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# THE UNITED REPUBLIC OF TANZANIA



## Ministry of Agriculture Food Security and Cooperatives

### Medium Term Strategic Plan

2007 – 2010

Final

March 2007

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

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AMCOS	Agricultural Marketing Cooperative Society
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
CSC	Client Service Charter
DADPs	District Agricultural Development Plans
DAP	Director of Administration and Personnel
DCD	Director of Crop Development
DCD/R	Department of Cooperative Development/Registrar
DCOD	Director Cooperative Development
DITS	Director of Irrigation and Technical Services
DLCOEA-	Desert Locust Control Organization for East Africa
DNFS	Directorate of National Food Security
DPP	Directorate of Policy and Planning
DRT	Directorate of Research Development and Training
DTI	Directorate of Training Institutes
FAO	Food and Agricultural Organization
FSA	Farming Systems Approach
ICT	Information and Communication Technology
IET	Information and Education Technology
IPM	Integrated Pest Management
IRLCO	International Red Locust Control Organization
LGAs	Local Government Authorities
LITIs	Livestock Training Institutes
MAFC	Ministry of Agriculture Food Security and Cooperatives
MAFS	Ministry of Agriculture and Food Security
MATIs	Ministry of Agriculture Training Institutes
MDGs	Millennium Development Goals
M & E	Monitoring and Evaluation
MIS	Management Information System
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania

MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic Plan
PO-RALG	President’s Office, Regional Administration and Local Government
NAEP II	National Agriculture Extension Project (phase II)
NAFCO	National Agriculture and Food Company Limited
NARC	National Ranching Company
NARS	Agriculture Research System
NMC	National Milling Corporation
NGO	Non-Governmental Organization
NSGRP	National Strategy for Growth and Reduction of Poverty
OTCs	Ox Training Centres
PMO	Prime Minister’s Office
PMS	Performance Management System
PRSP	Public Sector Reform Programme
TALIRO	Tanzania Livestock Research organization
TANSEED	Tanzania Seed Company Ltd
TARO	Tanzania Agriculture Research Organization
TARP	Tanzania Agricultural Research Project
TCA	Tanzania Cotton Association
TLMC	Tanzania Livestock Market Company
TOR	Terms of Reference
SACCOS	Savings and Credit Cooperative Societies
SADC	Southern African Development Community
SGR	Strategic Grain Reserve
WTO	World Trade Organization
ZEC	Zonal Executive Committee
ZTC	Zonal Technical Committee

## **PREFACE**

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The Ministry of Agriculture Food Security and Cooperatives (MAFC) was created in December 2005, after merging the Cooperative Department of the former Ministry of Cooperative and Marketing with the former Ministry of Agriculture and Food Security. The Ministry is charged with the responsibility of facilitating the development of sustainable agriculture for increased productivity and profitability so as to enhance income and food security. In undertaking its mandated roles the Ministry puts more emphasis in improving efficiency and effectiveness in the agricultural sector in order to meet requirements of different stakeholders thereby enabling them to contribute to the national development.

The Medium Term Strategic Plan (MTSP) provides a framework for improved service delivery in the Ministry by introducing Performance Based Management systems. The Plan is guided by the aspirations of the Tanzania Development Vision 2025 which aims for high quality livelihood, peace, stability and unity, good governance, well educated society and a strong and competitive economy. It is committed to the MKUKUTA framework and the Agricultural Sector Development Programme (ASDP). The Agricultural Sector Development Programme provides the Government with a sector-wide framework for overseeing the institutional, expenditure and investment development of the agricultural sector. The focus of ASDP is changing the function of central Government from an executive role to a normative one, to empowering local government and communities to reassume control of their planning processes and creating an enabling environment for private sector investment in all aspects of agriculture.

The Strategic Plan intends to assist MAFC to efficiently organize itself to provide quality services in the future in a sustainable manner. It is also anticipated that improvement in MAFC's performance will have a multiplier effect across the agricultural sector and in all other sectors that depend on its performance.

It is therefore my expectation that the Strategic Plan will enable the Ministry to organize itself to improve quality, efficiency, effectiveness and performance of services on a continuous basis and sustain these gains in the longer term.

**Dr. Stephen M. Wassira**  
**Minister for Agriculture Food Security and Cooperatives**

## EXECUTIVE SUMMARY

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The Ministry of Agriculture Food Security and Cooperatives (MAFC) is charged with facilitating the development of sustainable agriculture for increased productivity and profitability so as to enhance income and food security. For the nation to achieve the national goals, MAFC has a dual responsibility:

- (i) Promote measures to improve the efficiency and effectiveness of the services in the agricultural sector; and
- (ii) Acquire, develop and retain standards expected by its clients.

MAFC Specific mandates cover:

- (i) Agriculture and Cooperative Development Policies and their implementation;
- (ii) Agricultural Research and Extension services;
- (iii) Food Security Management
- (iv) Food Security Policy and its implementation
- (v) Irrigation Policy and its implementation
- (vi) Cooperative and Savings and Credit Societies
- (vii) Development of Primary Societies and Cooperatives
- (viii) Agriculture and land use planning;
- (ix) Construction of food storage facilities, Food Policy, Irrigation;
- (x) Performance improvement and Development of Human Resources under this Ministry;
- (xi) Extra-ministerial Departments, Parastatal Organizations and Projects under this ministry; and
- (xii) Government agencies falling under this Ministry.

This Medium Term Strategic Plan, (MTSP), provides a framework for improved service delivery in the Ministry of Agriculture Food Security and Cooperatives by introducing performance based management systems in the Ministry. This is an integral part of the larger Public Service Reform Programme (PRSP). As part of the Reform Programme, the Ministry launched its first Client Service Charter in November 2002. In addition, the Ministry undertook a Service Delivery Survey and Self Assessment Exercise in February and October 2003, respectively. These two exercises provided useful inputs in the preparation of this Strategic Plan. This Plan is therefore an amalgamation emanating from previous versions of Medium Term Strategic Plan, and Client Service Charter.

As part of the wider Public Sector Reform Programme, the Medium Term Expenditure Framework (MTEF) for the Ministry of Agriculture Food Security and Cooperatives provides yet another opportunity to translate Government policies, aspirations and perspectives into meaningful actions. These actions contribute to the betterment of the people's lives and towards achieving national goals and objectives particularly poverty reduction. The Ministry will, therefore, make deliberate efforts to link the MTSP and MTEF to be able to obtain best results.

The major pillar of this strategic plan is the articulation of the Ministry's Vision, Mission and Values. The Vision of the Ministry of Agriculture Food Security and Cooperatives is stipulated in the following statement:

*Nucleus for providing policy guidance and services to a modernized, commercialized, competitive and effective agriculture and cooperative system by 2025*

The mission of MAFC is to deliver quality agricultural and cooperative services, provide conducive environment to stakeholders, build capacity of Local Government Authorities and facilitate the private sector to contribute effectively to sustainable agricultural production, productivity and cooperative development. The MAFC will fulfill this by:

1. Formulating, coordinating, monitoring and evaluating the implementation of relevant policies in the agricultural sector and monitoring crop regulating institutions,
2. Collaborating with the private sector, local government and other service providers to provide relevant technical services in research, extension, irrigation, plant protection, crop promotion, land use, mechanization, agricultural inputs, information services and cooperative development
3. Undertaking crop monitoring and early warning, maintaining strategic food reserves and promoting appropriate post harvest technologies, and
4. Encouraging, undertaking and coordinating research and development and training.

## **Values**

Pursuit of excellence in service

- ❖ Loyalty to government
- ❖ Diligence on duty
- ❖ Impartiality in service
- ❖ Integrity
- ❖ Courtesy to all
- ❖ Respect for the law

- ❖ Proper use of Official Information
- ❖ Gender sensitive
- ❖ Professionalism
- ❖ Honesty

The rationale for the strategic plan is to enable the Ministry to perform its functions effectively and efficiently. The plan defines eight objectives as follows: -

1. Improve services and reduce HIV/AIDS infections.
2. Strengthen policies, strategies and regulatory framework development.
3. Enhance sustainable agricultural production and productivity.
4. Enhance Institutional coordination mechanism in the Agricultural Sector.
5. Link and internalize cross cutting issues.
6. Enhance capacity of MAFC to carry out its operations efficiently and effectively.
7. Empower producer organizations.
8. Strengthen Information Education and Communication and Information and Communication Technology;

To realize the above mentioned objectives, the strategic plan includes strategies and targets for their achievement. All the components that constitute the strategic plan are summarized in the matrix at Appendix 1. It is hoped that the Strategic Plan will enable the Ministry to organize itself to improve quality, efficiency, effectiveness and performance of services on a continuous basis and sustain these gains on a longer term.

## CHAPTER ONE INTRODUCTION

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### 1.1. BACKGROUND INFORMATION

#### *1.1.1. Sector performance*

Agriculture is the foundation of the Tanzania economy, underpinning employment, food production and export. As in the previous reports, the agriculture sector, which comprises crops, animal husbandry, fishery and hunting sub-sectors, has remained the dominant sector: it employs about 80% of the population, accounts for about 49.1 percent of GDP in 1999 and slightly dropped to about 46.8 percent in 2003, 46.3 percent in 2004 and now about 45.6 percent in 2005. Food crop production dominates the agricultural economy totalling 36.5% of total GDP, and livestock accounting for 6.1%. The scope for immediate faster growth in production is highest in this sector. Basic data indicates that there has been a major contribution of food production, due partly to recent reforms that favoured food crops, which induced a shift of resources away from export crops to domestic food production. More important, it is the main source of food supply and raw materials for the industrial sector. The country has a diverse ecology and ample land resources to sustain high levels of agriculture growth.

In Tanzania, many of the smallholders are women and carry out about 70 percent of the actual work on the farm, but they have relatively less access to land, capital, credits, gender-friendly labor saving equipment and membership to rural development institutions. While the importance of female labor in agriculture is now widely recognized at all levels, the recognition has still not sufficiently influenced land ownership and credit accessibility. The share of the public resources (both development and recurrent) allocated to the agricultural sector through the Ministry of Agriculture and Cooperatives, the main agency that implements most Government programs has been increasing during the last five years. This increasing trend is a clear manifestation of the government's commitment to support pro-poor agriculture.

#### *1.1.2. Major national policies for sustainable agriculture sector development*

Tanzania's policy direction for sustainable agricultural sector development is set forth in the several national development policies such as Agricultural and Livestock Policy of 1997, Cooperative Policy 1998, National Trade Policy 1997 and National Investment Policy of 1997. Since crucial policy issues related with

efficiency, productivity and are inextricably intertwined with the rest of the economy, its development is anchored within the overall framework of a set of other national development policies including those on: Employment, Land, Environment, Fisheries and Population.

The first and foremost major policy documents that is, Agricultural and Livestock policy seeks to ensure that the direction and nature of agricultural sector development meets social objectives, key public goods are provided, markets are competitive and the negative consequences of growth on the environment are mitigated. The overall policy framework complements agricultural sector development. A crucial policy aspect of the sector reform process is the redefinition of the core functions of Government. In overseeing policy implementation the government has confined itself to performing the core functions of public sector support, essentially to support the private sector in promoting growth and commercialization in the agricultural sector. But raising production and productivity has not been merely a matter of policy prescriptions.

The second major policy is the Co-operative Development Policy of 1997. The objective of the policy includes creation of “a conducive environment in which people are free to associate in exploiting their resources for social and economic development”, and “provision of assistance to co-operative development, particularly in areas of human resource development and institutional capacity building without affecting their independence.

The policy identifies the government’s role as that of facilitator and catalyst “with emphasis on information provision, sensitisation, education, training, inspection and supervision.” Encouraging women participation in co-operatives by reviewing inhibiting barriers is also a government commitment in the policy. The policy also provides overall and specific implementation strategies including instituting security of employment in co-operatives to attract and retain good personnel and empowerment of members through member education on obligations and rights. Other strategies include operationalising self help principles through, for example, introduction of co-operative financial institutions. Good national development policies are still necessary, but are not sufficient conditions on their own for the development of the agricultural sector.

## **1.2. MEDIUM TERM STRATEGIC PLAN (MTSP)**

### ***1.2.1. Third Medium Term Strategic Plan, [MTSP- 2007 - 2010],***

This is the Third Medium Term Strategic Plan, (MTSP- 2007 - 2010), for the Ministry of Agriculture Food Security and Cooperatives. The current Medium Terms Strategic Plan, [2007 - 2010] is prepared and to be implemented within the Public Service Reform Programme (PSRP) and is instrumental in the preparation of the MTEFs and the Client Service Charter at the institutional level. This MTSP for MAFC is a result of the review of the earlier Ministry of Agriculture and Food Security's Medium-Term Strategic Plans, first being MTSP 1 [1999-2003] and second was supposed to implemented MTSP 2 [2004 -2009. The review involved the entire senior management of MAFC and was facilitated by the Presidents Office, Public Service Management.

### ***1.2.2. The Public Service Reform Programme (PSRP).***

This process needs to be seen as part and parcel of the continuing process of reforming the Public Sector through the Public Service Reform Programme (PSRP). The thrust of the reform is contained in two policy documents, namely, the *Public Service Management and Employment Policy of 1999*, and the *Public Service Medium--Term Pay Policy*. The former aims at introducing principles, culture and practices which will guide the transformation of the Public Service of Tanzania from its bureaucratic past, to a highly performing and dynamic meritocracy; while the latter aims at giving adequate incentive packages for staff, which shall be performance based.

### ***1.2.3. Objectives of the Third Medium Term Strategic Plan***

Strategic Planning is a powerful and useful management tool that can be used by managers to better manage organizations and obtain better results. Strategic planning provides the necessary link between inputs, outputs and outcomes, and clearly shows responsibilities of various Departments within an organization in achieving agreed organizational objectives.

The objective of this strategic plan is to enable MAFC to perform its dual functions, firstly as an effective and efficient institution in the management of its functions and its mandated responsibilities in the agricultural sector, and secondly, as a leading institution spearheading agricultural sector reforms.

The Plan is intended to assist MAFC to efficiently organize itself to sustainably provide quality services in the future. It is also anticipated that improvement in MAFC's performance will have a multiplier effect across the agricultural sector and in all other sectors that depend on its performance.

### **1.3. APPROACH AND METHODOLOGY OF MTSP**

In developing the plan, MAFC line managers used the following approach and methodology;

- Carried out a systematic analysis of what MAFC clients want;
- Clarified MAFC's future Vision, Mission and Values;
- Agreed on MAFC Objectives, Strategies and targets; and
- Drafted a *Strategic Plan* in the context of MAFC's mandate, *Vision, and Mission; always being guided by the Ministry's client's expectations.*
- The Draft document was then reviewed and refined by a local consulting firm

### **1.4. Layout and Structure of the MTSP**

The MTSP document is divided into a main text and two annexes. The main text provides brief introduction on the strategic plan (chapter 1) and rationale for the strategic plan. Chapter 2 presents the strategic situational analysis context. The strategic plan is described in chapter 3 which summarizes the vision, mission, objectives including a discussion on the rationale for the objectives adopted, strategies, targets as well as key performance indicators.

