

United Republic of Tanzania



**Agricultural Sector
Development Programme Phase II
(ASDP-2)**

**GUIDELINE FOR DISTRICT AGRICULTURAL DEVELOPMENT PLANNING
AND IMPLEMENTATION**

December 2015

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LIST OF ABBREVIATIONS

A-CBG	Agriculture Capacity Building Grant
A-EBG	Agriculture Extension Block Grant
AEZ	Agro-Ecological Zone
AJIR	Annual Joint Implementation Review
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
ASLMs	Agricultural Sector Lead Ministries
ASR	Agriculture Sector Review
BRN	Big Results Now
CMT	Coordination and Management Team
CORDEMA	Client Oriented Research and Development Management Approach
CVC	Commodity Value Chain
DADG	District Agriculture Development Grant
DADP	District Agricultural Development Plan
DAICO	District Agriculture, Irrigation and Cooperative Officer
DALDO	District Agriculture and Livestock Development Officer
DCP	District CVC Platform
DED	District Executive Director
DLFO	District Livestock and Fisheries Officer
DIDF	District Irrigation Development Fund
DPs	Development Partners
FFS	Farmers Field School
FTC	Farmer Training Centre
GoT	Government of Tanzania
LGAs	Local Government Authorities
LGDG	Local Government Capital Development Grant
M&E	Monitoring and Evaluation
MIVARF	Marketing Infrastructure, Value Addition, and Rural Finance
MTEF	Medium Term Expenditure Framework
NAIVS	National Agricultural Input Voucher Scheme
NFT	National Facilitation Team
O&OD	Opportunities and Obstacles to Development
PPP	Public Private Partnership
PO-RALG	President's Office- Regional Administration and Local Government
PSP	Private Service Providers
QDS	Quality Declared Seed
RAS	Regional Administrative Secretary
SACCOS	Savings and Credit Cooperative Society
SAGCOT	Southern Agriculture Growth Corridor of Tanzania
SLWM	Sustainable Land and Water Management
SMS	Subject Matter Specialist (District agricultural team)
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TDV 25	Tanzania Development Vision 2025

TOSCI	Tanzania Official Seed Certification Institute
TTPU	Technology Transfer and Partnership Units
WAEO	Ward Agriculture Extension Officer
WARC	Ward Agricultural Resource Centre
WFT	Ward Facilitation Team

1 INTRODUCTION

1.1 Agricultural Sector Development Programme Phase II (2015/16 – 2024/25)

The Government of Tanzania represented by the Agriculture Sector Lead Ministries (ASLMs¹) had implemented Agricultural Sector Development Programme Phase I (ASDP-1) for seven years starting from June 2006 to July 2013². The Programme comprised of two components; the Local and the National Level Components. Development activities at the National level were based on the strategic plans of the line ministries while activities at Local Level were implemented by Local Government Authorities (LGAs), based on the District Agricultural Development Plan (DADP) as part of the broader District Development Plan (DDP).

Following the closure of ASDP 1, the Government and Development Partners (DPs) have prepared the second phase of ASDP (ASDP 2) as a strategy for sustaining the achievements obtained during the ASDP 1 and expansion of agricultural industry in the country. In ASDP 2, DADP is still the key tool for LGAs in planning and carrying out development activities in agricultural sector. Salient features of ASDP 2 are summarized in Box 1.

In ASDP 2, DADPs will be financed with various sources of fund including General Budget Support (GBS), Basket Fund, LGA own fund and Non-State Actors. However, the provided resources will base on cluster approach where by 3-6 districts will be selected focusing on high potential Commodity Value Chain (CVC) within Agro-Ecological Zones (AEZ). Therefore, LGAs should look for and mobilize resources available for DADPs planning and implementation in their respective areas.

LGAs are supposed to prepare DADPs based on a value chain of particular commodities (priority commodities) which each LGA will select and develop an action plan based on available opportunities, profitability and participation of other beneficiaries/stakeholders. Upon such a basic approach, DADPs in ASDP 2 are desired to be “Comprehensive” and “Strategic”.

Box 1: Salient Features of ASDP 2

ASDP2 has four distinct features in its operation which has direct influence on the DADP preparation and implementation. They are briefly described below.

- Cluster approach in accordance with the Agro-Ecological Zone (AEZ)
- Phased approach in ASDP2 implementation
- Priority commodity for development
- Wide coverage of development activities, including DPs projects, Private sector (include NGOs) activities, etc.

¹ASLMs consist of Ministry of Agriculture Livestock and Fishery; Ministry of Industry Trade and Investment (MIT); the President’s Office - Regional Administration and Local Government (PO-RALG); Ministry of Water and Irrigation ; and the Ministry of Land Housing and Human Settlement Development.

²ASDP 1 was extended twice up to the end of June 2015, as the programme had accumulated sizable amount of carry-over funds unspent.

1.2 Concept of Comprehensive and Strategic DADPs

The comprehensiveness of DADP is the concept of *resource mobilization* and *activity coverage*. DADP is considered to be *comprehensive*, if it mobilizes various available resources to achieve objectives through collaboration with various stakeholders (e.g. other programs, NGOs, Private Sectors and Financial Institutions). DADP is *strategic*, if its planned interventions are prioritized and the available resources are appropriated accordingly. LGAs must ensure clear focus of interventions with careful prioritization which enable LGAs to achieve higher level of efficiency and effectiveness of DADP.

For the comprehensive and strategic DADP, LGAs need to maintain a good coordination among stakeholders. A key coordination mechanism at district level is the **District CVC Platforms (DCP)** of sector stakeholders. DCP brings major actors of priority local CVCs together in order to develop and drive the implementation of DADP activities that includes various aspects such as productivity improvement, value addition and market access. The stakeholders at local level include private sectors (traders, processors, transporters, financial institutions, etc.), NGOs, Development Partners as well as various public institutions that can provide various types of technical supports. LGAs should formulate a comprehensive DADP that includes on-budget and off-budget development activities within the LGA, with joint implementation management and follow-up.

1.3 Objectives and Structure of the Guideline

This Guideline aims at providing officials of various levels with clear guidance on how to plan, implement, monitor and evaluate DADP with particular focus on the LGA officers who actually prepare and implement DADP.

The guideline will be used in all LGAs of mainland Tanzania and therefore will have to take into consideration the different types of situations with regards to: (i) local progress with respects to the decentralization and reform process and requirements, and (ii) local availability of funding sources for agricultural development such as Community Based Organizations (CBOs) and the Private Sector. Thus, this guideline will provide systematic guidance to LGAs in developing and implementing full-fledged DADPs as envisioned in the ASDP 2.

Specific Objectives:

- i) To increase sustainably the productivity and competitiveness of the priority CVC production systems;
- ii) To increase the volume and value of produce that enter the market channels
- iii) To empower and strengthening small-scale farmer organizations, towards enabling farming as a business;
- iv) To support agribusinesses linked and integrated with to farmer production systems for markets and value chain development;

- v) To promote expanded investments by private sector, at farm and off-farm levels, especially in priority value chains
- vi) To strengthen public and private support services for enhanced use of improved technologies and agribusiness;
- vii) Finish/complete priority investments started under ASDP-1 (especially irrigation and other value addition and marketing infrastructures)

This guideline is comprised of five chapters and annexes.

Note: There are separate reference materials or manuals which can support the LGAs in planning and implementation, these manuals are; Business Plan and Strengthening Farmers' Organization. These manuals are available at DAICO/DLFO office.

