

THE UNITED REPUBLIC OF TANZANIA



THE FUNCTIONS AND ORGANISATION STRUCTURE  
OF REGIONAL SECRETARIATS

*(Approved by the President on 13<sup>th</sup> August, 2007)*

PRESIDENT'S OFFICE,  
PUBLIC SERVICE MANAGEMENT

AUGUST, 2007

~~CONFIDENTIAL~~

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## 1.0 INTRODUCTION

### BACKGROUND

The Regional Administration Act, Number 19 of 1997 makes, 'provision for restructuring Regional Administration (RA) for purposes of 'strengthening and promoting the local government system.' A new organisational structure for Regional Administration (Secretariats) was approved by the Government in 1997.

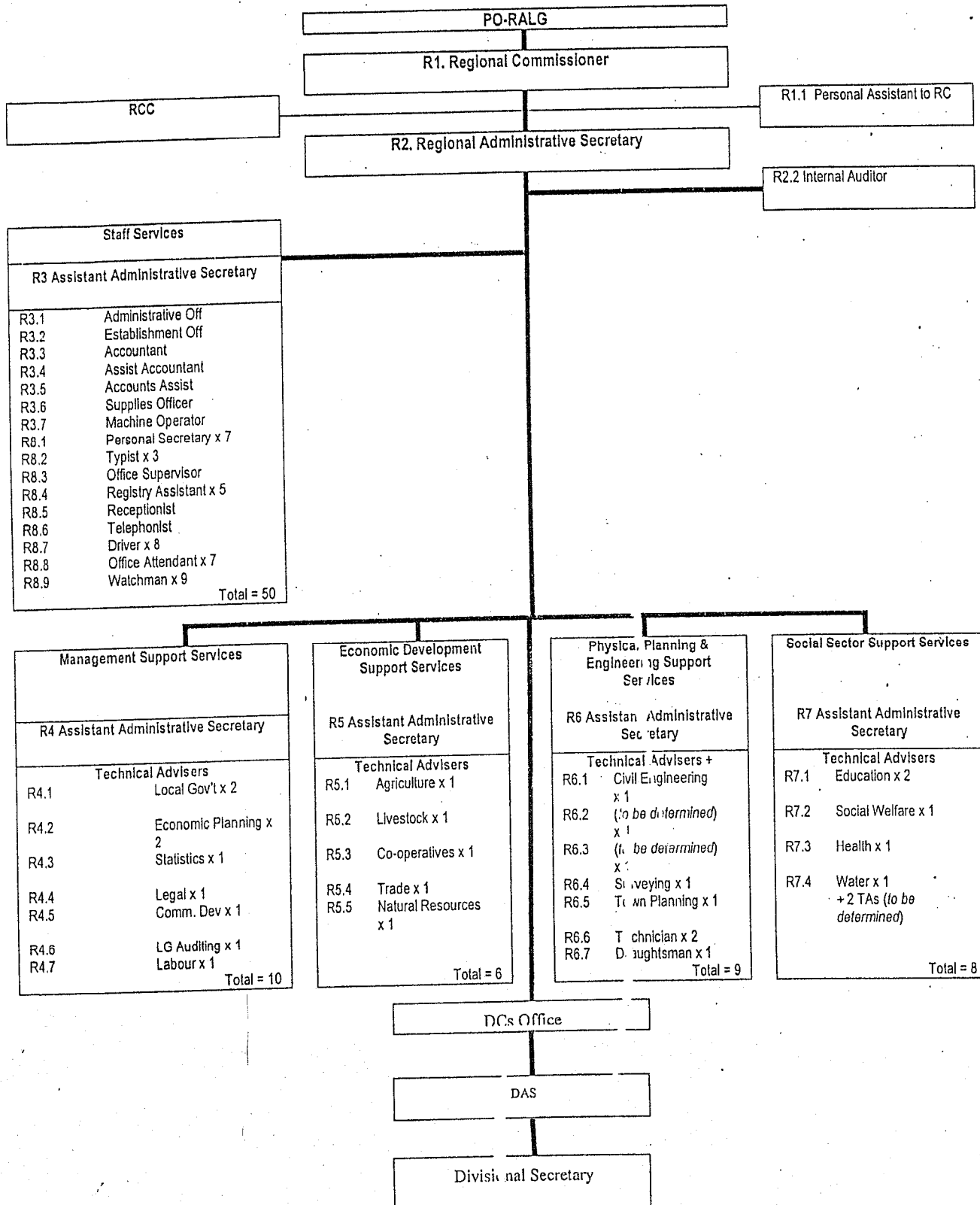
The Regional Administration Act No.19 of 1997 was enacted before the Local Government Reform Policy of 1998 and as a result was outdated before becoming fully operational. It does not cater adequately for the autonomy of Local Government Authorities as it assumed a model, decentralisation by deconcentration, which was soon to be superseded by the preferred approach of decentralisation by devolution. It is largely for this reason that a review of the functions and organisation structure has taken place. The structure being recommended will permit Regional Secretariats to carry out their responsibilities more effectively and in line with the Government's policy on Local Government Reform of 1998.

### THE CURRENT FUNCTIONS AND STRUCTURE OF REGIONAL SECRETARIAT

The current organisation structure consists of 5 clusters at Regional Offices and District Secretariats as follows (see *chart 1*);

- Management Support Services Cluster
- Economic Development Support Services Cluster
- Physical Planning and Engineering Support Services Cluster
- Social Sector Support Services Cluster
- Staff Services Cluster
- District Commissioner's Office
- District Administrative Secretary
- Divisional Secretary

**THE CURRENT ORGANISATION STRUCTURE OF REGIONAL SECRETARIATS REGIONAL COMMISSIONER'S OFFICE AND STAFFING LEVELS**  
(Approved in 1997)



### 3. RATIONALE FOR CHANGE

#### 3.1. The replacement of the clusters with Sections

The use of the word cluster is uncommon in the organisation structures in Tanzania Government Ministries, Independent Departments, LGAs, Executive Agencies and Service Parastatals. Thus the use of the word cluster in the organisation structure has yet to be understood and accepted. To create a common understanding, it is proposed that the word clusters be replaced by the word Section in Regional Secretariats for areas which facilitate operations of Local Government Authorities and RAS offices at District level. Those areas which facilitate internal operations of RAS will be named Units.

It is therefore, recommended that the word Cluster be replaced by the word Section in the organisation structure of the Regional Secretariats.

