

Ministry of Agriculture Livestock
and Fisheries (MALF)
The United Republic of Tanzania

Project
for Strengthening the Backstopping Capacities
for the DADP Planning and Implementation
under the ASDP
Phase 2

Completion Report

July 2016

Japan International Cooperation Agency(JICA)

International Development Center of Japan Inc.

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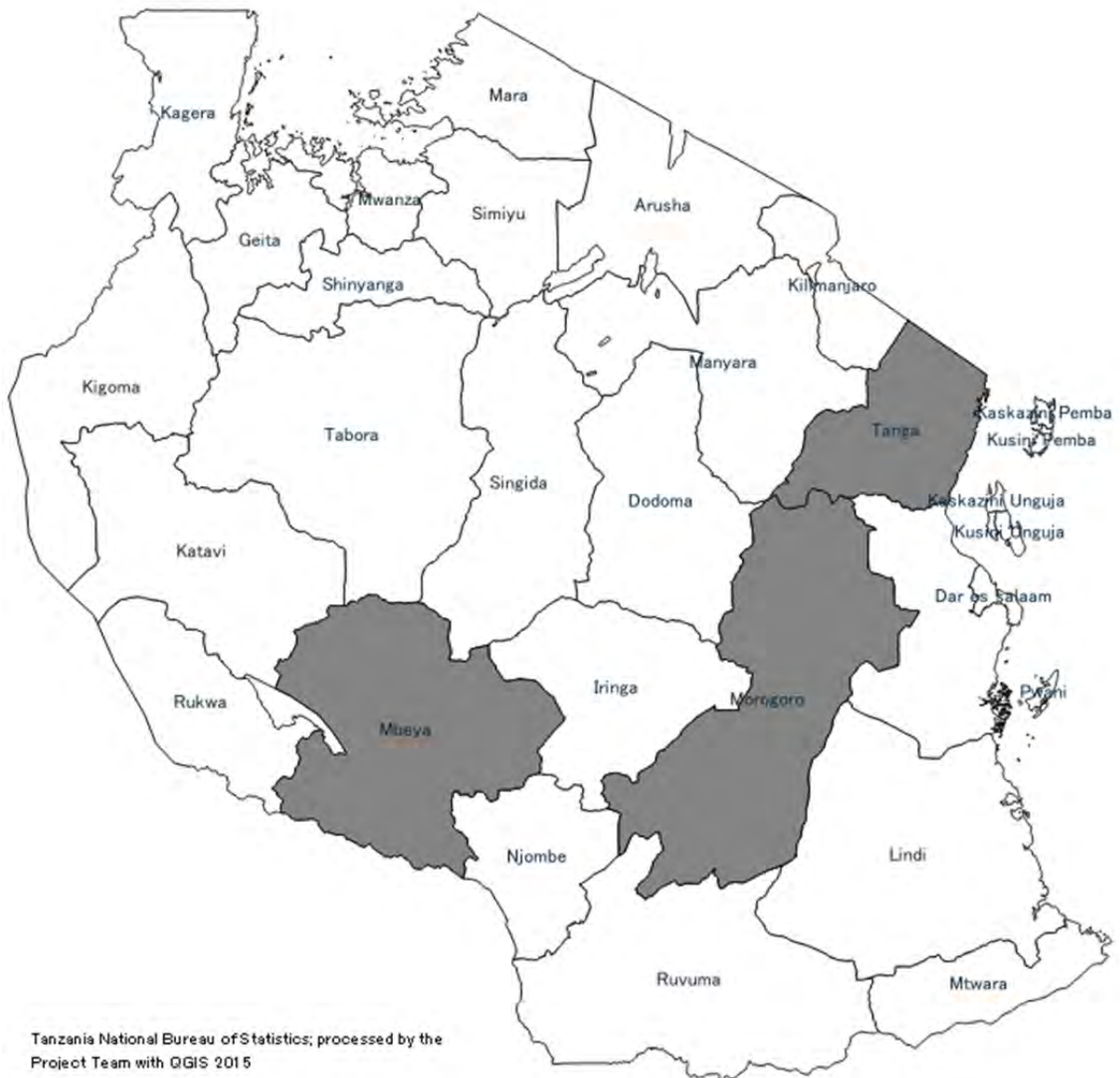
Exchange Rate
July 2016

US\$ 1 = ¥ 102.280000

Tsh. 1 = ¥ 0.047680

(JICA Rate)

Pilot Regions



Completion Report

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Abbreviations and Acronyms

ACBG	Agricultural Capacity Building Grant
ACT	Agricultural Council of Tanzania
AEBG	Agricultural Extension Block Grant
AKIRIGO	Association of Kilombero High Quality Rice Growers
AMCOS	Agriculture Marketing Cooperative Society
ANSAF	Agricultural Non-State Actors Forum
AP	Action Plan (The expression of “AP” appears in tables and figures only.)
ARI	Agricultural Research Institute
ASDP	Agricultural Sector Development Programme
ASLMs	Agricultural Sector Lead Ministries
ASU	Agricultural Sector Unit
A-WG	Agricultural Sector Working Group
BRN	Big Results Now
CBO	Community-based Organization
CCRO	Certificate of Customary Right of Occupancy
CMS	Coffee Management Service
COWABAMA	Collective Warehouse Marketing Systems
CPU	Central Pulper Unit
CRDB	Cooperative and Rural Development Bank
DADG	District Agricultural Development Grant
DAC	Development Assistance Committee
DADP	District Agricultural Development Plan
DADP P&I TWG	District Agricultural Development Plan Planning and Implementation Thematic Working Group
DAICO	District Agriculture Irrigation and Cooperative Officer
DC	District Council
DCD	Department of Crop Development
DFT	District Facilitation Team
DPs	Development Partners
DPP	Department of Policy and Planning
DSM	Dar es Salaam
FAO	Food and Agriculture Organization of the United Nations
FAQ	Fair Average Quality
FG	Farmer Group
FOs	Farmers Organizations
FY	Fiscal Year
GAP	Good Agricultural Practice
GoJ	Government of Japan
GoT	Government of Tanzania
HRNS-Africa	Hans R. Neumann Stiftung Africa
HQ	Headquarters
IFAD	International Fund for Agricultural Development
JA	Japan Agricultural Cooperatives
JICA	Japan International Cooperation Agency
JICA-RADAG	Rural and Agricultural Development Advisory Group, composed of Japanese experts and local assistances for this Project
LGA	Local Government Authority
LGDG	Local Government Development Grant
M&E	Monitoring and Evaluation

MALF	Ministry of Agriculture Livestock and Fisheries
MCCCO	Mbozi Coffee Curing Company
MITI	Ministry of Industry, Trade and Investment
MIVARF	Marketing Infrastructure, Value Addition and Rural Finance
MKURABITA	Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania (Property and Business Formalization Programme Tanzania)
MOU	Minutes of Understanding
NAFAKA	Tanzania Staples Value Chain (Project)
NFT	National Facilitator Team
NFRA	National Food Reserve Agency
NGO	Non-Governmental Organization
NMB	National Microfinance Bank Plc.
O&M	Operation and Management
OJT	On the Job Training
OVI	Objectively Verifiable Indicators
PCM	Program Coordination Meeting
PDM	Project Design Matrix
PO-RALG	President's Office-Regional Administration and Local Government
PPP	Public Private Partnership
PR	Progress Report
QCC	Quality Control Committee
QDS	Quality Declared Seeds
RS	Regional Secretariat
RUDI	Rural Urban Development Initiatives
SACCOS	Saving and Credit Cooperatives Organizations
SHEP	Smallholder Horticulture Empowerment and Promotion
SL	Sales Leader
SWAp	Sector Wide Approach
TaCRI	Tanzania Coffee Research Institute
TADB	Tanzania Agricultural Development Bank
TAHA	Tanzania Horticultural Association
TBC	Tanzania Broadcasting Corporation
TCB	Tanzania Coffee Board
TCDC	Tanzania Cooperative Development Committee
TOR	Terms of Reference
TOT	Training for Trainer
TSM	Technical Supporting Manual
TWG	Thematic Working Group
TWLB	Tanzania Warehouse License Board
ULT	Usambara Lishe Trust
VADP	Village Agricultural Development Plan
VC	Value Chain
VCD	Value Chain Development
WRS	Warehouse Receipt System
WS	Workshop (The expression of "WS" appears in tables and figures only.)
YOSEFO	Youth Self Employment Foundation

1. Basic Information of the Project

1.1. Country

The United Republic of Tanzania

1.2. Title of the Project

Project for Strengthening the Backstopping Capacities for the DADP Planning and Implementation under the ASDP Phase 2 (Hereinafter, “the Project” which entails the meaning of a Project team, including the Tanzanian government officials and JICA experts.)

1.3. Duration of the Project (Planned and Actual)

Planned duration: August 2012 – June 2016

Actual duration: 21 August 2012 – 30 June 2016

1.4. Background

The Agricultural Sector Development Programme (ASDP) is an overarching development program for the Tanzanian agricultural sector. It was formulated by the Government of Tanzania (GoT) in close consultation with development partners (DPs) such as World Bank, IFAD, Irish Aide, FAO, and Japan. Once the basket fund was established for its financial support in July 2006, its first phase (ASDP1) was put into full operation. Based on the idea of Sector Wide Approach (SWAp), GoT and DPs worked under a common development program, the ASDP, and pooled financial resources into a common basket fund for implementation. The disbursement and execution of the ASDP basket fund followed the government public expenditure cycle. The full operation of ASDP1 was completed in 2012/13. The period after 2013/14 has been recognized as a transitional period between ASDP1 and ASDP2, as the GoT and DPs were developing the ASDP2 for operationalization¹.

In the ASDP, the Local Government Authorities (LGAs) are responsible, under the policy of Decentralization by Devolution, for promoting agricultural development by planning and implementing the District Agricultural Development Plan (DADP). DADP has received 75% of ASDP basket fund, serving as the most important component of the ASDP. DADP is formulated by aggregating the Village Agricultural Development Plan (VADP) which is produced by participatory planning at the community level. DADP contains various interventions e.g. agricultural investment, agricultural research, farmer training, extension services, and introduction of the private sector.

The Technical Cooperation for Strengthening the Backstopping Capacities for the DADP Planning and

¹ Influence of this situation on the Project is explained in 3.2.

Implementation under the ASDP (Phase 1) was implemented through JICA’s technical cooperation for three years from March 2009 to March 2012. The capacity of the relevant government organizations including Regions has been strengthened in terms of backstopping LGAs in their DADP planning and implementation. Based on this achievement, this succeeding Project was requested by GoT in order to promote more strategic and comprehensive DADPs with a focus on private sector involvement.

1.5. Overall Goal and Project Purpose

Overall goal: Higher agricultural productivity, profitability and farm incomes are achieved.

Project purpose: LGAs effectively plan and implement strategic DADPs.

1.6. Implementing Agency

The implementing Agency on the Tanzanian side is shown in the table below.

Table1-1: Implementing Agency on Tanzanian side and Beneficiaries

Implementation Agency	Institution in charge of the Project	Department of Policy Planning (DPP) Ministry of Agriculture, Livestock and Fisheries (MALF)
	Counterpart	DADP Planning and Implementation Thematic Working Group (P&I TWG) Agricultural Sector Leading Ministries (ASLMs)
Beneficiaries	DADP P&I TWG (11 members) National Facilitation Team (NFT) (14 members) Department of Sector Coordination (DSC), President’s Office- Regional Administration and Local Government (PO-RALG) (5 members) Regional Secretariats (RSs) (3 x26 Regions) LGAs (District Facilitation Team (DFT) (5 x180 districts)	

The direction of DADP planning and implementation is determined by ASLMs, including MALF and other relevant ministries, in consultation with DPs at the ASDP Steering Committee. In accordance with the direction, the DADP P&I TWG and NFT provide technical backstopping to the RSs and LGAs mainly in the area of planning, while PO-RALG is in charge of receiving DADP (planning documents) and its Progress Reports to supervise the DADP operation (see Figure 1-1).

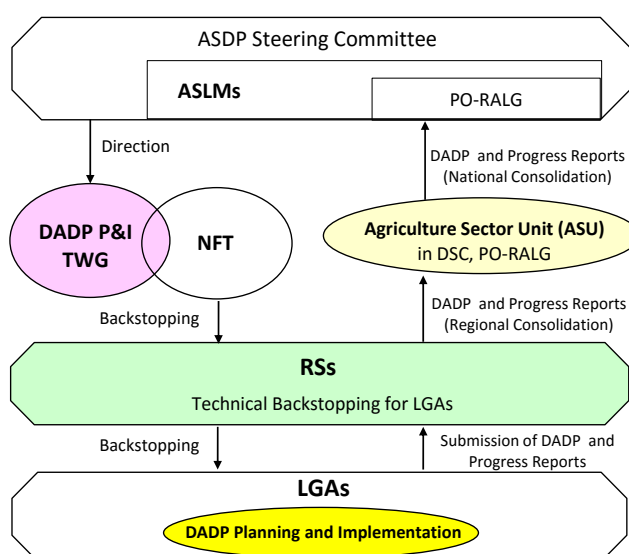


Figure 1-1 DADP Implementation Arrangement

2. Results of the Project

2.1. Results of the Project

2.1.1. Input by the Japanese side (Planned and Actual)

The inputs were provided from the Japanese side as planned (see Annex 1 for details).

2.1.2. Input by the Tanzanian side (Planned and Actual)

The inputs were provided from the Tanzanian side as planned (see Annex 1 for details).

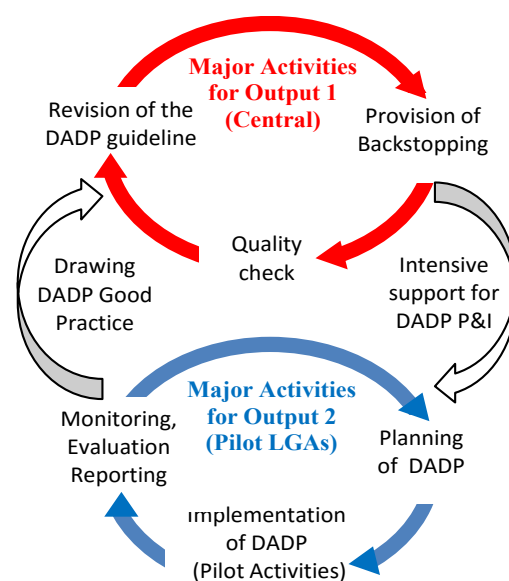


Figure 2-1-1: Categories of Project Activities

2.1.3. Activities (Planned and Actual)

The activities of the Project are classified into two levels, namely central and pilot LGA levels. The activities at the central level contribute to the improvement of backstopping activities undertaken by the DADP P&I TWG for all RSs and LGAs (i.e. Output 1), while those at the pilot LGA level are aimed at creating the models of development approach and interventions for DADPs through pilot activities for VCD (i.e. Output 2). The two levels are interconnected with each other in that the Project assists pilot LGAs in operating DADP according to instructions provided by the TWG while the TWG withdraw good practices and lessons learned from the pilot experience for overall improvement for DADPs, including upscaling to other LGAs (see Figure 2-1-1).

The table below shows the performances actually made by the Project against the activities planned in the Project Design Matrix (PDM) (see Annex 3 for PDM and Annex 4 for Plan of Operation showing the timing for conducting each activity).

Table 2-1-1: Activities in PDM and Actual Performance from 2012/13 to 2015/16

Activities in PDM	Actual Performance
Output 1: Backstopping activities for the planning, implementation and monitoring of strategic DADP are improved.	
[1-1] To revise the TOR and annual work plan of the DADP P&I TWG	<u>Completed:</u> Annual work plans were developed and revised every year.
[1-2] To revise the guidance document to explain the concept and contents of "strategic and comprehensive DADP"	<u>Completed:</u> In 2012/13, the Project prepared the material on "Value Chain (VC) management." It was revised with pilot LGAs' experience and shared with RSs and LGAs in 2013/14 and 2014/15. In 2015/16, the key messages in the materials were included in the revised DADP Guideline.
[1-3] To revise the DADP Guideline	<u>Completed with some changes:</u> Given the delay of ASDP2 preparation, the DADP P&I TWG had decided

Activities in PDM	Actual Performance
	not to revise the DADP Guideline from 2012/13 to 2014/15, while continuing preparatory works with JICA experts for future revision. In 2015/16, the Project assisted the GoT in revising the DADP Guideline, which was distributed to all LGAs for the DADP 2016/17 planning. In addition, the Project developed Technical Supporting Manuals (TSMs).
[1-4] To conduct Training Of Trainers (TOT) for DADP planning, report writing and data analysis	<u>Completed:</u> The Project conducted TOT every year on the following topics: <ul style="list-style-type: none"> • VC management (2012/13); • VC analysis and its application to the pilot LGA cases (2013/14); • “How to prepare a business plan” (2014/15); and • Understanding of the revised DADP Guideline (2015/16).
[1-5] To conduct annual backstopping activities	<u>Completed with some changes:</u> Given the delay of ASDP2 preparation, the backstopping was scaled down in 2012/13 and not implemented in 2013/14. From 2014/15, the Project resumed it by providing individual comments to comprehensive DADPs prepared by the LGAs. In 2015/16, it undertook full-scale backstopping for all RSs and LGAs with the revised DADP Guideline.
[1-6] To conduct DADP Quality Assessment	<u>Completed with some changes:</u> Due to the transition from ASDP 1 to ASDP2, the DADP P&I TWG decided not to conduct the assessment in 2012/13 and 2013/14. In 2014/15 and 2015/16, the Project conducted quality checks, using check sheets submitted by the RSs.
[1-7] To develop guidelines on reporting and data management of DADP projects	<u>Completed:</u> In 2012/13, the Project prepared draft guideline and began applying them to project management in the pilot LGAs. In 2015/16, the Project finalized it as the TSM on project management, while putting key messages in the revised DADP Guideline.
[1-8] To organize activities to share information, findings and lessons learned on DADP planning, implementation and reporting	<u>Completed:</u> The Project carried out various kinds of activities for knowledge sharing, including workshops (WSs), study tours, and distribution of project leaflets.
[1-9] To compile recommendations to create an enabling environment for private sector involvement in the DADP	<u>Completed:</u> Mainly through the pilot activities, the Project accumulated the know-how of private sector involvement in DADP and compiled recommendations in the DADP Guideline as well as TSMs.
[1-10] To conduct other relevant activities for the DADP P&I TWG and PO-RALG Agriculture Sector Unit (ASU) when the necessity arises.	<u>Completed:</u> The Project assisted the ASU in improving the DADP quarterly progress report format. It also attended ASDP related meetings to discuss sector issues with stakeholders. Training in Japan was also organized three times.
Output 2: DADPs of pilot LGAs become strategic and comprehensive with special focus on collaboration with private sector including NGOs.	
[2-1] To select pilot LGAs for intensive support	<u>Completed:</u> In 2012/13, the Project set selection criteria based on the DADP fact-finding study, and then selected 3 LGAs for pilot implementation.
[2-2] To plan and conduct backstopping activities in planning “strategic and comprehensive” DADPs in the pilot LGAs	<u>Completed:</u> In 2013/14, the Project assisted the pilot LGAs in reviewing the VC analysis. In 2014/15 and 2015/16, the Project provided backstopping for these pilot LGAs to formulate comprehensive DADPs.
[2-3] To plan and conduct backstopping activities in implementing pilot projects focusing on empowering farmers’ organizations (FOs) and involving the private sector	<u>Completed:</u> The Project supported the pilot LGAs for planning and implementation of the pilot activities to strengthen FOs and private sector involvement.
[2-4] To plan and conduct backstopping activities in reporting & data management of pilot projects	<u>Completed:</u> The Project supported the pilot LGAs for planning and implementation of the pilot activities in reporting and data management.
[2-5] To summarize good practices and lessons learned in the pilot LGAs	<u>Completed:</u> The Project assisted the pilot LGAs in summarizing good practices and lessons learned from the pilot activities and shared them with other LGAs.

2.1.4. Activities for Output 1

(1) To revise the TOR and annual work plan of the DADP P&I TWG

Under the ASDP, all TWGs are supposed to revise their TOR and prepare work plans annually. However, the current transitional period from ASDP1 to ASDP2 has not yet clarified the institutional position and roles of the TWGs. Due to this situation, many TWGs have been dormant. Yet the Project (DADP P&I TWG Government members and JICA experts) formulated the annual work plan of the TWG with the aim of contributing to ASDP2 formulation, rather than waiting for the finalization of the program design. It has been revised annually in order to accommodate specific activities expected each year. No revision was made for the TOR, except for the alteration of members.

(2) To revise the guidance document to explain the concept and contents of “strategic and comprehensive DADP”

The Project prepared the documents that explained the concepts and contents of “strategic and comprehensive DADP” (see Box 1 for the concepts). The documents were presented to NFT, RSs and LGAs at several workshops, e.g. for upscaling good practices, to discuss how to put the concepts into practice. In 2015/16, major contents of the documents were incorporated into the DADP Guideline as official messages to RSs and LGAs for DADP planning and implementation.

Table 2-1-2: List of the Guidance Documents Prepared by the Project

Year/ Document title	Major contents	Workshops for sharing
2012/13 Practical Instruction for VC management	<ul style="list-style-type: none"> • How to select priority VC • Identify stakeholders along VC • Coordinate their efforts and identify missing elements 	<ul style="list-style-type: none"> • Training for NFT • DADP Action Plan (AP) Consolidation workshop (WS) for RSs
2013/14 Outline of JICA- RADAG (DADP)	<ul style="list-style-type: none"> • Concepts of Strategic and Comprehensive DADPs • Good practices for Marketing/ Strengthening FOs/Comprehensive DADPs at pilot LGAs 	<ul style="list-style-type: none"> • DADP Good Practice Upscaling WS for NFT and RSs
2014/15 Comprehensive and Strategic DADP for VC Development (VCD)	<ul style="list-style-type: none"> • How the concepts can be used for VC analysis and VC management • Things to be done for 2014/15 and 2015/16 • Things to be done by RSs for backstopping 	<ul style="list-style-type: none"> • DADP AP Consolidation WS for RSs • DADP Good Practice Upscale WS for LGAs
2015/16 DADP Guideline	<ul style="list-style-type: none"> • The above contents are summarized in DADP Guideline. 	<ul style="list-style-type: none"> • TOT for NFT • DADP Backstopping for RSs and LGAs

Box 1: What is strategic and comprehensive DADP?

- **Strategic DADP** = Making the best use of limited resources for VCD, including prioritization of commodities and activities for VCD (i.e. the concept of resource utilization)
- **Comprehensive DADP** = Mobilizing available resources from various stakeholders, including off-budget DPs, NGOs and private companies for VCD (i.e. the concept of resource mobilization)

(3) To revise the DADP Guideline

Under the ASDP1, DADP P&I TWG revised the DADP Guideline on an annual basis to convey important policies of ASLMs as well as planning and implementation methods to all LGAs prior to provision of technical backstopping for DADP planning.

From 2012/13 to 2014/15, given the delay of ASDP2 preparation, the ASLMs decided not to revise the DADP Guideline. Meanwhile, the Project examined points to be revised in the DADP Guideline in 2012/13. Following this, ideas on the future direction of the DADP in the ASDP2 were also discussed in the DADP Good Practice Upscaling Workshop in 2013/14, including the concepts of strategic and comprehensive DADPs. This discussion led the Project to summarize key issues to be included in the DADP, and PO-RALG issued instructions for formulating the DADP 2015/16 accordingly. In 2015/16, the Project assisted ASLMs in revising the DADP Guideline, which was then distributed to all LGAs for planning the DADP 2016/17. In addition to the guideline, the Project newly developed Technical Supporting Manuals (TSMs) that explained how the good practices have been implemented by the pilot LGAs with the aim of sharing knowledge with other LGAs. The following is the major content of the revised DADP Guideline and the TSMs.

Table 2-1-3: Major Content of the DADP Guideline and Technical Supporting Manuals

Document	Major contents
DADP Guideline	Institutional Arrangement and Coordination for DADP under the ASDP2/ Planning Process/ Financing DADP/ Implementation Arrangement (incl. project management).
TSMs	
Business Plan	Outline of the business plan (purpose, users and benefits) / Contents of the business plan (business concept and financial analysis) /Further steps for loan applications
Strengthening FOs	How to assess FO's capacities/ Support for Registration / By-law formulation/ Financial Management Training/ Support for Access to Loan
Local coordination and Public-Private Partnership (PPP)	Local coordination (incl. mapping of the stakeholders and application of VC management)/PPP (incl. identification of private sector, needs-matching, coordination between farmers and private sectors)
Project management	Appointing responsible staff/ File arrangement / Baseline survey/ Daily management / End-line Survey and project evaluation
Warehouse management	Selection of target villages/ Awareness creation/ Warehouse management/ Evaluation of the Activity/ Budgets
Market-oriented Horticulture	Market survey/ Production Plan/ Production and marketing/ Performance review/ Implication for DADP planning and implementation
Coffee Quality Improvement	Coffee quality / Possible interventions (incl. awareness raising, CPU installation, information sharing, and PPP)/ DADP planning and implementation

(4) To conduct TOT for DADP planning, report writing and data analysis

The purpose of the Training of Trainers (TOT) is to equip the TWG and NFT with necessary knowledge and skills for providing effective technical backstopping to RSs and LGAs during DADP planning.

In 2012/13, the Project conducted DADP fact-finding study in order to articulate the situation of the LGAs in pursuing value chain development (VCD) for their priority commodities. This study found that there were the inadequate capacities of LGAs for coordination with stakeholders and management of activities for VCD. Having obtained this finding, the Project organized TOT for NFT to review the study findings and understand how value chain (VC) should be managed by the LGA. In the session, the guidance document of VC management was shared and discussed among NFT members. In 2013/14, the Project conducted TOT for NFT, RSs and pilot LGAs as part of the review of existing VC analysis methods, despite the fact that the GoT issued an official notice to LGAs that the next year DADP should be composed of the same projects as those in the on-going year DADP, limiting the necessity of TOT for the year. In 2014/15, the Project held TOT for NFT on how to prepare a business plan, which is one of the key measures to attract private funding for DADP. Subsequently, the TSM for Business Plan was produced and introduced to all LGAs. In 2015/16, the Project conducted TOT for NFT to have common understanding on the revised DADP Guideline, before undertaking backstopping. Based on this TOT, NFT conducted DADP backstopping to all LGAs.