2 INSTITUTIONAL ARRANGEMENTS AND COORDINATION

2.1 Institutional Arrangements

The implementation of ASDP2 will be through the existing government systems and structures, to allow continuation of efforts to strengthen government systems at national and local levels for enhanced results and sustainability. The institutions and coordination of the programme should be as follows:

2.1.1 Village Level

Village communities are the main implementing agents. These agents could be village communities as a whole and/or farmer groups. At this level, the identification of the projects will be done by community facilitated by Ward Facilitation Team through O&OD process and should be summarized in the Village Agricultural Development Plans (VADPs) under leadership of Village Government. The identified activities/projects will be implemented under the supervision of the Village Government in collaboration with Village Finance, Economy and Planning Committee (FEPC) and Village Agricultural Extension Officer (VAEO) and supported by District Facilitation Team (DFT). Beneficiaries will select project committees among themselves that will deal with day to day agricultural development issues. The project committees shall work under the auspices of the villages' FEPC. The project committee will be constituted by not more than ten members of whom at least 40% shall be women. The role of Village Government, the Project Committee and VAEO are described in Annex 1

2.1.2 Ward Level

Prior to the commencement of field level activities the District Executive Director (DED) shall appoint an interdisciplinary team of ward level facilitators to be known as Ward Facilitation Team (WFT). The WFT will team up with the respective village officers to facilitate village level activities. The DED can add any member according to commodity and village need. The team will be composed of the following:

- i) Ward Executive Officer (WEO)- Team leader
- ii) Ward Agricultural Extension Officer (crops, fishery and livestock)(WAEO)
- iii) Ward Community Development Officer, and
- iv) Ward Natural Resources Officer

Roles of the WFT and WEO are stipulated in Annex 1.

2.1.3 District Level

District councils have the mandate of supervising the implementation of agricultural development activities at district level. The District Executive Director (DED) holds an overall responsibility for activities and funds used at local level. Day-to-day management including consolidation of DADPs continues to be provided by the DAICOs/ DLFOs and the District Facilitation Team (DFT). In addition DED will select one member from the DFT as a Focal Person³ for facilitating DADP activities. The Council Management Team, which is chaired by DED and attended by all heads of departments including DAICO and DLFO, is informed on the agricultural development issues and status of the DADP.

³ The Focal Person will be responsible for coordinating, supervising and reporting all DADP activities (physical and financial) in the district in collaboration with M & E officer.

The DAICO/DLFO will liaise with Assistant Administrative Secretary (AAS) for Economics and Production Section (EPS) within RS on the formation of DCP which will bring together major actors in priority commodity value chain. RS will select ASDP coordinator from the EPS to assist AAS to pursue day to day ASDP activities. In case a Cluster includes districts from more than one region, then the responsible regions will select a leader region to supervise and coordinate cluster activities. Also the regions will plan and agree on the supervision, monitoring and coordination of the cluster activities. To enhance Commodity Value Chain (CVC) development, each district shall establish an effectively-operating coordination that will involve all key CVC actors. The established coordination mechanisms will be called District CVC Platforms (DCP) for planning and implementation that will develop mutually beneficial partnership among actors of selected commodities. The DCP meeting should be convened regularly to keep up good communications and promote joint efforts among relevant stakeholders (both public and non-state).

The DED will establish an interdisciplinary DFT comprising of technical staff and representatives of the private sector and NGOs with skills in agriculture, financial management, and participatory processes. The membership could include: District Extension Officer, Crops Officer, Livestock Officer, Irrigation Officer, Horticulture Officer, Fisheries Officer, Trade Officer, Planning Officer, M&E Officer, Community Development Officer, Cooperative Officer, Natural Resources Officer and Representatives of private sector, NGOs, and research stations. The DFT will be a technical working group⁴ under the Council Director. The District Planning Officer will lead the DFT. The roles of the DED, DAICO/ DLFO, DFT and Council Management Team are summarized in Annex 1.

2.1.4 Regional Level

Regional Administrative Secretary (RAS) will assist the LGAs in preparation of DADP, coordination, backstopping and supportive supervision on the implementation of the DADP, and assisting submission of the quarterly and annual reports in compliance with the DADP Guideline through the Economics and Production Section (EPS). The Assistant Administrative Secretary (AAS) for EPS within RS is directly responsible for supporting development activities within the region and is assisted in the task by the ASDP Regional Coordinator and fellow officers dedicated to specific agricultural sub-sectors. These officers will provide technical and managerial assistance to LGAs for ASDP² planning and implementation. The RSs will closely work together with the relevant TWGs and the National Facilitation Team (NFT) as the need for consultation and assistance arises. In case a Cluster includes districts from more than one region, then the responsible regions will select a leader region to supervise and coordinate cluster activities. The roles of EPS of RS are described in Annex 1.

2.1.5 National Level

The Permanent Secretaries and Directors for Agricultural Sector Lead Ministries (ASLMs) are responsible for all aspects of the technical implementation of the national level component, while the PO-RALG and LGAs are mainly responsible for coordination and implementation at the local level. ASLMs' tasks include: To disseminate current planning information to LGAs to guide the DADP planning process.

⁴ The DED can add any member according to commodity, and village/district need.

To backstop and build capacity of RS and DFT on agricultural development planning, procurement of goods and services, contracting, financial management, environmental management, M&E and public-private partnership etc.

To develop policy and regulatory frameworks.

The hierarchy of coordination organs under ASDP 2 at central level includes: (i) National Agricultural Sector Stakeholders Meeting (NASSM); (ii) Joint Sector Review; (iii) Steering Committee; (iv) Technical Committee of Directors (TCD); (v) Thematic Working Groups (TWGs)/ NFT and (vi) Coordination and Management Team (CMT). The details of the hierarchy and the roles are summarized in Annex 2.

2.2 Other stakeholders

In addition to the public actors, there are many stakeholders to be considered under ASDP2 framework. The type of the actors in this category should be very broad depending on the activities and potentials in the district including NGOs, CBOs, private companies, off-budget donors, financial institutions etc.

3. PLANNING PROCESS

3.1 Overview

This planning guide is intended to facilitate communities and districts to plan for agricultural development. The objective is to impart community members with skills on how to identify agricultural problems, their causes, effects and possible solutions. District agricultural development planning will follow LGA's participatory planning methodology as provided in the regional Administration Act No. 19 of 1997 and the Miscellaneous Amendment Act No. 6 of 1999. The legislation provides for devolving planning powers and empowering community members.

3.2 Planning Cycle

This section presents the planning cycle to be used by LGAs. This planning system is in line with the GoT planning cycle which begins in September each year as illustrated in PO-RALG Guidelines. It explains the steps to be taken for preparing DADP from the grassroots. Hence this cycle is concerned with the O&OD and CVC approaches. The steps in each level are as follows;

3.2.1 Participatory process (O&OD)

3.2.1.1 Village Level

Step 1 (September - November) FEPC prepares Village Agricultural Development Plan.

In each village focus groups will be identified to conduct a participatory situational analysis in order to identify opportunities and constraints to agricultural development. This process shall be coordinated and facilitated by the DFT in collaboration with the WFT. A report will be produced showing the proposed Community Action Plan that contains production constraints, their causes and possible mitigation measures. Out of this information a participatory VADP will be prepared. Village Extension Officers as well as FEPC and the WFT are responsible for the agricultural component (VADP) of the VDP.

Step 2 (November-December) Village Council/Assembly approves Village Development Plan.

The village plans developed are presented to Village Council and Village Assembly by FEPC. At this level the plans will be discussed at length by the beneficiaries and decisions made based on agreed decisions. The plan will then be submitted to Ward Development Committee (WDC).

3.2.1.2 Ward Level

Step 1 (Aug-October) WFT is trained in participatory approaches and participatory project planning and management processes.

WFT will participate in mandatory training of trainers workshops organized and facilitated by DFT on planning, management and implementation using the O&OD planning approaches. During the training the WFT members will be given facilitation skills so that they can facilitate the process at community level. As much as possible more efforts will be vested into training the WFT because they constitute an important group that has day to day contacts with the community members. Facilitators from the national resource team (O&OD) can be used to provide technical backstopping during the training.

Step 2 (October) WFT facilitates the preparation of VADPs.

Step 3 (November-December) WFT prepares/consolidates and submits Ward Development Plan to the district.

The VDPs are appraised by WFT. WFT may also add inter-village activities if they are considered necessary but not proposed by villages. Such changes must be communicated to the community members for consensus before submitting them to the WDC. Then WFT consolidates these activities into a WDP. The WDP will list the activities by geographical area and also by fund sources. The WDC meeting will be convened to deliberate on the WDP and submit it to the district.