#### 3.2. Strengthening Planning and LGA Management

Sector Ministries have raised concern that they are not adequately represented in the Regions in Management Support Services, Economic Development Support Services, and Physical and Engineering Support Services and Social Sector Support Services Clusters. It has also been realised that the grouping together of Planning and LGAs Management as management Support Services has marginalised the effectiveness of these functions in the RAS offices.

The current Management Support Services Cluster has two distinct functions namely; first, to facilitate LGAs in improving their management and second, facilitate RAS and LGAs offices in matters relating to planning and coordination. The cluster has no focus because of these divergent roles and inadequate staffing.

In this context it is proposed that the Management Support Services Cluster be divided into Planning and Coordination Section and LGA Management Services Section.

### 3.3. Establishment of District Consultative Committee (DCC)

District Consultative Committee is established to operationalise the Local Government Laws (Miscellaneous Amendments) Act No. 8 of 2006. The Committee is created to fill the gap between RCC and District Councils and strengthen the position of District Commissioner in the development of the District.

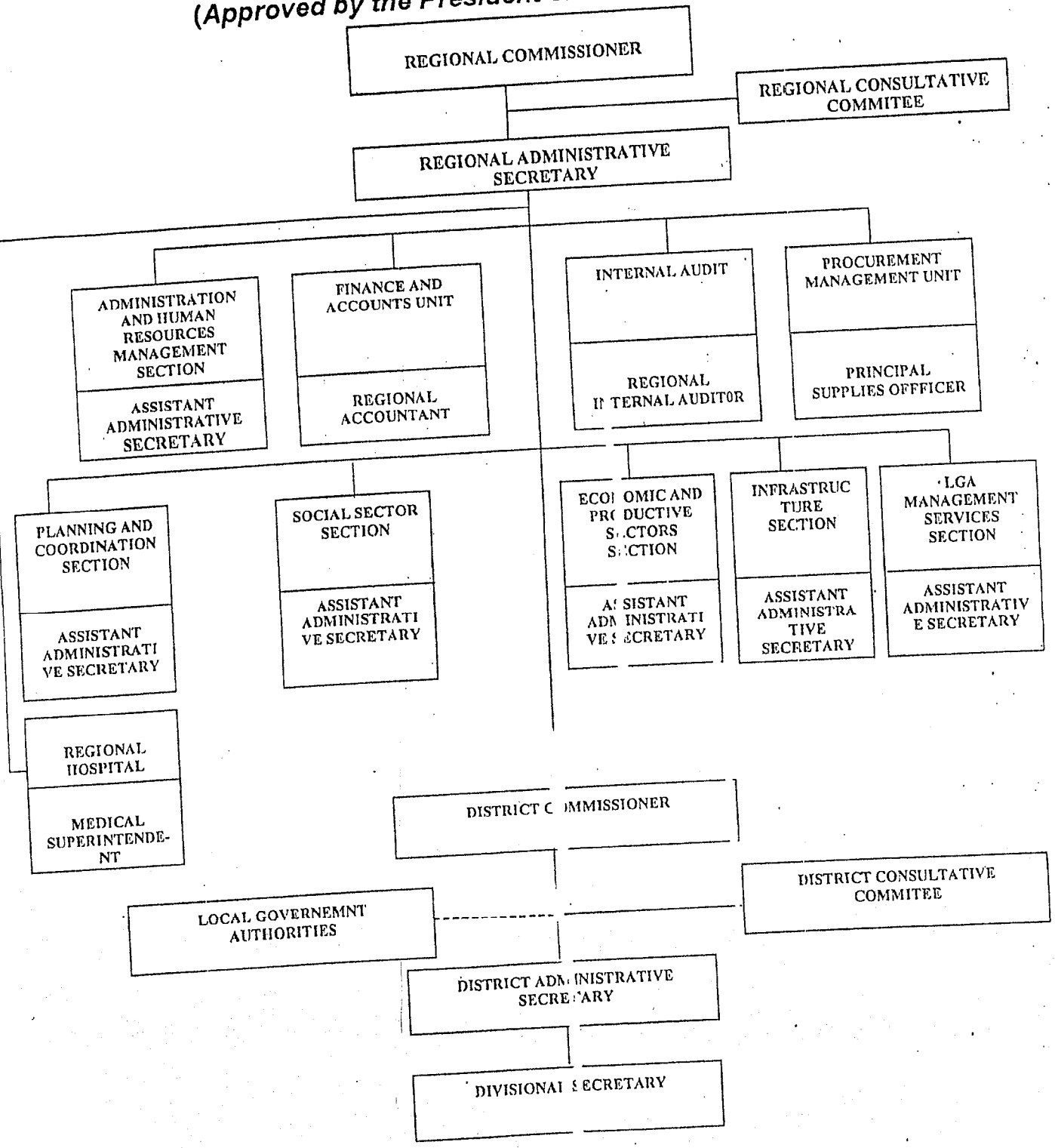
### 4.0. THE APPROVED FUNCTIONS AND ORGANISATION STRUCTURE OF THE REGIONAL SECRETARIAT

The approved organisation structure consists of seven Sections and three Units at Regional Offices and District Secretariat and would require 54 core staff, 64 support staff and 17 staff for the District Commissioner's Office (see chart II, Annex A and Annex B)

- Planning and Coordination Section
  - Health and Social Welfare Section
  - Education and Vocational Training Section
  - Economic and Productive Sectors Section
  - Infrastructure Section
  - Local Government Authorities Management Services Section
  - Administration and Human Resources Management Section
  - Finance and Accounts Unit
  - Internal Audit Unit
  - Procurement Management Unit
  - District Commissioner's Office
  - District Administrative Secretary
  - Divisional Secretary
- Social Sector Section*

Chart II

**THE ORGANISATION STRUCTURE OF THE REGIONAL SECRETARIAT-  
REGIONAL COMMISSIONER'S OFFICE.**  
(Approved by the President on 13<sup>th</sup> August, 2007)



## 4.1. Planning and Co-ordination Section

### Objective

To provide expertise and services in planning and coordination in the Regional Secretariat and providing backstopping expertise to LGAs.

The activities of the Section are:-

- Co-ordinate the overall economic development in the region (including the Private Sector, Parastatals, Co-operatives, NGOs, CBOs)
- Coordinate preparation, monitoring and evaluation of Plans (Strategic plan, action plan, and budget)
- Coordinate preparation, implementation, monitoring and evaluation of the client service charter
- Serve as a Secretariat to Regional Consultative Committee
- Consolidate and Monitor the implementation of LGAs Plans and Budgets
- Provide technical support on implementation of Management Information System
- Co-ordinate donor funded Programmes in the Region
- Advise RAS on the activities of Parastatals, Civil Society Organisations and the private sector
- Coordinate Research activities in the Region
- Co-ordinate Census
- Facilitate LGAs on implementation of Environment laws Act No. 2 of 2004
- Advise RAS and LGAs on implementation of Labour laws
- Coordinate Disaster Management in the Region



The Section will be led by an Assistant Administrative Secretary.