## **CHAPTER TWO                      SITUATIONAL ANALYSIS**

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### **2.1.    INSTITUTIONAL, POLICY AND PLANNING PERFORMANCE**

#### ***2.1.1.    Ministry set-up and Evolution***

The Ministry responsible for Agriculture had gone through several changes since independence. From 1985 to 1990 it was known as the Ministry of Agriculture and Livestock Development and from 1990 to 2000 it was changed to the Ministry of Agriculture and Cooperatives. Between 2000 and 2005 it became the Ministry of Agriculture and Food Security (MAFS). From 2005 to date it is known as the Ministry of Agriculture Food Security and Cooperatives. Despite all those changes key functions and roles of the ministry responsible for agriculture have not changed much except for the marketing aspects which in 2000 were transferred to the Ministry of Cooperatives and Marketing and later in 2005 transferred to the Ministry of Industries Trade and Marketing. However, through the reforms the production and commercial functions of the ministry have been hived off from the ministry's roles.

#### ***2.1.2.    MANDATE, ROLE AND FUNCTIONS***

##### ***Mandate***

MAFC has the following specific mandates:

- Agriculture and Cooperatives Development Policies and their Implementation
- Agriculture and Agricultural Land use planning
- Agricultural Research and Extension Services
- Food Security Management
- Food Security Policy and its Implementation
- Irrigation Policy and its Implementation
- Development of Primary Societies and Cooperatives
- Cooperative Saving and Credit Societies
- Performance Improvement and Development of Human Resources under this Ministry
- Extra – Ministerial Departments, Parastatal Organization and Projects under this ministry

- Government agencies falling under this ministry

### ***Role***

The MAFC is charged with facilitating the development of sustainable agriculture for increasing productivity and profitability and the development of member based and economically viable cooperatives so as to enhance income and food security to the majority of Tanzanians

### ***Functions***

For the nation to achieve national goals, MAFC has the following responsibilities:

- i. Promote measures to improve the efficiency and effectiveness of the services in the agricultural sector,
- ii. Acquire, retain, and develop standards expected by its clients, and
- iii. Promote sustainable cooperative development services to the public

### ***2.1.3. POLICY PLANNING AND PROGRAMME DEVELOPMENT***

#### ***Agricultural, and Livestock Policy of 1997***

The policy direction for agricultural and livestock development is stipulated in the Agricultural, and Livestock Policy of 1997. The policy is based on economic reforms to direct the economic system towards the free market economy with increased role for private sector participation, and the relinquishing by the Government of the major sectors of the economy including disengagement from commercial activities and direct production functions. The ultimate goal of the policy is the improvement of the well-being of the people whose principal occupation and ways of life is based on agriculture. The policy instruments have been employed to enable the agricultural sector to move towards the stated goals and objectives.

#### ***Agricultural Sector Development Strategy and Programme***

In 2001, the agricultural sector lead ministries formulated the Agricultural Sector Development Strategy (ASDS) and in 2003 the Programme known as the Agricultural Sector Development Programme (ASDP) for implementing the Strategy was formulated. In February 2006, arrangements for funding the Programme under the Sector's Basket were made and implementation under that

arrangement started in July, 2006. The Sector Strategy and Programme were formulated as a measure of fostering sector performance and growth through a programme based approach.

The ASDP is part of the operational response to a set of policies, strategies and initiatives to reorient and reinvigorate the national economy. These are the Tanzania Development Vision 2025 (TDV 2025), the National Strategy for Growth and Reduction of Poverty (NSGRP) popularly known as MKUKUTA, ASDS, Rural Development Strategy (RDS), the Agricultural and Livestock Policy of 1997, the Rural Development Policy and Cooperative Development Policy of 2002. All these policies and strategies are formulated to achieve the Millennium Development Goals (MDGs) and the TDV 2025.

The ASDP has two main objectives, which are:

- ❖ To enable farmers have better access and use of agricultural knowledge, better access to technologies, marketing systems and infrastructure, all of which contribute to higher productivity and farm incomes.
- ❖ To promote private investments based on an improved regulatory and policy environment.

#### ***2.1.4. The Ministry's Executable Plans***

The ministry's executable plans are vested in the Medium Term Strategic Plan (MTSP). The process of formulating the first MTSP of the Ministry started in 1999 and the plan covered the period of five years from 1999 to 2003. The ministry revised her MTSP in 2004 as the first attempt to harmonize the three Planning Documents (MTSP, MTEF and MKUKUTA). The Plan covered the period of 2004 to 2009 and it was revised in line with MKUKUTA and the Medium Term Expenditure Framework (MTEF) to come up with outcome based objectives and SMART targets. The current MTSP covering the period of 2007 to 2010 is a further attempt of harmonizing the three planning documents so as to make them talk to each other and eliminate confusion that existed in their terminologies.

## **2.2. ACHIEVEMENTS**

Over the last three years culminating in 2005/06 a number of achievements were attained. However, not all can be presented in this document, but some key ones are narrated under the auspices of the functional units:

### ***2.2.1. Performance Review***

During the fiscal years 2003/04, 2004/05 and 2005/2006 the then Ministry of Agriculture and Food Security and the Department of Cooperatives Development under the Ministry of Cooperatives and Marketing made notable achievements with reference to delivery of key services for sustaining increased agricultural production and productivity aimed at attaining the then PRS and MKUKUTA objectives. The Ministries had planned to implement a total of 9 objectives that had a total of 70 targets in the recurrent budgets. These objectives included:

- HIV/AIDS infections to MAFC staff reduced
- Sustainable food availability and supply at household level ensured
- Levels of agricultural production, productivity and quality raised
- Development, promotion and use of appropriate technology developed
- To ensure MAFC policies, plans and budget address environmental concerns
- Private sector participation in agriculture increased
- Capacity of MAFC to carry out its operations efficiently and effectively enhanced
- Internalize crosscutting issues and promote linkages between agriculture and other sectors of rural development
- Financial position and performance of cooperatives societies improved
- Members empowered to hold leadership of cooperative societies accountable
- Clear policies and strategies, legislation and regulatory framework for MAFC activities developed.

The then two Ministries had also planned to implement 15 development projects in order to strengthen the technical support services to increase agricultural production. Other charges (O.C) funds to implement the targets were directed

towards achieving the Ministries' core service delivery systems which were prioritized as follows:

- Improved Agricultural research and extension
- Rehabilitate irrigation infrastructure
- Strengthen agricultural input services and machinery
- Improve regulatory and control services
- Strengthen communication of agricultural information and knowledge
- Strengthen the agricultural training services
- Strengthen the policy formulation and institutional framework of the Ministry
- Strengthen the cooperatives services
- Strengthen HIV/AIDS control campaign among staff
- Human and Financial resources

### ***2.2.2. Agricultural Sector Performance***

The development potential of the agriculture sector cannot be overemphasized. Although tourism and mining have become important in recent years, agriculture remains the main stay of the economy. Agriculture sector contributed 60% of the total foreign exchange earnings between 2002 and 2005, accounted for 45% of the GDP, provides employment to 82% of the population, feeds the population and provides raw materials for industries. Recently, the sector has registered average annual growth rate of 4.8% compared to average growth of 3.1% during 1998 to 2000 (NSGRP, 2005). The arena of policy reforms and interventions has contributed to the sector growth. However, such positive growth is still unsatisfactory compared to the targeted growth rate of 10% which is required to fast-track poverty reduction.

Over the past decade, the performance of crop sub-sectors has been mainly plagued by erratic rains at different time and space. Extremities of rains entailed too much rains causing floods in some parts and too little rains causing droughts in other parts. Generally, the problem of too little rains has remained widely dominant. Critical intra-seasonal dry spells strongly undermines the performance of food crop sub-sectors compared to traditional cash crops. The performance landscape of traditional crops is characterized in equal measure, by islands of modest success and failure.

At some point in time, positive drivers of the sector performance entailed improved producer prices for some crops like tea and cashew, good weather and use of agro-inputs. Drawbacks which crippled the sector's performance include poor implementation, monitoring and evaluation of projects and activities in the key programmes, repeated hits of bad weather in the predominantly rainfed systems, poor use of productivity enhancing inputs, poor incentive structure, and technological backwardness. In terms of food security, the challenges are posed in NSGRP. The operational targets for the agricultural sector under MKUKUTA include the following:

- Increased agricultural growth from 5% in 2002/2003 to 10% by 2010;
- Increased growth rate for livestock sub-sector from 2.7% in 2000/2001 to 9% by 2010;
- Increased food crops production from 9 million tons in 2003/04 to 12 million tons in 2010;
- Maintained Strategic Grain Reserve of at least 4 months of national food requirement; and
- Secured and facilitated marketing of agricultural products.

Agriculture being a lead sector and centerpiece of the National Strategy for Growth and Poverty Reduction (NSGRP), effective planning and implementation of the sector policies and strategies is highly indispensable. Indeed, the MTSP is meant to serve this purpose.

### **2.2.3. Irrigation**

- The area under irrigation increased by 16%. Such increase is expected to contribute towards reduction of rural income poverty through increase in productivity and production by linking irrigation schemes with inputs, extension services and land use plan.
- Demonstration schemes involved in production of food and horticultural crops have been established alongside the Lake Victoria. In these schemes novel agricultural water utilization technologies of pumps driven by solar and wind energy, diesel, and treadle pumps were promoted. More than 10 schemes have been developed and the same number rehabilitated, and 6 storage dams were constructed.

### **2.2.4. Plant health services**

- Over 100 different types of pesticides were registered following scientific evaluation of various plant protection substances.

- A significant number of quelea birds reducing the possibility of losing as high as 1,698 MT per day if the birds were not controlled. Other pests that were controlled include the red locust, rodents.
- Eighty percent of water hyacinth in fresh waters was effectively controlled by using natural enemies.
- Inspection of plant material during both exportation and importation was strengthened.
- Significant number natural enemies used in biological control of pests in cassava and maize were reared and released in infested areas.
- IPM technologies for various crops were developed and disseminated. These technologies reduced the costs of production and improved the quality of the produce.

#### **2.2.5. Crop promotion services**

- Over 30 ha of improved mango tree were planted in Doodad, Morogoro and Coast region.
- Notable increase in some cash crops has been registered; such crops include pyrethrum (150%), sugar (14%) and cashew nuts (11%).
- Non-traditional high value crops such as vanilla and jetropha were introduced in many areas in the country.
- Crops promoted through distribution of improved seed and planting materials include quality protein maize, soybeans and cassava. Interestingly, production of soybeans in Ruvuma is done under contract farming arrangements.

#### **2.2.6. Agricultural Input services and Machinery**

- The Ministry initiated a fertilizer subsidy programme amounting to TShs. 7 billion.
- Improved seeds were made available to farmers through various sources and farmers were empowered with knowledge to produce Quality Declared Seeds (QDS) in 6 regions.
- In the last three years a total of TShs 17 billion were issued as loans to clients and the loans recovery rate has increased to 60% from 20% in 2000.
- Ox Training Centers (OTCs) were rehabilitated and in some storage structures for demonstration were installed. Extension officers and farmers were trained in animal-drawn technology and in soil conservation measures.

- Through loans provided by the Agricultural Input Trust Fund to the private sector, over 200 privately owned old tractors were rehabilitated and over 60 new tractors were purchased.
- Over 200 power tillers were introduced accompanied by training and demonstration on their use. As a result, 100 - 150 power tillers are imported and purchased by farmers in the country annually.

#### ***2.2.7. Research, Training and Extension services***

- As a rather new extension approach of using farmer groups and farmers' field schools over 250 farmer groups /Farmer Field Schools were established.
- New improved crop varieties of maize, cow peas, wheat, cassava, beans, pigeon peas, sesame and coffee have been released.
- The soil maps for all farming system zones have been reviewed.
- In order to improve research services, irrigation infrastructures and buildings have been rehabilitated
- As a result of improvement in infrastructure and buildings at MATIs, the enrolment rate increased by 97% between 2003 and 2005.
- Significant numbers of farmers and staff were trained by MATIs on crop husbandry practices.

#### ***2.2.8. Policy formulation and Institutional framework***

- DADPs guidelines were developed and made operational in all the Districts in Tanzania mainland.
- MAFC Medium Term Strategic Plan, MKUKUTA and MTEF were harmonized for effective planning and budgeting.
- Mbarali and Kapunga Rice Farms, Gawal and Warret wheat farms and the godowns in Manyara region and the West Kilimanjaro Wheat Complex were privatized

#### ***2.2.9. Human and Financial resources***

- The Ministry spent 99.94% of the disbursed recurrent budget and Tshs 99.86%, of the disbursed development budget for development activities in 2005/2006.
- On top of 385 employees promoted in 2003/2004, the Ministry submitted a request for promotion of 3,705 employees to the PO-PSM. Finally, 131 new employees were recruited by the Ministry in financial year 2005/2006.

- Workshop on OPRAS, NACSAP (fighting against corruption) and current reforms regarding public employment were conducted to MAFC staff
- Auditing was conducted for 19 stations accounting for 82 % of the plans. Audit and fraud investigation reports were produced and recommendations for improvement were effected.
- A total of 9.4 billion shillings was used in implementing PADEP projects in 27 districts.

#### ***2.2.10. Communication of Agricultural Information, Knowledge and Statistics***

- Field handbooks for trainers, extensionists and other stakeholders were developed and disseminated
- The Ministry installed the Internet services at all Research Centers as well as at the headquarters where a local area network facility was put in place and operationalised.

#### ***2.2.11. Cooperatives Development***

- The then Ministry of Cooperatives and Marketing formulated the 2002 Cooperative policy and started operationalisation of the Cooperatives Societies Act Number 20 of 2003.
- Cooperatives Reform and Modernization Program has been underway since 2005 resulting into strengthening of leadership in Cooperatives through supporting elections in different categories of Cooperative Societies
- During the period under review number of both the cooperatives and members has increased as a result of leadership intensification.
- The Department also distributed 48 Motorcycles to Cooperative Offices in different Regions of Tanzania mainland.

#### ***2.2.12. Food Security***

- The Ministry met the national minimum requirement in strategic grain reserve of 80,000 MT for food shortages per year which is sufficient for three months
- The Ministry has increased its capacity to carry out food availability forecasts
- Twelve storage structures for demonstration and training were built in 6 OTCs by April 2006.

- A total of 16,500 copies of household food estimate guidelines for farmers and 3,800 copies of guidelines for extension workers were distributed to be addressed in the respective districts.

#### **2.2.13. Legal Services**

- Drafting of Plant Breeders' Rights Regulations 2006, Seeds Regulations 2006 and Ware House Receipt Regulations was completed
- Process for the formulation of legislation for the Plant Genetic Resources for Food and Agriculture and legislation for the protection of the agricultural land has been initiated
- A review of the Plant Protection Act, 1997 and its Regulations 1999 was initiated by compiling important information to assist in the amendment of the legislation.
- A review of the Plant Protection Act, 1997 and its Regulations 1999 was initiated by compiling important information to assist in the amendment of the legislation.

#### **2.2.14. Plant Breeders Rights**

- The Ministry put in place institutional framework for the implementation of the Plant Breeders' Rights Act of 2002 which included establishment of the Office of the Registrar and the Plant Breeders' Rights Advisory Committee (PBRAC)
- Technical evaluations for 17 applications were conducted to determine their compliant to plant breeders' rights grants

### **2.3. RESULTS OF SERVICE DELIVERY SURVEY**

#### **2.3.1. Service Delivery Survey**

Basically, service delivery surveys aim at assisting improvement of the Ministry's performance in the following ways:

- Informing the Strategic Planning exercise in the Ministry;
- Providing the basis to review the Ministry's Client Service Charter (CSC)
- Providing baseline data and information to be used to measure future performance improvement in the Ministry (e.g. benchmarks in the form of performance indicators)

However, the last service delivery survey was conducted in year 2003 under two Ministries namely the Ministry of Agriculture and Food Security and the Ministry

of Cooperatives and Marketing. Although four years have elapsed since then, some of the key findings from the exercise for the two Ministries are yet to be fully addressed and should be considered in the future plan.

