

# APPENDIX A



## CONCEPT NOTE FOR INSTITUTIONALIZATION

JULY 2013

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## Abbreviations

<b>ADD</b>	Agricultural Delivery Division
<b>ASDP</b>	Agriculture Sector Development Programme
<b>ASLM</b>	Agriculture Sector Lead Ministries, including MAFC, MLFD, MITM, Ministry of Water and Irrigation and PMO-RALG
<b>CEO</b>	Chief Executive Officer
<b>CAADP</b>	Comprehensive Africa Agricultural Development Programme
<b>DALDO</b>	District Agricultural Livestock Development Officer
<b>DED</b>	District Executive Director
<b>GDP</b>	Gross Domestic Product
<b>GoT</b>	Government of Tanzania
<b>KPI</b>	Key Performance Indicator
<b>M (L) &amp;E</b>	Monitoring, (Learning) and Evaluation
<b>MAFC</b>	Ministry of Agriculture, Food Security, and Cooperatives
<b>MDAs</b>	Ministries, Departments, and Agencies (non-ASLM government bodies)
<b>MDU</b>	Ministerial Delivery Unit
<b>MLFD</b>	Ministry of Livestock and Fisheries Development
<b>MITM</b>	Ministry of Industry, Trade and Marketing
<b>MKUKUTA (or NSGRP)</b>	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania, the National Strategy for Growth and Reduction of Poverty
<b>NGO</b>	Non-Governmental Organization
<b>PDB</b>	President's Delivery Bureau
<b>PMO</b>	Prime Minister's Office
<b>POPC</b>	President's Office, Planning Commission
<b>PS</b>	Permanent Secretary
<b>PTDC</b>	Presidential Transformation & Delivery Council
<b>RALG</b>	Regional Administration and Local Government
<b>SAGCOT</b>	Southern Agricultural Growth Corridor of Tanzania
<b>UNDP</b>	United Nations Development Programme
<b>USD</b>	United States dollars

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## I. EXECUTIVE SUMMARY

Agriculture plays a central role in Tanzania's plan for economic growth, social development, and poverty reduction, comprising over 75% of employment in the country. There is need for urgent action and transformation, because decades of investment in the sector have not achieved the targeted results. **This Concept Note outlines the institutional framework for establishing an Agricultural Delivery Division (ADD) within the President's Delivery Bureau (PDB), based on a request from HE the President of the United Republic of Tanzania.** The ADD is being established with recognition that under current institutional frameworks, agricultural sector delivery has been constrained by fragmentation and capacity gaps at all levels of national and local governance.

The vision and mission of ADD are aligned with transforming and catalyzing agriculture. **The mandate of ADD shall include three key objectives: (i) improvement of productivity, (ii) promotion of market efficiencies, and (iii) enhancement of performance analytics & evaluation across the agricultural sector.** In order to meet these objectives in the very complex technical and institutional framework of agriculture in Tanzania, **ADD will carry out four functions: (i) problem solving and analytics; (ii) performance tracking and capacity building; (iii) coordination and stakeholder management; and (iv) catalytic incubation and facilitating implementation.**

These four functions are necessary to transform agriculture, and are outlined in detailed roles, reporting, and functional relationships for ADD with other sector players, which include the national Agriculture Sector Lead Ministries (ASLMs) as permanent implementing and governing institutions in Government, time-bound programmes supported by development partners, and broader private and civil sector actors.

**In order to facilitate administrative streamlining and sustainability, ADD shall not be 'self-standing' but rather be established within the broader framework of the President's Delivery Bureau and its supreme governing body, the Presidential Transformation and Delivery Council (PTDC).** However, given the national importance of the agricultural sector, and the associated expanded mandate necessary for agriculture, ADD shall have semi-autonomous status under the direction of a Deputy CEO for Agriculture. **In short, ADD shall be semi-autonomous but not self-standing.**

Initially, in order to show tangible progress and results, the ADD shall focus on priority national sub-sectors identified through the BRN process as being critical to food security and inclusive economic development, namely maize and rice. Eventually, ADD functions shall expand to other sub-sectors and be mainstreamed into the Tanzanian Government system.

**The ADD organization shall have three directorates reporting to the Deputy CEO for Agriculture, aligned with its three objectives: (i) Productivity, (ii) Market Efficiencies, and (ii) Performance Analytics and Evaluation.** Directors shall be recruited to lead these directorates and constitute the Senior Management Team with the Deputy CEO for Agriculture, responsible to the President. The organization shall recruit further staff (contract or consultants) as it sees fit, and operate under high standards of excellence, professionalism, and meritocracy. As such, remuneration levels and recruitment standards shall be benchmarked against internationally competitive standards. However, the ADD shall initially start with a lean staff, scaling over time as it demonstrates results and is entrusted with expanding responsibility.

**The ADD as an institution and in subsequent funding modalities shall have a time-bound mandate. However, ADD's mission and mandate will need to be carried forward in the agricultural sector. As such, the functions of the ADD should eventually be mainstreamed into the Government of Tanzania (GoT).** The vision for success in these functions includes (i) meaningful, effective coordination in the agricultural sector; (ii) establishment, use, and value of national key performance indicators (KPIs) in agriculture; and (iii) real progress on sector outcomes. Rigorous monitoring, learning, and evaluation (ML&E) shall underlie this effort. In addition to regular reporting to the Presidential Transformation and Delivery Council, ADD's progress against the overall vision, mission, and mandate shall be

assessed every five years. This evaluation shall occur three times leading to an **anticipated fifteen-year period for ADD's formal existence as an institution**, after which a formal decision shall be made on how to mainstream ADD.

Further steps to establish the ADD, after the approval of this Concept Note by Government stakeholders including HE the President include: procurement of financing; appointment of any remaining necessary members of the Agricultural Steering Committee; recruitment of key staff; creation of strategic plans; and programme-linked activities in national maize warehouse scoping and mapping of agricultural investments. The indicative funding required for the initial three years of ADD's operations is \$20 million USD, with the Bill and Melinda Gates Foundation and United Nations Development Programme (UNDP) prepared to commit \$9.5 million USD over the first three years of ADD. **GoT shall also provide material support to ADD so that it is a nationally owned initiative.**

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## II. INTRODUCTION

### Background

Agriculture is a pivotal sector for attainment of Tanzania's Development Vision 2025 and the Millennium Development Goals, which aim for Tanzania to become a middle income country with positive social transformation for all citizens. As described in the Mkakati wa Kukuza Uchumi na Kupunguza Umaskini (National Strategy for Growth and Reduction of Poverty, MKUKUTA) document, "agriculture is central to poverty reduction in general and hunger / food poverty in particular." As a foundation providing 25% of gross domestic product and over 75% of employment, the sector is an anchor for four of five economic targets in Tanzania's poverty reduction strategy in MKUKUTA, as well as several social and governance goals.

### Rationale for establishment of ADD

For the past seven years, agricultural sector growth in Tanzania has been prioritized in a plethora of initiatives and strategies, yet it is hampered by fundamental challenges of capacity and coordination. As a result of these challenges (detailed in **Annex C**), sector outcomes have lagged targets.

In response to a formal request for analysis from discussions between HE President Jakaya Kikwete and Melinda Gates, the concept of a transformational and catalytic public entity in Agriculture has been studied and developed by a team supported by the Gates Foundation since May 2012. This concept has been discussed through two high-level roundtables with over 100 key sector stakeholders in Tanzania in addition to 300+ stakeholders consulted, and has since solidified into the vision of an **Agricultural Delivery Division (ADD)** to transform the sector and facilitate delivery of results in partnership with the ecosystem of stakeholders. This proposal for an ADD aligns closely with existing national efforts such as the second phase of the national Agricultural Sector Development Strategy (ASDS II). In fact, the third pillar of Kilimo Kwanza calls for the establishment of a coordination body for the agricultural sector.

**This document presents the institutional set up of ADD.**

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### III. ESTABLISHMENT OF ADD

#### Vision, Mission, and Core Values

The **vision** of the **Agricultural Delivery Division** shall be rapid, broad-based growth in Tanzania’s agricultural sector spurred by an efficient set of coordinated interventions that result in greater yields and higher value realized by smallholder farmers.

The **mission** of the ADD is to support the Government of Tanzania and its partners to deliver agricultural sector performance outcomes of (i) improved productivity, (ii), greater market efficiencies, and (iii) enhanced analytics and accountability that strengthens capacity within the agricultural sector and the sector’s enabling environment.

**Success shall be defined by the achievement of three goals:**

**(i) meaningful and effective coordination in the agricultural sector**, especially between ASLMs and national and local officials;

**(ii) establishment, use, and value of national key performance indicators (KPIs) in agriculture**, based on an accurate and timely view of sector information linked to rigorous performance management; and,

**(iii) real progress on sector outcomes**, demonstrated in the measurement of KPIs, such as the 6 per cent annual sector growth targeted by Tanzania in line with the Comprehensive Africa Agricultural Development Programme (CAADP).

The **core values** for ADD are:

- **Performance culture** – ADD shall be accountable to results at every level in a strict meritocracy, including professional integrity and transparency standards for all staff members. Metrics and deliverables will be articulated at all levels, and communicated openly to sector partners.
- **Mindset change**–All staff shall commit to performing duties for the achievement of results in “business unusual”, rather than based on protocol and hierarchy. Being catalytic means seemingly small changes that make big differences; a strong culture of disciplined work effort will be shared.
- **Clarity of mandate**– ADD shall focus on its mandate of supporting and empowering GoT agricultural sector stakeholders, not replacing or duplicating them.
- **Independence of operations** – To drive effective delivery, ADD shall have a Senior Management Team led by the Deputy CEO for Agriculture, who shall have autonomy in analysis and decision-making. Presidential and Cabinet-level leadership shall ensure alignment and partnership with sector stakeholders.
- **Inspiring leadership** – The Senior Management Team, as the right leaders to command respect within the sector, shall collectively have a track record of outstanding delivery, great communications, and the ability to manage a high performing and diverse team, including mentorship and attention to operational and cultural details.
- **Explicit capacity building**– All of ADD shall facilitate capacity building within the organization and across the broader sector, particularly to ensure eventual transition and mainstreaming of its functions to permanent GoT structures.
- **Best global talent**– ADD shall identify and hire staff with strict adherence to job descriptions and open interview assessments, utilizing strong in-country networks with openness to the global pool of talent, including the Tanzanian Diaspora.

