

**THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE, REGIONAL ADMINISTRATION AND
LOCAL GOVERNMENT**



**DISTRICT AGRICULTURE
DEVELOPMENT PLAN (DADP)
GUIDELINE**

JULY, 2018

FOREWORD

The Government of Tanzania is vigorously promoting the Five Year Development Plan. Among other things, the Plan focuses on nurturing industrialisation and agriculture development to bring a positive impact on the macroeconomy of the country.

The Agricultural Sector Development Programme Phase Two (ASDP II) has been launched to propel the country's economic development and guide the implementation of prioritized interventions for the Tanzania Development Vision 2025. The duration of the ASDP II is 10 years, starting from the year 2017–2018 to 2027–2028. The programme is to be implemented in two stages of five years each. The first phase started in the financial year 2017/2018.

The main objective of the ASDP II is to transform the agricultural sector (crops, livestock, and fisheries) towards higher productivity, higher commercialization levels, and increased smallholder farmer incomes for improved livelihoods as well as food and nutrition security.

The ASDP II has four major components:

1. Sustainable Water and Land Use Management, which aims at expanding sustainable water and land use management for crops, livestock, and fisheries;
2. Enhanced Agricultural Productivity and Profitability, which will focus on increasing productivity for some priority commodities;
3. Commercialisation and Value Addition, which will focus on improved and expanded marketing and value addition promoted by a thriving competitive private sector and effective farmer organisations; and
4. Sector Enablers, Coordination, and Monitoring and Evaluation (M&E), which will strengthen institutions, create enabling conditions, and provide both coordination and M&E services.

The ASDP II will be implemented by Central Government Ministries, Local Government authorities, Development Partners, Non Governmental Organizations and Private Sectors. Centrally, the programme will be coordinated and implemented by agriculture lead ministries including ministries responsible for Agriculture, Livestock, Fisheries, Lands, Water, Regions and Local Governments, Environment and Finance. At the local level, the programme will be implemented by Local Government Authorities. However, in order to ensure effective participation of local farmers, livestock keepers and fishermen, it is essential to ensure that Local Government Authorities (LGAs), who will play a role in planning, implementing, and interpreting the outcome of the programme are well guided.

In this context, the President's Office, Regional Administration and Local Governments is issuing the District Agriculture Development Plan (DADP) Guideline to which will be used by local farmers, community members and other related local based institutions to prepare

agriculture, livestock and fishery development plans. The DADP Guideline is indispensable in mobilizing districts agriculture potentials and building synergies among stakeholders, hence ensuring sustainable environment for LGAs to play its significant role of implementing proving services and facilitating development to the people.

Since, ASDP II will be implemented through DADPs, thus the main objective of DADP Guideline is to provide clear guidance to officials, local based institutions, and other stakeholders on the process of planning, implementing, coordinating, managing, administering, monitor, and evaluate Village Agriculture Development Plans (VADPs) and District Agriculture Development Plan (DADPs). The Guideline emphasised the need for each LGA to prepare a DADP, which will consider value chain of priority commodity recommended by the ASDP II In the respective Agro Ecological Zone.

The DADPs are derived from the grassroots by villagers through the Opportunities and Obstacles to Development planning process and summarised in VADPs, which are then consolidated at the district level and combined with certain district-level activities into DADPs. The following guidelines sets out a detailed approach for how to develop DADPs. Through using this approach, it is intended that DADPs under ASDP II will be more comprehensive and strategic than before. I urge all implementers and, mainly, LGAs to be fully conversant with the steps and requirements of this Guideline and play their respective parts effectively. This will facilitate the attainment of the ASDP goals within the national policy framework.

The preparation of this Guideline involved many players and collaborative efforts of various stakeholders. On behalf of the Government of Tanzania, I would like to express my sincere appreciation to Dalberg (D-Implement), who supported the development of this Guideline; ASLMs; the Regional Secretariats; and LGAs for their valuable cooperation and inputs.

I would further like to appeal to all the stakeholders that their, participation and contribution and use of this guideline is essential for successful implementation of agriculture, livestock and fishery activities at the local level.

Eng Mussa I. lyombe

Permanent Secretary,

President's Office, Regional Administration and Local Government

CONTENTS

FOREWORD.....	i
CONTENTS	iii
1.0 INTRODUCTION	1
1.1 AGRICULTURAL SECTOR DEVELOPMENT PROGRAMME PHASE TWO (ASDP II)...	1
1.2 OBJECTIVES OF THE DADP GUIDELINE	3
1.3 CONCEPTS OF COMPREHENSIVE AND STRATEGIC DADPs.....	3
2.0 INSTITUTIONAL FRAMEWORK AND COORDINATION	4
2.1. VILLAGE LEVEL.....	4
2.2. WARD LEVEL.....	4
2.3. DISTRICT LEVEL.....	4
2.4. REGIONAL LEVEL	5
2.5. NATIONAL LEVEL	6
3.0 PLANNING PROCESS	6
3.1 OVERVIEW	6
3.2 EXPECTED OUTPUTS	7
4.0 DADP QUALITY CHECK.....	12
5.0 FINANCING DADP	12
5.1 FUNDS FROM THE CENTRAL GOVERNMENT	13
5.2 FUNDS FROM THE LOCAL GOVERNMENT (LGA)	13
5.3 DPs AND THE PRIVATE SECTOR	13
6.0 IMPLEMENTATION ARRANGEMENTS, M&E	13
6.1 IMPLEMENTATION ARRANGEMENT	13
6.2 M&E.....	13
6.2.1 BASELINE AND ARDS	14
6.2.2 MID-TERM EVALUATION.....	14
6.2.3 END-LINE EVALUATION	14
6.3 REPORTING.....	14
ANNEX 1 THE FOUR STEPS IN CONDUCTING THE VALUE CHAIN ANALYSIS.....	16
ANNEX 2 SUMMARY OF THE PROJECT PLAN	18
ANNEX 3 AEZ WITH RESPECTIVE COMMODITIES	18
ANNEX 4 GUIDELINE FOR DEVELOPING DASP	19
ANNEX 5 3W's TEMPLATE FOR STAKEHOLDER MAPPING.....	23