### ***2.3.2. Ministry of Cooperatives and Marketing***

In order to help ensure that cooperatives function effectively and produce desired outcomes:

- a) Leaders of cooperatives should be trained in financial management while members receive training on cooperative principles and governance.
- b) Even though all kinds of information on cooperatives should be made available to various sector operators, information on the financial performance of cooperative is one that should be well disseminated to all stakeholders for informed decision making.
- c) Performance of COASCO could be improved by increasing its staff strength and the caliber of staff.

### ***2.3.3. Ministry of Agriculture and Food Security***

Involvement of the private sector in efforts to enhance agricultural growth and development, and hence the incomes of the farmers is crucial. The Ministry must develop mechanisms to involve the private sector in agricultural extension including creation of a local input dealer cadre, promotion of medium and large-scale investment, building capacities for research and diversifying export crops. Yet, the Ministry like other Government institutions is faced with financial constraints that demands prioritization. Hence, with regard to research initiatives, respondents felt that research should focus on yield improvements, supporting year-round farming and reduction of input cost to the farmer. As for the dissemination of the research findings, it was felt that the ideal platforms are agricultural extension staff, farmer organizations and the media.

These findings still hold ground and need to be taken up in the plan.

## **2.4. STAKEHOLDERS ANALYSIS**

Table 2.1 summarizes results of the stakeholder's analysis.

**Table 2.1. Stakeholders Analysis**

S/N	STAKEHOLDER/ CLIENT	EXPECTATION	SERVICE OFFERED BY MAFC
1	Politicians	<ol style="list-style-type: none"> <li>1. Professional, non-partisan agricultural services</li> <li>2. Significant contribution to economic growth and poverty reduction</li> <li>3. Responsiveness to political aspirations</li> <li>4. Efficient and cost-effective service delivery</li> <li>5. Transparency and accountability</li> <li>6. Enforcement of laws and regulations governing cooperatives</li> </ol>	<ul style="list-style-type: none"> <li>➤ Adhere to political aspirations</li> <li>➤ Contribute to national economy and poverty reduction strategy</li> <li>➤ Provision of guidelines and models for adoption</li> </ul>
2	Government	<ol style="list-style-type: none"> <li>1. Increasing contribution of agriculture sector to the national economy</li> <li>2. Efficient and timely delivery of quality services on agriculture and cooperatives</li> <li>3. Ensuring sustainable food security at all levels</li> </ol>	<ul style="list-style-type: none"> <li>➤ Contribute to national economy and poverty reduction strategy</li> <li>➤ Deliver cost effective agricultural cooperative services</li> <li>➤ Ensuring sustainable food security at all levels</li> </ul>
3	Other Agricultural Sector Ministries	<ol style="list-style-type: none"> <li>1. Creating an enabling environment for efficient delivery of their services to the agricultural sector</li> <li>2. Technical expertise and services relevant to agricultural sector</li> </ol>	<ul style="list-style-type: none"> <li>➤ Efficient collaboration and linkage</li> </ul>

		<p>3. Effective collaboration and linkage</p> <p>4. Effective coordination in the sector</p>	<p>➤ Effective coordination in the sector</p>
4	Local Government Authorities	<p>1. Innovativeness in agricultural technologies</p> <p>2. Well researched and applicable technical advice</p> <p>3. Timely and effective delivery of services</p> <p>4. Participatory relationship in policy design</p> <p>5. Well-designed policy and technical guidance</p> <p>6. Set standards</p> <p>7. Set clear roles and functions</p>	<p>➤ Provide agricultural and cooperative technical packages and advice</p> <p>➤ Set standards on agricultural services</p> <p>➤ Provide and disseminate information on agricultural and cooperatives policies and strategies</p>
5	Producers and Traders	<p>1. Innovativeness in agricultural technologies</p> <p>2. Well researched and applicable technical advice</p> <p>3. Fair, transparent and readily accessible services</p> <p>4. Well-designed policy and technical guidance</p>	<p>➤ Provide agricultural and cooperative technical packages and advice</p> <p>➤ Set standards on agricultural services</p>

		<ol style="list-style-type: none"> <li>5. Timely and effective delivery of services</li> <li>6. Information sharing</li> </ol>	<ul style="list-style-type: none"> <li>➤ Provide and disseminate information on agricultural and cooperatives policies and strategies</li> </ul>
6	Researchers	<ol style="list-style-type: none"> <li>1. Conducive policies, legal and regulatory framework</li> <li>2. Transparency in research protocols</li> <li>3. Accessibility to information</li> </ol>	<ul style="list-style-type: none"> <li>➤ Provide and disseminate information on available research technologies</li> <li>➤ Provide and disseminate information on research protocols</li> <li>➤ Conducive policies, legal and regulatory framework</li> </ul>
7	Investors	<ol style="list-style-type: none"> <li>1. Conducive policies, legal and regulatory framework</li> <li>2. Accessibility to information on investment opportunities</li> </ol>	<ul style="list-style-type: none"> <li>➤ Agricultural and cooperatives policies and strategies</li> </ul>

		3. Appropriate attitudes toward investors	<ul style="list-style-type: none"> <li>➤ Conducive legal and regulatory framework</li> <li>➤ Information on investment opportunities</li> </ul>
8	Financiers	<ol style="list-style-type: none"> <li>1. Conducive policies, legal and regulatory framework</li> <li>2. Accessibility to information on investment opportunities</li> <li>3. Appropriate attitudes toward investors</li> </ol>	<ul style="list-style-type: none"> <li>➤ Agricultural and cooperatives policies and strategies</li> <li>➤ Conducive legal and regulatory framework</li> <li>➤ Abide to financial commitments</li> </ul>
9	Employees	<ol style="list-style-type: none"> <li>1. Commensurate remuneration</li> <li>2. Transparency and fairness in staff advancement</li> <li>3. Administrative support</li> <li>4. Good governance</li> <li>5. Relevant knowledge and skills enhancement</li> <li>6. Conducive work environment and adequate working tools</li> </ol>	<ul style="list-style-type: none"> <li>➤ Provide conducive working environment</li> <li>➤ Capacity building to MAFC staff</li> <li>➤ Information</li> </ul>

		<ol style="list-style-type: none"> <li>7. Timely recruitment and promotion</li> <li>8. Timely salary adjustments after recruitment and promotion</li> <li>9. Timely recognition of outstanding performance</li> <li>10. Timely response to employee grievances</li> </ol>	
10	Civil Society Organizations	<ol style="list-style-type: none"> <li>1. Conducive policies and legal and regulatory framework</li> <li>2. Easy access to information</li> <li>3. Good governance and transparency</li> <li>4. Timely and streamlined approval procedures</li> </ol>	<ul style="list-style-type: none"> <li>➤ Provide and disseminate on agricultural and cooperatives policies and strategies</li> <li>➤ Provide agricultural and cooperative technical advice</li> <li>➤ Set standards on agricultural services</li> <li>➤ Conducive legal and regulatory framework</li> </ul>
11	Development Partners	<ol style="list-style-type: none"> <li>1. Conducive policies and legal and regulatory framework</li> <li>2. Efficient and effective service delivery</li> </ol>	<ul style="list-style-type: none"> <li>➤ Provide agricultural and cooperatives policies and strategies</li> </ul>

		<ol style="list-style-type: none"> <li>3. Efficient and effective management of resources</li> <li>4. Adherence to international commitments</li> <li>5. Effective collaboration</li> <li>6. Good governance and transparency</li> <li>7. Effective policy dialogue</li> </ol>	<ul style="list-style-type: none"> <li>➤ Abide to international commitment</li> <li>➤ Conducive legal and regulatory framework</li> <li>➤ collaboration and linkage</li> </ul>
12	Service providers to the Ministry	<ol style="list-style-type: none"> <li>1. Efficient and timely payment for services provided</li> <li>2. Administrative support</li> <li>3. Good governance, transparency and fairness</li> <li>4. Timely response to complaints</li> <li>5. Equal and respectful treatment</li> <li>6. Accurate specification of requirements</li> </ol>	<ul style="list-style-type: none"> <li>➤ Effect payment timely</li> <li>➤ Handle complaints timely</li> <li>➤ Demonstrate good governance</li> <li>➤ Provide accurate information</li> </ul>
13	Public	<ol style="list-style-type: none"> <li>1. Fairness and transparency</li> <li>2. Awareness of agricultural policies, strategies and programmes</li> <li>3. Timely delivery of quality and cost-effective services</li> </ol>	<ul style="list-style-type: none"> <li>➤ Good governance</li> <li>➤ Sensitization on agricultural policies, strategies and programme</li> </ul>

		<ol style="list-style-type: none"><li>4. Conducive policies and legal and regulatory framework</li><li>5. Information sharing</li><li>6. Gender sensitivity in the provision of services</li></ol>	<ul style="list-style-type: none"><li>➤ Provide technical advise and guidelines</li><li>➤ collaboration and linkage</li><li>➤ Conducive legal and regulatory framework</li></ul>
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## **2.5. MINISTRY'S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

### **2.5.1. Strengths**

The following have been identified as the major strengths of the Ministry:

- Skilled and committed human resources are to a large extent available such that the divisions, programmes and projects are manned and executed by well-qualified staff with the requisite qualifications;
- Mechanisms in place including the use of various structured divisional and sectional meetings to ensure employee participation in the decision making, implementation and progress evaluation;
- Mechanisms in place for stakeholders involvement in policy making and implementation processes to create ownership on the part of stakeholders and provide inputs and feedback on the part of the Ministry;
- Management Information System is in place making use of ICT to improve access and communication among employee and hence support informed decision-making processes in the Ministry; and
- National coverage of the Ministry in terms of the Agricultural Research Centres, Training Colleges, Crop Boards and other independent agencies has facilitated in designing and developing tailor made and specific solutions for specific geographic region of the country and also this has ensured that the services are delivered efficiently, effectively and quickly.

### **2.5.2. Weaknesses**

A number of weaknesses have been identified, including the following:

- Skewed Age Structure is one of the weaknesses in the Ministry whereby most of the highly skilled and professional personnel are in the range of retiring age, most of them are going to retire in the next five years or less. But more importantly to note here is the fact that the Ministry does not have a succession plan to ensure smooth transition from the old to the younger generation without affecting service delivery.
- Weak capacity for enforcement of policies and legislation.
- Lack of a systematic feedback mechanism from clients is another weakness facing the Ministry. The Ministry is yet to develop an effective and systemic mechanism to know the perceptions and opinions of clients on the level and quality of services offered by the Ministry and its institutions. Instruments such as Service Delivery Surveys are hardly used by the Ministry. There is

also no mechanism to systematically receive and analyze complaints from clients of the Ministry.

- Weak information dissemination system is yet another weakness facing the Ministry. The Ministry is performing a lot of activities beneficial to the stakeholders but there is not comprehensive mechanism to inform people on what is or has been done by the Ministry and even the information itself is usually scattered in many separate divisions such that even within the Ministry, getting information may prove to be difficult.
- Weak records and database management system is another weakness that have affected the ability of the Ministry to offer better quality services to its clients. The records and various data generated by the Ministry are stored in an uncoordinated manner such that using them of decision- making proves to be difficult.
- Inadequate incentives for staff is a factor that has affected morale of some staff, things such as delayed promotion for long periods of time, lack of other comprehensive incentives need to be addressed adequately.
- Inadequate number of staff has resulted into the few people remaining in the Ministry doing too many things and therefore affecting their productivity.
- Weak partnership with private sector and civil society is another weakness of the Ministry. Whereby everybody appreciates the role of private sector and civil society in bringing about positive change in every sector, the Ministry has not managed to forge close and functional relationship with the private sector and civil society in the delivery of its services.
- Inadequate capacity for monitoring and evaluation.
- Weak Cooperative support institutions (CDD, COASCO and MUCCoBS).
- Inadequate inspection and supervision of cooperative societies.

### **2.5.3. Opportunities**

- An appreciation by politicians and policy makers that agriculture will remain one of the leading sectors of the Economy is an opportunity that the Ministry can use to ensure its objectives and strategies receive political support and therefore the necessary resources can be sought to enhance growth in the sector;
- Existence of regional and international organizations with interest in and affiliation to, agricultural sector development. The Ministry can take

advantage of various opportunities arising to learn and adopt new technologies appropriate to our environment;

- Existence of other agriculture-related sector ministries, which appreciate the fact that the Ministry of Agriculture is the Lead Sector Ministry. This understanding can be used as an opportunity to harmonise policies and strategies across the board to enhance sector performance;
- Existence of national policy guiding documents and programmes e.g. TDV 2025, TMTP 2020, MKUKUTA, ASDS and ASDP has created a good opportunity for the Ministry to access more resources for the development of the sector. That, compounded with the presence of an MTEF creates an even better opportunity resource wise;
- Increasing participation of the private sector in agriculture sector creates an opportunity that did not exist in the past in delivery of agricultural services e.g public private partnership in extension and research services.

#### **2.5.4. Challenges**

- Frequent changes in the structure and mandate of the Ministry have hindered its ability to plan for a longer term. For example, issues of Marketing and Livestock were once in the mandate of the Ministry before being transferred to or formed other Ministries but it may happen in the near future that they are returned back to the Ministry of Agriculture Food Security and Cooperatives.
- In the concept of decentralization by devolution, the services delivered to the farmers by the extension officers and other agricultural experts fall under the mandate of the Local Government Authorities and the role of the Ministry is only regulatory control and quality assurance. However, the linkage between the LGAs and the Ministry is still weak and therefore the ability to ensure compliance to standards and effective delivery of services uniformly is low
- HIV/AIDS is a national pandemic that threatens the Ministry of Agriculture and Food Security the same way that it threatens the whole country therefore needs to be addresses by the Ministry;
- Some stakeholders do not fully recognize the role of the Ministry
- Increasing International compliance requirements in terms of quality standards poses a threat if the Ministry will not be able to cope with the required standards.
- Inappropriate structure of the cooperative movement (e.g. Huge cooperative structure) which are burden to members

- Infancy of the private sector to cope with its expected performance

## **2.6. RECENT INITIATIVES AND REFORMS**

In order to ensure that MAFC is efficiently executing its functions, the Government has initiated and implemented several policy and institutional reforms in the agricultural sector. These include:

- (i) Review of the Agriculture and Livestock Policy of 1997;
- (ii) Development of Agricultural Sector Development Strategy (ASDS) and Programme (ASDP) together with its funding mechanism through a basket approach;
- (iii) Formulation of the National Food Security Policy, New Seed Act of 2003: Plant Breeders' Right (PBR) Act 2002;
- (iv) Review of the Plant Protection Act of 1997 and the TPRI Act of 1979;
- (v) Formulation of the National Extension Policy and Implementation Guidelines;
- (vi) Promotion and re-categorization of MAFC employees;
- (vii) Hiving-off security services as part of the on going promotion of private sector participation;
- (viii) Ongoing Demarcation of MAFC and LGAs responsibilities on technical and administration issues;
- (ix) Formulation and operationalization of the Agricultural Seed Agency (ASA) and Converting the National Strategic Grain Reserve into an Executive Agency - the National Food Reserve Agency;
- (x) Completion of the report on the Status of Agricultural Sector in Tanzania with Emphasis to Regulatory Reform; Agricultural Sector Review and the Public Expenditure Review (PER) studies;
- (xi) Creation of the Division of Agricultural Land Use Planning and Management;
- (xii) Formulation and completion of the National Irrigation Master Plan of 2002;
- (xiii) Operationalization of the Crop Board Rationalization which include cessation of crop cess, repeated licensing and resumption of government funding of their operational functions;
- (xiv) Formulation of National Irrigation Policy and Strategy ;
- (xv) Formulation of the Tanzania Agricultural Mechanization Strategy;

- (xvi) Ratification of International Plant Protection Convention (IPPC); convention on Plant Genetic Resource for food and Agriculture; International Coffee Agreement and International Sugar Agreement.
- (xvii) Public Private Partnership reforms in research
- (xviii) Pluralism in extension services delivery
- (xix) Sector wide approach in District Agricultural Development Plans (DADPs)
- (xx) Studies for restructuring TFC and SCCULT which their documents are ready on the table for more discussions
- (xxi) Study of National Cooperative Bank where by the document is still under discussions
- (xxii) Elections for cooperative societies' leaders in all levels
- (xxiii) Operational guidelines and standards for SACCOS harmonized
- (xxiv) Establishment of National Advisory Council which is still in progress

## **2.7. CRITICAL ISSUES**

Several issues of importance arise from the situational analysis, which have to be addressed in the plan in order for the Ministry to achieve its objectives and targets and deliver its mission and vision. The following are some of most critical issues.