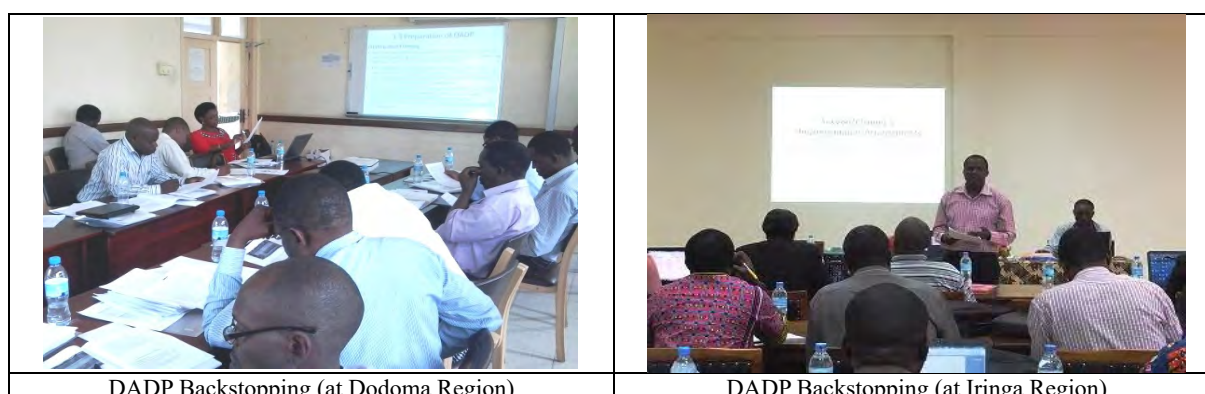
(5) To conduct annual backstopping activities

Under ASDP1, the DADP P&I TWG and NFT visited each LGA to give guidance and directions for DADP formulation during planning period. This activity is referred to as “Annual DADP Backstopping,” and the Project had supported the activity from its first phase.

Both in 2012/13 and 2013/14, the backstopping was not fully conducted due to transition process from ASDP1 to ASDP2. In 2014/15, the Project started re-activating backstopping: it provided LGAs with individual comments on the draft DADPs and then RSs with technical advice, as they worked with the LGAs for actual improvement. In 2015/16, the Project assisted ASLMs in resuming full-scale backstopping, as used to be in ASDP1. It provided RSs and LGAs with instructions on how to formulate DADPs for ASDP2, using the revised DADP Guideline. After the backstopping, the TWG developed a report, “Suggestions on the critical matters arisen during backstopping on DADP guideline to LGAs.” Arguably, this report is a significant effort made by the TWG, containing insightful recommendations for GoT to materialize comprehensive DADPs. They will be discussed later in this report (see 4.3 for details).

Table 2-1-4: Backstopping activities undertaken by the Project

Year	Outline of backstopping activities
2012/13	The backstopping was conducted but scaled down in size. It was implemented in the form of direct guidance from the NFT to LGAs in the budget scrutinization session in DSM as well as part of DADP implementation assessment.
2013/14	Guidance for DADP preparation was developed but the backstopping was not implemented.
2014/15	The backstopping was done with: <ul style="list-style-type: none"> • Provision of individual comments against the draft DADP documents; and • Technical facilitation to RSs in making improvements to the documents with LGAs.
2015/16	The backstopping was conducted for all RSs and LGAs based on the DADP Guideline and TSMs. Two-day sessions were held to explain each chapter of the guideline and key messages in the TSM on business plan, as well as how to improve DADP Progress Reports.



(6) To conduct DADP Quality Assessment

DADP Quality Assessment is to score and evaluate the quality of DADP as a planning document with a set of criteria. Under ASDP1, it was aimed at developing mutual understanding about DADP’s quality among central, regional, and LGA level stakeholders.

In 2012/13 and 2013/14, the assessment had not been conducted for the reason that the overall direction of ASDP2 was not clear². In 2014/15 and 2015/16, the Project started to check the quality of DADP using a self/cross-check sheet,³ in line with the Project indicator (see Box 2 for the check points). It was then discovered that the DADPs which scored 60 points or higher increased from 37% (DADP 2015/16) to 64% (DADP 2016/17). This improvement can be mostly attributed to the revision of DADP Guideline and subsequent DADP backstopping conducted for all RSs and LGAs in 2015/16.

Box 2: Check points for DADP

The check sheet helps LGAs make sure the following before final submission of DADP to PO-RALG.

- Name of target commodity indicated for each activity.
- Stages of VC (e.g. input, production, and marketing) addressed for each activity.
- Activities of off-budget players (e.g. NGOs and private companies) included.
- Results of the VC analysis well explained.
- Utilization of existing resources (physical and human) considered
- PPP and collaboration with the public intuitions (e.g. crop board, training and research institutes) included and well explained on how-part.

Table 2-1-5: Result of DADP Quality Assessment

	DADP 2015/16 (167 LGAs)	DADP 2016/17 (180 LGAs) ⁴
LGAs scored 60 points or above (out of 100 points)	37%	64%

² The first draft of the ASDP2 document was shared in February 2015. The draft clarified the overall design of ASDP 2, although its implementation arrangement, financial mechanism and the sources of budgets are yet to be elaborated.

³ “Self-check sheet” is for the use of RSs and LGAs to examine if their DADPs cover all necessary components before submission to the center. This sheet is designed for RSs and LGAs to check separately for double-checking.

⁴ Out of all 185 LGAs, 180 LGAs were subject to the assessment. Others were either newly established and not functional at the time of assessment or not formulating DADP (in case of Dar es Salaam City Council). Out of 180, 170 LGAs and their RSs submitted the check-sheets to PO-RALG (94%). The LGAs which did not submit the check-sheet scored zero.

(7) To develop guidelines on reporting and data management of DADP projects

The Project developed the draft guideline on project management in 2012/13, which was then introduced into the pilot LGAs for trial application. Through the pilot exercise, improvement and content-additions were made. In 2015/16, major contents of the draft guideline were incorporated into the DADP Guideline as well as the TSM on Project Management (see Table 2-1-3).

(8) To organize activities to share information, findings and lessons learned on DADP planning, implementation and reporting

The Project conducted various kinds of knowledge-sharing activities for RSs and LGAs. The frequency and kinds of such activities increased over the years. The major activities are presented in the table below. It should be noted that in 2014/15 and 2015/16, greater effort was made in collaborating with commodity-specific institutions to upscale the good practice(s) created by the pilot activities. The collaborators included the Ministry of Industry, Trade and Investment (MITI), Tanzania Warehouse License Board (TWLB), and Tanzania Cooperative Development Committee (TCDC), Department of Crop Development (DCD) of MALF, Tanzanian Horticulture Association (TAHA), and Tanzania Coffee Board (TCB). The impacts of knowledge sharing are delineated in Section 3.1.3 in the next chapter.

Table 2-1-6: List of Knowledge-sharing Activities Undertaken by the Project

Activities	To Whom	Major knowledge shared	When done
DADP AP Consolidation WS / DADP Good Practice Upscaling WS	NFT and all RSs	<ul style="list-style-type: none"> • Concepts of Strategic and Comprehensive DADPs • General good practice issues (i.e. Business Plan, Strengthening FOs Local Coordination, Project management) 	May 2013 May 2014 April 2015
DADP Good Practice Upscaling WS (sub-sector issue)	RSs and LGAs having DADPs relating to Warehouse/ Horticulture/ Coffee	<ul style="list-style-type: none"> • Concepts of Strategic and Comprehensive DADPs • Sub-sector issues (i.e. warehouse management, market-oriented horticulture, coffee quality improvement) • Practical know-how and lessons learned from the pilot (e.g. on collective sales, market survey, quality information sharing) 	May 2015 (Coffee) June 2015 (Warehouse/Horti.) April 2016 (Coffee) June 2016 (Warehouse/Horti.)
Study Tour to the pilot LGAs			Dec 2015 (Horti/ Coffee) Mar 2016 (Warehouse)
Outreaching follow-up to other LGAs than the pilot			July 2015 (Iringa DC, Kilolo DC, Ileje DC and Momba DC) Feb 2016 (Temeke MC) Mar 2016 (Same DC, Arusha DC) Mar 2016 (Ileje DC)
Knowledge sharing within the pilot LGA	Other villages/ farmers' groups than the pilot	<ul style="list-style-type: none"> • Practical know-how and lessons learned from the pilot villages 	Sep. 2014 (at Lushoto DC) Nov. 2014 (at Mbozi DC)
Project leaflet	General public	<ul style="list-style-type: none"> • Introduction of the Project • Introduction of the good practices in the pilot LGAs 	2013/14 (Project introduction) 2014/15 (per the pilot LGA)
Information dissemination through media	General public	<ul style="list-style-type: none"> • Collaboration with TCB for coffee quality improvement • Consumption campaign of Kilombero rice • Good practices on warehouse management and market-oriented horticulture 	May 2015 (for coffee) June 2014 (for Kilombero rice) June 2016 (for warehouse management and market-oriented horticulture)

	
<p>DADP Good Practice Upscaling Workshop</p>	<p>The farmer in Kilombero DC share the experience of the pilot activities at the workshop</p>
	
<p>The NFT explained the purpose of upscaling the good practices of coffee VC in Mbozi DC in the TV program.</p>	<p>Study Tour in Lushoto DC for upscaling of the good practice of horticulture VC</p>

(9) To compile recommendations to create an enabling environment for private sector involvement in the DADP

Having created models for Public-Private Partnership (PPP), the Project summarized the recommendations in the material that explained the concept and contents of strategic and comprehensive DADPs. The recommendations include the following.

- i) Preparing a district profile on investment opportunities
- ii) Compiling information and the assessment of the existing farmers groups
- iii) Endorsement of farmers/ farmers’ organizations (FOs) to the private sector
- iv) Assisting farmers/ farmers groups in obtaining title deed, audit reports and business plan

The material and concepts were well discussed with RSs at the DADP Action Plan Consolidation Workshop in 2014/15. Through these discussions, the revision of DADP Guideline was agreed to in order to foster Comprehensive DADPs nationwide. It was then undertaken from September 2015 to January 2016. The revised DADP Guideline reflected some of the recommendations, e.g. the assessment of existing farmer groups, match-making between FOs and the private sector, and training in creating a business plan. As stated in 3.1.3, there are some LGAs, in addition to the pilot LGAs,

which put the recommendations into practice, especially for match-making and business plan, though the dissemination of the practices nationwide remains as the challenge.

(10) To conduct other relevant activities for the DADP P&I TWG and PO-RALG ASU when the necessity arises

The Project conducted relevant activities of the TWG and PO-RALG ASU as shown in the table below. Most of them were done by JICA experts with the ASU to improve data collection through DADP Progress Reports⁵. In addition, the Project also developed key issues to be examined in designing ASDP2 (i.e. Input Paper) and shared it with the consultants, who worked on formulating the ASDP2, in order to achieve quicker realization of ASDP2.

Table 2-1-7: Technical Support for TWG and PO-RALG ASU

Period	Contents
2012/13	<ul style="list-style-type: none"> • Advice on improving the DADP quarterly progress report to PO-RALG ASU • Support of project-level outcome data collection for ASDP completion report preparation
2013/14	<ul style="list-style-type: none"> • Revision of DADP quarterly progress report format.
2014/15	<ul style="list-style-type: none"> • Preparation of “Input paper” for ASDP2 formulation • Revision of output milestones (indicators) for DADP progress report
2015/16	<ul style="list-style-type: none"> • Revision of DADP quarterly progress report format and output milestones

With the aim of providing technical inputs and exchanging knowledge with stakeholders, JICA experts attended the ASDP Basket Fund Steering Committee Meetings and other agricultural sector meetings, as summarized in the table below.

Table 2-1-8: Attendance ASDP Basket Fund Steering Committee Meeting and Other Meetings

Period	Name of Meeting	
2012/13	<ul style="list-style-type: none"> • Inception Meeting on ASDP Impact Assessment (Irrigation) (Sep. 2012) 	<ul style="list-style-type: none"> • ASDP Impact Assessment (Feb. 2013)
2013/14	<ul style="list-style-type: none"> • Extended ASDP Basket Fund Steering Committee Meeting (Jan. 2014, May 2014) 	<ul style="list-style-type: none"> • Agricultural Sector Consultative Group Meeting (Sep. 2013, Jan. 2014)
2014/15	<ul style="list-style-type: none"> • ASDP Basket Fund Steering Committee Meeting (Nov. 2014, May and Jun. 2015) 	<ul style="list-style-type: none"> • Consultative Meeting for ASDP 2 Program Document Formulation (Feb. 2015)
2015/16	<ul style="list-style-type: none"> • ASDP Basket Fund Steering Committee Meeting (Feb. 2016) • A-WG Meeting (Feb. Apr. and, May 2016) 	<ul style="list-style-type: none"> • Agricultural Sector Consultative Group Meeting (Feb. 2016, Apr. 2016)

Moreover, the Project implemented training in Japan from 2012/13-2014/15 for three batches, and promoted the counterparts’ understanding on Japan’s experience of PPP for VCD. Some of lessons in the training were applied by the participants. For instance, Kilombero DFT coordinated a match-making meeting between rice farmers and potential buyers, referring to similar promotional activities of prefectural governments in Japan. Similarly, Lushoto DFT and farmers participated in the

⁵ For instance, 162 out of 167 LGAs submitted the progress report to PO-RALG in the second quarter of 2015/16.

exhibition of local products in Dar es Salaam to appeal their vegetables to consumers and potential buyers.

Table 2-1-9: Counterpart Training in Japan

Year	Training Name	Session (Lecturer)	Participants
2012/13	Roles and functions of government and the private sector in agricultural development along VC	- Value addition through collaboration with private companies	TWG (2), Pilot RSs (3)
2013/14		- Functions of Agricultural Cooperatives and Consumer Cooperatives (e.g. JA)	TWG (1), Pilot RSs (2), Pilot DFT (4)
2014/15		- Efforts of PPP by local government (Aichi, Chiba, Saitama, Hyogo and Wakayama Prefecture) - Financial access (Japan Finance Corporation)	TWG (1), Pilot RSs (3), Pilot DFT (3)

2.1.5. Activities for Output 2

(1) To select pilot LGAs for intensive support

In 2012/13, the Project prepared the selection criteria based on the DADP fact-finding study and selected 3 pilot LGAs. The DADP fact-finding study covered several organizations at the central level and nearly a dozen LGAs. The visited LGAs were screened out by examining the DADPs. The selection criteria were such as possibility of support to the existing VC; potential of the selected agricultural products in DADP; and activities of farmers' group. The three LGAs were selected with specific focus on their priority commodities: 1) Kilombero DC (Rice), 2) Lushoto DC (Potato and vegetables), and 3) Mbozi DC (Coffee).

(2) To plan and conduct backstopping activities in planning "strategic and comprehensive" DADPs in the pilot LGAs

This activity is to support DADP formulation for the pilot LGAs. In collaboration with NFT, the Project provided technical advice to improve the LGAs' DADP as shown in the table below.

Table 2-1-10: Backstopping Activities for Pilot LGAs

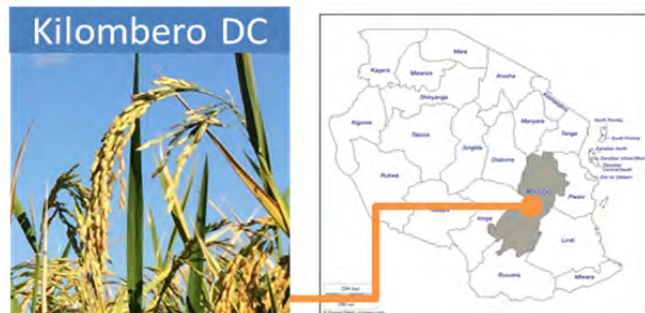
Period	Backstopping Activity
2012/13	<ul style="list-style-type: none"> • Provided technical advice on project write-up of individual DADP activities. • Advised importance of VC management in DADP planning.
2013/14	<ul style="list-style-type: none"> • Conducted the review of VC analysis of target commodities in pilot LGAs.
2014/15	<ul style="list-style-type: none"> • Provided individual comments to DADP drafts of pilot LGAs. • Followed up on the finalization of DADPs based on individual comments.
2015/16	<ul style="list-style-type: none"> • Provided backstopping to all LGAs and introduced the revised DADP Guideline. • Followed up on the finalization of DADPs based on the revised DADP Guideline.

(3) To plan and conduct backstopping activities in implementing pilot projects focusing on empowering FOs and involving the private sector (reported with (4) below)

(4) To plan and conduct backstopping activities for reporting & data management of pilot projects (reported with (3) above)

1) Kilombero DC

Kilombero DC is one of the LGAs located in Morogoro Region. Paddy/rice is one of important crops for the district, as 75% of the farmers there are engaged in paddy/rice production. The major characteristics of the VC of paddy/rice are as follows.



Major characteristics of Paddy/ Rice VC

- Rice can be stored for a relatively long time.
- It is a staple food as well as a cash crop.
- Demand for the crop is increasing in large cities with large populations and a concentration of business.

In 2012/13, Kilombero DC planned the construction of warehouses in Mkangawalo, Msalise and Ikule villages with the District Agricultural Development Grant (DADG), which was one of the ASDP basket funds disbursed from the center. After the DFT communicated with these villages, the Project selected Mkangawalo and Msalise to implement the pilot activities. Based on a review of the VC analysis, the following bottlenecks were identified.

Bottlenecks for Paddy/Rice VCD in Kilombero DC

- Weak capacity for warehouse management;
- Weak business skills for sales of paddy/rice (They tend to wait for buyers to come to their villages and sell paddy immediately after harvesting when the price is low. They also tend to sell individually, which implies their power to negotiate against buyers is weak.)
- Limited access to finance and low capacity to manage finance

With the above issues in mind, Kilombero DC set the goal of the pilot activities as “increasing the producers’ price through off-season / collective sales.” The following table shows the framework of the pilot activities, including their purpose, stakeholders, major contents and outputs, as well as achievements accomplished and future challenges.

Table 2-1-11: Framework of the Pilot Activities in Kilombero DC

Purpose	Increase in producers' price through off-season and collective sale		
Target village and groups	<ul style="list-style-type: none"> [Villages] Msalise, Mkangawalo, Mkasu, Katurukira and Kikwawila [FOs for the pilot] Msalise AMCOS (50), and Mkangawalo Farmers Association (80) [FOs for upscaling] Viki Faraja (women only, Mkangawalo village) (30), Mkasu AMCOS (50), Katurukira AMCOS (147) and Kikwawila AMCOS 		
Relevant institutions	<ul style="list-style-type: none"> Morogoro RS, NGOs (e.g. RUDI, Caritas), Financial Institutions (e.g. NMB, CRDB, YOSEFO), Research Institute (ARI(Katrin)), Farmer Associations (AKIRIGO), NAFAKA project, Fertilizer Company (YARA), Association of Agro-dealers (UWAPEKI) 		
Issues to be verified with the pilot activities	<ul style="list-style-type: none"> Establishment and utilization of the Sales Leader (SL) System Methods to strengthening the capacity of farmers groups capacity to manage the warehouse PPP to improve the environment to access finance. 		
Pilot Activities [Major outputs]	TSM reflecting know-how	Progress made by the Project.	Achievements and challenges
Marketing			
Sales Leader (SL) system [Marketing Plan, Guidance of Sales Leader and Buyers Information Sheet]	Warehouse management	The Project conducted awareness raising for FOs on SL through marketing training. The FOs started collective sales with the SL. The Project reviewed the experience to draw lessons and helped FOs prepare for the next season as well as DFT upscale to other villages.	<p>Achievement: Sales prices increased in the pilot villages through collective sales with SL.</p> <p>Challenge: FOs need to increase production to enjoy bulk sales with more negotiation power. They also need to unify the variety of rice for such bulk sales according to market needs identified by SL.</p>
Storage / warehouse management [Warehouse Management Manual]		The Project held a study tour to Mbarali DC to gain know-how of warehouse management. FOs then stated trial storing exercises with technical supports from the Project and DFT. This allowed a warehouse management manual to be produced, which is in use for upscaling the pilot experience to other villages.	<p>Achievement: - Stored paddy was sold at the higher price than target price. - The manual was developed for the DFT to help farmers in warehouse management and collective sales.</p> <p>Challenge: - FOs need to apply the techniques as to when they use their own warehouses, which are presently under construction. - DFT needs to monitor whether FOs follow the manual in the villages up-scaled in 2015/16.</p>
Consumption campaign [Buyer Contact List]		The Project organized a consumption campaign for buyers and consumers in Morogoro to explore new markets in addition to Dar es Salaam.	<p>Achievement: Buyers' contacts, needs and appreciation of the quality of Kilombero rice were identified and well recognized by FOs.</p> <p>Challenge: FOs should increase the sales volume for to do business with the buyers in Morogoro.</p>
Strengthening FOs			
Developing rules for warehouse management and sales. [By-laws of FOs]	Warehouse management/ Strengthening FOs	The Project drafted the rules with DFT and assisted FOs in finalizing them based on the experience gained from the storing exercise and SL system. It also helped DFT in making rules for other villages.	<p>Achievement: - The rules were formalized as by-law for the FOs. - The template for the rules was improved by the DFT and used for upscaling.</p> <p>Challenge: - DFT needs to further improve the template when needs arise in upscaling.</p>
Record keeping for warehouse management [Record formats etc.]	Warehouse management	The Project developed record formats and made DFT use them in the trial storing exercise and SL system. It also supported training for other villages as extension.	<p>Achievement: - Records are well kept by FOs and used for profit sharing from the collective sale.</p> <p>Challenge: - DFT needs to follow up on the Mkangawalo FO, which did not follow the instructions for proper records.</p>

Comprehensive DADPs			
Improving Access to Finance [List on Microfinance]	Local Coordination and PPP	The Project provided training on financial management including record keeping. It also developed the list of FOs and that of microfinance for match-making between FOs and financial institution.	Achievement: Production costs were recorded and used for determining the price to buyers. Challenge: The lists for FOs and microfinance were not used very well by both sides. This implies a need for improvement.
Project management			
Baseline and End-line Survey [Example of Survey on Farmers' Situation]	Project management	The Project conducted baseline and end-line surveys.	Achievement: Methods of the survey (e.g. interview sheets and data entry formats) were established. Challenge: DFT needs to apply the survey for upscaling.

[Marketing: Sales Leader (SL) System]

In 2013/14, the Project provided training in marketing, which introduced the SL system to FOs. In the system, FOs select representative(s) (i.e. SL) among their members to collect market information such as the sales price and buyers' needs, so as to achieve collective sales. In 2014/15, with assistance from the Project and DFT, the FOs selected SLs, who prepared a marketing plan that showed places to visit and collect information. In accordance with this plan, the SLs undertook marketing activities, which led to the first trial collective sales in December 2014. After reaping the benefits of the SL system in two pilot villages in 2014, the DFT disseminated the system to two more villages. The system is now upscaling in the district.

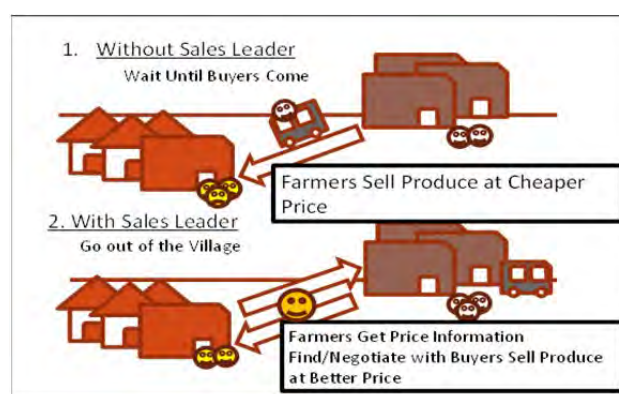


Figure 2-1-2: Benefit of the SL system

Table 2-1-12: Summary of SL Activities

Period	Activity	Participants	Result
Dec 2013 Feb 2014	Training on marketing	NFT(1), DFT(2), FOs (Msalise, Mkangawalo)	FOs understood the importance of marketing.
Mar.-Apr. 2014	Visit to Mang'ula A village	RS (1), DFT (3)	DFT learned how to operate SL system.
2014-2016	<ul style="list-style-type: none"> Selection of SL Preparation of marketing plan Monitoring 	DFT, NFT, RS, FOs (Msalise, Mkangawalo, Mkasu, and Katurukira villages)	Msalise, Mkangawalo Mkasu Katurukira villages increased their sales price.

There are a few key elements to make the SL system effective and sustainable. First, SL's activities are financed by the FOs themselves. Therefore, the selection of places to visit and the frequency of the visits should be carefully planned taking into account budget limitations. The Project and DFT have provided advice in these areas when a FO is preparing a marketing plan. Second, a FO needs to set a target sales price beforehand. By doing so, SL can propose the timing of the sales to the FO when the market price reaches the target. This contributes to efficient negotiations with buyers. Incidentally, this price setting in advance prevents FOs from succumbing to "gambling over price fluctuations." It is

risky for FOs to keep waiting for the highest price over the long term, since the price often drops suddenly even during off-seasons.



[Marketing: Storage]

In order to sell paddy during off-seasons when the price is high, FOs need to store paddy properly. Without proper warehouse management, the quality of paddy will worsen and fail to capture the interest of buyers.

Based on this understanding, the Project assisted DFT in drafting a warehouse management manual in 2013/14. In 2014/15, the DFT simplified the manual and distributed it to the FOs and extension officers as a quick reference during the practice. It was used for upscaling the pilot activities to other villages. In 2015/16, the manual was finalized in consultation with other stakeholders such as the TWLB, COWABAMA and TCDC for more official use.

[Marketing: Consumption Campaign]

The support for VC development tends to focus on the supply rather than demand side. With the aim of approaching VCD from the demand side, the Project decided to implement an activity targeting the consumption stage of rice VC. In the first trial, a rice consumption campaign was held in Morogoro City in June 2015 to raise recognition of Kilombero rice and explore new markets other than Dar es Salaam. The campaign introduced various recipes of Kilombero rice to visitors (i.e. consumers, retailers and buyers) for tasting. Through discussions with them, the farmers become aware of consumers' preference and buyers' requirements (e.g. on quality and volume) and their contact information for later negotiations. The campaign was covered in local TV and radio programs for further promotion of Kilombero rice in the area.