Abbreviations

AAS	Assistant Administrative Secretary
AEZ	Agricultural Ecological Zones
ARDS	Agricultural Routine Data System
ASDP	Agricultural Sector Development Programme
CD	Council Director
CMT	Council Management Teams
CVC	Commodity value Chain
DADP	District Agriculture Development Plan
DAICO	District Agriculture, Irrigation and Cooperatives Officers
DASP	District Agricultural Strategic Plans
DCP	District Commodity Value Chain Platform
DDP	District Development Plan
DED	District Executive Director
DFT	District Facilitation Team
DLFO	District Livestock and Fisheries Officers
FC	Full Council
FEPC	Financial and Economic Planning Committee
GoT	Government of Tanzania
LGA	Local Government Authorities
LGDG	Local Government Development Grant
M&E	Monitoring and Evaluation
MTEF	Mid-Term Evaluation Framework
NACOTE	National Coordination Team
NGO	Non-governmental Organisation
O&OD	Opportunities and Obstacles to Development
RAS	Regional Administrative Secretary
RCC	Regional Consultative Committee
TWG	Thematic Working Group
VADP	Village Agriculture Development Plan

VAEO	Village Agricultural Extension Officer
VEO	Village Executive Officer
WAEO	Ward Agricultural Extension Officer
WDC	Ward Development Committee
WDP	Ward Development Plan
WEO	Ward Executive Officer
WFT	Ward Facilitation Team

1.0 INTRODUCTION

1.1. AGRICULTURAL SECTOR DEVELOPMENT PROGRAMME PHASE TWO (ASDP II)

The Agricultural Sector Development Programme Phase Two (ASDP II) has been developed to propel economic development in Tanzania and guide the implementation of prioritised interventions for the

Tanzania Development Vision 2025;

Long Term Perspective Plan (2012–2021);

Five Year Development Plan Phase Two (2011–2021);

Tanzania Agriculture and Food Security Investment Plan; and

Agricultural Sector Development Strategy Phase II.

The duration of the ASDP II is 10 years, from 2017–2018 to 2027–2028. It will be implemented in two stages of five years each, the first starting from 2017–2018.

Specifically, the ASDP II aims to transform the agricultural sector (crops, livestock, and fisheries) towards higher productivity, higher commercialization levels, and increased smallholder farmer incomes for improved livelihoods as well as food and nutrition security.

The ASDP II has four major components:

1. Sustainable Water and Land Use Management, which aims at expanding sustainable water and land use management for crops, livestock, and fisheries;
2. Enhanced Agricultural Productivity and Profitability, which will focus on increasing productivity for some priority commodities;
3. Commercialisation and Value Addition, which will focus on improved and expanded marketing and value addition promoted by a thriving competitive private sector and effective farmer organisations; and
4. Sector Enablers, Coordination, and Monitoring and Evaluation (M&E), which will strengthen institutions, create enabling conditions, and provide both coordination and M&E services.

The programme vision of the ASDP II will be poverty reduction, food and nutrition security, and GDP growth.

To address critical constraints and challenges to sector performance, and speed up growth of agriculture GDP, improve growth of smallholder incomes, and ensure food security by 2025, the programme will

1. focus on prioritised commodities along the commodity value chain (CVC);
2. enhance the productivity of Agricultural Ecological Zones (AEZ) and district clusters;
3. improve the agricultural and business environment to ensure it is friendly to investors and attracts investments; poses the right incentives to the private sector, farmers' groups, and organizations; eliminates unnecessary cesses and taxes on producers; and has well-developed market systems and uses comparative advantage in certain commodities;
4. allocates and utilises resources efficiently and effectively to create value and impact;
5. promotes committed leadership through sound and functioning coordination, governance, accountability, administrative structures, systems, processes, and procedures.

The ASDP II will be implemented at the district level through District Agricultural Development Plans (DADPs).

Officers of LGAs prepare and implement DADPs. For LGAs, the DADP is a key tool for planning and implementing development activities in the agricultural sector.

The DADPs will be financed through General Budget Support, the Basket Fund, the LGAs' own funds, the private sector, non-state actors (NSAs), and farmers. However, the provided resources will focus on the prioritised high-potential CVC in the AEZ.

Individual villages use the Opportunities and Obstacles to Development (O&OD) planning process to derive the DADPs and summarise these in Village Agricultural Development Plans (VADPs). This planning process is led by a Village Planning Committee, Village Agricultural Extension Officer (VAEO), and Village Executive Officer (VEO). The District Facilitation Team (DFT) supports the planning process according to the DADP Guideline.

Individual villages submit their proposals for VADPs to the wards. The Ward Development Committee (WDC) consolidates these proposals and submits these to the

District Executive Director (DED). The WDC is guided by the Ward Agricultural Extension Officer (WAEO), who is supervised by the Ward Executive Officer (WEO).

The District Agriculture, Irrigation and Cooperatives Officers (DAICOs) and District Livestock and Fisheries Officers (DLFOs) will be responsible for consolidating the VADPs – and the activities of their Local Government Authority (LGA), identified through value chain analysis of the priority CVCs and consultation with stakeholders through the District Commodity Value Chain Platform (DCP) as well as through reference to the District Agricultural Strategic Plans (DASPs) – into the DADPs.

