



Ministry of Livestock and Fisheries

**A Feasibility Study for the Establishment
of a Livestock Infrastructure Development
Agency (LIDA)**



Ministry of Livestock and Fisheries

**A Feasibility Study for the Establishment of a
Livestock Infrastructure Development Agency
(LIDA)**

▶ TABLE OF CONTENTS

LIST OF TABLES	3
ABBREVIATIONS	4
1.0 EXECUTIVE SUMMARY	6
1.1 Study Objectives	6
1.2 Background to the Livestock Sector	6
1.3 Sector Challenges	6
1.4 Livestock Infrastructure Management	6
1.5 Establishment of Livestock Infrastructure Agency and its Source of Funds	6
1.6 Legal Framework for Establishing an Executive Agency and Fund	7
1.7 Relationship between LIDA with Other Ministry Institutions Involved in the Livestock Infrastructure and Marketing.....	7
1.8 The Organizational Structure of LIDA	7
1.9 Expected Impacts of LIDA	8
1.10 The Road Map and Work Plan towards Establishing LIDA	8
2.0 INTRODUCTION	9
2.1 The Ministry of Livestock and Fisheries	9
2.3 The Study Objectives	9
2.4 Problem Statement and Rationale for Establishing a Dedicated Livestock Infrastructure Agency	9
2.5 Methodology Applied to the Study	10
3.0 LIVESTOCK SECTOR DEVELOPMENT	11
3.1 Historical Background on Livestock Development	11
3.2 The Livestock Sector in Tanzania	12
3.3 Sector Business Environment	17
3.4 Livestock Sector Analysis	17
3.4.1 Milk production and processing	18
3.4.2 Poultry farming	18
3.4.3 Beef production	19
3.4.4 Pig farming	20
3.4.5 Hides and skins	20

3.5	Grazing land	21
3.6	Infrastructure in the Livestock Sector	21
3.7.	Study Findings.....	23
3.7.1	Specific challenges facing livestock infrastructure	23
4.0	DEVELOPMENT OF LIVESTOCK INFRASTRUCTURE	27
4.1	Management of Livestock Infrastructure	27
4.2	Infrastructure for Development and Management by LIDA	27
4.2.1	Infrastructure inventory for LIDA management	27
4.2.2	Allocated budget for livestock infrastructure through MLF	27
4.3.	The Need for a Dedicated Agency to Oversee and Develop the Livestock Infrastructure	28
4.3.1	Sources of Fund.....	28
4.4	The Livestock Infrastructure Development Fund	29
4.5	Lessons from Previous and Current Rural Infrastructure Development Agencies	29
5.0	THE LEGAL FRAMEWORK FOR THE ESTABLISHMENT OF AN EXECUTIVE AGENCY ..	31
5.1	Organizational Options	31
5.1.1	Executive agency	31
5.1.2	Authority	32
5.1.3	Agency	32
5.1.4	Commission	32
5.1.5	Recommended organizational option	32
5.1.6	Working relationship between LIDA and other Ministry institutions	33
5.1.7	Potential areas for legal and operational harmonization	34
5.2	LIDA Functions	35
5.2.1	Functions of LIDA	35
5.2.2	Purpose of the Fund.....	35
5.3	LIDA Organization Structure.....	36
5.3.1	LIDA	36
5.3.2	LIDF.....	37
5.4	Human Resource Needs	39
5.4.1	Human resource needs for LIDA	39
5.4.2	Capacity development needs.....	39

5.5	Roles and Responsibilities of LIDA Management	39
5.6	The Budget	40
5.6.1	Provision budget	40
5.6.2	Initial capital investment for LIDA and LIDF.....	40
5.7	Expected Results of LIDA	42
5.8	Road Map and Work Plan for Establishing LIDA and LIDF.....	44
5.8.1	Road map	44
5.8.2	Work plan	44
6.0	CONCLUSION	46

ANNEXES	47
ANNEX I:	Proposed LIDA Human Resource Needs: Roles and responsibilities	48
ANNEX II:	Secondary Markets Under The Ministry Of Livestock and Fisheries.....	49
ANNEX IV:	Functions of Various Institutions Indicating Those that are Recommended for Relocation to LIDA	50
ANNEX V:	Stakeholders/Staff of Various Entities Consulted During the Study.....	69
ANNEX VII:	Projected Livestock Infrastructure Budget (MLF).....	69
ANNEX VII:	Salary Scale	74
ANNEX VIII:	Findings from the Field Visit	75
ANNEX IV:	Comments from MLF Management with Consultants' Responses	92

LIST OF TABLES

- Table 1:** Livestock Populations in the Region and their Selected Contribution to National GDP
- Table 2:** Livestock Numbers: 2018-2022
- Table 3:** Recommended Sources of Revenue for LIDA
- Table 4:** Acts, Laws that will Affect the Recommended Sources of Revenue for LIDA
- Table 5:** Proposed Agency Zones
- Table 6:** Summary - Provisional Budget
- Table 7:** Work Plan

ABBREVIATIONS

AfDB	African Development Bank
ASDP	Agricultural Sector Development Plan
DAFCO	Dairy Farm Company
FAO	Food and Agriculture Organization of the United Nations
FMD	Foot and Mouth Disease
GDP	Gross Domestic Product
LIDA	Livestock Infrastructure Development Agency
LIDF	Livestock Infrastructure Development Fund
LIDU	Livestock Infrastructure Development Unit
LGA	Local Government Authority
LDF	Livestock Development Fund
LSTP	Livestock Sector Transformation Plan
LMA	Livestock Marketing Agency
MITC	Meat Industry Training Centre
ND	Newcastle Disease
NEMC	National Environment Management Council
NLMP	National Livestock Master Plan
NCCC	National Cold Chain Company
NIRC	National Irrigation Commission
NARCO	National Ranching Company
NAPOCO	National Poultry Company
OSHA	Occupational Safety and Health Authority
POS	Point of Sale
PPR	Peste des Petits Ruminants
TBS	Tanzania Bureau of Standards

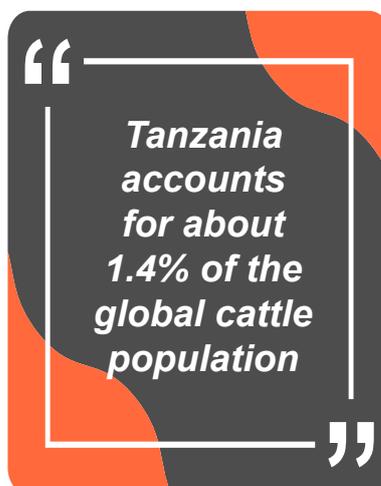
TLMC	Livestock Marketing Company
TDL	Tanzania Dairies Limited
TLMP	Tanzania Livestock Master Plan
TAFCO	Tanzania Feeds Company
THS	Tanzania Hides and Skins
TPL	Tanganyika Parkers Limited
TARURA	Tanzania Rural and Urban Road Agency
TMB	Tanzania Meat Board
REA	Rural Energy Agency
RUWASA	Rural Water Supply and Sanitation Agency
SAP	Structural Adjustment Program
SoP	Standard Operation Procedures
TDB	Tanzania Dairy Board
TVLA	Tanzania Veterinary and Livestock Authority

▶ 1.0 EXECUTIVE SUMMARY



1.1 Study Objectives

The main objective of this study is to assess the feasibility of establishing a Livestock Infrastructure Development Agency (LIDA) as a semi-autonomous Executive Agency and a Livestock Infrastructure Development Fund (LIDF) aimed at improving livestock production and productivity.



1.2 Background to the Livestock Sector

Tanzania ranks second in Africa after Ethiopia in terms of cattle stockpiling and accounts for about 1.4% of the global cattle population and 11% of African cattle population (FAO 2014) with 36.6 million cattle stock. However, productivity remains comparatively low compared to African countries with less animal stock and it contributes only 7% (2023) of the GDP.

1.3 Sector Challenges

The sector faces several challenges which to some extent contribute to its low production and productivity. These challenges include: animal breeds with low productivity, shortage of key infrastructure and lack of maintenance, inadequate markets and value addition of livestock and livestock products, presence of livestock diseases, inadequate extension services, land conflicts, low budget allocation and operational challenges. Intentional policy decisions and investments have been made by the MLF to address these challenges and positive results have been documented and reported during the 2022/2023 budget session.

1.4 Livestock Infrastructure Management

Management of livestock infrastructure remains in the hands of Local Government Authorities (LGAs), where 184 LGAs manage 504 primary markets, 23 secondary markets, about 3,000 cattle dips and over 2,000 slaughter houses/abattoirs. LGAs are also responsible for charging and collecting of various fees from users of public livestock infrastructure. However, resources are not adequately ploughed back into maintaining the infrastructure leaving them with poor conditions.

1.5 Establishment of Livestock Infrastructure Agency and its Source of Funds

There are various challenges facing the livestock sector. In order to mitigate these challenges, there is a need to set up a dedicated livestock infrastructure agency which will solely focus in the development, maintenance and oversight of livestock infrastructure in Tanzania. The established agency will be supported by a Livestock Infrastructure Development Fund to cater for the financing of maintenance and rehabilitation costs for livestock infrastructure. Key sources of revenue for the proposed agency will come from part of the Government budget, market fees and other fees relocated to LIDA from other Ministry entities. LIDF source of revenue will come from LDF.¹

1.6 Legal Framework for Establishing an Executive Agency and Fund

The Executive Agencies Act (Chapter 245) of 1997 and its amendments (2002), make provisions enabling the establishment and operation of semi-autonomous Executive Agencies within the ambit of Government Ministries for the purpose of providing public services in selected areas where the power to do so is vested in the sector's minister. The establishment of the infrastructure agency therefore is within the powers of the Minister. Having reviewed other options namely; the Authority and Commission, it is recommended that the livestock infrastructure organization be established as an Agency.

1.7 Relationship between LIDA with Other Ministry Institutions Involved in the Livestock Infrastructure and Marketing

Both Tanzania Meat Board (TMB) and Tanzania Dairy Board (TDB) play regulatory functions, LIDA will be focused directly on promoting new investments, development, maintenance and technical support of livestock infrastructure and will therefore not compete directly with the boards. There are some functions of the boards that will appropriately be transferred to LIDA together with the revenues related to such functions to form part of LIDA revenue sources. The same will apply to LGAs, who currently manage livestock infrastructure and revenue collection and the Ministry where some functions currently undertaken by various Ministry departments will be assumed by LIDA.

¹ Known as 'Mfuko wa Ngozi'

These changes call for a need to harmonize the affected legal and operational parts, including the affected legislations that empowered those institutions to undertake the impacted areas of operations.

1.8 The Organizational Structure of LIDA

The recommended organizational structure for LIDA is designed to be mean and lean with the aim of delivering efficient and cost-effective operations and shall comprise of an Executive Director, supported by two directorates and eight zonal offices of which the Agency will commence with four and progressively add the other zones. The Executive Director will report to the Board Director which the governance of the Agency will be entrusted on.