[Strengthening FOs: Developing Rules for Warehouse Management and Sales]

In order to raise awareness and provide knowledge on warehouse management, DFT conducted a series of training exercises in warehouse management and marketing for FOs. DFT requested the

support of RUDI, a pioneer NGO working for warehouse management, for preparing the training materials and arranging field visits to Mang’ula A and Mbimbu as model cases.

Based on the results of the training and field visits, the Project and DFT developed a template of by-laws (rules) for warehouse management and collective sales in 2013/14. Subsequently, the FOs set their own by-laws using the template, and started warehouse operations with their by-laws. Meanwhile, DFT revised the by-law template for dissemination to other villages after obtaining lessons from the trial exercise. DFT will continue to revise the template when necessary and support the formulation of by-laws. For instance, rules for setting higher storage fees for non-AMCOS members might be required if AMCOS and non-AMCOS farmers store rice in a same warehouse.

Table 2-1-13: Activity for developing rule for warehouse management and sales

Period	Activity	Participants	Result
Dec. 2013/ Feb. 2014	Warehouse management and sales training	DFT, NFT, RS, RUDI, FOs ((Msalise, Mkangawalo, Mkasu, Katurukira, and Kikwawila villages)	- FOs became ready for warehouse operation - DFT obtained ideas rules/by-laws from training and model villages.
2014 – 2016	Development of by-law template	DFT	- The template was revised after trial storing exercise/ collective sales. - The template was shared with other villages.

[Strengthening FOs: Record Keeping on Warehouse Management]

To strengthen FOs’ capacity for warehouse management, the Project and DFT developed a recording format and distributed them to the farmers during the storing exercise and operation of the SL system. The format was designed to record the in/out of paddy bags and their sales prices, and it was used in the trial storing exercise in 2014/15. After the storing exercise, DFT revised the format, reflecting the lesson learned from the experience. DFT still needs to continue monitoring of the recording exercises, especially for Mkangawalo village, which did not sufficiently follow the instructions on how to fill in the format.

Table 2-1-14: Activity for Record Keeping on Warehouse Management

Period	Activity	Participants	Contents	Result
Oct - Dec 2014	Record keeping in warehouse management	DFT(5), NFT(1), Region(1), FO (Msalise and Mkangawalo villages 5-15 people/ visit)	- Introduction of a recording format for warehouse management - Training on how to use the format	- The FOs started using the format in the storage exercise.
Jan – Feb 2015	Evaluation of record keeping activity		- Evaluation on the use of the recording format - Identification of revision points	- The DFT applied the Msalise experience and improved the format.

	
<p>Warehouse management training (Confirmation of the quality of paddy stored)</p>	<p>Practice of keeping records in warehouse management</p>

[Comprehensive DADP: Improved Access to finance]

A study on finance and the financial needs for target FOs found that the farmers in Msalise village will have a shortage of funds needed to exercise off-season paddy sales. As such, the Project and DFT provided training to improve the financial management capacity. In the training, farmers produced a cash flow table so that they could understand financial needs throughout the year (when and how much). The training also introduced how to record and calculate production costs, and Msalise village used the record for setting the target sales price. In addition, DFT facilitated match-making of farmers and microfinance institutions. The VC analysis found that both farmers and microfinance institutions lacked sufficient information of potential lenders and borrowers. Faced with this situation, DFT collected detailed information of 1) the FOs supported by DPs (potential borrowers), and 2) available loan programs (potential lenders). The information was compiled into a set of lists and distributed at the Program Coordination Meeting (see Box 3). While some FOs utilized the list to consider loan application, the lists have not been fully utilized as expected, especially by lenders, mostly due to the lack of detailed information, e.g., existence of debt guarantees/collaterals. DFT will address this issue in the next Program Coordination Meeting.

Box 3: Program Coordination Meeting

- The Project supported the set-up of the Program Coordination Meeting in Kilombero DC, inviting both public and private stakeholders in rice VC.
- The purpose was to 1) identify the stakeholders involved in rice VC development for further coordination, and 2) share useful information among stakeholders and coordinate their activities.
- Various discussions were made e.g. on what each player was doing for VCD and how to improve access to loans.

Table 2-1-15: Activity for Improvement of Financial Management Capacity

Period	Activity	Participants	Result
March 2014 and 2016	Training to improve financial management capacity (incl. estimation of production costs)	Region(1), DFT and FOs (Msalise in 2014, Mkangawalo, Katurukira, Kikwawila and Mkasu villages in 2016)	The FOs improved their ability to manage finance (e.g. keeping records on production)
April 2014	Match-making of farmers and microfinance institutions through the Program Coordination Meeting	Region(1), DFT(3), stakeholders(12)	List of microfinance institutions available in Kilombero DC was circulated among FOs.
April 2016	Follow-up match-making activity	DFT	Some FOs used the list to contact financial institutions.

[Project Management: Baseline Survey and End-line Survey]

To evaluate the effects of the project activities, the DFT conducted the baseline survey in 2014/15 and end-line survey in 2015/16. From the survey results and records of the collective sales, the following achievements were confirmed.

Table 2-1-16: Result of Off-season Sales in 2015/16

Village	Msalise	Mkangawalo	Mkasu	Katurukira
1) Amount stored	81 bags (10,935kg)	325 bags (48,490 kg)	86 bags (11,610 kg)	120 bags (16,153 kg)
2) Average number of bags stored per person	3 bags	9 bags	8 bags	NA
3) Production cost	Tsh 74,800/bag	Tsh 51,500/bag~ Tsh 112,000/bag	Tsh 48,180/bag~ Tsh 86,083/bag	Tsh 56,510/bag~ Tsh 89,475/bag
4) Price right after harvest (July 2015)	Tsh 70,000/ bag~ Tsh 80,000/bag	Tsh 64,800/bag (sold by rice)	Tsh 80,000/ bag	Tsh 70,000/ bag~ Tsh 80,000/ bag
5) Actual Price (Nov - Dec 2015)	Tsh 125,000/ bag	Tsh 105,300/bag (sold by rice)	Tsh 120,000/ bag	Tsh 120,000/ bag
6) Price difference = 4)-5)	Tsh 45,000/ bag~ Tsh 55,000/bag	Tsh 40,500/bag	Tsh 40,000/bag	Tsh 40,000/bag~ Tsh 50,000/bag
7) % increase in price by off-season sale = (5) – 4)) / 4)	56%~78%	63%	50%	50%~71%
8) Incremental income= 6) x 2)	Tsh 135,000~ Tsh 165,000	Tsh 364,500	Tsh 320,000	NA

According to the results, Msalise village increased their unit price by 56-78% through off-season sales compared to the price right after the harvest. As a result, an average Msalise farmer (who sold three bags) incrementally gained the income of Tsh. 135,000-165,000 through off-season sales compared to sales during the harvesting time. In the case of Mkangawalo, the incremental gain was Tsh. 364,500 per farmer. It is estimated that the incremental gains are respectively equivalent to 9 and 29% of the average farm incomes⁶.

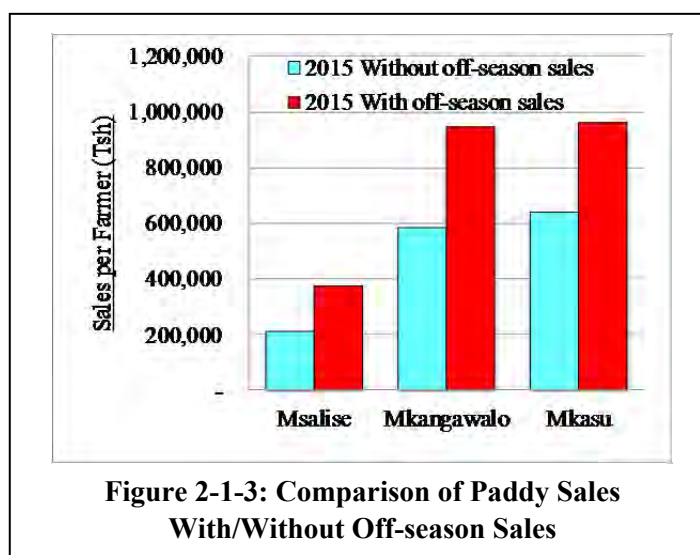


Figure 2-1-3: Comparison of Paddy Sales With/Without Off-season Sales

The comparison between baseline and end-line data also found a positive change of farmers' behavior on warehouse management and collective sales. The following table compares three types of actions

⁶ The end-line survey found that, on average, Tsh 1,605,824 was generated per household in Msalise and Tsh 1,415,242 in Mkangawalo including incremented income through off-season sales.

taken by the pilot village farmers after harvesting, namely 1) sold at farm, 2) stored at house, and 3) stored at warehouse. It was observed that the farmers in both villages stored a larger volume of paddy using the warehouse in 2015 than in 2013, from 8.6% (2013) to 20.9% in Msalise village, and 0% to 43.7% in Mkangawalo village. Meanwhile, they reduced the volume sold at the field in the same period. This result indicates that they recognized the benefit of selling paddy off-season, by utilizing the warehouse.

Table 2-1-17: Change in Farmers' Behaviour on Warehouse Management and Collective Sales

Village	Msalise		Mkangawalo	
	2013	2015	2013	2015
1) Sold at farm	20.2%	3.2%	18.9%	9.7%
2) Stored at house	71.1%	76.0%	81.1%	46.6%
3) Stored at warehouse	8.6%	20.9%	0.0%	43.7%

Note: The percentage (%) among the three types of actions is calculated based on the baseline and end-line date of bags sold at farm, stored at house, and stored at warehouse.

Major Achievements and Challenges

Achievements

- Through the pilot activities, the effectiveness of the support for warehouse management and the SL system was confirmed with an increase in sales prices in all the pilot villages. In addition, the end-line survey results showed that there were positive changes in behavior about storage place and sales.
- Such successful results gave the DFT confidence about the value of the pilot activities on warehouse management and the SL system and encouraged the DFT to extend the good practices to the other villages. Moreover, this confidence resulted in the DFT's efforts to promote the warehouse management manual and SL system to other development partners.
- Working experience with RUDI and other stakeholders allowed Kilombero DC to recognize the importance of coordination among different interventions in VC development. As such, the Program Coordination Meeting has been institutionalized in the district with sustainable arrangement, such as rotating the chair among stakeholders.
- The table below summarizes the key elements of Kilombero pilot activities and preconditions for introducing similar activities in other areas.

Table 2-1-18: Key Elements and Preconditions of Kilombero Pilot Activities

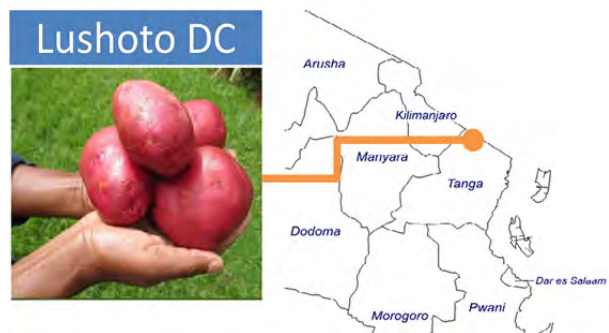
Key Element	Precondition
<u>SL system and target price setting</u> <ul style="list-style-type: none"> • SL system allowed FOs to obtain market information efficiently. • Target price setting prevents FOs from succumbing to "gambling over price fluctuations." 	<ul style="list-style-type: none"> • Clear difference in market price between harvest and off-seasons • Presence of FOs
<u>Warehouse Management</u> <ul style="list-style-type: none"> • By-law formulation based on the template • Record keeping on warehouse management • Warehouse management manual to keep the quality of paddy during storage period. 	<ul style="list-style-type: none"> • Applicable to a FO which has no or little experience of storing paddy in a warehouse. • Presence of either a public or private warehouse • FOs produce paddy in case of applying the manual.
<u>Program Coordination Meeting (PCM)</u> <ul style="list-style-type: none"> • Kilombero DC institutionalized PCM as a platform for coordinating rice VC development activities. 	<ul style="list-style-type: none"> • Many stakeholders along the VC • Sustainable arrangement in terms of financing and division of work

Challenge

- After the success of collective sales through warehouse, FOs need to move to the next step of bulk sales. In the 2015/16 season, the farmers of Msalise, Mkasu and Katurukira villages contacted Morogoro buyers identified at the consumption campaign. Although they could not sell their paddy at that moment, they were informed about the minimum amount required for bulk sales. Thus, it is now expected that FOs will address the issue of increasing the sales amount by increasing production and productivity. To support this, DFT plans necessary interventions in their DADP 2016/17, e.g. training on farming practice as well as Farmers' Field School to boost up paddy production, while disseminating the pilot experience to other villages.

2) Lushoto DC

Lushoto DC is one of the LGAs in Tanga Region. Most of their lands are located in the highland with an altitude ranging from 1,000 to 2,000 meters. Within this natural environment, they selected potato and vegetables as priority commodities for VCD. The VC of the commodities has the following features.



Major Characteristics of Potato/ Vegetable VC

- Target markets are primarily domestic.
- The products are perishable. It is desirable to minimise a time lag between harvest and selling.
- A wide variety of the product even within the category of vegetables: hence, determining the types of vegetables to produce and the timing of production can be key issues in marketing.

The bottlenecks identified by the VC analysis are as follows.

Bottlenecks for Potato/Vegetable VCD in Lushoto DC

- Limited markets: Most of the farmers have limited information e.g. which vegetables are in high demand and where/ when they sell well.
- Insufficient organization of farmers: Despite the fact that there are existing farmers groups for direct delivery business, most of the farmers sell their produce to middlemen at filed.
- Limited access to inputs and infrastructure, e.g. seeds, fertilizers and greenhouses.

Having identified the above, the Project set the framework for the pilot activities as shown in the Table 2-1-19. With the aim of increasing farmers' prices through direct sales and peak-demand production, the Project was to strengthen existing FOs to expand the market while involving new farmers in the business (see Figure 2-1-4). The approach was to change the farmers' mind-set in vegetable production from "grow and sell" to "sell to grow." Substantial reference was made to the SHEP (Smallholder Horticulture Empowerment and Promotion) approach, which was developed with the JICA Project in Kenya.

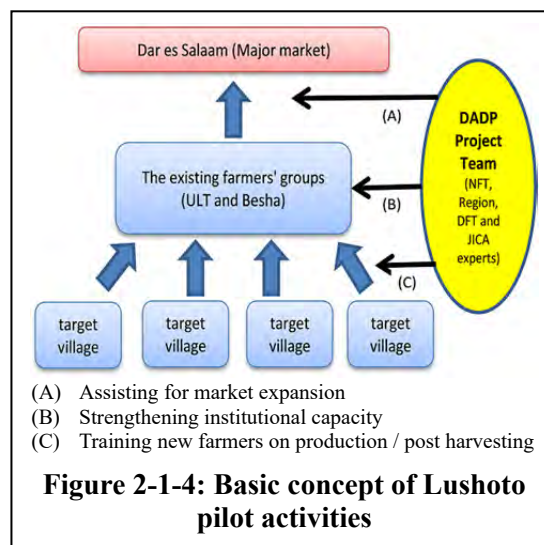


Figure 2-1-4: Basic concept of Lushoto pilot activities

Table 2-1-19: Framework of Pilot Activities (Lushoto DC)

Purpose	Increase in producers' prices through direct delivery business and/or production to meet the peak demand (i.e. peak demand production)		
Target village and groups	<ul style="list-style-type: none"> [Villages for the pilot] Maringo, Boheloi, and Kwesine [Villages for the upscaling] Hambarawei and Mwangoi [FOs] ULT⁷(100) and Besha⁸ (60) including the sub-groups and other supported farmers and other small groups (production groups) 		
Relevant institutions	<ul style="list-style-type: none"> Tanga Region, Input Companies (e.g. YARA), Bank (CRDB, TADB), Retailers in Dar es Salaam (e.g. inflight food service company, supermarkets, restaurants, and local markets)⁹ 		
Issues to be verified with the pilot activities	<ul style="list-style-type: none"> Effectiveness of marketing activities (e.g. market survey and sales promotion) Validity of approach to making the best use of the existing FOs for VCD Models of PPP and loan application Project management with farmers planning and monitoring 		
Pilot Activities [Major outputs]	TSM reflecting know-how	Progress made by the Project.	Achievements and challenges
Marketing			
Market Survey [Peak Demand Table]	Market-oriented Horticulture	The Project conducted market surveys with ULT, Besha and other farmers during the project period. It also assisted them in preparing / reviewing Peak Demand Tables.	<p>Achievement:</p> <ul style="list-style-type: none"> Sales volume was increased with new buyers. Farmers' incomes were also increased with direct sale/ peak demand production. <p>Challenge:</p> <ul style="list-style-type: none"> FOs should maintain new buyers over the long run. DFT should disseminate know-how to other villages.
Production Plan [Production Plan]		The Project trained DFT and extension workers on how to prepare the Production Plan to meet market needs. They prepared it with farmers and implement it e.g. through trial supports and production training.	
Sales Promotion [Promotion kits (e.g. price list and advertisement)]		The Project prepared promotion kits. It conducted sales promotion together with the market survey. It also held a consumption campaign.	

⁷ ULT: Usambara Lische Trust, a farmers group engaging in direct sales of vegetables from Lushoto to markets.

⁸ Besha: The name of a family whose group also engages in direct sales of vegetable from Lushoto to markets.

⁹ The retailers include e.g., LSG Sky Chefs (at the airport), Shoppers Plaza (supermarket), Food lovers (supermarket), Coral Ridge Supr (restaurant), Saverio's restaurant, Shekigenda Shop (green grocery), and Door-to-door (home delivery service provider).

Strengthening FOs			
Making the best use of existing farmers groups for VCD [Case Study]	Strengthening FOs	While supporting market expansion of ULT and Beshha, the Project organized farmers in pilot villages for group participation. To motivate new farmers to join, it organized an inter-village study tour. And to enhance collaboration with stakeholders, it held a study tour to Arusha.	Achievement: More farmers are involved in direct sale business through collective shipping. Challenge: FOs should maintain good relation with farmers (e.g. on payment).
Business Plan [Format and Sample of Business Plan]	Business Plan	The Project provided training in business management, including the business plan. It also helped a FO to prepare for a loan application and submit it to the banks.	Achievement: Business plan was created and shared with stakeholders as a good sample. Challenge: FOs/ DFT should review it on a regular basis and use it as a management tool.
Comprehensive DADPs			
PPP [Case Study]	Local Coordination and PPP	The Project established demo plots through cost-sharing with a fertilizer company and identified the combination of technologies for production improvement.	Achievement: The best technical combination was identified and disseminated in the district. One model for PPP was established. Challenge: DFT/ NFT should disseminate and duplicate this model to other areas.
Loan Application [List of financial institutions] [Certificate of Customary Right of Occupancy (CCRO)]	Strengthening FOs	The Project carried out a Financial Institution Survey to identify loan conditions. It also helped a FO in obtaining customary title deeds and audit reports. The application is now under bank review.	Achievement: A set of documents was prepared for the application. How to assist FOs for loan access was made clear. Challenge: FOs/ DFT should follow up until the loan application is approved.
Project management			
Farm Income Recording[Survey format]	Project Management	The Project introduced Farm Income Recording and used its data for evaluation.	Achievement: The situation about farm incomes was articulated. Formats were used for upscaling.

[Marketing: Market Survey / Production Plan / Sales Promotion]

The activities for marketing (i.e. market survey, production plan and sales promotion) were implemented through the project period. Their implementations were carried out in sequence, each area having connectivity with each other. Market survey came first to identify market needs. This was followed by preparation of the Production Plan for improved production to meet market needs by off-season production or new crop development. Support of production and marketing (i.e. technical training on production and sales promotion) was then provided to achieve the plan. In practice, sales promotion is often combined with a market survey, because in the survey, farmers discuss with buyers, which is a good opportunity to promote their products.

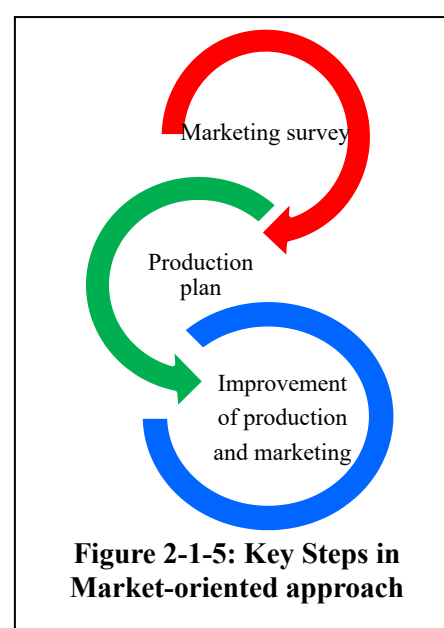
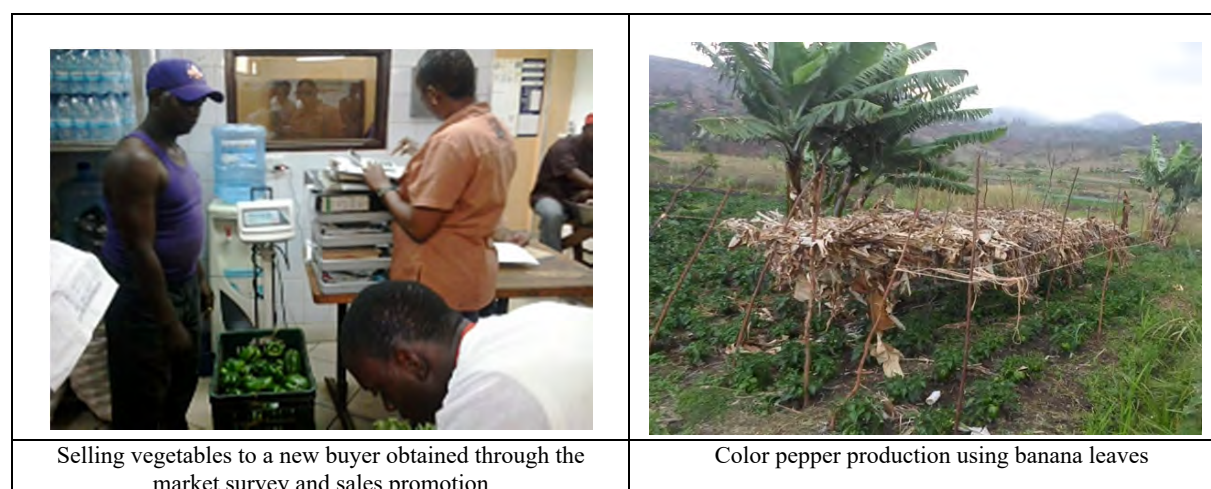


Figure 2-1-5: Key Steps in Market-oriented approach

Outline of each activity is summarized in the table below. Although the main focus was on marketing, the Project supported various technical training as well, including trial exercises for off-season production and new crop development. For instance, colour peppers, which are highly demanded in the market, used to be cultivated in a greenhouse to adjust the colour. But by the trial, farmers succeeded in producing them in open field, using banana leaves for shading. This low-cost improvement is now being applied by other farmers using their own resources.

Table 2-1-20: Outlines of Marketing Activities

Activity	Market survey	Production Plan	Sales Promotion
Purpose	To identify market needs To obtain new buyers	To change cropping pattern to meet market needs	To obtain new buyers or increase orders
Timing	At the beginning of the pilot activities and then periodically	After the market survey	Together with marketing survey When negotiating to new buyers
Implementers	Representatives of FOs (e.g. ULT and Besha)	Farmers in the pilot villages	Representatives of FOs (e.g. ULT and Besha)
Major methods	Visits and interviews with buyers, often using a questionnaire, the price list and sample products (3 or 4 days in Dar es salaam).	Orientation for extension officers with provision of format Training for farmers by extension officers	Making materials, e.g. for advertisement and nutrition campaign. Discussion with buyers often offering discount prices Joining in market day or school events to appeal to the public
Intermediate Results	Findings were summarized in Peak Demand Table showing the highly demanded season of major crops and the list of potential buyers.	Cropping patterns were improved by farmers together with an annual target of agricultural income.	Orders from new buyers and/or increase in orders from existing buyers
Lessons learned	When talking to retailers, it is better to have English speakers in addition to samples and price lists, as managers tend to be foreigners.	DFT should confirm whether the plan reflects market needs as well as the technical possibility of changing the cropping pattern.	FO needs to know how much discount prices should be and/or how much they can sell in advance so as to avoid losses.



[Strengthening FOs: Making the best use of existing groups/ Business Plan]

In ASDP1, the general tendency was for DADP to establish new farmer groups whenever projects commenced. This ad-hoc approach created many farmer groups, but they seldom functioned for the long term. Prior to implementing the pilot activities, Lushoto DFT had also attempted to create new groups in parallel with existing FOs. The Project reviewed this idea and proposed making the best use of existing resources in a district (i.e. existing FOs such as ULT and Besha), in line with the concept of strategic DADP. The following table summarized the process of making the best use of such FOs for VCD.

Table 2-1-21: Process of Making the Best Use of Existing FOs for VCD

Year	Supports to existing FOs	Cooperation from the FOs
2013/14	The Project supported market survey/ sales promotion and technical/ business training for ULT.	ULT involved farmers in the pilot villages as a sub-group. Orientation and extension service was provided by ULT to new members.
2014/15 2015/16	In addition to ULT, Besha was also supported in market surveys/ sales promotion. The Project assisted ULT in procuring a cold truck and applying for a loan. It also held the inter-village study tour to motivate new farmers to join in the business and as well as Arusha study tour to strengthen collaboration with VC stakeholders.	Besha started regular procurements from farmers in the pilot villages. ULT shared the means of transportation (the cold truck) with other farmers. ULT has play the role of a window for farmers to apply the loan to the banks (i.e. farmers apply the loan through ULT)

As shown in the table, the Project provided various supports to the FOs, while connecting them to farmers in the pilot villages. By improving the function of the existing FOs, more farmers were involved in the direct delivery business. Overall, the approach of using existing groups was effective in strengthening FOs as well as VCD. The advantage of this approach was summarized in Box 4 on the right.

As part of strengthening FOs, the Project also assisted DFT and ULT in preparing a business plan. The business plan was identified as one of the conditions necessary for the FO to apply for a loan. Thus, it was imperative for ULT to come up with a business plan as they intended to apply for a loan for investment and to increase working capital. Currently, the ULT business plan has been submitted to a bank and is undergoing the review for loan approval.

