

Tanzania: Agricultural Sector Development Programme
Task Force No 3 on Agricultural Services
Formulation Mission (17 November – 3 December 2003)
Draft Terms of Reference (10 November 2003)

Introduction

1. The Government of Tanzania and development partners are working closely to develop a strategy and implementation plan to strengthen agricultural services, in support of the Agricultural Sector Development Strategy and its operationalisation Programme (ASDS/ASDP). This joint strategic work will lead to formulating a national agricultural services' programme/operation co-financed by the Government and development partners, and for which options for funding modalities are to be explored (e.g. basket funding).
2. Consistent with the ASDP, in December 2002, a methodology for undertaking the detailed formulation of new interventions to be funded by the Government and development partners was developed. The process is based on broad task forces, thematic working groups and investment-specific formulation teams. Three priority Task Forces are in place: Task Force 1 (TF-1): Investment and Implementation at District and Field Level; Task Force 2 (TF-2): Policy, Regulatory and Institutional Framework; and Task Force 3 (TF-3): Agricultural Research, Extension, Information, Training and Technical Services.
3. Over the last 8 months, a team from IFAD, World Bank, FAO and Ireland Aid worked with stakeholders to develop and implement terms of reference (TOR) for TF-3 and its working groups¹. In June 2003, Working Groups on Extension (WG-EX) and on Farmers' Empowerment and Organizations (WG-FE&O) were launched. The Research Working Group (WG-RE) was launched in September, and the Working Group on Information/Communication (WG-IC) was launched in October. Support studies for the Working groups on extension/empowerment and on research were launched in September and October respectively. Draft reports from Working Groups and studies will be available by mid-November, when the captioned joint Government-Development Partner team² will review the progress of TF-3 and begin formulating an agricultural services support programme. The Government-Development Partner mission is planned for 17 November to 3 December 2003.
4. A unified agricultural services programme that will ensure close integration of the various elements of agricultural services, in particular research, extension, training as well as information and Communication will be developed. Therefore, although specific tasks are assigned to each mission member, close interactions among the international team and with the NFT will be essential to achieve the mission objectives.

Terms of Reference

¹ Covering research, extension, information, education and communication, technical services, and farmers empowerment and farmers organizations.

² The development partner team is composed of Messrs: Guy Evers, Team Coordinator (FAO); Robert Townsend, Economist, Agricultural Services Programme Task Team Leader (World Bank); Ladisy Chengula, Rural Development Specialist (World Bank); Nicholas Chapman, Monitoring and Evaluation Specialist/Programme Economist (IFAD Consultant); Jacob Kampen, Agricultural Services Specialist (World Bank Consultant); and Arnoud Braun, Empowerment/Information-Communication Specialist (IFAD consultant); and on part-time basis Messrs: Esbern Friis-Hansen, Extension/Empowerment Specialist (IFAD Consultant); and Sizya Lugeye, Agriculture and Natural Resources Adviser (Development Cooperation Ireland); Other donors may join some mission activities.

5. The broad objectives of the mission are as follows:

- Review progress on the background preparatory work of TF-3 working groups;
- agree on the scope of a possible agricultural services programme to reform and develop agricultural services, particularly research, extension and training, in support of ASDS and ASDP; identify what would and what would not be included (e.g. need to draw the line towards technical services); through a logical framework, agree on the programme objectives and components; and prepare and agree on a corresponding concept note;
- start identifying necessary prerequisite milestones for program implementation (effectiveness) and for the first years/phase of implementation;
- agree with Government and donors on suitable financing mechanisms, including basket funding (modalities/options/likelihood of embedding this in the consolidated budget);
- identify the key gaps/questions which still need to be addressed on each of the proposed components, and agree with TF-3 and the National Formulation Team³ (NFT) on the follow-up action plan; timetable for work to be complete by the NFT, local consultants and external missions; and the budget and financing for next steps in formulation, pre-appraisal and appraisal;
- identify linkages with other Task Forces' components/interventions and interface with ongoing programmes (e.g. District Agricultural Development Plans - DADPs);
- clarify the institutional arrangements/organizational aspects of an agricultural services programme implementation in a decentralised environment and multiple ministries; and
- clarify whether Zanzibar would be included, and if appropriate, agree on modalities.