## Mandate

To carry out its mission, the ADD shall be organized around **three key objectives**:

- (i) **Improve Productivity:** Support increased output of key crops and commodities by improving yields, which will drive food security and improved livelihoods.
- (ii) **Promote Market Efficiencies:** Generate a demand pull for commodities, leading to economic growth from agriculture, including contribution to GDP, rural income, exports, and the public revenue base.
- (iii) **Enhance Performance Analytics and Evaluation:** Build the capacity of GoT and its partners to develop policies and effectively coordinate interventions by assessing and improving accountability mechanisms, organizational structures, and information and communication systems (e.g., support capacity building for extension services, linkage of input subsidies, market information systems).

In order to launch with a lean organization and establish credibility of its methods, the ADD shall initially serve these objectives within a **focused scope of maize and rice value chains**, as these are the two primary staple grains grown in Tanzania with critical implications for food security, farmer livelihoods, and overall agricultural GDP including exports. Value chains and surplus trade markets are most highly developed in these crops relative to others in Tanzania, but show vast potential for improved yields and value compared to neighbouring countries and overall potential. Livestock shall be another priority sub-sector for further programming, given its major impact on livelihoods and growth for smallholder farmers. Furthermore, commercial opportunities could attract foreign direct investment and job creation.

As a track record of delivery is established, ADD shall expand its scope (and accordingly, its resourcing) **across sub-sectors** of further **commodities** (e.g., horticulture, oilseeds) and/or **enablers** with regard to agricultural sector transformation (e.g., water, gender, land use and planning, infrastructure, science and technology).

## Positioning

ADD shall be positioned as a **'semi-autonomous but not a self-standing' division, working within the PDB and closely with the ASLMs**. This positioning facilitates administrative simplification and streamlined costs in place of setting up two separate institutions.

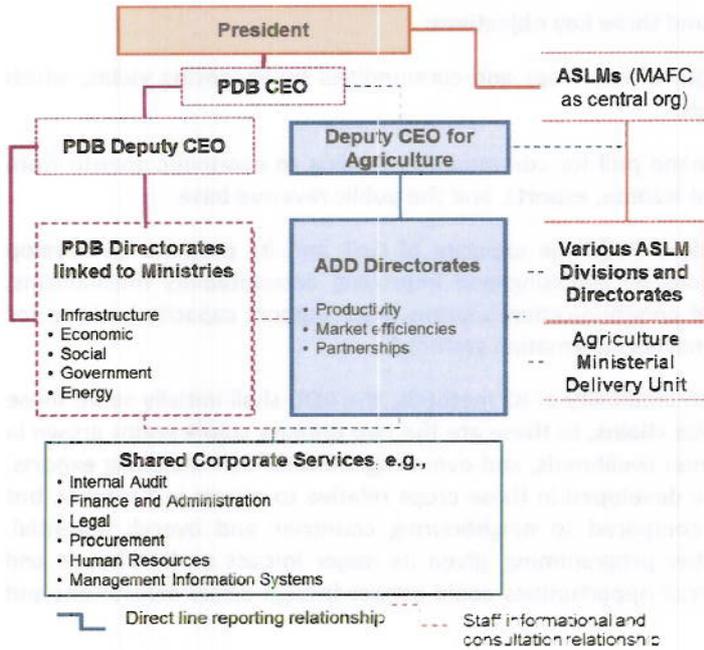
**Detailed conditions shall be necessary in order to balance two competing priorities of impact and feasibility:**

- i. **Effective positioning and operational principles for the ADD to carry out its necessary mandate and semi-autonomous functions.**
- ii. **Streamlining of institutional set up for ADD within the PDB legal framework**, in order to minimize administrative burden and help ensure organizational sustainability

Therefore, ADD and PDB shall work closely together, with a clear demarcation in positioning to avoid duplication and/or fragmentation of their distinct mandates. **Therefore, this document describes the effective option for the establishment of the Tanzanian ADD within the PDB.**

The agreed positioning of ADD within PDB, as discussed with PMO and MAFC, is depicted in *Figure 1* below.

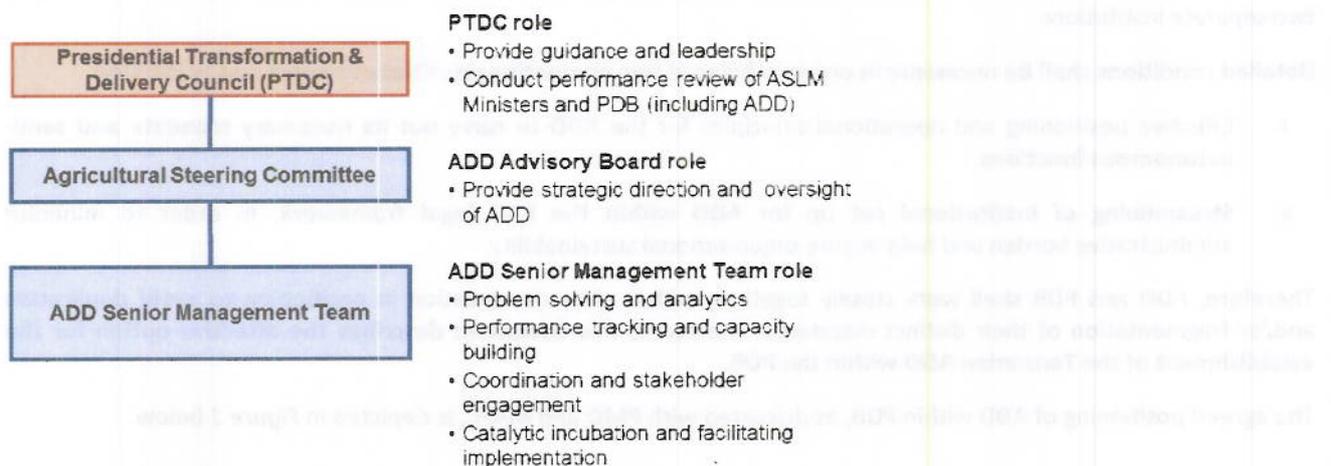
Figure 1: Functional positioning of the ADD with relevant GoT bodies



**Governance**

ADD shall have its own head, the Deputy CEO for Agriculture, who reports directly to the Agricultural Committee, and finally to the Presidential Transformation and Delivery Council (PTDC). The Agricultural Committee (ASC) ensures close day-to-day management and coordination between Agriculture and especially the ASLMs. A summary overview of governance bodies is depicted in Figure 2.

Figure 2: Summary governance of ADD

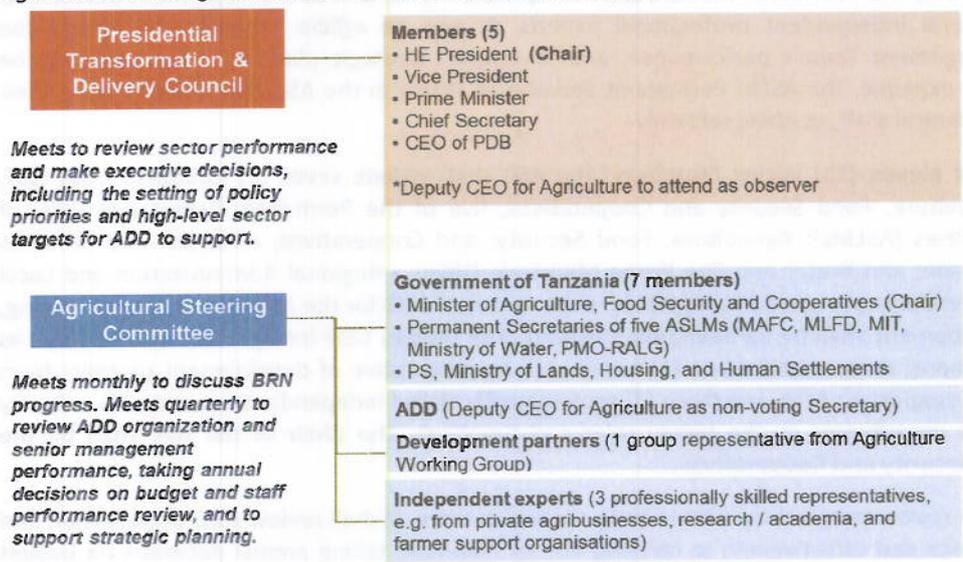




Access to highest levels of decision-making in the country is essential for real transformation in agriculture. ADD will not function without effective leadership and commitment backing its actions, directly from leadership. The highest governance structure of PDB, the **Presidential Transformation and Delivery Council** has already been approved, with its Membership already determined. The PTDC shall therefore be the governing structure for ADD.

Because of the increased depth of ADD’s mandate and mission as the directorate for agriculture, the ADD shall also have a separate Agricultural Steering Committee (ASC) to drive the strategic direction and oversight of ADD, along the lines of a corporate board. The ASC shall be a technical and professional body to oversee ADD’s activities in the agricultural sector and provide an oversight role. For the purposes of the ADD’s activities, the ASC shall meet on a quarterly basis before the PTDC’s meetings, to scrutinize documents and provide feedback. However, the ASC shall continue to meet monthly to supervise progress on BRN activities. The governance structure is shown in *Figure 3* below.

