



**United Nations Development Programme  
Tanzania Country Office**

**Project Document:**

**Catalyzing Agricultural Development in Tanzania - Agricultural Delivery Division (ADD)**

<b>Award Title:</b>	00068928: Catalyzing Agricultural Development in Tanzania - Agricultural Delivery Division (ADD)
<b>UNDAP Outcome:</b>	1. Key national institutions develop/enhance evidence based pro-poor economic development policies and strategies.
<b>UNDAP Output:</b>	1.1 Select national policies incorporate strategies for enhancing job-rich dividends and poverty reduction
<b>Key Results Area (UNDP Strategic Plan):</b>	Poverty reduction and achievement of Millennium Development Goals
<b>Project Title:</b>	Project ID/Title: 00083807: Catalyzing Agricultural Development in Tanzania - Agricultural Delivery Division (ADD)
<b>Project Output(s):</b>	<ul style="list-style-type: none"> <li>a) Improved coordination across Agriculture Sector Lead Ministries (ASLMs) with increased efficiencies.</li> <li>b) Improved agricultural sector growth, markets, and productivity</li> <li>c) Enhanced implementation capacities in the ASLMs</li> </ul>
<b>Implementing Partner:</b>	The President's Office, State House, Government of Tanzania
<b>Responsible Parties:</b> Other partners responsible for project activities under agreement with the IP	President's Delivery Bureau - Agricultural Delivery Division, Agricultural Sector Line Ministries (ASLMs): Agriculture, Food Security, and Cooperatives; Livestock and Fisheries Development; Industry and Trade; Water; Prime Minister's Office Regional Administration and Local Government


**Brief Description**



The overall aim of this programme is to transform the agricultural sector to increase productivity and income of poor farmers, enhance commercialization, creating job opportunities for the unemployed and improving livelihoods for millions of smallholder farmers, particularly women and youth. This support is to provide critical technical assistance and seed funding to jump start the establishment of the Tanzanian Agricultural Delivery Division (ADD) in the President's Delivery Bureau (PDB). The proposed ADD has a targeted, time-bound mandate to support effective implementation of policies set by the government of Tanzania, thereby avoiding conflict or duplication with existing public institutions and initiatives in the agricultural sector. The ADD will address constraints in (i) national policy setting as the nerve centre for evidence-based policy formulation and advisory services, (ii) regional and local implementation, and foundational value chains and markets through technical backstopping and performance management, (iii) addressing underlying gaps in capacity and accountability through an outcome based approach and a results-oriented mindset. The initial stages of the project will focus on strengthening maize and rice value chains.

Programme Period:	3 years
Start date:	October, 2013
End Date :	September, 2016
LPAC Meeting Date:	20 August 2013

Total resources required:	USD 9,499,426
Total allocated resources:	USD 9,499,426
Regular (UNDP)	USD 500,000
• Other:	
o BMGF	USD 8,999,426
(Bill and Melinda Gates Foundation)	

Agreed By:

  
**PERMANENT SECRETARY**  
**STATE HOUSE** 7/10/2013  
\_\_\_\_\_  
Permanent Secretary Date  
President's Office, State House  
Government of the United Republic of Tanzania

  
  
\_\_\_\_\_  
Resident Representative Date  
United Nations Development Programme  
Tanzania 7/10/2013



## 1.) Project Background and Rationale

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 the five economic targets in Tanzania's poverty reduction strategy, as well as several social and governance goals. For the past seven years the 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.

The project is a result of a high-level Roundtable with 30+ stakeholders in May 2012, extensive cross-country stakeholder consultation undertaken in August to October 2012, with fieldwork observations and interviews gathered from over 300 stakeholders representing 16 of Tanzania's 30 regions. 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. Also, parallel to stakeholder consultations in the field, various efforts to coordinate and catalyze agriculture have been undertaken by the Tanzanian government and development partners: (a) HE President Jakaya Kikwete pointed out the need for a *transformational mechanism* in a meeting with Co-Chair Melinda Gates during the African Green Revolution Forum in September 2012.

Subsequently, the Prime Minister's Office (PMO) has been leading stakeholder engagement within the Government of Tanzania (GoT), supported by The Ministry of Agriculture, Food Security and Cooperatives as a regular liaison on this issue with the Bill and Melinda Gates Foundation (BMGF). A delegation of GoT senior officials visited the Ethiopian Agricultural Transformational Agency (ATA) to observe its operations and impact in November 2012 and noted impressive results and lessons for Tanzania. A Taskforce, with representatives from across the ASLMs, has been working to define more effective coordination structures for the design of the Agriculture Sector Development Plan II (ASDP II) which succeeds the current ASDP I that expired in June 30, 2013. The above efforts and their analyses were shared at a second Roundtable in February 2013, with over 90 stakeholders participating across national and regional government, development partners, NGOs, private sector, and research institutions. The Roundtable solicited open feedback and insight from participants in formal small and large group discussions. The attendees subsequently affirmed the need for a significant transformational and catalytic mechanism for the agriculture sector in Tanzania, backed by commitment from the top levels of national leadership and development partners. The Roundtable participants also agreed that the mechanism should focus on implementation support and programme management, while harmonizing prior strategies and efforts such as Kilimo Kwanza and ASDP I and II to avoid duplication, and that the mechanism should also, through its activities, promote capacity building and instilling a culture of results-focused delivery throughout the sector. Resourcing to achieve this goal should include the critical transition to sustainable, long-term impact in mainstream policy channels.

The Office of the President through the Planning Commission spearheaded the establishment of the President's Delivery Bureau (PDB), the lead agency to oversee, monitor and evaluate implementation of



national development plans through sound prioritisation, detailed monitoring tools and accountability for performance. Modelled on Malaysia's Performance Management and Delivery Unit (PEMANDU), the PDB has an initial five national key results areas and priorities, namely (i) agriculture, (ii) education, (iii) energy, (iv) transport, and (v) water; with resource mobilisation as a sixth cross cutting issue to support additional financing using the big fast results approach and lab methodology. Progress to date is that the PDB is at its initial stages of operation with an appointed Chief Executive Officer alongside Ministerial Delivery Units that provide updates on implementation to the PDB. National Steering Committees have also been established and are chaired by the respective sector Minister who is accountable to H.E the President.

The Government is keen to ensure that the ADD is manned by the best possible talent with a dynamic mix of backgrounds and exposure. This is very much in-line with South-South learning in establishing the transformation centre models in Ethiopia and Nigeria, in which good practice has shown a sound balance between national and international multidisciplinary teams enhances the chances for success. The project aims to support the establishment and capacity development of an agricultural institution that will strengthen coordination and enhance delivery systems within the agricultural sector in Tanzania. Specifically, the project will facilitate the establishment of the Agricultural Delivery Division (ADD) within the President's Delivery Bureau (PDB). The 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 the Kilimo Kwanza calls for the establishment of a coordination body for the agricultural sector. This is in recognition of the persistent challenges that have been facing the sector. Since the initiation of the 2.5 trillion Tanzania shilling (or 625 million USD) Agriculture Sector Development Programme (ASDP) in 2006/07 as a sector-wide framework, 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 percent 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. In the fiscal year 2011/12, public expenditure on agriculture totalled 919 billion TZS, or 6.8 percent 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; namely economic growth of the agricultural sector, gains in nutritional status and food security, and rural poverty alleviation. The ADD will have a focussed role to support effective analysis and implementation of national plans and programmes and thus set on track transformation of the sector and facilitate delivery of results in partnership with the ecosystem of the national ASDS II.

In order to facilitate administrative streamlining, sustainability and coordination with other sectors, ADD shall be established within the broader framework of the President's Delivery Bureau and its supreme governing body, the Transformation and Delivery Council (TDC). 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 PDB Deputy Chief Executive Officer for Agriculture.