Box 4: Advantages of using the existing farmers' groups

- The management system is already established. So there is no need to start group management from scratch. What should be done is just assessing the current capacity and improving the weakness, which may be less costly than otherwise.
- There is the mechanism of Farmers-to-farmers extension. Newly-joining members can learn technical and management knowledge from senior members, who have enough experience.
- By expanding and reinforcing the existing group, the LGA can have a few big groups for business rather than many small groups. This helps the LGAs and farmers compete against others nationwide or in the international market.

Table 2-1-22: Outline of the Supports for a Business Plan

Purpose	To prepare a ULT business plan for a loan application
Period	May to July 2015
Participants	NFT (2: as trainers for DFT)/ DFT (3) and ULT (2)
Process	i. Training by NFT for DFT based on the business plan guide ii. Preparation of the business plan by DFT and ULT iii. Confirmation by NFT
Results	The plan was prepared and submitted to the banks.
Lessons learned	NFT developed its capacities for guiding DFT for preparation in preparing a business plan. Similar and more opportunities should be provided to help NFT become good trainers in preparing business plans.

[Comprehensive DADP: PPP/ Loan Application]

With respect to PPP, the Project allowed the DFT to establish a demonstration plot in collaboration with the fertilizer company, YARA International ASA, in 2013/14. It was done based on a cost-sharing approach: the company offered fertilizers for demonstration purposes and technical officers for training, while the DFT identified the land for the demo and mobilized farmers for training. This arrangement signified a win-win relationship between the two parties: YARA wanted to promote their products in Lushoto DC, but did not know how to approach farmers while the DFT wanted to disseminate the proper use of fertilizers to farmers, but faced a limited budget for distribution. As a result, both sides helped each other. Through the demo, it was confirmed that the combination of improved techniques (i.e. fertilizers, ridge-making and proper plant populations) would bring about a substantial increase in productivity. This knowledge is being disseminated to farmers by DFT, which has succeeded in involving other input companies (e.g. Syngenta).

Table 2-1-23: Summary of the Demonstration with the Fertilizer Company

Purposes	To identify a PPP model through demonstration To promote the proper use of inputs for production
Period	First demonstration : Sept. – Nov. 2013 (Kwesine village) Second demonstration : Mar. – June 2014 (Maringo, Kwesine and Boheloi villages)
Participants	DFT, Farmers, and YARA trainers
Results	The model of PPP on technology demonstration was established. 1 Productivity increased in combination with improved techniques (i.e. fertilizers, ridge-making and proper plant populations) Fertilizers and other improved techniques were widely adopted by farmers.
Lessons learned	<ul style="list-style-type: none"> • Due to YARA's request, DFT collected and provided samples for their soil analysis. It took about two months from the time the soil samples were provided to receiving the analysis results. The sample method was based on YARA's guidelines. • During the cultivation demonstration, the farmer groups kept a record of production costs and sales, as well as crop growth, so that not only technical feasibility but also economic feasibility was examined.

The loan application became critical during pilot implementation. ULT intended to increase working capital and invest in establishing green houses. With a request from ULT, the Project provided a series of support, in addition to a business plan, which are summarized in the table below¹⁰.

¹⁰ See Chapter 7 "Support for Access to Loan (including Business Plan and CCRO)" in TSM on Strengthening FOs, for more details, including the necessary documents for loan application and the roles of FOs and DFT in the application process. The TSM is available in the Appendixes of this report.

Table 2-1-24: Summary of Supports with Lessons Learned in Loan Application

Support provided	Roles of DFT and FOs	Lesson learned
To identify loan conditions of major financial institutions	DFT: To collect and provide information on loan conditions, e.g. financial products, interest rates and necessary documents. FO: To prepare basic data related to the FO (e.g. the establishment year, registration status, the size of business and FO, experience)	If the FO is registered as a cooperative, it is better to consider applying for government financial programs because they target SACCOS/AMCOS. If not, it is recommended they look into private financial programs ¹¹ .
Audit report	DFT: To support the FO in organizing data for external audit and to introduce audit agencies to the FO FO: To keep management and business records and organize them with DFT (Cooperative Officers)	Required documents are the audit reports for the last 2 or 3 years. This means the FO should be well prepared, even several years before applying for loans. Organizing data and obtaining audit reports are not “one-night” tasks, rather they are the result of keeping records over the long term.
Certificate of Customary Right of Occupancy (CCRO)	DFT: To confirm if the LGA can issue CCRO or not introduce the FO to the Land Management Office FO: To fill in the format according to the procedure.	It is important to confirm whether the LGA can issue CCRO, having received the support of MKURABITA ¹² . If not, they can prepare a comfort letter showing primary court approval for owing assets.
Others (e.g. other documents and responding to comments by a bank)	DFT: To play the role of catalyst between the FO and the bank as well as other stakeholders FO: To work with DFT	DFT can facilitate communication between the FO and its stakeholders. For example, they assisted the ULT in obtaining other necessary documents such as contracts with major buyers and registration status.

	
<p>Demo plot in collaboration with a private company for fertilizers</p>	<p>Match-making between the FO and a bank (Introducing ULT to the bank)</p>

[Project Management: Farm Income Recording for Baseline/ End-line Surveys]

The Project introduced Farm Income Recording as part of the capacity development of farmers for farming as a business. It developed the recording format and provided training to DFT and extension

¹¹ See Chapter 4 “Support for Registration” in TSM on Strengthening FOs for more details, The TSM is available in the Appendixes of this report.

¹² MKURABITA is referred to as Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania (Property and Business Formalization Programme Tanzania), being implemented by GoT. This program has been assisting LGAs in issuing CCRO.

officers on how to use it as well as how to measure land size. They, in turn, transferred the knowledge to the farmers and assisted them in recording farm size and incomes. This was followed by data analysis supported by the Project, which included data cleaning, data conversion from local to standard units (e.g. kg or acres), and the use of Excel Pivot Table for analysis. After this training, the report was prepared by the extension officers and DFT. In fact, these reports served as the baseline report (2013) and end-line report (2015).

The following lessons were gained from this activity.

- Careful consideration should be given to the capacity of extension officers for checking the quality of data recorded by farmers. Given the fact that there is the problem of accuracy of farmers’ records, they need to know, for example, the reasonable range of yield for major vegetables and to convert local units to standard units. The Project developed some tools for the extension officers’ work, e.g. the unit-conversion table and the list showing standard yields.
- Data collection is routine work and is not a major event in the production. Thus, it receives less attention from supervisors, e.g. DAICO. This implies that if an extension officer does not want to work hard, he/she can deal with the task with indifference. In fact, it was found that the quality of the data depended solely on the commitment of the extension officers. It is therefore of crucial importance for DAICO to supervise the work of extension officers.



Major Achievements and Challenges

Achievements

- Sales volumes of ULT and Besha have increased. According to the audit reports, ULT earned around Tsh 39 million per month in 2014/15 compared to Tsh 11 million per month in 2012/13. Even for Besha, it is estimated that they earned Tsh 10 million per month in 2014/15, while receiving Tsh 2-4 million per month in 2013/14¹³. Needless to say, this increase for both FOs is not solely due to the market survey/ sales promotion, but implies that it is due to their own efforts. But there is no denying the substantial positive effects of the pilot activities on their market expansion.

¹³ Interview with Besha by DFT (June 2016).

- There is also capacity development/ technology adoption both at the farmer and DFT levels. As for the farmers, DFT reported that around 383 farmers, including beneficiaries in the up-scaled villages, have adopted new technologies in production and marketing, with 155 for improved production techniques (e.g. ridge making and proper plant population), 177 for peak demand production, and 51 for direct delivery marketing. When it comes to DFT, they have also gained knowledge on how to conduct market surveys and how to collaborate with the private sector. For example, following the experience of collaboration with the fertilizer company, they have succeeded in involving other input companies (e.g., Syngenta and Balton) to expand the demo in the pilot and other villages on the usage of hybrid seeds and pesticides. At present, PPP is taking place to a greater extent in the district.
- With the above achievements, farm incomes rose during project implementation. In the pilot villages, the comparison between the baseline (2013) and end-line data (2015) showed 78 % increase of farm income over two years (see the table below). Behind this is a higher price for direct deliveries and/or peak demand production. This experience indicates that selling according to such methods tends to pay farmers 1.5-2.0 times the price (i.e., selling to middlemen during the peak season).

Table 2-1-25: Comparison between Baseline and End-line Data in the Pilot Villages

Unit : Tsh

Year	Income/Household	Boheloï	Kwesine	Maringo	Total	% increase
2013	Farm Income	1,587,023	433,042	1,865,259	1,263,733	
	Total Income	2,343,690	658,042	2,257,986	1,678,733	
2015	Farm Income	2,610,500	758,861	2,940,883	2,251,203	78%
	Total Income	3,432,464	1,323,861	2,955,230	2,638,409	57%

Note: Farm Income is referred to as profit from agriculture (i.e. = revenue – production cost). Total Income includes, in addition to Farm Income, the profits from other kinds of business, such as kiosk, motorbike taxi and livestock.

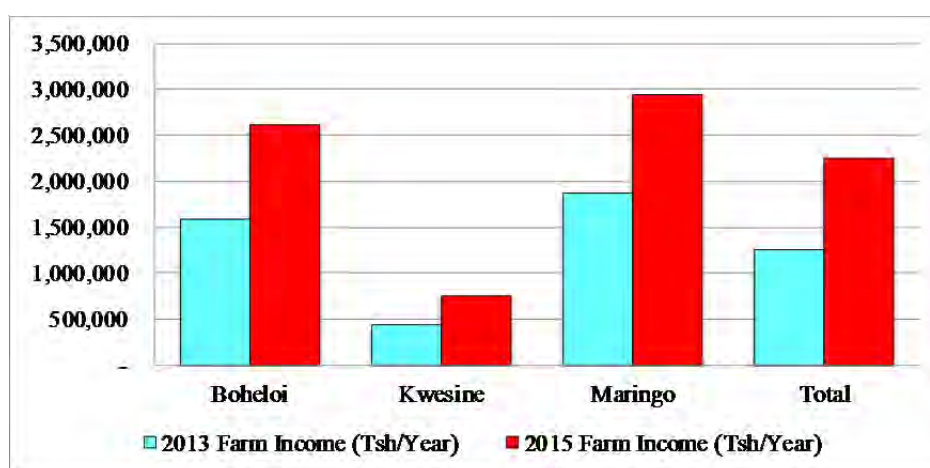


Figure 2-1-6: Comparison between the Baseline and End-line Data of Farm Incomes

- The table below summarizes the key elements of Lushoto pilot activities and preconditions for introducing similar activities in other areas.

Table 2-1-26: Key Elements and Preconditions of Lushoto Pilot Activities

Key Element	Precondition
<u>Market Survey to produce Peak Demand Table</u> • The Project started with the market survey to produce Peak Demand Table. This is followed by Production Plan and improvement of production and marketing.	• Farmers have experience of selling the produce • The specific names of existing/potential buyers are known by farmers. • Positive attitude of buyers for cooperation with farmers
<u>Developing business-oriented FOs</u> 1) Making the best use of the existing FOs for VCD 2) Farm Income Recording	1) The existing active FOs are known by DFT. 2) Presence of active extension officers and/or close supervision of DAICO
<u>Match-making for PPP</u> 1) Demo plots with private input companies 2) Support for loan application by FOs	1) Presence of private companies interested in LGAs for marketing of their products 2) FOs has audit reports and the LGAs can issue CCRO for FOs.

Challenges

- ULT and Besha need to be more sustainable in business with new buyers. They often gained new buyers through the market survey/ sales promotion, but lost them over the short term. Learning how to manage various types of customers is critical to helping them expand their business in future. There has been a focal person among DFT members to cope with claim and orders from the customers; however it is needed, for future, to have such a coordinator among the FOs while DFT trains them on customer-care service.
- DFT needs to make the effects of the pilot activities sustainable as well as to expand them to other villages. In order to accomplish this, DFT, including extension officers, should carry out a comprehensive follow-up, e.g. assisting farmers in updating the Peak Demand Table and Production Plan, developing good relationship between farmers and ULT/Besha by involving more farmers, and disseminating successful trial production or improved technologies to other farmers. They should also complete the remaining tasks related to the pilot activities, including assisting the ULT in obtaining loans from a bank and completing the collection centers under the DADP.
- Last but not least, Lushoto DC needs to allocate its own resources to implementing comprehensive DADPs. It was observed there has been increase in dependency on the Project budget over time. With the completion of the pilot activities, more effort should be made on resource mobilization. While acknowledging that DADP funds from the center have been reduced substantially, this effort is inevitable if the district is determined to achieve development with agriculture. Their DADP 2016/17 has interventions to continue or expand pilot activities using public and private funds. After this Project, DFT could enjoy collaboration with private sector, as they have done so almost independently in the later stage of the pilot implementation. The critical challenge is to mobilize public resources, which requires DFT's efforts for coordination within the district. DFT need to draw attention from the district management level and its stakeholders by sharing the outcome of the pilot activities, so as to obtain supports for agricultural development.

3) Mbozi DC

Mbozi DC is one of the LGAs in Mbeya Region. It is located within an elevation of 900 to 2,750 meters. While Kilimanjaro is a famous area for its coffee, its production is increasing in Mbeya Region as well and gaining an international reputation for its quality. Mbozi DC has the largest share of the Region's coffee production with around 70% of the households engaged in coffee farming. Major characteristics of the VC are as follows.



Major Characteristics of Coffee VC

- It depends on international markets (over 90% of the coffee produced is exported).
- Farmers do the primary processing*.
- There are clear and established quality standard systems**.
- The prices are mainly determined in the auctions in Moshi, which is a major gateway to the coffee international market in Tanzania.

* Coffee farmers need to remove pulp from coffee red cherries before shipment to buyers. After the processing, red cherries become parchments.

** There are two kinds of quality standards. One is "grade" which is assessed by the size, appearance, and weight of coffee beans. The other is "class" which is assessed by aroma and taste.

Mbozi DC selected coffee as the priority crop and supported coffee FOs through DADP. In 2012/13, the district procured the Central Pulper Unit (CPU) ¹⁴ for 3 AMCOS in Ichesa, Hamwelo and Msia villages with the DADP fund. Subsequently, the Project selected those three villages for pilot activities and identified the following bottlenecks through value chain analysis.

Bottlenecks for Coffee VCD in Mbozi DC

- Farmers' insufficient knowledge on coffee quality
- Low post-harvest handling and processing techniques
- Low capacity of FOs in financial management and record keeping.

Based on the analysis, the Project set the purpose of VCD as increasing producer prices through quality improvement, focusing on the processing stage of coffee VC for pilot activities. Progress, achievements and challenges are summarized below.

¹⁴ CPU is a processing machine for primary processing (from red cherries to parchments) used at farmer's level.

Table 2-1-27: Framework of Pilot Activities (Mbozi DC)

Purpose		Increase in producer prices through quality improvement	
Target village and groups	<ul style="list-style-type: none"> [Villages] Ichesa, Hamwelo, Msia [FOs for the pilot] Ichesa AMCOS (50), Hamwelo AMCOS (66), Msia AMCOS (50) [FOs for upscale]: Itumpi AMCOS (137), Iyenga AMCOS (191), Ibembwa AMCOS (51), Mlangali AMCOS (49), Nkana AMCOS (124) 		
Relevant institutions	<ul style="list-style-type: none"> Mbeya Region, TCB, TaCRI, Curing company/buyer (CMS, MCCCCO¹⁵, Tembo Coffee Co., City Coffee Ltd.) 		
Issues to be verified with the pilot activities	<ul style="list-style-type: none"> Quality improvement through awareness raising of farmers e.g. by study tour and information sharing Quality improvement by introducing the CPU and its proper use Capacity building of farmers groups on management and record keeping through training Effective partnership with the private sector 		
Pilot Activities [Major outputs]	TSM reflecting know-how	Progress made by the Project.	Achievements and challenges
Marketing			
Quality Improvement 1. Awareness raising for quality 2. Introduction of the processing machine (CPU) 3. Quality control 4. Information sharing of quality assessment [Study tour handbook, Checklist for CPU installation, Quality control guidelines, pictorial materials on quality]	Coffee quality improvement	<u>1. Raising Awareness about Quality</u> The Project conducted a study tour and cupping training. ¹⁶ The training was also done for 5 other AMCOS in upscaling. <u>2. Introduction of CPU</u> The Project developed a checklist for introducing the CPU and conducted CPU O&M training. The checklist was disseminated to the additional 5 FOs and other LGAs. <u>3. Quality Control</u> The Project conducted post-harvest training. It also developed a pictorial training material for training, which was shared with other FOs and LGAs. It prepared a guideline for QC, established QCC. <u>4. Information sharing on quality assessment</u> The Project obtained quality assessment reports from TCB and curing companies and shared them with coffee FOs in the district.	Achievement: - CPU operation started for all 3 pilot AMCOS under supervision of QCC. - Coffee assessment report was shared to all AMCOS in the district. - Coffee quality was improved for the pilot 3 AMCOS. - Mbozi DC started dissemination of good practice (cupping training) Challenge: - DFT needs to monitor QCC for further strengthening - DFT needs to introduce QCC to additional 5 AMCOS.
Strengthening FOs			
Management and recordkeeping [Training materials for AMCOS management and record keeping]	Coffee quality improvement Strengthening FOs	The Project visited advanced farmers' groups in Moshi. It also organized AMCOS management training as well as training in financial management and recordkeeping.	Achievement: Records were well kept and used for profit sharing. Challenge: DFT needs to facilitate introduction of record keeping among AMCOS members.
Comprehensive DADPs			
Partnership with private sector [Case study]	Local Coordination and PPP	The Project collaborated with CMS, a private company, for CPU use in 2013/14. Collaboration was further made for provision of inputs and loan for CPU facility construction and CPU running cost. Supports from other stakeholders are in progress.	Achievement: - One model for PPP for coffee VC was created. - DFT started discussion with other private stakeholders (e.g. City Coffee Ltd.)

¹⁵ CMS: Coffee Management Services. MCCCCO: Mbozi Coffee Curing Co.

¹⁶ Cupping is a practice to check taste and aroma of roasted coffee by tasting to assess its quality.

Project management			
Baseline and end-line surveys [Survey format]	Project Management	The Project collected baseline data and introduced a monitoring sheet. It also collected end-line data.	Achievement: - Survey questionnaire was developed and used for upscaling.

[Marketing: Quality Improvement (Raising Awareness about Quality)]

With more than 90 percent of Tanzanian coffee exported abroad, many coffee farmers do not regularly drink coffee. As a result, they have difficulty in understanding that the difference in coffee quality (i.e. taste and aroma) affects farm-gate price. Therefore, the Project started activities on awareness raising about this relationship as shown below.

Table 2-1-28: Activities for Awareness Raising on Quality

Period	Activity	Participants	Contents	Result
Nov. 2014 (1 week)	Study Tour to Moshi	AMCOS leaders (3), RS (2), DFT (4), Extension officers (6)	- Lecture on coffee quality and international market (TCB) - Visit to auction - Visit to advanced coffee group in Moshi	- Understanding on: determinants of coffee quality; coffee pricing system; quality control technique.
May 2014 (3 days)	Cupping Training for 3 AMCOS	AMCOS members (101), RS (1), DFT (5), TCB (as a trainer)	- Cupping (tasting) practice - Lecture on coffee quality and determinants of taste/aroma difference (TCB)	- Understanding the importance of post-harvest processing - Relationship-building with TCB
Oct. 2014	2nd Cupping Training for 3 AMCOS	AMCOS members (26), DFT (1), Extension officers (3)	- Cupping of the 2014 harvest - Technical advice for quality improvement (TCB)	- Confirmation of coffee quality improvement
Mar. 2016	Cupping Training for 5 Additional AMCOS	AMCOS members (219), DFT (5), TCB (2)	- Cupping (tasting) practice - Lecture on determinants of taste/aroma difference (TCB)	- Spread of cupping training within the district

These activities have succeeded in creating farmers' incentive for improving the post-harvest processing of their coffee to achieve higher quality. Additionally, the Project built a strong relationship with TCB, a semi-government crop board in the coffee industry, through this training.

	
Study Tour to Moshi	Cupping Training for 5 Additional AMCOS

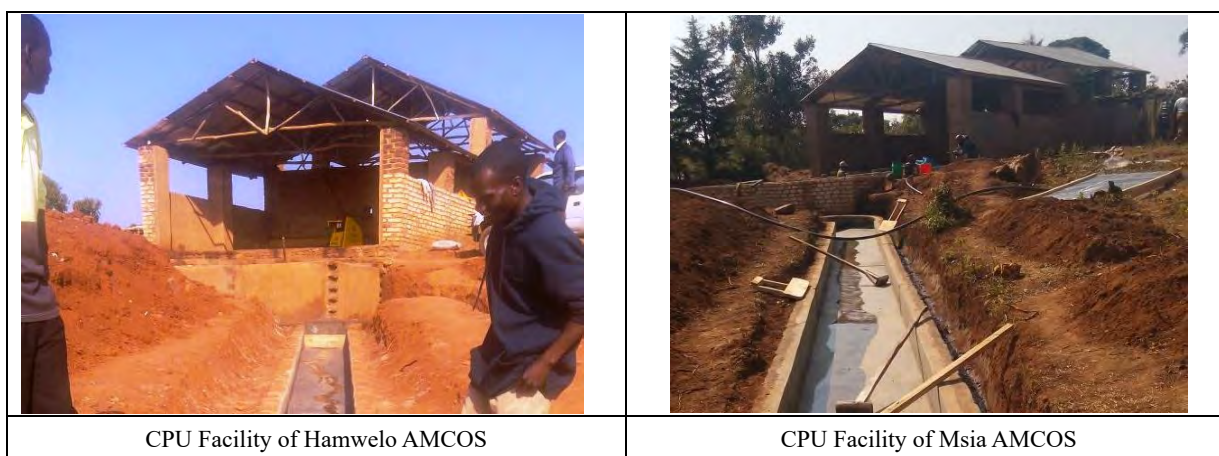
[Marketing: Quality Improvement (Introduction of the Processing Machine (CPU))]

Mbozi DC procured CPU for the 3 AMCOS in the district, using the DADP fund in FY 2012/13. To start the CPU operation, however, each AMCOS needed to construct a CPU facility (building, canal, water pool for fermentation and drying tables) and to obtain CPU O&M skills. The Project provided technical support for CPU operation as follows.

Table 2-1-29: Activities for CPU Installation

Period	Activity	Contents	Result
Mar. 2014 onward	Monitoring CPU Installation	<ul style="list-style-type: none"> - DFT developed a checklist for CPU installation progress. CPU building design was shared by TechnoServe (NGO). - DFT monitored the progress of CPU facility construction. 	- CPU has been installed for all 3 AMCOS and started its operation from the 2015 harvest season.
May-Jun. 2015 (6 days)	CPU O&M Training	- Management and QCC members as well as CPU operators from 3 AMCOS learned on O&M of CPU (CPU dealer and model coffee group as trainers)	

As a result, all 3 pilot AMCOS started CPU operation during the 2015 harvest season. To provide the training, the Project collaborated with various stakeholders as trainers, e.g. CPU dealer for technical guidance and model farmer group for CPU management as a whole. By leading the discussion with the stakeholders for support, DFT learned in practice the notion of comprehensive resource mobilization for DADP implementation.





[Marketing: Quality Improvement (Quality Control)]

Post-harvest processing includes a series of technically complex steps. These treatments require a team of group members who oversee the process to control quality, which is important as coffee is usually sold collectively by a farmer group. The Project thus supported the establishment of a Quality Control Committee (QCC) within the pilot 3 AMCOS and conducted training in post-harvest processing.

Table 2-1-30: Activities for Quality Control

Period	Activity	Participants	Contents	Result
May 2014 onward	Set-up of QCC	AMCOS leaders, DFT	- DFT made a guideline for QCC and set-up of QCC.	- QCC was established for all 3 AMCOS. - Responsibilities of QCC were set within a written document
May 2014 (3 days)	Post-harvest Processing Training	AMCOS members (32), Mbeya RS, DFT, Model group members (8 as trainers)	Lectures on: - Proper processing steps - Group management - CPU operation	- 3 AMCOS learned practical skills from an advanced group.
May 2015 (3 days)	Quality Control Training for QCC members	AMCOS members (20), Other coffee FO members (26), Extension officers (3), RS (2), DFT (5), Model FO members (as trainers)	Lectures on: - Proper processing steps - Group management - Record keeping - CPU operation	- QCC members learned practical skills from an advanced group.

QCC in the 3 AMCOS started functioning well and contributed to the improvement of coffee quality. DFT supported the AMCOS in revising their constitution so that it would allow the QCC set-up. After the post-harvest training, DFT compiled training materials with visual aid (pictures and drawings) for disseminating the practice to other groups.

	 <p><i>The slide shows that only ripe, red cherry (upper-left) should be selected for CPU processing</i></p>
<p>Post-harvest Processing Training</p>	<p>Pictorial Training Material</p>

[Marketing: Quality Improvement (Information Sharing of Quality Assessment)]

The quality of coffee farmers' products (parchment) is assessed at a curing company¹⁷ or TCB. The assessment results are an important factor for determining market price. In other words, for coffee farmers, it is a means of measuring the validity of the sales price offered by buyers. Yet, the results are not shared with the farmers in many cases. Thus, the DFT negotiated with TCB Mbeya and office and curing companies to share coffee assessment reports and feed back to the 3 AMCOS.

After these efforts, the assessment reports were shared with all 3 AMCOS in 2014 and 2015 that resulted in increasing farmer motivation for proper quality control. In addition, all available data on

¹⁷ Curing company does secondary processing to produce green beans. The green beans are sold to buyers in the auction.

quality¹⁸ were shared with other coffee farmer groups within the district in a coffee season opening meeting in 2015.

[Strengthening Farmer Organizations : Management and Recordkeeping]

Strong organization is a precondition for collective input purchase, cherry collection, processing and shipment. Proper recordkeeping is especially important for two main reasons. First, it allows fair distribution of sales among group members with records of red cherry volume received from each member, shipment volume to curing companies and sales price. Second, transparent management with such records helps AMCOS management to gain the trust of its members, contributing to their commitment and attracting more members. As such, the Project decided to provide training in management and recordkeeping followed by continuous monitoring where DFT checked all records and problems in AMCOS and gave technical advice on improvements.