3.2.1.3 District Level

Step 1 (September) DED/CMT receive Planning and Budget Guidelines.

DED/CMT receives the planning and budget guidelines annually from PO-RALG and the Ministry of Finance. The guidelines include the following:

- Guidelines for the Preparation of Medium Term Plan and Budget Framework and MTEF from Ministry of Finance.
- Guidelines for the Preparation of Local Government Authorities' Medium Term Plans and Budgets from PO-RALG.

DED will, in turn, distribute these Guidelines to ward and village levels to guide the planning process.

Step 2 (October) District Facilitation Team will facilitates preparation of Village Agricultural Development Plan.

Step 3 (October) DAICO/DLFO formulates/reviews District Agricultural Strategic Plan.

Prior to DADP formulation, a five-year District Agricultural Strategic Plan (DASP) will be developed, integrating participatory community planning and national/district strategies/policies by DAICO/DLFO. The DASP is incorporated in the District Development Strategy (DDS). The analysis and description of the Strategy must be based on reliable data (evidence-based). Such data should be available by the regular data collection of the Agricultural Data Collection System (ARDS). The DASP should include the following components:

- An analysis of the district's agricultural potential, opportunities and obstacles to development,
- Roles/importance of the district agriculture in the national/regional economy,
- A district diagnostic assessment which would provide district level baseline information,
- Roles of LGAs in the district's agricultural development, and
- Roles and opportunities of the private sector.

Step 4 (August-October) District Facilitation Team undergoes mandatory training workshops.

A National Resource Team will facilitate DFT training workshops to impart them with adequate participatory planning knowledge using the O&OD planning methodology. It is important to conduct a workshop for DFT before the team proceeds to support the villages in developing VDPs and VADPs. The workshop outcome would include:

- ❑ A common understanding on the O&OD planning methodology as required by the DDP planning process,
- ❑ The capacity to facilitate/develop practical strategies for creating and sustaining facilitation skills at ward and village levels,
- ❑ The capacity to identify and include the most vulnerable groups in the village development planning,
- ❑ The capacity to assess root causes of recurring emergency crisis and recommend solutions,
- ❑ The capacity to plan, implement and monitor agriculture development activities with the communities and other institutions (NGOs, CBOs etc.),
- ❑ The capacity to understand the nature of value chain of priority commodities.
- ❑ The capacity to cooperate with private sector and other non-state actors in identifying and put in a overall district development plan.
- ❑ The capacity of identifying potential resources available in the district and mobilize them to the development of overall district agricultural sector, and
- ❑ A work plan on how to support the ward and village planning process so that agricultural interventions are included in the DDP.

Step 5 (October) DFT trains Ward Facilitation Teams in participatory approaches with focus on planning agricultural development interventions

Step 6 (November - December) DAICO/DLFO facilitate preparation of the comprehensive District Agricultural Development Plan based on the DASP and Value Chain of the particular commodity. (This step is elaborated in sub section 3.2.2).

Step 7 (January) Full Council (FC) approves DDP, and DED submits it to Region and then to PO-RALG.

After the DADP is appraised and incorporated into the DDP, the DDP will be submitted to the FC for approval and then to PO-RALG with a copy to Regional Administrative Secretary (RAS), following the normal LGA system.

Step 8 (End of January) the DED submit DDPs for budget scrutinization and amend to finalize the plan.

3.2.1.4 Regional Level

Step 1 (October) RS participates in the O&OD training for DFT.

Step 2 (January) Regional Secretariat reviews DADPs.

Regional Secretariat (RS) will review DADPs as well as LGAs' quarterly and annual reports and advise LGAs on required improvements.

3.2.2 Planning Process under CVC ⁵

ASDP2 specifically takes the approach of commodity focus, requiring all LGAs to choose **priority commodities** for the development. With regard to CVC planning process, **two scenarios** will be used; in the first **scenario**, the selection of priority commodities value chain will base on stakeholders meeting. As it assumed that the LGAs have already selected the commodities and therefore should proceed to plan interventions along the value chain. However, those LGAs which failed to keep focusing on selected priority commodities during phase one of the ASDP should start with the stakeholder meeting for the selection of priority commodities under ASDP 2. With other criteria to be set by stakeholders meeting, the LGAs should also consider the contribution of the selected commodity to i) the national food security, ii) food (commodity) import bill, iii) export revenues, iv) value of agricultural production, v) possibility in commercialization/marketing potential, vi) availability of technology for improving productivity and profitability and vii) possibilities for scaling up and scaling out.

In the **second scenario** the selection criteria of priority commodities are as in the first scenario. Under this scenario, 3-6 districts will be selected from the AEZ (Annex 5) to form cluster focusing on highly potential commodity. The criteria for district selection will base on the following:

1. District with potential of the target commodities
2. Access to productive and marketing infrastructures (road, railways, electricity etc.)
3. District historical background of beneficiaries contribution/involvement in development initiatives
4. Availability of private sector supporting value chain of target commodity
5. Productivity and production levels of target crops/Livestock population by category
6. Complementing other ongoing initiatives (programmes) e.g BRN, ASDP 1 etc.
7. Investment absorption capacity over the past 5 year.

For the sake of better understanding of the **scenario one**, the proposed action are summarized in the table 1. The distinct feature of **scenario one** and **scenario two** is

⁵ This subsection is elaboration of step 6 of planning process at district level.

within Action 4 (VC management/ stakeholder coordination) in table 1. While scenario one involves stakeholder coordination or meeting at district level, scenario two involves DCP at cluster level within AEZ. DCP brings major actors in priority local CVCs together in order to develop and drive the implementation of DADP activities that includes various aspects such as productivity improvement, value addition and market access. It is, therefore, crucially important for LGA to formulate a **comprehensive DADP** for investment projects which suits improvement of the value chain of the commodity.

Table 1: Value Chain Planning Process (Actions)

Action No.	Action	Sub-action
Action 1	Situation analysis for DADP	(1) Collection of basic data (2) Identification of stakeholders (3) Identification of existing resources
Action 2	Prioritization of commodities	(1) To narrow down potential commodities (2) To finalize the priority commodities
Action 3	VC analysis	VC analysis (Before/ After Comparison)
Action 4	VC management/ stakeholder coordination	VC management/ stakeholder coordination
Action 5	Planning interventions	(1) Infrastructure (2) Market activities (3) Strengthening farmers organizations

Action 1: Situation Analysis

DFT should make Situation Analysis with the aim of collecting relevant information for the next step of “Prioritization of commodities”. Data to be collected are for basic situation of the LGA and identifications of stakeholders and existing resources, as shown in the table 2 below.

Table 2: Data to be collected for Situation Analysis

Component	Data to be collected	Remark
Collection of basic data	Annual production and annual value of major commodities No. of producers of major commodities	Data can be obtained from ARDS
Identification of stakeholders	Name of the stakeholders (e.g. DPs, NGOs, Private companies) Commodities and stage of the VC supported by each stakeholder Location and time schedule of their projects/activities	A stakeholder list should be prepared.
Identification of existing resources	Existing farmers’ groups: types and size of business, location, etc. Existing physical infrastructures: location and status of function, etc	The list of available resources to be prepared.

Action 2: Prioritization of commodities

DFT should prioritize commodities, firstly by narrowing down potential commodities into a few most priority ones (1 - 3).

Action 3: VC analysis (Before/After Comparison)

After prioritizing commodities, DFT should carry out VC analysis to find out bottlenecks/ weak links along CVC. The analysis should be made as follows:

- i) To collect detailed data for each VC, including cost and price at each stage, specific names of the stakeholders and available physical/ institutional resources.
- ii) To envisage the change in the VC by preparing diagrams of “Before” and “After” interventions for CVC (See Table 4 below in Action 4).
- iii) To find out bottlenecks in transforming the VC from “Before (now)” to “After (goal)” (See Table 4 below in Action 4).