**(Please see Appendix A: "Agricultural Delivery Division- Concept Note for Institutionalization" which outlines the extensive consultations on the initial concept of the establishment of an Agricultural Delivery Agency and the grant proposal approved by the Bill and Melinda Gates Foundation Board.**

**This concept note has been slightly modified with the establishment of the President’s Delivery Bureau but is superseded by this signed project document where there may be differences. )**

**2.) Funding Agreement**

The total estimated budget for the joint initiative is US\$ 9,499,426 of which the contribution from the Foundation is US\$ 8,999,426 (inclusive of the UNDP cost recovery charge of 8%) and US\$ 500, 000 from UNDP core resources.

The partnership established between Bill and Melinda Gates Foundation (BMGF) and UNDP will quickly seek to provide qualified interim staff that will work closely with the ADD core team to fast-track the functioning of the Division. Further organizational arrangements and operational details have been developed pragmatically as the dialogue continues, with the ADD “being built as it is driven.” Ultimately, the ADD should deliver results to renew its mandate, building broad momentum to transform the agricultural sector in Tanzania.

**Please see Appendix B: “Global Development Grant Number OPP 1082506 and Grant Proposal” which outlines the collaborative support for the establishment of an Agricultural Delivery Agency in Tanzania. In line with developments in the President’s Delivery Bureau, the grant will focus on support to the Agricultural Delivery Division within the President’s Delivery Bureau as outlined in this project document)**



### 3.) Multi Year Results and Resources Framework

UNDP Outcome: 1. Key national institutions develop/enhance evidence based pro-poor economic development policies and strategies.				
UNDP Output: 1.1 Select national policies incorporate strategies for enhancing job-rich dividends and poverty reduction				
UNDP Key Action: (1.1.1) TA and share best practices (including Millennium Villages) in the drafting of policies /strategies with pro-poor bias				
Project ID/ Title : 00083807 /Support for the Agriculture Delivery Division				
Intended Outcomes	Indicative Activities	Output Targets (Years)	Responsible Party	Inputs and Budget
<p><b>Outcome 1:</b> Setup ADD institutional infrastructure by capacitating the government to coordinate an efficient and professional set of interventions that will promote greater yields and generate demand pull for smallholder farmers.</p> <p><b>Baseline:</b> PDB has been established but no Agriculture Delivery Division exists.</p> <p><b>Target:</b> Support selected 'anchor' geographies and the capacity of their governments to deliver.</p> <p><b>Indicator:</b> Clarity of roles and responsibilities defined between GoT, ADD, and</p>	<p><b>1.1</b> Smooth working relationship between GoT, PDB/ADD, UNDP and BMGF facilitated by clarity on roles and responsibilities</p>	<p><b>Year 1:</b> ADD Team fully constituted and facilitated</p> <p><b>Year 1:</b> Adequate funding in place to support ADD and its activities</p> <p><b>Year 1:</b> ADD strategic plan and results framework</p> <p><b>Year 1:</b> Exceptional senior leadership team and staff appointed and serving</p>	<p><b>UNDP/PDB-ADD</b></p>	<p>Year 1: Personnel, Capital Equipment, Meetings, travel, Consultants USD 2,635,540</p>
	<p><b>1.2</b> ADD develops, maintains and updates a clear strategic vision on its role, responsibilities and resource mobilization plan</p>			
	<p><b>1.3</b> ADD becomes a talent pipeline for the GoT by building the capacity of Tanzanian staff interested in working in agricultural development</p>			
		<p><b>Year 3:</b> Plan formulated for transition to staffing structure comprised of local hires, including a transition plan in place for all international staff</p>		

<p>UNDP/BMGF and demonstrating through an ability to meet demand with supply.</p>	<p>1.4 ADD develops reputation as a credible change agent within the Tanzanian government, with strong and positive relationships with ASLMs</p>			<p>USD 3,295,359</p>
<p><b>Intended Outcome</b></p> <p><b>Outcome 2:</b> Support activities of the ADD in productivity, market efficiencies and partnerships</p> <p><b>Baseline:</b> Inadequate coordination of agricultural sector</p> <p><b>Target:</b> Establishment and functioning of ADD</p> <p><b>Indicator:</b> Programmatic plans for each directorate of ADD</p>	<p><b>Indicative Activities</b></p> <p>2.1 ADD provides strategic direction for the sector on how to improve productivity, market efficiencies and partnerships in the sector</p> <p>2.2 ADD supports implementation of strategic projects identified in the agriculture lab and programmatic plans through one of its three levels of support (performance tracking and management, active project management and catalytic incubation)</p> <p>2.3 Monitoring and evaluation plan established to document progress of interventions</p>	<p><b>Output Targets (Years)</b></p> <p><b>Year 2:</b> ADD programmatic plans for each directorate (productivity, market efficiencies and productivity)</p> <p><b>Year 2&amp;3:</b> Interventions show improvement in productivity and livelihoods of smallholder farmers</p>	<p><b>UNDP/PDB-ADD</b></p> <p><b>UNDP/PDB-ADD</b></p>	<p><b>Inputs and Budget</b></p> <p><b>Year 3:</b> Personnel, Travel, Consulting, Other Direct Costs <b>USD 3,568,526</b></p>

4.) Project Annual Work Plan (Project ID: 00083807)

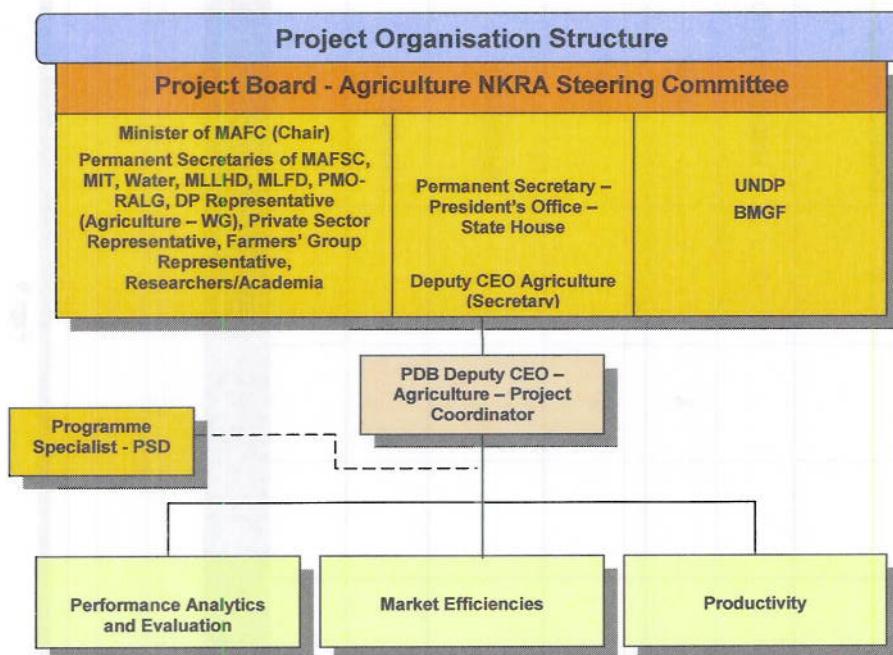
Expected Outputs	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p><b>Outcome 1:</b> Sufficient institutional and management capacity built in Tanzania to coordinate and deliver on the Agriculture sector.</p> <p><b>Baseline:</b> ASLMs exist</p> <p><b>Target:</b> All key positions in ADD filled by mid 2014.</p> <p><b>Indicator:</b> # no of recruitments done per quarter</p>	Recruit Deputy CEO for Agriculture					PO-State House	Personnel		
	Create ToRs for first wave of staff to be recruited (including Directors, Managers = 10 positions)		X			PO/PDB	Personnel		
	Advertise the 9 recruitments			X	X	PDB	Personnel		
	Recruit and finalize hiring			X	X	PDB	Personnel		
	Provide Deputy CEO, Directors and Managers salaries and staff benefits			X	X	UNDP/PDB	Salaries	1,380,316	
	ADD strategic plan in place				X	UNDP/PO/PDB-ADD	Consultancy, Travel	150,000	