The process will be guided by this DADP Guideline and by detailed instructions by Agricultural Sector Lead Ministries (ASLMs) through the President's Office-Regional and Local Government (PO-RALG), including alignment on ASDP II priorities.

1.2 OBJECTIVES OF THE DADP GUIDELINE

This DADP Guideline provides officials at various levels clear guidance on how to plan, implement, coordinate, monitor, and evaluate VADPs/DADPs; it focuses particularly on LGA officers, who prepare and implement DADPs.

This Guideline emphasises that each LGA is supposed to

- prepare its DADP based on the value chain of priority commodities in line with the district's AEZs (see Annex 3);

- prepare or update a five-year DASP (see Annex 4); and

- develop an action plan based on the procedures mentioned in Section 3 and on the availability of opportunities, profitability, and participation of other beneficiaries and stakeholders.

The ASDP II requires DADPs to be comprehensive and strategic.

1.3 CONCEPTS OF COMPREHENSIVE AND STRATEGIC DADPs

The DADPs will be comprehensive and strategic if they embrace the concepts of resource mobilisation and activity coverage.

A DADP is comprehensive if it achieves its objective of performing the top priority activities for developing the agriculture sector in the district by mobilising available resources and collaborating with various stakeholders (other programmes, non-governmental organisations [NGOs], private sectors, and financial institutions).

A DADP is strategic if its interventions are planned and prioritised well and the available resources are appropriated accordingly. The LGAs must prioritise and focus interventions to improve the DADPs' efficiency and effectiveness.

To achieve the comprehensiveness and strategic of DADPs, LGAs need to clearly define the roles, responsibilities, and mandates of stakeholders (Government of Tanzania (GoT), Development Partners (DPs), and NSAs) and coordinate their actions (GoT to DPs; GoT to GoT; GoT and NSAs; DPs to DPs; NSAs to NSAs).

The LGAs should formulate a comprehensive DADP that includes development activities both on-budget (budget support, Basket Fund, and earmarked programmes and projects) and off-budget. The DADP should provide for joint implementation management and follow-up.

2.0 INSTITUTIONAL FRAMEWORK AND COORDINATION

The ASDP II and DADPs will be implemented through existing government systems and structures to allow the continuation of efforts to strengthen government systems at national and local levels to enhance results and sustainability.

The programme will use existing institutions. Their roles and responsibilities, and how they will coordinate actions, are described below.

2.1. VILLAGE LEVEL

The main implementing agents are village communities as a whole and/or farmer groups. The village assembly will identify projects and summarise these into VADPs; the Ward Facilitation Team will facilitate the process. The VEO and VAEO prepare the VADP and its budget; supervise and monitor its implementation; and formulate reports. Beneficiaries will select project committees among themselves; these committees will have 10 members at most, and at least 40% of them shall be women.

2.2. WARD LEVEL

The DED shall appoint an interdisciplinary Ward Facilitation Team (WFT). The WFT will help village officers facilitate village-level activities. The WFT is composed of the WEO (Team Leader), WAEO (crop, fisheries, and livestock), Ward Community Development Officer, and Ward Natural Resources Officer. The WAEO and WEO compile VADPs and village reports and monitor ward-level agricultural activities. The DED can add any member according to commodity and the needs of a village or ward.

2.3. DISTRICT LEVEL

District Councils supervise the implementation of agricultural development activities at the district level. The DED is responsible for all activities. The DAICOs/DLFOs, assisted

by the DFT, prepare DADPs, budgets, and M&E reports. The DAICOs/DLFOs are also responsible for coordination.

The DFT will include the District Extension Officer, Crops Officer, Livestock Officer, Irrigation Officer, Horticulture Officer, Fisheries Officer, Trade Officer, Planning Officer (Team Leader), M&E Officer, Community Development Officer, Cooperative Officer, and Natural Resources Officer. The DFT will also include representatives of the private sector, NGOs, and research stations, and any other staff as needed. The District Planning Officer will lead the DFT.

The DED will select a Focal Person from among DFT members for facilitating, coordinating, supervising, and reporting all DADP activities (physical and financial) in the district in collaboration with the M&E Officer. To enhance CVC development, each district shall establish an effective coordination mechanism for planning and implementation that will develop a mutually beneficial partnership among actors of selected commodities. The Stakeholders Coordination Meeting should convene regularly to keep up good communications and promote joint efforts among relevant stakeholders (both public and non-state).

2.4. REGIONAL LEVEL

The Regional Administrative Secretary (RAS) will select an ASDP Regional Coordinator from the Economic and Production Section.

The ASDP Regional Coordinator will assist the Assistant Administrative Secretary (AAS) in performing day-to day-ASDP activities. The Coordinator will provide LGAs technical and managerial assistance in preparing the DADP, and in planning, implementing, monitoring, coordinating, enabling, and supervising the implementation of the ASDP II. The Coordinator will also assist LGAs in submitting quarterly and annual reports in compliance with the DADP Guideline.

The DAICOs and DLFOs will liaise with the AAS on the formation of the District Commodity Value Chain Platform (DCP). The DCP will bring together major actors in the priority CVC in the region. Other stakeholders to be included under the ASDP II/DADP framework, depending on the district's activities and potential, are NGOs, community-based organisations (CBOs), private companies, off-budget donors, and financial institutions.

The Regional Secretariats will closely work together with the relevant Thematic Working Groups (TWGs) and the National Facilitation Team as the need for consultation and assistance arises.