### **a. Compliance to Policy and Regulatory Reforms**

In spite of significant achievements in policy and regulatory reforms, there are still inadequacies in ensuring their compliance particularly at local level. As such there is the need to have appropriate mechanisms and capacities for their enforcement and not necessarily re-formulation of such policies and legislation which is often the temptation.

### **b. Improving Food Availability and Accessibility**

Food insecurity is still a major problem in Tanzania. An analysis of food production over the last ten years indicates fluctuation of food production between years of surplus often followed by years of food deficits. The variability of food production between seasons is among other things mainly attributed to the country's overdependence on rainfall. In addition, food availability in the country is often affected by shocks to local production attributed to vagaries of weather

and cross border trade. Hence, there is a need to have strategic interventions to address the issue of food insecurity.

**c. Improving Irrigation and Mechanization**

Tanzania is still experiencing low productivity and production in agriculture due to a number of factors including high incidences of pests and diseases; inadequate processing, storage and marketing infrastructure and inadequate support services such as extension. But over-dependence on rain-fed agriculture, inadequate use of appropriate technologies, low use of mechanization and production enhancing inputs is a major hindrance towards increasing production and productivity. Therefore, emphasis must be directed towards enhancing irrigation and mechanization in agriculture. The challenge posed by His Excellency President Jakaya Mrisho Kikwete is to have 1 million hectares of land under irrigation by 2010. However, interventions in the areas subjected to irrigation and mechanization have to go as a package so that extension services; agro-inputs supplies e.g. fertilizers, pesticides, herbicides and post harvest and management technologies are adequately availed to smallholder farmers.

**d. Improving Agricultural Information Management and Dissemination**

Availability of reliable and accurate data on the agriculture sector is still problematic. This fact is one of the key factors affecting successful planning and execution of agricultural sector development plans and programmes. Compounding the problem is presence of a weak monitoring and evaluation (M&E) system. Not only that but also data concerning the Ministry itself is a problem because of a weak records and database management systems. The records and various data generated by the Ministry are stored in an uncoordinated manner such that using them for decision- making proves to be difficult. Therefore, there is a need to critically look into this aspect as it is an important prerequisite for the success of other interventions.

**e. Strengthening Producer Organizations**

Inadequate private sector capacity in investment in agriculture and to provide agricultural support services is a critical constraint. The whole concept and objective of increasing private sector participation in agriculture in its different forms such as sole private, Public Private Partnerships and contract farming, can be achieved only if there are strong, efficient and effective producer organizations e.g. SACCOS, AMCOS, SACAs and Cooperative Unions. Hence, there is a dire

need to direct efforts towards strengthening producer organizations in the country particularly in agriculture.

Therefore, the Medium Term Strategic Plan for 2007 – 2010 will address amongst other important matters the critical issues identified and discussed above.

## CHAPTER THREE VISION, MISSION AND OBJECTIVES

### **Vision**

The Vision of the Ministry of Agriculture Food Security and Cooperatives is stipulated in the following statement:

*“Nucleus for providing policy guidance and services to a modernized, commercialized, competitive and effective agriculture and cooperative system by 2025”*

### **Mission**

To deliver quality agricultural and cooperative services, provide a conducive environment to stakeholders, provide technical backstopping to Local Government Authorities and facilitate the private sector to contribute effectively to sustainable agricultural production, productivity and cooperative development. The MAFC will fulfill this by:

1. Formulating, coordinating, monitoring and evaluating the implementation of relevant policies in the agricultural sector and monitoring crop regulating institutions,
2. Collaborating with the private sector, local government and other service providers to provide relevant technical services in research, extension, irrigation, plant protection, crop promotion, land use, mechanization, agricultural inputs, information services and cooperative development
3. Undertaking crop and early warning monitoring, maintaining strategic food reserves and promoting appropriate post harvest technologies, and
4. Encouraging, undertaking and coordinating research and development and training

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## MINISTRY OBJECTIVES

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### A. Improve services and reduce HIV/AIDS infections.

#### Rationale

HIV/AIDS is a national pandemic that threatens the Ministry the same way that it threatens the whole country therefore it needs to be addressed. HIV/AIDS affects active labour force which is important for agricultural production and productivity. In MAFC the current situation indicates that most of staff are aware of HIV/AIDS pandemic. A number of workshops and seminars have been conducted for the purposes of sensitizing the staff on HIV/AIDS. Since the majority of staff are aware of the pandemic, the emphasis will be to support staff who are living with HIV/AIDS in terms of advice and resources where necessary. MAFC staff are encouraged to undergo HIV/AIDS testing.

#### Strategies

- Develop programmes to fight the spread of HIV/AIDS in work places in all MDAs, LGAs, CSOs and Private sector
- Provide support to MAFC affected staff and raise awareness to reduce the spread
- Enhance people's awareness of the HIV/AIDS pandemic, policies, strategies and plans

#### Targets

- Spread of HIV/AIDS to MAFC staff substantially reduced by 2010
- Support to MAFC staff living with HIV/AIDS ensured by 2010
- Awareness of MAFC staff on HIV/AIDS pandemic, policies, strategies and plans enhanced by 2010
- Developed food crops varieties with high nutritive value for HIV/AIDS affected people

#### Key performance indicators

- Percentage of MAFC staff supported
- Spread of HIV/AIDS to MAFC staff reduced
- Number of MAFC staff sensitized on HIV/AIDS
- Food crops varieties with high nutritive value developed by agriculture research scientists for HIV/AIDS affected people

## **B. Strengthen policies, strategies and regulatory framework development**

### **Rationale**

Policy and regulatory framework development is an important aspect for planning and guiding implementation of agricultural and cooperative development programmes. Experience has shown that while there have been many policies and regulations developed, the challenge has been to keep abreast with other developments in the sector such as sector strategies, programmes and legislation which have tended to precede policy and legislation review.

In order to address emerging new challenges constraining sustainable development of the crop sub-sector and cooperatives in the country, there is a need to take full advantage of opportunities created by these challenges and recent developments. MAFC's focus should therefore be in creating conducive policy and regulatory environment and put in place a sector wide policy analysis mechanism to make sure that its plans and programmes are effectively implemented in conformity with an informed policy framework so as to achieve the targets of the national frameworks on improved production, productivity and poverty reduction for the majority of Tanzanians.

### **Strategies**

- Finalize the review of the National Agricultural and Livestock policy of 1997
- Finalize the review of the National Food Security Policy and Strategy
- Enhance Monitoring and Evaluation system of the National Food Security Policy and Strategy
- Build human capacity of DPP in policy formulation, implementation, monitoring and evaluation.
- Pursue policies that attract public and private investments in agriculture (including livestock) and natural resources, promote diversification to non-farm activities.
- Pursue policies that ensure effective guidance for improved food security in the country
- Implement a comprehensive policy on vulnerability and social protection as well as procedures for accessing support
- Implement, formulate and revise agricultural sector legislations
- Raise people's awareness on cooperative development policy and Act and implement the Cooperative Societies Act, 2003
- Prepare and distribute extension guidelines to all LGAs to guide improvement of extension services delivery
- Establish and enforce quality standards of marketed machinery, implements and tools

### **Targets**

- National Agricultural and Livestock policy of 1997 reviewed by 2010
- Agricultural and cooperatives legislation formulated and revised by 2010
- National Food Security Policy and Strategy finalized by 2010
- National Food Security policy implementation reports produced annually
- Twenty staff of DPP trained in policy formulation, implementation and analysis by 2010
- Performance and progress of policy implementation improved by 2010
- Policy on public private partnership in agriculture formulated by 2010
- Enabling environment for private sector involvement and service delivery created by 2010
- Increased investment in agriculture sector facilitated by 2010
- Sustainability of privatized agricultural institutions strengthened by 2010
- 160 personnel trained on food security policy by 2009
- Ministry's Accounts Reports prepared according to International Accounting Standards (IAS) by 2010
- 5 National Food Security Policy stakeholders sensitization workshops Conducted by 2009
- National Food Security policy implementation reports produced annually
- 3000 Cooperative societies inspected and supervised by 2010
- Cooperative inspection and operational guidelines developed by 2010
- 100% of received application for pesticides registration and Plant Breeders Rights evaluated by 2010
- 90 registered pesticide dealers inspected by 2008
- Eleven (11) agricultural sector legislation reviewed by 2010.
- Five (5) agricultural sector legislation formulated by 2010
- Agricultural Sector legislation at the LGAs formulated and implementation facilitated by 2010.
- Awareness on implementation of Seed Act created to 150 stakeholders and 120 stakeholders of Plant Breeders Rights Act by 2010
- Four (4) meetings of Plant Breeders Rights Advisory Committee held by 2010
- 60 and 75 Seed and Plant Protection Inspectors trained on effective enforcement of Seed and Plant Protection legislation by 2010.
- 5 sensitization workshops on agricultural sector legislation and contract management to MAFC officers conducted by 2010.

- Awareness among stakeholders in cooperative policy and legislation created by 2010.
- Cooperative societies regulatory framework strengthened by 2010
- 100% of Registration, de-registration and disputes matters of cooperative societies evaluated and action taken by 2010
- Extension Implementation Guidelines prepared and distributed to 126 LGAs by 2010
- Capacity of private sector to participate in agricultural inputs and market and in provision of services increased by 2010
- Standards of marketed machinery, implements and tools established by 2010.
- Introduction of exotic pest through 36 entry points prevented by 2010
- 100% pesticides applied for registration evaluated and registered by 2010
- Registered pesticides dealers inspected by 2010
- 10 National Plant Protection Advisory committee meetings and 10 Sub committee meetings held annually by 2010.
- Legal and policy framework for effective implementation of Agricultural land use management programmes established by 2010.
- Policy guidance for effective implementation of mechanization programmes established by 2010
- Legislation on Agricultural Inputs availed to stakeholders by 2010.

*Key performance indicators*

- Number of Policies, reports and other policy documents in place
- Number of Strategy documents for policy implementation in place
- Number of staff trained in various fields
- Number of stakeholder's workshops and participants attended.
- Number of Cooperatives Societies registered and inspected
- Number of legislations, regulations and guidelines produced and circulated to various stakeholders.

## C. Enhance sustainable agricultural production and productivity

### Rationale

Agricultural production and productivity have not been able to attain levels that ensure sustainable food security and income generation for poverty reduction. There are many factors that undermine agricultural production and productivity. Among these are, investment in productive and service sectors, weak base for provision of agricultural and cooperative development services, and weak base of technology development, transfer and utilization. Others factors include poor access to inputs and inefficient use of agricultural inputs, lack of value adding initiatives, and underdeveloped human and institutional capacities. The combined effects of these resulted in food insecurity. Nevertheless, most productive systems are rarely environmental friendly which adds the question of sustainability. In order to achieve production and productivity levels that will propel the growth rate of the sector and the economy in general, there is a need to implement the strategies, hit the targets and monitor the performance indicators stated below.

### Strategies

- Increase investment and interventions to improve productive and service sectors
- Improve sector services delivery systems
- Enhance technology development, transfer and utilization
- Improve access to and use efficiency agricultural inputs and implements
- Enhance value addition functions
- Improve land management and adoption of water conservation technologies and implementation of national plans under MEA's to halt desertification and restore degraded land
- Build and sustain the human resource capacity in the agriculture services delivery of the ministry
- Create awareness of the staff and stakeholders on pertinent issues
- Ensure environmental sustainability of the productive systems(*through research, identify and promote modern environmental friendly farming technologies and practices for rural areas*)
- Improve food security

### Targets

- Investment in agricultural sector increased from 6% in 2006 to 10% 2010
- 90% of the private sectors involved in agriculture coordinated by 2010
- Public resources in the agricultural sector efficiently utilized by 2010.
- 83 Traditional Irrigation schemes rehabilitated in 7 irrigation zones by 2010.
- Public Private Partnerships in irrigation development enhanced by 2010.

- Area under irrigation expanded from 274,388 hectares to 1,000,000 hectares in 7 irrigation zones by 2010.
- 3,600 hectares of paddy developed in Madibira, Mbeya to produce 18,000 tonnes by 2010.
- 16,820 hectares of paddy developed in Chita Mgonya, Morogoro to produce 84,100 tonnes by 2010.
- 31,600 hectares of paddy developed in Mpanga Ngalimila, Morogoro to produce 157,500 tonnes by 2010.
- 200 Water User Associations in seven irrigation zones established and registered by 2010.
- 30 percent of irrigations schemes rehabilitated to improve productivity
- Conservation of six (6) catchments areas under irrigation production systems facilitated by 2010
- 400 farmers in seven irrigation zones trained on appropriate irrigation technologies by 2010.
- Land management system and water conservation technologies improved by 2010
- Medium and large scale farmers in irrigation undertakings encouraged in 7 irrigation zones by 2010
- 40 Dams of different sizes constructed in seven irrigation zones by 2010.
- 60 Water harvesting schemes constructed in marginal areas by 2010.
- 100 Farmers trained in water harvesting technologies for agricultural production in semi arid areas by 2010.
- Equipments replaced and warehouses rehabilitated by 2010.
- Multi use of machinery (tractors) for profitable mechanization introduced and promoted by 2010
- Private sector participation in financing for agricultural mechanization increased by 2010.
- 6 Conservation agriculture implements and machinery introduced and promoted by 2010
  
- Dealers, suppliers, manufacturers and farmers facilitated to access financial resources for supply, manufacture and purchase of agricultural machinery by 2010
- Financing for mechanization activities improved through establishing an Agricultural Mechanization Promotion Fund or Public Private Sector Partnership Fund by 2010
- Local manufacturing of agricultural machinery enhanced through establishment of 10 technology incubator sub-programmes and commercialization of inventions and innovations from R&D by 2010.
- Availability of agricultural land for 100 prospective commercial farmers facilitated by 2010.