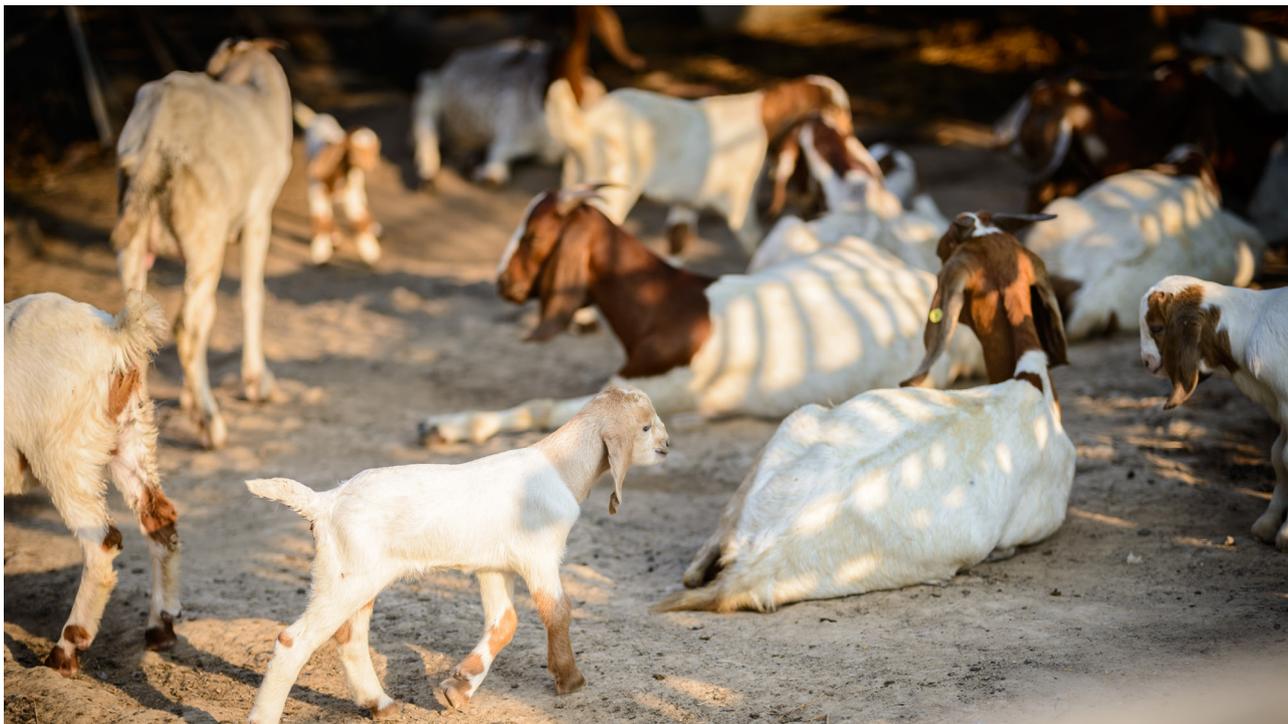
1.9 Expected Impacts of LIDA

Creation and establishment of LIDA is anticipated to have several impacts within the livestock sector value chain including improvement of revenue, improved productivity, off take enhancement, reduction of livestock mortality rate, improved efficiency in the marketing system, reduced post-harvest losses, catalyzing the value addition, leveraging the private sector investment, mitigation of climate change impact, improve food security and safety, improve sector contribution to the GDP, improve on traceability and improve on farmers' income and profitability.

1.10 The Road Map and Work Plan towards Establishing LIDA

The road map for establishing LIDA will involve a number of steps namely: preparation of the feasibility study, stakeholder workshops with key stakeholders including the Ministry's management team, the Parliamentary Committee and the general stakeholders within the livestock sector, establishment of the legal framework and securing necessary approvals and mobilization of financial resources and human resources for LIDA. The implementation plan from the feasibility study to launching of the LIDA operations is estimated to be seven months effective from July, 2023.

▶ 2.0 INTRODUCTION



2.1 The Ministry of Livestock and Fisheries

The Ministry of Livestock and Fisheries (MLF) was established by Government Notice No. 534 of 2 July 2021 and is responsible for the formulation of livestock policies, strategies and monitoring their implementation to promote, facilitate and regulate the growth of modern livestock production and their products for sustainable socio-economic development.



2.3 The Study Objectives

The objective of the envisaged study is to assess the feasibility of establishing a Livestock Infrastructure Development Agency (LIDA) as a semi-autonomous Executive Agency coupled with the Livestock Infrastructure Development Fund (LIDF) within the ambit of the Ministry of Livestock and Fisheries in order to improve livestock production and productivity.

2.4 Problem Statement and Rationale for Establishing a Dedicated Livestock Infrastructure Agency

- i. Livestock infrastructure is currently managed by the Local Government Authorities (LGAs) under municipals and city councils. There is a total of 184 LGAs nation-wide where LGAs capacity (including financial) to develop and maintain the infrastructure by LGAs is vividly lacking.

- ii. While LGAs charge and collect fees from users of public livestock infrastructure, the fee is not ploughed back into maintaining the infrastructure leading to their current state of dilapidation.
- iii. Efficiency in revenue collection by LGAs is also not optimized and remains a challenge. Equally, some of what is collected is not remitted to the Ministry. During the period of July 30th 2022 to 12th July 2023, a total of TZS 5.125 billion was not remitted.
- iv. Although Tanzania has an estimated population of 36.6 million livestock, with a registered off-take rate of 10% ² or 3.6 million cattle head marketed and slaughtered for beef annually, the collection remains low at TZS 8 billion recorded in 2019/20 against expected TZS 72 billion from an average fee of TZS 2,000/= per head.
- v. The effort to leverage and create an enabling environment for the private sector is also limited.
- vi. The impact of climate change on the livestock sector is quite evident, requiring a focused approach. Two consecutive seasons of 2021/22 and 2022/23, Tanzania and East Africa in general experienced a severe drought, leading to thousands of livestock deaths and the impoverishment of livestock keepers. The availability of water wells and dams could have played a critical role in reducing the gravity of the situation.
- vii. There is insufficient livestock infrastructure to support the rapidly expanding markets for livestock products in urban, regional and international markets.
- viii. There is no systematic mechanism and coordination for the development of livestock infrastructure.
- ix. Local governments have inadequate capacity to develop livestock infrastructure.

2.5 Methodology Applied to the Study

The approach and methodology to inform the study has adopted three tracks, namely:

1. **Literature review:** literature reviews have been carried out including various documents informing the current sector growth and performance, sector future growth, Acts and policies to familiarize with the development and maintenance of diverse infrastructure in the livestock sector at the Ministry and in the Local Government Authorities (LGAs) and other departments and agencies, sources of income related and affecting the livestock infrastructure.
2. **Field survey/visit:** A total of 30 public and 4 private livestock infrastructure were visited in 10 regions within Tanzania Mainland with high livestock population density, covering key livestock infrastructure/components namely: cattle dips, boreholes, earth dams, milk collection centres, live cattle markets (primary, secondary and border markets), check points and quarantine centres, holding grounds, abattoirs, hide and skins (ternaries),

2 Data from MLF Budget Speech, 2023/24

meat and milk processors where challenges were registered first-hand. Consultants also visited five private investors in livestock sector related businesses including hides and skins, beef, poultry, meat and milk processors where challenges faced were registered first-hand.

3. **Stakeholders' consultation:** Consultation with key stakeholders, including the Ministry of Livestock and Fisheries technical senior team, Tanzania Meat Board, Tanzania Dairy Board, Tanzania Veterinary and Livestock Authority (TVLA), Tanzania Rural Road Agency (TARURA), selected LGAs, Village Cattle Dip committees, Livestock staff at the visited Zonal Veterinary Centres (ZVC), Private players within the sector, among others (**Annex IV** provides a list of the visited stakeholders).



▶ 3.0 LIVESTOCK SECTOR DEVELOPMENT



3.1 Historical Background on Livestock Development

The urge to develop the livestock sector is an historical event; way back before independence in the year 1951, when the Government mandated Tanganyika Packers Limited (TPL) to oversee development of the Meat Industry until when it was nationalized in 1974. Thereafter (1974), Livestock Development Authority (LIDA) was established by the Meat Act No. 13 of 1974 as a holding company with the following subsidiary companies:

- National Cold Chain Company (NCCC), which was responsible for cold storage, refrigerated transport and retail facilities of meat and meat products for domestic and export markets.
- Tanzania Livestock Marketing Company (TLMC), which was responsible for marketing of livestock.
- National Ranching Company (NARCO), responsible for producing beef in large scale ranches.
- Dairy Farm Company (DAFCO), which was responsible for the production of milk.
- Tanzania Dairies Limited (TDL), which was responsible for the collection, processing, marketing and distribution of milk and milk products.

The urge to develop the livestock sector is a historical event; way back before independence in the year 1951

- National Poultry Company (NAPOCO), which was responsible for the breeding, hatchery and commercial layer and broiler operations.
- Tanzania Feeds Company (TAFECO), which was responsible for the production of compounded animal feeds.
- Tanzania Hides and Skins (THS), which was responsible for developing leather industry through improved production, processing and marketing of hides and skins and
- Tanganyika Parkers Limited (TPL) which was responsible for meat processing.

The 1974 Tanzania Livestock Development Authority (LIDA) also performed both regulatory and marketing functions.

Under the structural adjustment programs (SAPs) aimed at making the economy free from government interventions, Government disbanded the law which established LIDA in 1984 and liquidated LIDA with TPL allowed and continued to operate until 1993 when it was closed down.

To improve the performance of the sector, the Government enacted various acts and policies, including, The National Livestock Sector Policy of 2006, The Animal Disease Act No. 17 of 2003, the Veterinary Act No. 16 of 2003 and the Meat Industry Act No. 10 of 2006 among others where the acts provided for establishment of regulatory institutions with the aim of strengthening regulatory framework in the sector to address the low local demand for livestock products aimed at strengthening the regulations in livestock sector through restructuring of the livestock sector by putting in place policy and legal frameworks to govern the livestock sector.

3.2 The Livestock Sector in Tanzania

Tanzania has Africa's second-largest livestock population, the second largest after Ethiopia in terms of cattle stockpiling and accounts for about 1.4% of the global cattle population and 11% of African cattle population (FAO 2014). According to the National Budget Speech for the Ministry of Livestock and Fisheries (2022/2023), Tanzania stocks 36.6 million cattle, other livestock species include 26.6 million goats, 9.1 million sheep, 97.9 million poultry and 3.7 million pigs.

The Livestock Sector plays an important role in the development and growth of the national economy with sector contribution to the GDP at 7% (2023). By its nature, the livestock sector has high multiplier effects and net worth per capital invested. Despite the large cattle stockpiling, the livestock contribution to the GDP is still very low at 7%, much lower than countries with less cattle stockpile (Kenya, 22 million livestock with 12% GDP contribution, Nigeria, 21 million livestock with 13% GDP contribution) and Uganda has 14 million contributing 13% to GDP.

Livestock husbandry is a source of food and income for many households: 53% and 32% of livestock keeping households keep chicken and cattle respectively; whereas 10% keep pigs, 4% and 1% keep goats and sheep respectively.

The livestock production system in Tanzania is predominantly traditional characterized by low productivity with a few Government and privately owned intensive farms such as ranch and dairy farms. Consequently, there has been a mismatch between supply and demand for livestock and livestock products. The gap is expected to grow wider with the increasing rate of urbanization. Urbanization is associated with increase in per capita income hence, increases in demand for high-value products such as livestock products. This demand is projected to increase by 71% by 2031.

To improve the performance of the sector, in order to reduce the gap between supply and demand, and coping with future demands, the Government enacted several acts and policies seeking to cope with projected demand of livestock and livestock products. Legislated policies and enacted laws included amongst others:

- The National Livestock Sector Policy of 2006
- The Animal Disease Act No. 17 of 2003
- The Veterinary Act No. 16 of 2003 and the Meat Industry Act No. 10 of 2006.

The Acts provided for establishing regulatory institutions to strengthen the regulatory framework in the sector.

Table 1 Livestock Population in the Selected Countries in Africa and their Contribution to National GDP

Country	Cattle Population (Millions)	Sheep and Goats	Livestock share of GDP (%)
Ethiopia	65	25	16
Tanzania	36.6	35.7	7
Nigeria	21	116	13
Kenya	22	46.6	12
Uganda	14	20.5	13
DRC	1.2	6	n.a.

Source: Ministry of Livestock and Fisheries, 2022

Despite fiscal year development budget investment and corresponding achievements made by the government so far, the sector continues to experience challenges, which contributes to the low level of the sector's contribution to the GDP at only 7% (MLF Budget, 2023/24) as hitherto mentioned. The general challenges that the sector faces include:

- (i) **Animal breeds with low productivity:** The national herd is dominated by indigenous cattle, which are currently displaying low productivity, but have much potential if feed, health and breed improvements can be made. On the other hand, milk production for native cow per day remains low at between 0.5 to 2 litres compared to pure dairy breed

that could produce between 20 to 30 litres per day. Similarly, the productivity from local chickens stands at 45 eggs per hen per year comparing to layers with capacity to produce an average of 250 eggs per hen per year.