Expected Outputs	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Outcome 2:</b> Improved implementation in ASLMs	Consultations carried out among partners regarding transition plan				X	UNDP/PO/PDB-ADD	BMGF		
	Programmatic plans for each directorate in place for ADD's three levels of support (Productivity, Market Efficiencies, Performance Analytics and Evaluation)				X	UNDP/PDB-ADD	BMGF		
<b>Baseline:</b> Implementation challenges in ASLMs	Initiation of programmatic activities as per implementation plan				X	UNDP/PDB-ADD	BMGF/UNDP	500,000	
<b>Target:</b> Functional directorates in ADD by mid 2014	Procure 3 vehicles			X		UNDP	BMGF	120,000	
<b>Indicator:</b> # of recruitments done per quarter	Procurement IT equipment, Computers/ photocopiers/printers/scanners/			X		UNDP	BMGF	50,000	
	Monitoring and Evaluation plan in place for assessing impact of interventions				X	PO/PDB-ADD	BMGF	150,000	
Project Support	Support staff salaries (Project Admin Assistant, 3 Drivers)			X		PDB-ADD	BMGF	90,000	
	UNDP General Management Support (GMS) 8%							195,225	
Total Funding in Year 1:									2,635,540

## 5.) Management Arrangement

The implementation of this project will follow well-established, standard procedures applied to all UNDP-supported projects at the country level, the National implementation Modality. In that regard, the Permanent Secretary (PS) in the President's Office-State House, who is the Implementing Partner (IP) for this project, will be responsible and accountable for resources that will be deployed for implementation of the project. For operational and efficiency purposes, the Office of the President will authorise/request UNDP to disburse funds directly to a project sub-account for PDB-ADD day to day operations. The oversight function for this project will be carried out by a Project Board. In line with using national structures and systems, the Project Board for this project will be the Agriculture National Key Results Area (NKRA) Steering Committee chaired by the Minister for Agriculture, Food Security and Cooperatives.



The Project Board will give strategic direction and make policy decisions pertaining to implementation of the project. For the purpose of this project, the Project Board shall meet twice per year to review the project's progress and approve the annual work plan. The Deputy CEO for Agriculture will present semi-annual and annual progress reports to the Project Board (i.e. the Agriculture NKRA Steering Committee). UNDP, the Bill & Melinda Gates Foundation (BMGF), and the Implementing Partner (PS - President's Office, State House), who are project representatives, will be represented in the Agriculture NKRA Steering Committee meetings where project matters shall be discussed. Any substantive change in the approved Annual Work plan and the budget will require approval of the Project Board. UNDP is responsible for ensuring that substantive coordination and financial handling of budgetary resources are conducted in full accordance with UNDP financial rules and regulations.

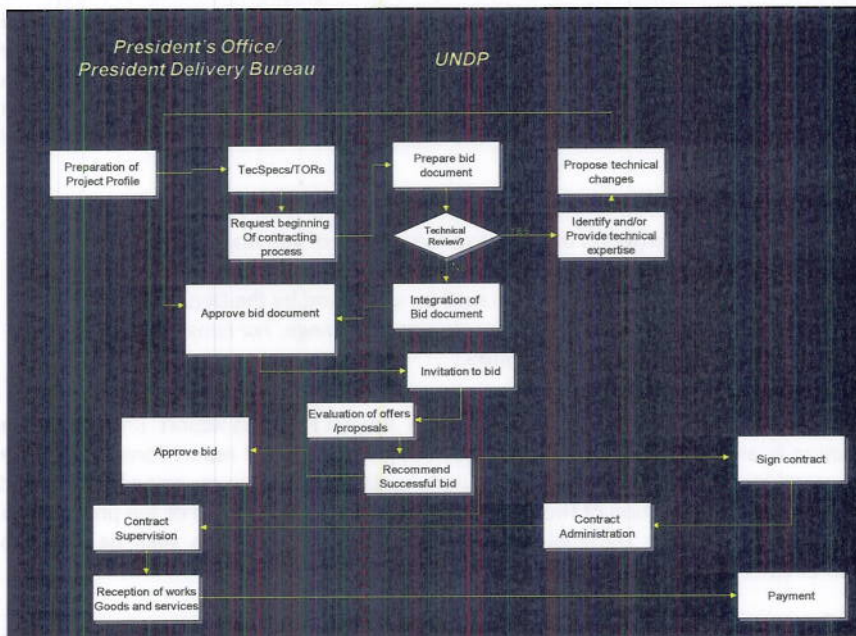
Upon receipt of satisfactory quarterly financial and progress reports, UNDP will disburse funds on a quarterly basis to the Office of the President for which a sub-account for the project will cover the costs and other activities of ADD as per the annual work plan. The sub-account will include signatories within the PDB-ADD senior management.



**Initial Operational Arrangements**

In the spirit of national ownership and through facilitation of the President’s Office – State House, the project will use the standard procedures on the harmonised approach for cash transfers (HACT) to build and enhance the capacity of the nascent Agricultural Delivery Division within the PDB to gradually take on the role and management of resources for the procurement of goods and services. To support the capacity development of the PDB for ADD as it is “being built as it is driven”, at the request of the President’s Office, funds will be advanced to the Agricultural Delivery Division for the purchasing of basic goods and services, and operations of the project. Through this operational arrangement Government rules and regulations will apply.

With the establishment of the PDB, recruitment for the ADD staff as well as the rest of PDB will be undertaken using Government procedures through a recruitment agency. UNDP will sit in the final selection stage for recruitments of the ADD specific staff/personnel. To ensure adherence to the BMGF/UNDP support project timelines as initially agreed with the Government of the Republic of Tanzania, the PDB will turn to UNDP for ADD specific recruitment-support if (i) the appointment/contract for the PDB recruitment agency is not finalized and signed by October 1 2013; (ii) the ADD job advertisements are not initiated by November 1 2013; and (iii) the ADD job placements are not completed by 18 December 2013. UNDP rules and regulations will apply for all UNDP management support requested under the project.



In all circumstances, PDB will participate in the final selection process. It is important to note the PDB principle for competent professionals of international calibre to ensure sustainability and capacity development in implementation of the national key results areas for all sectors, including agriculture. This also has to be balanced with the transformational centre model and South-South learning that shows that a good mix of international and national staff may yield good results through better coordination and capacity development across all levels. However, the over-arching principle will be to have staff (particularly at the PDB-ADD senior management) that operates under the highest standards of excellence and professionalism to work towards the PDB vision and mission for the transformation of the agricultural sector. The Government approved remuneration scale for the PDB-ADD and the recruitment agency contract are on file with UNDP and form part of the project agreements and implementation arrangements.



Though UNDP will provide this initial direct support to the ADD and project, the principle of national implementation and overall leadership and guidance of the project falls under the President's Office- State House. The general implementation and operations of the project shall fall under the PDB-ADD on a day-to-day basis. It is expected that as ADD gains capacity over the course of the project, all operational functions will be fully managed by them as part of ensuring sustainability and the project exit strategy. The attached summary annex 2 provides some additional guidance on the proposed procedures and division of responsibilities to be adhered to during implementation.

## 6.) Monitoring and Evaluation Framework

Monitoring of results is an on-going activity of the project. Effective monitoring will ensure that planned activities are delivered timely and results are being produced as planned, identified decisions are made, continued assessment of the relevance of planned activities, and identification and analysis of emerging risks and challenges are taken into account in achieving results.