**Figure 3: Detailed governance structures and membership for ADD**



**Presidential Transformation & Delivery Council**

The highest level of the ADD governance shall be the Presidential Transformation & Delivery Council (PTDC) which shall oversee the ADD’s broad strategic direction and ensure alignment with national policy priorities. It shall be the authority for disciplined change in the sector. The PTDC should focus on total agricultural sector performance. The PTDC includes HE the President as Chair, the Vice President, and the Prime Minister as Vice Chair, the Chief Secretary, and the CEO of PDB. In addition to this structure, the Deputy CEO for Agriculture shall be invited to meetings.

**Roles and functions of the PTDC**

In addition to the general functions of the PTDC as governing body, specific functions of the PTDC in relation to the agricultural sector (ADD’s mandate) shall include validation, advisory, and adjustment of decisions made by the Agricultural Steering Committee, described in the section below. Additionally, the PTDC shall engage with the ADD Senior Management Team to conduct an official review every five years of ADD as an institution.

below in the Sustainability Plan). Given the complexity and priority of the agricultural sector, several functions of ADD shall effectively be semi-autonomous from PDB and be governed by the PTDC and Agricultural Steering Committee.

**The ADD Senior Management Team and ultimately the Deputy CEO for Agriculture shall support the Minister of Agriculture in the national delivery of the Big Results Now targets.** PTDC shall provide policy direction and leadership on these goals. Furthermore, PTDC shall convene sector institutional actors – ASLMs; other Ministries, Departments, and Agencies (MDAs); Local Government Authorities (LGAs); and development partners – as needed to ensure ADD is able to partner effectively to deliver on sector wide targets, with top levels of authority backing consultation and strategic programme alignment.

### **Agricultural Steering Committee (ASC)**

The ASC shall advise on operational performance in the agricultural sector, and have day-to-day direction for the ADD that shall be delegated by the President. The ASC shall comprise a mix of GoT and development partners as **ex officio Members** and several independent professional experts as **non ex officio Members** to review the organization and Senior Management Team’s performance, and to support strategic planning. Observers may be invited as the ASC sees fit; for example, the ASLM Permanent Secretaries sitting in the ASC may elect to bring their respective professional and technical staff, as observers only.

The ASC shall be composed of **eleven (11) voting Members**. The ASC shall include seven (7) members from GoT, namely the Minister for Agriculture, Food Security and Cooperatives, five of the Permanent Secretaries (PSs) of Agricultural Sector Line Ministries (ASLMs): Agriculture, Food Security, and Cooperatives; Livestock and Fisheries Development; Industry and Trade; and Water and The Prime Minister’s Office – Regional Administration and Local Government (PMO-RALG). Given the importance of land issues in the sector, the PS for the Ministry of Lands, Housing, and Human Settlements Development shall be an additional member. The Deputy CEO for Agriculture shall serve as non-voting Secretary. Furthermore, there shall be one (1) nominated representative of development partners from the Agriculture Working Group supporting ADD, and three (3) professionally skilled independent experts with uniquely valuable skills and insights for contributing to the below roles and functions. **The Chair of the ASC shall be the Minister of Agriculture, Food Security and Cooperatives.**

The ASC shall meet monthly to review progress on BRN targets. Once a quarter, it shall review ADD organization and senior management performance and effectiveness in carrying out its mandate, taking annual decisions on budget and staff performance review, and supporting strategic planning. The ASC is also responsible for formal external communications. Reports shall be provided to the ASC by the ADD Senior Management Team in a “dashboard” or “balanced score card” format.

#### ***Roles and functions of the Agricultural Steering Committee***

- a) Provide overall strategic direction and governance of ADD
- b) Contribute expert advisory and review of annual and multi-year strategic and business plans
- c) Provide corrective directions or instructions on the above as deemed necessary to reports issued by ADD Senior Management in a “dashboard” or “balanced score card” format
- d) Approve strategic plans and work plans of the ADD
- e) Take decisions on budget approvals and senior management contract status
- f) Approve senior management team recruitment and remuneration levels

- g) Appraise performance of senior management according to strategic plans, and carry out corrective action as necessary
- h) Appraise performance of the ADD as an institution, making proposals on high level scope to the Presidential Transformation & Delivery Council
- i) Form committees as necessary to address specific relevant topics
- j) Influence institutional actors and communicate with the broader public by highlighting and explaining ADD's role in achieving critical national objectives in agriculture
- k) Engage in the official institutional review of ADD every five years, in tandem with the PTDC and ADD Senior Management Team

All ASC Members shall be individually as well as collectively accountable for deliverables covering the above functions. It is critical that ASC members demonstrate their professional competence and ability to deliver on these responsibilities in order to secure and maintain their appointments. ASC Members shall be assessed through internal self-reviews among themselves, and an external mechanism as necessary.

Additional observers may be invited to meetings at the discretion of the ASC.

#### **ADD's working relationships with other actors**

Top leadership including the President, Prime Minister, Cabinet and ASLMs shall continue to set the broader vision for an agricultural transformation agenda, and also maintain the core infrastructure for implementation. Meanwhile, existing public sector institutions – especially the ASLMs – shall continue to have primary responsibility for implementation of policies, while GoT and its development partners shall continue their primary role in the financing of institutions as well as operations in the sector. The positioning, functions, and governance as outlined shall ensure that the PDB CEO and Deputy CEO for Agriculture shall consult each other regularly.

The proposed ADD shall have a **focused role** to support effective analysis and implementation of national outcomes targeted by the GoT, thereby avoiding conflict or duplication with existing public institutions and initiatives. Existing foundational policies include (i) the Agriculture Sector Development Strategy (ASDS), (ii) Vision 2025, (iii) MKUKUTA / NSGRP (the national poverty reduction strategy), (iv) Kilimo Kwanza, and (v) the Tanzania Agriculture and Food Security Investment Plan (TAFSIP), which set overall national goals.

It is thus essential for the **ADD staff to have a close working relationship with ASLMs such as MAFC and PMO-RALG, featuring regular interactions**. Regular coordination meetings shall be set by the Minister of Agriculture, Food Security, and Cooperatives and the Deputy CEO for ADD, which should be mirrored by their respective technical staff members. Regional and local government must also have a strong working relationship with the ADD. Implementation support activities will almost certainly be directed through RALG, because Tanzanian agricultural extension officers report to RALG rather than MAFC. The ADD's authority to help guide implementation and train regional decision-makers is critical for driving transformation on the ground, and should be backed by the President and Prime Minister's Office (PMO).

**On occasion, the ADD shall also need to engage non-ASLM entities on programming**. For example, support to issues of agricultural land tenure depends on engagement with the Ministry of Lands, Housing, and Human Settlements Development. Similarly, coordination with the Tanzania National Roads Agency would be necessary to optimize trunk

road investments to support agricultural market linkages. Other MDAs that are likely to interact with the ADD are quite numerous and should be **prioritised by the Senior Management Team**.

In addition to MAFC and the four other ASLMs, ADD shall support existing sector implementers such as the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) Centre and the Market Infrastructure, Value Addition, and Rural Finance (MIVARF) programme to achieve their goals. **ADD's mandate and semi-autonomous positioning with these actors is critical to coordinating and facilitating transformational activities given the complex actors in the agricultural sector.** For example, an intervention just in smallholder maize warehousing would require coordination of policies, outcome targets, and resources within MAFC, the Ministry of Industry, Trade and Marketing (MITM), and existing programme implementers such as MIVARF and the SAGCOT Centre, in addition to consultation and working relationships with significant private and civil sector actors outside public programming.

The reporting relationships between ADD and other agricultural stakeholders are described in *Table 1*.

*Table 1: Summary of working relationships between ADD and other agricultural stakeholders*

Stakeholder	Relationship
<b>PDB</b>	<p>ADD shall have a consultative reporting relationship with PDB for the purposes of coordinating with other sectors and monitoring of BRN results. ADD shall be wholly responsible for all other agricultural sector functions (problem solving and analysis, performance tracking, coordination with the sector, and facilitating implementation), reporting directly to the PTDC through the Agricultural Steering Committee.</p> <p>PDB shall set sector wide goals and national vision for Economic, Social, Government, Energy, and Infrastructure Sectors, also reporting to the PTDC. The PDB shall also drive administration/back office in Corporate Shared Services.</p>
<b>MAFC</b>	<p>ADD shall have a very close working relationship with MAFC as the anchor national ministry. MAFC will provide policy direction, resource allocation, and support to ADD for technical consultation and potential seconded staff. ADD shall work closely to support MAFC in achieving its objectives, especially consistent with national programmes such as Big Results Now and Phase II of the Agricultural Sector Development Programme (ASDP II). ADD shall also support capacity building of the MAFC Ministry Delivery Unit (MDU).</p>
<b>ASDP II</b>	<p>ADD shall have close technical consultation and cooperation with ASDP II programme managers because it is the national strategy for the sector. This relationship shall tie closely to ADD's relationship with MAFC and the other ASLMs. Working with members of various Thematic Working Groups and the governance bodies within ASDP II, the ADD will help facilitate and inform the implementation of ASDP II, under the policy direction of MAFC and the ASLMs.</p>
<b>RALG</b>	<p>ADD shall have a close relationship with RALG at both management and especially technical directorate levels, based on its status as the lead ground implementer. ADD shall help inform and guide local officers, namely the District Executive Directors (DEDs), District Agriculture and Livestock Development Officers (DALDOs), and other sector-specific staff members that implement agricultural programmes on behalf of Local Government Authorities (LGAs).</p>

<b>Other ASLMs (MLFD, MITM, Water, PMO-RALG)</b>	ADD shall have close partnership, collaboration and technical consultation with the various ASLMs on agricultural sector issues, e.g. investments, markets, land use plans and management, water access, financial services access, infrastructure and connectivity of markets.
<b>President's Office, Planning Commission (POPC)</b>	ADD shall have close consultations and collaboration with POPC on the overall country vision and strategy (Vision 2025, MKUKUTA and five-year plans); with specific regard to the pivotal role agriculture plays in Tanzania's economic and social development.
<b>Other ministries, departments, and agencies (MDAs) with impact on Agriculture</b>	ADD shall conduct technical consultation and cooperation with other MDAs on select matters related to agricultural sector, such as matters in governance of agricultural land (Ministry of Lands, Housing and Human Settlement), environmental sustainability and planning (Ministry of Natural Resources and Tourism), licensing improved seeds (Ministry of Science and Technology, Tanzania Bureau of Standards), women and youth farmers (Ministry of Gender, Women and Children), and other issues as relevant.
<b>Other Programmes</b>	ADD shall selectively engage in technical consultation and cooperation with other priority programmes, especially in problem solving and coordination of information, to support broader efforts in agriculture. This includes targeted time-bound programmes (e.g., MIVARF); regionally focused initiatives (e.g., SAGCOT Centre); and broader civil society and development partners (e.g., Alliance for a Green Revolution in Africa [AGRA]).
<b>Private sector actors</b>	ADD shall selectively engage in technical consultation and cooperation with relevant private sector firms and support organizations, especially in problem solving and coordination of information. This assistance shall include liaising with farmers and agribusinesses as well as industry support agencies (e.g., the Tanzania Chamber of Commerce, Industry, and Agriculture)

#### Functional distinctions between ADD and the PDB

The ADD serves some common functions with the PDB directorates, but shall also have enhanced functions beyond the mandate of the PDB, given the pivotal nature of agriculture in the Tanzanian economy, its importance to national poverty reduction and food security objectives, and the cross-Ministerial nature of agricultural sector policymaking in Tanzania.