(ii) Shortage of key infrastructure and lack of maintenance

- a. Shortage of feed and water infrastructure:** water and pasture shortages contribute greatly to livestock deaths and production of substandard livestock that do not meet market requirements especially in the meat and milk processing industry. During dry seasons, milk and meat production comes to a minimum, hampering the value chain. Also, search for water and pasture leads to conflicts between pastoralists and other users of land and water resources. The situation is made worse due to lack or inadequate feed storage facilities such as hay ban for hay, and silos pits for silage, and lack of boreholes that could make hay and water available throughout the year. The recently severe drought experienced in two consecutive seasons (2021/2022 and 2022/2023) is a notable example.
- b. Shortage of disease control and genetic improvement infrastructures problem is worth noting:** Ticks and tickborne diseases which could easily be controlled by using cattle dips continues to claim lots of cattle deaths. The economic loss from ticks and tick-borne diseases is estimated to be 150 billion shillings per year. Trans-boundary animal diseases such as Foot and Mouth Disease (FMD), CBPP, Newcastle Disease (ND) and ASF amongst others can negatively impact local and external livestock markets. Hence, having functional cattle dips and quarantine holding grounds cannot be overemphasized. Improved breeds are essential in order to increase production and productivity if envisaged improvement in livestock productivity hence its contribution to GNP is to be realized. Attempts have been made by the Government in this regard by establishing National Artificial Insemination Centre (NAIC) infrastructure in Arusha, and four Livestock Multiplication Units around the country. Nevertheless, more investment and rehabilitation of the few facilities in place is needed to meet the increasing demand.
- c. Lack of maintenance/dilapidated infrastructures:** These include such key infrastructure and agriculture infrastructure components such as markets (primary, secondary), cattle dips, loading/offloading ramps, holding grounds, abattoirs, weigh bridge, etc. While there are substantial existing infrastructure/infrastructure components, majority of them are in very poor, incomplete or non-operational status and therefore limiting its optimal utilization or access by the farmers.
- d. Completed infrastructure but not in use:** There are complete infrastructure that have remained non operational for some reasons including LGA leadership issues, and some were waiting for official inauguration. Consequently, the Government is losing revenue from fees that would have been collected and communities are delayed by using a long-awaited service.



Fig 1. Completed Secondary Market in Horohoro but not in use

- (iii) **Inadequate markets and value addition of livestock and livestock products:** the livestock sector is facing critical shortage of appropriate infrastructure necessary to facilitate domestic and foreign markets. There is also limited value addition to livestock products, thus limiting livestock product processing to various livestock products and commodities for market diversification.
- (iv) **Presence of livestock diseases:** Livestock diseases continue to impose huge operation costs on farmers and it is estimated that total cost from treating Foot and Mouth Disease (FMD), Peste des Petits Ruminants (PPR) and Newcastle Disease (ND) in the country stands at 101.8 billion shillings per year. Meanwhile, the loss estimates from tick-borne diseases is estimated at 150 billion shillings per annum. In addition, the diseases not only affect human health but also deter meat trade; nationally and internationally.
- (v) **Inadequate extension services:** shortage of extension officers at the Village, Ward and District Council levels as well as inadequate working tools and facilities; including transport and extension tool-kits remain a matter of concern in the livestock sector. The extension staff also do not undertake regular refresher training courses to acquire updated knowledge to respond to changing technological and socio-economic realities.
- (vi) **Land conflicts**

Land conflicts remain a challenge due to growing land scarcity which lead to migration of pastoralists in search of pastures and water causing conflicts with crop farmers, lack of land use plans at village and ward levels, drought and weak or conflicting policies and policy implementation. In 2022/23, the Government facilitated resolution of 13 land conflicts in ten (10) regions: Morogoro, Kagera, Dodoma, Kilimanjaro, Kigoma, Rukwa, Singida, Tabora, Tanga and Arusha.

(vii) Low offtake rate (currently at 10%): leading to both land conflicts and revenue loss to the government and individual farmers. Records of the World Bank (2021) indicate that Tanzania has a total agriculture arable land of 39.6 million hectares of which 15 million hectares are used for agricultural activities. With the current livestock population of 36 million, at an average of 1 acre per livestock, a total of 14.6 million hectares will be required. There is therefore a need to encourage more livestock harvest to reduce flock while increasing its contribution to the national GDP and mitigating land conflicts.

(viii) Low budget allocation

Over the past five years (2017/18 to 2021/22), the amount of public financial resources allocated to the livestock sector has been insignificant compared to actual needs. It is estimated that an average of at least TZS 400 billion per year from public investments is needed in order to allow the livestock sector to optimally contribute to the economy. Over the past five years, the budget allocated to livestock sector has been at most 4% of its actual annual estimated demand.

(ix) Operational Challenges

These are purely challenges emanating from operations and structures within the livestock sector.

The operational challenges are driven by the following factors among others:

- a) Although LGAs charge various fees from users of public livestock infrastructure (livestock market fee, dip washing fee, livestock movement fee, slaughter facility fee, hide and skin fee, etc), the fees are hardly ploughed back into maintaining the infrastructure and hence infrastructure remains dilapidated
- b) Efficiency in revenue collection by LGAs is also inadequate and remain a challenge
- c) Administrative: MLF has provided staff who are managed by LGAs creating reporting line challenges, and conflict of interest of their managers. Livestock officer might be assigned other duties to the council such as tax collection, which is beyond their job description while they have something else that needs their attention as a designated livestock officer
- d) Conflicting policy decisions between MLF and the LGAs (bylaws)
- e) Encroachment of land to the key landed assets impacting service delivery

The Agricultural Sector Development Plan (ASDP-2), the National Livestock Master Plan (NLMP) and the Livestock Sector Transformation Plan-LSTP (2022/23 – 2026/27) provide the framework for livestock sector development. The LSTP aims to strengthen the livestock sector to be more productive and position the sector for more contribution to the industrial economy and widening the extent of domestic and foreign market of

livestock and livestock products by addressing aforesaid challenges amongst others seeking to improve livelihood off livestock farmers and sectors contribution to GDP at large.

Since the establishment of the Ministry of Livestock and Fisheries in 2018, following its separation from the Ministry of Agriculture, the Ministry has focused on improving productivity and catalyzing private sector investment. In improving productivity, the Ministry has prioritized budgetary allocation to improving livestock breeds, access to improved nutrition, and management of pests and diseases.



3.3 Sector Business Environment

Towards the improvements of the sector’s business environment and efficiency, the Government has enacted and amended outdated laws and regulations that have been seen to impact investment and growth in the livestock sector. A total of 27 laws and regulations have been enacted and or amended since the establishment of the Ministry in July, 2021 aimed at improving production and trade environment for livestock and livestock products.

3.4 Livestock Sector Analysis

The Livestock sector in Tanzania is growing at a slow rate of 5.0% while contributing only 7.1% to the national GDP. That slow growth rate and little contribution of the sector to the GDP are attributed to a larger extent by the challenges outlined above.

Table 2: Tanzania: Number of Livestock: 2018-2022

Type of Livestock	2018	2019	2020	2021	2022
Cattle	30,496,687	32,186,600	33,928,391	35,256,637	36,584,883
Goats	18,847,657	20,000,000	24,568,396	25,574,446	26,580,497
Sheep	5,345,468	5,535,468	8,516,990	8,802,462	9,087,935
Pig	1,944,300	2,015,600	3,208,495	3,439,362	3,670,229
Poultry	74,755,000	79,134,500	87,659,580	92,799,956	97,940,332
Average annual sector growth rate	5%				
GDP Contribution	7%				
Offtake Rate	10%				

Source: MLF (Budget Speech, 2023/2024)

3.4.1 Milk production and processing

Tanzania has a total of 152 dairy factories with an installed capacity of 1,094,670 liters per day, of which five factories with achieved capacity of 211,695 liters (TDB report, 2022/23) or 19.33% of installed capacity. Of these factories, ASAS, Milkcom, Tanga Fresh, AZAM Milk and Kilimanjaro Creameries process milk that can be stored for six (6) months without spoiling (UHT). The Ministry's goal is to increase the number of dairy cows through Artificial Insemination of 1,000,000 cows annually in order to facilitate supply of raw materials for industrial processing.

According to Tanzania Dairy Board data (TDB report, 2022/23), Tanzania has a total of 258 Milk Collection Centres (MCCs) with installed collection capacity of 471,698 liters per day and daily collection of 196,926 liters or 41.48% of the installed capacity. Out of the 258 existing MCCs, 50 are not operational of which 40 are located in Mara region.

The MCCs are managed and operated by cooperatives of dairy livestock farmers, processors and vendors or traders who collect milk and sell it to factories or to consumers directly.

3.4.2 Poultry farming

Tanzania has a poultry flock comprising approximately 97.940 million chickens, a recorded growth of about 31% in five years from 74.755 million chickens recorded in 2018 (MLF Budget Speech, 2022/23). Out of 35% of subsistence households in Tanzania, 53% of them are involved in poultry farming, while 1% are involved in pig farming. According to the analysis in the Tanzania Livestock Master Plan (TLMP), poultry farming can contribute to bridging the gap between meat production and consumption in the country if sufficient investment were to be made in poultry farming. White meat production has the potential to meet the current supply gap, resulting into a surplus of 35% of the white meat that can be exported to generate foreign currency and contribute towards the sector GDP contribution.

There are 25 registered parent stock farms with an installed capacity of 3,262,000 and 28 hatcheries with installed capacity of 4,326,000.

The analysis revealed that, the poultry industry has the potential to contribute to improving food security and nutrition for households and increase the poultry industry's contribution to GDP by 182% from 256 billion shillings to 723 billion shillings.

3.4.3 Beef production

Despite a large number of beef cattle, Tanzania continues to import beef meat and its contribution to GDP is low.

In Tanzania, 94% of total beef cattle herds are predominantly produced using a free-range production system characterized of poor genetic potential, while only 6% is

produced using commercial beef cattle farming such as NARCO with improved breeds. The traditional beef cattle industry provides 95% of the country's beef meat. Beef meat is the leading component of the red meat (beef, goat, and mutton meat) produced and consumed in Tanzania.

Despite these facts, the beef meat industry faces a series of challenges that have hampered its production and productivity performance. These challenges include limited access to land for improving feed production, high prevalence of animal diseases, inadequate infrastructure, inadequate marketing system, and low genetic potential of local beef cattle breeds.

Cognizant of the importance and potential of beef meat industry in poverty alleviation, enhancing food security, and creating employment, and contribution to GDP, the Tanzanian Government made a commitment to reverse the situation when it approved the National Livestock Policy of 2006 and the Tanzania Livestock Sector Development strategy of 2010 from the Agriculture and Livestock Policy of 1997. These policy changes had specific intervention strategies geared to improve productivity. However, MLF envisaged policy interventions have not been able to effectively meet the growing demand for beef meat. Considering Tanzania's rapid population growth and increased income and demand for animal-derived foods within Tanzania and beyond, the projected increase in beef production (52%) will not be able to meet the 71% expected growth in consumption. Furthermore, the Livestock Sector Analysis (LSA) shows that under the business-as-usual (BAU) investment scenario, there will be large red meat (beef meat) supply gap in 15 years (by 2031–32), estimated at 1.7 million tons.

3.4.4 Pig farming

Pig farming is an emerging industry in Tanzania and it provides income and animal-source food for 190,000 households, while sustaining 1,436 enterprise units. There are approximately two million pigs distributed throughout the country, 82% of which are owned by smallholders.

Tanzania piggery industry has the potential to become a dynamic market-orientated sector, contributing to increased nutritional security, livelihoods and economic growth with pork sector's contribution to Gross National Product estimated to have reached 83% or USD 36 million over the 2017–2022 period. However, like other livestock sub-sectors, the pig farmers are confronted with several production challenges, ranging from poor genetic composition of breeding stock (due to excessive inbreeding), health issues including African Swine Fever, feeds and feeding and other infrastructures challenges such as poor housing and lack of pig abattoirs. Number of targeted interventions to address those challenges are explained in the Tanzania Livestock Master Plan.