2.5. NATIONAL LEVEL

At the national level, the Permanent Secretaries and Directors of the ASLMs are responsible for all aspects of the technical implementation of ASDP II. At the local level, the PO-RALG and LGAs are responsible for coordination and implementation.

The ASLMs guide LGAs in planning and implementing the DADP, backstopping RSs and DFTs, and developing policy and regulatory frameworks.

At the central level, the coordination organs under ASDP II follow this hierarchy:

National Agricultural Sector Stakeholders Meeting;

Agricultural Sector Steering Committee;

Technical Committee of Directors;

PO-RALG Consultative meeting;

ASDP II National Coordination Team (NACOTE); and

Technical Committee of Component Leaders.

3.0 PLANNING PROCESS

3.1 OVERVIEW

This planning guide is intended to facilitate communities and districts in planning agricultural development by training community members and district staff to identify agricultural problems, understand causes and effects, and formulate and implement possible solutions.

DADP planning will follow the LGAs' 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 to community members and empowering them.

This planning guide will also ensure that the districts develop quality plans.

Features of a Good Quality DADP

- It is in line with national strategy. A good DADP contains activities that will help achieve the national goals of raising productivity, commercialisation levels, and smallholder farmer incomes to improve livelihoods as well as food security and nutrition. Plans should contain activities to strengthen priority value chains for

the districts, selected according to the AEZ in which the district is situated (see Annex 3).

- It is focused on highest-impact activities. For each prioritised value chain, the district should have a value chain assessment that maps and assesses the current state of the value chain (see Annex 1). The DADP will analyse the critical constraints and opportunities in that value chain and use that analysis to determine projects and activities that will have the biggest impact on developing the value chain.
- It is consultative and inclusive. Stakeholders must be involved and their inputs solicited and incorporated in selecting value chains, determining constraints, and developing solutions. The district should demonstrate a clear plan for engaging sources of funding other than government revenues. The district should also demonstrate a clear project implementation plan.
- It is well-prioritised. Plan activities and projects should be prioritised to ensure that they have the greatest chance of increasing farmer livelihoods and/or of value addition through agro-processing. Plan activities and projects should be realistic and achievable given the financial, human, and technological resources likely to be available.
- It is data-driven. As much as possible, DADPs should be based on good quality data and information, such as agricultural statistics (from the Agricultural Routine Data System [ARDS] and other sources), research reports, field data collection, and information interviews with stakeholders.

3.2 EXPECTED OUTPUTS

This planning process is expected to result in two outputs:

1. Approved Village Agriculture Development Plan (VADP); and
2. Approved District Agriculture Development Plan (DADP).

Output 1 VADP Developed and Endorsed

To achieve this output, the following steps will be followed.

Step 1 Establishment and Capacity Building of the District Facilitation Team

The Council Director (CD) will establish an interdisciplinary DFT. The DFT will be a Thematic Working Group (TWG) under the CD. The District Planning Officer will lead the DFT.

The DFT will comprise technical staff; private sector representatives; and NGOs with skills in agriculture, financial management, and participatory processes. The CD will

appoint a Focal Person, who will be one of the DFT members (see Section 2.3 for the full membership of the DFT).

Before proceeding to support villages in developing VADPs, it is important that a NACOTE conducts a workshop for DFTs and Council Management Teams (CMTs) using the O&OD planning methodology to deliver the following outcomes:

- a common understanding of ASDP II objectives, components, salient features, priority investment areas, and priority CVCs;
- the planning methodology as required by the District Development Plan (DDP) planning process;
- the capacity to facilitate and develop practical strategies for creating and sustaining facilitation skills at the ward and village level;
- the capacity to identify and include the most vulnerable groups in village development planning;
- the capacity to assess causes of recurring emergencies and recommend solutions;
- the capacity to plan, implement, and monitor agriculture development activities with communities and institutions such as NGOs and CBOs; and
- a work plan on how to support the ward and village planning process so that agricultural interventions are included in the DDP.

Step 2 Selection of Priority CVCs (Crop, Livestock, and Fisheries) Based on Commodity Selection Criteria

The ASDP II takes the commodity focus approach and requires all LGAs to choose priority commodities.

Under the ASDP II, the prioritized high-potential commodities in the AEZs include maize, rice, sorghum, millets, cassava, sweet potatoes, oilseeds, horticulture, cotton, coffee, sugarcane, cashew nuts, beef, goat, sheep, dairy, poultry (livestock), marine fishery, freshwater fish (fisheries), hides/skins, and seaweed (see Annex 3 for priority CVCs by AEZ and region).

It is assumed that LGAs have selected priority commodities in line with their AEZs; therefore, they should proceed to plan interventions along the value chain. If LGAs have not yet chosen priority commodities, they should do so using the criteria of

- national food and nutrition security;
- impact to smallholder farmers;
- cost effectiveness;
- possibility in commercialization/marketing potential;
- availability of technology for improving productivity and profitability;
- ongoing projects to be completed first; and

contribution to the National Agenda for Industrial Development and Five Year Development Plan II.

After the DFT confirms the prioritized commodities, it should carry out value chain analysis to find out bottlenecks/weak links along the CVC (see Annex 1). Then, the DFT must manage the value chain to connect stakeholders' efforts, while addressing missing or potential elements for success and coordination, to

- bring in new partners to develop value chains;

- demarcate support;

- share knowledge;

- collaborate with the private sector; and

- create joint efforts among stakeholders.

To develop value chains, every intervention must ensure connectivity with others. To enrich business elements in the DADPs, farmers' organisations should be marketed and strengthened.

Based on the commodities prioritised and targeted by the ASDP II, the DFT will analyse and prioritise commodities and present the list to the CMT. The CMT will then submit the agreed priority commodities to all relevant standing committees.