#### Common Functions

1. The ADD shall be responsible for **problem solving and analysis** in agriculture. While the President's Office (especially POPC) and PMO as executive functions shall generate an overall national framework for economic growth, poverty reduction, and public service delivery, the **ADD shall ultimately serve as the lead facilitator for harmonizing sector targets, driving agricultural sector activities**. It shall maintain a consultative relationship with PDB, while aligning closely with ASLMs and other GoT bodies to deliver on targeted results.

2. Similarly, the ADD shall be responsible for **performance tracking** in the agricultural sector. **ADD shall ultimately own performance tracking and auditing, set key performance indicators (KPIs) and guide capacity building functions for the agricultural sector.** ADD's technical expertise, resourcing, and role in cross-Ministerial coordination naturally position it to carry out performance tracking for the complex agricultural sector.
3. PDB shall own these two functions (problem solving and analysis, and performance tracking) for all non-Agriculture directorates, namely Economic Development, Social Development, Governmental Services, Energy, and Infrastructure. The PDB and ADD shall explore options to align strategic frameworks for KPI measurement and systems, but full alignment is not required.

In turn, ADD shall carry out **Unique Functions** as described below.

4. ADD shall carry out **catalytic incubation and facilitation of implementation.** While ADD should not seek to be the default implementer in any case, it is likely to have the specialized technical capacity to facilitate and support implementation, jumpstarting key initiatives by initiating activities and then mainstreaming them to ASLMs and other appropriate GoT bodies or partners.
5. **ADD, in collaboration with the Partnerships officer in the Ministry Delivery Unit, shall also serve a unique function of national cross-sectoral coordination and stakeholder engagement.** The sector is governed by complex partnerships in various national initiatives such as Kilimo Kwanza; the Agricultural Sector Development Strategy; and the Marketing Infrastructure, Value Addition, and Rural Finance (MIVARF) programme, among others. As described in the technical report in **Annex C, the extensive diagnostics and stakeholder consultations in Tanzania reaffirmed that coordination is a critical gap underlying nearly all other challenges in the agricultural sector.** This particular function is therefore essential to ADD's success as a delivery unit, because it must effectively convene and facilitate concerted action between five ASLMs, other MDAs (e.g., Ministry of Finance, Ministry of Lands, Ministry of Natural Resources and Tourism, SAGCOT Centre), and many other stakeholders in order to drive change in the agricultural sector.

#### **Shared Corporate Services between ADD and PDB**

6. In order to support long-term institutional sustainability and feasibility, **Corporate Shared Services** shall be established between the PDB and ADD, streamlining administration. These services shall include Legal, Internal Audit, Finance & Administration, Procurement, Human Resources (HR), and potentially Management Information Systems (MIS). Legal and Internal Audit shall be independent units, given the nature of their duties Finance & Administration will have dedicated accounting for ADD activities and finances.
  - a. Shared Procurement officers shall be responsible for the administrative processing of procurement requests. They may advise on but shall not have authority to set specifications for the goods and services that are procured, which shall be determined by PDB and ADD directorates, respectively. Given the shared mandate to deliver rapid results and transformation, it is anticipated that Procurement functions shall adopt reformed fast-track processes, while conforming to Tanzanian Public Service Management standards.
  - b. Similarly, Human Resources officers shall advise on and be responsible for administrative processes of hiring, termination, payroll, and communications, but the rights to define a recruiting strategy, specify hiring requirements, evaluate performance, set remuneration and compensation levels, and take final staffing decisions shall be reserved respectively by the CEO of PDB and Deputy CEO for Agriculture.

- c. Management Information Systems (MIS), the information and communications technology for documenting and monitoring activities, should ideally be interoperable and shared between PDB and ADD. The CEO of PDB and Deputy CEO for Agriculture shall explore systems requirements and operating standards together for internal data and performance tracking.

These operational and approval processes shall be subject to the same quality and timelines through ADD as for other PDB directorates, with some allowance for differences in complexity or volume of activities. If PDB ownership of Corporate Shared Services is shown to be causing undue delay or quality gaps to ADD's programming and mission, the Deputy CEO for Agriculture shall work closely with the PDB CEO to remedy the situation. **In any case, the standards and procedures of the Corporate Shared Services shall enable, and not hamper, the ADD from carrying out its mission to transform and catalyse the agricultural sector.**

For all corporate shared services, the Deputy CEO for Agriculture will be consulted.

#### **Functions of the Ministerial Delivery Unit**

7. The **Agricultural Ministerial Delivery Unit (MDU)** will work closely with ADD. Its functions shall be housed within the MAFC and it reports to the Minister and Permanent Secretary. The Partnerships officer within the MDU, in collaboration with ADD, shall lead coordination and partnership activities within the sector.

Aligning with the PDB initiative and the first 2013 BRN agricultural "delivery lab", ADD shall start assisting MAFC in delivery of the recommendations from the lab. The ADD shall initially take more active roles in assisting MAFC on maize and rice. ADD shall provide support to the Agricultural MDU in implementing BRN targets across maize, rice, and to some extent commercial farming; and help track performance against the objectives.

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#### **IV. ORGANIZATIONAL STRUCTURE**

The initial ADD organization shall include **three line directorates** reporting to the Deputy CEO for Agriculture, aligned with the objectives outlined in the mandate. All directorates shall be led by a Director and include managers, analysts, and other technical staff as deemed necessary and approved by the Senior Management. Across all directorates, the actual process and outcomes from running programmes will help the ADD organization "learn by doing". As such, the Senior Management Team shall adapt the deployment of human resources over time to drive results. All directorates shall engage actively with stakeholders, particularly with MAFC and other implementers, in technical facilitation and coordination. The line directorates are described below:

- (i) **Productivity** shall address the monitoring, development, effective deployment, and adoption of various supply "push" interventions to **increase the efficiency and output of production systems**. Areas of intervention may include inputs, research and technology, and production monitoring (e.g., of average crop yields and total agricultural land under cultivation).
- (ii) **Market efficiencies** shall address the monitoring, development, and effective deployment of various demand "pull" interventions to **develop value chains** for commercial gains and food security, including linkages across marketing, warehousing, transport, strategic grain reserves, and access to finance.
- (iii) **Performance Analytics and Evaluation** shall address the **coordination, monitoring, capacity building, and performance tracking of GoT and other counterparts**, particularly the establishment of a consistent data and fact base with Policy and Planning directorates and support to national and LGA implementers. ADD shall

facilitate capacity building through active engagement and up-skilling of public, private, and counterparts. Likely areas of intervention include monitoring, learning & evaluation; sector analysis support; and knowledge management.

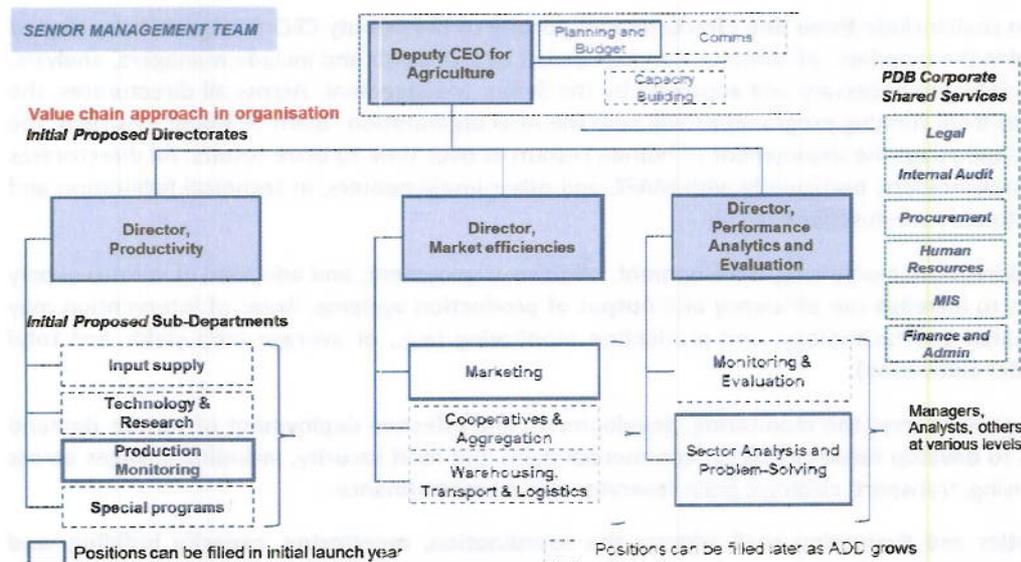
As with all professionally managed organizations, the ADD shall require a team of shared personnel in **Operations Administration** responsible for the effective internal management of ADD's activities. The shared functions described below correspond to institutional set-up, operations, and administration. All necessary to PDB and ADD's operations, but they describe duties and do not necessarily require full time (FTEs) assigned to each function. Hiring decisions shall be made respectively by the PDB CEO and De Agriculture according to strategic needs and feasibility.