#### 4.2. Social Sector Section

##### Objectives

To facilitate the provision of health preventive and educational development services including administering of primary and secondary schools Examinations. Administration of government Secondary Schools and Provide backstopping support during health epidemics in the region

The activities of the Section are:-

- Co-ordinate and advise on implementation of health policy in the Region
- Provide a link between the Ministry of Health and Social Welfare and LGAs on health matters
- Build capacity to LGAs in health service delivery
- Provide technical advice to LGAs on preparation of HIV/AIDS fighting plans
- Coordinate HIV/AIDS activities in the Region
- Manage Central Government Secondary Schools in the region
- Coordinate Establishment of Secondary School Teachers in the Region
- Manage Secondary School Teachers records in the region
- Coordinate the implementation of Education and Vocational Training Policy within the Region and advise accordingly
- Coordinate supervision of various examinations in the Region

- Coordinate collection and compilation of Educational and Vocational Training data within the Region
- Make follow up on the implementation of inspection reports
- Advise RAS on implementation of Culture and Sports Policy and coordinate sports related activities in the region
- Perform advisory role on sports development to LGAs

The Section will be led by an Assistant Administrative Secretary.

#### 4.3. A. Regional Hospital

##### Objective

To provide curative referral hospital services to LGAs hospitals in the region.

The activities of the Referral Hospital are:-

- Provide clinical services to inpatients and outpatients referred to by LGA hospitals
- Provide curative specialist services
- Provide expert/ technical backstopping service to LGA hospitals and health centres during major communicable diseases epidemics
- Provide referral laboratory services for LGAs
- Ensure adequate availability of pharmaceuticals products for the hospital
- Ensure proper management of services at the hospital provided by private sector

The Regional hospital will be led by Medical Officer Incharge/ Medical Superintendent.

### 4.3. Economic and Productive Sectors Section

#### Objective

To provide expert facilitation on Economic and Productive Sectors to LGA.

The activities of the Section are:-

- Coordinate implementation of Agriculture, Livestock, Cooperative, Forest, Game, Fisheries, Industries, Trade, Marketing, Energy and Policies in the Region
- Build capacity to LGAs in providing Agricultural, Livestock, Cooperative, Forest, Game, Fisheries, Industries, Trade, Marketing and Energy services
- Assist and advise LGAs on preparation of irrigation project proposals
- Assist and advise LGAs on appropriate and affordable technologies
- Register Cooperative Societies in the Region
- Advise LGAs on the establishment and inspection of Cooperative Societies and SACCOS
- Assist and advise LGAs on Small and Medium Enterprises (SME) promotion
- Assist and advise LGAs to identify the potential areas for investment.
- Assist and advise LGAs on development, promotion and better production of fish industry
- Monitor, coordinate, and facilitate Forestry issues in the region

- Advise LGAs on enforcement of laws related to wildlife protection
- Assist and advise LGAs on the development of wildlife areas
- Advise LGAs on monitoring wildlife numbers and movement

The Section will be led by an Assistant Administrative Secretary.

#### 4.5. Infrastructure Section

##### Objective

To provide backstopping expert services to LGAs in the development of infrastructure.

The activities of the Section are:-

- Coordinate implementation of Roads, Building, Water Works, Survey, Land and Town Planning Policies, Laws, Regulations and Standards
- Build capacity of LGAs in Roads, Water Works, Buildings, Survey and Town Planning
- Liaise with the relevant authorities in the Central and Local Government on civil engineering matters
- Advise on roads, water works, plots and redevelopment schemes
- Oversee and advise on structural engineering works undertaken in the region
- Assist LGAs in land acquisition by central government
- Prepare maps for town planning

- Advise the RAS on Environmental Impact Assessment (EIA)

The Section will be led by an Assistant Administrative Secretary.

#### **4.6. LGA Management Services Section**

##### **Objective**

To provide expertise and service in developing good governance in LGAs.

The activities of the Section are:-

- Facilitate proper use of public finances in LGAs
- Build capacity and promote good governance in LGAs
- Facilitate review of structures and processes in LGAs
- Take part in routine inspections of LGA performance, and conducting ad hoc Inspections
- Scrutinise LGAs budget and expenditure and advise LGAs and Regional Commissioner as appropriate
- Advise LGAs on Human Resources Management and Recruitment
- Advise LGAs on Legal and Administrative matters
- Oversee the implementation by LGAs of the Election Manifesto
- Act as a link with the Ministry responsible for Local Government in advocating Decentralisation by Devolution to LGAs
- Co-ordinate government business in the Region

The Section will be led by an Assistant Administrative Secretary.

#### 4.7. Administration and Human Resources Management Section.

##### Objective

To provide expertise and services on human resources management and administrative matters to the Regional Secretariat.

The activities of the Section are:-

- Coordinate implementation of Administration and Human Resources Management Policy and other Acts pertaining to administration of Regional Secretariats services
- Coordinate provision of Employee relations and welfare including health, safety, sports and cultural
- Provide registry, office records and messengerial services
- Provide Protocol Services
- Coordinate security, cleanness and ground maintenance, real estates and transport services
- General custodial services to include maintenance of office equipments and buildings
- Coordinate implementation of ethics and value promotion activities including corruption prevention education
- Coordinate implementation of diversity issues including gender, disability, HIV/AIDS etc and will be the Regional gender focal point
- Coordinate implementation of Private Sector Participation in the Region
- Coordinate implementation of Business Process Improvement in the Region
- Advise on organizational efficiency of the Region

- Coordinate recruitment, selection, placement and confirmations for the Regional staff
- Facilitates Human Resource training and development (career, professional, skills enhancement) for the Regional
- Facilitate orientation/induction programs for new entrants
- Human Resources planning to determine supply and demand needs for professions in the Region
- Salary administration and Pay roll processing
- Coordinate implementation of Open Performance Review and Appraisal System (OPRAS)
- Process and updating records of Leave such as vacation, sick, maternity, study and terminal
- Coordinate provision of Employee benefits (pension, allowances etc) and entitlements
- Facilitate provision of Services related to separation from the service (retirement, resignation e.t.c.)
- Serve as a Secretariat support to the appointment "Ad hoc Committee" of the Region
- Coordinate Disciplinary matters
- Coordinate Complaints and grievances handling

The Section will be led by an Assistant Administrative Secretary.