Table 2-1-31: Activities for AMCOS Management and Record Keeping

Period	Activity	Participants	Contents	Result
Dec. 2013 (3 days)	AMCOS Leader Training	3 AMCOS board members (13), RS (2), DFT (5)	- Training on leadership (planning, accountability, basic management skills)	- Target AMCOS started to establish trust through transparent management.
Jan.-Apr. 2015 (3 days)	AMCOS record keeping training	3 AMCOS (11), other coffee group (12), RS, DFT	- Exercise on how to keep cashbooks, shipment receipts, sales record. - Roles of QCC, calculation of CPU running cost	- Group members understood the mistakes in their records through practice.

As a result, AMCOS leaders improved their capacity of keeping a cashbook, each member's shipment and sales records, and CPU operation record. Recognizing the significance of record keeping, Mbozi DC extended this training to other coffee groups (27 AMCOS and 1 farmer group) within the district by collecting training fees from participants who used their own financial sources in April 2015.

[Comprehensive DADP: Partnership with the Private Sector]

Under the current situation of a decreasing DADP fund, it is crucial to cooperate with the private sector in DADP implementation. The Project developed a strong partnership with CMS, a curing company and buyer relatively new in Tanzania. The following shows collaboration cases.

Table 2-1-32: Activities for Partnership Building with the Private Sector

Period	Activity
2014 harvest season	CMS rented a CPU to Hamwelo AMCOS and provided technical support to the 3 AMCOS
2014 harvest season	3 AMCOS sold their coffee parchments to CMS
Early 2015	CMS provided inputs to the 3 AMCOS
Apr. 2015	Target AMCO submitted loan application for CPU facility construction/initial running cost to CMS

¹⁸ The coffee farmer groups were informed about the assessment results of their coffee (class) and reasons for the results.

Period	Activity
May 2015	CMS provided loan to all 3 AMCOS which started CPU operation.
Aug. 2015	The 3 AMCOS shipped their parchments to CMS and repaid their loans.
Apr. 2016	CMS extended their loan to FOs in Mbozi DC. DFT started discussions with City Coffee Ltd. for technical and financial support.

The major factor for a successful collaboration is for project activities to meet the demands of CMS. CMS looked for functional groups which were able to provide a stable amount of quality coffee. As such, DFT's efforts for organizational strengthening attracted CMS's attention and trust for the AMCOS.

Confirming the trustworthiness of the AMCOS and Mbozi DFT after the 2015 harvest season, CMS continued its financial support to the AMCOS and even extended it to other coffee groups in Mbozi DC¹⁹. Meanwhile, with the experience of CMS, DFT started to pursue discussions with other private companies such as City Coffee Ltd., for financial and technical support for 5 newly selected AMCOS in an effort to expand partnership with the private sector in 2015/16.

[Project Management: Baseline and End-line Surveys]

To evaluate the effects of the pilot project activities, the Project and DFT conducted the baseline survey in 2013/14 and the end-line survey in 2015/16. From the survey results, the following achievements were confirmed.

Table 2-1-33: Coffee Class (one to nine, one the highest)

AMCOS	2013		2015	
	Class	Price (Tsh./kg)	Class	Price (Tsh./kg)
Ichesa	9	3,000	5	4,700
Hamwelo	9	2,500	6	4,600
Msia	9	2,700	6	4,400

Note: the assessment was made by TCB in 2013 and by CMS (coffee buyer/curing company) in 2015.

Source: Data from TCB and CMS.

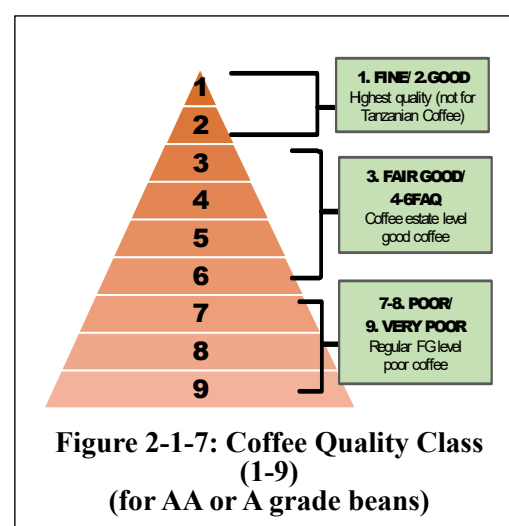


Table 2-1-34: Coffee Sales, Production Cost and Profit per Farmer (Tsh.)

AMCOS	2013				2015			
	A: Sales	B: Cost*	C: Profit (A-B)	D: Profit Rate (C/A)	A: Sales	B: Cost	C: Profit (A-B)	D: Profit Rate (C/A)
Ichesa	1,050,000	721,000	329,000	31.3%	2,699,000	920,000	1,779,000	65.9%
Hamwelo	810,000	366,000	444,000	54.8%	1,131,000	447,000	684,000	60.5%
Msia	800,000	366,000	434,000	54.3%	1,005,000	626,000	379,000	37.7%**

Note: * "Cost" is estimated from end-line survey.

** The profit rate of Msia AMCOS decreased in 2015 because the initial investment costs of CPU facility construction were charged as AMCOS member fee. It is expected that the cost will drop in 2016 after the completion of the construction.

Source: Supplementary baseline survey and end-line survey.

¹⁹ They are Mlangali AMCOS (CPU operation cost) and Ibembwa AMCOS (CPU operation cost) of additional 5 farmer groups for good practice dissemination.

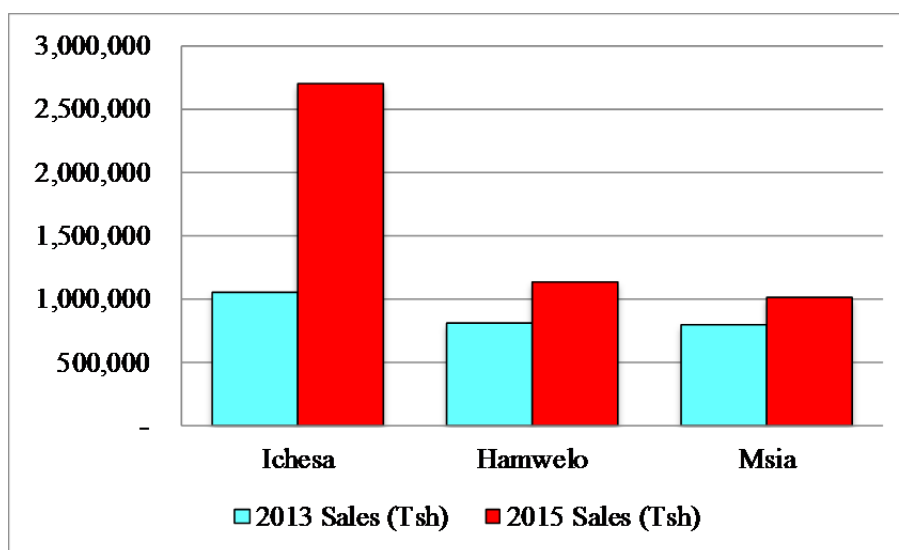


Figure 2-1-8: Comparison between the Baseline and End-line Data of Coffee Sales per Farmer

As the data shows, coffee quality for all 3 pilot AMCOS improved from poor to fair, and farmers' coffee income increased accordingly. Thus, it is safe to conclude that the project approach of focusing on coffee quality improvement was valid and effective. The baseline/end-line questionnaire was prepared and standardized by DFT for future use and actually utilized for the baseline survey of 5 additional villages.

Major Achievements and Challenges

Achievements

- Through the pilot activities of Mbozi DC, the validity and effectiveness of quality control for coffee improvement was confirmed. As the end-line survey result shows, parchment sales price increased as the quality of produce improved for all pilot AMCOS. This outcome raised farmer motivation for further quality improvement.
- The project activities were highly valued by Mbozi DC, and the district started disseminating some of those activities in other villages (5AMCOS) with its own financial resources (e.g. record keeping training, cupping training and partnership with the private sector). Therefore, dissemination of good practice is likely to be sustained in the district.
- Involvement of TCB in the pilot activities helped pave the way for dissemination of good practice. Through a series of activities, TCB highly valued the project activities and is interested in disseminating some of these activities, such as cupping training and post-harvest training. As one of the most influential bodies in the coffee industry, TCB can be counted as the leading actor in disseminating project outputs.
- Mbozi DC created a model of cooperation with the private sector in DADP implementation. The Project linked the private sector with DFT and farmers in terms of loan and input procurement.

While private companies can provide financial supports and some technical training, they have difficulty in identifying active FOs and improving their organizational capacity. That is where DFT can provide sufficient support, such as setting up QCC in a group, review of group by-laws, advice to improve group management, or regular monitoring of record keeping. By supplementing what each cannot provide, Mbozi DC and CMS both benefit from DADP implementation.

- The table below summarizes the key elements of Mbozi pilot activities and preconditions for introducing similar activities in other areas.

Table 2-1-35: Key Elements and Preconditions of Mbozi Pilot Activities

Key Element	Precondition
<u>Focus on the specific VC stage for intervention</u> <ul style="list-style-type: none"> • The Project focused on the processing stage of coffee VC, which has conventionally attracted little attention, and earned a huge impact 	<ul style="list-style-type: none"> • Proper VC analysis at the initial stage • Farmers' involvement in the processing stage • Room for value addition in post-harvest processing
<u>Cost effective intervention</u> <ul style="list-style-type: none"> • Raising awareness about coffee quality did not cost very much and yet had significant effects. • Low cost interventions allowed Mbozi DC to disseminate the practice with its own initiative. 	<ul style="list-style-type: none"> • Presence of established quality standards • Clear linkage between quality of products and market price
<u>Partnership with the private sector</u> <ul style="list-style-type: none"> • Mbozi DC and the private companies complemented each other in farmer support. 	<ul style="list-style-type: none"> • Potential producing area for new investors • Understanding on the services that only public sector can provide

Challenges

- The Project tried to achieve collective shipment among likeminded coffee farmer groups. Yet, it concluded that it was premature for the target AMOCS to ship their products collectively with other groups because that practice required equal quality of coffee and organizational capacity among the groups. As the increased volume of shipment is also a determining factor of the sales price, the future challenge for Mbozi DC is to organize collaboration between groups. Facing this challenge, DFT has agreed with several curing companies on financial and technical supports for potential farmer groups (including target AMCOS), aiming at future collective shipment among them, and included these supports in its DADP 2016/17. Also, the Project laid the ground for this collaboration by involving potential groups in pilot activities, such as post-harvest processing training and encouraging the DFT to share quality assessment results to all groups in the district.

(5) To summarize good practices and lessons learned in the pilot LGAs

The Project supported the pilot LGAs in documenting the know-how of the good practices generated from the pilot activities e.g. by means of manuals, tools, leaflets and other materials. The knowledge was shared with RSs and the LGAs as well as other relevant institutions.

Table 2-1-36: Summarization of good practices and lessons learned

Year	Pilot LGA	Lessons Learned	Summarization Method	Sharing Status
2013/14	Kilombero DC	<ul style="list-style-type: none"> Importance of 1) price information for off-season sales, and 2) trial storage in warehouse management 	Leaflet, presentation materials	Shared with DADP P&I TWG, NFT, some RSs and LGAs.
	Lushoto DC	<ul style="list-style-type: none"> Importance of 1) using existing FOs, and 2) establishing a win-win situation between the LGA and the private sector for PPP 		
	Mbozi DC	<ul style="list-style-type: none"> Effectiveness of informing farmers about the auction system and the needs of the international market 		
2014/15	Kilombero DC	<ul style="list-style-type: none"> Effectiveness of 1) warehouse management training, 2) Sales Leader, 3) Program Coordination Meeting 	Leaflet, guidance for Sales Leader and warehouse management, Technical Supporting Manual	Shared with relevant RSs and LGAs in good practice upscaling workshops, Action Plan Consolidation Workshop, study tours.
	Lushoto DC	<ul style="list-style-type: none"> Effectiveness of 1) market survey, 2) match making and loan application, 3) production plan to meet peak demand, 4) Farm Income Recording 	Leaflet, market survey manual, letter format for CCRO, samples of peak demand table and production plan, farm income record format, TSM	
	Mbozi DC	<ul style="list-style-type: none"> Effectiveness of 1) awareness raising of farmers (study tour, cupping training), 2) support for CPU instalment, 3) FO strengthening, 4) match making and loan application 	Study tour guide, record keeping format, guidance for quality control committee, checklist of CPU instalment, TSM	

2.2. Achievements of the Project

2.2.1. Outputs and Indicators

The Project has achieved its outputs, as shown in the table below.

Table 2-2-1: Degree of Project Output Achievement

Indicators	Achievements
Output 1: Backstopping activities for the planning, implementation and monitoring of strategic DADP are improved.	
Indicator 1-1: DADP Guidelines, training materials and reporting format are revised in a timely manner.	Indicator 1-1 is achieved. (1) The DADP Guideline was revised and distributed to RSs and LGAs in Jan. 2016, following the preparation of the ASDP2 Document. (2) The training materials were developed and disseminated with backstopping or upscaling activities. The materials include TSMs on Business Plan, Strengthening Farmers' Organizations, Local Coordination and PPP, Project Management for DADP, Warehouse Management, Market-Oriented Horticulture, and Coffee Quality Improvement (3) The reporting format was revised so as to capture off-budget activities in addition to on-budget activities.
Indicator 1-2: Number of activities on sharing information, findings and lessons learned, e.g. WSs, leaflets, distribution of training materials, radio and participation in sector-level meetings, increases over the years (1 time/ Y1, 2 times/ Y2, 5 times/ Y3 and Y4)	Indicator 1-2 is achieved. 2012/13: 1 time done (WS for all RSs on VC management) 2013/14: 2 times done (WS for all RSs for Good Practice Upscaling and the distribution of the project pamphlet) 2014/15: 7 times done (WS for all RSs on DADP AP, 3 WSs for Good Practice Upscaling per pilot theme, the distribution of the pilot activity pamphlet, 2 WSs within the pilot LGAs for other villages) 2015/16: 7 times done (WS for all RSs on DADP AP, 3 WSs for Good Practice Upscaling per pilot theme, 3 study tours per pilot themes)
Indicator 1-3: Recommendations for enabling environment for private sector involvement are discussed at relevant ASDP meeting(s)	Indicator 1-3 is achieved. (1) The recommendations were discussed at several WSs e.g. one for DADP AP, as stated in 2.1.4-(9) : (2) Some of the above recommendations are mentioned in the revised DADP Guideline as possible interventions for VCD.
Output2: DADPs of pilot LGAs become strategic and comprehensive with special focus on collaboration with private sector including NGOs.	
Indicator 2-1: DADPs of pilot LGAs score 90 points or higher in terms of strategy, comprehensiveness and private sector involvement.	Indicator 2-1 is achieved. DADPs of the pilot LGAs for FY2016/17 gained the following points in quality check by the RSs <ul style="list-style-type: none"> • Kilombero DC (95 points) • Lushoto DC (100 points) • Mbozi DC (100 points)
Indicators 2-2: Private sectors participated in the planning and implementation process of DADP in the pilot LGAs. <ul style="list-style-type: none"> • Private Companies • NGOs/CBO 	Indicator 2-2 is achieved. In the hitherto implementation as well as planning process for 2016/17, the DFT involved the private sector. Examples are as follows: <ul style="list-style-type: none"> • In Kilombero DC, NGOs will offer training on paddy production and post-harvesting. • In Lushoto DC, the DFT continues collaboration with input companies, which contribute to demo plots and to contract farming while an NGO will continue the Market Survey. • In Mbozi DC, the DFT expands collaboration with private processors/ buyers for loan provision and technical training to farmers.

2.2.2. Project Purpose and Indicators

The Project has partially achieved its purpose, as shown in the table below. While it has succeeded in promoting comprehensive and strategic DADPs nationwide, inadequacy in the achievement can be observed in the implementation of DADP interventions, which apply the good practice(s) (see Indicator 2 in the table).

Table 2-2-2: Degree of Achievements of Project Purpose

Indicators	Degrees of achievements
Purpose: LGAs effectively plan and implement strategic DADPs.	
Indicator 1: 50% of DADPs score 60 points or higher in terms of strategy, comprehensiveness and private sector involvement	Indicator 1 is achieved. (1) For 2016/17, 64% DADPs score 60 points or higher in quality check by RSs. (2) There is significant improvement in the quality status of DADPs for 2015/16, 37% of which gained 60 points or higher.
Indicator 2: 50% of DADP interventions, which apply at least 1 of the following good practices, were implemented. <ul style="list-style-type: none"> • Activities using the existing resources (e.g. farmers' groups and physical infrastructures); • Activities for understanding market needs including buyers, price, and quality (e.g. market survey and study tours); • Facilitation by LGAs for linking farmers with service providers (public and private institutions) (e.g. for cost-sharing or contract-farming); • Strengthening farmers' organizations (e.g. in terms of financial management, title deeds, audit report, group management skills, record-keeping, establishing by-law and business plan.) 	Indicator 2 is not achieved. (1) In DADPs for 2015/16, only 23% of DADP interventions applying the good practice(s) have been implemented. (2) For details, it was identified that 216 interventions applied the good practice(s) among DADPs for FY2015/16. Out of them, 50 have been implemented with LGAs own budget or off-budget funds, which means 21% of the implementation ratio (50/216).

The partial achievement can be attributed to the following two factors. Both factors were due to the transition from ASDP 1 to ASDP 2 (see Section 3.2 for details).

- i) The ASDP basket fund, which used to be the major source for implementing DADPs, has not been disbursed from the central government since 2013/14.

For instance, in 2011/12, a total of Tsh. 84.6 billion was disbursed to the LGAs from ASDP basket fund²⁰. But the amount significantly dropped to Tsh. 41.6 billion in 2012/13 (the final year of the full implementation of ASDP1)²¹. From 2013/14 onwards, only bridging funds were disbursed to the LGAs for uncompleted DADP interventions²². Subsequently, no ASDP basket fund was disbursed to them.

²⁰ ASDP DADPs Implementation Report using Carried Over Funds of FY2011/12- As Reported in the Fourth Quarter of FY2014/15 Executive Summary, PO-RALG (August 2015)

²¹ Same as the above.

²² Apart from District Irrigation Development Fund, the amounts disbursed to the LGAs were Tsh .21 billion in 2013/14 and Tsh. 24.6 billion in 2014/15 (Source: the same as above and ASDP Consolidated Fourth Quarter Progress Report 2014/15 (National level)). For 2015/16, no funds are yet disbursed as of June 2016.

- ii) The backstopping/information dissemination were not fully undertaken for LGAs from 2013/14 to 2014/15.

While the Project promoted the concept of comprehensive resource mobilization beyond ASDP funds, the lack of full-scale backstopping led to the inadequate understanding and application of the concept by LGAs. They had anticipated the early formulation of ASDP2 as well as its fund disbursement, especially in 2013/14 and in 2014/15, while possessing low motivation to realize comprehensive DADPs.

Despite the low implementation ratio of applying the good practices, there is a reasonable perspective that the Project had positive impacts on DADP implementation. It should be noted that, due to budget shortage, the current percentage of implementing DADP interventions as a whole was 9%, which was considerably less than the DADP interventions applying the good practice(s) (23%). This implies that even though the indicator was not achieved, the Project has contributed to improving DADP implementation, by encouraging the involvement of off-budget players as well as promoting cost-effectiveness interventions, key elements of the good practices.

2.3. History of PDM Modification

The Project modified the PDM at the time of the mid-term review to set quantifiable indicators and revise the means of verification (see Annex 3 for original and modified PDMs).

3. Results of the Joint Review

The Project conducted a series of Joint Monitoring after its Mid-term Review, which was conducted in November 2014. The review presented in this chapter is based on the findings of the final Joint Monitoring in February 2016 with some additional consideration for the evaluation. Incidentally there is no Joint Coordination Committee (JCC) for this Project, as the activities of the Project are managed by ASLMs or ASDP Steering Committee.

3.1. Results of the Review Based on DAC Evaluation Criteria

In this section, the results of the Project are evaluated in accordance with 5 criteria set by Development Assistance Committee (DAC), namely, (i) relevance, (ii) effectiveness, (iii) impact, (iv) efficiency and (v) sustainability. Against each criterion, judgement was made as either, “high” “relatively high” “moderate” “relatively low” or “low.”

3.1.1. Relevance

Relevance is considered to be “high” due to the following reasons.

- DADP has been the primary planning tool in the agriculture sector at the LGA level under ASDP1, and this is expected to continue in the subsequent ASDP2.²³ Thus, the aim of the Project in supporting LGA planning and implementation through DADP is in line with the government policy. In addition, the DPs in the agricultural sector highly valued the role of the Project in linking the LGA-level practical experience to the central-level policy dialogue²⁴.
- As the ASDP2 formulation was delayed, the amount of DADP fund has been significantly reduced over the years. While a diminished budget caused the low performance of DADP implementation, the Project has driven LGA’s shift towards comprehensive resource mobilization and strategic resource utilization, as referred to “strategic and comprehensive DADP.” This shift shows high relevancy to the needs of ASDP, leading to their independence and creativeness in planning and implementing DADP.
- DADP has been and will continue to be the major tool of the LGA in developing the livelihood of its farmers. The pilot activities undertaken by the Project created the models of approach and methodologies to implement VCD. Such assistance on the “how” part of implementing DADPs is highly valuable in light of the needs of the LGAs. The selection of three pilot LGAs was appropriate for allowing the DADP P&I TWG to engage in field activities and have sufficient cases of good practices for DADP.

²³ ASDP 2 Program Document highly evaluated the effectiveness of DADP in prioritizing LGA’s investment for specific commodities under ASDP1 and incorporated DADP in ASDP2 program design.

²⁴ In the A-WG meeting in May 2016, the A-WG chairperson highly evaluated the Project’s achievement of delivering the information about actual status of DADP planning and implementation to the central-level stakeholders, who tend to discuss abstract issues without field experience.

3.1.2. Effectiveness

Effectiveness is considered to be “moderate” for the following reason.

- As stated in Section of 2.2.2, the Project demonstrated good performance in Indicator 1 of the Project Purpose (i.e. planning strategic and comprehensive DADPs), while failing to achieve Indicator 2 (i.e. implementing DADP interventions applying the good practice(s)). Although logical sequence between the outputs and Indicator 2 was considered to be valid, external factors prevented the Project from achieving the planned target, i.e. delayed transition from ASDP1 to ASDP2 and consequent reduced fund availability and unclear directions for DADP planning and implementation.

3.1.3. Impact

Impact is considered to be “moderate” for the following reasons.

- Significant impact, which directly leads to the achievement of Overall Goal, has yet to be observed at the national level.
- As described in Section 2.1.5, however, the support for DADP implementation in the 3 pilot LGAs produced positive impacts on target farmers’ income and livelihood. As far as those LGAs are concerned, outcomes have been somehow generated as stated in the PDM.
- In addition, as a result of various knowledge sharing activities, there has been increase in the number of LGAs/organizations applying good practices generated from this Project. For example, facilitation for making business plans was well recognized as part of LGA’s extension services in Ileje DC and Same DC. Arusha DC succeeded in establishing demo plots through cost-sharing with a seed company, following the experience of Lushoto DC. In Mbozi DC, City Coffee Limited, having recognized the effectiveness of the pilot activity with CMS, is now collaborating with a few AMCOS. As such, the Project had positive influence on various players in the agricultural sector other than the pilot LGAs.
- It was asserted by DPP of MALF that DADP P&I TWG and NFT would continue to upscale the good practices of the Project. It was also confirmed that they would utilize, in accordance with the revised DADP Guideline, not only DADP progress reports but also DADP Project Evaluation Report, which is designed for evaluating the outcomes of individual DADP projects. Thus, further impact can be generated and monitored with the initiatives of the counterparts.
- Moreover, the Project contributed to the development of ASDP2, which has the sub-component for farmers’ empowerment and organizational strengthening (i.e. Sub-component 3.1). This sub-component reflected some of Project activities as “Priority Activity”, including financial management training, business plan training, and supports for loan application. Once ASDP2 is put into operation, the dissemination of the pilot experiences will be envisaged.

- So far, there has been no negative impact observed and reported.

3.1.4. Efficiency

Efficiency is considered to be “relatively high” for the following reasons.

- Especially in the first two years (2012/13 and 2013/14), the Project could not carry out some of the activities (e.g. revision of the DADP guideline and backstopping) for Output 1 as planned, being affected by external conditions related to the delay in ASDP2 formulation.
- Despite the difficult environment surrounding ASDP, the Project revitalized backstopping activities for DADP, increasingly towards its completion, not in the same ways as used to be done for ASDP1, but in different improved ways. A good example is the methodology for backstopping. In 2014/15, the Project provided individual comments to the draft DADPs of all LGAs by email instead of physically visiting all LGAs like it was done in ASDP1. In 2015/16, the revised DADP Guideline was introduced to all LGAs by inviting LGA officers to 4 zonal centers. The venues used for the backstopping sessions were government facilities, which also contributed to efficient resource utilization of the Project in contrast to using private facilities such as hotels and training centers. These efforts, although they were partly the result of a diminished ASDP fund, can justify the efficiency of the Project in rendering backstopping services to RSs and LGAs.
- Taking into account reduced government funds for DADPs in recent years due to the delay of ASDP2 formulation, the Project has succeeded in creating low-cost, but effective activities for VCD through pilot implementation. Such activities include match-making between farmers and private companies for PPP, information sharing/market feedback, e.g. on coffee quality, the SL system for collective sales, and warehouse management by a FO. Through the development of these activities, the resources of the Project have been utilized efficiently. Without them, the burden of heavier resource mobilization could have been placed on the Project, which implies that it will be on the government side in future, as the Project now ends.

3.1.5. Sustainability

Sustainability is considered to be “moderate” for the following reasons.

- There is a positive perspective to sustain the achievements of the Project.
 - As DADP remains the sole planning tool for all LGAs under ASDP2, it is highly likely that the backstopping for DADP planning and implementation will also continue. The revised DADP Guideline and technical know-how e.g. on business plan and PPP are to be utilized as key elements of backstopping to LGAs.
 - While there is a need for further improvement of organizational ability to disseminate sub-sector/commodity-specific technical knowledge for DADP, the Project has sought the dissemination channels of commodity-specific knowledge by involving relevant technical

organizations in Project activities and paved the way for disseminating the good practices with sustainability.