As explained earlier, aligned with the establishment of the PDB, there shall be Corporate Shared Services PDB and ADD, which may include joint staff and/or outsourced service providers to address administrative functions across directorate within PDB and ADD.

Independent administrative functions for ADD shall include: Communications, Planning & Budgeting, Building. These functions are independent given the unique positioning of ADD's organization, and the that its mandate shall be deeper than the other PDB directorates. These functions shall be staffed independently by the "Deputy CEO for Agriculture."

As a result, the high-level organogram in *Figure 4* is shown below. The **initially proposed directorates** are depicted, but the Deputy CEO for Agriculture, with the oversight of the Agricultural Committee, shall have the right to approve positions and adapt this structure for the evolving requirements identified by strategic analysis. In particular, this organization may change as ADD's programmatic scope across value chain actors and enablers and beyond maize and rice to other commodities.

**Figure 4: High-level illustrative organogram for ADD**





As shown in *Figure 4*, the proposed ADD Directorates align directly with the three key objectives, namely (i) Productivity; (ii) Market Efficiencies; and (iii) Performance Analytics & Evaluation. **Based on current understanding of the key issues in agriculture, sub-directorates for each are proposed. These remain illustrative pending the final organizational needs determined by the Deputy CEO for Agriculture and the Senior Management Team.**

The Productivity directorate shall include sub-directorates to support (a) input supply (e.g., in promoting appropriate fertilizers nationally and locally); (b) technology and research (e.g., in supporting Agricultural Research Institutes to develop and disseminate appropriate hybrid varieties); (c) production monitoring (e.g., in continuous and accurate reporting of total commodity output through the National Agricultural Census); and (d) special programmes (e.g., to facilitate programmes in soil mapping and fertility or sustainable agro-forestry). It is anticipated that this directorate shall work very closely with staff counterparts in MAFC and MLFD, among others.

The Market Efficiencies directorate shall include sub-directorates to support (a) marketing (e.g., facilitating buyer linkages and linkages to a national commodities exchange); (b) cooperatives and aggregation (e.g., in supporting strengthening programmes for microfinance-based smallholder groups); and (c) warehousing, logistics, and transport (e.g., in design of a subsidized harvest pick-up programme to help farmers aggregate stock for the National Food Reserve Agency). This directorate, oriented toward the successful linkage of value chain actors 'from farm to fork', shall work closely with MITM and the Warehousing Board as well as other ASLMs and MDAs.

Finally, the Performance Analytics and Evaluation directorate shall include sub-directorates of (a) monitoring and evaluation (e.g., to help assess coverage and quality of extension services nationally) and (b) sector analysis and problem solving (e.g., in conducting targeted policy analysis to inform the application of import/export regulations and the prioritized completion of irrigation schemes). This directorate shall actively support the other ADD directorates, while engaging closely with a wide range of external players to create an enabling environment in agriculture.

#### **Reporting relationships of ADD staff**

The Deputy CEO for Agriculture, in line with the organization's mandate, shall have full autonomy to initiate, run, and terminate programmes intended to serve the mission of catalysing transformative change and performance in the agricultural sector, aligned with productivity, market efficiencies, and partnerships. As a result, the Deputy CEO for Agriculture, as head of ADD, shall have full discretion to set recruitment specifications and manage ADD staff according to functional requirements in the sector. As previously noted, the decisions and performance of the Deputy CEO for Agriculture shall be monitored and governed exclusively by the PTDC and ASC. Ultimately, decisions to hire, promote, and terminate staff reside with the Deputy CEO for Agriculture.

ADD shall have a close working relationship with MAFC and the other ASLMs, as well as other relevant GoT bodies (e.g., Ministry of Lands). These bodies, as permanent institutions and lead implementers, are superior in formal governance of the sector and their functional roles are detailed accordingly. The ADD shall play a facilitation and coordination role with the respective Ministers and heads, aligning them to national KPIs. Similarly, the Deputy CEO for Agriculture shall have a close working relationship with RALG as the leading implementer of agricultural sector programmes, via DEDs and their staff officers. Where needed, the Deputy CEO for Agriculture shall also ensure technical consultation and working relationships with other MDAs and bodies in GoT, for example with the Ministry of Lands with regard to the governance of agricultural land.

The Deputy CEO for Agriculture shall have full discretion to pursue distinct operations as deemed necessary. The core functional directorates of ADD (i.e. Productivity, Market Efficiencies, and Performance Analytics and Evaluation) shall report exclusively to the Deputy CEO for Agriculture, directly and on a day-to-day basis. They do not

report directly to the CEO or other officers of PDB. Nonetheless, these directorates shall have close consultative (dotted line) working relationships with counterparts in the ASLMs, other GoT enablers, and PDB, under the overall management of the Deputy CEO for Agriculture.

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## V. HUMAN RESOURCES AND STAFFING

### Human resources overview and principles

The Senior Management Team includes the Deputy CEO for Agriculture and three core Directors to support institutional establishment and programme results. As a whole, the team should have a good balance of strategic vision and adept operational and tactical management skills. During the initial launch, consultants may also be hired to fulfil rapid analytics and programme or operational management duties. The PTDC shall authorise hiring of the Deputy CEO for Agriculture. The Deputy CEO for Agriculture shall then determine the exact structure of sub-directorates and recruitment of staff under the Directorates, subject to the approval of the Agricultural Steering Committee. Job descriptions for the Senior Management Team and general guidelines for staffing are found in **Annex B**.

All positions shall specify **contracts to be filled for an initial period of two years (24 months), with a probationary first year (12 months) and annual performance reviews** to confirm continuation, at the discretion of the ASCor hiring authority. Contracts shall be renewable based on performance. **Additionally, renewable secondment contracts and flexible consulting contracts shall be offered** for certain technical / managerial roles at the request of ADD.

### Guiding principles of ADD's organization include...

- **Value chain approach:** Solve problems according to their function from farm to fork, which will ensure that delivery of interventions actually makes an impact
- **Sector alignment:** Ensure all ADD staff work closely with other sector stakeholders, especially within MAFC and RALG / LGAs
- **Lean organization:** Start small and only expand as needed and as successes bring in more political credibility, funding, and human resources
- **Flexibility:** Adjust and grow the organization according to the functional needs identified through technical analysis and continuous stakeholder engagement
- **Leverage:** Use experts, secondments, and/or consultants for time-limited support, who do not necessarily have to be taken on board as full time staff

### Staffing and remuneration

Lean initial staffing shall take place with the appointment of the Agriculture Steering Committee and "Deputy CEO for Agriculture." Identifying key members of the Senior Management Team is a high priority, with job descriptions specified in **Annex B**.

The Senior Management Team, with the approval of the ASC and PTDC, shall establish organizational career levels and remuneration as they see fit in order to successfully carry out the Mandate of the ADD. At this stage, four broad professional categories are proposed:

- The Deputy CEO for Agriculture shall have final accountability for all ADD staff and results across all ADD directorates.

- Directors shall comprise the rest of the Senior Management Team, and have accountability for their respective directorates (aligned with the key objectives of ADD, including Productivity; Market Efficiencies; and Performance Analytics & Evaluation).
- Managers shall be accountable for specific work streams and/or programmes within each directorate as deemed appropriate by the Senior Management Team, for example Warehousing within the Market Efficiencies department, or Communications in the Deputy CEO's office.
- Analysts shall directly support Managers and Directors in data collection, stakeholder engagement, and documentation across all directorates.

It is anticipated that ADD's directorates shall be more fully staffed in early 2014, after the formal institutionalization and recruitment processes have taken place. However, several interim staff members shall be hired on a consultancy basis in 2013 to provide critical support for the Deputy CEO for Agriculture in launching ADD programmes. These staff shall include the three (3) Directors (among Productivity, Market Efficiencies, and Performance Analytics & Evaluation). Based on the current organogram – which may be changed at the discretion of the Deputy CEO for Agriculture – the interim team shall also hire one (1) Officer for Planning and Budgeting; (1) Officer for Capacity Building three (3) Officers for Marketing, Production Monitoring and Performance Analytics and Problem Solving (one each); working across Directorates to support data collection, stakeholder communication, analysis and preparation of communication results. In addition, (1) Officer for Partnerships shall be recruited to support MAFC's Ministry Delivery Unit.

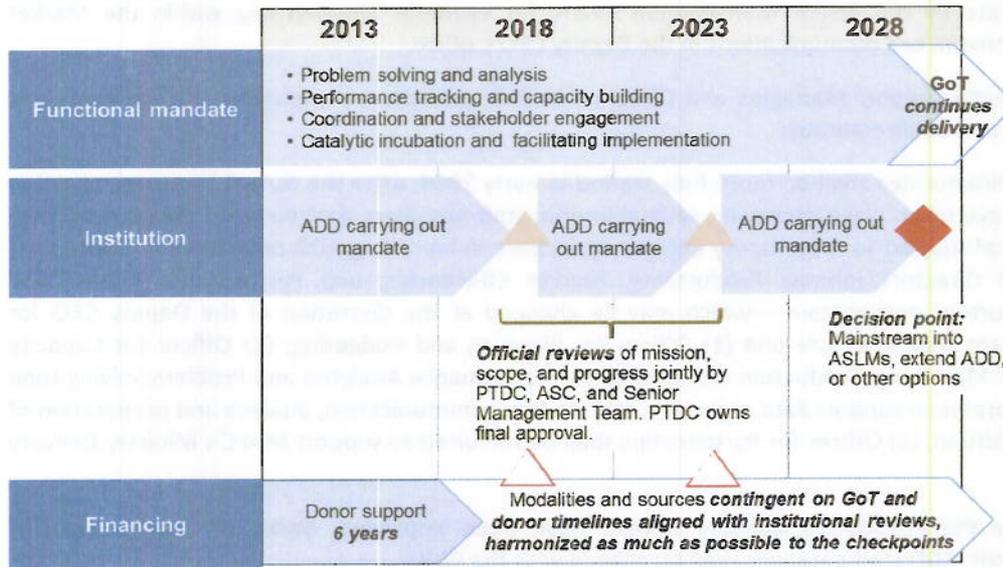
**Remuneration packages for the President's Delivery Bureau have been approved**, based on the principle of attracting the best global talent. ADD staff packages shall be aligned with the PDB.