#### 4.8. Finance and Accounts Unit

##### Objective

To provide quality financial management and bookkeeping services for the Regional Secretariat.

The activities of the Unit are:-

- Manage the revenue according to regulations and guidelines
- Submit voucher list to the Regional Treasury
- Collection of all cheques from regional Treasury
- Banking cash and cheques
- Prepare monthly flash report
- Provide Payment to employees and other customers (service providers)
- Coordinate reply to Audit queries raised during the previous financial year
- Prepare payment of salaries
- Bank reconciliation

The Unit will be led by the Regional Accountant.

#### 4.9. Internal Audit Unit

##### **Objective**

To provide advisory services to the Accounting Officer in the proper management of funds.

The activities of the Unit are:-

- Prepare and implement strategic audit plans
- Provide advice to the Accounting Officer on the use of funds
- Conduct performance audit on appraisal of development projects
- Conduct operational/value for money audits
- Audit payrolls



The Unit will be led by the Regional Internal Auditor.

#### 4.10. Procurement Management Unit

##### Objective

To provide expertise and services in procurement, storage and supply of goods and services for the Regional Secretariat.

The activities of the Unit are:-

- Advise the management on matters pertaining to the procurement of goods and services and logistics management in the Region;
- Ensure that the Region adhere to procurement processes and procedures as per Public Procurement Act
- Develop an annual procurement plan for the Region
- Procure, maintain and manage supplies, materials, and services to support the logistical requirements of the Region
- Ensure proper handling and storage, adequate and timely distribution of office supplies and materials
- Maintain and update inventory of goods, supplies and materials
- Provide Secretariat services to the Regional Tender Board as per PPA, 2004
- Perform functions of a PMU as stipulated in Para 35 of Public Procurement Act No. 41 of 2004

The Unit will be led by a Principal Supplies Officer.

## THE CURRENT FUNCTIONS OF REGIONAL SECRETARIATS

### 1 Assist the Regional Commissioner to;

- Execute the functions of Government within the area of the region
- Secure the maintenance of law and order in the region
- Determine the specific direction of efforts in implementing the general policies of the Government in the region
- Discharge of such other functions and duties as conferred or imposed upon him by or under this Act or any other written law

### 2. Through the RAS as Secretary to the Regional Consultative Committee;

- Consider and provide advice to LGAs regarding their development plans
- Provide advice to any interested party on economic and development affairs in the region
- Consider reports and advise the Government on national development projects, programmes and activities affecting or relating to the region
- Consider reports and advise on the activities of Parastatals and co-operative societies and other non-governmental organisations operating in the region
- Monitor and ensure the co-ordination of the overall economic development in the region
- Discharge any other functions which the Minister may direct in respect of all or any consultative committees

**3. Through the powers conferred under section 10.3 of the Act**

- Facilitate the work of the Government generally
- Facilitate the promotion, development fostering and upholding of local government and the realisation of the goals and targets of LGAs in relation to national development

**4. As Adviser to the Regional Commissioner in relation to Local Government under the Act**

- Facilitate and assist LGAs in the region to undertake and discharge their responsibilities by providing and securing the enabling environment for successful performance by them of their duties and functions.

## STAFFING LEVELS

## 1.0 PLANNING AND CO - ORDINATION SECTION

DESIGNATIONS	NUMBER
Assistant Administrative	1
Secretary	
Economist	2
Statistician	1
Systems Analyst (MIS)	1
Industrial Economist	1
Community Development Officer	1
Sub Total	7

## 2.0 SOCIAL SECTOR SECTION

DESIGNATIONS	NUMBER
Assistant Administrative	1
Secretary	
Regional Medical Officer	1
Dentist	1
Health Officer	1
Health Secretary	1
Nursing Officer	1
Pharmacist	1
Technician (Laboratory)	1
Social Welfare Officer	1
Hydro-geologist	1
Water Resources Engineer	2
	----- Infrastructure Section
Regional Education Officer	1
Education Officers	4
Games and Sports Officers	1
Youth Officers	1
Sub Total	19

## 3.0 ECONOMIC AND PRODUCTIVE SECTORS SECTION

DESIGNATIONS	NUMBER
Assistant Administrative	1

Secretary	3
Agriculture Officer	1
Agro Engineer	2
Cooperative Officer	1
Trade Officer	2
Livestock Officer	1
Veterinary Officer	1
Energy Engineer	1 (In 18 Regions only)
Fisheries Officer	1
Forestry Officer	1 (In 18 Regions only)
Game Officer	15
<b>Sub Total</b>	

#### 4.0 INFRASTRUCTURE SECTION

DESIGNATIONS	NUMBER
Assistant Administrative	1
Secretary	1
Civil Engineer:	1
Land Officer	1
Surveyor	1
Technician (Survey)	1
Technician (Cartography)	1
Town Planner	1
Structural Engineer	1
<b>Sub Total</b>	<b>8</b>

#### 5.0 LGA MANAGEMENT SERVICES SECTION

DESIGNATIONS	NUMBER
Assistant Administrative	1
Secretary	1
LG Officer	1
Legal Officer	1
Auditor	1
Financial Specialist	1
<b>Sub Total</b>	<b>5</b>
<b>Total No. of Core Staff</b>	<b>54</b>

#### 7.0. ADMINISTRATION AND HUMAN RESOURCES MANAGEMENT SECTION

DESIGNATIONS	NUMBER
Assistant Administrative	1

Secretary	1
Personal Assistant to RC	1
Administrative Officer	1
Human Resources Officer	9
Personal Secretary	3
Typist	1
Office Supervisor	5
Registry Assistant	1
Receptionist	1
Telephonist	10
Driver	7
Office Attendant	1
Information Officer	9
Watchman	51
<b>Sub Total</b>	

### 8.0. FINANCE AND ACCOUNTS UNIT

DESIGNATIONS	NUMBER
Chief Accountant	1
Accountant	1
Assistant Accountant	1
Machine Operator	1
<b>Sub Total</b>	4

### 9.0. INTERNAL AUDIT UNIT

DESIGNATIONS	NUMBER
Internal Auditor	1
Assistant Internal Auditor	1
<b>Sub Total</b>	2

### 10.0. PROCUREMENT MANAGEMENT UNIT

DESIGNATIONS	NUMBER
Suppliers Officer	1
Assistant Suppliers Officer	2
<b>Sub Total</b>	3
<b>Total No. of Support Staff</b>	64

### 11.0. DISTRICT COMMISSIONER'S OFFICE

DESIGNATIONS	NUMBER
District Commissioner	1
District Administrative Secretary	1
Administrative Officer	1