On the other hand, poor pigs and pig product prices in Tanzania are attributed to marketing inefficiencies and high transportation costs from rural to urban areas. The sector has shortages of pig abattoirs, cooling systems, weights measures, and the absence of a quality grading system for pig meat.

The implementation of the Tanzania Livestock Master Plan strategies is targeting to address challenges experienced by the pig subsector, seeking to address identified pig farming challenges. Interventions will also reduce the production and consumption deficit for pork from 8,000 to 1,350 tonnes.

3.4.5 Hides and skins

Tanzania has a potential to produce 3.6 million hides and 12.8 million skins. The tanning industry in the country has the total installed capacity equivalent to 104 million square feet per year, which can utilise 86% hides and 61% skins country production. The leather sector, however, remains weak and most of the exports are in the form of traditional products, such as raw and wet-blue hides. Owing to the inadequate quantities and quality of raw hides and skins, tanneries are operating well below their installed capacities. However, the expanding domestic and international markets point to immense investment potential for this sector.

Emerging market of supply of skin for human consumption in West Africa has affected the sector positively and negatively. Positively because even damaged skin can be sold, but negatively because quality control during skinning does not get the attention it deserves resulting to poor quality hides and skin for processing leather products. This has been an outcry from leather processors. However, the expanding domestic and international markets point to immense investment potential for this sector.

3.5 Grazing land

Animal feeds resources in Tanzania are not sufficient for both ruminants and non-ruminants even in good years of forage production. Most ruminant feeds resources in the country are found in rangelands. The feed resources available to livestock nationally is 26%, 13% and 44% of the feed required in an average weather year, bad weather year and good weather year, respectively. The lower percentage of feed resources available versus the demand implies a negative feed balance showing that available feed is insufficient. The observed feed insufficiency force pastoralists to migrate to crop farmer areas hence causing land and water use conflicts. Failure to migrate results in poor animal nutritional health thereby high mortality rates and low productivity.

There is a need for interventions to improve rangelands carrying capacity, fodder conservation and application of technologies in livestock herds to increase production and decrease the livestock population. Overall, a strategy should be put in place to improve intensification in feeding programs such as feed lots along with pursuing breeding programs to increase livestock genetic potential thereby ensuring higher productivity of animals.

Tanzania, through the MLF in collaboration with LGAs has set aside a total of 3,384,485.54 ha of grazing land by 2022/2023. The allocation of grazing land will not only facilitate the availability of grazing land but also address and mitigate land conflict between livestock keepers and other land users.

3.6 Infrastructure in the Livestock Sector

Livestock sector requires infrastructure in order to support five key components within the livestock value chain namely:

- i. **Production:** water and feed facilities such as dams/wells, boreholes, grazing lands/ paddocks, hay bans, silo pits, breeding stock farms/ LMU, hatcheries, artificial insemination centres
- ii. **Disease control:** cattle dips, quarantine, collection grounds/check-points
- iii. **Marketing:** primary and secondary markets, boarder markets, weigh bridges, cattle and shoats' pens (collection bomas), feed and water troughs, livestock market information system
- iv. **Transport and logistics:** milk collection pens, railway wagons, loading/offloading ramp, holding grounds, etc.
- v. **Processing and value addition:** abattoirs for cattle, pig and poultry and slaughtering facilities/slabs, hides and skin drying facilities and warehousing, milk processing plants.

The livestock sector requires infrastructure in order to support five key components, which are production, disease control, marketing, transport and processing

Towards sector infrastructure improvement, changes were made in two areas namely The Animal Diseases (Animal and Animal Products Movement Control) Regulations, GN.No.478C/2022 and The Meat Industry (Location, Design, Construction and Operation of Livestock Markets) (Amendment) Regulations, GN No.516/2022.

The Government of Tanzania also announced new grazing areas through Grazing Land and Animal Feed Resources (Delineation of Grazing Lands) Notice GN No. 597/2022 under the "Grazing Land and Animal Feed Resources".

Over the years, the Ministry of Livestock and Fisheries has invested in public livestock infrastructure and created enabling environment for private sector investment. Previously, the USD 50 million AfDB funded program, Tanzania Livestock Marketing Project (TLMP, 1994 – 2005), supported:

- a. Strengthening of Livestock Marketing Services and Infrastructure,
- b. Construction of a Modern Abattoir in Dodoma City, and
- c. Institutional Support which included: construction of Meat Industry Training Centre (MITC); Training and Project Management; and Technical Assistance. Specifically, TLMP successfully renovated: 90 Night Camps; 15 Check-points; 13 Holding Grounds; and 56 markets. Also rehabilitated 940km of Stock/Trekking Routes; 9 Railway Sidings (loading ramp); and 60 Railway Cattle Wagon Bogies.

TLMP marketing infrastructure and services strengthening resulted in improved cattle off-take rate to 10% as compared to 9.8% (1991). Improvement in railway and trucking transportation led to reduction in weight loss of animals from 12% to 10% and mortality rate from 5% to 0.2%. The Dodoma abattoir enabled consumers to have regular supply of clean and wholesome meat produced under hygienic conditions. Since then, the MITC has been providing training to improve skills of meat industry workers. The initial investment in livestock infrastructure by TLMP indicates that improvement in livestock infrastructures can make a difference in livestock production and productivity hence worthy maintenance and up-scaling.

In optimizing these efforts, the Ministry through its budget speech (Budget Speech, 2023/24) outlined the establishment of the Livestock Infrastructure Agency as one of its priorities.

The establishment of the Agency is aimed at providing focus towards the development, supervision and maintenance of livestock infrastructure, with a purpose of increasing production and contribution of livestock to the national GDP and individual households directly involved in the livestock value chain.

3.7. Study Findings

During this study, a total of 30 public and 4 private livestock infrastructures were visited in 10 regions of the Tanzania Mainland, covering key livestock infrastructure namely: cattle dips, boreholes, earth/charcoal dams, milk collection centres, markets (primary, secondary and border), and quarantine centres, holding grounds, abattoirs, hides and skins (tanneries), check points, meat and milk processors where challenges were registered first-hand.

While there are numerous observed challenges relating to the livestock infrastructure, it is important to appreciate the great efforts and strides made by the Government of Tanzania through the Ministry of Livestock and Fisheries towards the development and improvement of the livestock infrastructure.



Fig 2: Well developed and functioning Secondary/Border Market at Kajiado, Namanga

3.7.1 Specific challenges facing livestock infrastructure

Apart from the general challenges facing the livestock sector highlighted in the preceding chapters, it is important that specific challenges relating to the livestock infrastructure are articulated clearly to allow a focus and to inform the objectives of the proposed agency. The following are specific challenges facing the livestock infrastructure:³

- i. Complete absence, shortage, non-functioning or incompleteness of key infrastructure in major facilities such as markets, abattoirs, holding grounds, check points, cattle dips. The most notable inadequacies included lack of, inadequate or not functional grazing and water infrastructure, loading/offloading ramp, weigh bridges, security walls, cattle and shoats collection pen, dips, toilets, fence etc. These structural deficiencies compromise quality assurance of the service, public health, security and revenue collection.

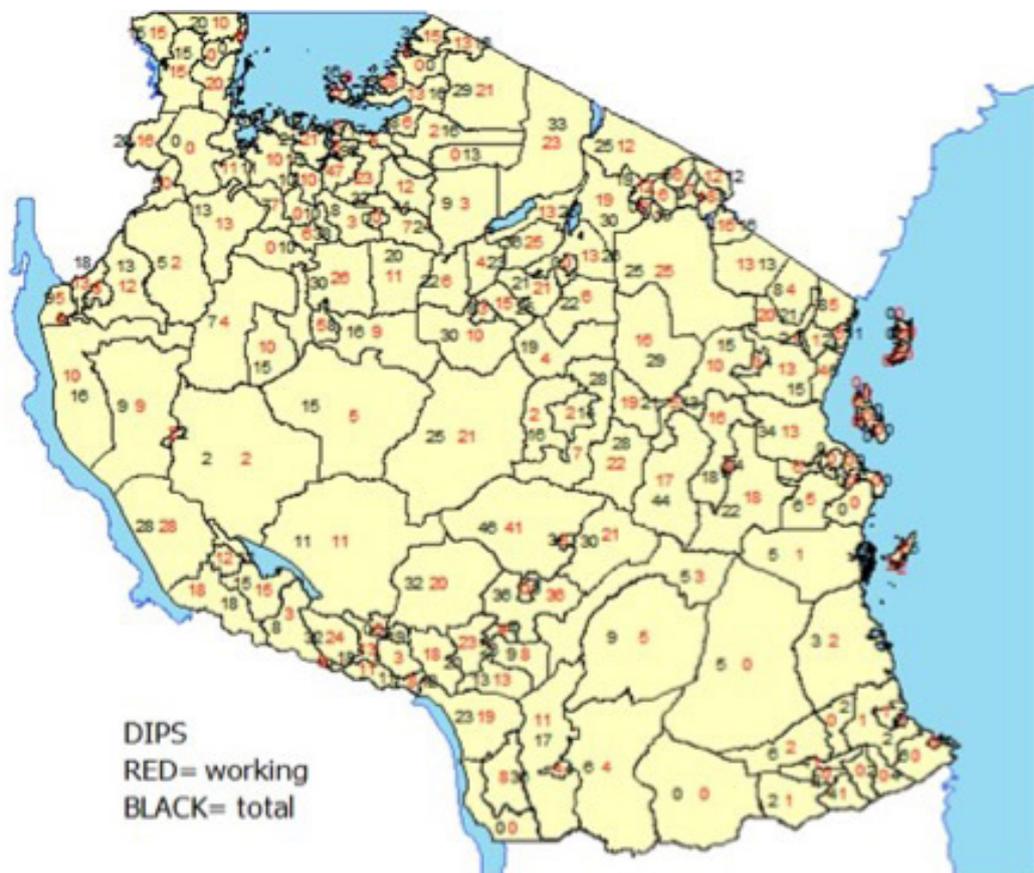


Fig 3: Map of Tanzania showing cattle dips indicating those in operational and those that are not.

³ Sheep and Goats

- ii. Poor and or lack of maintenance/dilapidated infrastructures. This was evident in abattoirs, cattle dips, weigh bridges, collection pens, quarantine grounds, checkpoints, lack of solar batteries (for water pumps), unfenced primary markets and secondary markets with broken walls.
- iii. Poor optimization of livestock infrastructure. There are many notable completed infrastructures which are currently not in use, including secondary markets, weigh bridges (installed and those in store) and massive track of land unfenced and not in use, sitting idle thus inviting intruders.
- iv. Limited staff to manage and man infrastructure. For instance, Makuyuni check point has only one staff, forced to work 24 hours a day, seven days a week, which is practically impossible.
- v. Lack of skinning skills in hides and skins and tools (skinning knives) resulting in spoilage of skin leading to poor skin quality.
- vi. Lack of management of landed assets, including fences which leads to encroachment of infrastructure premises and land by neighbouring community which interferes with current operations, efficiency and future expansion/development of these infrastructures.
- vii. Time lapse between requisition note for repair notification to having the job done. Sometimes it takes too long before it is acted upon causing further damage to the infrastructure and or loss of revenue.
- viii. While the use of weigh scale is been promoted and the government's effort to make them available is evident, there is a kind of push back from livestock traders, and surprisingly from livestock farmers as well, whom is expected to benefit more than the middlemen and butcher-man.



Fig. 4. Weigh bridge not in use



Fig.5. Abattoir at Igoma in Mwanza Municipal Council

- ix. Collected fee but not remitted to the Ministry. A total of TZS 5.125 billion was recorded (As at 12th July, 2023) as being in default from various LGAs though having being collected from various markets.
- x. Multiple taxes and fees from different Government agencies (LGAs, TMB, NEMC, OSHA, Fire, TBS, etc.). This challenge has been echoed by all private stakeholders consulted during the study.
- xi. Lack Traceability Systems

Despite efforts being done by the Government through the MLF to improve on the traceability, including the introduction of ear tags; traceability of livestock remains a challenge. Adoption of technology and operationalization of Utambuzi System (utambuzi.mifugo.go.tz) is anticipated to further improve traceability.

