist, do not reflect the real costs. She however, told the meeting that these two posts are at the level of Directors but below the PS levels. So basing on Salary Scale Circular No 1 of 2002, the salary level for Programme Coordinator and Programme specialist would be at the level of TGS 19 and 17-salary scales respectively.
- Activities related costs for 1st year would be slightly higher because of the costs for, ASAC, study tours and trips and that the costs planned for M&E and advocacy should be deducted in the 1st year.
- The Consultancies costs will include both international and local consultants and will be for Sub-programmes formulation.
- Costs for activities related would eventually decreased in the subsequent years because some of the activities would have been phased out.
- The costs for ASDP Mid-Term review should be included in the revised final ASDP Secretariat Budget.
- Total ASDP Secretariat Budget provisionally stands at US\$ 2,582,706 for five years.

6. Discussion/Comments/recommendations

- EU observed that the 1st year for the ASDP Secretariat is very important thus deserved high budget. However, EU proposed that more fund should be allocated to international consultant services.
- DFID proposed that the presented ASDP Secretariat budget proposal has failed to itemize specific costs for Secretariat, Consultant, programme costs and others. So DFID proposed that the proposal should be revised to show clearly the costs item to each category.
- JICA wanted to know the life span of the ASDP Secretariat which was originally proposed to be 4 years, because man months required for 1st year is 9 while for the 5th year, the man months required is 12?. The meeting was told that this was so because the ASDP implementation years are based on fiscal year.
- DFID wanted to know the funding modality of the ASDP Secretariat in the 1st year of implementation. The meeting was told that the funds would be drawn from ASDP Account.
- Denmark, DFID and Chairman reminded the members that ASDP implementation should be cost-effective, so there is a need to identify the existing and available facilities for Secretariat, which may be available in MAFS, ASPs-DANIDA, etc before procuring new office facilities for the Secretariat such as office utilities.

Note: After these comments, the meeting decided that the budget proposal should be revised incorporating all the comments and finally presented at the next Meeting.

- JICA wanted to know whether direct funding for consultancy within ASDP Secretariat would be possible. The Chairman informed the Meeting that there was no objection to the arrangement and warmly welcomed the proposal.
- EU wanted to know the progress achieved so far in finalizing the ASDP Framework Document. The meeting was told that it is expected that the framework document would be ready by the end of October and that the ASDP round-up table would be held on 21st

November 2002. The meeting was also told that the implementation of ASDP framework document doesn't require approval from the government as long as GOT approved the ASDS..

7. Agricultural Sector PER 2003/2004 TORs

Ms. Bitegeko the DPP (MAFS) presented the draft TOR's

- She told the meeting that Agricultural Sector Working Group held informal meeting and one of the meeting tasks was to review the drafted PER TOR's. So she presented PER TOR's incorporated the comments/recommendation of ASWG informal meeting held on 17th October 2002.
- She also told the meeting that the PER for last year 2001/2002 involved only three Ministries (MAFS, MCM and MWLD) but PER for 2003/2004 will also include the PO-RALG.
- She further said that this year's Agricultural Sector PER will concentrate on undertaking costing of priority expenditure programme and activities to feed into the budget guidelines, link PRS, ASDP and MTEF, establishing broad performance targets and indicators in the context of MTEF.
- She told the meeting that to supplement the GOT team, one-month consultant service would be required to accomplish the exercise. She further told the meeting that MAFS has approached three consultant firms (ESRF, UDSM and KORONGO Ltd) for the assignment and that the firms have submitted their respective CVs. So she requested the meeting to appoint a small team to evaluate the CVs.