Assistant Accountant	1
Accountant Assistant	1
Personal Secretary	2
Assistant Record Management	1
Office Attendant	2
Driver	2
Watchman	2
Total	14

**12.0. DIVISIONAL SECRETARY'S OFFICE**

DESIGNATIONS	NUMBER
Divisional Secretary	1
Typist	1
Watchman	1
Total	3

## **AGRICULTURAL SECTOR DEVELOPMENT PROGRAMME (ASDP)**

### **TERMS OF REFERENCE FOR THE PLANNING AND IMPLEMENTATION THEMATIC WORKING GROUP**

#### **1.0 BACKGROUND AND JUSTIFICATION**

The ASDP is the Government of Tanzania's instrument to achieve sector growth and rural poverty reduction targets as outlined in the Agriculture Sector Development Strategy (ASDS) and National Strategy for Growth and the Reduction of Poverty (MKUKUTA). The Programme has two complementary objectives: (i) to enable farmers have better access to and use of agriculture knowledge, technologies, marketing systems and infrastructure; all of which contribute to higher productivity, profitability, and farm incomes; and (ii) to promote agricultural private investment based on an improved regulatory and policy environment.

The ASDP is financed through Basket Fund arrangement. Funding for national level activities is done via an agreed expenditure programme for four agriculture sector line ministries (ASLMs) and for district and village level activities via performance based grants channeled through the Local Government Capital Development Grant System (LGCDG). Local Government Grants support agricultural investments including irrigation, agricultural service delivery, and capacity building.

ASDP activities were due to start in July 2006, but due to late disbursement to the basket, funds started to flow to LGAs from December onwards. However ASLMs initiated awareness rising for different stakeholders and a first round of training for districts in District Agricultural Development Plans (DADP). This has



been followed up with Back-stopping activities. The experience so far has demonstrated the ability of the ASLMs to work across sub-sectors and departments in order to support the DADP process.

The two ASDP Implementation Reviews which were held in April and October-November 2007 conceded that while considerable effort had been made in a relatively short time, there were still some challenges in ensuring a quality DADP. These included:

- Low awareness of agricultural planning requirements, particularly at ward and village level
- The quality of some DADPs, VDPs and WDPs is often poor,
- Lack of integration of donor projects
- Low understanding of what extension reforms entails
- Data collection and reporting on implementation using LGMD and PlanRep is weak among some districts
- Low consideration of cross-cutting issues (environmental/natural resource management, HIV/AIDS and gender issues) during planning and implementation.

In a drive to achieve effective programme implementation, six Thematic Working Groups have been constituted to undertake the technical tasks needed to support the ASLMs Committees of Directors. These include: *The DADPs planning and implementation; Sector M &E; Agricultural Services; Irrigation, Marketing & private sector and Food Security* Thematic Working Groups.

At the local level, effective implementation of the programme will require the design of quality District Agricultural Development Plans, specifically designed to raise productivity at farm level in order to raise farm income, reduce poverty and ensure household food security. To achieve the stated objective,

the DADPs planning thematic Working Group has been constituted under the ASLMs Committee of Directors.

## **2.0 SCOPE AND OBJECTIVES**

### **2.1 Scope**

The group is intended to spearhead the process of building capacity of LGAs in DADPs planning and implementation through provision of integrated guidelines to LGAs in accordance with the PMO-RALG planning and budgeting cycle. All capacity building and back-stopping should be demand driven and responsive to identified needs. The TWG will provide technical guidance and training to the existing team of National facilitators<sup>1</sup>, who will in turn provide training and back-stopping to Regional Secretariat (RS) and District Facilitation Team (DFT). Institutionally, Regional Secretariats are charged with the responsibility of providing technical backstopping to LGAs in planning and implementation of development programmes. The long term plan is to have in place a well capacitated RS to act as DFT mentor and thereafter provide backstopping to WFT Training and VADP and DADP formulation process.

### **2.2 Objectives**

The main objectives of the planning thematic working group are to:

- i. Ensure LGAs are able to develop and implement quality DADPs.**

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<sup>1</sup> National facilitators are composed of experts from ASLMs responsible to build capacity of RS and DFT in planning and implementation of DADPs.

- ii. Coordinate and liaise with other Thematic Working Groups to ensure consistency and synergies in DADPs planning and implementation
- iii. To provide technical assistance to LGAs on how to integrate and harmonize all agricultural development initiatives in their localities into DADPs planning and implementation process.

The specific tasks of Planning Thematic Working Group are to:

- i. Review DADPs planning guidelines periodically with stakeholders to ensure that they are adequate and appropriately used by LGAs during the planning process.
- ii. Assess the quality of DADPs annually, using standard assessment criteria and recommend improvements needed.
- iii. Develop manuals for LGAs on how carry out financial and socio – economic/profitability analyses and environmental assessments of the local agricultural investments.
- iv. Coordinate and harmonise preparation and/or review of training materials/modules on DADPs planning and implementation through participatory process
- v. Provide technical guidance, coordination and training, as needed to NFT
- vi. Coordinate and facilitate training workshops to Regional Secretariat /District Facilitation Teams (DFT) on DADPs planning and implementation.
- vii. Provide guidance and support to Regional Secretariat, as needed to ensure effective technical backstopping to DFT and WFT on VADP and DADPs formulation.
- viii. Provide advise on resource allocation to LGAs for DADPs implementation using formula based - performance approach.
- ix. Provide technical support to LGAs in review of agricultural component of the District Strategic Plan

- x. Collaborate with other TWG, especially the M&E Thematic Working Group to design follow up on DADPs implementation
- xi. Implement respective agreed actions from joint implementation reviews as appropriate.

### 3.0 ORGANIZATION AND REPORTING

The team members will report to the director of policy and planning MAFC. The team Work Plan for the next year will be prepared during the preceding year and is linked to the budget under Coordination, Monitoring and Evaluation sub-component of the ASDP placed under the Directorate of Policy and Planning of ASLMs. The implementation of the said plan is subject to approval by the ASLMs Committee of Directors for implementation.