▶ 4.0 DEVELOPMENT OF LIVESTOCK INFRASTRUCTURE



4.1 Management of Livestock Infrastructure

Although the MLF has been constructing and renovating livestock infrastructure, many of these are handed over to the LGA. Livestock infrastructure therefore is currently managed by the Local Government Authorities (LGAs) under municipals and city councils. All primary markets are under the LGAs while all secondary markets fall under the Ministry. Limited infrastructure is owned and operated under the Ministry and its agencies namely: Cooperatives, NARCO, Tanzania Veterinary Laboratory Agency, TALIRI and Tanzania Livestock Multiplication Units.

“ LGAs are also responsible for the collection of various charges and fees from users of public livestock infrastructure ”

LGAs are also responsible for collection of various charges and fees from users of public livestock infrastructure such as livestock market fee, dip washing fee, livestock movement fee, slaughter facility fee, hides and skins fee, etc).

4.2 Infrastructure for Development and Management by LIDA

4.2.1 Infrastructure inventory for LIDA management

Five categories of livestock infrastructure have been identified along livestock value chain, namely production, marketing, disease control, transport and value addition. They all play a critical role in the livestock sector development and some are intertwined. Given

the vast size and complexities around livestock infrastructure, at its inception, LIDA will focus on Markets, Production and Transportation infrastructure and leave the disease control infrastructure under the Directorate of Veterinary Services (DVS), whereas as the private sector in collaboration with Tanzania Meat Board will continue to lead on value addition and processing infrastructure.

4.2.2 Allocated budget for livestock infrastructure through MLF

Projected livestock infrastructure budget by MLF indicates the livestock infrastructure budget is **projected** to grow from TZS 43.927 billion in 2022/23 financial year to reach TZS 198.724 billion by 2024/25 financial year. According to the MLF budget speech, a budget of TZS 46 billion was budgeted for development projects during the financial year 2022/23, however, only TZS 27 billion or 58% of the approved budget was disbursed. Partial disbursement of the budget plays a critical part in limiting the capabilities of the Ministry to implement its development agendas, including the development of livestock infrastructure, among others.

Detailed projected budget (2022/23-2024/25) from the Ministry of Livestock and Fisheries is attached as **Annex VII**.

4.3. The Need for a Dedicated Agency to Oversee and Develop the Livestock Infrastructure

As it has been indicated in the preceding chapters, a sizeable number of livestock infrastructure is managed by the Local Government Authorities (LGAs), including municipal and city councils where the capacity for development and maintenance of the infrastructure by LGAs is evidently inadequate. Efficiency in revenue collection by LGAs is also inadequate and a number of LGAs remain in default against remittance to MLF as already highlighted. Several critical assets, including markets, milk collection centres, remain non-operational or unfinished while others remain underutilized. Equally, efforts to leverage and create private sector participation has also not been fully optimized through the LGAs.

To address these challenges therefore, there is a need to establish a dedicated livestock infrastructure organization that will focus on overseeing the development and maintenance of livestock infrastructure in Tanzania.

A dedicated Agency for livestock infrastructure will be able to focus and provide a close supervision towards both the development and maintenance of the infrastructure, including efficiency revenue collection, mobilizing and managing financial resources and optimization of assets (livestock infrastructure).

4.3.1 Sources of Fund

Key sources of revenue for LIDA are covered under **Table 3** of this study and shall comprise of the following:

- i. Markets Fees (Primary, Secondary and Border Markets)
- ii. Government Subversion
- iii. Hides and Skins Levy Livestock
- iv. Revenue from other services to be offered by the Agency
- v. Loan and grants from development partners
- vi. Partnership between the Government and the Private Sector
- vii. Any other legitimate source that shall be received by LIDA for the development and maintenance of livestock infrastructure.

Table 3: Recommended Sources of Revenue for LIDA

No.	Targeted Area and Institution	Type of Service/Product	Assumption/Recommended fee to LIDA
1	Markets: <ol style="list-style-type: none"> 1. Primary Markets 2. Secondary Markets 3. Border Markets 	Markets	(1). 46% of fees from primary market (in Year 1) (2). 90% of fees from Secondary Markets
2	Part of the livestock infrastructure budget will be moved from the MLF to LIDA given that some functions will be reassigned from MLF to LIDA as Government Subversion	MLF Budget	Assumption is 60% of current Livestock Infrastructure Budget
3	Hides and Skins Levy	Hides and Skins Levy	30% of Hides and Skins Levy

Provisional budget detailing the projected revenue collection is provided under **Annex VI** of this Study.

4.4 The Livestock Infrastructure Development Fund

To complement the efforts undertaken by LIDA; Livestock Infrastructure Development Fund (LIDF), (the “Fund”) shall be established to cater for the management and disbursement of the collected financial resources for financing of maintenance and rehabilitation costs for livestock infrastructure. The Fund will further ensure that the operations of livestock infrastructure agency (LIDA) are technically and financially sound and will monitor the utilization of the funds to ensure value for money, disbursement equity and sustainability of both the Agency.



4.5 Lessons from Previous and Current Rural Infrastructure Development Agencies

Since Decentralization in 1972, rural infrastructure was overseen by LGAs. By default, rural infrastructure became an important source of revenue for the LGAs. However, as the population increased and demand of rural infrastructure increased, the capacity of LGAs to develop and maintain rural infrastructure became a major challenge. LGAs relied on the central government subventions and own revenue to develop and maintain the infrastructure. Despite increase in allocation of resources to LGA for infrastructure development and maintenance, the pace of implementation has not been satisfactory. The Government, therefore, has gradually been establishing agencies to oversee the development and maintenance of rural infrastructure in a bid to provide direct focus and improve efficiency. Currently, there are four agencies involved with rural infrastructure development namely; Tanzania Rural and Urban Road Agency (TARURA), Rural Energy Agency (REA), Rural Water Supply and Sanitation Agency (RUWASA) and National Irrigation Commission (NiRC).

Tanzania Rural and Urban Road Agency (TARURA) was established under Executive Agency Act in 2017 under the Ministry of Local Government and Regional Administration (PO-RALG). Its supporting revenue is derived from fuel purchases where in every litter of petrol or diesel, TZS 100/= directed to Rural Road Fund which is administered by the Road Fund. TARURA receives 30% of Road Fund revenues.

Rural Energy Agency (REA) is an autonomous body under the Ministry of Energy. Established under Rural Energy Act (2005), its main role is to promote and to facilitate improved access to modern energy services in rural areas of Mainland Tanzania. REA became operational in October 2007. In terms of oversight, there is a Rural Energy Board. REA is supported by Rural Energy Fund in which a percentage of electricity tariff contributes to the fund. REA is guided by Rural Energy Master Plan (REMP, 2022/23 – 2029/30) which aims at 100% access to electricity by 2030, 75% connectivity to electricity by 2030 and 75% access to modern cooking solutions by 2030.

Rural Water Supply and Sanitation Agency (RUWASA) was established in 2019 under Rural Water and Sanitation Act. RUWASA is under the Ministry of Water.

National Irrigation Commission (NiRC) was established under the National Irrigation Act of 2014. NiRC is under the Ministry of Agriculture. NiRC is coupled with the Irrigation Fund. NiRC is in the process of transformation into the Executive Agency, similar to other rural infrastructure agencies, after experiencing some implementing challenges in its current institutional structure.

There is evidence around improved focus, efficiency, governance and service delivery where agencies have taken mandate and roles from the central or local government and the above referenced four rural infrastructure agencies are a good example.



▶ 5.0 THE LEGAL FRAMEWORK FOR ESTABLISHMENT OF AN EXECUTIVE AGENCY



5.1 Organizational Options

There are three options of which the livestock infrastructure organization could be established under, namely an Executive Agency, Commission, or Authority.

Authorities, agencies, and commissions are distinct entities within the government structure, each with its own roles and responsibilities. While authorities and agencies are primarily responsible for implementing policies and delivering services, commissions contribute to governance through provision of advice, recommendations, or guidance on a specific topic or issue for decision-making and policy formulation.

These entities work collaboratively with ministries and departments to achieve the government's goals and objectives in their respective areas.

In a nutshell, agencies are typically permanent organizations with ongoing responsibilities, while commissions are often temporary bodies formed for a specific purpose.

Authority on the other hand, is the power to make decisions and enforce laws, while agencies and commissions are organizational entities that exercise authority within their respective scopes.

“
There are three options by which the livestock infrastructure organization could be established, namely an Executive Agency, Commission, or Authority.
”

Agencies often have operational or administrative functions, while commissions focus on investigations, studies, or making recommendations.

It's important to note that the specific characteristics and roles of agencies, authorities, and commissions can vary in different contexts and jurisdictions. The distinctions provided above are generalizations to highlight key differences, but the actual implementation and functioning of these entities can vary widely.

5.1.1 Executive agency

The Executive Agencies Act (Chapter 245) makes provisions enabling the establishment and operation of semi-autonomous Executive Agencies within the ambit of Government Ministries to provide public services in selected areas more efficiently and effectively and for related matters and can be established on a stand-alone act or through an existing legal framework.

It grants the power to Ministers to establish Executive Agencies. Where a Minister is of the opinion that, having regard to the provisions of this Act, it is appropriate to establish an Executive Agency for the purpose of carrying out the functions of a department of his/her Ministry.

Although executive agencies in Tanzania are service providers by nature, agencies may also perform a regulatory function.

5.1.2 Authority

An Authority is an independent body created by legislation with a specific mandate or purpose. Authorities are often established to manage public services or facilities that require specialized expertise or dedicated administration. They typically operate with a level of autonomy from the ministry or government department to which they are affiliated. Authorities may have the power to make regulations, collect fees or charges, and oversee the implementation of policies related to their area of responsibility. Authority is often accompanied by responsibility and accountability for the outcomes of decisions or actions.

5.1.3 Agency

An Agency is an organization that operates within a larger government department or Ministry. Agencies are usually established to carry out specific functions or tasks related to the department's broader mandate. They are responsible for implementing government policies, managing programs, and delivering services. Unlike authorities, agencies **do not** have the same level of autonomy and are directly accountable to the ministry or department under which they fall.

5.1.4 Commission

A Commission is a specialized body established to carry out a specific task or function. Commissions are often created to investigate, study, or make recommendations on specific issues or areas of public concern. They are usually formed for a limited duration and have a defined scope of work. They are typically independent and operate with a degree of autonomy. Commissions may have a specific time-line or deadline for completing their work.

5.1.5 Recommended organizational option

According to the Executive Agencies Act (Chapter 245), the Act makes provisions enabling the establishment and operation of semi-autonomous Executive Agencies within the ambit of Government Ministries for the purpose of providing public services in selected areas in a more efficient and effective manner and for related matters. The power to establish an executive agency is vested in the Sector - Minister with approval for the Minister in charge of public service. Moreover, an executive agency can also be established as a stand-alone act or through an existing legal framework.

On the basis of the review of various options and based on the functions that livestock infrastructure development organization is to perform, it is recommended that it be established as an Agency, with a possibility of changing to an authority in the future, if need be, taking legal, operational and institutional advantage expounded above and be supported by a Livestock Infrastructure Development Fund.

5.1.6 Working relationship between LIDA and other ministry institutions

a. Tanzania Dairy Board and Tanzania Meat Board:

While the two boards have regulatory functions, LIDA will be focused on promotion for new investment, development, maintenance and technical support of livestock infrastructure. While LIDA will not directly compete with the boards, some board functions and their corresponding activity budget will be recommended for transfer to LIDA and some selected revenues of LIDA to form revenue sources.

b. Local Government (LGA):

Currently LGAs through municipals and cities manage livestock infrastructure, including revenue collection. These functions, to a larger extent will be transferred to LIDA and LIDF either whole or in part as outlined under **Table 5**.

c. Ministry of Livestock and Fisheries (MLF):

LIDA will be responsible for undertaking all processes and responsibilities of rehabilitation and construction of new infrastructures across the value chain of livestock production under the Ministry. It is apparent that there shall be a direct or indirect work

consultation with various heads of departments affected by infrastructures, notably market and production, nutrition and veterinary services. Nevertheless, the ED will be reporting direct to the PS- MLFD, with horizontal consultations with heads of departments as need arises or as may be directed by the PS.