- DADP P&I TWG, the principal organ of DADP backstopping, has enhanced a sense of ownership over the course of project implementation. For instance, the TWG members gradually took over the management roles from JICA experts in implementing the pilot activities: often they visited the pilot LGAs without the experts. Also they took great initiatives in consolidating action plans for upscaling the good practices proposed by the LGAs participating in the workshops while in preparing the report of DADP backstopping in 2015/16, which recommends for ASLMs to materialize comprehensive DADPs in the current sector environment
- However, there is uncertainty over financial arrangements to sustain or develop the Project's efforts. For example, it is still in question whether ASDP2 will be implemented with a basket fund arrangement. It is also not clear what amount of on-budget DADP fund will be disbursed to each LGA. Under such circumstances, financial sustainability has yet to be confirmed at this time, while the ASDP2 Document states that a minimum core budget will be allocated to all LGAs.

3.2. Key Factors Affecting Implementation and Outcomes

Major external conditions having adverse effects on the Project are described in the following. The Project took possible measures to mitigate or circumvent the challenges.

(1) Prolonged transition from ASDP1 to ASDP2

According to the original plan, ASDP1 was supposed to end in June 2013. However, due to various reasons²⁵, the preparation of ASDP2 did not materialize promptly, finalizing the program document only at the end of 2015. Moreover, although the document was finalized, the financial arrangements, the core of the program, have been left unaddressed, waiting further negotiation in the next fiscal year (2016/17) between the GoT and DPs. In contrast, because of the continuing existence of carry-over funds at the LGA level, the GoT requested DPs to postpone the deadline of ASDP1, which was accepted, and the deadline was postponed until the end of June 2016. Consequently, there was a prolonged transition time, i.e. more than three years (July 2013 – June 2016), and probably more because of expected further discussions, which weakened the once-established system of ASDP1 including the DADP cycle of planning and implementation. The situation has presented serious challenges to the Project, especially the activities relevant to Output 1. The major effects are summarized below.

Impact on the roles of DADP, DADP cycle and revision of the DADP Guidelines

Because of the prolonged ASDP 2 preparation, ASLMs did not clarify the role of DADP under ASDP2 for some time. Consequently, the DADP P&I TWG were unable to provide LGAs with clear instructions

²⁵ The reasons include 1) delay in consultant procurement, and 2) prolonged discussion between the GoT and DPs in financial arrangements.

about DADP. It was only in December 2014 that ASLMs decided that DADP should be maintained under ASDP2 as a key tool of agricultural development in the local context, and issued an official letter through PO-RALG to notify LGAs to prepare and submit the DADP.

Yet, because the ASDP2 program at that time was only partially complete, the letter was very short on guiding LGAs with respect to the contents. As such, the “DADP” initially submitted by LGAs in January 2015 (DADP for 2015/16) was only a budget table listing activities and their expected budgets, a document which could hardly be called the DADP. In addition, because the letter was issued at the end of December, which was late in the DADP cycle, the technical backstopping typically done by the TWG and NFT under ASDP 1 missed the appropriate timing for implementation.

Moreover, because the financial arrangement is yet to be settled, the ASDP2 is unclear about the availability of funds from the center. The amount of funds to LGAs is expected to be much smaller than the funds in ASDP1. Such uncertainty renders the TWG and other stakeholders to consider that LGAs should not expect much funds from the center, but they should seek out resources from as many sources as possible. As of now, June 2016, the uncertainty still remains, and ASLMs are not clear about available funds from the center, waiting for negotiations with DPs on financial arrangement.

Despite the uncertainty, the Project assisted the GoT in revising the DADP Guideline and restoring the DADP cycle. Hence in 2015/16, the Guideline was formally revised and distributed to all LGAs with technical backstopping. Efforts were also made to revive the DADP cycle. However, full recovery of DADP has yet to be seen, as the funding modality and other implementation details of ASDP2 need to be delineated.

Reduction and budget delay (every year)

or Limited capacity of LGAs in executing the disbursed budget (issue of carry-over funds)

Similar to the impact on the DADP policy, the ASDP transition brought about adverse effects on DADP implementation, especially due to inadequate budget distribution to LGAs. For much of the transition period, only limited funds were available for LGAs as “bridging funds” toward the ASDP2; and there was considerable delay in its disbursement every year. Moreover, the existence of carry-over funds became a contentious issue between the GoT and DPs, as the latter demanded the former to complete the funds as a prerequisite for disbursing the bridging funds, as well as the completion of ASDP1. In response, the GoT set a rule on the DADP activities, instructing LGAs to focus on the completion of un-finished infrastructure projects, strictly limiting other activities such as training and/or farmer group empowerment. Due to this instruction, LGAs were handicapped in planning or starting new interventions. Under the transition of ASDP, LGAs were constrained in their budget from the center in terms of timing (every year very late) as well as amount (no new funds from DPs).

(2) Implementation of Big Results Now (BRN)

In 2012/13, the GoT launched a new development program called Big Results Now (BRN). BRN is a program aimed at achieving visible improvement in a short period of time by concentrating resources

into specific targets that are very narrowly defined in terms of geographical areas, activities and commodities²⁶. BRN went into operation from 2013/14, and in the current year of 2015/16, it is still on-going. Although according to the GoT, BRN is part of ASDP taking up specific areas, commodities and aspects of overall development agenda, it affected the Project's assumption that all LGAs receive ASDP funds, as it is diverting a great amount of resources from both GoT and DPs to particular areas/issues. Given the limited amount of the bridging funds, the LGAs were determined to engage in uncompleted interventions only. In 2013/14 and 2014/15, in practical sense, there was no newly substantive DADPs which would allow LGAs to plan and implement interventions with their own initiatives.

3.3. Evaluation on the Results of the Project Risk Management

The risks of the Project were mainly concerned with the uncertainty of ASDP2 formulation and implementation. The Project responded to such risks with the following mitigation measures.

One of the important assumptions for Outputs, i.e. "All ASDP funds for RSs and LGAs level are disbursed timely," has affected the progress and performance of the Project. This is because the disbursement of the DADP fund was delayed and its amount has decreased since the onset of the Project. Consequently, some activities of Output 1, such as revision of DADP Guideline and backstopping, have not been fully implemented as originally planned in 2012/13 and 2013/14. As of June 2016, ASDP2 has not been officially launched. Thus, the availability and amount of its fund are uncertain. Facing this severe situation, the Project has encouraged doing much on a small budget and resource mobilization for DADP implementation other than ASDP funds, especially collaboration with the private sector, as stated in this report. In addition, the Project promoted cost-effective activities and PPP in DADP backstopping, good practice upscaling workshops and study tours.

Another assumption towards Project Purpose is "DADPs remain as key instrument of agriculture development in coming ASDP2." The formulation of ASDP2 has been delayed, and this delay has affected the status of DADPs as well as the active participation of some DADP P&I TWG/NFT in the project activities. This is due to the unclearness of their positions as DADP P&I TWG/NFT members under the current situation in the transition period from ASDP1 to ASDP2. Notwithstanding in such difficult environment, the Project has contributed to fostering the movement towards ASDP2. It assisted the GoT in revising the DADP Guideline and undertaking full-scale DADP backstopping in 2015/16. These activities delivered a strong message to LGAs that DADP would remain as the major planning tool at the LGA level. Facing the transfer of some DADP P&I TWG members, the Project also consulted DPP of MALF and ensured replacements to maintain TWG's functionality.

²⁶ It covers six (6) sectors including agriculture. BRN in agriculture is working with very specific targets: In terms of commodity, maize, rice and sugarcane; In terms of area, 8 LGAs for maize, 8 LGAs for rice and 12 LGAs for sugarcane.

3.4. Lessons Learned

The following are the lessons learned from the Project, which were discussed in Joint Review or its related meetings.

Table 3-4-1: Lessons Learned by the Project

Overall/ common lesson among the pilots	<ul style="list-style-type: none"> The DADP Guideline has been effectively and efficiently shared nationwide, through the extension channel from National Facilitation Team (NFT), the RS to DFT. Yet, in order to improve the implementation of DADPs, the backstopping or follow-up functions of NFT and RS should be further strengthened under ASDP 2 framework in collaboration with sub-sector institutions. The Project has focused on the aspects of enhancing the capacity of farmer groups and LGA officers (by training and actual exposure to markets), while expecting that facility construction would be undertaken by the LGAs using the basket funds. At present, however, there is no basket fund. In this case, LGAs might call for supports for infrastructure components as well as for capacity development, including how to activate un-used facilities. In fact, the coming ASDP2 will tackle sector development by combining various projects, which are respectively specific in terms of geographic area and development themes. Even for future supports for DADPs, focusing on specific geographic area/development issue may be required in combination with hard/soft components, while coordinating with stakeholders to avoid duplication of assistance²⁷.
Pilot activities in Kilombero DC	<ul style="list-style-type: none"> If organized and trained well, farmers' groups are able to manage warehouses and sell as a group. Storing exercise can start with small volumes (e.g. 2-3 bags / household), so that the risk can be mitigated and management capacity can be gradually built. For sale, the target price should be set and agreed among the members in advance. This enables FOs to make a smooth decision on the timing of selling while preventing them from enjoying "gambling" waiting for higher and higher prices, which do not come true in many cases. Warehouse management by a FO and SL system can be a good starting point for farmers who have no experience of storing the produce.
Pilot activities in Lushoto DC	<ul style="list-style-type: none"> The market survey should come first. It tells DFT and farmers what kinds of crops to produce, what kinds of training to be undertaken, and to whom and when to sell. Match-making should be promoted as service of DFT to create market linkage for FOs. There is need to shift assistance from providing farmers with direct supports (e.g. fund or materials) to creating relations between farmers and stakeholders. For strengthening FOs, it is effective to make the best use of the existing FOs rather than organizing new groups every time. For this approach, it is important to analyze what issues the existing FOs face, and support them for further development so as to involve other farmers in their business.
Pilot activities in Mbozi DC	<ul style="list-style-type: none"> Study Tour to markets (Moshi) and feedback from buyers helps farmers to understand the importance of quality. Once they understood it, they could improve it by changing their behavior. The pilot activities encouraged farmers to realize how their coffee was assessed in the market, by providing feedback on the results of the TCB quality check

²⁷ Since some DPs are shifting their assistance modality from a sector-wide approach under aid coordination to individual project interventions, it is expected to be more difficult to coordinate DP activities and avoid duplication of assistance in the future.

	<p>and training for cupping as well as post-harvesting and processing techniques. With such activities, the quality of their coffee was significantly improved.</p> <ul style="list-style-type: none">· It was found that value chain of cash crops, like coffee, is relatively simple and transparent in terms of marketing. In such a VC, both buyers and farmers are likely to have enough motivation to collaborate with each other. In fact, the FOs in the pilot villages successfully received various supports from the buyers, including the loan for CPU building and procuring fertilizers and technical training. It was also identified that the dissemination of the good practices was relatively easy as compared to the other two pilots. They were introduced and well received at national/ regional TCB conferences which can help dissemination to other areas.
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4. For the Achievement of Overall Goals after the Project Completion

4.1. Prospects to achieve Overall Goal

The Project set the Overall Goal and its Indicator as shown in the table below.

Table 4-1-1: Overall Goal and its Indicator

Overall Goal	Indicator
Higher productivity, profitability, and farm income are achieved.	Within three years after the termination of the Project, 50% of DADP projects have achieved their project purpose in terms of productivity, profitability, and farm incomes.

The two factors affecting the prospects of achieving the Overall Goal are as follows.

First, the prospects depend on the progress of the ASDP2. At the end of the Project (June 2016), although the ASDP2 Document was finalized and authorized by the GoT, there is a need for more detailed elaboration of the operation, especially in the area of financial management. It is anticipated that the GoT and DPs will hold discussions soon on the proposed arrangement of the pooled fund (Basket Fund or voluntary contribution). If they come to an agreement on pooled fund soon, like within the 2016/17 fiscal year, it will be possible to achieve the goal, although the time limit of three years may still be a difficult target to meet because the necessary administrative process such as completing the documentation of the agreement (MOU, etc.) and actual fund disbursement to the basket holding account takes time.

The second factor affecting the prospects of achieving the Overall Goal is how the GoT will undertake the promotion of comprehensive DADPs. After the full-scale backstopping in 2015/16, the DADP P&I TWG, based on discussions with the LGAs, prepared a recommendation paper for ASLMs to mobilize various resources for DADPs systematically. The possible resources include: Local Government Development Grant (LGDG), which is a discretionary fund for LGAs across sectors; LGA's own resources; and contributions from off-budget players such as NGOs and private companies. While the recommendations will be presented later in this report (Section 4.4), if they are put into practice by the GoT, the scope for achievement will be enlarged.

4.2. Plan of Operation and Implementation Structure of the Tanzanian side to achieve Overall Goal

(1) Plan of operation

As described above, the plan of operation to achieve the Overall Goal also depends on the progress of ASDP2 and the efforts of the GoT for materializing comprehensive DADPs. The following is a list of actions that can be taken by the GoT and the DADP P&I TWG. However, it should be noted that many

of them are affected by the actual arrangement of the ASDP2 operation. Therefore, they are mainly of suggestions.

General outline of the operation plan should be as follows.

- 1) Pooled funds of ASDP2 should be agreed on by the GoT and DPs (in 2016/17).
- 2) The directive letter from ASLMs or the Ministry of Finance and Planning should be issued to LGAs in order to secure the allocation of funds from the LGDG, LGA's own sources and off-budget players for the DADP (in 2016/17) (see 4.3 for the details).
- 3) ASDP2 coordination is established and functional at the central level (from 2017/18 onwards).
- 4) DADP P&I TWG remains active and engages in the routine activities of the DADP cycle such as guideline revision and technical backstopping (every year).
- 5) DADP P&I TWG continues to promote the TSM such as the Business Plan Manual and Strengthening Farmers' Group Organizations Manual (every year).
- 6) DADP P&I TWG encourages other institutions to make use of the TSMs of sub-sector topics such as Market-oriented Horticulture, Warehouse Management and Coffee Quality Improvement (every year).

(2) Implementation Structure

In order to achieve the overall goal, the implementation structure should be strengthened in two areas. The first area is that of overall driver of DADP planning and implementation. This structure should be similar to that of ASDP1, including the DADP P&I TWG, NFT, RSs (Regional ASDP Coordinators), and DFT at LGA level. The second area is the sub-sector or crop-specific promoters such as TCB, Department of Crop Development, Cooperative Commission and banking institutions. In order for these sub-sector/ crop organizations to be effectively coordinated, the DADP P&I TWG should assume a greater role in coordinating, holding regular meetings or workshops to share and discuss the experiences of stakeholders. In addition, the TWG should expand its membership to include officers from agricultural marketing, extension services, farmer group empowerment, agricultural storage and agricultural processing.

4.3. Recommendations for the Tanzanian side

- (1) To secure the basic/ minimum level budget necessary for LGA's core operation

The GoT concluded that DADP will remain as a key instrument under ASDP2²⁸. This decision is important and assures further improvement of DADP planning and implementation. However, in addition to the policy directive, the GoT needs to guarantee that all LGAs are secured with proper financial resources for DADP operation. There are several approaches according to the type of funds. As for discussions on local funds (LGDG and own sources) and off-budgets, substantial reference was

²⁸ For instance, PO-RALG issued a letter to RSs to instruct LGAs to continue the preparation of DADP in December 2014.

made to the paper prepared by the DADP P&I TWG after the backstopping in 2015/16 (see the volume of Appendixes of this report (Appendix 11)).

Central funds: The GoT is recommended to begin negotiations with DPs without delay about “Core program elements” under ASDP2. To reach a quick agreement, the GoT, in advance, needs to estimate the minimum amount for each LGA. The data from the DADP Progress Report can provide basic information to the calculation. Past performance on fund use can also be taken into account so as to avoid over-funding.

Local Funds (LGDG): According to LGAs, Local Government Development Grants (LGDGs) are not fairly distributed to all sectors especially for the agricultural sector. Hence it affects the implementation of DADP²⁹. ASLMs need to determine the minimum percentage of LGDG funds to be allocated to the agricultural sector. PO-RALG then provides the directive letters to the LGAs to ensure that the funds are disbursed to the agricultural sector by indicating the percentage. ASLMs also make follow-up over whether the LGAs have allocated the agreed portion to the agricultural sector by means of the DADP Progress Report as well as other reports concerning LGDG.

Local Funds (Own sources): According to LGAs, the agricultural sector tends to contribute more to their own sources at the local level over others, but funds from their own sources are not disbursed fairly to the agriculture sector. ASLMs, through PO-RALG, should provide the directive letter to the LGAs to ensure that specific percentages of funds from own source are disbursed to the agricultural sector as articulated in DADP Guideline as well as the budget guideline. With such a letter, ASLMs can request DEDs to submit their official reply letter, showing their commitment to the agricultural sector.

Off-budgets: Off-budget actors (e.g. NGOs and private companies) in many cases do not provide the budget information of their activities to LGAs. Due to this, LGAs are likely to fail to capture most of the off-budget activities. PO-RALG in collaboration with the Ministry of Finance and Planning is advised to provide all private sectors with an official letter to make them share with LGAs or RSs their TOR and budget of their intervention (i.e. investment costs). Such a letter can be distributed to representative organs of the private sectors such as ANSAF, ACT and A-WG. With the letter, PO-RALG can direct LGAs to contact off-budget players in a district in order to obtain information for planning and implementation of a comprehensive DADP. This could help LGAs to make discussion in stakeholder meetings more effective and practical for resource mobilization as well as for VCD.

(2) To ensure better local coordination for comprehensive DADP

Under ASDP2, greater inclusiveness is envisaged in both stakeholders and fund sources. Such an encompassing approach inevitably requires stronger coordination at the local level, and the GoT needs to enhance LGAs’ ability to coordinate. It is helpful that necessary guidelines and formal directives are

²⁹ The source of information is discussion with the LGAs during DADP backstopping in 2015/16.

issued soon, as argued in the above (1), to materialize comprehensive DADP. Moreover, LGAs must be informed that local coordination should not end in general discussions, or a “just-talking” situation. It must encompass clear purposes for VCD, which are, as stated in the revised DADP Guideline and TSM on local coordination and PPP, to bring new actors into VCD, to demarcate the support among actors, to share knowledge and lessons learned, to create collaboration with the private sector, and/or to create joint efforts among the actors for VCD.

(3) Greater focus on farmer group empowerment for business

During the ASDP1 period, support was mostly focused on hard components such as irrigation facilities, livestock facilities, mechanization, and provisions of fertilizers, seeds and animals. While they will remain important under ASDP2, greater attention should be given to the empowerment of FOs in business. The conventional view is that farmers are organized for participating in a project, not for doing business. This led to the creation of many FOs which are established when a project (e.g. facility construction) starts and dismissed when it is completed. In this approach, there was none or very little attention paid to make FOs oriented to business, thus failing to make them sustainable. In the coming ASDP2, FOs should be business-oriented, as they are the center players to achieve cluster development of a specific commodity. The GoT is hence recommended to alter the approach of strengthening FOs by enhancing more business elements in the capacity development of FOs. As stated in the ASDP2 Document, possible interventions include the capacity assessment of existing FOs, support for registration, training in developing a business plan, financial management (including profitability analysis), marketing survey, and match-making with the private sector. In order to ensure their effective implementation, the GoT first needs to embark on capacity development of relevant officers both at the national and local levels, e.g. by means of TOT or by improving training curriculums for extension officers. If required, the GoT should also seek out contributions, both financial and technical from DPs.

(4) To strengthen commodity-specific or subject-specific support for strategic DADP

In order to improve strategic DADP along with the ASDP value chain approach, greater focus should be given to commodity specific supports. Conventionally, however, the GoT engaged in agricultural support based on a kind of across-the-commodity view of technical service such as irrigation, mechanization, input provision, disease prevention, etc. The commodity specific view was mainly achieved by a system of commodity boards, like the coffee and the cereal boards. But these commodity boards are primarily for cash (export) commodities and have worked mainly for market stability rather than promotion. On the other hand, the GoT needs to strengthen the institutional setup for specific issues of the sector, such as “storage,” “marketing,” and “quality control.” The importance of these topics has been increasingly recognized within a rapidly changing sector environment. Arguably, how to deal with them is a likely subject of the nature of commodities. Therefore, it is recommended that the GoT engages in enhancing specific commodity promotion such as rice, horticulture, livestock, etc. in addition to the conventional supports. For example, it could establish commodity-specific TWGs or clear knowledge dissemination channels in collaboration with the

relevant institution for DADP planning and implementation. Endeavours can be an inter-department of MALF or even inter-ministry, which is a true benefit of having ASLMs in the overall development of the sector and specifically for the success of ASDP2.

Annex 1

Inputs provided by the Project

Annex 1 Inputs Provided by the Project

1.1 List of Tanzanian Counterpart

Name (Position)	Specialty	Participation period for project	Experts to work with	Experience in project	Remark
Simmon Mpaki (DADP TWG/ NFT)	Agri. Economics	2012.08- 2016.06	All Japanese members	4 years	
Mariam Silim (DADP TWG/ NFT)	Economics	2012.08- 2015.07		3 years	Transferred to Min. of Land
Happiness Mlaki (DADP TWG/NFT)	Livestock	2012.08- 2016.06		4 years	
Zakaria Muyengi (DADP TWG/ NFT)	Agri. Economics	2012.08- 2016.06		4 years	
Fikili Katiko (DADP TWG/ NFT)	Agriculture	2012.08- 2014.11 2016.05- 2016.06		2 years	Study at DSM university
A. Msambachi (DADP TWG/ NFT)	Agri. Economics	2012.08- 2015.05		3 years	Transferred to SAGCOT
Christopher Gibson (NFT)	Agriculture	2012.08- 2015.07		3 years	Transferred to Min. of Finance
Johan Banga (NFT)	Environment	2012.08- 2015.06		3 years	
Steven Michel (DADP TWG/NFT)	Livestock	2012.08- 2016.01		3.5 years	Study abroad
R. Mwaliko (NFT/ PMO-RALG)	Agriculture	2012.08- 2014.06		2 years	Transferred to RS office
M. Mugini (DADP TWG/ PMO-RALG)	Agriculture	2012.08- 2016.06		4 years	
Samwel Mdachi (PMO-RALG)	Agriculture	2015.04- 2016.06		4 years	
Getrude Sombe (DADP TWG/ NFT)	Agricultural economist	2015.07- 2016.06		1 year	
Steve Kihwele (DADP TWG/ NFT)	Economist	2015.07- 2016.06		1 year	
Richard Pangani (DADP TWG)	Livestock	2016.01- 2016.06		0.5 year	
M. Musengi (MITI/ NFT)	Marketing	2012.08- 2016.06		4 years	
Kasim Mbufu (MITI)	Marketing	2015.06- 2016.06		1 year	
Aneth Matharia (MITI/ NFT)	Marketing	2015.06- 2016.06		1 year	
M. Nzalawahe (Crop Development)	Horticulture	2015.06- 2016.06		1 year	
Amas Chacha (TCDC)	Cooperative	2015.06- 2016.06		1 year	
Aberhard Mbepera (TCDC)	Cooperative	2015.06- 2016.06	1 year		
Morogoro Region / Kilombero DC					
Gambishi Evance (Agriculture Officer)	Agriculture	2012.08- 2016.06	Takafumi NAKASE	4 years	Morogoro RS
Evodius Rulazi (Acting Regional ASDP Coordinator)	Agriculture	2012.08- 2013.12	Akiko AKIAYAMA	1 years	Morogoro RS (study abroad)
Resalia Rwegasira (ASDP Coordinator)	Agriculture	2014.01- 2016.06	Kyoko	3 years	Morogoro RS
Richard Semango	Agriculture	2015.06- 2016.06	AKASAKA	1 years	Morogoro RS

Name (Position)	Specialty	Participation period for project	Experts to work with	Experience in project	Remark
(Agriculture Officer)					
Mlokozi, R. John (Agricultural Officer)	Agriculture, currently work as acting DAICO	2013.10- 2016.06		3 years	Kilombero DC
Mhuli Magembe (Cooperative Officer)	Cooperative	2014.01- 2016.06		2.5 years	Kilombero DC
Recipious Haule (Agricultural Officer)	Agriculture	2013.12- 2016.06		3 years	Kilombero DC
Mabuba Maliki (Cooperative Officer)	Cooperative	2013.10- 2013.12		0.2 year	Kilombero DC (transferred to the other task)
Maria P. Leshalu (DAICO)	DAICO	2013.10- 2014.07		1 year	Kilombero DC (transferred)
Mhamed Ramadhan	Agriculture	2016. 03-2016.06		0.2 year	Kilombero DC
Pili A. Mwambeso	Agriculture	2016. 04-2016.06		0.2 year	Kilombero DC
Benson Kilangi (DAICO)	DAICO	2014.08- 2015.06		1 year	Kilombero DC (transferred)
Bernad B. Bassu (VAEO)	VAEO	2014.02- 2016.06		2 years	Msalise Village
Yusuf A. Sampuli (VAEO)	VAEO	2014.09- 2015.11		1 year	Mkangawalo Village Study Leave
Yusuph Hassan (VAEO)	VAEO	2015.06-2016.06		1 year	Katurukira Village
Gaston E. Kavuta (VAEO)	VAEO	2015.06-2016.06		1 year	Kikwawila Village
Tanga Region / Lushoto DC					
Happiness Kihedu	ASDP Co.	2012.08- 2016.06	Ippei ITAKURA	4 years	Tanga RS
Issa Hatibu	Livestock	2012.08- 2016.06		4 years	Tanga RS
Jaha Abdallah	RAA	2012.08- 2016.06		4 years	Tanga RS
H.B. Shelukindo	DAICO	2014.09- 2016.06	Naomi IMASE	2 years	Lushoto DC
Eliezer Moses	DALDO	2013.03- 2014.06		1 years	Lushoto DC (transferred)
Dick O. Kimicho	Irrigation	2013.03- 2016.06	Satoko EMOTO	3 years	Lushoto DC
Mary Rimoy	Horticulture	2013.03- 2014.06		1 year	Lushoto DC (Retired)
Tito D. Kayugumya	Cooperative	2014.02- 2016.06		3 years	Lushoto DC
Noah Pallangyo	Horticulture	2014.11- 2016.06		2 years	Lushoto DC
Elikira Kweka	Environment	2013.03- 2014.01		2 years	Lushoto DC (transferred)
James Chandenda	Irrigation	2015.10- 2016.06		1 year	Lushoto DC
Comfort Kibaja	Horticulture	2015.10- 2016.06		1 year	Lushoto DC
Kimomwe H.	WAE0 (Agri.)	2013.03- 2016.06		3 years	Lushoto DC
Graceana A. Swai	VAEO (Agri.)	2013.03- 2016.06		3 years	Lushoto DC
Elisafi Mbagu	WAE0 (Agri.)	2013.03- 2014.10		2 years	Lushoto DC (transferred)
John Sempeho	WAE0 (Agri.)	2013.03- 2014.10		2 years	Lushoto DC (transferred)
Shafi Ulaya	WAE0 (Agri.)	2014.11- 2015.10		1 year	Lushoto DC (study)
Mbeya Region / Mbozi DC					
Wilfred C.Kayombo	Agriculture	2012.08- 2016.06	Megumi KANEDA	4 years	Mbeya RS
Angela Maganga	Cooperative	2012.08- 2016.06		4 years	Mbeya RS
Richard Sirili (DAICO)	Agriculture	2013.03- 2016.06	Etsuko	3 years	Mbozi DC