### 4.0 TEAM COMPOSITION:

	NAME	INSTITUTION	POSITION
1	Dr. S. Bisanda	PADEP	Chairperson
2	Ms. A. Ngoo	ASPS II	Vice Chairperson
3	Mr. S. Mpaki	ASDP Secretariat	Secretary
4	Ms. M. Silim	MAFC - DDP	Deputy Secretary
5	Mr. C. Walwa	PADEP	Member
6	Mr. D. Biswalo	MAFC - DPP	Member
7	Mr. J. Ngwira	MAFC - DPP	Member
8	Ms. Msengi	MITM	Member
9	Ms. A. Mumba	PMO - RALG	Member
10	XXXXX	Private Sector	Member
12	Mr. L.S. Murungu	MLD	Member
13	Dr. Z. Semgalawe	World Bank	Member
14	Ms. JICA/RADAG	JICA	Member

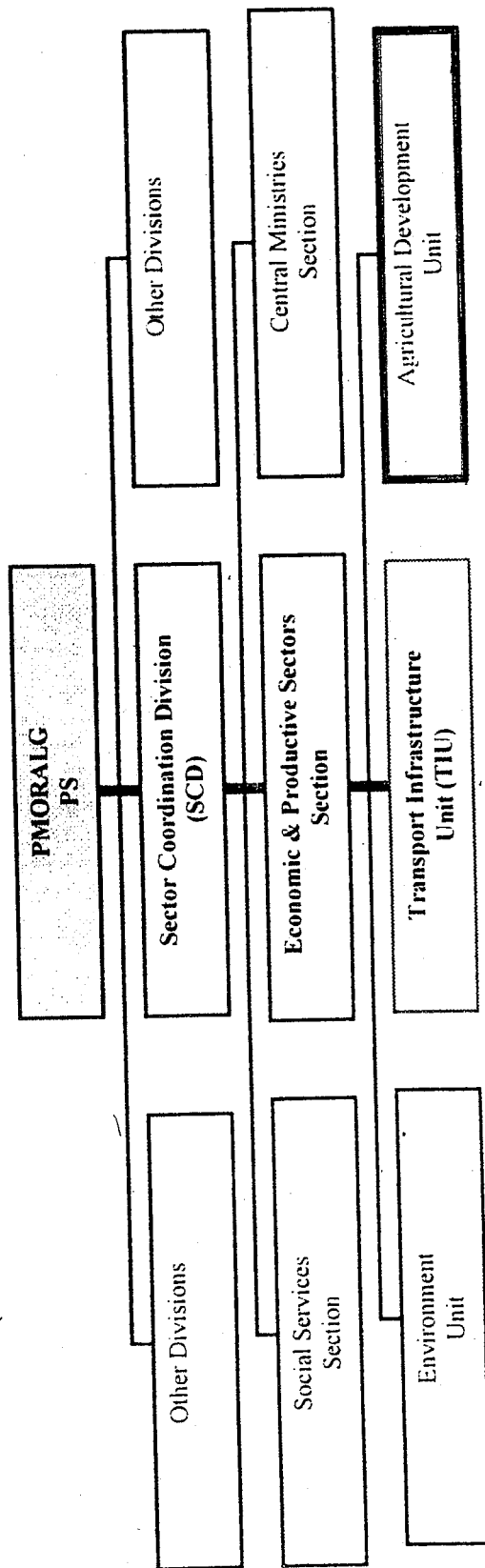
## **5.0 EXPECTED OUTCOME**

Quality of DADPs improved to enhance agricultural productivity, increased farm income and reduced rural poverty.

### **KEY OUTPUTS:**

- Comprehensive DADPs Planning and Implementation guidelines
- Training modules for RS (including ToR and backstopping tools), DFT and WFT
- Manuals for socio-economic and profitability analysis of agricultural investments
- Training workshops and backstopping events, and their reports

# PMO-RALG Organisation Chart



7. DADP（県農業開発計画）と JICA の協力について

**DADP（県農業開発計画）と JICA 協力について**

案件名称 位置付	概要
<p>開発調査「地方開発セクタープログラム2」（2005.11～2009.1）</p> <p>ASDP の枠組み、及び実施における地方人材の育成</p>	<p>目的：ASDP の関係機関と協同し、その効果的・効率的な実施を支援する。</p> <p>支援対象（活動）分野：</p> <ul style="list-style-type: none"> <li>● ASDP 実施体制（ASDP 事務局支援からテーマ別作業部会支援へ）</li> <li>● ASDP バスケット資金の設立・運営</li> <li>● DADP 策定・実施プロセス</li> <li>● ASDP 関係政府諸機関の能力向上</li> <li>● 情報の整理・共有</li> </ul> <p>ASDP 課題別作業部会のうち、モニタリング・評価（M&amp;E）、DADP 計画・実施の二部会に参加中（以下、2 部会を通じた主な実績）：</p> <p>M&amp;E：ASDP M&amp;E 枠組み文書策定</p> <p>DADP：DADP ガイドライン策定、全国研修、各県への技術的指導、全県 DADP 評価</p> <div data-bbox="432 943 1321 1610" style="border: 1px solid gray; padding: 10px; margin: 10px 0;"> <p style="text-align: center;">参考：国レベルにおけるASDP調整・実施体制</p> <p style="text-align: center;">(第1回合同実施レビューによって合意されたテーマ別作業部会による実施体制)</p> <p style="font-size: small;">2008.4.23 <span style="float: right;">5</span></p> </div>
<p>技プロ「DADP 灌漑事業ガイドライン策定・研修計画」)</p>	<p>開発調査「全国灌漑マスタープラン調査（2002-2004）」の調査結果（実証調査時に DADP 灌漑案件形成ガイドライン作成）を活用し DADP 灌漑事業ガイドライン（案件形成、事業実施・運営管理）の策定及びガイドラインによる実証作業（建設工事含む）による訓練を通して県灌漑技術者の灌漑事業実施能力強化、県灌漑技術者への支援体制強化を実施することによって、灌漑事業の質の向上を図り、小規模農家の農業生産性及び収益性の向上に資する。</p> <p>目標：4 灌漑ゾーン事務所及び同所轄県技術者の灌漑事業にかかる計画立案、事業実施、運営管理に関する一連の事業実施能力が強化される。</p>

(2007.2  
～2010.1)

ASDP の実  
施における  
地方人材の  
育成/灌漑  
稲作・支援  
を通じた  
ASDP の成  
果達成への  
貢献

成果1：DADP 灌漑事業ガイドラインが策定される。

<活動>

- 1-1. DADP 灌漑案件形成ガイドラインの適用可能性試験を実施する。
- 1-2. DADP 灌漑案件形成ガイドラインに関する研修を実施する。
- 1-3. 灌漑事業実施・運営にかかるガイドライン案を策定する。
- 1-4. DADP 灌漑事業実施・運営にかかるガイドライン案に基づいて灌漑事業を実施する。
- 1-5. 計画立案、事業実施、運営管理にかかる一連の方法・技術・情報を加えたDADP 灌漑事業ガイドラインを策定する。