To support systematic monitoring, a Monitoring Framework will be developed and agreed with the PDB/ ADD. The project will establish a baseline for each activity line, combining indicators where possible. The baseline study will employ a survey covering each of its actions lines for its client and partners. The framework as defined at the start of the project will be revised after one year based on knowledge gained on how and when to best measure direct and indirect impacts. The framework (which will focus on the support to the agricultural sector) will be harmonized and aligned with the national systems in accordance to the Memorandum of Understanding (MoU) signed by development partners supporting the "Big Results Now" initiative. Although direct impacts are easier to measure, indirect impacts are equally important and will be included in the monitoring framework. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results and these will be recorded in the United Nations Development Assistance Plan (UNDAP) Resource Monitoring System (RMS) tool. An issue log shall be activated in Atlas and updated by the Project Manager (who shall be appointed by the Deputy CEO for Agriculture) to facilitate tracking and resolution of potential problems or requests for change. For consistency, the risk and issues log will be harmonized with the data input into the UNDP RMS.

Based on the above information recorded in Atlas and in the UNDP RMS tool, a Project Progress Report (PPR) shall be submitted by the Project Manager to the Project Board through project assurance, using the standard report format available in the Executive Snapshot. A project lesson-learned log shall be activated and regularly updated to ensure on-going learning and Adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project. The lessons learned report will also form a critical input during a terminal evaluation of the project. Efforts shall be made to Harmonize and align the UNDP reporting requirements with the national system.

The Monitoring Plan Framework shall be activated in Atlas and updated to track key management actions/events. An Annual Review Report shall be prepared by the ADD and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of the UNDP Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. In consultation with other partners funding the PDB, arrangements will be made to have a harmonized joint mid-term evaluation during the project implementation. The mid-term evaluation shall be conducted by an independent consultant to evaluate the performance of the project and appraise the project's impact to date. Based on the mid-term evaluation any necessary modifications will be proposed and incorporated to the project action plan after approval of the project board.



## 7.) Legal Context

This document together with the CCPD and UNDP signed by the Government and UNDP 30<sup>th</sup> day of May 1978 which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all UNDP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## ANNEXES:

### Annex 1: JOB DESCRIPTIONS FOR THE AGRICULTURAL DELIVERY DIVISION (ADD)

#### Annex 1 A: Job description for Deputy CEO for Agriculture

The roles and responsibilities of: Deputy CEO for Agriculture.

**Position Title:** Deputy CEO for Agriculture

**Responsible to:** Chief Executive Officer – President’s Delivery Bureau

**Reporting to this Position:** Directors responsible for Productivity; Market Efficiencies and Performance Analytics and Evaluation and Managers for Planning and Budgeting; Capacity Development and Communications.

**Job Summary:** The Deputy CEO for Agriculture heads the ADD and is responsible for the success of ADD. She/he will be responsible for creating, communicating and implementing the ADD’s vision, mission and overall direction, as well as leading the development and implementation of the ADD’s strategy within the President’s Delivery Bureau. He/she will be responsible for providing leadership in transforming and catalysing agriculture in its core functions of problem solving and analytics; performance tracking and capacity building; coordination and stakeholder engagement and catalytic incubation and facilitating implementation. He/she will also have the responsibility to support, coordinate, facilitate and organize activities related to BRN Agriculture and Livestock Labs and the agricultural and livestock NKRAs.

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

#### 1. Vision, mission, policy and planning

- Works with ADD Leadership Team to determine the ADD vision, mission, values, and short- and long-term goals;
- Provide strategic leadership to ADD by setting the internal agenda and making executive decisions about resource prioritization in order to deliver appropriate on-the-ground results;
- With collaborative input of ADD Directors, prepare and submit strategic plans, work plans and budgets for onward guidance and approval;
- Provide Transformation Delivery Council (TDC) with ADD progress and its performance;
- Helps TDC to monitor and evaluate ADD relevancy to the community, its effectiveness and its results;
- Set performance targets and key performance indicators for the agriculture and livestock sectors, monitor and report on the implementation;
- Provide and keeps TDC fully informed on the progress and performance of ADD
- Identifies problems and opportunities and addresses them; brings those which are appropriate to the attention of TDC and facilitates discussion and deliberation.
- Informs TDC about trends, issues, problems and activities in order to facilitate policy-making and recommends policy positions.
- Stays up to date on developments in human services, not-for-profit management and governance, philanthropy and fund development.
- Monitor implementation of BRN plans for the Agricultural and Livestock NKRA;
- Monitor coordination of Big Results Now (BRN) labs activities, and publication of Agriculture Lab outputs.



- Monitor evaluation of the Agriculture NKRA by the international panel and other approved independent evaluators;

## 2. Management and administration

- Provides general oversight of all ADD activities, manages the day-to-day operations, and assures a smoothly functioning, efficient organization.
- Assures programme quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation.
- Develops and maintains team work within the management and staff;
- Assures a work environment that recruits, retains and supports quality staff and volunteers. Assures process for selecting, developing, motivating, and evaluating staff and volunteers.
- Recommends staffing and financing of ADD in accordance with PDB/ADD plans Specifies accountabilities for management personnel (whether paid or volunteer) and evaluates performance regularly.
- Plans the activities of the project and monitors progress against the approved work-plan;
- Mobilizes personnel, goods and services, training and micro-capital grants to initiative activities, including overseeing all contractors' work;

## 3. Financing

- Manages 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.
- Oversees the fiscal activities related to ADD including budgeting, reporting and audit.
- Assists with resource mobilization in line with the government/development partners Memorandum of Understanding on Big Results Now Helps guide and enable the PDB, and its individual members, to participate actively in the fund development process.
- Participates actively in identifying, cultivating and soliciting development partners and donor support.
- Assures the availability of materials to support solicitation.
- Assures the development and operation of gift management systems and reports for quality decision-making.

## 4. Community and Partnership relations

- Coordinate and organize stakeholder involvement in the agriculture and livestock sectors;
- Ensure that the relationships between ADD, PDB and its stakeholders are open and cooperative;
- Facilitates the integration of ADD into the fabric of the community, and agricultural sector by using effective marketing and communications activities.
- Acts as an advocate, within the public and private sectors, for issues relevant to ADD, its services and constituencies.
- 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.
- Serves as chief spokesperson for ADD, assuring proper representation of ADD to the community and general public
- Initiates, develops, and maintains cooperative relationships with key constituencies (Agricultural Sector Line Ministries (ASLMs) and other stakeholders
- 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.
- Support performance of any other duties as may be requested by the PDB CEO.

**Qualification:** Candidate should possess a minimum of Master's degree from a recognized institution in business administration, or public administration, or agricultural economics, or another relevant field. The Deputy CEO for Agriculture shall have a demonstrated track record of executive leadership and strategic vision for large-scale transformation, with a relentless focus on

delivering results. The Deputy CEO for Agriculture shall also have deep knowledge of the Tanzanian institutions and context, showing adeptness at external communication and engagement, with key strengths in public relations and critical networks. Must be proficient with computers and Microsoft Office Suite.

**Experience:** The candidate must have not less than 15 years working experience, with at least 5 years in managerial and leadership position including managing large/ professional teams.

**Duty Station:** Dar es Salaam



## Annex 1 B: Job Descriptions for positions under the Deputy CEO for Agriculture

### JD No: 1

**Job Title:** Director, Productivity

**Responsible to:** Deputy Chief Executive Officer, Agricultural Delivery Division

**Purpose of the Job:** To provide technical expertise and insight on the practical production and scientific aspects of agricultural sector performance, with the goal of supporting key stakeholders to improve crop and livestock productivity through a value chain approach. She/he shall be responsible for monitoring, development, effective deployment and adoption of various supply “push” interventions to increase the efficiency and output of production systems.