6. The team will work under the overall guidance of Dr J. Haki, Chairman of TF-3, and closely with the NFT. During the first week of the mission, the Government will call a TF-3 meeting to brief development partners on the programme formulation process. The November mission time will be divided as follows (tentative):

- 4 days: Dar es Salaam: meetings with Government officials, selected TF-3 members, donor representatives (including full FASWOG meeting) and other stakeholders (17 to 20 November);
- 2 days: Bagamoyo: two-day retreat of NFT and International Team to review working group and study reports; and, through a logical framework, agree on the tentative programme objectives and components (21-22 November), and outline of a programme concept note;
- 4 days: Field visits: to answer specific questions/concerns/feasibility about aspects of programme design based on the tentative programme components agreed in Bagamoyo and identify the key gaps which still need to be addressed during formulation. The team will visit the Eastern Zone to review research, extension and training services (SUA, Ilonga, LITI - Morogoro) and Central Zone (PO-RALG). (23 to 26 November);

³ The NFT will be composed of Dr. George Sempeho (MAFS) Team leader, and Dr. David Sendalo (MWLD), Mr. Alex Nalitolela (MAFS), Dr. Flavianus Magayane (SUA), Mr. Barnabas Kapange (MAFS), Mrs. Patricia Makwaia (MAFS-Training), Mr. Salum Ramadhanani (ASDP), Mr. Timayamali (PO-RALG), Mr. Lucas Mataba (Cooperative College) and Prof. Husseni Mongi (Private Sector Consultant).

- 5 days: Dar es Salaam: brainstorming session of the findings of the field trip (27 - 1 December), preparation of Concept Note, refining the programme objectives and components discussed in Bagamoyo, the Aide Mémoire, follow-up action plan.
- 2 days: Dar es Salaam: Presentation of draft concept note and Aide Memoire to TF3 (2 December) and wrap-up meeting with the Government (3 December);

7. Team members will review all the recent documentation prepared by ASDP and TF-3 Working Groups⁴, focusing on those most relevant to their specific expertise. The reviews should focus on programme design and implementation relevance, and assist in identifying relevant questions/concerns for follow up during the field trip and in determining the additional studies/work and follow-up requirements. These requirements can then be included in the action plan for the formulation period.

8. The main tasks of the mission members may be adjusted following initial discussions with the TF-3 and NFT, and as needs may arise (see also Summary Table attached). The mission members will work closely with the NFT on these tasks:

9. **Guy Evers, Agriculturist (Formulation Team Leader):** will be responsible for the overall coordination of the mission with the NFT leader and will liaise with the ASDP Inter-ministerial Coordinating Committee and Secretariat, and development partners on the agricultural services programme. In addition, he will provide support to identifying approaches to improve research-extension linkage incentives; to clarifying the road map for institutional reforms at national and zonal level for agricultural research and extension; and to agreeing on the programme management and implementation modalities. He will coordinate inputs, with the NFT, into the Aide Mémoire and the programme Concept Note.

10. **Robert Townsend, Economist (World Bank):** will be responsible for linking with the Ministry of Finance and the Agricultural Sector Working Group undertaking the Public Expenditure Review (PER) for FY04, to examine options for streamlining the proposed programme within the future Government budgeting processes, in particular the Medium-Term Expenditure Frameworks (MTEFs). He will work to ensure consistency of the proposed programme with the Poverty Reduction Strategy Paper (PRSP), which is currently being updated. He will also link with the PO-RALG, together with other team members, to ensure consistency of the agricultural services reforms with the ongoing local government reforms; he will also explore possible programme funding arrangements (e.g. basket funding) with Ministry of Finance and other development partners and corresponding support instruments. In addition, he will take a leading role in developing research and extension financing/incentive mechanisms at national, zonal and local level. Finally, he will review the World Bank requirements for addressing safeguard policies.