成果2：県灌漑技術者に対する技術支援体制が強化される。

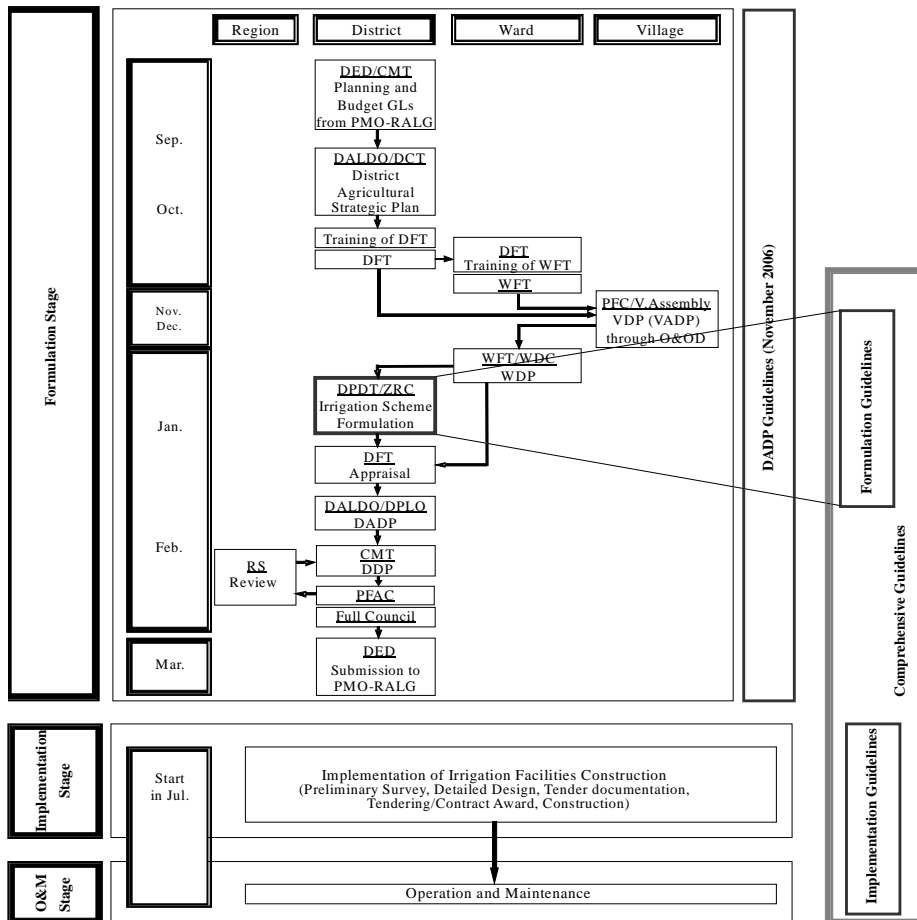
<活動>

- 2-1. モロゴロ及びキリマンジャロ灌漑ゾーンの灌漑ゾーン事務所及び県灌漑技術者に対して、DADP 灌漑事業ガイドラインの研修を実施する。
- 2-2. DADP 灌漑事業ガイドラインに基づいて、県灌漑事業への技術支援を行う。
- 2-3. 灌漑技術サービス局が県に対し灌漑開発に必要な情報を発信する。
- 2-4. 他の灌漑ゾーン技術者、県灌漑技術者等に灌漑事業ガイドラインを紹介するセミナーを開催する。
- 2-5. 灌漑事業ガイドラインの訓練計画を提案する。

実施機関：農業・食糧安全保障省灌漑技術サービス局

→2008年2月政府組織再編により、水灌漑省 灌漑技術サービス局へ

<灌漑関係事業実施にかかるガイドラインの適用範囲>





<p>技プロ「灌漑農業技術者普及支援体制強化計画」 (タンライス) (2007.6～2012.6)</p> <p>ASDPの実施における地方人材の育成/灌漑稲作・支援を通じたASDPの成果達成への貢献</p>	<p>KATCの灌漑稲作技術を全国40カ所以上の灌漑スキームへ普及するとともに、NERICAを中心とする稲研究支援を行う。</p> <p>目的：灌漑農業技術普及支援体制強化を通じて対象灌漑地区の稲生産性が向上する。</p> <p>成果1：農民間普及を通じて、対象灌漑地区の稲作が改善</p> <p>&lt;活動&gt;</p> <p>1-1 関係者との協議を通じて対象灌漑地区を特定</p> <p>1-2 研修教官研修を実施</p> <p>1-3 集合研修と現地研修を実施</p> <p>1-4 モニタリングと評価を実施</p> <p>1-5 ジェンダー配慮を含めた灌漑コメ生産研修を計画・実施・評価)</p> <p>成果2：稲作の生産性向上に向けて、研究・研修・普及機関の連携が強化</p> <p>&lt;活動&gt;</p> <p>2-1 関係者のワークショップを開催</p> <p>2-2 県が県農業開発プラン(DADP)の一環として灌漑コメ生産研修計画を策定できるよう技術的支援</p> <p>2-3 ネリカを含む稲新品種を試験</p> <p>2-4 ネリカを含む稲品種を農家圃場で試験</p> <p>2-5 稲栽培技術の基本ガイドラインを作成)</p> <p>実施機関：農業・食料安全保障・協同組合省 (研究・研修局、4農業研修所、稲研究プログラム)</p> <p>協力機関：地域灌漑技術支援事務所(7事務所)、県</p> <p>灌漑稲作技術研修の実施は、20カ所以上についてDADPを原資とする(=県がDADP予算を用いてKATC等から研修パッケージを購入)。</p> <p style="text-align: center;"><b>KATCで構築された稲作普及アプローチ</b></p> <p style="text-align: center;"><b>対象灌漑地区の特徴(規模・発展段階等)に考慮した研修</b></p>
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8. 関係技術協力の現状と課題