Step 3 Development or Review of DASPs

A five-year DASP should be in place before the VADPs and DADPs are formulated. If a DASP is already in place in the district, it should be reviewed and updated. If a DASP has expired, a new one will need to be developed based on the guideline in Annex 4. The DASP will be incorporated in the District Development Strategy.

The DASP should include

- an analysis of the district's agricultural potential, opportunities, and obstacles to development;

- the roles and importance of the district's agriculture in the national/regional economy;

- a district diagnostic assessment, which would provide district-level baseline information;

- the role of LGAs in the district's agricultural development; and

- the roles and opportunities of the private sector.

Step 4 Conduct Regional Consultative Committee (RCC) Meeting and Link Priority Commodities with Regional Focus, based on AEZ

To effectively manage a CVC covering an entire AEZ, which consists of a number of districts or regions, an RCC meeting will be held prior to the Full Council meeting to discuss the priority commodities selected by the district and check and advise on the possibility of concentrating on the same value chain, if possible, for easier management and capitalisation of the opportunities available.

Step 5 Conduct Full Council Meeting

The CMT and DFT will accommodate the relevant issues raised in the RCC meeting and present it to the Full Council. They will present the list of villages proposed for programme implementation for discussion and endorsement of the proposed value chain and implementing villages.

Step 6 Establish and Capacitate WFT

Before field-level activities commence, the DED shall appoint a WFT, which will be an interdisciplinary team of Ward-Level Facilitators (see Section 2.2 for a list of members). The WFT will team up with village officers to facilitate village-level activities.

The DFT will organise and facilitate training-of-trainers workshops on planning, management, and implementation using value chain analysis. It is mandatory for the WFT to participate in these workshops, as its members have day-to-day contact with community members. Members of the WFT will be trained to facilitate the process at the community level. Facilitators from the NACOTE can be used to provide technical backstopping during the training.

Step 7 Stakeholder Involvement at Village Level

Stakeholders (NSAs, NGOs, CBOs, and the private sector) and their roles in the selected VC will be mapped to identify the key stakeholders in the development of village-level projects. The WFT will facilitate the mapping and share the list of the key stakeholders with the DFT, WFT, and VEO. The key stakeholders identified will be involved at different stages of project identification and prioritisation.

Step 8 Preparation and Endorsement of VADP

In each village, focus groups will be identified to conduct a participatory situational analysis to identify opportunities for and constraints to agricultural development.

The DFT, in collaboration with the WFT, will coordinate and facilitate this process. They will produce a report that shows the proposed Community Action Plan, which contains production constraints, their causes, and possible mitigation measures.

A participatory VADP will be prepared based on this information. The VEOs, Financial and Economic Planning Committee (FEPC), and the WFT are responsible for preparing the agricultural component (VADP) of the Village Development Plan.

In developing VADPs, the VEOs, FEPC, and the WFT must

update the O&OD and establish priorities for the financial and development planning year;

analyse village priorities based on selected value chain commodities in consultation with key stakeholders;

prepare the VADP and (the FEPC must) present it to the Village Council and Village Assembly; and

endorse the VADP.

Output 2 DADPs Developed and Approved

Step 1 Screening of VADP at Ward Level

The WFT appraises the VADPs. The WFT may add inter-village activities if necessary, even if these are not proposed by villages, but it must communicate such changes to community members for consensus before submitting them to the WDC. The WFT will then consolidate these activities into a Ward Development Plan (WDP), which will list activities by sources of funds. A WDC meeting will be convened to deliberate on the WDP and submit it to the district.

Step 2 Consolidate VADP and Addition of District-level Activities Identified through CVC analysis and review of DASP to Form DADPs

Annually, the DED/CMT receives the Guidelines for the Preparation of Medium-Term Plan and Budget Framework and Mid-Term Evaluation Framework (MTEF) from the Ministry of Finance and the Guidelines for the Preparation of LGAs' Medium-Term Plans and Budgets from the PO-RALG. The DED will, in turn, distribute these guidelines to ward and village levels to guide the planning process.

The DFT will facilitate the preparation of the comprehensive DADP through

consolidation of the VADPs; and

the addition of district value chain activities based on the DASP and identified through analysis of the prioritised CVCs, by checking and testing the logic and analysis of the CVC.

Step 3 Stakeholder Engagement and Resource Mobilisation at the District Level

To involve the right stakeholders in the planning and implementation process, and to coordinate value chains effectively, it is important to have a good understanding of all the important stakeholder operating in the district and to engage them strategically.

At the district level this will be done in three stages.

- **Stage 1 Identification of Active Stakeholders in the Selected Value Chain**
The DFT will consolidate the list of stakeholders identified in the village mapping process. The DFT will appraise these stakeholders to obtain the most active stakeholders at each value chain level who will be engaged in planning and mobilising resources for the DADP. In the appraisal process the DFT will prepare a '3Ws' template (see Annex 5). This template should be kept up to date. It can be shared with anyone who wants to know what activities are happening in a district to facilitate coordination.

- **Stage 2 Development of Stakeholder Engagement Plan**
The DFT will engage these stakeholders by developing a stakeholder engagement plan that
 - identifies stakeholder interests; and
 - assigns responsibilities to DFT members to execute the engagement plan throughout the planning and implementation process.

- **Stage 3 Conduct the Stakeholders' Meeting**
The first activity of the stakeholder engagement plan is for the DFT to convene and conduct a meeting of all key stakeholders to
 - engage stakeholders on the draft DADP and solicit their inputs into planned activities; and
 - mobilising resources to support implementation of DADP activities.