- Twenty (20) farm lands owned by MAFC surveyed and provided with title deeds by 2010.
- Agriculture trade centre established by June, 2010
- Early warning data collection network and information improved by 2010
- National Food Reserves Agency established by 2007
- Access to and use of improved 8 post harvest and processing technologies enhanced by 2010
- Food security information system and network improved by 2010
- Food security training for 60 LGAs with special food security needs conducted by 2010
- One to three specialized food security studies conducted annually by 2010
- Agricultural land use information system improved by June 2010
- Contract farming/outgrowers scheme policy and coordination framework developed by 2010.
- Outbreak pests controlled in 21 regions by 2010
- An effective and efficient input subsidy framework to be in place by 2010
- Production and utilization of seeds from 6% to 25% through enhancing on-farm seed production improved by 2010
- Knowledge on seed quality control disseminated in 121 LGAs by 2010
- 5,000 hectares of breeder seed, basic seed certified and QDS inspected by June 2010
- 2,000 samples of seeds tested by June 2010
- Knowledge on safe use of pesticides and pollution control disseminated to stakeholders by June 2010
- Indigenous soil and water harvesting technologies identified, documented and disseminated in five semi-arid districts by 2010
- Efficient use of energy enhanced and alternative energy sources like bio-fuels, wind, solar and biogas popularized by 2010.
- Appropriate technologies that harness surface and ground water in five arid areas enhanced by 2010.
- Complete packages of DAP technologies promoted and popularized by 2010.
- 150,000 MT of fertilizers, 3,000 MT of quality seeds and 2,000 MT of agrochemicals availed for subsidy by 2010
- Loan worth of 1880 MT of mineral fertilizer, 10,752 litres of agrochemical and 3,000 litres of animal drugs provided by June 2010
- Loan for rehabilitation of 1000 tractors, purchase of 110 new tractors and purchase 100 power tillers provided by June 2010

- Framework for promoting production of high value crops developed by 2010
- Biofuel policy developed by 2010
- Stakeholders forums for promoting production of six high value crops (2 Flowers, 2 fruits, 2 vegetables) developed by 2010
- Three Bio-energy Crops (jatropha, oil palm and sugarcane) promoted by 2010
- Horticultural Council of Tanzania operationalized by June 2008
- To conduct ToT to 30 LGAs on Agro-processing technologies by 2010
- MAFC Human resource capacity of B.Sc, MSc, PhD levels and MAFC Training Institutes capacity improved from 780 to 1,100 for pre and in-service students and from 5,000 to 7,000 farmers annually
- DRT human resources capacity at BSc. MSc, PhD levels and MAFC Training institutes improved annually
- 17 research and 9 Training Institutes retooled by 2010
- Demand driven research facilitated in 7 research zones by year 2010
- Capacity of public private partnership in agricultural technology development and transfer improved by 2010
- Five MAFC staff trained on trade negotiations by 2007
- NASGRA staff reoriented on operations of Executive Agency by 2009
- To conduct ToT to 70 LGAs on crop pest outbreak control by 2008
- Department of Irrigation and Technical Services (DITS)/Land Use Plan (LUP) retooled by 2010.
- 75% of DITS/LUP office equipment replaced by 2010.
- At least three stakeholders workshops and shows on agro-processing conducted by 2010
- Community sensitized on awareness and preparedness to address effect of climate change on agriculture by 2010
- Public awareness on improved or new agricultural mechanization technologies raised by 2010.
- Facilitate conservation of six catchments areas under irrigation production systems by June 2010.
- Study on status/level of post-harvest losses on major food crops conducted by 2010
- Household food stocks monitoring system established by 2010
- Food situation reports issued periodically annually
- Emergency food stocks in SGR increased from 85,000Mt to 150,000 by 2010
- The status of the Plant Protection aerial(KILIMO – ANGA) improved by 2010
- Pests monitoring and surveillance system established by 2010.

- Eight (8) environmentally friendly appropriate agricultural research technologies developed and transferred to target clients by 2010
- Research on soil fertility, nutrient flows and water harvesting technologies enhanced in 7 zones annually
- Efficiency and effectiveness of agricultural research technologies improved by 2010.
- Capacity of Research and Training Institutes and working environment improved by 2010
- Access to support services with particular focus on research and extension meeting the needs of farmers increased by 2010
- Capacity of MAFC Extension section to handle extension services, strengthened by 2010
- Improve and increase access to support services with particular focus on research and extension meeting the demand of farmers
- Capacity of 29 LGAs to provide more responsive technical assistance to communities and farmers needs increased by 2010
- 29 LGAs supported to prepare and implement agricultural investments in 780 rural communities by 2010
- Outbreak pests controlled in 21 districts by 2010
- Integrated Pest Management technologies developed and disseminated in the country by 2010
- New emerged pest and diseases controlled in 21 regions by 2010
- Appropriate soil erosion control measures applied to 20 LGAs to conserve agricultural land by 2010
- 20 Agricultural technologies on plant protection, new crops, agronomic practices and post harvest promoted by 2010
- 126 LGAs facilitated to adopt pluralism in extension service delivery by June 2008
- 126 LGAs facilitated to adopt demand driven extension service delivery methodology by 2010.
- An effective and efficient subsidy framework in place by 2010
- Knowledge on Quality Declared Seed production disseminated to 126 LGAs by June 2010

### *Key performance indicators*

- Growth rate of Agriculture
- Food Self Sufficiency ratio
- Area under irrigated agriculture
- Productivity under irrigated agriculture
- Number of staff trained

- Percentage of farmers who use subsidized fertilizer

## **D. Enhance institutional coordination mechanism in the Agricultural Sector.**

### **Rationale**

In early 1990s the government decided to decentralize by devolving some of its functions to LGAs to give powers to people to make decision related to their development. As the result of the decision to disengage from production and marketing functions, the major role of the government has remained to be policy formulation, regulatory services and provision of technical guidance. In order to make sure that government duties to serve the society are effectively performed, it has to work in collaboration with other partners.

In the agricultural sector the decentralization by devolution has shifted the mandate of services delivered to farmers by extension officers and other agricultural experts to LGAs leaving the Ministry's role to be regulatory control and quality assurance. However, the linkage between LGAs and the Ministry is still weak and therefore the ability to ensure compliance to standards and effective delivery of services is low. There is also a weak link between the Ministry and other Agricultural Sector Lead Ministries.

### **Strategies**

- Review existing coordination mechanism
- Establish thematic working groups for policy, planning and budgeting
- Strengthen institutional and human capacity for efficient coordination of employment services delivery in agriculture sector
- Address the linkages and synergies at sub-sectoral level to add value to the specific identified products.
- Improve linkage mechanism with LGAs/RS and ASLMs.
- Promote public private partnership in provision of services
- Review and refine functions to be devolved within the local government framework

### **Targets**

- Existing Agricultural Sector Development Programme Coordination mechanism strengthened by 2010
- Thematic working groups for policy, planning and budgeting established
- Capacity of Division of Policy and Planning to coordinate the ASDP strengthened by 2010
- 122 LGAs facilitated to qualification status for top-up grants according to performance criteria by 2010

- Framework for coordinating private sector developed by 2010
- Aid assistance coordination framework in agriculture developed by 2010
- Agricultural Sector database established by 2010
- Regional, Bilateral (JPCs) and Multilateral policies, Strategies and Programms implemented within the ASDP by 2010
- Farmers, extension and research linkage mechanism strengthened by 2010
- Research and consultancy services for cooperative outsourced according to needs by 2010
- ASDP coordination framework at DPP level developed by 2010
- Information flow and data collection mechanism strengthened by 2010.
- MAFC capacity in Policy, ICT, Project management, Plans and Budget strengthened by 2010
- Farmers, extension and research linkage mechanism in 126 LGAs strengthened by 2010
- Agricultural land use planning and management plans harmonized with LGAs and other agricultural land users by 2010

*Key performance indicators*

- Implementation guideline
- Number of joint coordination meetings
- Percentage of implemented agreed joint activities
- Number of devolved, shared and delegated functions to LGAs
- Number of standards/guidelines developed

## **E. Link and internalize cross cutting issues**

### **Rationale**

Cross cutting issues such as environment, gender and HIV/AIDS are ranked high in national and international agenda. With regard to environment, emphasis is given to ensuring agricultural production which does not compromise environmental destruction. Equally important is gender balance in the work place including equal opportunities in recruitment, training, promotion to higher positions and development of gender sensitive technologies should all be given due consideration.

HIV/AIDS is a world disaster affecting the active labour force which is important for agricultural production. In view of the magnitude of this problem, Objective A is addressing the issue in-depth.

Cross cutting issues therefore have to be taken on board in the planning process and implementation of our plans in all sectors including agriculture. In addressing cross cutting issues the Ministry has planned to promote actions that incorporate environmental protection measures, gender balance and efforts to mitigate HIV/AIDS pandemic in plans and strategies. Such plans are aimed at integration of environmental management issues, reduction of HIV/AIDS spread among MAFC staff and gender mainstreaming in MAFC operations.

### **Strategies**

- Promote actions that incorporate environmental protection measures and gender in plans and strategies.
- Capacity building on gender mainstreaming in budgeting issues
- Capacity building on mainstreaming in environmental management issues
- Ensure efficient operation of physical resources (vehicles, office equipment, buildings, furniture and other equipment)
- Scale up and monitor the implementation of all the components of the national frame work on good governance and gender mainstreaming.
- Strengthen and enforce laws, rules, regulations on corruption including implementation of the national anticorruption strategy and action plan.
- Adopt legislation requiring employers to utilize and adhere to equal opportunity employment policies that do not discriminate against gender, age, People Living with HIV/AIDS (PLHA), people with disabilities and vulnerable groups.
- Promote community level participation in designing and effectively instituting social protection measures for the vulnerable community members from the very young to the aged.

### ***Targets***

- Environmental interventions integrated in 50 percent of MAFC plans and budget by 2010
- Environmental and Gender concerns mainstreamed in Irrigation and Mechanization interventions by 2010
- Capacity to mainstreaming gender issues in budgeting strengthened by 2010
- Gender and environmental issues mainstreamed in cooperative's service delivery by 2010
- Environmental management skills imparted to 50 Board members and 30 leaders of cooperative societies and 100 Cooperative Officers by 2010
- Environmental and Gender concerns mainstreamed in agricultural land use interventions by 2010.
- 20 MAFC offices renovated, retooled and expanded by 2010
- Gender issues mainstreamed in MAFC activities for effective delivery of agricultural services by 2010
- 80% of MAFC staff sensitized in ethics and transparency of government by 2010
- Sensitization of MAFC staff on adherence to public service code of ethics and National Anti-corruption strategy ensured by 2010
- PMS components (self-assessment, service delivery survey, client service charter and OPRAS) reviewed annually
- 80% of MAFC staff with disability supported by 2010
- Participation of communities in designing and instituting social protection measures for the vulnerable community members from the very young to the aged promoted.
- Environmental management action plan mainstreamed in Agricultural land use planning interventions mainstreamed by 2010.

### ***Key performance indicators***

- Number of environmental conservation programmes in place
- Number of staff sensitized on good governance and ethics
- Number of staff sensitized on gender issues
- Number of staff sensitized on environmental issues

## **F. Enhance capacity of MAFC to carry out its operations efficiently and effectively**

### **Rationale**

Capacity building is an important aspect for efficient and effective service delivery in the MAFC. The current situation indicates that there are weaknesses that need to be immediately addressed in order for MAFC to carry out its operations efficiently and effectively. Among others, weaknesses include the following: disincentives for staff such as delayed promotion which affects morale of staff; inadequate number of staff which has resulted in overworking of the existing staff in the ministry and therefore affecting productivity; lack of professional skills affecting efficiency in service delivery. Furthermore, the skewed age structure is another weakness in the MAFC where most of the highly skilled professional personnel are in the retirement age range, with most of them due to retire in the next five years or less thus leaving a gap which will take a long time to fill.

In Order for the MAFC to better deliver its services the emphasis should be in the following areas:

- Prioritize resource allocation within departments
- Prepare and implement a sustainable plan for retooling in MAFC
- Prepare and implement employment succession plan
- Prepare and implement training programme

### **Strategies**

- Develop Monitoring and Evaluation Framework.
- Improve human and physical resources capacity and efficiency in agricultural services.
- Raise MAFC employees' awareness on rules, regulations, rights and obligations
- Strengthen and deepen the Public Sector Reform programmes
- Undertake regular service delivery /client satisfaction surveys in monitoring quality of public services and disseminate findings to stakeholder. Increase ways in which clients can hold providers of services accountable.
- Develop, implement and monitor feedback on client service charters together with end user surveys.
- Improve accounting, financial reporting functions, and strengthen the capacity to manage financial resources.
- Improve access to information on budgetary allocations and disbursements and uses of funds
- Establish framework for creating enabling environment for private sector participation in agriculture

- Deepen the implementation of the public financial management reform programme
- Improve human resource capacity and efficiency for food security monitoring and post-harvest services delivery.
- Improve human resources capacity and efficiency in delivery of services in irrigation, mechanization and proper land use planning and management.
- Improve research for enhancing Irrigation, Agricultural Mechanization and Land use Planning (institutional)
- Research on, develop and transfer environmentally friendly appropriate agricultural technologies by 2010

### *Targets*

- Monitoring and Evaluation Framework operationalized by 2010
- MAFC plans and programmes monitored and assessed effectively by 2010.
- MAFC plans, budgets and programmes prepared annually
- Administration of DPP's operations coordinated annually
- Directorate of Policy and Planning retooled by 2010
- Framework for creating enabling environment for private sector participation in agriculture established by 2010
- Capacity of DPP to facilitate involvement of private sector in agriculture sector improved by 2010
- DASIP Annual Workplan and Budget prepared annually by 2010
- Framework for agriculture data and information management developed by 2010
- Capacity of Crop Development Division to handle agricultural services, strengthened by 2010
- Capacity of Extension Section to handle extension services, strengthened by 2010
- Capacity of Plant Health Section to handle plant health service, strengthened by 2010
- Capacity of Agricultural Inputs Section to handle agricultural inputs services, strengthened by 2010
- Capacity of Crop Promotions Section to handle crop promotion services strengthened by 2010
- Crop Development Division equipped with modern working facilities by 2010
- Capacity of Plant Breeders Right office to handle PBR applications enhanced by June 2010
- All DCD, PBRO, ASA and TOSCI offices equipped with modern working facilities and operationalized by June 2010.
- MAFC training programme established by 2010.

- Efficient utilization of physical and human resources in MAFC ensured by 2010.
- Efficient utilization of physical and human resource in SGR enhanced by 2010
- MAFC human resources capacity for efficient delivery of agricultural services improved by 2010.
- Top Ministerial officials facilitated to undertake Ministerial functions by 2010
- Administration and General Offices retooled by 2010
- Construction of MAFC physical facility (Building) completed by 2010
- Retooling of offices done by 2009
- MAFC Procurement Management Unit strengthened by 2010
- Capacity of Internal Audit Unit to deliver quality services strengthened by 2010
- CDD capacity to carry out its functions strengthened by 2010
- Human resources capacity in Cooperative department strengthened by 2010
- Cooperative Department offices equipped, rehabilitated, renovated and retooled by 2010
- Cooperative division staff trained on short and long courses by 2010
- Human resources capacity of legal Unit strengthened by 2010
- Legal services provided and managed in an effective, efficient, and professional manner by 2010.
- Personnel database established and operational by 2010
- Legal services provided and managed in an effective, efficient, and professional manner by 2010.
- Timely and efficient supportive services provided to Cooperative Development Division staff by 2010
- 80% MAFC staff sensitized on rules, regulations, rights and obligations by 2010.
- PMS institutionalized in MAFC by 2010
- Non-core activities (security guard services, reception, cleaning services and canteen services) contracted out by 2010
- MAFC staff sensitized on adherence to public service code of ethics and national anti-corruption strategy by 2010.
- Client Service charter reviewed by 2010.
- MAFC staff employment privileges and benefits effected annually by 2010
- Human resources capacity of Finance and Accounts Department to deliver efficient and effective financial management strengthened by 2010.
- Finance and Accounts Department retooled by 2010.
- MAFC financial management services produced annually.
- Eight annual accounts government report and thirteen accounts reports produced annually by 2010.