#### Main Duties:

- Provide day-to-day management of the Productivity Directorate, including supervising and managing performance of personnel;
- Coordinate *problem solving and analysis* regarding productivity of prioritized crops and livestock value chains;
  - Coordinate undertaking of data-driven studies concerning crop and livestock productivity with goal of identifying bottlenecks and recommending evidence-based solutions;
  - Organize Delivery Labs relevant to crop and livestock productivity elements of the Agriculture National Key Results Area (NKRA);
  - Support stakeholders in the relevant government ministries to develop actionable sub-sector strategies and implementation plans based on data-driven studies and delivery labs. Sample areas of intervention include input supply, technology and research, production monitoring, land use, soil management and extension.
- *Facilitate and support implementation* of prioritized interventions and special programmes
  - Mobilize key public, private and NGO stakeholders to support the sub-sector strategies and implementation plans;
  - Provide analytical support and recommendations to overcome key challenges and ensure timely delivery;
  - In rare situations, to lead efforts to incubate key catalytic initiatives.
- Engage in *coordination of key stakeholders* involved in crop and livestock productivity
- Assist in *performance tracking and capacity building* of key government stakeholders related to crop and livestock productivity, including identification and monitoring of key performance indicators;
- Prepare and review the annual budget of the ADD’s Productivity functions and ensure its implementation in conformity with the planned activities;
- Ensure high integrity and effective financial management of all matters related to the ADD’s Productivity functions;
- Perform any other duties assigned by the Deputy CEO, Agricultural Delivery Division.

**Qualifications:** The prospective candidate for the post should possess a minimum of a master's degree from a recognized institution in a technical agricultural discipline (e.g., Plant Pathology, Food Science). Proficiency in computers and Microsoft Office Suite is required.

**Experience:** This post requires a candidate with not less than 10 years of professional and practical experience including five (5) years in a senior managerial and leadership positions. This experience should include provision of high-quality professional and technical advice, project oversight, and communications pertaining to value chain interventions, e.g. leading a project to develop and introduce a hybrid seed variety. The candidate should have deep knowledge of the Tanzanian agricultural environment and context, Candidates with exposure to high-performance international environments will have an added advantage.

**Duty Station:** Dar es Salaam

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**JD No: 2**

**Job Title:** Manager, Production Monitoring

**Responsible to:** Director of Productivity, Agricultural Delivery Division

**Purpose of the Job:** To assist the Director of Productivity in the delivery of initiatives under their jurisdiction by coordinating initiatives related to production monitoring of prioritized crop and livestock value chains (e.g., the continuous and accurate reporting of total commodity output through the National Agricultural Census). She/he shall be supportive and responsible for monitoring, deployment and adoption of various supply "push" interventions to increase the efficiency and output of production systems.

**Main Duties:**

- To coordinate *problem solving and analysis* regarding production monitoring of prioritized crops and livestock value chains
  - To coordinate undertaking of data-driven studies concerning production marketing with goal of identifying bottlenecks and recommending evidence-based solutions
  - To organize and conduct Delivery Labs relevant to production monitoring elements of the Agriculture National Key Results Area
  - To support stakeholders in the relevant government ministries to develop actionable sub-sector strategies and implementation plans related to production monitoring
- To *facilitate implementation* of prioritized interventions
  - To liaise regularly with key players responsible for the delivery of priority initiatives
  - To provide analytical support and recommendations to overcome key challenges and ensure timely delivery
  - To document progress on initiatives through a dashboard reporting mechanism
  - In rare situations, to engage in efforts to incubate key catalytic initiatives
- To engage in *coordination of key stakeholders* involved in production monitoring
- To assist in *performance tracking and capacity building* of key government stakeholders related to production monitoring, including identification and monitoring of key performance indicators



- To perform any other duties assigned by the Director of Productivity

**Qualifications:** The prospective candidate for the post should possess a minimum of a master's degree from a recognized higher learning institution in Plant Pathology or Food Science or any related agricultural discipline. Must be highly proficient with computers and Microsoft Office Suite.

**Experience:** This post requires a candidate with not less than 5 years of professional experience including three (3) years in a managerial position. Candidates with exposure to high-performance international environments will have an added advantage.

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**JD. No 3**

**Job Title:** Director, Market Efficiencies

**Responsible to:** Deputy Chief Executive Officer, Agricultural Delivery Division

**Purpose of the Job:** To provide technical expertise and insight necessary to address the monitoring, development, and effective deployment of various demand "pull" interventions to **develop value chains** to improve livelihoods and food security, including marketing, warehousing, transport, strategic grain reserves and access to finance.

**Main Duties:**

- Provide day-to-day management of the Market Efficiencies Directorate, including supervising and managing performance of personnel.
- Coordinate *problem solving and analysis* regarding market efficiencies of prioritized crops and livestock value chains specifically in strengthening the **"pull" market orientation**, the director shall:
  - Coordinate national studies to better establish the status of value chains of the lead commodities and recommend strategies to ensure the value chains are efficient. Starting with maize and rice and gradually scaling up to other commodities;
  - Work with the Productivity Directorate to coordinate studies to establish the status of the input supply systems and impact on the efficiencies along the value chain, and make recommendations.
  - Coordinate a technical review of agricultural sector finance availability and adoption, with a focus on differentiating farmer and SME customer segments and a comprehensive product portfolio to address needs within priority value chains and beyond;
  - Organize and conduct Agricultural Delivery Labs relevant to crop and livestock marketing elements of the Agriculture National Key Result Area, such as the collective warehouse based marketing for maize and rice;
  - Support stakeholders in the relevant Agricultural Sector Line Ministries (ASLMs) to develop actionable sub-sector strategies and implementation plans based on data-driven studies and delivery labs;
  - Facilitating and coordinating a robust evidence base for decisions on maize and rice export bans in the context of national food security concerns balanced with farmer incomes and incentives;
  - Coordinate a study to evaluate the impact of national value-added taxes, local cesses, and export levies for net growth patterns as compared to sector potential and developing recommendations for reviewing/revising the taxation to ensure they support industry growth;
  - Anchor marketing programme analysis and implementation, with particular focus on developing superior quality, data driven analytical work, in collaboration with other relevant actors, including MAFC.
- *Facilitate implementation* of prioritized interventions

- Mobilize key public, private and NGO stakeholders to support the sub-sector strategies and implementation plans;
  - In rare situations, to engage in catalytic incubation to jumpstart key initiatives such as maize warehousing.
  - Expanding successful pilots into other commodities, with the objective of increasing private and public actors in furnishing quality guarantee, stock aggregation, and brokering services (e.g., livestock and oilseed as pursued under the Accelerated Agribusiness and Agro-industries Development Initiative, opportunities for cocoa grading and value-addition).
- Engage in *coordination of key stakeholders* involved in crop and livestock marketing. For example:
    - Supporting on-going efforts in Danish International Development Agency's creation of the Making Markets Work for the Poor / Value Chain Hub (M4P / VC Hub);
    - Developing strategies to support increasing private and public investment in appropriate value-added agro-processing (e.g., juice pulping, basic canning) and drive dissemination of techniques to broader market, in concert with on-going initiatives (e.g. MIVARF, MUVI, SAGCOT, TIC);
  - Support *performance tracking and capacity building* of key government stakeholders related to crop and livestock marketing, including identification and monitoring of key performance indicators relevant to crop and livestock marketing;
  - Prepare & review the annual budget of the marketing functions & ensure its implementation in conformity with the planned activities;
  - Ensure high integrity and effective financial management of all matters related to the marketing functions;

**Qualifications:** The candidate for the post should possess a minimum of a Master's degree from a recognized institution in Agricultural Marketing, or Business Administration or any related business/agribusiness discipline. Must be highly proficient with computers and Microsoft Office Suite.