5.1.7 Potential areas for legal and operational harmonization

It is obvious that since the legal establishment of LIDA will assume some of her responsibilities and fees from various institutions, ministries and MLF departments and established funds, including the MLF, LGAs, MoF, Tanzania Meat Board, Tanzania Dairy Board, Livestock Development Fund (LDF), among others. The realignment of these objectives/mandates will create a necessity for harmonization of legislations establishing and empowering these institutions and or ministries to carry out the reassigned obligations and will therefore require the amendments of the affected legislations.

Table 4: Acts, Laws that will be Affected by Relocation of the Recommended Sources of Revenue for LIDA

S/N	Targeted Area and Institution	Current Responsible Institution	Affected Area	Affected Law/ Regulation or Establishing Act
1	Part of the livestock infrastructure budget be moved from the MLF to LIDA (60%). To be issued directly to LIDA's Budget as "Government Subversion"	MLF	MLF Budget (Infrastructure development)	Established by Government Notice No. 534 of 2 July 2021
2	Hides and Skins Export Levy	1. MoF 2. MLF 3. (LDF)	Hides and Skins Export Levy collected by MoF	The Hides, Skins and Leather Trade Act No. 18, 2008
4	Live livestock Markets (Primary Markets, Secondary Markets, Border Markets)	1. LGA- primary 2. MLF - Secondary	Various fees	Various Acts relating to the establishment of LGAs, including those related to revenues
5	Check Points	MLF		The Animal Diseases (Animals and Animal Products Movement Control) (Amendment) Regulations, 2022

5.2 LIDA Functions

Key functions of LIDA are outlined below.

5.2.1 Functions of LIDA

- a. Advise the Minister on policies and strategies for development and improvement of livestock infrastructure
- b. Conduct research for the purpose of supporting and aiding the Agency activities related to development and maintenance of livestock infrastructure
- c. Setting standards of livestock infrastructure development
- d. LIDA shall represent the funding mechanism by which the Agency shall fulfil its mandate to provide financial resources and technical support for the development, renovation and maintenance of livestock infrastructure implemented by public and private, cooperatives and local community organizations
- e. Provision of livestock infrastructure through projects that are developed by various stakeholders including public entities, cooperatives and local community organizations
- f. Provision of technical support, supervision and quality assurance of livestock infrastructure
- g. Supervision and monitoring of any other activities relating to livestock infrastructure
- h. Provision of technical assistance to qualified developers that contributes to the provision of livestock infrastructure along livestock value chains
- i. Allocating financial resources in an efficient and competitive manner for the development of livestock infrastructure projects taking into consideration economic returns to investment, regional equity in the allocation of funding resources and project's sustainability
- j. Provide leadership oversight to LIDA and LIDF
- k. Facilitate partnership with private sector on the development of livestock infrastructure.

5.2.2 Purpose of the Fund

The purpose for which the Livestock Infrastructure Development Fund (the "Fund") is established is to collect, receive, manage, distribute and manage funds for the development, renovation and maintenance of livestock infrastructure with specific objectives as follow:

- (a) To collect financial resources for the purposes of development, renovation and maintenance of livestock infrastructure
- (b) To collect financial resources to cover costs directly or indirectly related to development, acquisition of equipment, renovation and maintenance of livestock infrastructure
- (c) Development and maintenance of livestock infrastructure and especially those that regarded as service oriented with little or no capacity to generate revenues
- (d) Renovation and improvements of livestock infrastructure (especially those that regarded as service oriented with little or no capacity to generate revenues)
- (e) Improvement of the quality and safety of livestock infrastructure
- (f) Approve criteria for eligibility of project to apply for development and maintenance from the Fund

5.3 LIDA Organization Structure

5.3.1 LIDA

To allow focus, the organization design of LIDA is designed to be mean and lean and shall comprise an Executive Director, who will report directly to the PS - MLF and supervised by the Advisory Board. The Executive Director will be supported by heads of units. The heads of units will be supported by department directors and zonal managers. It is recommended that the structure accommodates eight zones of which the Agency will commence with four zones and accommodate other zones on a progressive approach. The initial four (4) Zone distribution is provided in **Table 5 below**.

The Governance of the Agency shall be under an Advisory Board, reporting to the Minister.

Table 5: Proposed Agency Zones

S/N	Zone	Regions
1	Central Zone	Dar Es Salaam, Pwani, Morogoro, Dodoma, Singida, Lindi, Mtwara, Ruvuma
2	Northern Zone	Arusha, Manyara, Kilimanjaro, Tanga
3	Lake Zone	Tabora, Shinyanga, Geita, Simiyu, Kigoma, Mwanza, Mara, Kagera
4	Sothern Highland Zone	Iringa, Njombe, Mbeya, Songwe, Rukwa, Katavi

5.3.1.1 Members for the Board

The overall responsibilities of the Board, among other fiduciary responsibilities will include: general oversight of the Agency's operations, identification of key risk areas, monitoring investment decisions made towards infrastructure development and fund management, and reviewing the performance of management and budgets. Furthermore, the Board will be responsible for ensuring comprehensive internal system control policies and procedures ensuring that they are operative and are in compliance with sound corporate governance principles.

The governing Board of the Agency constitutes representatives from various stakeholders including, the MLF, LGA, private sector, livestock keepers, NGOs.

5.3.1.2 The Executive Director

The Executive Director (ED) is in charge of the day-to-day management of the Agency, and Unit heads. The heads of units assist him. The units include: internal audit, legal services, finance and accounting, procurement management, ICT and public relations and communication.

The ED oversees heads of the six (6) units, and will be supported by two (2) directorates namely infrastructure development and business support services.

The ED also oversees zonal operations. The Internal Audit head will report both to ED and the Board. To ED on administrative matters and to the Board on audit functions.

The ED will further be responsible for overseeing the operations and management of LIDF.

5.3.2 LIDF

The management of LIDF will be under the leadership of the LIDA Executive Director and the day-to-day management of the fund will be under a Fund Manager within the business support services directorate.

LIDA Board will be responsible for the governance and oversight of the Fund.

The recommended organization structure is aimed at both proving efficiency and cost optimization for the Agency.

The proposed organization structure of the Agency is illustrated below under **Fig.5**.

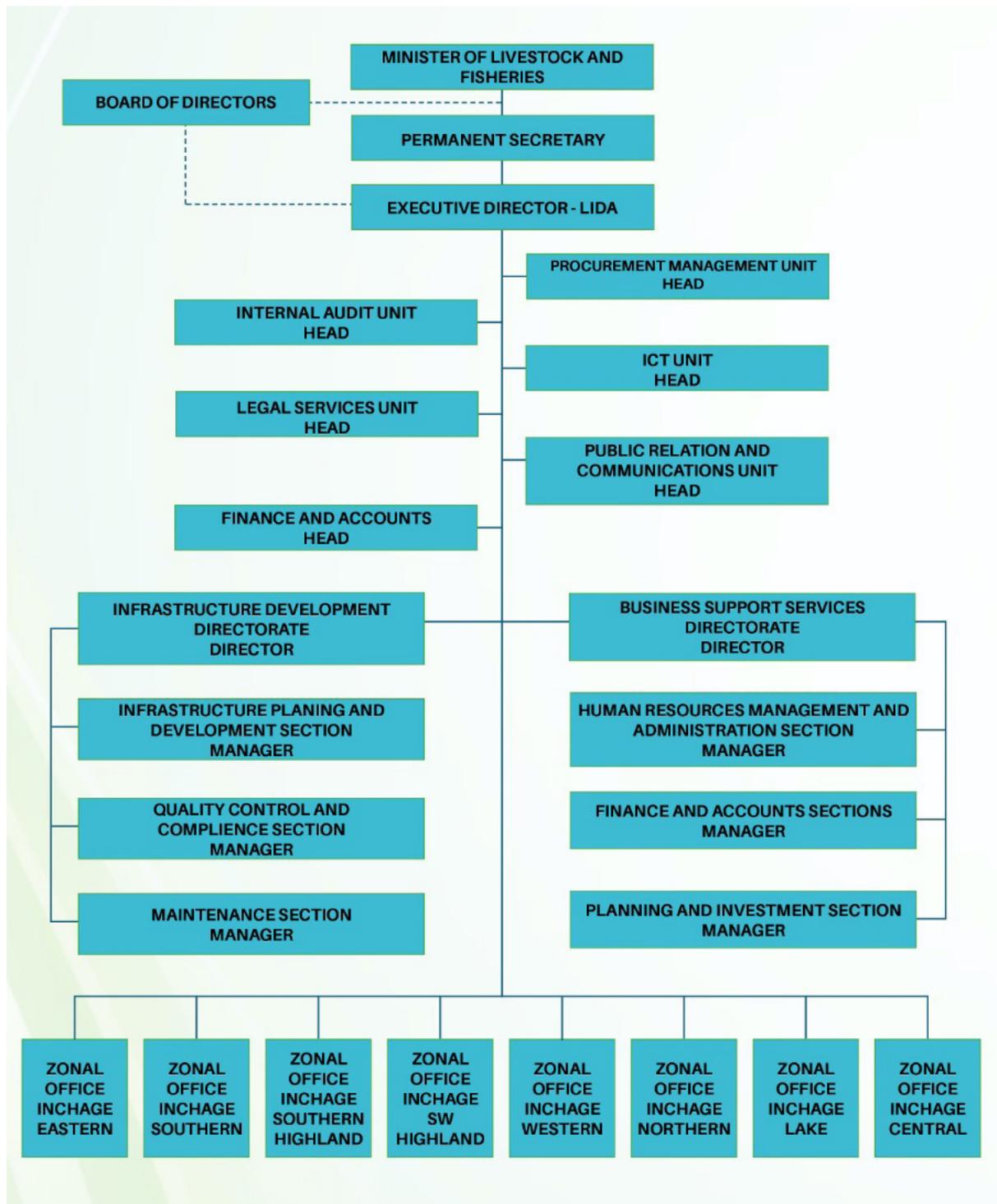


Figure 5: LIDA Organizational Structure

5.4 Human Resource Needs

5.4.1 Human resource needs for LIDA

Human Resource Needs shall be as per recommended organizational structure.

It is recommended that the proposed agency optimizes and deploys the human resource and expertise currently under Livestock Infrastructure Development Unit (LIDU) under the MLF.

Specifically, the set-up of the fund, LIDF, will require experienced fund manager with experience in fund and project management from a recognized financial institution or fund management firm with not less than 5 years' experience.

5.4.2 Capacity development needs

LIDA being a new entity, there will be a need for capacity building in the following areas:

1. Governance:

The new agency board will require training on governance, oversight and compliance in two critical areas, namely oversight on the operations of the Agency and the Fund since the Board will have dual roles of providing governance and oversight to both LIDA and LIDF. Additional training will be required to the Board's Risk and Audit Committee in the areas of fund management and potential risk oversight in this area (fund management).

2. Management:

The need on capacity building will be required in the area of management to align the new management with the new tasks with focus areas on livestock infrastructure management, resource mobilization and resource management and private sector engagement.

5.5 Roles and Responsibilities of LIDA Management

Roles and responsibilities of each position are outlined under **Annex I**:

Options for staffing:

- Assess potential Ministry of Livestock Department (MLF) staff to be seconded to LIDA and specifically staff under LIDU
- New staff to be hired, including specific skills such as those required on Fund Management.

The possibility of having experienced skills from other autonomous agencies seconded to LIDA is highly unlikely. However, recruited staff may be attached for a period of time with similar Agencies during the implementation and establishment to allow gaining of hands-on experience.

5.6 The Budget

5.6.1 Provision budget

Provisional budget ⁴for the first year of LIDA operation (2024/25) has been developed and is provided under **Annex VI** of this Study, detailing estimated start-up capital cost, salaries for year one of operation, administrative costs and summery budget. The budget assumptions are based on year one projections with four (4) zones. A summary of the budget is provided in the **Table 6** below with initial Capital estimates.