- Information on budget allocation and disbursements produced quarterly by 2010.
- 48 Accounts department staff trained in the use of International Accounting standards by 2010
- Internal auditing services produced annually
- Auditing standards and procedures adhering to international auditing standards ensured by 2010.
- Capacity of Internal Audit Unit to deliver quality services strengthened by 2010
- International Auditing Standards and Procedures internalized by 2010
- Four Internal audit reports produced by August annually by 2010
- Internal Audit Office retooled by 2010
- Seven (7) Internal Auditors trained on auditing standards and financial management by 2010
- Capacity to monitor food security and disseminate post harvest management technologies strengthened by 2010.
- National Food Security Department equipped with appropriate equipment for effective delivery of agricultural services by 2010.
- Capacity of NFSD to carry out its activities effectively and efficiently strengthened by 2010
- DITS human resources capacity for efficient delivery agriculture services improved by 2010
- Capacity of 50 irrigation staff dealing with design, construction supervision, environmental issues, farmer's organizations, soil, water and crop management enhanced by 2010.
- Research to enhance Irrigation, Agricultural mechanization and Land use Planning improved by 2010
- Public and Private investment in irrigated Agriculture at a rate of 160,000 Hectares promoted by 2010
- Environmentally friendly appropriate agricultural technologies researched on, developed and transferred to target clients by 2010.
- Capacity of 20 staff of different cadres from mechanization developed by 2010.
- Capacity of MAFC to provide technical backstopping to 60 LGAs increased by 2010
- DRT capacity to handle research services enhanced by 2010
- DRT capacity to handle training services enhanced by 2010
- Monitoring of research and training activities operationalized in seven zones by 2010
- Agricultural Land Use Planning department strengthened by 2010

*Key performance indicators*

- Number of staff recruited
- Number of staff trained in various courses
- Number of working facilities acquired

**G. Empower producer organizations**

**Rationale**

Cooperatives in Tanzania started to face challenges in the late 70's when Ujamaa villages were made to manage cooperatives despite the fact that they had no skills to manage intended activities and mixed politics in cooperative movement. A huge cooperative structure was put in place where members' products were charged a large percentage as contribution to Union or Federation. It was also not practically manageable and progressively deteriorated almost to the point of collapse. In year 2000 the Government in its efforts to promote cooperatives in Tanzania undertook a research study to determine the problems which caused cooperative movement's near collapse. It came up with findings such as that most producer organizations faced inadequate financing, supervision, auditing of books of accounts and education in cooperatives.

To date the Government is at the stage of promoting and sensitizing citizens to join and form producer organizations for the purpose of strengthening their efforts to have a strong capital and membership base. Producer organizations have been used as instruments for developing the agricultural sector in Tanzania for a long time. Therefore, direct support to producer organizations has been considered as a major focus of government policies, programs and projects. Currently, the government has started to give support to cooperative education and training of members and leaders of cooperatives after several years of inaction. It is necessary and important now to empower producer organizations and to ensure that agricultural production, productivity, quality and profitability are increased.

*Strategies*

- To enhance institutional and human capacities of producer organizations in matters relating to financing, supervision, auditing of books of accounts and education in cooperatives
- To promote and sensitize citizens to join and form producer organizations for the purpose of strengthening their efforts to have strong capital and membership base.
- To provide support to cooperative education and training of members and leaders of cooperatives

- Enhance life skills and entrepreneurship training for rural population particularly women and youths.
- Increase private sector participation in agricultural investments and service delivery (Institutional)
- Increase access to rural micro-financial services for subsistence producers and promote and sustain community based savings and credit schemes (such as SACCOS and revolving funds)
- Establish credit guarantee fund for cooperatives and other organizations handling farmers' produce
- Promote programmes that increase income generating opportunities for women and men in the rural areas to through promoting SACCOS

### *Targets*

- 2000 Cooperative Societies Audited by 2010
- 2000 Cooperative Societies enhanced in financial, leadership and governance
- Cooperative Societies modernized and members empowered by 2010
- Cooperative Societies empowered in Financial, leadership and governance skills by 2010
- 100 Cooperative Societies promoted in innovation and supply of products/services by 2010
- 2000 Cooperative Societies enhanced in financial, leadership and governance
- 100 irrigators' groups/associations/cooperatives trained on various irrigation technologies and entrepreneurship by 2010
- 90 farmers' groups trained on operation and maintenance of agro-processing machines by 2010
- Access to and use of improved post harvest, rural travel and transport, processing, storage and marketing technologies enhanced by 2010.
- Private sector investment in small and medium scale processing of agricultural commodities facilitated by 2010.
- 10 Cooperative Societies supported through credit scheme by 2010
- 300 SACCOS modernized and enhanced in Financial matters by 2010
- Cooperative Banks and Inputs Trust Funds Financial Managements enhanced by 2010
- 5 cooperative banks and input funds established to guarantee credit services
- 10 technology incubator programmes to commercialize mechanization invention from R&D established by 2010
- 50 producer organizations promoted by 2010
- 100 agricultural SACCOS promoted by 2010

### *Key performance indicators*

- Number of cooperative members and leaders trained.
- Low percentage of theft, misappropriation and corruption in the cooperatives
- Appropriate structure of the cooperative movement
- Appropriate financial services available to co-operatives and producer groups.

## **H. Strengthen Information Education and Communication and Information and Communication Technology**

### **Rationale**

Information Communication Technology (ICT) is helpful in the development process. On the other hand Information Education and Communication (IEC) becomes effective and efficient with the use of state of the art ICTs. Use of ICTs is critical in data processing, storage and sharing of data and information within and beyond the sector. The significance of ICTs has been realized by the government and the following decisions were made:

- Development of the National ICT policy in 2003
- Establishment of Management Information System (MIS) in Government MDAs
- Formation of IEC Units in government MDAs

These decisions have been necessary steps for the government to practice good governance and transparency. In relation to the Ministry of Agriculture the challenges on modernization of agriculture and cooperatives, use of effective IEC paralleled with use of ICTs can make a difference in spreading the message to stakeholders. For example, IEC and ICTs are important in enhancing extension services. Indeed, in the cutting edge of science and technology practical advancement in the use of ICTs is very critical.

In view of this there is a need for internalizing IEC and ICTs issues in agricultural plans for effective management of data and information, and communication of policies and strategies to stakeholders.

### **Strategies**

- Promote use of ICT and e-governance through the implementation of ICT policy and expand communication network
- Establish and develop an effective IEC system
- Raise people's awareness on government policies, strategies and plans

- Develop use of ICT through tele-centres, educational institutions and libraries to access global and local markets
- Put in place systems for gathering, analyzing and utilizing data on access, use and outcomes
- Strengthen routine data systems to measure the extent, depth, and types of poverty and vulnerability across all identified groups for use in determining policy, resource flow and effective interventions.

### *Targets*

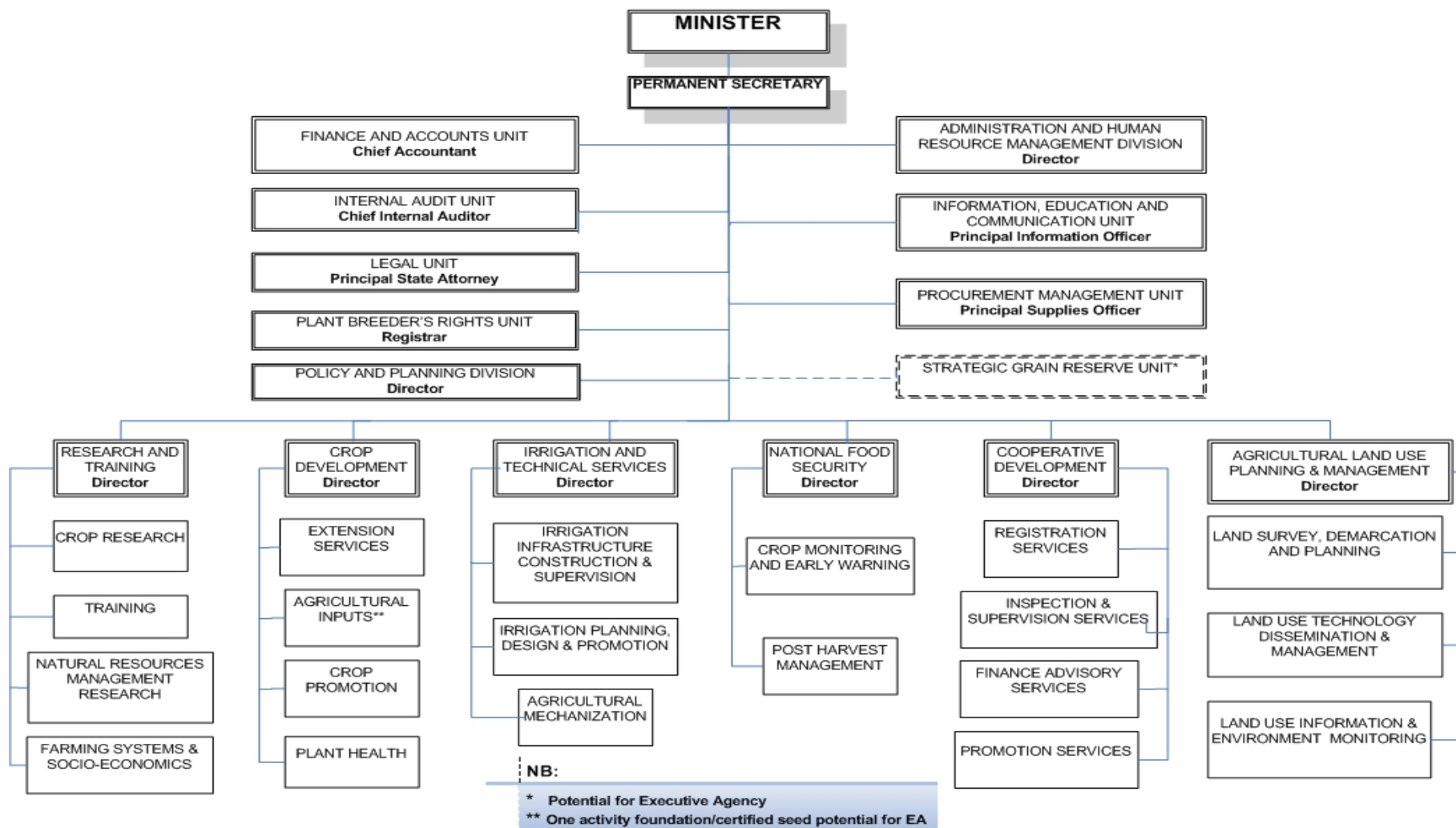
- Local Area Network upgraded to category 6 by 2010
- Ministerial website updated annually
- Eighty MAFC professional personnel trained in ICT by 2010
- Thirty MAFC staff trained in IEC by 2010
- Local Area Network Upgraded, Maintained and Trouble shooted by 2010
- Ministerial website updated annually
- 6 MAFC professional personnel trained local and international on ICT by 2010
- MAFC effective communication system established by 2010
- MAFC communication to stakeholders ensured annually.
- Eight zonal MAFC training institute libraries improved by 2010
- Seven zonal communication centres retooled by 2010
- Cooperative Database System (CODAS) established by 2010
- 120 Cooperative Officers enhanced on ICT use by 2010
- All Cooperative Officers at Regional and District levels enhanced to collect, process data, disseminate information to stakeholders by 2010

### *Key performance indicators*

- Number of MAFC staff trained in ICT
- Number of IEC programmes
- Percentage number of staff using ICT facilities.

# ORGANIZATIONAL CHART

**THE ORGANISATION OF THE MINISTRY OF AGRICULTURE, FOOD SECURITY AND COOPERATIVES**  
(Approved by the President on 18th April, 2006)



ANNEX 2

**STRATEGIC PLAN MATRIX**

No	Objective	Strategies	Targets	Responsible Department/ Division	KPI	
<b>A</b>	Improve services and reduce HIV/AIDS infections.	Develop programmes to fight the spread of HIV/AIDS in work places in all MDAs, LGAs, CSOs and Private sector	Spread of HIV/AIDS to MAFC staff reduced from 10% to 7% by 2010	<b>DAP</b>	Percentage of MAFC staff supported	
		Provide support to MAFC affected staff and raise awareness to reduce the spread	Support to MAFC staff living with HIV/AIDS ensured by 2010		<b>DAP</b>	Spread of HIV/AIDS to MAFC staff reduced from 10% to 7%
		Enhance peoples awareness of the HIV/AIDS pandemic, policies, strategies and plans	Awareness of MAFC staff on HIV/AIDS pandemic, policies, strategies and plans enhanced by 2010 Developed food crops varieties with high nutritive value for HIV/AIDS affected people		<b>DAP</b>	Number of MAFC staff sensitized on HIV/AIDS Food crops varieties with high nutritive value for HIV/AIDS affected people
<b>B</b>	Strengthen policies	Finalize the review of the National Agricultural and Livestock policy of	National Agricultural and Livestock policy of 1997	<b>DPP</b>	Number of Policies, reports and other	

strategies and regulatory framework development.	1997	reviewed by 2010 Agricultural and cooperatives legislation formulated and revised by 2010	<b>DPP</b>	policy documents in place
	Finalize the review of the National Food Security Policy and Strategy finalized	National Food Security Policy and Strategy finalized by 2010	<b>DNFS</b>	Number of Strategy documents for implementation in place
	Enhance Monitoring and Evaluation system of the National Food Security Policy and Strategy	National Food Security policy implementation reports produced annually	<b>DNFS</b>	
	Build human capacity of DPP in policy formulation, implementation, monitoring and evaluation analysis; and in International Accounting Standards	Twenty staff of DPP trained in policy formulation, implementation and analysis by 2010 Performance and progress of policy implementation improved by 2010	<b>DPP</b> <b>DPP</b>	Number of staff trained in various fields
		Policy on public private partnership in agriculture formulated by 2010	<b>DPP</b>	
		Ministry's Accounts Reports prepared according to International Accounting Standards (IAS) by 2010	<b>CA</b>	Number of stakeholders' workshops and participants attended
	Pursue policies that attract public and private investments in agriculture (including livestock) and natural resources, promote diversification to non-farm activities.	National Agricultural and Livestock policy of 1997 reviewed by 2010 Enabling environment for private sector involvement and service delivery created by 2010	<b>DPP</b> <b>DPP</b>	
Increased investment in agriculture sector facilitated				

		<p>by 2010</p> <p>Sustainability of privatized agricultural institutions strengthened by 2010</p> <p>Capacity of private sector to participate in agricultural inputs and market and in provision of services increased by 2010</p> <p>Legal and policy framework for effective implementation of Agricultural land use management programmes established by 2010.</p> <p>Policy guidance for effective implementation of mechanization programmes established by 2010</p>	<p><b>DPP</b></p> <p><b>DCD</b></p> <p><b>DLUP</b></p> <p><b>DITS</b></p>	
	<p>Pursue policies that ensure effective guidance for improved food security in the country</p>	<p>National Food Security Policy and Strategy finalized by 2008</p> <p>160 personnel trained on food security policy by 2009</p> <p>5 National Food Security Policy stakeholders sensitization workshops Conducted by 2009</p> <p>National Food Security policy implementation reports produced annually</p> <p>Legislation on Agricultural Inputs availed to stakeholders by June 2010</p>	<p><b>DNFS</b></p> <p><b>DNFS</b></p> <p><b>DNFS</b></p> <p><b>DNFS</b></p> <p><b>DCD</b></p>	