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## VI. SUSTAINABILITY PLAN

ADD's impact shall require successful achievement of the three priority goals detailed in its mission and vision: (i) meaningful, effective coordination of sector players in the near term; (ii) establishment, use, and value of national KPIs in agriculture over the near to medium term; and (iii) real progress on sector outcomes that are ultimately measurable in the long term. **Over time, the sustainability of ADD's impact shall depend on effective capacity building and management with MAFC and other actors. Sustainability covers three dimensions, namely functional mandate, institutions, and financing. Each of these dimensions shall have different timelines for sustainability.** As such, official review processes and a major decision point to support the sustainability of ADD shall be carried out, as depicted in *Figure 5* below.

Figure 5: Sustainability plan for reviewing and assessing ADD's mandate, institution, and financing



The functional mandate of ADD should always be carried forward in the Tanzanian agriculture sector. It is not necessarily linked with ADD as an institution because form follows function: the second dimension should be reviewed periodically to confirm against the mandate. Ideally, the delivery support function ADD shall be fully incorporated and mainstreamed within the ASLMs as permanent owners of agriculture particularly with MAFC as a strong central lead ministry among the ASLMs.

However, depending on future institutional arrangements and capacity needs, ADD's mandate institutionalization may be extended. The details of this transition cannot be determined now, but the plan of ADD shall explicitly include assessments to make this determination.

While ADD shall be monitored closely by the ASC and formally reviewed by the PTDC every quarter, an **annual review of ADD's broader mission, scope, and progress shall occur every five years**. This review, to be initiated and led by the PTDC in collaboration with the Senior Management Team, shall critically examine ADD's impact while examining the foundational elements of ADD, i.e. the aspects detailed in this document. ADD's mandate may shift over time: for example, market pull programmes adopted for maize, rice, and commercial investment may be mainstreamed into MAFC/MITM and the SAGCOT Centre, such that ADD shifts its focus to catalytic support for livestock and oilseeds.

At the period of the third official review fifteen years from its launch, there shall be a formal **review determining how to mainstream ADD's mandate, and the need for ADD to persist as a semi-institution**. During this review, the PTDC, Agriculture Steering Committee, and ADD Senior Management Team shall jointly consider the institutional landscape and capacities of players in Tanzanian agriculture. Ideally, the review will build capacities and enabled transformational results so that its mandate may be fully mainstreamed into the agricultural sector.

GoT bodies, particularly MAFC as a central coordinating ministry. However, ADD's time-bound mandate may be extended if technical analysis suggests that its functions may not yet be transitioned fully to other institutions. Ultimately, the President shall make a determination.

In turn, the last dimension of financing for ADD shall be determined in detail subsequent to GoT's approval and institutionalization with this document. It is anticipated that development partners (donors) shall provide seed funding to ADD for at least the initial six-year period. Funding review periods shall be contingent on GoT's own budgeting processes, led by the Ministry of Finance and approved by the Bunge (Parliament), as well as the proposed support modalities of various development partners. Financing shall be determined according to the official institutional reviews, and not the other way around, to confirm that all investments serve the ADD mandate. As a result, the timelines for funding review and transitions cannot currently be determined. As a general principle, any future funding modalities to ADD shall be designed to harmonize across sources, streamline administration and planning, and support continuity of operations. Therefore, funding reviews should track the five-year institutional review wherever possible.

#### Budget and financing sources

The indicative budget for the first three years of ADD's operations is estimated in *Table 2* below. This total includes salaries and benefits for up to 17 full-time staff by the end of Year 3; administrative overheads; travel; contingency; and programme costs for select strategic initiatives, such as the spatial mapping of agricultural investments. This budget does not include office space, as this is expected to be provided by the Government of Tanzania.

*Table 2: Indicative budget estimates and sources for ADD's first three years of operations*

Cost	Year 1	Year 2	Year 3	3-year Total
Personnel salaries	\$ 717,564	\$ 1,568,005	\$ 2,937,948	\$ 5,223,516
Fringe benefits	\$ 287,025	\$ 627,202	\$ 1,175,179	\$ 2,089,406
Administrative overheads	\$ 142,593	\$ 73,843	\$ 243,224	\$ 459,660
Travel & conference cost	\$ 51,762	\$ 133,524	\$ 295,660	\$ 480,946
Discretionary program cost	\$ 1,000,000	\$ 3,000,000	\$ 5,000,000	\$ 9,000,000
Contingency costs	\$ 439,789	\$ 1,080,515	\$ 1,930,402	\$ 3,450,706
<b>Total</b>	<b>\$ 2,638,733</b>	<b>\$ 6,483,089</b>	<b>\$ 11,582,413</b>	<b>\$ 20,704,235</b>

ADD shall maintain a small budget for discretionary programme costs, but it shall assist in the mobilization and management of larger funding pools to the agricultural sector, in partnership with MAFC and other actors.

Over the long run, the Government of Tanzania should strive to fund greater than 50 per cent of ADD's operations in order for it to be a truly nationally-driven effort. After approval of the institutional set up and organizational structure by GoT, the initial ADD team shall subsequently develop a five-year strategic plan that includes a detailed budget, as well as an accompanying financial resources mobilization plan.

## VII. ANNEXES

### A. Current context illustrating the positioning requirements for ADD

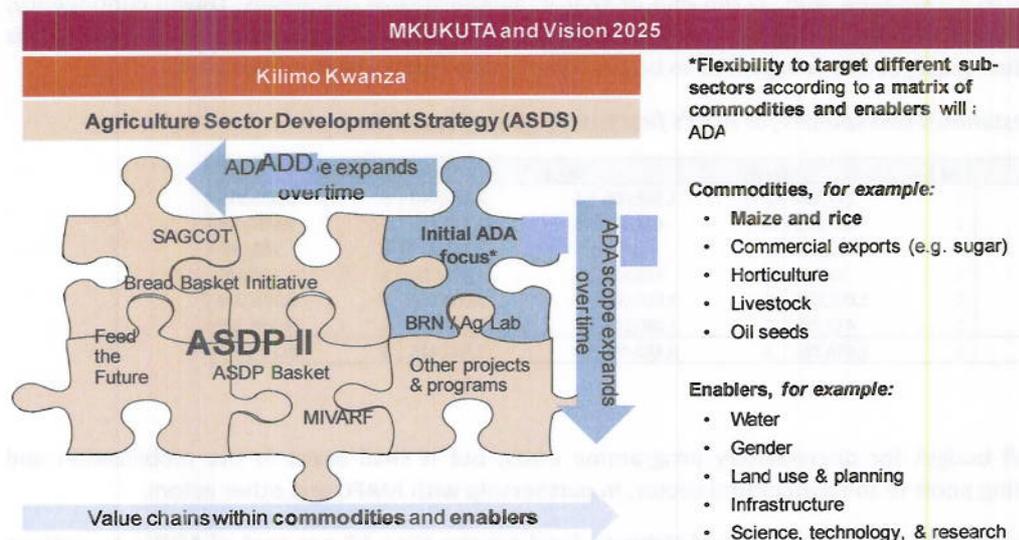
There is a critical need for semi-autonomous operations of the Agricultural Delivery Division as a condition for its mandate, including the four functions that have been agreed in extensive discussions with GoT.

Three targets for the agricultural sector were identified in the PDB “Big Results Now” Lab in spring 2013:

- i. 275 smallholder integrated maize warehouses
- ii. 78 professionally managed smallholder rice irrigation and warehouse schemes
- iii. 25 commercial farming deals

Therefore, the three “big results” identified this year shall help inform the **initial scope** of sector outcome target. However, **ADD as an institution and not merely a programme or project must be appropriately mandated** to achieve the broader agricultural sector strategy of the government of Tanzania, and shall **its scope over time**, as in *Figure 6* below.

*Figure 6: ADD initial and future focus, aligned with Agriculture sector initiatives*



### B. High-level job descriptions for key staff

**Position Title:** Deputy CEO for Agriculture

**Reports to:** An independent Presidential Transformation and Delivery Council (PTDC) through the ASC

**Reporting to this Position:** Directors responsible for Productivity, Market Efficiencies and Performance Evaluation.

**Job Summary:** The Deputy CEO for Agriculture serves as the chief executive of ADD and in partner: Presidential Delivery Bureau (PDB) CEO and ASC is responsible for the success of ADD. He will be re

<sup>1</sup> This has now been changed to report to the Chief Executive Officer – PDB and secretary to the Agricultural Steering Comr the Minister of Agriculture, Food Security and Cooperatives

creating, communicating and implementing the organisation's vision, mission and overall direction, as well as leading the development and implementation of the overall organisation's strategy.

#### **Duties and Responsibilities:**

The duties and responsibilities of the Deputy CEO for Agriculture will, *inter alia*, include the following:-

- (i) Setting the internal agenda and making executive decisions about resources prioritisation in order to deliver appropriate on-the-ground results.
- (ii) With collaborative input of Directors, prepare and submit strategic plans, work plans and budgets for onward guidance and approval.
- (iii) Provide PTDC and ASC with the organisational information it needs for its governance responsibilities.
- (iv) Maintain and develop team work within the management and staff.
- (v) Recruitment and contracting of ADD supporting staff.
- (vi) Ensure that the relationships between ADD, PDB and its stakeholders are open and cooperative.