関係技術協力の現状と課題

	案件名称	現状と課題の概要
①	開調「地方開発セクタープログラムフェーズ2」(2005.11～2009.1)	<p>&lt;実施状況&gt;</p> <p>別表「セクター開調による DADP 課題整理と残された課題に対する新規技プロでの対応」のとおり。</p> <p>&lt;課題&gt;</p> <p>① DADP 作業部会の継続的かつ定期的な運営の定着を図るため DADP 作業部会の成果を、政府やドナーに適時適切に共有することが必要。</p> <p>② DADP 文書の質的評価に関し、今年度は政府による第 1 回目の評価活動であり、体制・方法確立はセクター開調からの技術移転に頼るところが大きいことから、今後徐々に政府の役割を拡大していくためにも、共同作業による継続的支援が必要。</p> <p>③ DADP ガイドラインの策定・普及・改訂に関し、DADP 文書質的評価・モニタリング等の成果を踏まえた定期的な改訂の定着化が必要。</p> <p>④ これまで単発的に実施されてきた DADP 研修活動を、改訂されたガイドラインに基づき、定期的かつ効果的に実施することが必要。</p> <p>⑤ 他の作業部会との連携に関し、決められた役割分担に基づく連携の強化。</p> <p>⑥ DADP 作業部会の活動成果を、政府やドナーに適時適切に共有するための情報管理体制・手法の確立のためには OJT による実施能力強化が必要。</p> <p>⑦ DADP 統合計画書及び進捗報告書に関する フォーマットと処理手順の確立のために OJT による実施能力強化が必要。</p> <p>⑧ 県への研修及び技術支援に関し、決められた TOR の着実な実施のためには円滑な役割・権限移譲が必要。</p> <p>&lt;対応&gt;</p> <p>新規技プロ「よりよい県農業開発計画作りと事業実施体制作り支援計画」により対応する。</p>
②	技プロ「DADP 灌漑事業ガイドライン策定・研修計画」(2007.2～2010.1)	<p>&lt;実施状況&gt;</p> <p>① DADP 灌漑案件形成ガイドライン：完成 DADP 灌漑事業実施・運営ガイドライン：ドラフトが作成された段階</p> <p>② TFY2006/07 では、Mtwara・Manyrara 灌漑ゾーン地区内の 2 州 3 県 8 案件の申請があった。このうち、5 案件が推薦され、予算が認められた。</p> <p>③ TFY2007/08 では、Tabora 灌漑ゾーン地区以外の 6 灌漑ゾーン地区内の 11 州 24 県 145 案件の申請があった。このうち、39 案件が DIDF</p>

		<p>委員会に推薦された。</p> <p>④ 灌漑事業実証候補地が2地区選定され、ドラフト事業実施・運営ガイドラインに沿って実証事業が始まっている。</p> <p>⑤ 灌漑案件形成ガイドラインに関する研修を実施した。技プロ対象灌漑ゾーン74県のうち72県160名が受講。</p> <p>&lt;課題&gt;</p> <p>① ガイドラインが策定され、灌漑に関する事業実施能力が強化されてきたその後、現状に沿った事業ガイドラインの改訂や更新を適切に継続していくことが必要。</p> <p>② 灌漑事業実施・運営ガイドラインはDADPガイドライン附属文書として位置づけられているが、この認識が政府、ドナー間でほとんど共有されていない。(最終版が出来ていないこと及び灌漑ガイドラインは純粋な技術書であることから、DADP事業ガイドラインとは異なるものと見られている)</p> <p>③ これまで公務員の採用抑制があり、戦力となる40代の職員が不足しているこのため州レベル、県レベルの灌漑関係の技術者の不足が課題である。</p> <p>&lt;対応&gt;</p> <p>県、州レベルの灌漑技術者の育成が急務と思われる。</p>
③	<p>技プロ「灌漑農業技術普及支援体制強化計画」(2007.6～2012.6)</p>	<p>&lt;実施状況&gt;</p> <p>① 係者ワークショップを7回開催し、タンライスの目的・成果・活動等を関係者に広報した。</p> <p>② ベースライン調査、集合研修(20名)、現地研修3回を実施中。</p> <p>③ 研修教官育成の事前研修を実施し、その後はMahande灌漑地区のベースライン調査、集合研修、現地研修に参加させた(MATI 毎に各回4名)。</p> <p>④ リカ品種現地適用化試験関係者(12名)、作物担当教官(12名)、ローアモシ灌漑地区普及員(3名)を対象に稲圃場試験研修を実施。</p> <p>⑤ 研究プログラムと共同でネリカ品種現地適用化試験(6カ所)を開始。</p> <p>&lt;DADPに関する課題&gt;</p> <p>(1) DADPは、村レベル、郡レベルでの開発計画を束ねたものであり、灌漑地区を対象とした研修をDADPに組み込むには村、郡、県、州レベルでタンライスに関心を持つことが重要である。このため、タンライスの研修をDADPに組ませるには県関係者がタンライスについて理解を深める機会が重要である。</p> <p>(2) 下記のDADPの背景を理解させる必要がある。</p>

		<p>①DADP は村開発計画(VDP) と郡開発計画(WDP) を基本にしていること。</p> <p>②VDP は WFT が促進しながら参加型(O&amp;OD) 手法で作成していること。</p> <p>③DADP 予算をタンライス研修に活用するには、原則的には、研修予算申請が VDP・WDP に含まれている必要があること。</p> <p>④TC-SDIA は県レベルの予算・農業担当官だけではなく、灌漑地区が位置する郡、県を助言する州の担当官にも知られる努力をすべきであること。</p> <p>&lt;DADP に関する対応&gt;</p> <p>① JICA 専門家とキリマンジャロ農業技術者訓練センター(KATC) 幹部は KATC 担当地域の 14 県の県行政長官や県農業畜産開発官にタンライスに関する広報を訪問等により行った。</p> <p>② また、ワークショップを開催(85 名参加) し、予算申請手順について共通理解を図り、タンライス研修候補灌漑地区を確認している。</p> <p>③ この結果、14 県で 33 灌漑地区を研修予定であり、そのうち 18 カ所は 2008/09 年度に予算申請済みである。</p> <p>④ その他 3 MATI においても、それぞれ同様の取り組みを実施。</p> <p>&lt;ネリカの支援&gt;</p> <p>① 2008 年作期は稲研究プログラムのネリカ現地適応化試験(6 カ所) を支援中である。</p> <p>② ローアモシ灌漑地区雨期休耕田へのネリカ試作も開始した(2008 年は 0.3ha)。</p> <p>③ KATC 圃場では、ネリカの品種比較栽培をすると共に、香りがあるので有望といわれている NERICA1 の他、NERICA3、NERICA4 の増殖を行っていく。</p> <p>&lt;研修圃場の整備&gt;</p> <p>① 農民の実習や優良品種・改良稲作技術展示に利用するために約 2ha の圃場を確保する必要がある。</p> <p>② 展示圃場としての利用には、圃場均平、用水路の改修や畦畔の造成が必要である。</p> <p>③ 特に、MATI-Ilonga 及び MATI-Ukiriguru の研修圃場については、取水施設の老朽化等により、稲栽培に支障をきたしている。今後、両 MATI においても KATC 同様に実習を含む研修を予定しており、そのためには水路等の整備が必要である。</p>
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