		<p>Implement a comprehensive policy on vulnerability and social protection as well as procedures for accessing support</p>	<p>3000 Cooperative societies inspected and supervised by 2010</p> <p>Cooperative inspection and operational guidelines developed by 2010</p>	<p><b>DCD/R</b></p> <p><b>DCD/R</b></p>	<p>Number of Cooperative Societies registered and inspected</p>
		<p>Implement, formulate and revise agricultural sector legislations</p>	<p>100% of received application for pesticides registration and Plant Breeders Rights evaluated by 2010</p> <p>90 registered pesticide dealers inspected by 2008</p> <p>Eleven (11) agricultural sector legislations reviewed by 2010.</p> <p>Five (5) agricultural sector legislations formulated by 2010</p> <p>Agricultural Sector legislation at the LGAs formulated and implementation facilitated by 2010.</p> <p>Awareness on implementation of Seed Act created to 150 stakeholders and 120 stakeholders of Plant Breeders Rights Act by 2010</p> <p>Four (4) meetings of Plant Breeders Rights Advisory Committee held annually by 2010</p> <p>60 and 75 Seed and Plant Protection Inspectors trained on effective enforcement of Seed and Plant Protection legislation by 2010.</p> <p>5 sensitization workshops on agricultural sector</p>	<p><b>DCD/PBRO</b></p> <p><b>HLU</b></p> <p><b>HLU</b></p> <p><b>HLU</b></p> <p><b>PBRO</b></p> <p><b>PBRO</b></p> <p><b>DCD/PBRO</b></p> <p><b>DCD</b></p>	<p>Number of legislations, regulations and guidelines produced and circulated to various stakeholders</p>

		<p>legislation and contract management to MAFC officers conducted by 2008.</p> <p>Introduction of exotic pest through 36 entry points prevented by 2010</p> <p>100% pesticides applied for registration evaluated and registered by 2010</p> <p>Registered pesticides dealers inspected by 2010</p> <p>10 National Plant Protection Advisory Committee meetings and 10 sub Committee meetings held annually by 2010</p>	<p><b>DCD/HLU</b></p> <p><b>DCD</b></p> <p><b>DCD</b></p> <p><b>DCD</b></p> <p><b>DCD</b></p>	
	<p>Raise people's awareness on cooperative development policy and Act and implement the Cooperative Societies Act, 2003</p>	<p>Awareness among stakeholders in cooperative policy and legislation created by 2010</p> <p>Cooperative societies regulatory framework strengthened by 2010</p> <p>100% of Registration, de-registration and disputes matters of cooperative societies evaluated and action taken by 2010</p>	<p><b>DCD/R</b></p> <p><b>DCD/R</b></p> <p><b>DCD/R</b></p>	
	<p>Prepare and distribute extension guidelines to all LGAs by 2007 to guide improvement of extension services</p>	<p>Extension Implementation Guidelines prepared and distributed to 126 LGAs by 2010</p>	<p><b>DCD</b></p>	

		delivery			
		Establish and enforce quality standards of marketed machinery, implements and tools by 2009	Standards of marketed machinery, implements and tools established by 2010.	<b>DITS</b>	
C	Enhance sustainable agricultural production and productivity Strategies	Increase investment and interventions to improve productive and service sectors	Investment in agricultural sector increased from 6% in 2006 to 10% by 2010	<b>DPP</b>	Growth rate of Agriculture
			90% of the private sectors involved in agriculture coordinated by 2010	<b>DPP</b>	
			Public resources in the agricultural sector efficiently utilized by 2010	<b>DPP</b>	
			83 Traditional Irrigation schemes rehabilitated in 7 irrigation zones by 2010.	<b>DITS</b>	Area under irrigated agriculture
			Public Private Partnerships in irrigation development enhanced by 2010.	<b>DITS</b>	
			Area under irrigation expanded from 274,388 hectares to 1,000,000 hectares in 7 irrigation zones by 2010.	<b>DITS</b>	Productivity under irrigated agriculture
	3,600 hectares of paddy developed in Madibira, Mbeya to produce 18,000 tonnes by 2010.	<b>DITS</b>			
	16,820 hectares of paddy developed in Chita Mgonya, Morogoro to produce 84,100 tonnes by 2010.	<b>DITS</b>			
	31,600 hectares of paddy developed in Mpanga Ngalimila, Morogoro to produce 157,500	<b>DITS</b>			

		tonnes by 2010.		
		200 Water User Associations in seven irrigation zones established and registered by 2010.	DITS	
		Conservation of six (6) catchments areas under irrigation production systems facilitated by 2010	DITS	
		30 percent of irrigation schemes rehabilitated to improve productivity	DITS	
		400 farmers in seven irrigation zones trained on appropriate irrigation technologies by 2010.	DITS	Number of staff trained
		Medium and large scale farmers in irrigation undertakings encouraged in 7 irrigation zones by 2010	DITS	
		40 Dams of different sizes constructed in seven irrigation zones by 2010.	DITS	
		60 Water harvesting schemes constructed in marginal areas by 2010.	DITS	
		100 Farmers trained in water harvesting technologies for agricultural production in semi arid areas by 2010.	DITS	
		Equipments replaced and warehouses rehabilitated by 2010.	DITS	
		Multi use of machinery (tractors) for profitable mechanization introduced and promoted by 2010	DITS	
		Private sector participation in financing for		

			<p>agricultural mechanization increased by 2010.</p> <p>Dealers, suppliers, manufacturers and farmers facilitated to access financial resources for supply, manufacture and purchase of agricultural machinery by 2010</p> <p>Financing for mechanization activities improved through establishing an Agricultural Mechanization Promotion Fund by 2010</p> <p>6 Conservation agriculture implements and machinery introduced and promoted by 2010</p> <p>Local manufacturing of agricultural machinery enhanced through establishment of 10 technology incubator sub-programmes and commercialization of inventions and innovations from R&amp;D by 2010.</p> <p>Availability of agricultural land for 100 prospective commercial farmers facilitated by 2010.</p> <p>Twenty (20) farm lands owned by MAFC surveyed and provided with title deeds by 2010.</p>	<p><b>DITS</b></p> <p><b>DITS</b></p> <p><b>DITS</b></p> <p><b>DLUP</b></p> <p><b>DITS</b></p> <p><b>DLUP</b></p> <p><b>DLUP</b></p>	
		<p>Improve sector services delivery systems</p>	<p>Agriculture trade centre established by June, 2010</p> <p>An effective and efficient subsidy framework in place by 2010</p> <p>The status of the Plant Protection aerial(KILIMO - ANGA) improved by 2010</p> <p>Pests monitoring and surveillance system</p>	<p><b>DPP</b></p> <p><b>DCD</b></p> <p><b>DCD</b></p>	<p>Percentage of farmers who use subsidized fertilizer</p>

		established by 2010.	<b>DCD</b>	
		Outbreak pests controlled in 21 regions by 2010	<b>DCD</b>	
		Integrated Pest Management technologies developed and disseminated in the country by 2010	<b>DCD</b>	
		New emerged pest and diseases controlled in 21 regions by 2010	<b>DCD</b>	
		Access to and use of improved 8 post harvest and processing technologies enhanced by 2010	<b>DNFS</b>	
		Food security information system and network improved by 2010	<b>DNFS</b>	
		Food security training for 60 LGAs with special food security needs conducted by 2010	<b>DNFS</b>	
		One to three specialized food security studies conducted annually by 2010	<b>DNFS</b>	
		Early warning data collection network and information improved by 2010	<b>DNFS</b>	
		National Food Reserves Agency established as an Executive Agency by 2007	<b>DNFS</b>	

			Agricultural land use information system improved by June 2010	<b>DLUP</b>	
			Contract farming/outgrowers scheme policy and coordination framework developed by 2010	<b>DCD</b>	
			Pest outbreaks controlled in 21 regions by June 2010		
	Enhance technology development, transfer and utilization		Production and utilization of seeds from 6% to 25% through enhancing on-farm seed production improved by 2010	<b>DCD</b>	
			5,000 hectares of breeder seed, basic seed certified and QDS inspected by June 2010	<b>DCD</b>	
			2,000 samples of seeds tested by June 2010		
			Knowledge on safe use of pesticides and pollution control disseminated to 21 LGAs by June 2010	<b>DCD</b>	
			Improve and increase access to support services with particular focus on research and extension meeting the demand of farmers	<b>DRT</b>	
			20 Agricultural technologies on plant protection, new crops, agronomic practices and post harvest promoted by 2010	<b>DCD</b>	
			126 LGAs facilitated to adopt pluralism in extension service delivery by June 2010	<b>DCD</b>	
		126 LGAs facilitated to adopt demand driven extension service delivery methodology by 2010	<b>DCD</b>		

		Capacity of 29 LGAs to provide more responsive technical assistance to communities and farmers needs increased by 2010	<b>DCD</b>	
		29 LGAs supported to prepare and implement agricultural investments in 780 rural communities by 2010	<b>DCD</b>	
		Study on status/level of post-harvest losses on major food crops conducted by 2010	<b>DNFS</b>	

		<p>Appropriate technologies that harness surface and ground water in seven irrigation zones enhanced by 2010.</p> <p>Indigenous soil and water harvesting technologies identified, documented and disseminated in five semi-arid districts by 2010</p> <p>Efficient use of energy enhanced and alternative energy sources like bio-fuels, wind, solar and biogas popularized by 2010.</p> <p>Appropriate technologies that harness surface and ground water in five arid areas enhanced by 2010.</p> <p>Complete packages of DAP technologies promoted and popularized by 2010.</p>	<p><b>DITS</b></p> <p><b>DITS/ DLUP</b></p> <p><b>DITS/ DLUP</b></p> <p><b>DITS/ DLUP</b></p> <p><b>DITS/ DLUP</b></p>	
	<p>Improve access to and use efficiency agricultural inputs and implements</p>	<p>150,000 MT of fertilizers, 3,000 MT of quality seeds and 2,000 MT of agrochemicals availed for subsidy by 2010</p> <p>Loan worth of 1880 MT of mineral fertilizer, 10,752 litres of agrochemical and 3,000 litres of animal drugs provided by June 2010</p> <p>An effective and efficient subsidy framework in place by 2010</p> <p>Loan for rehabilitation of 1000 tractors, purchase of</p>	<p><b>DCD</b></p> <p><b>DCD</b></p> <p><b>DCD</b></p> <p><b>DCD/ DLUP</b></p>	

		110 new tractors and purchase 100 power tillers provided by June 2010	<b>AGITF</b>	
	Enhance value addition functions	<p>Framework for promoting production of high value crops developed by 2010</p> <p>Bio-fuel policy developed by 2010</p> <p>Horticultural Council of Tanzania operationalized by June 2008</p> <p>To conduct ToT to 30 LGAs on Agroprocessing technologies by 2010</p> <p>Stakeholders forums for promoting production of six high value crops (2 Flowers, 2 fruits, 2 vegetables) developed by 2010</p> <p>Three Bio-energy Crops (jatropha, oil palm and sugarcane) promoted by 2010</p>	<p><b>DCD</b></p> <p><b>DCD</b></p> <p><b>DCD</b></p> <p><b>DCD</b></p> <p><b>DCD</b></p> <p><b>DCD</b></p>	
	Improve land management and adoption of water conservation technologies and implementation of national plans under MEA's to halt desertification and restore degraded land	<p>Land management system and water conservation technologies improved by 2010</p> <p>Appropriate soil erosion control measures applied to 20 LGAs to conserve agricultural land by 2010</p>	<p><b>DITS</b></p> <p><b>DLUP</b></p>	
	Build and sustain the capacity in the ministry	MAFC Human resource capacity of B.Sc, MSc, PhD levels and MAFC Training Institutes capacity improved from 780 to 1,100 for pre and in-service	<b>DRT</b>	

		students and from 5,000 to 7,000 farmers annually		
		Capacity of Research and Training Institutes and working environment improved by 2010	<b>DRT</b>	
		DRT human resources capacity at BSc. MSc, PhD levels and MAFC Training institutes improved annually	<b>DRT</b>	
		17 research and 9 Training Institutes retooled by 2010	<b>DRT</b>	
		Demand driven research facilitated in 7 research zones by year 2010	<b>DRT</b>	
		Capacity of public private partnership in agricultural technology development and transfer improved by 2010	<b>DRT</b>	
		Capacity of MAFC Extension section to handle extension services, strengthened by 2010	<b>DCD</b>	
		Access to support services with particular focus on research and extension meeting the needs of farmers increased by 2010	<b>DRT</b>	
		Five MAFC staff trained on trade negotiations by 2007	<b>DPP</b>	
		NASGRA staff reoriented on operations of Executive Agency by 2009	<b>DSGR</b>	

		To conduct ToT to 70 LGAs on crop pest outbreak control by 2008	<b>DCD</b>	
		Department of Irrigation and Technical Services (DITS)/Land Use Plan (LUP) retooled by 2010.	<b>DITS/ DLUP</b>	
		75% of DITS/LUP office equipment replaced by 2010.	<b>DITS/ DLUP</b>	
		At least three stakeholders workshops and shows on agro-processing conducted by 2010	<b>DCD</b>	
	Create awareness of the staff and stakeholders on pertinent issues	Community sensitized on awareness and preparedness to address effect of climate change on agriculture by 2010	<b>DRT</b>	
		Public awareness on improved or new agricultural mechanization technologies raised by 2010.	<b>DITS</b>	
		Knowledge on Quality declared Seed production disseminated to 126 LGAs by 2010	<b>DCD</b>	
	Ensure environmental sustainability of the productive systems ( <i>through research, identify and promote modern environmental friendly farming technologies and practices for rural areas</i> )	Sustainable use of cultivated land in 40 LGAs enhanced by 2010.	<b>DITS</b>	
		Conservation agriculture promoted by 2010	<b>DLUP</b>	
		Facilitate conservation of six catchments areas under irrigation production systems by June 2010.	<b>DLUP</b>	