11. **Ladisy Chengula, Rural Development Specialist, linkages between TF-1 and TF-2:** will review the recommendations on empowerment and extension presented in the reports of the WG-FE&O and WG-EX and their support studies; he will contribute to developing a proposal for institutional reform related to extension, in particular to assess the extent and speed of reforms, and the policy and legal implications, and contribute to the development of a corresponding road map. In addition, he will clarify the linkages between agricultural services with investment (i.e. with TF-1), and policy (i.e. with TF-2); he will review the current status of DADPs, their

⁴ Reports from WG-EX, WG-FE&G, WG-RE and WG-IC, and the reports of four complementary studies, namely: (i) privatization and demand driven extension services; (ii) institutional arrangements for extension service delivery; (iii) review of the Client-Oriented Research Management Approach (CORMA); and (iv) review of the Zonal Agricultural Research Fund (ZARF) and related funding mechanisms.

adequateness for funding agricultural services and propose adjustments to DADPs as appropriate; In addition, he will contribute to reviewing the World Bank requirements for addressing safeguard policies. Finally, he will be responsible for clarifying whether Zanzibar will be included in the proposed programme, and as appropriate, seek agreement with the Government on suitable formulation arrangements for Zanzibar.

12. **Esbern-Friis Hansen, Empowerment and Extension Specialist - IFAD Programme Development:** will review the recommendations on empowerment and extension presented in the reports of WG-FE&O and WG-EX and their support studies; he will assist in defining interventions required to ensure adequate clients' empowerment and for reforming extension services (road map, phasing, milestones, implementation processes), including the development of modalities for contracting private service providers. In addition, he will guide the formulation team in ensuring that suitable targeting and implementation arrangements are in place to address the respective type of beneficiaries. Together with other team members, he will ensure compatibility between with local Government reforms and the proposed extension service reforms. Finally, he will be responsible for ensuring that IFAD requirements for programme development are adequately considered, in particular modalities for joining a multi-donor programme, as well as IFAD-specific follow-up action requirements.

13. **Nick Chapman, M&E and Programme Economist:** will link the proposed programme with the ASDS/ASDP draft logical framework; he will facilitate, through the preparation of an agricultural services programme logical framework, the identification of the programme development objectives and components; he will also provide guidance to the international and NFT for future costing and activity development; he will liaise with the ASDP Secretariat and the FAO Field Representative to ensure that the planned FAO/TCP-funded course on COSTAB benefits the formulation; he will take a leading role in developing initial M&E, outcome/impact indicators, and in identifying milestones for program implementation (effectiveness) and for the first years/phase of implementation. In addition he will assist Mr Friis Hansen in ensuring that IFAD requirements for programme development are adequately considered, in particular modalities for joining a multi-donor programme, as well as IFAD-specific follow-up action requirements.

14. **Jacob Kampen, Agricultural Services / Research:** he will review the recommendations on research presented in the NARS Medium-Term Plan, and the reports of the WG-RE and support studies on the Zonal Agricultural Research Funds (ZARFs) and the Client-Oriented Research Management Approach (CORMA). He will contribute to developing and phasing the proposed reforms for research with essential milestones; assist in identifying modalities and criteria for research priority setting at national and local levels; and procedures and scope for contracting out research. In addition he will contribute to developing the extension reform process (road map) at national, zonal and local level, focusing also on research-extension linkages and the Participatory Technology Development approaches. In addition he will take the lead with the NFT in identifying the needs for capacity building; Finally, he will ensure that the proposed service delivery mechanisms (e.g. contracting out to private service providers) can accommodate short-term and long-term challenges, in particular with respect to natural resource/land management issues.

15. **Sizye Lugeye, Agriculture & Natural Resources Adviser (Development Cooperation Ireland):** will contribute to the review of the recommendations on research, in particular from the NARS MTP, and reports of WG-EX and of WG-IC; he will also contribute to defining the extension reform at district level and below, and identify possible information gaps which would require complementary background work. He will also assist in proposing modalities for privatizing extension services. In addition, he will ensure that the experience

acquired under the Eastern Zone Client-Oriented Research and Extension Project (EZCORE) be considered and that activities be streamlined and scaled up as appropriate within the new programme. He will contribute in identifying capacity building requirements. Finally, he will be responsible for ensuring that Ireland Aid requirements for programme development are adequately considered, in particular modalities for joining a multi-donor programme, as well as specific follow-up action requirements.