Step 4 Endorse the District Agriculture Development Plan

Following the normal LGA system, after the DADP is appraised and incorporated into the DDP, it will be submitted to the Full Council (FC) for approval and then to the PO-RALG, with a copy to the RAS.

4.0 DADP QUALITY CHECK

Before LGAs and the Regional and National Office submit the DADP to the Regional Secretariat, they should use the check list in Section 3.1 of this Guideline to make sure that the prepared DADPs satisfy the expected level of comprehensiveness and strategic features.

5.0 FINANCING DADP

The financing of agricultural investments will be done through the use of variety of sources such as the government (central), LGAs own sources, DPs, the private sector, and farmers. In ASDP II, flexible and harmonised financing modalities and management are adopted to integrate programmes and projects both on-budget (budget support, Basket Fund, and earmarked and ring-fenced programmes and projects) and off-budget. About

65%–75% of ASDP II funds will be allocated to the local level, 5% to the regional level, and 20%–25% to the national level.

5.1 FUNDS FROM THE CENTRAL GOVERNMENT

The central government will provide funds from in the form of Local Government Development Grant (LGDG/CDG) for development activities. Therefore, DEDs are encouraged to allocate a proportion of the LGDG for implementing DADPs. If the central government makes more funds available to LGAs, the amount of LGDG to be allocated by districts for agricultural activities will be identified and documented for fund supplement purposes.

5.2 FUNDS FROM THE LOCAL GOVERNMENT (LGA)

The Ministry of Finance and Planning has released the Guidelines for the Preparation of Plans and Budget for 2018–2019. As a large proportion of the population in most districts depend on agriculture, livestock, and fisheries, it is mandatory for LGAs and DEDs to set aside

20% of the revenue from the producer cess for the agriculture sub-sector;

15% of the revenue livestock service levy for the livestock sector;

5% of the revenue from fisheries levy for the fishery sector; and

10% of the Council's total revenue for Youth and Women Development Funds.

All these contributions of LGAs to the agricultural sector have been demonstrated, mentioned, and instructed by the government through the guidelines, strategies, and agreements of the Ministry of Finance and Planning, Ministry of Agriculture, Ministry of Livestock and Fisheries, and the PO-RALG.

5.3 DPs AND THE PRIVATE SECTOR

Resource mobilization will be done through collaboration with stakeholders along specific value chains.

6.0 IMPLEMENTATION ARRANGEMENTS, M&E

6.1 IMPLEMENTATION ARRANGEMENT

To ensure effective implementation of DADP projects and interventions, the DAICOs and DLFOs will be responsible for day-to-day management, coordination, monitoring, and supervision. To evaluate the ASDP and DADPs and make these efficient and inline with results framework the following surveys and evaluations should be conducted, and the following reports should be prepared.

6.2 M&E

M&E is a critical tool for building strong evidence based on interventions being implemented to address development problems identified. Thus, to identify and document the success of the programme and approaches, and to track its progress, a

series of activities will be undertaken. These include a baseline survey, mid-term evaluation, and end-line evaluation.

6.2.1 BASELINE AND ARDS

The Focal Person of the DFT and the M&E Officer are responsible for M&E and reporting the projects. They should undertake the baseline survey at the individual project level with the assistance of VAEOs and other DFT staff. The baseline survey should incorporate indicators listed under the M&E Framework in ASDP II.

With the collaboration of DFTs and through the ARDS, the DADP Focal Person and M&E Officer should monitor the performance of the agricultural sector at LGA level, which is the aggregated result of individual projects in the district. The DFT should manage the project considering time, cost, quality, risk, and knowledge management (in reference to the format and the main documents of the DADP Guideline of 2017–2018 and ASDP II).

6.2.2 MID-TERM EVALUATION

To allow tracking of key performance indicators identified in the results framework, intermediate outcome indicators will be evaluated annually between the baseline and final surveys, to provide useful feedback on the implementation of the ASDP II. The intermediate outcome data will be derived from the Annual Agriculture Sample Survey (AASS) which will be expanded for the purpose from its exclusive collection of crop and livestock productivity and production statistics. There should be a mid-term revision of the results framework (as part of ASDP II) to adjust the actual performance of the M&E of ASDP II.

6.2.3 END-LINE EVALUATION

A project, once completed, must be evaluated in terms of outputs and outcomes. The tool for project evaluation is the end-line survey. The M&E Officer and DFT Focal Person should compare the baseline data with that of the end-line survey to identify project outcomes. The end-line survey can be undertaken immediately after the implementation or later (two or three years later in the case of infrastructure, but one year later in the case of training and marketing activities).

The M&E Officer should submit a draft Project Evaluation Report. The DAICO/DLFO should finalise and submit it to the RS as an attachment to the DADP document.

6.3 REPORTING

Reporting is a fundamental duty of all parties engaged in implementing the DADP.

There are two types of reports:

1. Sector Monitoring (ARDS District Quarterly and Annual Integrated Report); and
2. Project M&E (Project Progress Report (Quarterly and Annual, DADP Quarterly Physical and Financial Progress Report and Project Evaluation Report).

The reports are to be submitted to the DED, RS, and National (PO-RALG, M&E TWG and NACOTE).

ANNEX 1 THE FOUR STEPS IN CONDUCTING THE VALUE CHAIN ANALYSIS

Step 1 Identify the different stages in the value chain, from inputs to market, e.g., input distribution, production, value addition/processing, post-harvest storage, marketing, transportation, etc. Identify the types of actors in that value chain and the links and transactions between them. Identify high-potential markets for the commodity to target.

Step 2 Identify the key actors and their roles in the value chain. The actors should be those with influence in the development of the value chain.