Action 4: VC management / Stakeholder coordination

Having identified the bottlenecks at each stage, DFT should conduct VC management. VC management is referred to as activities that connect stakeholders’ efforts for VC development while addressing missing or potential elements for success. It can be done as follows (See Table 4 for the sample image for VC management):

- i) Identify which existing stakeholders address which bottlenecks at each stage of VC, e.g. by mapping their supports or business along the VC.
- ii) Allocate the limited resources of the government to mitigate critical bottlenecks, e.g., those which no one address in the current VC or those that have high potential for bringing quick win for VC development (For example, see “Insufficient group organization” and “lack of market access” in Table 4).
- iii) Allocate resources of other stakeholders (including existing and new comers) to address other critical bottlenecks, through stakeholder coordination (For example, see “Expensive and fake fertilizers” in Table 3).

Table 3: Sample Image for VC Management

VC stage	VC (Before)	VC (After)	Bottlenecks	Existing Program/ resources	Issues in VC management
Inputs	ABC center DEF shops	ABC center DEF shops	Lack of improved varieties Expensive or fake fertilizers	Seed dev. project (None)	Requires reliable fertilizer suppliers through stakeholder coordination
Production	Farmers in GHI villages	Farmers’ Groups/ Organizations in GHI villages	Poor irrigation facilities Lack of Improved techniques	On-going DIDF NGO “LMN”	-
Collection/ Processing	Middlemen		Collection centers Insufficient group organization	On-going DADG OPQ group	OPQ group require capacity development to involve more farmers
Transport			Poor road condition	Road project	-
Marketing	Retailers	Retailers	Lack of access to	(None)	Need to expand

g		market		markets
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Stakeholder coordination:

For VC management, DFT should coordinate stakeholders. Stakeholder coordination should be made with the aims of: a) Bringing new partners for VC development; b) Demarcation of supports; c) Knowledge sharing; d) Collaboration with the private sector; and e) Creating joint efforts among stakeholders. It can be done either at district level (for scenario one) or at cluster level for scenario two), by means of both meeting with stakeholders (e.g. DCP) and individual consultation.

Action 5: Planning Interventions

Interventions need to be planned individually for details, including designing (for facilities), programs (training), identifying responsible actors (stakeholders). The types of interventions may vary, according to the VC analysis and management. In the context of VC development, every intervention must ensure connectivity with others including those by other stakeholders along the VC. In addition to infrastructure, marketing and strengthening farmers' organization should not be overlooked. They are keys for enriching business elements in DADP, essential for VC development. Table 4 describes possible intervention for the VCD.

Table 4: Possible interventions for the VCD

Category	Sample of interventions
Infrastructure investment	Facility investment (e.g. irrigation, warehouse, dip tank, collection center, abattoirs, road) Machine (e.g. power tillers, processing machines, oil extract machines) Environmental investment (e.g. terracing and water harvesting)
Marketing	Market survey, Match-making between farmers and buyers, Sales promotion, Marketing manager system, Brand creation, Quality improvement,
Formation/Strengthening Farmers Organization	Support for registration, Business plan, Support for loan application, Financial management, Production and marketing training, O&M for facilities depending on the need assessments

3.3. Preparation of DADP

After individual interventions are planned in details, they need to be laid out in DADP in a proper manner. Reference should be made to Annex 3 "DADP Structure" for a standard arrangement of DADP. In addition to the standard structure, there are a few things to be considered in the DADP preparation as suggested below.

(1) On-budget planning

This part of planning is almost the same as before under ASDP1. The differences are only in the fund sources. Although details of the fund sources of DADP are given in Chapter 4 of this Guideline, general settings are explained below for quick reference.

- For core activities (to support agricultural extension, advisory services, working tools, capacity building, strengthen the planning and operational capacity of the LGA agricultural Team and district, ward/village levels) all LGAs receive A-CBG and A-EBG.

- For investment activities (interventions), LGAs will receive funds in a phased manner. That is, limited number of LGAs (target LGAs) receive supports at the beginning, but the coverage expands as time goes.
- The target LGAs receive funds for investment from the government ordinary center-to-local supports (like LGDG and DIDF) as well as DPs specific projects. DPs supports may be “on-budget” or “off-budget”.
- There is a mechanism of “Competitive Matching Grant” to supplement the investment interventions with specific emphasis on promoting private sector involvement. LGAs are encouraged to submit proposals for the grant.

(2) Off-budget (Comprehensive budget sources)

As explained, the “Concept of Comprehensive and Strategic DADPs”, DADPs need to be comprehensive in terms of *resource mobilization* and *activity coverage*. Under this principle, LGAs are strongly encouraged to look for any resources available from any stakeholders in the area. (**Annex 3** section 8 shows the Matrix that should be used to present planned interventions by source of funds)

(3) DADP Quality Check

In order to make sure that prepared DADPs satisfy the expected level of comprehensiveness and strategic features, a checklist was prepared. The list is used by LGAs themselves (self-assessment) and by Regional office (third-party assessment). LGAs should perform this self-assessment before submitting DADP. The checklist is given in Annex 4.

4. FINANCING DADP

The financing of agricultural activities in Tanzania will continue to be through a variety of sources with the Government traditionally being the main source of funds, supplemented by DPs and private sector that have been supporting mostly the development budget of the sector.

In ASDP 2, Flexible and harmonized financing modalities and management are adopted to integrate on- budget (budget support, Basket Fund, earmarked and ring-fenced programmes and projects) and off-budget programme and budgets.

The sources of funds for DADP are explained according to the On-budget and Off-budget classification.

The two types of funds are defined in terms of LGA's viewpoint:

4.1 On-budget

On-budget funds are those registered in the government budget and given to LGAs for their own discretion. They are further categorized into those from the Center and from the Local (own sources).

4.1.1 Funds from the Central government

The ASDP 2 takes a phased approach in the supports of investment activities where the programme begins with a limited number of target LGAs while the number gradually expands as time passes as follows:

Table 5: Phasing of LGA coverage schedule in ASDP2

Type of funds		Coverage (No.) of LGAs					
		Year 1	Year 2	Year 3	Year 4	Year 5	Y6-10
A-EBG & A-CBG-Basic*		75	125	150	150	150	150
Top-up A-CBG		25	50	75	100	125	125
DADG Investment	No. of AEZ	3	5	8	8	8	8
	No. of Regions	7	15	20	25	25	25
	No. of LGAs	25	50	75	100	125	125

**The grants will support all LGAs depending on the availability of funds*

The basic **A-EBG and A-CBG** will be allocated to all LGAs to support agricultural extension, advisory services, working tools, capacity building, strengthen the planning and operational capacity of the LGA agricultural Team and district, ward/village levels. The Top-up A-CBG will be used for supporting investment activities within the cluster (AEZ) and expands its coverage in accordance with the expansion of investment support coverage.

DADG-Investments: Gradual increase in coverage based on Agro-Ecological Zones (AEZ), Regions and Districts. The possible sources of the Investment funds for investment interventions include On-budget Basket funds: (Ear- marked and non-ear marked as follows:

DIDF (Ear- marked): These funds are available specifically for irrigation development. As were done in ASDP 1, LGAs are provided with the funds depending upon their proposals of development projects. **LGDG:** This fund is disbursed from HAZINA (Treasury) to all LGAs to support three areas: ASDP/ DADPs; MMAM (Primary Health Services Development Programme (PHSDP) (Mpango wa Maendeleo wa Afya ya

Msingi [MMAM] 2007 - 2017)); and CDG (Capacity Development Grant). The Basic DADG is now combined in LGDG as ASDP/ DADPs. All LGAs must allocate the amount equivalent to the Basic DADG to agricultural sector.