16. **Arnoud Braun, Empowerment / Information-Communication** : will review the recommendation on Empowerment and Information-Communication presented in the report of WG-FE&O and WG-IC and on relevant support studies. Together with Mr Friis Hansen, he will contribute to defining interventions required for ensuring adequate clients' empowerment (road map, phasing, milestones, implementation processes), including for developing modalities for contracting private extension service providers. He will review the current status and requirements for assistance of farmers' networking and organizations at local and national level, and identify possible needs for complementary background work. Based on relevant district experiences, including Bukoba, he will assist in the preparation of a preliminary description of a district-based module for empowerment (capacity building, training of trainers, contracting modalities, costing, phasing). In addition, he will be responsible for drawing recommendations aimed at integrating the proposals made by the Information-Communication team within the programme.

17. The main outputs of the mission will include: (i) Mission Aide Mémoire; (ii) a draft Programme Logical Framework and Concept Note; (iii) a detailed follow-up Action Plan and budget for completing formulation; and (iv) short working papers on the proposed components, sub-components and interventions (to be agreed upon at the end of the mission and prepared during December 2003).

**TANZANIA: Agricultural Services Programme - November 2003 Mission: Provisional Summary TOR for the International Team
(Draft)**

Team (tentative)			Improving Demand	Improving Supply				Financing (incentives)			OTHER	Comments – additional focus
Main Qualification	Agency	Name	Empowerment	Res.	Ext.	Info-Com	Capacity building	Program.	Res.	Ext.		
Agriculturist – Team Coordinator	FAO	Guy Evers	X	X	X	X	X	X	X	X	XXX	mission coordination, lead for preparing Aide Mémoire and Concept Note.
Economist	WB	Robert Townsend	X	X	X		X	XXX	XX	XX	XX	Link with PRSP, PER/MTEF, LGRP, take lead for preparing follow-up action plan; WB APL and safeguards
Rural Development	WB	Ladisy Chengula	XX	XX	XX		XX	XX	X	X	XX	Link with TF-1 and DADPs WB APL and safeguards Zanzibar
Agricultural Services / Research	WB	Jacob Kampen	XX	XXX	XX	X	XXX	X	XXX	XX		Institutional reforms at national and zonal level Farmers-research-extension linkages / PTD
Extension and Empowerment	IFAD	Esbern Friis-Hansen	XXX	X	XXX	X	XXX	XX	X	XXX	XXX	Institutional reform at district and below level IFAD Programme Development; IFAD-related follow-up
M&E – Economist	IFAD	Nicholas Chapman	X	X	X	X	X	XX	X	X	XXX	Prepare Log-frame; launch costing process;
Empowerment Information / Communication	IFAD	Arnoud Braun	XXX	X	XX	XXX	XX		X	XX	X	Develop a district-based empowerment implementation module (for costing); Farmers Networking
Extension / Institution	Ireland	Sizye Lugeye	X	X	XX	XX	XX	XX		XXX	X	Streamlining of EZCORE Ireland Aid Programme Development aspects;

Note: **X** to **XXX** = level of responsibility for a task.

MEMBERS OF THE NATIONAL FORMULATION TEAM

NAME	MAIN QUALIFICATION	AGENCY	REMARKS
Dr. George Sempeho	Agricultural Economist (Team Leader)	MAFS	Work closely with the partner team coordinator.
Dr. David Sendalo	Livestock Development	MWLD	Integration of livestock development issues
Mr. Alex Nalitolea	Agronomist/Farmer Empowerment	MAFS	Farmer empowerment
Dr. Flavianus Magayane	Rural Sociology and Extension	SUA	Extension reform
Mr. Barnabas Kapange	Information /Communication	MAFS	Information & Communication
Mrs. Patricia Makwaia	Training	MAFS	Mainstreaming training issues
Mr. Salum Ramadhani	M & E - Economist	ASDP	Monitoring and evaluation
Mr. Tamayamali	Planning and Budgeting	PO-RALG	Log-frame development, planning & Budgets
Mr. Lucas Mataba	Cooperatives	Cooperative College	Farmer empowerment
Prof. Husseni Mongi	Agriculturist	Private Sector - Consultant	Private sector involvement