5.6.2 Initial capital investment for LIDA and LIDF

- Initial capital investment (CAPEX) and Operations cost (CAPEX) financing of LIDA is projected to cover both capital and operational costs and is expected to come from the Government, and development partners.
- Seed capital for LIDF is expected to come from the government and the development partners.



⁴ This is a provisional budget and not a comprehensive.

Table 6: Summary - Provisional Budget

Item Description	Reference	2024/25	2024/26	2024/27	2024/28
<i>Projected Growth Rate</i>					
INITIAL COSTS ESTIMATES		6,524,537,552	-	-	-
REVENUES					
Revenue from Market fees:					
1. 46% of Primary and Secondary Market) - (2022/23 collected 8.64 bn) 54% remains with LGAs		3,975,130,156	7,912,000,000	8,703,200,000	9,573,520,000
2. 90% of Secondary Markets under MNLF (2022/23 collected 8.860bn)		7,974,372,047	15,480,000,000	17,028,000,000	18,730,800,000
Revenue from Other Fees		1,200,000,000	2,300,000,000	2,530,000,000	2,783,000,000
Government Subversion (at 60% of current livestock infrastructure budget) - 2023/24: 24 bn	2023/24 budget	14,400,000,000	18,720,000,000	24,336,000,000	31,636,800,000
Revenues from Hides and Skin Levy (30% of collection; 8bn collected 2021/22)		2,400,000,000	2,400,000,000	2,400,000,000	2,400,000,000
Grants		-			
O/S collection from the LGAs (as of July 2023)			5,125,000,000		0
Sub Total		29,949,502,203	46,812,000,000	54,997,200,000	65,124,120,000
EXPENDITURES					
Payroll Costs/Wage Bill		2,855,121,480	1,427,560,740	1,427,560,740	1,427,560,740
Operating & Administrative Costs		1,181,683,963	1,264,401,841	1,352,909,970	1,447,613,667
Infrastructure Development Costs (Year 1: 15% of current livestock infrastructure budget)	15% of Budget	3,600,000,000	3,600,000,000	10,800,000,000	13,200,000,000
Maintenance Costs (80% of current livestock infrastructure budget)	80% of Budget	19,200,000,000	19,200,000,000	12,000,000,000	9,600,000,000
Emergency	5%	1,200,000,000	1,200,000,000	1,200,000,000	1,200,000,000
Sub Total		28,036,805,443	26,691,962,581	26,780,470,710	26,875,174,407
SURPLUS/(DEFICIT)		1,912,696,760	20,120,037,419	28,216,729,290	38,248,945,593
NOTE:					
ASSUMPTIONS	JUSTIFICATION				
1. To double collection from primary market from 8.64 bn to 17.3bn, then by 10%	Improved collection, offtake, efficiency in marketing systems, growth of livestock stock				
2. To double collection from secondary market from 8.6 bn to 17.2bn, then by 10%	Ditto				
3. Budget growth assumed at 30% (Government subversions)	Between 2020/21 to 2023/24: Budget growth averaged 79.90%. While there has been aggressive growth, the budget growth is anticipated to grow modestly in future				
4. Wage Bill: To drop by 50% of the projections	Assumption that 50% will constitute transfer of staff already in payroll to LIDA				
5. Maintenance costs to drop to 50% of infrastructure dev. Budget in yr3 and to 40% in yr4	Assumption is renovation on dilapidated infrastructure would have been made in the first 2 years of LIDA				
6. Development costs: Increase to 45% of infrastructure dev. Budget in yr3 and to 55% in yr4	With major renovations done in first 2 years, focus to be turned into development of infrastructure				
7. Operating & Admin costs to grow annually by 7%	Based on inflationary growth (BOT Monthly Economic Review, June 2023, pg 12, inflation recorded at 6.5%				

5.7 Expected Results of LIDA

The establishment of LIDA is expected to have the following results in the livestock sector:

- **Improve on government revenues**

- Improved collections (as outlined in the budget, budget served from diseases (e.g. loss of 150 billion is incurred annually due to tick-borne diseases)
- Current annual off-take rate of 10% (3.6 million cattle) should have generated TZS 72 billion at an average fee of 2,000, but only TZS 8 billion was collected (2019/20). Establishment of LIDA will optimize the collections
- Current fees that are collected by LGAs but not remitted will be collected directly by LIDA. (5.125 bn/= outstanding as at July, 2023)
- Improved collection can be used to mitigate gaps experienced through low budget release budgeted for livestock infrastructure (2022/23 of the TZS 46b, only 27b or 58% was disbursed)

- **Improve productivity**

Livestock infrastructure that will be provided by LIDA are grouped under five key components within livestock value chain namely: production, disease control, marketing, transport and logistics, and processing and value addition collectively seeking to improve productivity.

- **Enhance off-take**

- TLMP marketing infrastructure and services strengthening program (funded by AfDB) has demonstrated that interventions in infrastructure improvements have significant impact towards improved cattle off-take rate and reduce livestock mortality rate.
- Meanwhile, the loss from tick-borne diseases is estimated at TZS 150 billion per annum, which can be saved through infrastructure improvements (dips). Savings from national resources used for import of livestock medicine will also improve the position of foreign exchange.

- **Improve efficiency in the marketing system**

Current inefficiency is reflected partly by the fees collected from livestock infrastructure users through LGAs not ploughed back for maintenance, inefficacy collection and non-remittance of the part of the collected for MLF.

- **Reduce post-harvest losses**

TLMP Completion report (*TLMP, 2006*) demonstrated that intervention towards the improvements of livestock infrastructure reduced post-harvest losses an estimated 5–20% in the case of physical losses and as high as 70% in quality.

- **Catalyse value addition**

Value addition facilities such as milk collection centers, cooling tanks, abattoirs, slaughter slabs and hides and skin handling facilities will motivate livestock keepers and traders to seize value addition opportunities hence more income.

- **Leverage private sector investment**

One of the observed challenges of the LGAs in managing livestock infrastructure is an inability to leverage and attract private sector investment.

- **Mitigate the impact of climate change**

The climate change crisis is a reality of the world. In 2021/22 and 2022/23, Tanzania and East Africa experienced a severe drought which led to loss of livestock. The availability of water infrastructures (boreholes and earth dams) and feed infrastructure (silo-pits to store silage, hay bans to reserve hays) could have mitigated this challenge.

- **Improve sector contribution to the national GDP**

Current sectors' contribution to GDP is about recorded at 7%, considering that Tanzania has the second largest livestock population in Africa, the improvement of infrastructure will further enhance the contribution of the sector to the national GDP.

- **Improve farmers' income and improve food security and safety**

Statistics indicate that 53% and 32% of livestock-keeping households in Tanzania keep chicken and cattle respectively, 10% keep pigs, 4% goats, and 1% keep sheep (Tanzania Livestock Sector Analysis, 2016/17 -2031/32). Improving production and productivity thereof means more income to livestock keepers and improved security and nutrition to their families.

- **Improve on traceability**

5.8 Road Map and Work Plan for Establishing LIDA and LIDF

5.8.1 Road map

The road map for establishing LIDA involves the following foot map:

- i. A Feasibility Study
- ii. Presentation of the Feasibility Study to the Technical Team
- iii. Stakeholder workshops
 - a. MLF management,
 - b. General stakeholders
 - c. Parliamentary Committee - Industries, Trade, Agriculture and Livestock Committee.
- iv. Establishment of the legal framework and approval and
- v. Mobilization of resources for LIDA

5.8.2 Work plan

The implementation workplan will involve the following activities:

- i. A Feasibility Study
- ii. Presentation of the Feasibility Study to the Technical Team
- iii. Stakeholder workshops:
 - a. MLF management
 - b. General stakeholders/Validation Workshop
 - c. Parliamentary Committee - Industries, Trade, Agriculture and Livestock Committee
- iv. Establishment of the legal framework and approval
- v. Organization structure review by President's Office, Public Service management
- vi. Parliament enactment and gazetting
- vii. Mobilization of resources for LIDA and LIDF
- viii. Recruitment and Selection of LIDA and LIDF staff
- ix. Procurement of key office and working equipment
- x. Setting up of office (HQ and Zonal).
- xi. Commencement of Operations

Table 7 below demonstrates chronological work plan activities that will be required for the establishment of LIDA with estimated implementation timelines:

Table 7 Work Plan

S/N	ACTIVITIES AND DELIVERABLES	TIMELINES								
		2023						2024		
		July	August	September	October	November	December	January	February	March
1	A feasibility study									
2	Presentation of the Feasibility Study to the Technical Team									
3	Stakeholder workshops:									
	a. MLF management									
	b. General stakeholders/Validation Workshop									
	c. Parliamentary Committee									
4	Establishment of the legal framework and approval									
5	Organization structure review by President's Office, Public Service management									
6	Present the Proposal to establish LIDA to Treasury Registrar (TR)									
7	Parliament enactment and Gazetting									
8	Mobilization of resources for LIDA and LIDF									
9	Recruitment and Selection of LIDA and LIDF staff									
10	Procurement of key office and working equipment									
11	Setting up of Office (HQ and Zonal).									
12	Commencement of Operations									



▶ 6.0 CONCLUSION



It is apparent that the resolution by the MLF during the budget speech of 2023/24, seeking to establish the Livestock Infrastructure Development Agency (LIDA) together with Livestock Infrastructure Development Fund (LIDF) is a timely decision, considering the MLF Sector Transformation Strategic plan rolling out, and investments made so far and opportunities ahead.

On the basis of the review carried out under this study, the decision to establish LIDA is both social and economically feasible and within the legal framework.

Establishment of LIDA will have a long-term financial benefit both (tangible and intangible) that outweighs the cost of its establishment. The financial feasibility argument is strongly supported where one takes into consideration the financial losses resulting from noted LGA inefficiency and lack of ploughing back the collected revenues to renovate livestock infrastructures; livestock deaths attributable to tick-borne diseases due to inadequate or lack of functional cattle dips; inadequate or lack of credible quarantine check points and holding grounds both for internal and external use for livestock and livestock products trade; lack of quality abattoirs that guarantee quality meat for export and local consumptions; porous borderlines, where live animals and animal products and feeds have been easily smuggled in and out leading to revenue loss. Revenue loss from primary and secondary markets is vividly noticed when one compares off-take rate and livestock population, failure to formalize small dairy farmer businesses due to failure or inadequate transportation and

The decision to establish LIDA is both socially and economically feasible and within the legal framework

logistical issues, without forgetting value addition and processing issues experienced by investors in meat, milk, hides and skin businesses, lack of policy and statement harmonization and poor optimization of livestock infrastructure assets/facilities.

Furthermore, pastoralists have suffered huge losses during drought seasons due to a lack of water and pastures. They have also been exploited by trades and middlemen for undermining the use of weighbridge despite considerable investment by the MLF in this area.

The proposed establishment of LIDA will have potential for improvements on the livestock value chain and will contribute towards the individual players with the value chain and the national GDP.





ANNEX I: Proposed LIDA Human Resource needs: Roles and responsibilities

1. Executive Director (ED)

- Develop strategic objectives and direction of the Agency
- Oversee implementation of proposed plan
- Oversee budgeting and forecasting LIDA projects expenditure
- Communicating with Board of Director and prepare board paper documents
- Establish LIDA work culture

2. Chief Accountant

- Ensure that all necessary documents are requested, collected, and compiled to adhere to ensure compliance
- Oversee and manage the entire accounting team
- Capacity building of his team. Conduct necessary training to keep the team's skills and knowledge up to date
- Duties and responsibilities of planning and infrastructure development
- Planning and Infrastructure Development Unit: What about using MLF project engineering desk services?

3. Planning and Infrastructure Development

- Creating plans and project schedules: Create a sound plan to complete a project effectively
- Conduct feasibility studies on new or upcoming projects allow you to determine whether a project is likely to be successful or not.