DLDF: Sourced from the exported skin/hides, Central Government budget and DPs interested in livestock development. It is allocated to 75 LGAs. The fund is different from the 15% LGAs contribution to livestock development

- **Competitive Matching Grants:** There is a mechanism of “Competitive Matching Grants” to supplement the investment Interventions with specific emphasis on agri-business and promoting private sector involvement. These competitive matching grants will be open to proposals from organized Farmer Organizations (FO) and/or joint ventures with other private sector CVC stakeholders to support promising local initiatives for priority value addition, agro-processing and/or marketing and other related downstream/upstream investments. Proposals will be evaluated and selected by a competitive process at regional level (regional CVC platform). The proposed projects should have the total cost between TSh 20 to 100 million, while a matching grant reaching a maximum of 25% percent of the total investment (i.e. up to the equivalent of TSh 25 million). The matched element of the applicant’s contribution will be at least 30 percent cash and the balance being in-kind if this is offered.

4.1.2 Funds from the Local government

For agricultural sector development, LGAs are required to mobilize their own sources collected by the Produce Cess, Livestock and Fishery Levies, and other own sources:

- Producer cess: 20% of the revenue must be set aside for the development of agricultural industry.
- Livestock service levy: 15% of the revenue must be placed for the development of livestock sector.
- Fisheries levy: 15% of the revenue must be reserved for the development of fishery sector.
- Other sources: Given the large proportion of population is depending upon agriculture, livestock and fisheries in local areas, LGAs are encouraged to mobilize funds from any other sources.

4.2 Off-budget

Off-budget funds are those funds not registered in the government budget. In the LGAs, these funds differs in line-of- command organizations, LGAs are in principle unable to direct them how and/or how much funds should be used. Therefore, LGAs need either to coordinate their own activities with these off-budget activities or to persuade the organizations to fill the gap remaining in LGAs’ development plan.

5.0 IMPLEMENTATION ARRANGEMENTS

5.1 Overview

In order to ensure an effective implementation of DADP projects and interventions the DAICO/DLFO will be responsible for day to day management, coordination, monitoring and supervision arrangements. The DFTs will technically support the implementation of value chain for these projects. The selected focal person in collaboration with the M&E officer in the district will be responsible for monitoring, evaluating and reporting the project activities and should undertake the baseline survey at individual project or intervention level with assistance of the village extension officer and DFTs.

The baseline survey should cover a minimum range of important data/ indicators in line with the objective of each project/ intervention. Baseline survey should collect both basic data and other necessary outcome data according to nature of the project (see the table 6 below). The selected DADP focal person and DFTs should properly keep the baseline data file until completion of the project for measurement of outcome/impact by comparing to end line data.

Table 6 indicates some of the basic and outcome data/ indicators to be collected during the baseline survey.

Table 6: Examples of indicators for baseline survey

Basic data	Outcome data
<ul style="list-style-type: none"> - Name of target village - No. of farmers/keepers - No. of beneficiaries (male/ female/ age) - Size of farm land - Major income sources - House type (brick, wood, etc.), roof type - Task allocation between husband and wife in agricultural practice (in terms time allocation, number of activities, who does what) - House/ land ownership - Loan access - Revenue 	<ul style="list-style-type: none"> - Productivity (year): ton/ha (crop) - Total production (year): ton - Number of farmers applying the technology - Price - Quality of commodity (grade or class attained) - Farmers' income - Milk production /cow/day - Growth rate (livestock) - Mortality rate (livestock)

The monitoring of DADP will be performed and reported by Quarterly and Annually Project Progress reports which will include the DADP Quarterly Physical and Financial Progress Reports. In addition to the DADP Quarterly Progress Report, the Project Evaluation Report should be prepared by M&E officer in order to capture **project outcome**.

Moreover, with the collaboration of DFTs and through Agricultural Routine Data System (ARDS), the selected DADP focal person and M&E officer should monitor the performance of the agricultural sector at LGA level, which is the aggregated results of individual projects in the District. Both focal person and M&E officer should report to DAICO/ DLFO about the sector performance together with the reporting of project performance (i.e. the DADP Quarterly Physical and Financial Progress Reports). DAICO/ DLFO must ensure that all extension officers submit data on time, while the selected DADP focal person and District M&E officer are in-charge of checking, entering, reporting data to DED and the central government.

5.2 Project implementation and management

Once a project starts its operation, DFT should manage the project with consideration to the following aspects:

Time Management:

The purpose of time management is to make the physical progress of a project in line with time frame. DFT should undertake following:

- ✓ Developing a detailed work plan in consultation with a farmers' organization, as shown in the table 7 below;

Table 8: Format of the detailed work plan with some sample illustrations

No.	Work	M	Month 1				Month 2				Month 3				Responsible persons				
			W	1	2	3	4	1	2	3	4	1	2	3	4	DFT	W/ V AEO	FO	
1	Land survey for foundation construction (sample)																Mr. AAA	Ms. BBB	Ms. CCC
2	Procurement of equipment and materials (sample)																		
3	Foundation construction (sample)																:	:	:
4	:																		
5	:																		
6																			
7	DFT monitoring																		

- ✓ Regular monitoring at key stage of intervention and modify the work plan if necessary; and
- ✓ Reporting the progress of planned activities to DAICO/DLFO and any official who is responsible for preparing the DADP Quarterly Physical and Financial Progress Report.

Cost Management:

Cost management is referred to as managing the expenditure of a project in line with the budget approved. DFT should carry out the following:

- ✓ Facilitating a farmers' organization in understanding the budget for a project (e.g. total amount, sources of funds, cost for each activity and budget schedule);
- ✓ Confirming whether the budget is received, whether the amount received is same as approved, whether there is no misuse of money, and whether the amount spent is within the budget; and
- ✓ Providing information to DAICO/DLFO and any official who is responsible for preparing the DADP Quarterly Physical and Financial Progress Report.

Quality Management:

Quality management is important to make the outputs of a project high quality. DFT should carry out the following:

- ✓ Facilitating a farmers' organization to establish a quality control committee in order to ensure the quality of commodities to be produced;
- ✓ Quality inspection for equipment procured or facility established; and
- ✓ Review of each activity of the project, with farmers, to identify challenges faced by the farmers and measures for improvement.

Risk Management:

Risk management can be referred to as to identifying possible risks and countermeasures for mitigation, before negative influence takes place. DFT, through field monitoring and communication with extension officers and farmers, should undertake the following:

- ✓ Confirming whether there is any symptom for risk occurrence, which affects achievement of project outputs and outcomes (e.g. the slow progress of

- beneficiary's contributions and damage by natural disasters such as heavy rain).
- ✓ Confirming whether the project bring negative influence to the society especially for gender or minor groups of a society e.g. people with disabilities and widows
- ✓ Adopting Environmental Impact Assessment (EIA) for risk management with respect to natural environment.

Knowledge Management:

Knowledge management is essential in order to share the information of a project with stakeholders.

- ✓ DAICO/DLFO should hold at least quarterly meetings with DFT and key extension officers to share the progress and performance of the projects,
- ✓ DAICO/DLFO should keep all of the records relating to a project in a file. This is crucial in case an officer in charge is transferred/retired, successor can easily trace the project.

5.3 Project monitoring

The DFT should undertake regular, or ad-hoc in case of emergence, monitoring with due consideration to the five elements of the management indicated in Section 5.2. The findings of monitoring can be reflected in to back-to-office reports as well as project progress reports. Both of them are to be prepared by the officer (s) in charge of a project in collaboration with a farmers' organization. And the reports are to be submitted to DAICO/DLFO and any official who is responsible for preparing DADP Quarterly Physical and Financial Progress Report. Then DAICO/DLFO should prepare DADP Quarterly Physical and Financial Progress Report.

5.4 End line survey and project evaluation

A project, once it is completed, must be evaluated in terms of outputs and outcomes. The tool for project evaluation is the end line survey. M&E officer and DFT/focal person should compare the data of baseline with those of end line survey, so as to identify project outcomes. The end line survey can be undertaken immediately after the implementation or a while later (2 – 3 years later in the case of infrastructure, but one year later in the case of training and marketing activities). M&E officer should submit a draft Project Evaluation Report, which is to be finalized by DAICO/DLFO and submitted to RS as the attachment of the DADP document. Project Evaluation Report should include following contents;

- Project (intervention) name
- Objective of the project (intervention)
- Name of villages
- Project starting date and ending (completion of facility) date
- No. of beneficiaries by gender and age
- Outcome indicators [baseline] and [latest measurement]
- If successful (outcomes are achieved), what are reasons for the success?
- If failed (unsatisfactory), what are reasons for the failure?
- If failed and reasons are identified, what are way forward measures?