**Experience:** This post requires a candidate with not less than 10 years of professional experience including five (5) years in a managerial and leadership position. This experience should include provision of high-quality professional and technical advice, project oversight, and communications pertaining to value chain interventions, e.g. leading a project to develop a market for a new commodity or expanding national and international market for an existing commodity. Candidates with exposure to high-performance international environments will have an added advantage.

**Duty Station:** Dar es Salaam

**JD No:** 4

**Job Title:** Manager, Marketing Efficiencies

**Responsible to:** Director of Market Efficiencies, Agricultural Delivery Division

**Purpose of the Job:** To support the Director of Market Efficiencies in delivering projects under their jurisdiction with the objective enabling the effective deployment of various demand "pull" interventions to **develop value chains** to improve livelihoods and food security



**Main Duties:**

- Provide day-to-day management of specific projects under the Market Efficiencies Directorate as requested by the Director, including supervising and managing performance of personnel.
- Monitor and provide implementation support to initiatives prioritized in the respective national key results areas.
- Support the Director of Market Efficiencies in delivering analytical support and recommendations to overcome key delivery challenges in projects, specifically;
  - Managing national studies to better establish the status of value chains of the lead commodities and recommend strategies to ensure the value chains are efficient. Starting with maize and rice and gradually scaling up to other commodities;
  - Manage undertaking of studies to establish the status of the input supply systems and impact on the efficiencies along the value chain, and make recommendations;
  - Conducting a technical review of agricultural sector finance availability and adoption, with a focus on differentiating farmer and SME customer segments and a comprehensive product portfolio to address needs within priority value chains and beyond;
  - Manage relationship with the relevant government ministries and support them to develop actionable sub-sector strategies and implementation plans based on data-driven studies and agricultural delivery labs;
  - Facilitating and coordinating a robust evidence base for marketing decisions
  - Managing a study to evaluate the impact of national value-added taxes, local cesses, and export levies for net growth patterns as compared to sector potential and developing recommendations for reviewing/revising the taxation to ensure they support industry growth;
  - Manage anchoring of marketing programme analysis and implementation, with particular focus on developing superior quality, data driven analytical work, in collaboration with other relevant actors, including MAFC.
- Facilitate and participate in labs in the respective area;
  - To manage activities for the Agricultural Delivery Labs relevant to crop and livestock marketing elements of the Agriculture National Key Result Area
  - To manage relationships among key public, private and NGO stakeholders to support the sub-sector strategies and implementation plans
  - To provide analytical support and recommendations to overcome key delivery challenges
  - In rare situations, manage catalytic incubation to jumpstart key initiatives.
- Undertake annual evaluation of key performance indicators in projects/programmes;
- Prepare and submit to the Director of Market Efficiencies performance reports in respective area;
- Perform any other duties assigned by the Director of Market Efficiencies.

**Qualifications:** The prospective candidate for the post should possess a minimum of a Masters degree from a recognized institution in Agricultural Marketing, Business Administration or any related business/agribusiness discipline. Must be highly proficient with computers and Microsoft Office Suite.

**Experience:** This post requires a candidate with not less than five (5) years of professional experience including three (3) years in a managerial position. This experience should include provision of high-quality professional and technical advice, project

oversight, and communications pertaining to value chain interventions, candidates with exposure to high-performance international environments will have an added advantage.

**Duty Station:** Dar es Salaam

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**JD No:** 5

**Job Title:** Director, Performance Analytics & Evaluation

**Responsible to:** Deputy Chief Executive Officer, Agricultural Delivery Division

**Purpose of the Job:** The Director shall be responsible for programme performance analysis, tracking and evaluation of ADD and programmes undertaken by the GOT and other counterparts. The Director shall ensure there is establishment of a consistent agricultural data and fact base to support sectoral, national and LGA implementers. Hershel will enhance working relationships, strengthen the agricultural fact base and assist in the creation of data-driven feedback loops for key agricultural sector stakeholders including research and training institutions.

**Main Duties:** To provide day-to-day management of the Performance Analytics & Evaluation Directorate, including supervising and managing performance of personnel

- Lead *performance tracking* of key stakeholders related to agricultural development
  - With the input of the other Directorates, prepare dashboard updates on progress of key performance indicators (beginning with those prioritized during the first set of Delivery Labs), to be presented at Transformation & Delivery Council meetings;
- Coordinate *problem solving and analysis* regarding coordination and accountability mechanisms in Tanzania
  - Coordinate undertaking of studies on existing coordination and accountability mechanisms with the goal of identifying bottlenecks and recommending evidence-based solutions. Examples include an analysis of the agricultural value chain through which recommendations could be made on how to improve collection, dissemination and utilization of data in agricultural decision-making;
  - Organize Delivery Labs relevant to performance analytics and evaluation elements of the Agriculture National Key Result Area;
  - Support stakeholders in the relevant government ministries to develop actionable sub-sector strategies and implementation plans;
  - Support and participate in monitoring and evaluation of the Agriculture NKRAs; Facilitate publication of Agriculture Lab outputs;
  - In collaboration with the Partnership officer in the MDU support coordination and organization of the stakeholders involvement in the agricultural sector;
- *Facilitate implementation* of prioritized interventions.
  - Mobilize key public, private and NGO stakeholders to support the sub-sector strategies and implementation plans, such as the Ministry of Agriculture, Food Security and Cooperative's plan to establish a dynamic national agricultural database;
  - Provide analytical support and recommendations to overcome key challenges and ensure timely delivery;
  - In rare situations, to lead efforts to incubate key catalytic initiatives;



- Oversee the Agricultural Delivery Division's *capacity building efforts* by:
  - Assisting the Deputy CEO to create operating guidelines on how the Division's staff should interact with public sector counterparts;
  - Work with public sector counterparts to prioritize key capacity gaps and develop solutions (e.g., trainings, staff secondments, changes in institutional procedures);
  - Work closely with the Capacity Building Officer to facilitate and support capacity building through active engagement and up-skilling of public, private, and civil sector counterparts.

Perform any other duties assigned by the Deputy CEO, Agricultural Delivery Division.

**Qualifications:** The candidate should possess a minimum of a master's degree from a recognized institution in Economics, Public Administration, Business Administration or another related discipline. Postgraduate training in performance management and analytics; or monitoring and evaluation will be an added advantage. Must be highly proficient with computers and Microsoft Office Suite.

**Experience:** This post requires a candidate with not less than 10 years of professional experience including five (5) years in a managerial and leadership position. This experience should include a history of performance analysis, monitoring and evaluation, coordination, communications, performance tracking, and capacity building with complex multi-stakeholder arrangements in the agricultural sector. Candidate should have a track record of acting as a change agent. Candidates with good knowledge and active networks in the Tanzanian agricultural sector will be preferred.

**Duty Station:** Dar es Salaam

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**JD No:** 6

**Job Title:** Manager, Sector Analysis and Problem Solving

**Responsible to:** Director, Performance Analytics & Evaluation

**Purpose of the Job:** Support and facilitate sector analysis, problem solving, monitoring, learning & evaluation; and knowledge management. Support the Director of Performance Analytics & Evaluation in delivering projects under their jurisdiction with the objective of enhancing working relationships, strengthening the agricultural fact base and assisting in the creation of data-driven feedback loops for key agricultural sector stakeholders.