#### **Accountabilities**

##### **1. Legal compliance**

- a) Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.

##### **2. Mission, policy and planning**

- a) Helps the PTDC and ASC determine ADD values, mission, vision, and short- and long-term goals.
- b) Helps the PTDC and ASC monitor and evaluate ADD relevancy to the community, its effectiveness, and its results.
- c) Keeps the PTDC and ASC fully informed on the condition of ADD and on all the important factors influencing it.
  - a. Identifies problems and opportunities and addresses them; brings those which are appropriate to the ASC and/or its committees; and, facilitates discussion and deliberation.
  - b. Informs the ASC and its committees about trends, issues, problems and activities in order to facilitate policy-making and recommends policy positions.
- d) Keeps informed of developments in human services, not-for-profit management and governance, philanthropy and fund development.

##### **3. Management and administration**

- a) Provides general oversight of all ADD activities, manages the day-to-day operations, and assures a smoothly functioning, efficient organization.
- b) Assures programme quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation.
- c) Assures a work environment that recruits, retains and supports quality staff and volunteers. Assures process for selecting, development, motivating, and evaluating staff and volunteers.
- d) Recommends staffing and financing to the ASC. In accordance with ASC action, recruits personnel, negotiates professional contracts, and sees that appropriate salary structures are developed and maintained.
- e) Specifies accountabilities for management personnel (whether paid or volunteer) and evaluates performance regularly.
- f) Plan the activities of the project and monitor progress against the approved work-plan;

- g) Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications and overseeing all contractors' work;

#### **4. Governance**

- a) Helps the ASC articulate its own role and accountabilities and that of its committees and individual members, and helps evaluate performance regularly.
- b) Works closely with the ASC to enable the ASC to fulfill its governance functions and facilitates the optimum performance by the ASC.
- c) With the ASC Chair (the Minister, MAFC), focuses ASC attention on long-range strategic issues.
- d) Manages the ASC's due diligence process to assure timely attention to core issues. Works with the ASC officers to get the best thinking and involvement of each ASC member and to stimulate each ASC member to give his or her best.
- e) Recommends observers to participate in the Agriculture Steering Committee.

#### **5. Financing**

- a) Manage financial resources and accounting to ensure accuracy and reliability of financial reports; Promotes programmes and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality.
- b) Oversees the fiscal activities of the organization including budgeting, reporting and audit.
- c) Works with the ASC to ensure financing to support short- and long-term goals.
- d) Assures an effective fund development programme by serving as the chief development officer or hiring and supervising an individual responsible for this activity.
- e) Helps guide and enable the ASC, and its individual members to participate actively in the fund development process.
- f) Helps the ASC design, implement and monitor a viable fundraising plan, policies and procedures.
- g) Participates actively in identifying, cultivating and soliciting development partners and donor prospects.
- h) Assures the availability of materials to support solicitation.
- i) Assures the development and operation of gift management systems and reports for quality decision-making.

#### **Community and Partnership relations**

- a) Facilitates the integration of ADD into the fabric of the community, and agricultural sector by using effective marketing and communications activities.
- b) Acts as an advocate, within the public and private sectors, for issues relevant to ADD, its services and constituencies.
- c) Listens to clients, volunteers, development partners, donors and the community in order to improve services and generate community involvement. Assures community awareness of ADD's response to community and sector needs.
- d) Serves as chief spokesperson for ADD, assuring proper representation of ADD to the community and general public
- e) Initiates, develops, and maintains cooperative relationships with key constituencies (Agricultural Sector Line Ministries (ASLMs) and other stakeholders.
- f) Works with legislators, regulatory agencies, volunteers and representatives of the not for profit sector to promote legislative and regulatory policies that encourage a healthy community and address the issues of ADD's constituencies.



*Note: Detailed job descriptions of the directors and other staff within ADD will be finalized in consultation with the Deputy CEO for Agriculture*

- a) **Director – Productivity:** The Director – Productivity shall report and work closely with the Deputy CEO for Agriculture to provide technical expertise and insight on the practical production and scientific aspects of agricultural sector performance, with the goal of improving crop and livestock productivity through a value chain approach. Filling this role is essential in order to ensure the ADD has sufficient professional and technical expertise. The Director, with at least 8 years of professional experience including senior positions managing teams, will have at least a master’s degree in a technical agricultural discipline (e.g., Plant Pathology, Food Science), and experience in providing excellent professional and technical advisory, project oversight, and communications on value chain interventions in East Africa, e.g. leading a project to develop and introduce a hybrid seed variety.

The appointment of the Director is on the basis of a two-year, renewable contract, with a probationary period of twelve (12) months and performance reviews carried out each year by the ASC and approved by the Presidential Transformation and Delivery Council.

- b) **Director – Market Efficiencies:** The Director – Market Efficiencies shall report and work closely with the Head of ADD and oversee the development and implementation of rigorous and actionable strategies for addressing the agricultural sector value chains in the initial scope of maize and rice, and eventually other commodities. Per the Agriculture Delivery Lab, these strategies have great initial potential in addressing smallholder aggregation, in collaboration with other relevant actors. Further Directors may be assigned to additional value chains as well as to functional programmes and internal operational support, as ADD’s sub-sector scope grows. The Director – Market Efficiencies, with at least 8 years of professional experience including senior positions managing teams, will have a work history of direct project / programme management in agricultural value chains, preferably with experience in smallholder aggregation in a model that generated rigorous market insights and positive farmer outcomes. Preferably, the Director will also have a master’s degree in business management, or agricultural economics, or a related field.

The appointment of the Director is on the basis of a two-year, renewable contract, with a probationary period of twelve (12) months and performance reviews carried out each year by the ASC and approved by the Presidential Transformation and Delivery Council.

- c) **Director – Performance Analytics and Evaluation:** The Director – Performance Analytics & Evaluation shall report and work closely with the Deputy CEO for Agriculture to ensure close working relationships, collection of feedback, and the delivery of capacity building for key sector stakeholders that enable the agricultural system, focusing on public sector counterparts in MAFC and other ASLMs and private sector players. Capacity building and close engagement will also be extended to private and civil sector stakeholders playing a significant role in Tanzanian agriculture. Further Directors may be assigned to different types of partnerships as ADD’s scope changes over time. The Director – Performance Analytics & Evaluation, with at least 8 years of professional experience including senior positions managing teams, will have a work history of coordination, communications, performance tracking, and capacity building with complex multi-stakeholder arrangements in the agricultural sector, with a strong preference for experience and active networks in Tanzania.

The appointment of the Director is on the basis of a two-year, renewable contract, with a probationary period of twelve (12) months and performance reviews carried out each year by the ASC and approved by the Presidential Transformation and Delivery Council.

At their discretion, the Deputy CEO for Agriculture and Directors shall hire additional Managers and Analysts junior to these Directors, as needed and feasible within the projected budgets during the launch period. It is anticipated that these line staff will particularly be necessary within the Head of ADD's office (e.g., Manager of Finance and Accounts) as well as in Market Efficiencies and Performance Analytics & Evaluation (e.g., Analysts and Managers for Production Measurement, Marketing, and Sector Problem Solving and Analysis). The ASC shall not make hiring decisions or individual approvals at these junior levels, but shall offer general guidance and oversight of the recruitment strategy and process.

### C. Technical feasibility report

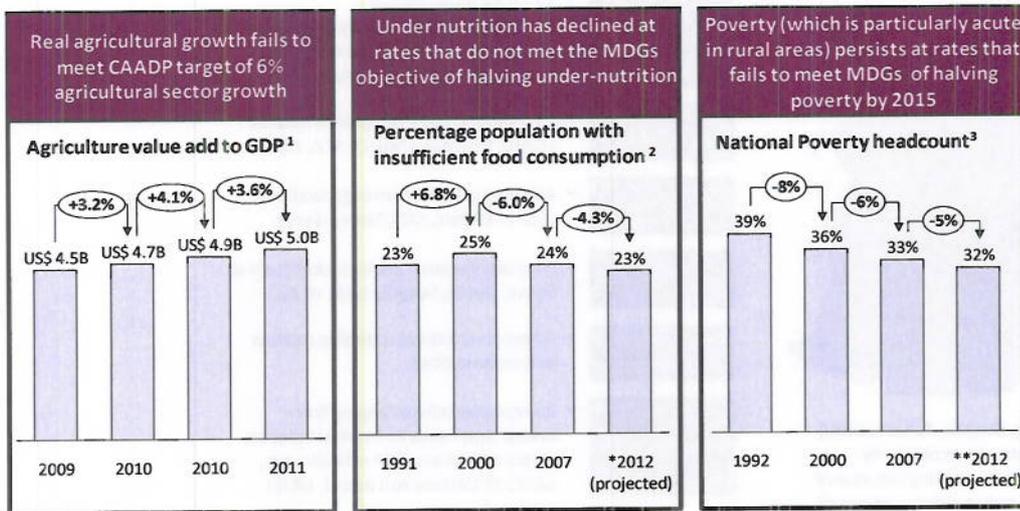
#### Current Initiatives in Tanzanian agriculture

Kilimo Kwanza, the ASDP II under ASDS as part of MKUKUTA, and the implementation of the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), all represent ongoing efforts by the Government that aim to dramatically transform, modernize, and commercialize agriculture. These policies lay a foundation for more impactful action that can be facilitated through the ADD.