5.5 Reporting

Reporting is fundamental duty of all parties who are engaged in implementation of DADP. Types of reports and who prepare them are summarized in Table 8 below. Each responsible party must prepare and submit proper reports on time.

Table 8: Types of reports and responsible party

Type of report	Responsible party	Office where the report is to be submitted
Sector Monitoring		
ARDS District Quarterly Integrated Report	M&E Officer	- DED - Region - National (M&E TWG)
ARDS District Annual Integrated Report	M&E Officer	- DED - Region - National (M&E TWG)
Project Monitoring and Evaluation		
Project Progress Report (Quarterly and Annual)	M&E Officer/Focal person	- DAICO/ DLFO
DADP Quarterly Physical and Financial Progress Report	DAICO/ DLFO	- DED - Region - PO-RALG
Project Evaluation Report (The report to be attached to DADP Planning Documents)	M&E Officer/ DFT/Focal person	- DED - Region - PO-RALG

Annex 1: Roles of Actors at Village, Ward, District and Regional Level

Detail roles of the institutional actors (public sector) are as follows.

1. Village Level

1.1 Roles of Project Committees will be to:

- i. Carry out review and in-depth analysis of the opportunities and obstacles identifying their causal-effect relationship including poverty and vulnerable groups,
- ii. Undertake analysis of alternative agricultural development options based on the identified opportunities,
- iii. Contribute to the development of VADP,
- iv. Maintain a bank account into which the agricultural grants will be deposited under supervision and guidance of Village Council.
- v. Mobilise contributions from the community members, group members, NGOs, CBOs and any other development agencies.
- vi. Handle procurement of goods and services as well as management of agricultural investment grant,
- vii. Seek technical support and other services from agricultural extension workers, NGOs and other development agencies,
- viii. Prepare and submit monthly, quarterly and annual physical and financial reports to the Village Council.

1.2 Roles of Village Agricultural Extension Officers (VAEOs/VLEOs)

There will be a Village Extension Officer who will work in collaboration with the Ward Facilitation Team. The Village Extension Officers shall:

- i. Train, facilitate and support farmer group formation and farmer networking,

- ii. Assist groups and farmers' fora / networks to develop service contract proposals and plans,
- iii. Provide advice to project Finance, Economic and Planning Committee (FEPC) on agricultural issues,
- iv. Ensure that VADPs pay due considerations to the environment and sustainable use of natural resources,
- v. Facilitate implementation of on farm trials in collaboration with research institutes,
- vi. Support up-scaling of successful activities and ensuring the dissemination of successful stories, and
- vii. Prepare progress reports and submit them to WEOs' office.
- viii. Implement agricultural regulations, guidelines and by laws provided by the village government, LGAs and ASLMs.
- ix. Facilitate farmer access to and dissemination of agricultural/livestock/market information.

1.3 Roles of Village Government: *(In assisting smooth, efficient and effective implementation of ASDP II)*

- i. Facilitate Village Assembly (VA) to consider and approve the strategic comprehensive Village Agricultural Development Plan (VADP) and regular reporting the implementation progress of the planned interventions to VA, WARD/LGA head quarter.
- ii. Facilitate village level participatory planning as per WFT guidance and ensuring all projects planned are really demanded by the Community/ Farming group/beneficiaries for sustainability and trigger timely contribution by community/beneficiaries
- iii. Facilitate collection, preparation, storing (e.g. in farmers register books etc), and timely reporting/submission of Village level reliable/adequate agricultural data, information, statistics to next higher Government level(s) as required
- iv. Supervising and provide adequate support to the Village Agricultural Extension Officer(s) (VAEOs) in dissemination of Good Agricultural Practices (GAP) and appropriate technologies to farming Communities focusing on commercialization of agriculture and profitable marketing of the produce
- v. Enforce Agricultural sector bylaws where necessary to boost adoption rates of the disseminated good agricultural practices and messages
- vi. Support VAEOs in formation and establishment of farmer groups/fora/farmer based Organization including management of group dynamics among the beneficiaries as to sustain the farmer groups/organizations
- vii. Provide adequate support, follow up and coordination for Private Sector and other Non-state Actors to flourish at the Village level (including facilitation in identification, keeping register of the existing and incoming Private sector within the village)
- viii. Supervise and monitor the performance and accountability of Projects' Committees/ Members during implementation stage and support them on

ensuring proper and sustainable utilization of the completed interventions at Village level, operation and maintenance cost contribution by beneficiaries be given adequate attention by the Project Committees

- ix. Rendering adequate assistance in making land available for Community/ farmer groups agricultural development projects, including setting aside areas for establishment of small and/or medium scale agro-industries as a special concern within the village
- x. Carry out regular participatory monitoring and/or evaluation of agricultural sector interventions implemented at village in order to trigger timely implementation, ensure there is value for money and all interventions implemented are fit for the targeted beneficiaries' purpose

2. Ward Level

2.1 Roles of Ward Facilitation Team (WFT)

- i. Facilitate the participatory planning process at the village level,
- ii. Facilitate and guide project committees and FEPC at the village level to prepare a VADP,
- iii. Facilitate development of inter-village activities,
- iv. Assist in the formation of Ward Farmer Fora (WFF),
- v. Assist in preparing WADP by consolidating VDPs and inter-village activities and submit it to the DFT,
- vi. Support farmers to determine their needs and facilitate their contacts with public/private service providers, and
- vii. Operationalise and facilitate the activities of Ward Agricultural Resource Centres.
- viii. Link farmers with various sources of technologies and information

2.2 Roles of the Ward Executive Officer (WEO)

- i. Supervise and support Ward Agricultural Extension Officer(s) to develop and implement adequate and realistic working schedules and action plans for provision of extension services to farming Communities within the Ward
- ii. Play a very strong coordinating role in order to bring on board various extension providers and other stakeholder (including private sector and Non state actors) at ward level for smooth pluralistic extension service delivery and strategic investment in a comprehensive manner within the Ward
- iii. Facilitate the emergence of strong cooperatives and other forms of Farmers Organizations which can support access to knowledge, skills, information, inputs, credits, market and other relevant agricultural services
- iv. Consolidate all agricultural sector development issues that need close attention to be discussed and deliberated by the WDC meetings and submit the report to next higher level of the Government

- v. Coordinate and facilitate the WFT in assisting the Village Government / Village Agricultural Extension Officer(s) to prepare the strategic and comprehensive VADPs that will ultimately be consolidated at Ward level before being submitted to LGA level
- vi. Facilitate collection, consolidation and keeping reliable data bank, information, and statistics from Village level and ensure timely submission of the same to LGA head quarter.
- vii. Supervising and coordinating the implementation of projects and programmes within the Ward and provide adequate support and efforts in establishing agro industries and promotion of value addition projects within the Ward
- viii. Initiating, sensitizing and promoting participatory agricultural sector Monitoring /evaluation to ensure there is timely implementation, value for money and projects implemented do fit for beneficiaries purpose
- ix. Enforce agricultural bylaws to enhance adoption rate in Ward
- x. Fast track timely implementation of agricultural interventions and ensure proper, efficient and effective utilization of the completed interventions.