Name (Position)	Specialty	Participation period for project	Experts to work with	Experience in project	Remark
Francis Kabale	Agriculture (Coffee)	2013.03- 2016.06	AKABANE	3 years	Mbozi DC
Flavia Kwai	Cooperative	2013.03- 2016.06	Koji ISHIKAWA	3 years	Mbozi DC
Iddi Chamshama	Cooperative	2013.03- 2016.06		3 years	Mbozi DC
Thadey Ngambila	Agriculture	2013.03- 2016.06	Chiaki SHIGA	3 years	Mbozi DC
Lydia Shoneyla	Agriculture	2013.03- 2016.06		3 years	Mbozi DC
Asante Ndimbo	Nutrition	2013.03- 2016.06		3 years	Mbozi DC
Peter Ndundu	Agriculture	2013.03- 2016.06		3 years	Mbozi DC
Rahema Muhunzi	Community Development	2014.05- 2016.06		2 years	Mbozi DC
Fredy Katoto,	Cooperative	2015.03-2016.06		1 year	Mbozi DC
Aziz Mtambo	Agriculture	2015.01-2016.06		1.5 years	Mbozi DC
Francis Ndunguru	Irrigation Engineer	2015.03-2016.06		1 year	Mbozi DC

1.2 Local Cost borne by Tanzanian side

Item	Responsibility	Estimated Amount
1st Year of the Project (FY2012/13)		
DADP Technical Backstopping (DADP Implementation Assessment)	NFT	Tsh 26,400,000
DADP Technical Backstopping (Promotion of DADP Implementation)	NFT	Tsh 21,900,000
Training of Trainers (Workshop for Regional ASDP Coordinators)	PMO-RALG	Tsh 8,434,400
2nd Year of the Project (FY2013/14)		
DADP Technical Backstopping on Carry-over funds	NFT and RS	Tsh 25,200,000
Pilot Activities (Follow-up during absence of Japanese Experts)		
Kilombero DC	RS and DFT	Tsh 939,600
Lushoto DC	RS and DFT	Tsh 2,200,000
Mbozi DC	RS and DFT	Tsh 437,500
3rd Year of the Project (FY2014/15)		
DADP Technical Backstopping (Budget Scrutinizing & AP WS)	NFT and RS	Tsh 1,000,000
Pilot Activities		
Kilombero DC	RS and DFT	Tsh 480,000
Lushoto DC	RS and DFT	Tsh 500,000
Mbozi DC	RS and DFT	Tsh 500,000
4th Year of the Project (FY2015/16)		
DADP Technical Backstopping (DADP Guideline/ DADP AP WS, Good Practice Upscaling WS)	NFT and RS	Tsh 1,000,000
Pilot Activities		
Kilombero DC	RS and DFT	Tsh 700,000
Lushoto DC	RS and DFT	Tsh 1,200,000
Mbozi DC	RS and DFT	Tsh 900,000
		Tsh 87,991,500

1.3 Other Inputs from Tanzanian side

- Office for JICA expert team
- Cars for field trips as necessary

1.4 List of JICA Experts

Name	Assignment in charge	Assignment period
Fuminori ARAI	Chief Advisor / Agricultural Development	<u>Year 1: 95 days (3.17MM)</u> 2012: Aug- Sept (35days) 2012: Nov- Dec (28days) 2013: Feb- March (32days) <u>Year 2: 125 days (4.17MM)</u> 2013: Aug- Sept (25days) 2013: Oct- Nov (7days) 2013: Dec (25days) 2014: Jan- Feb (30days) 2014: Apr- May (30days) 2014: June (8days) <u>Year3: 175 days (5.56MM)</u> 2014: Aug-Sept (30days) 2014: Nov-Dec (30days) 2015: Jan-Feb (21days) 2015: Mar- May (29 days) 2015: July-Aug (55.7 days) <u>Year4: 109 days (3.63MM)</u> 2015: Sep-Nov (51days)

Name	Assignment in charge	Assignment period
		2016: March-May (58days)
Emi OGATA	Deputy Chief Advisor / Private Sector Promotion (1) (Year 1)	<u>Year 1: 210 days (7.00MM)</u> 2012: Sep- Nov (75days) 2013: Jan- Mar (60days) 2013: Apr- June (75days)
Naomi IMASE	Deputy Chief Advisor / Private Sector Promotion (1) (Year 2)	<u>Year 2: 50days (1.67MM)</u> 2013: Nov- Dec (50days)
Satoko EMOTO	Deputy Chief Advisor / Private Sector Promotion (1) (Year 2)	<u>Year 2: 80 days (2.67MM)</u> 2014: Feb- Apr (45days) 2014: May- June (35days)
Ippei ITAKURA	Project Management and Monitoring (1) (Year 1 & 2) Deputy Chief Advisor / Private Sector Promotion (2) (Year 3)	<u>Year 1: 100 days (3.33MM)</u> 2012: Nov- Dec. (48days) 2013: Mar- May (52days) <u>Year 2: 135 days (4.50MM)</u> 2013: Aug- Oct (51days) 2014: Apr- Jun (84days) <u>Year 3: 255 days (8.77MM)</u> 2014: Aug-Dec (100days) 2015: Jan-Mar (60days) 2015: Apr-Jul (103days) <u>Year4: 170 days (5.67MM)</u> 2015: Nov-Dec (52days) 2016: Jan-Mar (79days) 2016: May-Jun (39days)
Kyoko AKASAKA	Project Management and Monitoring (1) / Private Sector Promotion (3)	<u>Year 3: 45 days (1.5MM)</u> 2015: July-Aug (45days) <u>Year4: 115 days (3.83MM)</u> 2015: Oct-Dec (70days) 2016: Jan-Feb (45days)
Megumi KANEDA	Project Management and Monitoring (2)	<u>Year 1: 120 days (4.00MM)</u> 2012: Sep- Oct (45days) 2013: Jan- Feb (45days) 2013: May- Jun (30days) <u>Year 2: 120 days (4.00MM)</u> 2013: Aug- Nov (73days) 2014: Jan- Feb (47days) <u>Year 3: 170 days (5.67MM)</u> 2014: Sept-Nov (60days) 2015: Feb-Apr (63days) 2015: June-Aug (47days) <u>Year4: 70 days (2.33 MM)</u> 2016: Jan-Mar (70days)
Akiko AKIYAMA	Project Management and Monitoring (3) / Private Sector Promotion (3)	<u>Year 3 : 95 days (3.17MM)</u> 2014: Oct-Nov (45days) 2015: Mar-Apr (50days)
Chiaki SHIGA	Project Management and Monitoring (3) / Private Sector Promotion (4)	<u>Year 4: 45 days (1.50MM)</u> 2016: Mar-Apr (45days)
Takafumi NAKASE	Training Coordination	<u>Year 1: 210 days (7.00MM)</u> 2012: Aug- Dec (105days) 2013: Jan- Apr (105days) <u>Year 2: 210 days (7.00MM)</u> 2013: Sept- Dec (102days) 2014: Jan- Jun (108days)

Name	Assignment in charge	Assignment period
		Year 3: 180 days (6.00MM) 2014: Aug-Oct (66days) 2015: Jan-Feb (45days) 2015: May –July (69days) Year 4: 105 days (3.50MM) 2015: Oct-Nov (45days) 2016: Apr-Jun (60days)
Etsuko AKABANE	Farmers Organization (1)	Year 1: 145 days (4.83MM) 2012: Aug- Dec (75days) 2013: Feb- Apr (70days) Year 2: 90 days (3.00MM) 2013: Nov- Dec (40days) 2014: Feb- Apr (50days)
Koji ISHIKAWA	Farmers Organization (2)	Year 1: 70 days (2.33MM) 2013: Apr- Jun (70days) Year 2: 120 days (4.00MM) 2013: Oct- December (60days) 2014: Apr- June (60days) Year 3: 196 days (1.83MM) 2014: Oct-Dec (55days)
Chiaki SHIGA	Farmers Organization (2)	Year 3: 141 days (4.70MM) 2015: Mar-Apr (58days) 2015: May-June (53days) 2015: August (30days) Year 4: 100 days (3.33MM planned) 2015: Sep-Nov (36days) 2016: Apr-Jun (64days)

1.5 List of Participants of Training in Japan

Name	Period	Training type	Contents	Position at the time of participation	Current Position
Zakaria Muyengi	April 2013 (2 weeks)	Counterpart training for the Project	Agricultural development along with value chain and the role of public/private sectors	NFT (MAFC)	NFT (MAFC)
Nyango Mbogora				NFT (MITM)	NFT (MITM)
Nyasebwa Chimagu				Mbeya RS	Mbeya RS
Evodius Rulazi				Morogoro RS	Study abroad
Happiness Kihedu				Tanga RS	Tanga RS
Fikiri Katicko	April 2014 (2 weeks)	Counterpart training for the Project	Agricultural development along with value chain and the role of public/private sectors	NFT (MAFC)	NFT (MAFC)
W.C Kayombo				Mbeya RS	Mbeya RS
Jaha Abdallah				Tanga RS	Tanga RS
Francis A. Kabale				Mbozi DFT	Mbozi DFT
Mlokozi John				Kilombero DFT	Kilombero DFT
Mhuli Magembe				Kilombero DFT	Kilombero DFT
Eliezer Moses	Lushoto DFT	Lushoto DFT			
Samwel Saria	07-24 Sep 2014	Training for Young Leaders for African Countries	Rural Development	Lushoto Farmers Group (ULT)	Lushoto Farmers Group (ULT)
Said Mpombo	19 Nov-21 Dec 2012	Local industry development in agricultural regions by strengthening capacities of management and marketing		MAFC (Crop Dev)	MAFC (Crop Dev)
Anneth Mathania				NFT (MITM)	NFT (MITM)
Mariam Silim	Nov 17- Dec 5 2014	Market Oriented Agriculture Promotion for Executive Officer		NFT (MAFC)	NFT (MAFC)
Tito Kaguyama				Lushoto DFT	Lushoto DFT

Name	Period	Training type	Contents	Position at the time of participation	Current Position
		in Africa			
Mukara Mugini	06-17 July 2015	Counterpart training for the Project	Roles and functions of the Government and Private Sector in the Agricultural Development along value chain	NFT (PMO-RALG)	NFT (PMO-RALG)
Rozalia Rwegasira				Morogoro RS	Morogoro RS
Cyprian Haule				Kilombero DFT	Kilombero DFT
Issa Omari				Tanga RS	Tanga RS
Kimomwe Halifa				Lushoto DFT	Lushoto DFT
Anjera Maganga				Mbeya RS	Mbeya RS
Iddi Chamshama				Mbozi DFT	Mbozi DFT
Nzalawahe Merius Eleuter	08-28 Nov 2015	Market Oriented Agriculture Promotion for Africa (Planning and management) (B)		MAFC (Crop Dev)	MAFC (Crop Dev)

1.6 List of Equipment

No.	Date of procurement	Name of equipment	Model	Maker	Price	Section	Place	Procurement	Purpose	Status/Condition
Equipment procured by JICA										
1	6 th December, 2012	Project Car	Pajero	Mitsubishi	\$42,211	Project	MAFC	TZ	Effective implementation of the Project	Good
2	March & April, 2013	Motorcycles	XR125	Honda	\$257,400 (132 units)	DAICO/ DALCO	132 districts	TZ	Promotion of DADP planning and implementation	130 Good, 1 Stolen (Njombe DC), 1 Broken (Shinyanga MC)
Equipment procured and handed-over by the Project to the Government of Tanzania										
1	6 th February, 2013	Laptop Computer	Probook 4540	HP	\$990	DPP	NFT	TZ	Promotion of DADP planning and implementation	Good
2	11 th January, 2013	Projector	EB-X12	EPSON	¥63,200	DPP	MAFC	Japan		Good
Equipment procured and currently used by the Project										
1	11 th October, 2012	Scanner	Scanjet	HP	\$700	DPP	MAFC	TZ	For effective implementation of the Project	Good
2	17 th October, 2012	Laptop Computer(2)	Inspiron N5050/3542	DELL	\$1,860 (2 units)	DPP	MAFC	TZ		1 Good 1 Keyboard not functioning
3	6 th December, 2012	Photocopier	Taskalfa 5500i	Kyocela	\$8,900	DPP	MAFC	TZ		Good
4	12 th September, 2014	Laptop Computer	Probook 6470B	HP	Tsh1,560,000	DAICO	Lushoto	TZ		Connecting parts between keyboard and screen was broken but functioning
5	4 th May, 2015	Laptop Computer	Probook 450	HP	Tsh 1,600,000	DAICO	Kilombero	TZ		Good
6	8 th May, 2015	Laptop Computer	Probook 450	HP	Tsh 1,600,000	DAICO	Mbozi	TZ		Good

1.7 Duration and the number of participants of Seminars, Training and Workshops

Name of Course (Contents of Training)	Date	Duration	No. of participants	Target	Remarks
FY 2012/13					
Value Chain (VC) training for Regional ASDP Coordinators	May 14 - 15	2 days	40	ASLMs: DADP TWG, PMO-RALG, Region: ASDP Coordinators	In addition to VC presentation, there were presentations about ARDS by M&E TWG, about irrigation and BRN.
VC training for NFT	June 11 - 12	2 days	17	DADP TWG and NFT	
Good practice study tour for Kilombero DC	May 7 - 9	2 days	10	Kilombero DFT Farmers of the 3 pilot villages	Visited Mbarari DS in Mbeya RS.
Village feedback workshop of the Good practice study tour for Kilombero DC	May 21 – 22	2 days	80	Farmers of the 3 pilot villages	
Good practice study tour for Mbozi DC	April 24 – 25	2 days	11	Mbozi DFT Farmers of the 3 pilot villages	Visited Mbinga DC in Ruvuma RS.
Village feedback workshop of the Good practice study tour for Mbozi DC	May 21 – 23	3 days	55	Farmers of the 3 pilot villages	
Coffee technical training for field extension officers of Mbozi DC	May 6 – 9	4 days	14	Field extension officers of the 3 pilot villages	Training at TaCRI (Tanzania Coffee Research Institute)
Market survey for Lushoto DC	April 8 – 13	6 days	9	Mbozi DFT Farmers and field extension officers of the 3 pilot villages	Markets at Dodoma city
Market survey for Lushoto DC	April 22 – 27	6 days	9	Mbozi DFT Farmers and field extension officers of the 3 pilot villages	Markets at Arusha city and Dar es Salaam city
Village feedback workshop of the market survey for Lushoto DC	May 27 – 31	5 days	96	Farmers of the 3 pilot villages	
FY 2013/14					
VC development workshop	October 16 - 19	4 days	18	NFT, Pilot Regional officers and Districts	Training by a local consultant specialized in VC development
DADP Good practice sharing workshop	May 20 – 21	2 days	60	NFT, Regional ASDP coordinators, one District per Region	Presented and discussed part of the Good practice collected from all Regions.
DADP Good practice study tour	June 17 – 21	5 days	5	NFT	3 teams were formed visiting following areas. 1. Dodoma and Singida Regions, 2. Coast and Morogoro Regions, 3. Ruvuma and Njombe Regions
VC analysis review (Mbozi DC)	Oct. 21 - Nov. 1	12 days	6	Pilot DFT, Region and NFT	Actual practice about what are learned in the VC Development workshop at Mbozi DC.
VC analysis review (Kilombero DC)	Nov. 11 – 22	12 days	6	Pilot DFT, Region and NFT	Actual practice about what are learned in the VC Development workshop at Kilombero DC.

Name of Course (Contents of Training)	Date	Duration	No. of participants	Target	Remarks
VC analysis review (Lushoto DC)	Dec. 2 – 14	13 days	6	Pilot DFT, Region and NFT	Actual practice about what are learned in the VC Development workshop at Lushoto DC.
Kilombero (1) Storage and marketing training	Dec. 2 - 3, 17 – 18	4 days	8	Pilot village (Mkangawalo), Kilombero DFT	2 – 3: Storage training 17 – 18: Marketing training
Kilombero (1) Village feedback workshop of storage and marketing training	Dec. 20	1 days	31	Pilot village (Mkangawalo), Kilombero DFT	Mkangawalo village
Kilombero (2) Storage and marketing training	Feb. 6 - 7, 10	3 days	8	Pilot village (Msalise), Kilombero DFT	6 – 7: Storage training 10: Marketing training
Kilombero (2) Village feedback workshop of storage and marketing training	Feb. 10	1 days	30	Pilot village (Msalise), Kilombero DFT	Msalise village
Kilombero (3) Financial management and access improvement training	Mar. 28 - 29	2 days	26	Pilot village (Msalise), Extension officers, Kilombero DFT	Msalise village
Lushgoto DC (1) Potato fertilizer application training	Nov. 11, 13 April 23, 24	4 days	120	Three pilot villages (Kwesine, Maringo and Boheloi)	Implemented in small rainy season and large rainy season. Linkage with private companies
Lushgoto DC (2) Introductory training to farmers who join the existing farmers' group	Nov. 29, 30	2 days	50	Three pilot villages, ULT, Extension officers and Lushoto DFT	
Lushgoto DC (3) Post-harvest Process Training	Mar. 17 - 22	6 days	27	Three pilot villages, ULT, Extension officers and Lushoto DFT	Included partially production training.
Lushgoto DC (4) Business training	May 27 - 30	4 days	27	ULT, Extension officers and Lushoto DFT	
Mbozi DC (1) Study tour to advanced coffee production areas	Nov. 5 - 11	7 days	15	Pilot village, Extension officers, Mbozi DFT and Mbeya Region	Visited Moshi city and the area of Kilimanjaro Region
Mbozi DC (2) Farmers' group capacity development training	Nov. 29 - Dec. 3 Dec. 17 - 20	5 days 4 days	10 26	Representative and members of farmers' groups, Extension officers, Mbozi DFT and Mbeya Region	1st Training: Basics 2nd Training: for extension officers and group leaders
Mbozi DC (3) Farmer participating cupping training	May 6 - 8 May 20 - 22	3 days 3 days	110 50	Three pilot village, Extension officers, Mbozi DFT and Mbeya Region	1st Training: Training at village 2nd Training: Training at laboratory
Mbozi DC (4) CPU processing technique training	May 24 - 27	4 days	50	Pilot village, Neighboring villages, Mbozi DFT and Mbeya Region	
FY 2014/15					
TOT on Business Plan and Management	Dec. 15-16, 2014	2 days	8	DADP P&I TWG and NFT	

Name of Course (Contents of Training)	Date	Duration	No. of participants	Target	Remarks
DADP Action Plan Consolidation Workshop	April 20-23, 2015	4 days	60	DADP P&I TWG, NFT and RS	This workshop includes backstopping, DADP quality check and good practice sharing.
Follow-up training on business planning	April 24, 2015	1 day	6	DADP P&I TWG and NFT	
DADP Good Practice Upscaling Workshop (Coffee Quality Improvement)	May 30, 2015	1 day		Officers from 25 coffee-producing LGAs and 8 RSs	This workshop was organized by TCB.
DADP Good Practice Upscaling Workshop (Horticulture VC)	June 24-25, 2015	2 days		23 LGAs and 13 RSs	Other stakeholders e.g. TAHA, Crop Development Dept., and Private sector are also participated.
DADP Good Practice Upscaling Workshop (Warehouse Management)	June 26-27, 2015	2 days		24 LGAs and 13 RSs	Other stakeholders e.g. MIT, Crop Development Dept., NFRA, RUDI, and Private sector are also participated.
Kilombero DC					
Baseline Survey	Oct 7 -11, 2014 Oct 21-25, 2014	8 Days	61	DFT, VAEO and Farmers	
Trial Storing Exercise	Oct -Dec, 2014	24 Days	15/ village	DFT, VAEO and Farmers	Msalise and Mkangawalo villages
Marketing Manager	Oct -Dec, 2014	24 Days	15/ village	DFT, VAEO and Farmers	Msalise and Mkangawalo villages
Consumption Campaign	June 15, 2015	1 day	45	Farmers and buyers	
Lushoto DC					
Market Survey/ Sales Promotion	Dec.5-9, 2014 Feb17-21, Aug 20-22, 2015	14 days	5-10 / time	DFT and Farmers	In August 2015, DFT visited to Tusiime School for conducting vegetable consumption campaign to 400 students.
Study on Financial Institutions	Sep 29-Oct 2 2014	4 days	5	DFT and Farmers	
Farm Income record keeping Data analysis	Nov, and Dec 14-16, 2014	4 days	3	WAE0/ VAEO	
Inter-village Study tour	Jan 7, 2015	1 day	15	DFT, WAE0/ VAEO and farmers	
SHEP and Good Practice Sharing Workshop	Feb 12 2015	1 day	31	DFT, WAE0/VAEO, farmers	
Follow-up on Market survey	Feb -Mar 2015	10 days	5-10/ time	Farmers	
Mbozi DC					
Cupping Training	Oct 31, 2014	1 day	30	Three pilot village, WAE0/VAEO and Mbozi DFT	
AMCOS Seminar	Nov 28, 2014	1 day	70	Coffee AMCOS, Mbozi DFT and other district officers within Mbeya Region, and NGO	A seminar to promote coordination among Coffee AMCOS and stakeholders.
Record Keeping Training (1)	Jan 9, 2015	1 day	18	Three pilot village, Mbozi DFT and Mbeya Region	Training for keeping financial record

Name of Course (Contents of Training)	Date	Duration	No. of participants	Target	Remarks
Record Keeping Training (2)	Mar 31-Apr 1, 2015	2 days	25	Three pilot village and coffee AMCOS from neighboring villages, Mbozi DFT and Mbeya Region	Follow-up training for keeping financial record
Coffee Quality Control Training	May 19,20,22, 2015	3 days	46	Farmers and VAEO	Training with model coffee group (Mpogolo) as instructor (esp. post-harvest processing & record keeping).
CPU O&M Training	Jun 30-Jul 2, 2015	3 days	81	Farmers and VAEO	Technical training with technical from CPU dealer as instructor.
FY 2015/16					
Training of Trainers on Comprehensive DADP Guidelines and Technical Supporting Manual	Nov 27-28, 2015	2 days	9	DADP P&I TWG, NFT, Cooperative Development Commission, Crop Department of MAFC	This training was held at MAFC meeting room for enhancing understandings on comprehensive DADP guidelines and TSM.
Follow-up of study tour (Training on Business Planning)	Mar 11, 23, 2016	2 days	23	DFT, WAEO and Farmers	This training was held at Irege DC (3/11, 12 trainees) and Mbozi DC (3/12, 11 trainees)
DADP Action Plan Consolidation Workshop	May 16-18, 2016	3 days	35	DADP P&I TWG, NFT and RS	This workshop includes backstopping, DADP quality check and good practice sharing.
Joint Monitoring	Feb. 8-19 2016	10 days	28	DADP P&I TWG, RSs, DFT and Farmers	This activity was done with JICA Tanzania Office.
DADP Good Practice Workshop (Coffee)	Apr 5-6, 2016	1 day	21	RS, LGAs	The workshop is held after TCB zona meeting.
DADP Good Practice Workshop (Horticulture)	Jun 1, 2016	1 day	65	RS, LGAs and Farmers	The other stakeholders are TADB and companies from private sector
DADP Good Practice Workshop (Warehouse Management)	Jun 2, 2016	1 day	61	RS, LGAs and Farmers	The other stakeholders are MITI, WLB, TADB and TCDC.
Kilombero DC					
Upscaling storage and marketing	Nov-Dec 2016	6 days	58	DFT and Farmers	Mkasu (14), Katurukila vilages (44) and Kikuwawila(10)
	Apr May 22-26, 2016	4 days			
Financial Management Training	Mar 2-16	8 days	80	Farmers	Mkasu (20), Katurulira (20), Kikwawila (20) and Mkangawalo (20)
Trial Storing Exercise in pilot villages	Jan 26	1 day	25	Farmers	Msalise (25)
Study Tours to Kilombero	Mar 17-18	2 days	28	NFT, RS, DFT, VAEO, Farmers	Sharing Kilombero experience on pilot activities with other districts that have potential of implementation of GP.
Lushoto DC					
Market Survey/ Sales Promotion	Throughout the year	2 days-5days / time	5-10	DFT and Farmers	This activity was intermittently carried out through the year.
Trial production/ Peak Demand	Throughout the	Throughout	2-10 / trial	Farmers	This activity was intermittently carried out through

Name of Course (Contents of Training)	Date	Duration	No. of participants	Target	Remarks
Production	year	the year			the year.
Study Tour in Lushoto DC	Dec 16-18, 2016	3 days	15	NFT, DCD/MALF, Cooperative, RS, and DFT	Sharing Lushoto experience on pilot activities with other districts that have potential of implementation of GP.
Study Tour to Arusha	Mar 16-18, 2016	3 days	10	NFT, DCD/MALF, RS, DFT, VAEO, Farmers	Visiting horticulture related institutions and groups in Arusha
Mbozi DC					
Cupping Training	Mar 30-Apr 1, 2016	3 days	218	DFT, TCB and Farmers	Mlangali (36), Ibembwa (24), Iyenga (61), Itumpi (43) and Nkana (55)
Training on baseline data collection	Dec 15-17, 2015	3 days	13	NFT, RS, DFT	Training on collecting baseline data of coffee farmers in additional 5 AMCOS groups
Study Tour in Mbozi DC	Dec 19, 2015	1 day	27	NFT, RS, DFT, CMS, MCCCCO, Farmers,	Sharing Mbozi experience on pilot activities with other districts who have potential of implementation of GP.