1. **Kilimo Kwanza** is a joint business-government campaign to prioritize agriculture first within Tanzania's economic development and poverty reduction. Three specific pillars (3.1, 3.2, 3.3) support formation of the ADD. Pillar 3.1 targets good governance and strengthening of MAFC, Pillar 3.2 calls for the establishment of a Coordination Committee across ASLMs, and Pillar 3.3 stresses the importance of monitoring, learning and evaluation (ML&E) for public-private partnership.
2. ASDP II's ongoing efforts to establish a coordination body for the sector are based on the rationale that such a body will allow for complementarities and synergies of efforts and activities, avoid duplication of such efforts, facilitate initiatives to capture each other's contributions, identify and map national priority areas for intervention, and enhance transparency and good governance.
3. **SAGCOT**, led from the Office of the President, aims to drive private investment in the agricultural sector, with a focus on high-productivity corridors and mandate to improve smallholder livelihoods as well as drive broader investment and economic outcomes, from a variety of sources (domestic and foreign, private and public).
4. Other agricultural sector initiatives such as the Marketing Infrastructure, Value Addition, and Rural Finance Programme (MIVARF); Muunganisho wa Ujasiriamali Vijijini (MUVI); Feed the Future; the Bread Basket Transformation Project; Southern Highlands Food Systems (SHFS); National Rice Development Strategy (NARDS); and Rural Livelihoods Development Programme (RLDP) should align with the national cornerstone efforts through the ADD.

## Specific challenges in the sector

Since the initiation of Tanzania's 625 million USD Agriculture Sector Development Programme (ASDP) as a sector-wide framework in 2006/7, there has been heavy investment in the sector. In 2010, the government signed a compact with the African Union's Comprehensive Africa Agricultural Development Programme (CAADP), which sets a target of 10% of total public budget for investment in the sector. According to the Tanzania Agriculture and Food Security Investment Plan (TAFSIP) of 2011, approximately 8.7 trillion Tanzanian shillings (or \$5.3 billion USD) are needed over the next five years to grow the sector, supported by the government and development partners. In fiscal year 2011/12, public expenditure on agriculture totalled 919 billion TZS, or 6.8% of the national budget, which was more than double the commitment of the previous year. However, these investments have not yet resulted in the desired scale of improvements in key outcomes: economic growth of the agricultural sector, gains in nutritional status and food security, and rural poverty alleviation have fallen short of national targets, as shown in the figures below.



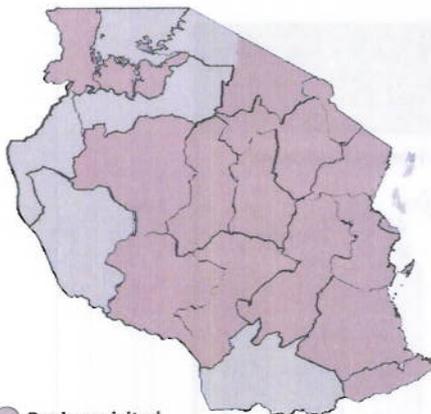
Notes: \*Projection based on an annualized 2000-2007 percentage reduction applied to the 2000-2012 period since the 2000-2007 period is most reflective of the 2007-2012 nutrition trends; \*\*Projection based on an average of annualized 1992-2000 and 2000-2007 data applied to the 2007-2012 period  
Source: <sup>1</sup>World Databank; <sup>2</sup>TAFSIP Summary & Tinios et. al 1993; <sup>3</sup>World Databank

Among others, **lack of coordination and limited capacity for delivery have been identified as key fundamental system challenges** facing the sector. Tanzania has five Ministries directly linked with Agriculture (Agriculture Sector Lead Ministries, or ASLMs) in addition to the involvement of development partners, NGOs, and the private sector. The government has limited capacity in terms of numbers as well as skills/capabilities to ensure multi-sectoral coordination of these actors at national as well as local levels. Nonetheless, the government has been keen on catalysing and transforming the sector, with renewed focus on agriculture from the President and Prime Minister.

## Technical evaluation process

The Gates Foundation was asked by then-Minister of Agriculture, Food Security, and Cooperatives (MAFC) Professor Jumanne Maghembe in April 2012 to offer support to address these systemic challenges, with particular interest in the lessons from establishing Ethiopia's Agricultural Transformation Agency (ATA). Dalberg Global Development Advisors was then engaged to help facilitate this process. Following a high-level Roundtable with approximately 30 stakeholders in May 2012, extensive cross-country stakeholder consultation was undertaken in August to October 2012, with fieldwork observations and interview input gathered from over 300 stakeholders representing 16 of Tanzania's 30 regions.

Teams covered all seven agro-ecological zones including 16 of 30 regions



### Regions visited

Some regions visited (e.g. Singida, Tabora, Lindi) represent the most remote and ecologically challenging areas in Tanzania, making this one of the most comprehensive stakeholder analyses of Tanzania's agriculture sector

Teams interviewed 341 representatives from government, farmers, NGOs, government, research and private sector\*

Government	<ul style="list-style-type: none"> <li>• 117 total interviewees</li> <li>• 44 national govt reps including all 5 agricultural sector lead ministries</li> <li>• 71 local officials and 2 MPs in 16 regions</li> </ul>
Donors	<ul style="list-style-type: none"> <li>• 21 interviewees from groups such as USAID, Irish Aid, UNIDO, JICA, DfID</li> </ul>
NGOs	<ul style="list-style-type: none"> <li>• 44 interviewees from organizations such as Oxfam, SNV, TechnoServe</li> </ul>
Research Institutions	<ul style="list-style-type: none"> <li>• 74 interviewees from institutes such as Selian, Uyole, Sokoine Univ. of Ag.</li> </ul>
Farmers & Cooperatives	<ul style="list-style-type: none"> <li>• 43 representatives spanning regions and commodities</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>• 26 representatives ranging from investment funds to small processors</li> <li>• 16 parastatal and PPP officials, e.g., SAGCOT, Cashew Nut Board, MUVI</li> </ul>

\*15 interviewees are also BMGF grantees in Tanzania

## Executive level findings

### Challenges and constraints

2) As a result of these consultations, several core constraints were identified at the levels of (i) national policy; (ii) regional and local implementation; and (iii) the foundation of farms, markets, and value chains, along with (iv) underlying gaps in capacity and performance at all of these levels.

#### a) National policy:

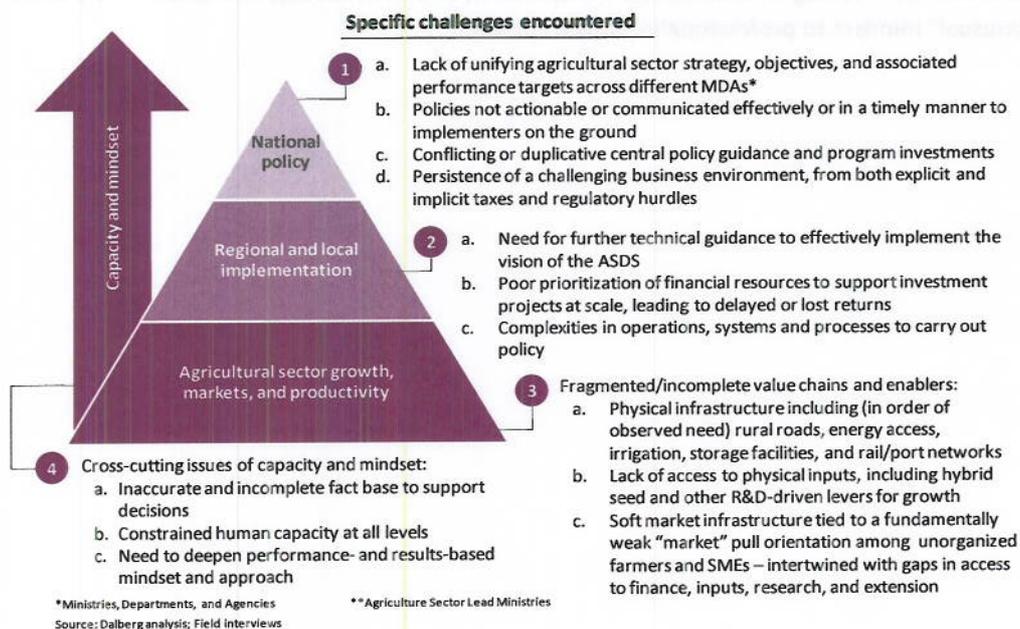
- Policy is set at the national level and should in theory be streamlined across various ASLMs, and other relevant ministries.
- However, this communication is less effective than at the outset of ASDP I, with Ministries sometimes conducting overlapping activities.

**b) Regional and local implementation:**

- Execution is through Decentralization by Devolution system (D-by-D).
- Under the Prime Minister’s Office, Regional Administration and Local Government (RALG) is the implementation arm across all sectors.
- Local political leadership is decentralized through administrative layers of districts, wards, villages and hamlets.
- Consultations suggested this system is usually responsive and accountable to local needs, but highly variable in technical capacity and alignment with national policies.

**c) Agricultural sector growth, markets, and productivity:** Macro and micro-level cross-cutting gaps are apparent throughout the sector foundation of farmers, markets, and value chains.

**d) Capacity and mindset:** All actors in the sector face common resource gaps in information, skills, and accountability mechanisms.



**Recommendations for Response**

Addressing the constraints that have been identified would translate into four primary functionalities aligned with each institutional level as well as cross-cutting issues of performance and accountability:

1. **“Problem Solving & Analytics”** for data-driven policy making and national level advisory to address critical gaps. By harnessing top analytic talent, this functionality could vastly bolster speed and quality of decision-making by providing objective, timely analysis and data for all sector actors.
2. **“Implementation Support”** to translate policies into planning and action across geographies and strategic pillars. By institutionalizing a dedicated function for agricultural sector implementation through RALG’s “Decentralization by Devolution” system and other regional networks, this functionality could align officials across the country with a participatory, technically sound process.
3. **“Making Markets Work”** to identify and address discrete value chain opportunities by facilitating partnerships and investments such as agro-processing / value addition. By accelerating transformational investments to create critical market linkages and generate “pull” demand for farmers, this function could spur entrepreneurship networks and lasting private sector momentum.
4. **“Performance & Mindset Change”** to address the need to build human and institutional capacity throughout each of the previous levels. By instilling accountability, transparency, and meritocracy, this functionality could create a “business unusual” mindset to professionalize future leaders.