3. District Level

3.1 Roles of District Facilitation Team (DFT)

- i. Train WFT on the Participatory planning approaches, agricultural development planning, group formation and dynamics, procurement of goods and services, contracting, financial management, environmental management, participatory technology development, participatory monitoring and evaluation (M&E), public-private partnership and HIV/AIDs.
- ii. Facilitating the participatory process, identification of priorities, supporting the development of projects, and strengthening of farmer groups and communities.
- iii. Providing technical support during implementation, monitoring and evaluation of projects.
- iv. Assist in the interpretation of Planning and Budgeting Guidelines from President's Office - Regional Administration and Local Government (PO-RALG) to village projects committee before launching of the O&OD participatory planning process,
- v. Facilitate formation of a District Farmer Fora (DFF),
- vi. Assist WFT to facilitate the identification and analysis of opportunities, obstacles and technological options needed to develop agriculture in villages,
- vii. Assist WFT to facilitate the identification of vulnerable groups and suggest ways to include them in community actions including emergency crisis prevention,
- viii. Based on the VADPs, carry out needs assessment to identify the required VADP implementation support services and capacity building needs at village, ward and district levels,
- ix. Develop inter-ward activities,
- x. Formulate a comprehensive DADP,

- xi. Identify researchable issues to be undertaken by Zonal Agricultural Research and Development Institute (ZARDI) and others,
- xii. Provide timely feedback to wards and villages on the amount of funds/budget approved by District Council (DC).

3.2 Roles of DAICO/ DLFO

The District Agricultural Irrigation and Cooperative Officer (DAICO) will be responsible for planning and implementation of DADP. The DAICO will be assisted by District Livestock and Fisheries Officer (DLFO). The DAICO and DLFO will be a member of the DFT. Thus, apart from being a DFT member, the DAICO and DLFO will have the following specific roles

- i. Liaise with all stakeholders in the district,
- ii. Coordinate training of the DFT and WFT in agricultural plans,
- iii. Receive agricultural components of WDPs and make necessary preparations for the development of the DADP,
- iv. Ensure that DADP pay due considerations to environment and natural resources management,
- v. Liaise with Assistant Administrative Secretary (AAS) for Economics and Production section within RS in formation of DCP which will bring together major actor in priority commodity value chain.
- vi. Ensure that the DADPs is effectively integrated into the DDPs,
- vii. Facilitate timely disbursement of grant funds to communities and groups,
- viii. Ensure compliance of agricultural development activities with the district development priorities, and
- ix. Prepare quarterly and annual progress reports (financial and physical) for submission to the CMT and ASLMs.

3.3 The Council Management Team (CMT)

The Council Management Team (CMT) consisting of Heads of Departments and chaired by the Council Director will be responsible for supporting implementation of activities at the district level. The CMT responsibilities will include:

- i. Review and approve the Village and District Agricultural Development Plans and budgets
- ii. Verify eligibility of project beneficiaries, cost-sharing arrangements, and other project requirements
- iii. Monitor and supervise the implementation of projects

3.4 Roles of District Executive Director (DED)

DED's specific roles are as follows:

- i. Disburse resources to the DADP activities as approved by LGDG Technical and Steering Committees,
- ii. Mobilise contributions from the council, central government, CBOs, NGOs and other stakeholders,

- iii. Coordinate the formulation and implementation of DADP as part of the DDP,
and
- iv. Supervise the implementation process.

4. Regional Level

The Economics and Production Section of the Regional Secretariat will have the following specific roles under this guideline:

- i. Review and appraise DADPs before they are submitted back to CMT for the inclusion of inputs from RS and then for approval by FC,
- ii. Liaise with DAICOs/DLFOs within the Clusters in AEZ in formation of DCP which will bring together major actor in priority commodity value chain.
- iii. Verify the validity and credibility of information provided by the districts,
- iv. Ensure that due considerations are paid to the environment and natural resources management,
- v. Assist the development of a quality plan and their adherence to national policies and current directives,
- vi. Undertake regular monitoring visits to review the quality of supported investments and services,
- vii. Assist councils to prepare quarterly and annual reports,
- viii. Participate in the O&OD training workshops for DFT,
- ix. Assist LGAs to address shortfalls and areas of poor performance as identified by annual assessment,
- x. Participate in the annual assessments of LGAs' eligibility for central government grants, including those funded through the LGDG system, and
- xi. Forward consolidated LGA plans and reports to PO-RALG with recommendations as to the qualifications of councils for funds disbursements.

5. Non-state Institutions

Organizations of this category are in principle out of the government system. Hence their roles in agricultural development are voluntary. However, as these organizations are increasingly taking important roles in the development, LGAs must persuade them to participate the DADP process including planning, implementation, and resource supply (funds and expertise).

Their expected roles in the DADP process are as follows, but not limited to them.

- To share the information of their current or planned activities with the District office.
- To provide their preferred actions/ activities to the District office so that DADP will take into account the drives of the non-state actors.
- To participate in the DCP meetings.
- If possible, to plan and implement joint activities with District.

Annex 2: Hierarchy and Roles of Organizations at National Level

The **National Agricultural Sector Stakeholders Meeting (NASSM)** will be held once a year following the **Joint Sector Review (JSR)** performed by government, DPs, Non-State Actors, and private sector annually in order to monitor the sector progress. The report will inform the Steering Committee.

The Steering Committee will be the key management organ of ASDP2 implementation and coordination. It will aim to approve the annual work plan, oversee the physical and financial progress, follow-up the audit results and discuss on key issues in regard to sector performance and coordination in order to guide the TCD and TWG.

Technical Committee of Directors (TCD). The TCD will replace the Inter-ministerial Coordination Committee and advise the Steering Committee on technical issues in connection with development projects. It will be supported by the Coordination and Management Team and the Thematic Working Groups.

Thematic Working Groups (TWGs) will be drawn from experts within the departments in each ASLM and should invite participation of the DPs. The TWGs will guide the programme on technical and/or managerial matters and advise the TCD and follow the progress of recommended actions as indicated in annual work plans. TWGs will also provide **National Facilitation Teams (NFT)** (of one or more members) that will be comprised of members of the TWGs who will be dispatched on an ad hoc basis to assist in implementation or problem solving missions at project level.

The **ASDP2 Coordination and Management Team** is responsible for the monitoring of progress, facilitating secretariat for ASDP meetings, trainings and NFT activities; ensuring that ASDP2 activities take place according to schedule & reports are shared; production of manuals, guidelines and publicity; managing M&E functions; establishing and sharing best practices & lessons learnt. The Coordination and Management Team will be composed by four members; National Planning Coordinator, Agricultural Economist, Communication staff and M&E Specialist, is responsible for both coordination and facilitation roles. National Coordinator will act as the secretary to the Inter-ministerial Coordinating Committee which is responsible for policy making, overseeing implementation of ASDP, and monitoring its performance.

The Director of Policy and Planning, Ministry of Agriculture Livestock and Fisheries, is responsible for the administrative aspects of ASDP Basket Fund. The department will work with other departments of ASLMs on consolidating work plans and budgets, quarterly and annual physical and financial reports, progress reports, and requests for funds on behalf of the implementing agencies.

PO-RALG. LGAs are overseen and directed by the **PO-RALG: the Department of Sector Coordination** is responsible for management and support to LGAs by collaboration with Regional Secretariats (RSs). Vertical coordination from PO-LARG to RSs and LGAs has been established and worked well under ASDP-1 and ASDP-2 will continue to strengthen the same functions of PO-RALG.

Annex 3: DADP Structure and Contents

In the parentheses below are indicative maximum numbers of pages. LGAs are strongly encouraged to observe the limitation.