Step 3 Identify the different blockages and opportunities in each value chain by gathering data and through research. Research should include desk research of any reports or analysis on that value chain, particularly those specific to the district, along with interviews with players along each stage of the value chain.

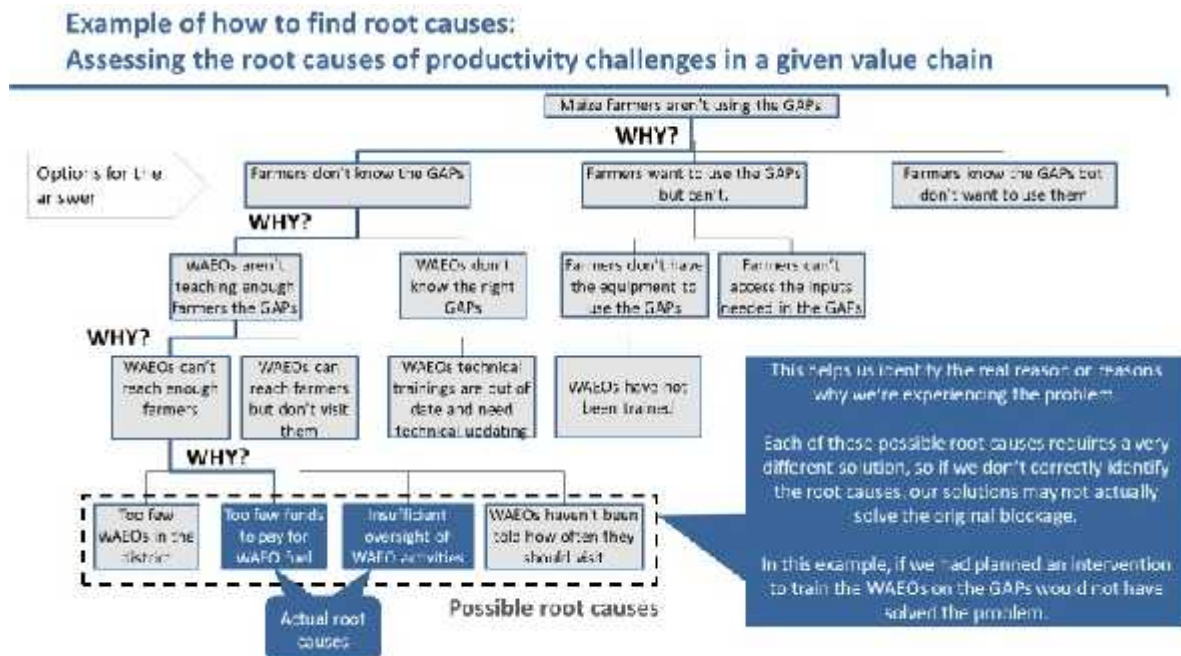
When gathering data through interviews, a good principle is always to ‘triangulate’ data by seeking more than one source to confirm any particular insight. It is important to know that some blockages will be about individual stages of the value chain (for example, low access to finance for farmers, or poor soil conditions), whereas others could be due to weak linkages between different stages of the value chain (for example, low information sharing between farmers and processors, or lack of knowledge by seed companies of where farmers for a particular product).

Step 4 Prioritise blockages to identify which should be addressed most urgently. These will be the ones that have the biggest impact on building or unblocking the value chain if they are addressed and are feasible to address given the available skills, resources, and time.

Step 5 Identify the ‘root causes’ of these blockages. It is important not to take issues at face value but to drill down to what is genuinely causing them. A simple way to identify root causes is to list the factors that have contributed to the problem and keep asking ‘why?’ (Figure 1)

Figure 1 Example of how to find root causes

(Note: the exact template does not need to be used. The figure just illustrates the structured thinking that needs to take place to identify all the possible causes and determine which are the actual root causes)



ANNEX 2 SUMMARY OF THE PROJECT PLAN

COMPREHENSIVE DADPs BUDGETING																
Region LGA		Approved annual plan ('000')														
Name of Target Commodity	Stage in VC	ACTIVITIES [with names of villages where the mentioned activities will be implemented]	FOREIGN FUNDS TZS ['000']		LOCAL FUNDS TZS ['000']					NON STATE ACTORS' FUNDS TZS ['000']			Total	Remarks (Name Private Paterns and Off-budget Project/ How to implement)		
			DIDF	to be spent at Any Other Foreign Funds (e.g. BPN, SAGCOT, IM/ARF, PFRD, EAAPP, TANRICE, and the like) - (Mention them [sources] in the Remarks' column parallel to their corresponding figures of 'TZS' are filled in this column)	LGDG (Note: Basic DADG Now days is combined in LGDG)	Central		Own Source			NGOs, CBOs funded activities (mention the NGOs and CBOs in remark column)	Beneficiaries Contribution Cash/linked - (if linked - convert to monetary terms)			Any Donor Funded Project Feed the Future that operates in your Areas and managed largely by Donors (mention the Project in remark column)	PRIVATE SECTOR FUNDS TZS ['000']
						LDF from Central Govt (Mkakati wa kufuua na kukuza viwanda na sekta ya ngozi)	20 % of Produce Cess (Mapato yatanakayo na mauzo ya mazaao ya kilimo)	15% of Livestock service Levy (mapato yatanakayo na mauzo ya milugo na	at least 15% of the Fisheries Levy (mapato yatanakayo na shughuli za uvuvi)	LGA's Own Sources OTHER THAN Produce Cess, Livestock/fis heries Levy						
Subtotal of COMMODITY 1																
Subtotal of COMMODITY 2														0		
General																
General																
General																
General																
Subtotal of GENERAL ACTIVITIES														0		
Total by SOURCE OF FUND			0	0	0	0	0	0	0	0	0	0	0	0		
Ratio of each source of budget to the grand total																