**Main Duties:**

- Provide day-to-day management of specific projects under the Performance Analytics & Evaluation Directorate as requested by the Director, including supervising and managing performance of personnel
- Manage the performance in the projects implementation in the respective national key results area;
- Support the Director of Performance Analytics & Evaluation in delivering analytical support and recommendations to overcome key delivery challenges in prioritized initiatives;
- Support and liaise with local and international research and training institutions in collecting statistics, information and in conducting sector specific studies.
- Provide analytical support to MDUs
- Maintain and update the agricultural sector data base
- Facilitate and participate in labs in the respective area;

- To manage activities for the Delivery Labs relevant to performance analytics elements of the Agriculture National Key Result Area
  - To manage relationships among key public, private and NGO stakeholders to support the sub-sector strategies and implementation plans
  - To provide analytical support and recommendations to overcome key delivery challenges
  - In rare situations, manage catalytic incubation to jumpstart key initiatives.
- Undertake annual evaluation of key performance indicators in projects/programmes;
  - Prepare and submit to the Director of Performance Analytics & Evaluation performance reports in respective area;
  - Perform any other duties assigned by the Director of Performance Analytics & Evaluation.

**Qualifications:** The prospective candidate for the post should possess a minimum of a Master's degree from a recognized institution in Economics, Public Administration, Business Administration or another related discipline. Postgraduate training in performance management and analytics; or monitoring and evaluation will be an added advantage. Must be highly proficient with computers and Microsoft Office Suite.

**Experience:** This post requires a candidate with not less than 5 years of professional experience including three (3) years in a managerial position. Candidates with exposure to high-performance international environments will have an added advantage.

**Duty Station:** Dar es Salaam

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**JD No: 7**

**Job Title:** Planning and Budget Manager

**Responsible to:** Deputy CEO for Agriculture

**Purpose of the Job:** To assist the Deputy CEO for Agriculture in effective planning, budgeting, and financial management of ADD strategies, activities, and finances. She/he will be responsible for managing dedicated funds for implementation of ADD activities and Agriculture NKRAs.

**Main Duties:**

- Developing strategies, plans and budgets for ADD
- Coordinating the development and implementation of ADD strategic plan and departmental strategic action plans;
- In collaboration with PDB Corporate Office, participate in developing and instituting monitoring and evaluation system for ADD;
- Helps the Deputy CEO for Agriculture to design, implement and monitor viable funding plans;
- Participate actively in identifying and preparing of ADD fundraising briefs and proposals
- Ensure that funds from government and development partners are made available to PDB/ADD on time;
- In collaboration with PDB Corporate Office, prepare financial statements for ADD



- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Ensure the project is making progress towards intended outputs;
- Perform regular monitoring activities, such as periodic monitoring visits and “spot checks”;
- Ensure that resources entrusted to UNDP are utilized appropriately;
- Ensure that critical project information is monitored and updated in the project monitoring and evaluation system;
- Ensure that financial reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the project board;
- Ensure that risks are properly managed, and that the risk log in Atlas is regularly updated;
- Support Deputy CEO for Agriculture in the monitoring and evaluation of the Agriculture NKRA programme by the international panel and other approved independent evaluators;
- Perform any other duties related as directed by the Deputy CEO for Agriculture.

**Qualifications:** Holder of a Masters degree in Business Management, or Planning, or Economics (Planning). Holder of CPA, ACCA, or ACA will be an added advantage. Must be highly proficient with computers and Microsoft Office Suite.

**Experience:** At least 5 years of working experience in the field of financial management, or planning and budgeting or project management. Experience working in projects /programmes will be an added advantage.

**Duty Station:** Dar es Salaam

**JD No:** 8

**Job Title:** Capacity Building Manager

**Responsible to:** Deputy Chief Executive Officer for Agriculture

**Purpose of the Job:** To assist the Deputy CEO for Agriculture in identifying, developing, facilitating and supporting capacity gaps in MDUs. Support and facilitate in developing and strengthening institutions and staff capacities within ADD and MDUs.

**Main Duties and Responsibilities:**

- In collaboration with ASLMs identify human resource and institutional capacity gaps within MDUs for the delivery of the BRN and sector targets;
- Support and facilitate training needs assessment and development of comprehensive capacity building programmes for MDUs for the delivery of BRN and sector targets ;

- Liaise, facilitate and support ASLMs in developing relevant capacity building policies programmes and plans;
- Support and facilitate in designing demand driven tailor made courses and short training programmes according to training needs of MDUs and ADD;
- Sensitizing ADD and MDUs staffs on change management and reforms for achieving BRN and sector results;
- Prepare plans and budget for capacity development in ADD,
- Coordinating ADD staff performance appraisal reports;
- Performing any other duties as may be assigned by the Deputy CEO for Agriculture.

**Qualifications:** Masters Degree in Business Management / Public Administration (Human Resources Management Option). Must be computer literate.

**Experience:** At least 5 years of working experience in the field of human resources development, staff and institutional capacity building. Specific experience developing and delivering capacity building and training programmes will be an added advantage.

**Duty Station:** Dar es Salaam

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**JD No: 9**

**Job Title:** Communications Manager

**Responsible to:** Deputy CEO for Agriculture

**Purpose of the Job:** Manage, organize and coordinate all communication issues within ADD and liaise with the external and internal stakeholders on strategic and organizational implementation of the Arg. Lab BRN and ADD.

**Duties and Responsibilities:**

- Formulation of ADD communication policies, strategy and programmes;
- Manage the day to day internal and external communications and marketing/publicity activities of ADD including conferences, meetings and briefings for all ADD directors;
- Coordinating and maintain impactful and fit-for purpose press releases, features, articles, bulletins, radio and TV programmes, displays and exhibitions aimed at establishing, maintaining and projecting ADD corporate image, identity and integrity;
- Participating effectively in editing, printing and distributing reports, publications, promotional materials and other official documents;
- Ensure communication outputs are of a high standard, respond to the needs of the target audience, and are delivered within agreed budget and timelines;



- Coordinating protocol arrangements;
- Build, develop and maintain good relationship with media, key government and private sector decision makers , the parliament, and the general public;
- Coordinating preparation of speeches for the Deputy CEO Agriculture and organizing press conferences, agricultural campaigns, excursions, etc;
- Identifying issues of public concern that affect the organization and advising ADD senior Management on how to address them;
- Advising ADD senior management on various corporate communication issues;
- Performing any other related duties as may be assigned by the Deputy CEO for Agriculture.

**Qualifications:** Masters Degree in Mass Communication or Public Relations or and must be computer literate. Must have strong interpersonal and networking skills to develop good working relationships at various levels and to resolve corporate related complaints from the external stakeholders. Must be Computer Literate

**Work Experience:** At least five (5) years of satisfactory communication and related work experience, three (3) of which should be in a senior position in corporate communication. Experience in developing and implementing media, dialogue, advocacy and marketing /publicity campaigns should be an added advantage.

**Duty Station:** Dar es Salaam

**Note:** At their discretion, the Deputy CEO for Agriculture and Directors, PDB/ADD shall hire additional fulltime or part-time Managers and Analysts junior to the Directors, as needed and feasible within the projected ADD Budgets. Expansion of the staff complement will depend on the expanded scope of ADD and increased demand to support MDUs.

## Annex 2: Summary table and guidelines on procurement procedures and division of responsibilities

### Introduction to summary tables

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This section provides an overview of procurement activities. This is a draft **proposal** to define possible divisions of responsibilities under the leadership of the President's Office and based on the approved grant proposal presented to the Bill and Melinda Gates Foundation Board and consultations with key Government stakeholders. The procurement procedures describe what could be the duties and responsibilities of all partners involved in the procurement process based on different threshold amounts per transaction.

This summary aims at clarifying the roles and responsibilities of each partner, with an indication of the length of time involved in each procedure. Those roles and responsibilities can then be refined to adapt them closely to the procedures that will be subsequently laid down once the ADD is fully functional and able to take on more comprehensive procurement and operational functions.