1. **Executive Summary** [5 pages]
 - Write the selected target commodities
 - If applies, write a summary of the process involved in selection of priority commodities, and involved stakeholders/actors along the value chain
 - Mention major identified bottlenecks and solutions to the value chain development of the priority commodities.
 - Mention projects / interventions identified to combat the problems
 - Mention total financial resources required to finance the interventions (comprehensive budget)
 - Finalize the section by mentioning key targets expected to be achieved in three years.
2. **District profile** [4 pages]
 - 2.1 Location
 - 2.2 Administration
 - 2.3 Climate/Physical features (Agriculture land, Vegetation, rivers etc)
 - 2.4 Existing resources (infrastructure and farmers groups)
 - 2.5 Supporting institutions
 - 2.6 Sector Performance and Potential (Types and status of Crops and livestock kept)
3. **District Agriculture situation analysis/SWOT** [1 page]
4. **Summary of Policy and Strategies** [2 pages]
 - 4.1 Agriculture/ livestock, Cooperative, microfinance , Fisheries policy
 - 4.2 Agricultural Sector Development Strategy (ASDS)
 - 4.3 ASDP- (DADPs)
5. **Vision, Mission statement of the council, Objective and targets** [1 page]
 - 5.1 Vision
 - 5.2 Mission
 - 5.3 Objective
 - 5.4 Targets
6. **Review of previous (last financial year) DADP** [2 pages]

Summarize the physical and financial performance focusing on key output and outcomes for previous years:

Planned target	Planned activities	Approved budget	Amount received	Expenditure	Physical achievement (output)	Physical achievement (outcome)	Remarks
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- 6.1 Summarize key challenges in the implementation of the DADP.
- 6.2 Summarize strategies set to improve the implementation performance
- 6.3 Provide the summary of pending activities expected to be implemented from January to June

Annex 4: Checklist for Comprehensive and Strategic DADP

Attachment 02: Quick Checklist for Comprehensive DADP

Region: _____

LGA: _____

Name and position: _____

Check DADP !!
for
Development of the Value Chain of priority commodities
with
Comprehensive mobilization and Strategic utilization of resources.

Aspect	No	Check Point	Yes/No by LGAs	Where do you mention the detail in Narrative? *1	Check by RSs	
Comprehensive DADP Budget	1	Does your budget show the <u>names of commodities</u> to be supported ?		/		
	2	Does your budget show the <u>stages of value chain (VC)</u> to be supported ?		/		
	3	Does your budget <u>show</u> the activities and budgets of <u>tax revenues</u> (e.g. produce cess)?			/	
	4	Does your budget show the <u>activities and budgets</u> of Non-state Actors' Funds (Not only beneficiaries Contribution but also NGOs/ CBOs and Any Other Donor Funded Project)?			/	
		4.1) Yes, but activities only?			/	
		4.2) Yes, and both activities and budgets			/	
5	Does your budget show the names of the public institutions contributing to DADPs (e.g. <u>Crop Board, Research, Training</u>) ?			/		
6	Does your budget include the activities fully or partially funded by <u>the Private Sector with indications of the company's name</u> ?			/		
Planning Concept	7	Does your plan show the name of <u>the priority commodities</u> and explain <u>why they are important</u> for the LGA?		/		
		7.1) Yes, but names only?				
		7.2) Yes, and both names and reasons why important				
	8	Does your plan explain how the activities are developed based on <u>the VC analysis</u> ?				
	9	Does your plan explain how the activities make the best use of <u>the existing physical/ human resources</u> (i.e., infrastructures or farmers groups developed under ASDP1)?				
	10	Does your plan explain how the LGA makes collaboration with <u>other initiatives/programs and public institutions</u> ? (Multiple choices are acceptable.)			/	
		10.1) Yes, and collaboration is organizing farmers for initiatives/ programs/ institutions. <i>[E.g. establishing farmers groups, training of the groups, etc.]</i>				
		10.2) Yes, and collaboration is linking progressive farmers to initiatives/programs/ institutions. <i>[E.g. introducing/ encouraging specific farmers to participate in initiatives/ programs, etc.]</i>				
		10.3) Yes, and collaboration is to disseminate/spread service information *2 of initiatives/ programs/ institutions to farmers.				
		10.4) Yes, and collaboration is just supervising initiatives/programs/ institutions.				
	11	Does your plan explain how the LGA makes collaboration with <u>the private sector</u> ? (Multiple choices are acceptable.)			/	
		11.1) Yes, and collaboration is Contract Farming.				
11.2) Yes, and collaboration is Cost-sharing with the private sector.						
11.3) Yes, and collaboration is Loan (including in-kind).						
11.4) Yes, and collaboration is just information sharing.						
11.5) Yes, and collaboration is something other than above.						
12	Does your plan shows clear <u>outcome indicators and target values</u> to be achieved by Value Chain Development through DADP 2015/16?					

Note *1: In the column of "Where do you mention the detail in Narrative?", the examiner should indicate page, paragraph and line of the Planning Concept.

Note *2: Types of information: Technical/ Financial/ Market information or any other.

Technical information: new seeds/ breeds, new husbandary/ processing techniques, new fertilizer, chemicals, feeds, etc.

Financial information: availability of microfinance, loan conditions, new financial windows, etc.

Mode of dissemination/ spread:

Meeting, Through extension officers, FFS, Any types of workshop or gathering.

Annex 5: Agro-ecological zones (AEZ) and districts

	<i>AEZ</i>	<i>Regions</i>	<i>Districts</i>
1	Arid Lands (unimodal 400-900 mm)	Mara (E)	Musoma TC, Musoma DC, Serengeti, Bunda, Tarime, Rorya
		<i>Dodoma (E)</i>	<i>Masai Steppe, Tarangire, Mkomazi, Pangani and East Dodoma</i>
		Simiyu	Bariadi DC, Maswa, Meatu, Itilima, Busega
		Manyara (E)	Kiteto, Simanjiro
2	Eastern coast	Lindi	Lindi DC, Lindi MC, Liwale, Ruangwa, Kilwa, Nachingwea.
		Mtwara	Mtwara T.C, Mtwara DC, Masasi, Nanyumbu, Tandahimba, Newala
		Tanga	Handeni, Kilindi, Korogwe DC, Lushoto, Muheza, Mkinga, Pangani, Tanga, Korogwe
		Pwani	Kibaha TC, Kibaha DC, Bagamoyo, Mafia, Mkuranga, Kisarawe, Rufiji
		Dar-es-Sal.	Ilala, Kinondoni, Temeke
3	Northern Highlands (bimodal)	Arusha (S)	Arusha DC, Meru, Arusha MC, Karatu, Monduli, Longido, Ngorongoro
		Kili-manjaro (N)	Moshi D. C., Hai, Siha, Moshi M. C, Mwanga, Rombo, Same
		Manyara (E)	Babati TC, Babati D.C Hanang, Mbulu
4	Plateaux (unimodal)	W: Tabora, Rukwa/Katavi	Tabora M C, Igunga, Nzega, Sikonge, Tabora(Uyui, Urambo Mpanda DC, Mpanda TC, Mlele
		Mbeya (N)	Chunya (partie N)
		Ruvuma + Morogoro (S)	Songea T. C, Songea D.C, Namtumbo, Mbinga, Tunduru, Ulanga (Mo)
		Mwanza	Mwanza CC, Magu, Geita, Ukerewe, Missungwi, Sengerema, Kwimba
		Geita	Geita DC, Chato, Bukombe, Nyang'wale, Mbogwe
5	Central semi-arid (unimodal)	Dodoma (W)	Kondoa, Dodoma MC, Mpwapwa, Kongwa, Bahi, Chamwino
		Singida	Singida DC, Singida MC, Manyoni, Iramba, Ikungi, Mkalama
		Shinyanga	Shinyanga M C Shinyanga D.C, Kishapu ,Kahama
		Morogoro	Morogoro M C, Morogoro DC, Mvomero
6	Southern & highlands	S-Mbeya	Mbeya MC, Mbeya D. C, Mbarali, Kyela, Rungwe, Mbozi, Ileje, Chunya (S)
		S-Iringa	Iringa DC, Kilolo DC, Iringa (S), Mufindi,

		Njombe	Makete, Ludewa, Njombe TC, Njombe DC. Makambako,
		Morogoro NW	Kilombero, Kilosa
7	South Western highlands	Rukwa	Sumbawanga D.C, Sumbawanga TC, Nkasi, Mpanda DC, Mpanda TC
8	Western highland	Kigoma	Kasulu, Kibondo, Kigoma DC, Kigoma TC
		Kagera (bimodal)	Biharamulo, Bukoba D. C, Misenyi, Bukoba T. C, <u>Karagwe</u> , Muleba, Ngara

Source: ASDP-2 BF (2013) - ARD; Tanzania CSA Program (2015) and de Pawn, 1984