8. Discussion/Comments

- JICA was not convinced on how the consultant would be able to assess the impact of ASDP on the PRS targets under the broad income poverty targets in the medium term (page 3, iv, bullet 2), as the ASDP has barely started its implementation.
- EU advised the TOR's drafting team to revisit the Education Sector PER, TOR's, which the EU said, were well focused, specific and identified the outputs expected. The same could be done for Agricultural Sector PER, TOR's.
- DFID told the meeting that the TOR's seemed to be too ambitious and questioned whether the TOR's are viable. DFID, however, proposed that the TOR should be focused with an expected viable and concrete output.
- DFID was optimistic with regard to possibility of reviewing the performance of the public service delivery in relation to resources allocation (page 2, 2.ii, bullet number 2)

Note: After these comments, the Meeting decided as follow:

- The TOR's draft team to revisit the Education Sector PER, TOR's and revise the Agricultural Sector PER, TOR's accordingly by incorporating the meeting comments,
- The meeting basically approved the TOR's and revised TOR's should be circulated to all members by E-mail and

- The meeting agreed that the ASWG should consist of 2 donors, core ministries and other members identified from committed NGOs and private sector.

9. Any Other Business

- I. Ireland informed the meeting that the Agricultural Marketing System Development Project workshop was held in Arusha and that the consultant is finalizing the project document. So Ireland requested the meeting to endorse its presentation during the next FASWOG meeting. The meeting endorsed it as an agenda for the next FASWOG meeting, which will be held on 4th November 2002.
- II. The meeting was told that DFID have shown interest to finance the ASDS/ASDP popularization and that MAFS requested the meeting to make use of HAKI-KAZI services to perform the exercise. The meeting was told that although DFID have shown this interest, the FASWOG Task Force approval has to be obtained first before any further action.
- III. JICA asked whether the exercise to be performed by HAKI-KAZI was within the ASDP Secretariat TORs. The meeting was told that the activity was within the ASDP Secretariat. After the discussions on this issue, the meeting approved MAFS request, and for implementation purpose, requested MAFS to submit an official request to donors to that effect.
- IV. MAFS requested the meeting to approve payment of extra 17 DSA for the government team members from Dodoma amounting US\$ 2100 and costs for retaining other GOT team members to finalize the ASDP Framework Document. These costs would be met by making use of unspent funds budgeted for the team visit during the reformulation process, and to date not spent. After the discussions, the meeting approved MAFS request, and for implementation purpose, requested MAFS to submit an official request to donors to that effect.
- V. JICA informed the meeting that, various comments/suggestion/recommendations raised with regard to DADP guidelines have been sent to the consultant and that the third draft of DADP guideline would be circulated next week. JICA therefore requested the meeting that once the revised draft is made available, members should give their comments and provisionally endorse it as an official document for next LGA financial year hopefully.
- VI. Ireland requested MAFS to circulate the ASDP schedule showing the dates of next events. MAFS agreed to circulate the ASDP schedule showing next events/steps together with revised ASDP Secretariat budget as soon as possible.

10. Closing

The Chairman thanked the members for their attendance and closed the meeting at 4.10 p.m. The date of the next Meeting will be announced later.

PRESENT ON THE FASWOG TASK FORCE MEETING OF 24th AUGUST 2002

S/N	Name	Organization
1.	Mr. W. Ngirwa	PS – MAFS
2.	Mrs J. Bitegeko	MAFS
3.	Mrs. S. E. Kaduma	MAFS
4.	Mr. S.S. Mpaki	MAFS
5.	Ms. M.C. Shetto	MAFS
6.	Mr. A. R. Kwayu	MAFS
7.	Dr. J.P. Kimati	MCM
8.	Ms. F.L. Mgina	MCM
9.	Mr. I. N. L. Kaduma	MWLD
10.	Ms. Anne Marie Rosenlund	Danish Embassy
11.	Ms. Ria Ketting	EU
12.	Mr. P.Murray	Ireland Aid
13.	Ms. Liz Ditchburn	DFID
14.	Mr. Justus Kabyemera	FAO
15.	Mr. A. Hanatani	JICA
16.	Ms. K. Matshushita	JICA
17.	Mr. R. Msoffe	JICA
18.	Mr. Ryo Sasaki	JICA-RADAG
19.	Mr. Exuper James	JICA

ABSENT WITH APOLOGY

1. WP
2. WFP
3. Japanese Embassy
4. President Office (P & P)
5. Ministry of Finance
6. PMO
7. PO-RALG