1.8 Local Cost borne by Japanese side

Item	Amount
1st Year of the Project (FY2012/13)	
DADPs Value Chain Fact-Finding Study	Tsh 3,300,000
Survey of Retailers' Needs on Agricultural Products	USD 106,500
Technical Assistance for DADP planning (DADP Implementation Assessment)	Tsh 9,339,600
Training of Trainers for NFT on Value Chain	Tsh 6,708,600
Pilot Activities in Kilombero, Mbozi and Lushoto Districts	Tsh 17,297,300
Kilombero District: Study Tour on Good Practice	Tsh 3,326,500
Kilombero District: Feedback Workshop in Pilot Villages about Study Tour on Good Practice	Tsh 363,700
Mbozi District: Study Tour on Good Practice	Tsh 4,022,500
Mbozi District: Feedback Workshop in Pilot Villages about Study Tour on Good Practice	Tsh 1,624,700
Mbozi District: TaCRI Training for Newly Hired Extension Officers	Tsh 3,742,000
Lushoto District: Survey in Dodoma	Tsh 1,700,000
Lushoto District: Surveys in Dar es Salaam and Arusha	Tsh 1,109,300
Lushoto District: Feedback Workshop on results of Surveys	Tsh 1,676,400
2nd Year of the Project (FY2013/14)	
Good Practice Up-scaling Workshop	Tsh 22,335,000
Study Tour to Good Practice	Tsh 2,281,300
VC Development Workshop and VC Analysis Review (individual consultants)	USD 46,500
VC Development Workshop (Other Expense)	Tsh 12,304,500
VC Analysis Review (Mbozi District, Other Expense)	Tsh 1,349,000
VC Analysis Review (Kilombero District, Other Expense)	Tsh 2,379,200
VC Analysis Review (Lushoto District, Other Expense)	Tsh 4,421,050
Pilot Activities in Kilombero, Mbozi and Lushoto Districts	
Kilombero District (1): Trainings on Warehouse Management and Marketing for Mkangawalo	Tsh 4,080,600
Kilombero District (2): Trainings on Warehouse Management and Marketing for Msalise	Tsh 2,376,400
Kilombero District (3): Training on Financial Management	Tsh 1,101,000
Lushoto District (1): Demonstration with YARA Company (Fertilizers)	Tsh 1,367,200
Lushoto District (2): Business Introductory Training for Participation in ULT from Pilot Villages	Tsh 2,340,500
Lushoto District (3): Post-harvest training	Tsh 11,290,500
Lushoto District (4): Business Skill Training	Tsh 6,584,000
Mbozi District(1): Study tour to Moshi to learn how quality is assessed and observe the auction	Tsh 12,563,000
Mbozi District (2): Training on AMCOS management	Tsh 9,602,400
Mbozi District (3): Participatory cupping training	Tsh 2,857,800
Mbozi District (4): Training on CPU processing and quality control	Tsh 3,531,100
The Other Expense on Pilot Activities (Preparation of Training etc.)	Tsh 15,743,200
3rd Year of the Project (FY2014/15)	
Training of Trainers on Business Plan and Management	Tsh 9,104,010
Training of Trainers on Business Plan and Management	USD 3,240
DADP Action Plan Consolidation Workshop	Tsh 32,028,200
Follow-up training on business planning	Tsh 808,900
DADP Good Practice Upscaling Workshop (Coffee Quality Improvement)	Tsh 9,972,500
DADP Good Practice Upscaling Workshop (Horticulture VC and Warehouse Management)	Tsh 60,912,058
Pilot Activities (Preparation of Working Plan for this FY)	Tsh 3,212,550
Kilombero District (1): Baseline Survey	Tsh 112,500
Kilombero District (2): Trial Storing Exercise	Tsh 878,250
Kilombero District (3): Marketing Manager	Tsh 878,250

Kilombero District (4): Review of Pilot Activities	Tsh	1,110,500
Kilombero District (5): Consumption Campaign	Tsh	13,065,900
Lushoto District (1): Market Survey (incl. follow-up)/ Sales Promotion	Tsh	11,754,920
Lushoto District (2): Study on Financial Institutions	Tsh	660,000
Lushoto District (3): Farm Income record keeping Data analysis	Tsh	586,150
Lushoto District (4): Inter-village Study tour	Tsh	60,000
Lushoto District (5): SHEP and Good Practice Sharing Workshop	Tsh	920,000
Lushoto District (6): Facilitation of Loan	Tsh	775,000
Mbozi District (1): Cupping Training	Tsh	2,161,000
Mbozi District (2): AMCOS Seminar	Tsh	10,672,960
Mbozi District (3): Record Keeping Training (1)	Tsh	1,419,000
Mbozi District (4): Record Keeping Training (2)	Tsh	4,331,292
Mbozi District (5): Follow-up of CPU	Tsh	1,196,000
Mbozi District (6): Coffee Quality Control Training	Tsh	5,470,400
Mbozi District (7): CPU O&M Training	Tsh	3,568,640
4th Year of the Project (FY2015/16)		
ToT on Comprehensive DADP Guidelines	Tsh	3,250,241
Follow-up Training on Business Planning	Tsh	1,414,200
Joint Monitoring	Tsh	4,707,060
Backstopping Activities	Tsh	107,674,984
	USD	2,208
DADP Action Plan Consolidation Workshop	Tsh	27,850,470
DADP Good Practice Upscaling Workshop (Coffee Quality Improvement)	Tsh	4,370,200
DADP Good Practice Upscaling Workshop (Horticulture VC and Warehouse Management)	Tsh	46,380,980
Pilot Activities in Kilombero, Mbozi and Lushoto Districts		
Kilombero District (1): Upscaling WHM and MM activities	Tsh	4,177,160
Kilombero District (2): Financial Management Training	Tsh	2,437,600
Kilombero District (3): Study Tour	Tsh	10,227,310
	USD	2,074.44
Kilombero District (4): End-line Survey	Tsh	2,138,500
Lushoto District (1): Market Survey / Sales Promotion	Tsh	10,242,500
Lushoto District (2): Trial Production/ Peak Demand Production	Tsh	4,218,218
Lushoto District (3): Study Tour in Lushoto DC	Tsh	13,025,914
	USD	2,124.5
Lushoto District (4): Study Tour to Arusha	Tsh	6,010,000
Lushoto District (5): End-line Survey	Tsh	400,700
Mbozi District (1): Upscaling Cupping Training	Tsh	2,886,214
Mbozi District (2): AMCOS Monitoring	Tsh	6,325,000
Mbozi District (2): Training on baseline data collection	Tsh	3,186,400
Mbozi District (3): Study Tour in Mbozi DC	Tsh	8,078,432
Mbozi District (4): End-line Survey	Tsh	3,572,124
	USD	932.20
Total (Disbursement by Tsh)	Tsh	620,617,615
Total (Disbursement by USD)	USD	162,646.94

Note: The amount does not include the Japanese expert's fee and their transport costs between Japan and Tanzania.

Annex 2

List of Products Produced by the Project

Annex 2 List of Products Produced by the Project

Date	Name of Product	Remark
Dec. 2012	Report on the DADPs Value Chain Fact-Finding Study	Utilized for preparing presentation materials on strategic and comprehensive DADP.
May 2013	Practical Instructions for Value Chain (VC) Management (Presentation Material)	Distributed in the workshop on VC management for the NFT and RS.
Jun. 2013	Good Practices of Value Chain Development	Data collected in the DADP VC fact-finding study and used for preparing presentation materials on strategic and comprehensive DADP.
Jun. 2013	Pilot Implementation Report: Kilombero DC	Annual report of Kilombero DC pilot activities.
Jun. 2013	Report for Market Survey for Round Potatoes and Vegetables for Lushoto Farmers	Annual report of Lushoto DC pilot activities.
Jun. 2013	Pilot Activities Implementation Report: Mbozi DC	Annual report of Mbozi DC pilot activities.
Dec. 2013	Sub Sector-Value Chain Review: Consolidated Draft Report	Utilized for the review of VC analysis for the pilot LGAs.
Apr. 2014	Baseline Survey Report: Coffee Post-Harvest Treatment and Processing Practices in Three Target Villages; Ichesa, Msia and Hamwelo	Baseline survey report for pilot activities in Mbozi DC
Jun. 2014	Annual Progress Report on Pilot Activities: Kilombero DC	Annual report of Kilombero DC pilot activities.
Jun. 2014	Annual Progress Report on Pilot Activities: Lushoto DC	Annual report of Lushoto DC pilot activities.
Jun. 2014	Annual Progress Report on Pilot Activities: Mbozi DC	Annual report of Mbozi DC pilot activities.
Dec. 2014	Baseline Survey Report: Kilombero DC	Baseline survey report for pilot activities in Kilombero DC
Jan. 2015	Farmers' Situation and Income Records for FY2013	Baseline survey report for pilot activities in Lushoto DC
Apr. 2015	Comprehensive and Strategic DADP for Value Chain Development (Presentation Material)	Distributed in DADP AP Consolidation Workshop and Good Practice Upscaling Workshop for the RS and LGAs.
Aug. 2015	Annual Progress Report on Pilot Activities: Kilombero DC	Annual report of Kilombero DC pilot activities.
Aug. 2015	Annual Progress Report on Pilot Activities: Lushoto DC	Annual report of Lushoto DC pilot activities.
Aug. 2015	Annual Progress Report on Pilot Activities: Mbozi DC	Annual report of Mbozi DC pilot activities.
Nov. 2015	Technical Supporting Manual on <u>Coffee Quality Improvement</u>	Distributed to the related RS and LGAs in DADP Good Practice Upscaling Workshop and study tour.
Dec. 2015	Guideline for District Agricultural Development Planning and Implementation (DADP Guideline)	Distributed to all RS and LGAs for DADP 2016/17 planning process.
Dec. 2015	Technical Supporting Manual on <u>Business Plan</u>	Distributed to RS and LGAs in DADP AP Consolidation Workshop and DADP Good Practice Upscaling Workshops. Utilized in follow-up activities for the high-potential LGAs.
Dec. 2015	Technical Supporting Manual on <u>Strengthening Farmers' Organizations</u>	Distributed in DADP AP Consolidation Workshop to RS and DADP Good Practice Upscaling Workshops.

Date	Name of Product	Remark
Dec. 2015	Technical Supporting Manual on <u>Local Coordination and Public-Private Partnership (PPP)</u>	Distributed in DADP AP Consolidation Workshop to RS and DADP Good Practice Upscaling Workshops.
Dec. 2015	Technical Supporting Manual on <u>Project Management for DADP</u>	Distributed in DADP AP Consolidation Workshop to RS and DADP Good Practice Upscaling Workshops.
Dec. 2015	Technical Supporting Manual on <u>Market-Oriented Horticulture for DADP Planning and Implementation</u>	Distributed to the related RS and LGAs in DADP Good Practice Upscaling Workshop and study tour.
Feb. 2016	Technical Supporting Manual on <u>Warehouse Management</u>	Distributed to the related RS and LGAs in DADP Good Practice Upscaling Workshop and study tour.
Apr. 2016	Suggestions on the Critical Matters Arose during Backstopping on DADP Guideline to LGAs	Compiled to address the suggestions of DADP P&I TWG on PPP, use of own source and LGDG funds for better DADP implementation.
Jun. 2016	Presentation Material for Wrap-up Meeting: Kilombero DC	Prepared for the final meeting of pilot activities in Kilombero DC
Jun. 2016	Presentation Material for Wrap-up Meeting: Lushoto DC	Prepared for the final meeting of pilot activities in Lushoto DC
Jun. 2016	Presentation Material for Wrap-up Meeting: Mbozi DC	Prepared for the final meeting of pilot activities in Mbozi DC
Jun. 2016	End-line Survey Report on Kilombero Pilot Activity on Warehouse Management	End-line survey report for pilot activities in Kilombero DC
Jun. 2016	Farmers' Situation and Income Records for FY2015	End-line survey report for pilot activities in Lushoto DC
Jun. 2016	End-line Survey Report on Household Income and Production Cost for Coffee: A Case Study of Mbozi District Council-Tanzania in Three Pilot Villages	End-line survey report for pilot activities in Mbozi DC

Annex 3

Project Design Matrix (PDM)

Annex 3 Project Design Matrix (PDM)

3.1 PDM Version 1

Title: Project for Strengthening the Backstopping Capacities for the DADP Planning and Implementation under the ASDP Phase II

Target Area: Tanzania Mainland

Target Group: DADP P&I TWG, NFT, PMO-RALG ASU, RSs

DALDOs in pilot LGAs

PDM as of 22nd March 2012 (Detailed Planning Survey)

Project Term: July. 2012 – June. 2016

Narrative Summary	Objectively Verifiable Indicators*	Method of Measurements	Important Assumptions
<p>Overall Goal:</p> <p>Higher productivity, profitability, and farm incomes are achieved.</p>	<p>Within three years after the termination of the Project,</p> <p>XX% of DADP projects has achieved their project purpose in terms of productivity, profitability, and farm incomes.</p>	<p>DADP Consolidated Progress Reports by RSs</p> <p>DADP progress reports by LGAs</p> <p>DADPs by LGAs</p>	
<p>Project Purpose:</p> <p>LGAs effectively plan and implement strategic DADPs.</p>	<p>By the termination of the Project,</p> <ol style="list-style-type: none"> 1. XX% of DADPs scores YY point or higher in terms of strategy, comprehensiveness and private sector involvement by DADP QA 2. Number of DADP projects involving private sector and approved for funding is increased by XX%. 	<p>DADP Quality Assessment and Project Appraisal Report (annual) by PMO-RALG</p> <p>DADP Consolidated Progress Reports by RSs</p>	<p>DADP remain as key instrument of agriculture development in coming ASDP2.</p> <p>General business environment continue to improve.</p> <p>Climate and economic environment does not change drastically.</p>
<p>Outputs:</p> <ol style="list-style-type: none"> 1. Backstopping activities for the planning, implementation and monitoring of strategic DADP are improved. 2. DADPs of pilot LGAs become strategic and comprehensive with special focus on collaboration with private sector including NGOs. 	<ol style="list-style-type: none"> 1-1 DADP Guidelines, training materials and reporting format are revised in a timely manner based on the lessons learnt in the pilot LGAs. 1-2 Products (good practices, manuals, etc.) are timely delivered to all RSs by NFT. 1-3 Number of activities on sharing information, findings and lessons learnt 1-4 Recommendations for enabling environment for private sector involvement are discussed at relevant ASDP meeting(s) <p><u>In the pilot LGAs:</u></p> <ol style="list-style-type: none"> 2-1 DADPs of pilot LGAs scores YY point or higher in terms of strategy, comprehensiveness and private sector involvement by DADP QA 2-2 Private sector participated in the planning process of DADP in the pilot LGAs. 	<p>ASDP Joint Implementation Review</p> <p>DADP Quality Assessment and Project Appraisal Report (annual) by PMO-RALG</p> <p>DADP Consolidated Progress Reports (quarter) by RSs</p> <p>DADP Quality Assessment and Project Appraisal Report (annual) by PMO-RALG</p> <p>DADP Consolidated Progress Reports by RSs covering pilot LGAs</p> <p>DADP progress reports by pilot LGAs</p>	<p>LGAs positively understand, accept and practice related instructions.</p> <p>Improved NFT and RSs continue their missions.</p>

<p>Activities:</p> <p>1-1 To revise the TOR and annual work plan of DADP P&I TWG, including Annual Backstopping Activity Plan;</p> <p>1-2 To prepare a guidance document to explain the concept and contents of “strategic and comprehensive DADP” based on the in-depth analysis of “DADP good projects” and the results of DADP Quality Assessment;</p> <p>[Based on the results of Activity 2-1 to 2-5.]</p> <p>1-3 To revise DADP guideline;</p> <p>1-4 To conduct TOT for DADP planning, report writing and data analysis;</p> <p>1-5 To conduct Annual Backstopping Activities;</p> <p>1-6 To conduct DADP Quality Assessment;</p> <p>1-7 To develop guideline(s) on reporting & data management of DADP projects;</p> <p>1-8 To organize activities to share information, findings and lessons learnt on DADP planning, implementation and reporting;</p> <p>1-9 To compile recommendations to create the enabling environment for private sector involvement into DADP; and</p> <p>1-10 To conduct other relevant activities for DADP P&I TWG and PMO-RALG ASU when necessity arises</p> <p>2-1 To select pilot LGAs for intensive support (including establishment of selection criteria);</p> <p>2-2 To plan and conduct backstopping activities in planning “strategic and comprehensive” DADPs in the pilot LGAs (including identification of pilot projects**), covering followings</p> <p>a) DADP planning, focusing on growth aspect, food security aspect, priorities on commodity, baseline data, etc.</p> <p>b) Facilitation and coordination of private sector participation in DADP planning</p> <p>c) Need and potential assessment on private sector</p> <p>d) Project write-up of pilot projects enhancing collaboration with the private sector</p> <p>e) Formulation of “strategic and comprehensive” DADPs</p> <p>2-3 To plan and conduct backstopping activities in implementing pilot projects focusing on empowering FOs and involving private sector;</p> <p>2-4 To plan and conduct backstopping activities for reporting & data management of pilot projects; and</p> <p>2-5 To summarize good practices and lesson learnt in the pilot LGAs</p>	<p>Inputs:</p> <p><u>Tanzanian side</u></p> <ul style="list-style-type: none"> - Counterpart personnel - Office space for JICA experts - Running expenses necessary for the implementation of the Project including office running expenses, such as electricity, water supply, etc. <p><u>Japanese side (JICA)</u></p> <ul style="list-style-type: none"> - Dispatch of experts in following areas of specialty: Agricultural Development Planning, Private Sector Promotion, Training coordination, Project Monitoring and Management, Farmers Organization Support and other field experts according to necessity. - Training - Machinery and equipment 	<p>All ASDP funds for RSs and LGAs level are disbursed timely.</p> <p>Administrative arrangement at LGAs level will not affect adversely to the activities.</p> <p>District administration of pilot LGAs is fully supportive.</p> <hr/> <p>Preconditions:</p> <p>N.A.</p>
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[note]

* Finalization of OVIs will be conducted in the first 6 months of the Project.

**Pilot projects will be identified in view of private sector involvement along value chain from the individual projects of DADPs in the pilot LGAs.

3.2 PDM Version 2

Title: Project for Strengthening the Backstopping Capacities for the DADP Planning and Implementation under the ASDP Phase 2

Target Area: Tanzania Mainland

Target Group: DADP P&I TWG, NFT, PMO-RALG ASU, RSs

DALDOs in pilot LGAs

Project Term: Aug. 2012 – June. 2016

Ver. 2 as of May 2015

Narrative Summary	Objectively Verifiable Indicators	Method of Measurements	Important Assumptions
<p>Overall Goal:</p> <p>Higher productivity, profitability, and farm incomes are achieved.</p>	<p>Within three years after the termination of the Project,</p> <p>50% of DADP projects has achieved their project purpose in terms of productivity, profitability, and farm incomes</p>	<p>DADP Consolidated Progress Reports by RSs</p> <p>DADP progress reports by LGAs</p> <p>DADPs by LGAs</p>	
<p>Project Purpose:</p> <p>LGAs effectively plan and implement strategic DADPs.</p>	<p>By the termination of the Project,</p> <ol style="list-style-type: none"> 1. 50% of DADPs scores 60 points or higher in terms of strategy, comprehensiveness and private sector involvement 2. 50% of DADP interventions which apply at least 1 of the following good practices are implemented: <ul style="list-style-type: none"> ● Activities using the existing resources (e.g. farmers' groups and physical infrastructures); ● Activities for understanding market needs including buyers, price, and quality (e.g. market survey and study tours); ● Facilitation by LGAs for linking farmers with service providers (public and private institutions) (e.g. for cost-sharing or contract-farming); ● Strengthening farmers' organizations (e.g. in terms of financial management, title deeds, audit report, group management skills, record-keeping, establishing by-law and business plan.) 	<ol style="list-style-type: none"> 1. Survey or DADP Quality Check undertaken by RSs and/or DADP P&I TWGs 2. DADP Progress Reports 	<p>DADP remain as key instrument of agriculture development in coming ASDP2.</p> <p>General business environment continue to improve.</p> <p>Climate and economic environment does not change drastically.</p>
<p>Outputs:</p> <ol style="list-style-type: none"> 1. Backstopping activities for the planning, implementation and monitoring of strategic DADP are improved. 2. DADPs of pilot LGAs become strategic and comprehensive with special focus on collaboration with private sector including NGOs. 	<ol style="list-style-type: none"> 1-1 DADP Guidelines, training materials and reporting format are revised in a timely manner. 1-2 Number of activities on sharing information, findings and lessons learnt e.g., workshops, leaflets, distribution of training materials and good practices, radio and participation in sector-level meetings, increases over years (1 time: Y1, 2 times/ Y2, 5 times/ Y3 and Y4) 1-3 Recommendations for enabling environment for private sector involvement are discussed at relevant ASDP meeting(s) <p><u>In the pilot LGAs:</u></p> <ol style="list-style-type: none"> 2-1 DADPs of pilot LGAs scores 90 points or higher in terms of strategy, comprehensiveness and private sector involvement 2-2 Private sector participated in the planning and implementation process of DADP in the pilot LGAs. - Private Companies 	<ol style="list-style-type: none"> 1-1 Letter sent by ASLMs to the LGAs 1-2 Minutes of meeting or agreed documents 1-3 Minutes of meeting or documents prepared by the DADP P&I TWG based on discussion 2-1 Survey or DADP Quality Check undertaken by RSs and/or DADP P&I TWGs 2-2 Record of Project Management System (PMS) at 	<p>LGAs positively understand, accept and practice related instructions.</p> <p>Improved NFT and RSs continue their missions.</p>

	- NGOs/CBOs	the pilot LGAs	
<p>Activities:</p> <p>1-1 To revise the annual work plan of DADP P&I TWG, including Annual Backstopping Activity Plan;</p> <p>1-2 To prepare a guidance document to explain the concept and contents of “strategic and comprehensive DADP” based on the in-depth analysis of “DADP good projects” and the results of DADP Assessment;</p> <p>[Based on the results of Activity 2-1 to 2-5.]</p> <p>1-3 To revise DADP guideline</p> <p>1-4 To conduct TOT for DADP planning, report writing and data analysis;</p> <p>1-5 To conduct Annual Backstopping Activities;</p> <p>1-6 To conduct the assessment of DADPs (e.g. on the comprehensiveness of budget mobilization, and the indications of priority commodities and value chain development);</p> <p>1-7 To develop guideline(s) on reporting & data management of DADP projects;</p> <p>1-8 To organize activities to share information, findings and lessons learnt on DADP planning, implementation and reporting;</p> <p>1-9 To compile recommendations to create the enabling environment for private sector involvement into DADP; and</p> <p>1-10 To conduct other relevant activities for DADP P&I TWG and PMO-RALG ASU when necessity arises</p> <p>2-1 To select pilot LGAs for intensive support (including establishment of selection criteria);</p> <p>2-2 To plan and conduct backstopping activities in planning “strategic and comprehensive” DADPs in the pilot LGAs (including identification of pilot projects), covering followings</p> <p>f) DADP planning, focusing on growth aspect, food security aspect, priorities on commodity, baseline data, etc.</p> <p>g) Facilitation and coordination of private sector participation in DADP planning</p> <p>h) Need and potential assessment on private sector</p> <p>i) Project write-up of pilot projects enhancing collaboration with the private sector</p> <p>j) Formulation of “strategic and comprehensive” DADPs</p> <p>2-3 To plan and conduct backstopping activities in implementing pilot projects focusing on empowering FOs and involving private sector;</p> <p>2-4 To plan and conduct backstopping activities for reporting & data management of pilot projects; and</p> <p>2-5 To summarize good practices and lesson learnt in the pilot LGAs</p>	<p>Inputs:</p> <p><u>Tanzanian side</u></p> <ul style="list-style-type: none"> - Counterpart personnel; - Office space for JICA experts; - Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA; - Available data and information related to the Project; - Running expenses necessary for the implementation of the Project - Expenses necessary for transportation within Tanzania of the equipment provided by JICA as well as for the installation, operation and maintenance thereof; - Necessary facilities to for the remittance as well as utilization of the funds introduced into Tanzania from Japan in connection with the implementation of the Project in case it is required <p><u>Japanese side (JICA)</u></p> <ul style="list-style-type: none"> - Dispatch of experts in the specialty of: Agricultural Development Planning, Private Sector Promotion, Training coordination, Project Monitoring and Management, Farmers Organization Support and other field experts according to necessity. - Training <ul style="list-style-type: none"> Training of counterpart personnel in Japan and/or the Third Countries - Machinery and equipment <ul style="list-style-type: none"> Necessary and mutually agreed for the implementation of the Project. - Necessary equipment for backstopping activities (PC, projector, vehicle, motor bike etc.) - Others - Local expenses for the project activities which are not covered by Tanzanian side <ul style="list-style-type: none"> - Expenses for training/seminar, training materials, etc. - Expenses for pilot project activities according to necessity - Others 	<p>All ASDP funds for RSs and LGAs level are disbursed timely.</p> <p>Administrative arrangement at LGAs level will not affect adversely to the activities.</p> <p>District administration of pilot LGAs is fully supportive.</p> <p>Preconditions:</p> <p>N.A.</p>	

Annex 4

Plan of Operation (PO)

Japanese Fiscal Year		2012					2013					2014					2015					2016					Division in charge			
Tanzanian Fiscal Year		2012/13					2013/14					2014/15					2015/16													
Calendar Year		2012		2013			2014			2015			2016				DADP P&I TWG/ NFT	PO- RALG ASU	RSs											
		8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7					
Output 2: DADPs of pilot LGAs become strategic and comprehensive with special focus on collaboration with private sector including NGOs.																														
2-1	To select pilot LGAs for intensive support (including establishment of selection criteria)	Plan																												
		Actual																												
2-2	To plan and conduct backstopping activities in planning "strategic and comprehensive" DADPs in the pilot LGAs (including identification of pilot projects)	Plan																												
		Actual																												
2-3	To plan and conduct backstopping activities in implementing pilot projects focusing on empowering FOs and involving private sector	Plan																												
		Actual																												
2-4	To plan and conduct backstopping activities in reporting & data management of pilot projects	Plan																												
		Actual																												
2-5	To summarize good practices and lesson learnt in the pilot LGAs	Plan																												
		Actual																												
Reports (Inception report, Annual reports and Draft final report): ▲		Plan																										▲		
		Actual																										▲		
ASDP Joint Implementation Review (ASDP JIR): ☆		Plan																											☆	
		Actual																											☆	
Joint Mid-term Review & Terminal Evaluation of the Project: ●		Plan																												●
		Actual																												●