		Improve food security	<p>Household food stocks monitoring system established by 2010</p> <p>Food situation reports issued periodically annually</p> <p>Emergency food stocks in SGR increased from 85,000Mt to 150,000 by 2010</p> <p>Eight (8) environmentally friendly appropriate agricultural research technologies developed and transferred to target clients by 2010</p> <p>Research on soil fertility, nutrient flows and water harvesting technologies enhanced in 7 zones annually</p> <p>Efficiency and effectiveness of agricultural research technologies improved by 2010</p>	<p><b>DNFS</b></p> <p><b>DNFS</b></p> <p><b>DSGR</b></p> <p><b>DRT</b></p> <p><b>DRT</b></p> <p><b>DRT</b></p>	
<b>D</b>	Enhance institutional coordination mechanism in the Agricultural Sector.	Review existing coordination mechanism	<p>Existing Agricultural Sector Development Programme Coordination mechanism strengthened by 2010</p> <p>ASDP coordination framework at DPP level developed by 2010</p> <p>Aid assistance coordination framework in agriculture developed by 2010</p> <p>Regional, Bilateral (JPCs) and Multilateral policies, Strategies and Programms implemented within the ASDP by 2010</p> <p>Information flow and data collection mechanism</p>	<p><b>DPP</b></p> <p><b>DPP</b></p> <p><b>DPP</b></p> <p><b>DPP</b></p>	<p>Implementation guideline</p> <p>Number of joint coordination meetings</p> <p>Percentage of implemented agreed joint</p>

			strengthened by 2010.	<b>DPP</b>	activities
		Establish thematic working groups for policy, planning and budgeting	Thematic working groups for policy, planning and budgeting established by 2010	<b>DPP</b>	
		Strengthen institutional and human capacity for efficient coordination of employment services delivery in agriculture sector	Capacity of Division of Policy Planning to coordinate the ASDP strengthened by 2010	<b>DPP</b>	
			122 LGAs facilitated to qualification status for top-up grants according to performance criteria by 2010	<b>DPP</b>	
			MAFC capacity in Policy, ICT, Project management, Plans and Budget strengthened by 2010	<b>DPP</b>	
			Agricultural Sector database established by 2010	<b>DPP</b>	
		Address the linkages and synergies at sub-sectoral level to add value to the specific identified products.	Linkages and synergies at sub-sectoral level addressed	<b>DCD</b>	Number of devolved, shared and delegated functions to LGAs
		Improve linkage mechanism of Research, Extension, farmer	Farmers, extension and research linkage mechanism in 126 LGAs strengthened by 2010	<b>DCD/DRT</b>	
		Promote public private partnership in provision of services	Framework for coordinating private sector developed by 2010	<b>DCD/R</b>	
			Research and consultancy services for cooperative outsourced according to needs by 2010	<b>DCD/R</b>	
		Review and refine functions to be devolved within the local government framework	Functions to be devolved with the local government framework reviewed and refined by 2010  Agricultural land use planning and management	<b>DPP</b>	

			plans harmonized with LGAs and other agricultural land users by 2010	<b>DLUP</b>	
<b>E</b>	Link and internalize cross-cutting issues	Promote actions that incorporate environmental protection measures and gender in plans and strategies.	Environmental and Gender concerns mainstreamed in Irrigation and Mechanization interventions by 2010  Actions that address environmental degradation to sustain productivity of agricultural land and conserve water sources promoted to LGAs by 2010	<b>DITS</b>  <b>DLUP</b>	Number of environmental conservation programmes in place
		Capacity building on gender mainstreaming in budgeting issues	Capacity to mainstream gender issues in budgeting strengthened by 2010	<b>DPP</b>	
		Capacity building on mainstreaming in environmental management issues	Gender and environmental issues mainstreamed in cooperative's service delivery by 2010  Environmental management skills imparted to 50 Board members and 30 leaders of cooperative societies and 100 Cooperative Officers by 2010  Environmental and Gender concerns mainstreamed in agricultural land use interventions by 2010.  Environmental interventions integrated in 50 percent of MAFC plans and budget by 2010  Environmental management action plan mainstreamed in Agricultural land use planning interventions mainstreamed by 2010	<b>DCD/R</b>  <b>DCD/R</b>  <b>DLUP</b>  <b>DPP</b>  <b>DLUP</b>	Number of staff sensitized on gender issues  Number of staff sensitized on environmental issues

	Ensure efficient operation of physical resources (vehicles, office equipment, buildings, furniture and other equipment)	20 MAFC offices renovated, retooled and expanded by 2010	<b>DAP</b>	
	Scale up and monitor the implementation of all the components of the national frame work on good governance and gender mainstreaming.	Gender issues mainstreamed in MAFC activities for effective delivery of agricultural services by 2010 PMS components (self-assessment, service delivery survey, client service charter and OPRAS) reviewed annually	<b>DAP</b> <b>DAP</b>	
	Strengthen and enforce laws, rules, regulations on corruption including implementation of the national anticorruption strategy and action plan.	80% of MAFC staff sensitized in ethics and transparency of government by 2010 Sensitization of MAFC staff on adherence to public service code of ethics and National Anti-corruption strategy ensured by 2010	<b>DAP</b>	
	Adopt legislation requiring employers to utilize and adhere to equal opportunity employment policies that do not discriminate against gender, age, People Living with HIV/AIDS (PLHA), people with disabilities and vulnerable groups.	80% of MAFC staff with disability supported by 2010	<b>DAP</b>	
	Promote community level participation in designing and effectively instituting social protection measures for the vulnerable community members from	Participation of communities in designing and instituting social protection measures for the vulnerable community members from the very young to the aged promoted.	<b>DAP</b>	

		the very young to the aged.			
F	Enhance capacity of MAFC to carry out its operations efficiently and effectively	Develop Monitoring and Evaluation Systems	<p>Monitoring and Evaluation system operationalized by 2010</p> <p>MAFC plans, budgets and programmes prepared annually</p> <p>MAFC plans and programmes monitored and assessed effectively by 2010.</p> <p>Administration of DPP's operations coordinated annually</p> <p>DASIP Annual Workplan and Budget prepared annually by 2010</p>	DPP	<p>Number of staff recruited</p> <p>Number of staff trained in various courses</p> <p>Number of working facilities acquired</p>
		Improve human and physical resources capacity and efficiency in agricultural services.	<p>Directorate of Policy and Planning retooled by 2010</p> <p>Framework for creating enabling environment for private sector participation in agriculture established by 2010</p> <p>Capacity of DPP to facilitate involvement of private sector in agriculture improved by 2010</p> <p>Framework for agriculture data and information management developed by 2010</p>	<p>DPP</p> <p>DPP</p> <p>DPP</p> <p>DPP</p>	

		Capacity of Extension Section to handle extension services, strengthened by 2010	<b>DCD</b>	
		Capacity of Crop Development Division to handle agricultural services, strengthened by 2010	<b>DCD</b>	
		Capacity of Plant Health Section to handle plant health service, strengthened by 2010	<b>DCD</b>	
		Capacity of Agricultural Inputs Section to handle agricultural inputs services, strengthened by 2010	<b>DCD</b>	
		Capacity of Crop Promotions Section to handle crop promotion services strengthened by 2010	<b>DCD</b>	
		Crop Development Division equipped with modern working facilities by 2010	<b>DCD</b>	
		Capacity of Plant Breeders Right office to handle PBR applications enhanced by June 2010	<b>DCD</b>	
		All DCD, PBRO, ASA and TOSCI offices equipped with modern working facilities and operationalized by June 2008.	<b>DCD</b>	
		MAFC training programme established by 2010		
		Capacity of MAFC to provide technical backstopping to 60 LGAs increased by 2010.		
		Efficient utilization of physical and human resources in MAFC ensured by 2010.	<b>DAP</b>	
		MAFC human resources capacity for efficient delivery of agricultural services improved by 2010.	<b>DAP</b>	

		<p>Construction of MAFC physical facility (Building) completed by 2010</p> <p>Retooling of offices done by 2009</p> <p>MAFC Procurement Management Unit strengthened by 2010</p> <p>MAFC staff employment privileges and benefits effected annually by 2010</p> <p>Top Ministerial officials facilitated to undertake Ministerial functions by 2010</p> <p>Administration and General Offices retooled by 2010</p> <p>Efficient utilization of physical and human resource in SGR enhanced by 2010</p>	<p><b>DAP</b></p> <p><b>PMU</b></p> <p><b>DAP</b></p> <p><b>DAP</b></p> <p><b>DAP</b></p> <p><b>DSGR</b></p>	
		<p>CDD capacity to carry out its functions strengthened by 2010</p> <p>Human resources capacity in Cooperative department strengthened by 2010</p> <p>Cooperative division staff trained on short and long courses by 2010</p> <p>Human resources capacity of legal Unit strengthened by 2010</p> <p>Legal services provided and managed in an effective, efficient, and professional manner by 2010.</p>	<p><b>DCD/R</b></p> <p><b>DCD/R</b></p> <p><b>DCD/R</b></p> <p><b>HLU</b></p> <p><b>HLU</b></p>	

		Cooperative Department offices equipped, rehabilitated, renovated and retooled by 2010	<b>DCD/R</b>	
		Timely and efficient supportive services provided to Cooperative Development Division staff by 2010	<b>DCD/R</b>	
		Personnel database established and operational by 2010	<b>DAP</b>	
		DRT capacity to handle research services enhanced by 2010	<b>DRT</b>	
		DRT capacity to handle training services enhanced by 2010	<b>DRT</b>	
		Monitoring of research and training activities operationalized in seven zones by 2010	<b>DRT</b>	
		Agricultural land use planning department	<b>DLUP</b>	

			strengthened by 2010		
		Raise MAFC employees' awareness on rules, regulations, rights and obligations	80% MAFC staff sensitized on rules, regulations, rights and obligations by 2010.	<b>DAP</b>	

	Strengthen and deepen the Public Sector Reform programmes	PMS institutionalized in MAFC by 2010 Non-core activities (security guard services, reception, cleaning services and canteen services) contracted out by 2010	<b>DAP</b>	
	Undertake regular service delivery /client satisfaction surveys in monitoring quality of public services and disseminate findings to stakeholder. Increase ways in which clients can hold providers of services accountable.	MAFC staff sensitized on adherence to public service code of ethics and national anti-corruption strategy by 2010.	<b>DAP</b>	
	Develop, implement and monitor feedback on client service charters together with end user surveys.	Client Service charter reviewed by 2010.	<b>DAP</b>	
	Improve accounting, financial reporting functions, and strengthen the capacity to manage financial resources.	Human resources capacity of Finance and Accounts Department to deliver efficient and effective financial management strengthened by 2010. Finance and Accounts Department retooled by 2010. MAFC financial management services produced annually. Eight annual accounts government report and thirteen accounts reports produced annually by 2010 48 Accounts department staff trained in the use of International Accounting standards by 2010	<b>CA</b>  <b>CA</b>  <b>CA</b>  <b>CA</b>	

	Improve access to information on budgetary allocations and disbursements and uses of funds	Information on budget allocation and disbursements produced quarterly by 2010		
		Internal auditing services produced annually	CIA	
		Audit standards and procedures adhering to international auditing standards ensured by 2010.	CIA	
		Four Internal audit reports produced by August annually by 20		
		Internal Audit Office retooled by 2010	CIA	
		Seven (7) Internal Auditors trained on auditing standards and financial management by 2010		
		Capacity of Internal Audit Unit to deliver quality services strengthened by 2010		
	Establish framework for creating enabling environment for private sector participation in agriculture	Framework for creating enabling environment for private sector participation in agriculture established by 2010	DPP	
		Public and Private investment in irrigated Agriculture at a rate of 160,000 Hectares promoted by 2010	DPP	
	Deepen the implementation of the public financial management reform programme	International Auditing Standards and Procedures internalized by 2008	CIA	
	Improve human resource capacity and efficiency for food security monitoring	Capacity to monitor food security and disseminate post harvest management technologies	DNFS	

	and post-harvest services delivery.	strengthened by 2010. National Food Security Department equipped with appropriate equipment for effective delivery of agricultural services by 2010. Capacity of NFSD to carry out its activities effectively and efficiently strengthened by 2010	<b>DNFS</b>  <b>DNFS</b>	
	Improve human resources capacity and efficiency in delivery of services in irrigation, mechanization and proper land use planning and management.	DITS human resources capacity for efficient delivery agriculture services improved by 2010 Capacity of 50 irrigation staff dealing with design, construction supervision, environmental issues, farmer’s organizations, soil, water and crop management enhanced by 2010. LGAs empowered to provide training to farmers on irrigation, mechanization and land use planning by 2009	<b>DITS</b>  <b>DITS</b>  <b>DLUP</b>	
	Improve research for enhancing Irrigation, Agricultural Mechanization and Land use Planning (institutional)	Research to enhance Irrigation, Agricultural mechanization and Land use Planning improved by 2008 Capacity of 20 staff of different cadres from mechanization developed by 2010	<b>DRT</b>  <b>DITS</b>	
	Research on, develop and transfer environmentally friendly appropriate agricultural technologies by 2010	Environmentally friendly appropriate agricultural technologies researched on, developed and transferred to target clients by 2010.	<b>DRT</b>	

G	Empower producer organizations	To enhance institutional and human capacities of producer organizations in matters relating to financing, supervision, auditing of books of accounts and education in cooperatives	Cooperative Societies modernized and members empowered by 2010 Cooperative Societies empowered in Financial, leadership and governance skills by 2010 2000 Cooperative Societies Audited by 2010 2000 Cooperative Societies enhanced in financial, leadership and governance	DCD/R DCD/R DCD/R	Number of cooperative members and leaders trained. Low percentage of theft, misappropriation and corruption in the cooperatives
		To promote and sensitize citizens to join and form producer organizations for the purpose of strengthening their efforts to have strong capital and membership base.	100 Cooperative Societies promoted in innovation and supply of products/services by 2010	DCD/R	Appropriate structure of the cooperative movement.
		To provide support to cooperative education and training of members and leaders of cooperatives	2000 Cooperative Societies enhanced in financial, leadership and governance	DCD/R	Appropriate financial services available for co-operatives and producer groups
		Enhance life skills and entrepreneurship training for rural population particularly women and youths.	100 irrigators' groups/associations/cooperatives trained on various irrigation technologies and entrepreneurship by 2010 90 farmers' groups trained on operation and maintenance of agro-processing machines by 2010 Access to and use of improved post harvest, rural travel and transport, processing, storage and marketing technologies enhanced by 2010.	DITS DITS DNFS/ DITS	

		Increase private sector participation in agricultural investments and service delivery (Institutional)	Private sector investment in small and medium scale processing of agricultural commodities facilitated by 2010.	<b>DPP</b>	
		Increase access to rural micro-financial services for subsistence producers and promote and sustain community based savings and credit schemes (such as SACCOS and revolving funds)	10 Cooperative Societies supported through credit schemes by 2010 300 SACCOS modernized and enhanced in Financial matters by 2010	<b>DCD/R</b> <b>DCD/R</b>	
		Establish credit guarantee fund for cooperatives and other organizations handling farmers' produce	Cooperative Banks and Inputs Trust Funds Financial Managements enhanced by 2010 5 cooperative banks and input funds established to guarantee credit services	<b>DCD/R</b> <b>DCD/R</b>	
		Promote programmes that increase income generating opportunities for women and men in the rural areas to through promoting SACCOS	10 technology incubator programmes to commercialize mechanization invention from R&D established by 2010	<b>DITS</b>	
<b>H</b>	Strengthen Information Education and Communication and Information and Communication Technology	Promote use of ICT and e-governance through the implementation of ICT policy and expand communication network  Establish and develop an effective IEC system	Local Area Network Upgraded, Maintained and Trouble shooted by 2010  Ministerial website updated annually  6 MAFC professional personnel trained local and international on ICT by 2010  MAFC effective communication system established by 2010	<b>DPP</b> <b>DPP</b> <b>DPP</b> <b>HIEC</b>	Number of MAFC staff trained in ICT  Number of IEC programmes  Percentage number of staff using ICT facilities.

			Thirty MAFC staff trained in IEC by 2010	<b>HIEC</b>	
		Raise peoples awareness on government policies, strategies and plans	MAFC communication to stakeholders ensured annually	<b>HIEC</b>	
		Develop use of ICT through telecentres, educational institutions and libraries to access global and local markets	Eight zonal MAFC training institute libraries improved by 2010	<b>DRT</b>	
			Seven zonal communication centres retooled by 2010	<b>DRT</b>	
		Put in place systems for gathering, analyzing and utilizing data on access, use and outcomes	Cooperative Database System (CODAS) established by 2010.	<b>DCD/R</b>	
		Strengthen routine data systems to measure the extent, depth, and types of poverty and vulnerability across all identified groups for use in determining policy, resource flow and effective interventions.	120 Cooperative Officers enhanced on ICT use by 2010	<b>DCD/R</b>	
			All Cooperative Officers at Regional and District levels enhanced to collect, process data, disseminate information to stakeholders by 2010	<b>DCD/R</b>	