### Method

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The various tables in this annex provide a summary of the different procedural steps and responsibilities that fall to respective partners involved in the implementation of the "Agricultural Delivery Division - Catalysing Agricultural Development in Tanzania" project procurement procedures:

- President's Office
- Agricultural Delivery Division (ADD)
- BMGF
- UNDP

The tables list and define the various procedural steps, based on the value of the contract. They also give a basic idea of the various steps in the 'contract monitoring' process and suggest a division of responsibilities.

These tables underline the various responsibilities that are adopted during the process; these responsibilities, as abbreviated in the tables, are as follows:

- R** = Designates the organization with final responsibility for the task.
- A** = Designates the organization(s) responsible for supporting the organization responsible for the task
- I** = indicates that the organization has a duty to seek and collect information
- S** = Designates the organization with responsibility for supervising the task.
- CDP** = Designates an organization that is responsible for checking that procedures are properly applied.

**(Atlas)** = indicates, for various parties, the possibility of using the ERP (Enterprise Resource Planning) programme ATLAS to accomplish the task. The system enables attribution of multiple and clearly defined functions such as 'buyer' and 'finance'. These functions are attributed using access criteria that are allocated to the user when the project starts and in the context of the procedures that have been adopted. It accelerates procedures and 'online' checking.

The tables present various scenarios for different threshold amounts:



1. Purchasing of goods and services to the value of \$100,000 or more  
Procedure: International call for tender
2. Purchasing of goods and services to the value of between \$30,000 and \$99,999  
Procedure: National call for tender
3. Purchasing of goods and services to the value of between \$2,500 and \$29,999  
Procedure: Call for tender
4. Purchasing goods and services - \$250 to \$2,499  
Procedure: Direct purchase

Depending on the circumstances, UNDP can potentially offer technical help to the project in preparing terms of reference for complex calls for tender.

**Purchasing goods and services – more than \$99,999.00**

**Procedure: International Call for Tenders**

**Key**

R = Responsibility assumed

A = Supports the process

I = Duty to provide information

S = Supervision

CDP = Procedure Checking

(Atlas) = Responsibility of UNDP Country Office or by external access online at any time in ATLAS (ERP)

Procedural stage	Division of responsibilities				Length (days)
	UNDP	Partners			
	Country Office	President's Office	ADD	BMGF	
1		A	R		5
2		R	I		
3		R			2
4	R+atlas		I		1
5		R	S		1
6		CDP	R		2
7		R	I		28
8		A	R		21
9		CDP	R		1
10		CDP	R		1
11		CDP	R		2
12		CDP	R		2
13	R	A	A		2
14				R	7
15	R – for ADD	CDP	R	I	1

16	Notifying successful supplier		R	I	I	2
17	Preparing and signing contract		CDP	R		5
18	Notifying unsuccessful suppliers		R			1
<b>Tracking and receiving goods and services</b>						
1.	Monitoring various performance bonds		R			V
2.	Tracking delivery plans/calendars		R			V
3.	Acceptance reports for goods and services	A	R			V
4.	Request for payment			R + atlas		V
5.	Payment to supplier	R + atlas		I	I	V

For a call for tenders valued at more than \$99,999 with published invitation, a minimum period of 30 days will be allowed for publication of the invitation and 21 days for preparation of tenders by applicants. Depending on the complexity of the tender, these periods may be extended to 6 and 12 weeks respectively. All steps in the procedure are included, as far as possible, in these estimated periods. This leads to an average period of 8 to 16 weeks for granting of tenders valued at over \$99,999.

**Purchasing goods and services – \$30,000.00 – \$99,999.00**

**Procedure: National call for tenders (minimum)**

Procedural stage	Division of responsibilities				Length (days)	
	UNDP	Partners				
	Country Office	President's Office	ADD	BMGF		
1	Preparing technical specifications		A	R		5
2	Market studies and analyses and estimated Budget		R	I		
3	Validation of budget line and availability of funds	R+atlas		I		1
4	ASC which taxation regime applies to goods and services	R		I		1
5	Preparing call for tenders document		R	I		1
6	Preparing publication plan		R	S		1
7	Preparing selection criteria		CDP	R		1
8	Publishing call for tenders document in the national (and international if required) press and other publications	I	R	I		15
9	Handling correspondence, questions/answers		A	R		15
10	Appointment and structure of evaluation committee		CDP	R		1
11	Receiving and opening submissions		CDP	R		1
12	Receiving and assessing tenders on the basis of technical specifications and selecting the lowest bidder.		CDP	R		1
13	Preparing evaluation and recommendation report		CDP	R		2
14	Scrutiny of evaluation report and recommending revisions, copy annexes to calls for tender and technical specs, model contract	R	A	A		2
15	Contract award	R - for ADD	S	R	I	1
16	Notifying successful supplier		R	I	I	2
17	Preparing and signing contract		CDP	R		5
18	Notifying unsuccessful suppliers		R			1
<b>Tracking and receiving goods and services</b>						



1.	Monitoring of various performance bonds		R			22
2.	Tracking delivery plans/calendars		R			-
3.	Acceptance reports for goods and services		R			3
4.	Requests for payment			R + atlas		5
5.	Payment of supplier	R + atlas		I		55

For a call for tenders with publication of opinion, a minimum period of two weeks will be allowed for the opinion publication and three weeks for preparation of tenders by suppliers. Depending on the complexity of the call for tenders, this period can be extended up to 6 to 8 weeks. All steps of the procedure are included, as far as possible, in these estimated times. This gives an average period of 6 to 12 weeks for granting of tenders for procurements valued at between \$30,000 and \$99,999.

**Purchasing goods and services – \$2,500.00 – \$29,999.00**

**Procedure: Restricted Call for Tenders/National Call for Tenders**

**Key**

R = Responsibility assumed

A = Supports the process

I = Duty to provide information

S = Supervision

CDP = Procedure Checking

(Atlas) = Responsibility of Country Office or by external access online at any time in ATLAS (ERP)

Procedural stage	Division of responsibilities				Length (days)
	UNDP	Partners			
	Country Office	President's Office	ADD	BMGF	
1		A	R		5
2		R	I		
3	R + atlas				1
4	R		I		1
5		R			1
6		CDP	R		2
7	I	R	I		2
8		R	I		1
9		A	R		7
10		CDP	R		1
11		CDP	R		1
12		CDP	R		1
13	I	A	R		1
14		R			1
<b>Tracking and receiving goods and services</b>					
1		R			V
2		R			V
3		A	R + atlas		V
4	R	A			V
5	R + atlas				V

Estimated length of direct procurement process for goods and services valued at between \$2500 and \$29, 999 using restricted call for tenders or local advertisement, up to the granting of contract: 25 working days.

**Purchasing goods and services – \$250.00 – \$2,499.00**

**Procedure: Direct Contract**

Procedural stage	Division of responsibilities				Length (days)	
	UNDP	Partners				
	Country Office	President's Office	ADD	BMGF		
1	Preparing technical specifications		A	R		1
2	Studies and market analyses		R	I		
3	Inviting 1-3 suppliers to submit tenders		R			1
4	Receiving and evaluating offers that meet the specifications, selecting the most financially advantageous offer		CDP	R		7
5	Granting tender		CDP	R		1
6	Preparing and signing contract/purchase order		CDP	R		2
<b>Tracking and receiving goods and services</b>						
1	Order/contract tracking		R			V
2	Receiving goods and services		R			5
3	Writing acceptance reports		R			2
4	Payment Instructions	(atlas)	R			5
5	Quarterly payment in advance for direct contracts	R				
6	Quarterly financial checks on use of advances	R				

Estimated length of direct procurement process for goods and services valued at between \$250 and \$2,499, up to granting of contract: 12 working days.