ANNEX 3 AEZ WITH RESPECTIVE COMMODITIES

AEZ	Priority Commodities	
	Agriculture	Livestock and fish
Central Semi-arid (unimodal) - Dodoma, Singida, Shy, Tabora	Maize, rice, sorghum/millet, cotton, sunflower, horticulture	Meat/beef, skin and hides, goat, poultry
Lake Zone (unimodal/bimodal)- Mwanza, Kagera, Mara, Shy, Geita, Simiyu	Rice, maize, cassava, cotton	Meat/beef, goat, fish
Northern Highland (Bimodal)- Arusha, Klm, Manyara	Maize, beans, coffee, horticulture	Dairy, Meat
Eastern zone (unimodal/bimodal)- Tanga, Dsm, Pwani, Mtwara, Lindi	Cassava, rice, maize, oilseeds, cashew nuts	Dairy, beef, goat, fish
Alluvial Plains (floods, Swamp)- Morogoro (Kilombero, Wami), Pwani (Rufiji Coast), Mbeya	Rice	

(Usangu)		
West-SW Highlands (Bimodal) Rukwa, Kgm, Kagera (Karagwe, Misenyi, Ngara)	Maize, rice, horticulture, pulses, legumes, coffee	Meat, beef, poultry, dairy
Southern Highland (unimodal/bimodal)-Mbeya, Iringa, Njombe, Morogoro)	Maize, rice, sweet potato, horticulture, coffee	Meat, beef, poultry, dairy
Plateaux (unimodal) Tabora W, Rukwa, Katavi, Mbeya N, Ruvuma, Morogoro S, Mwanza, Simiyu, Geita	Cassava, sorghum/millet, rice, maize, pulses	Goats, poultry, fish

ANNEX 4 GUIDELINE FOR DEVELOPING DASP

1.0. INTRODUCTION

1.1. Definition and common understanding

What is Strategic Planning?

Strategic planning is an organisational management activity used to

- set priorities;
- focus energy and resources;
- strengthen operations;
- ensure that employees and other stakeholders are working towards common goals;
- establish agreement around intended outcomes/results; and
- assess and adjust the organisation's direction in response to a changing environment.

Strategic planning is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organisation is, who it serves, what it does, and why it does it, with a focus on the future.

Effective strategic planning articulates not only where an organisation is going, and the actions needed to make progress, but also how it will know if it is successful.

What is a Strategic Plan?

A strategic plan is a document used to communicate with the organisation the organisation's goals, the actions needed to achieve those goals, and all the other critical elements developed during the planning exercise.

What is Strategic Management? What is Strategy Execution?

Strategic management is the comprehensive collection of ongoing activities and processes used throughout an organisation to systematically coordinate and align its resources and actions with its mission, vision, and strategy.

Strategic management activities transform a static plan into a system that provides strategic performance feedback to decision making and enables the plan to evolve and grow as requirements and other circumstances change.

Strategy execution is synonymous with strategy management and amounts to the systematic implementation of a strategy.

2.0. THE PLANNING /STRATEGIC PLAN DEVELOPMENT

2.1. What are the attributes and necessary steps in the preparation of a good strategic plan? How can one prepare a DASP step by step?

STEP 1 DETERMINE WHERE YOU ARE

Analysis of the Current/Existing Situation

Situation analysis of the priority sectors and selection of CVC

General screening of the existing situation in the priority commodities

Stakeholder analysis

Review of the previous DASP by objective (targets, accomplished/achieved, not accomplished/achieved, constraints and way forward)

Strength Weaknesses Opportunities and Constraints (SWOC) analysis

Recent initiatives

The aim of all these is to identify gaps, problems, and unfavourable situations. These are grouped and listed as critical issues. Critical issues are then analysed using the problem tree to identify the cause-and-effect relationship.

STEP 2 IDENTIFY WHERE YOU WANT TO BE

Objective Analysis

Analysis of policies and government priorities including ASDP II Document

Setting vision and mission

Setting objectives and strategies

The analysis tool commonly used is the objective tree.

STEP 3 DEFINE HOW YOU CAN REACH THERE

Strategic Planning Matrix

Objectives

Targets

Key performance indicators (KPIs)

STEP 4 DETERMINE ACTIONS REQUIRED AND IMPLEMENT

Strategic Management/ Execution

Development of MTEF

Annual Workplan and Budget

STEP 5 REVIEW, REVIEW, REVIEW

M&E

Log frame (goal, objective, expected outputs, major activities, Objectively Verifiable Indicators (OVIs), Means of Verifications (MOVs)s and assumptions)

M&E Framework

3.0 District Agriculture Strategic Plan – Outline

CHAPTER ONE

1.0 Introduction

1.1 Historical background

1.2 Approach and methodology

1.3 Purpose of the strategic plan

1.4 Layout of the plan

CHAPTER TWO

- 2.0 Situation analysis
- 2.1 Establishment and mandate
- 2.2 Stakeholder analysis

CHAPTER THREE

- 3.0 The plan
- 3.1 Vision
- 3.2 Mission
- 3.3 Core values
- 3.4 Objectives and strategies
- 3.5 Strategic matrix

CHAPTER FOUR

- 4.0 M&E
- 4.1 Log frame
- 4.2 M&E framework

ANNEX 5 3W's TEMPLATE FOR STAKEHOLDER MAPPING

Who				Where		What			
Organisation name	Type (Company/NGO/Government Institution)	Contact person	Contacts (Phone and Email address)	Wards	Villages	Name of a project/activity	Start date and end date	Description of activity or project	Focus value chains