- Advise the CEO, stakeholders, and community members on the positive and negative effects of the project and provide solutions or changes relevant to the project
- Prepare technical reports based on engineer analysis
- Understanding and meeting all contract requirements

4. Maintenance

- Conducting routine inspections of premises and equipment
- Performing preventative maintenance
- Handling basic repairs and maintenance
- Overseeing contractors when professional repairs are necessary
- Diagnosing mechanical issues and correcting them
- Repairing machines, equipment, or structures as necessary

5. Administration and HR in charge

- Managing talent acquisition and retention through recruitment, onboarding, performance management, etc
- Build a skilled and engaged workforce
- Examining employee performance records to identify the scopes of improvement and arranging training workshops to upskill them
- Ensures legal compliance with employment laws and regulations
- Nurture LIDA culture and employee experience through strong communications, feedback channels, recognition programs, and events
- Examining employee performance records to identify the scopes of improvement and arranging training workshops to upskill them

6. Monitoring Evaluation Accountability and Learning

- Design data collection tool
- Conducting monitoring visits and ensures all data are collected and ensure the use of data collection tools
- Conduct data analysis to inform organizational activity trends
- Entering data in database and providing quality reports weekly and monthly or when needed
- *Ensure implementation of project aligned to KPI standards as outlined in MEAL plan*
- *Prepare complete and high-quality reports ensuring quality data from project are effectively tracking*

ANNEX II: SECONDARY MARKETS UNDER THE MINISTRY OF LIVESTOCK AND FISHERIES

S/N	NAME OF THE AUCTION (MARKET)	LOCATION/REGION
1	PUGU	DARESALAAM
2	LONGIDO-MPAKANI	ARUSHA
3	KIRUMI-MPAKANI	MARA
4	NYAMATALA	MWANZA
5	MESERANI	ARUSHA
6	IPULI	TABORA
7	WERUWERU	MOSHI
8	THEMI1	ARUSHA
9	IGUNGA	TABORA
10	MHUNZE	SHINYANGA
11	SENKENKE	SINGIDA
12	KOROGWE	TANGA
13	MTUKULA	KAGERA
14	KASESYA-MPAKANI	KATAVI
15	MURUSAGAMBA	KAGERA
16	NATA	TABORA
17	RUKOLE	KAGERA
18	WASSO-MPAKANI	ARUSHA
19	LUMECHA	RUVUMA
20	MAGENA-MPAKANI	MARA
21	BUHIGWE	KIGOMA
22	BUZIRAYOMBO	GEITA
23	HOROHOHO-MPAKANI	TANGA

ANNEX III: PRIMARY MARKETS UNDER LGAS

THIS ANNEX IS SUBMITTED SEPERATELY AS AN EXCEL DOCUMENT

ANNEX IV: Functions of various institutions indicating those that are recommended for relocation to LIDA

NOTE: AREAS HIGHLIGHTED IN RED ARE RECOMMENDED TO BE MOVED TO LIDA

S/N	INSTITUTION/ DEPARTMENT	ESTABLISHING ACT	MANDATE	OVERLAPING ITEMS
1	Ministry (Minister)	The Ministry of Livestock and Fisheries was established by Government Notice No. 534 of 2 July 2021. The Ministry (Livestock Sector) is charged with the formulation of livestock policies, strategies and monitoring their implementation to promote, facilitate and regulate the growth of modern livestock production and their products for sustainable socio-economic development.	<p>Mandate of MLF</p> <ul style="list-style-type: none"> (i) Preparation, implementation, monitor and review Livestock Policies and regulatory frameworks; (ii) Livestock Land-use planning; (iii) Livestock Research, Training and Extension Services; (iv) Livestock Infrastructure Development; (v) Livestock production, Marketing, Veterinary services, Hides and Skins (vi) Extra-Ministerial Departments and projects under the Ministry; (vii) Performance improvement and development of human resources under the Ministry; and viii) Government Agencies falling under the Ministry. <p>Roles and Functions of MLF</p> <ul style="list-style-type: none"> i. Formulate and review sector policy and strategies; ii. Develop and update strategies, plans and programs for livestock development; Promote development of human resources for livestock development; iii. Collect, process, analyze, store and disseminate livestock data and information; iv. Create an enabling environment for effective private sector participation; Enforce legal and regulatory framework for the control of animal, pests and diseases; v. Regulate quality safety and standards of animal products and livestock feeds; vi. Improve and conserve livestock genetic resources; vii. Promote development of appropriate livestock extension packages; viii. Conduct and disseminate research on appropriate technology for livestock production and disease control; ix. Conduct training for extension staff, farmers and youth; x. Promote livestock and value added livestock products and marketing; xi. Coordinate policy analysis and monitor their implementation; xii. Promote integrated and sustainable use and management of rangelands, soil, water and vegetation; 	

			<p>xiii. Promote production, utilization and conservation of animal feed resources (pasture and forage);</p> <p>xiv. Monitor and evaluate sector performance; and</p> <p>xv. Ensure compliance to international standards and conventions.</p>	
2	Ministry Departments			
	2.1 Director of Veterinary Services (DVS)		<p>VETERINARY SERVICES DIVISION</p> <p>Objective To control livestock disease, safeguard of livestock health, protection of public health and promoting safe trade in livestock and livestock products.</p> <p>Functions</p> <ul style="list-style-type: none"> • To initiate and review veterinary services policy. Guidelines and standards • To coordinate veterinary services in the country • To monitor implementation of veterinary services • To build capacity of professional staff in the veterinary services • To carry out disease surveillance <p>This Division will be led by a Director and will have four (4) Sections as follows: -</p> <p>1. Trans-boundary Animal Diseases Control Section.</p> <p>This Section will perform the following activities: -</p> <ul style="list-style-type: none"> • Provide policies and guidelines for control of Trans-boundary livestock diseases • Design and implement integrates programmes for control of Trans-boundary livestock diseases • Coordinate and supervise animal diseases surveillance and reporting • Provide skills for planning and implementation of animal diseases control programmes to Local Government Authorities staff • Control non infectious diseases • Facilitate provision of animal health services for control of livestock diseases in disadvantaged areas • Monitor and draw up programmes for control of skin diseases that affect quality of hides and skins • Set up disease free zones, facilitate formulation and implementation of disease control in the zones <p>2. Zoo Sanitary and Animal Welfare Services Section</p> <p>This Section will perform the following activities: -</p>	

			<ul style="list-style-type: none"> • Regulate animal clinical trials • Develop and implement guidelines on humane handling of animals • Regulate humane treatment of animals including humane slaughter, use of draught and lab animals, housing and transportation of animals • Collaboration with LGAs in making by Laws for effective enforcement of Animal Welfare Act • Supervise animal welfare and zoo sanitary Inspectors • Regulate in Country and International movement of animals, animal products and by-products • Provide inputs for formulation of policies and legislation for the control of import and export of animal, animal products and by-products • Establish and maintain animal quarantine facilities (Move to LIDA) • Regulate parent stock farms and hatcheries • Promote awareness on importance and compliance to animal zoo-sanitary measures • Manage and guide the development of the National Livestock Identification, Registration and Traceability System • Develop policy, strategies, activities and implementation plan for the establishment and operationalization of the National Livestock Identification Registration and Traceability System • Liaise and collaboration with Regional and International organisations on matters relating to livestock identification, registration and traceability • Manage the National Livestock Registry, Database and authorize accessibility of information <p>3. Vector and Parasitic Diseases Control Section</p> <p>This Section will perform the following activities: -</p> <ul style="list-style-type: none"> • Design and implement integrated programmes for control of ticks and other vectors • Design and implement integrated programmes for control ticks and other vector borne diseases • Coordinate rehabilitation construction and management of dip tanks (Move to LIDA) 	
--	--	--	---	--

			<ul style="list-style-type: none"> • Eradicate tsetse flies and Trypanosomosis • Facilitate and monitor control activities for other vector borne diseases • Formulate laws and regulations for control of vector and parasitical diseases • Provide skills for control of vector and parasitical diseases to Veterinary Staff in Local Government Authorities <p>4. Veterinary Public Health Services Section</p> <p>The Section will perform the following activities: -</p> <ul style="list-style-type: none"> • Facilitate and monitor meat hygiene (including meat, abattoir slaughter facilities and meat factories inspection) – move to LIDA • Facilitate and monitor milk and milk products quality (including milk and milk factories inspection) • Set and maintain standards for livestock inputs products and by products and to strengthen their regulatory services • Monitor safety and quality assurance of veterinary drugs vaccines and biological and other inputs • Monitor and control veterinary drugs, pesticides residues and other toxicities in foods of animal origin • Formulate, coordinate and where applicable supervise implementation of control programmes for Zoonoses • Facilitate and monitor forage and feedstuffs quality control 	
2	2.2 DPMD		<p>LIVESTOCK PRODUCTION AND MARKET DEVELOPMENT DIVISION</p> <p>Objectives To develop livestock resources, ensure production of quality animals, marketing, and by-products for domestic and export markets</p> <p>Functions</p> <p>(i) To facilitate and provide technical backstopping in processing, marketing and provision of information</p> <p>(ii) To develop and review livestock, livestock products and marketing infrastructures policies, guidelines and standards</p> <p>(iii) To monitor, regulate and coordinate livestock and livestock products production, processing and marketing infrastructure development and operations (This role should be separated from DVS and be moved to LIDA)</p>	

			<p>(iv) To promote and monitor hides and skins production and management</p> <p>(v) To promote quality livestock management practices</p> <p>(vi) To manage and conserve livestock resources available and those under threat of extinction</p> <p>(vii) To maintain livestock database for sharing</p> <p>The Division will be led by a Director and will have three (3) Sections as follows: -</p> <p>1. Livestock Genetic Resources Development and Production Section</p> <p>This section will perform the following activities: -</p> <ul style="list-style-type: none"> • Institute and regulate production, conservation, utilization registration and distribution of quality livestock breeds • Develop and review legislation for development of quality livestock breeds and establish a Bureau for Animal Genetics Resource (BAGR) for genetic conservation • Liaise with other organizations dealing with genetic improvement and conservation at Region and International levels • Supervise and register centers concerned with production and conservation of animal genetic materials • Regulate importation of genetic materials in the Country • Promote and strengthen establishment of Farmers Breeders Associations for indigenous and exotic breeds • Promote production of quality breeds of livestock • Monitor production of improved stocks in public and private sectors • Facilitate and monitor production of non-conventional animals including water buffaloes, donkey, horses, mules, camels and rabbits • Promote and monitor the use of biotechnology in livestock production • Review and enforce legislation governing quality control of hides and skins • Promote development of hides and skins technologies for improvement of the industry • Promote use of modern techniques and production of quality animals through artificial insemination, embryo transfer and feed-lotting 	
--	--	--	---	--

			<p>This Section will be led by an Assistant Director</p> <p>2. Livestock Marketing and Infrastructure Development Section</p> <p>The Section will perform the following activities: -</p> <ul style="list-style-type: none"> • Promote, facilitate and coordinate rehabilitation, construction of market infrastructure • Promote and strengthen public – private partnership investment in livestock market infrastructure • Regulate, Monitor and evaluate livestock market activities • Up-scale and strengthen livestock <i>information management system</i> in collaboration with Ministry of Industry, Trade and Investment • Promote marketing of livestock products and by-products • Facilitate proper use livestock infrastructure including weighing bridge • Strengthen trade of live animals in livestock market in collaboration with other institutions in combating illegal livestock trade • Promote trade of high-quality hides and skins and increased production of domestic leather goods <p>This Section will be led by an Assistant Director.</p> <p>3. Livestock Products, Food Security and Nutrition Section</p> <ul style="list-style-type: none"> • Facilitate, monitor and promote investment in meat and dairy industries • Liaise with Meat and Dairy Boards in regulating the meat and dairy industries, respectively • Promote production of high-quality hides and skins • Promote and strengthen hides and skins traders, producers and processors associations • Revitalization and operationalization of Tanzania Institute of Leather Technology (TILT) and financing of leather training on production centers • Promote, monitor and strengthen livestock products and by-products production, value addition and distribution to ensure access to consumers • Conduct periodic assessment to establish demand and availability of livestock products • Promote and foster consumption of animal products among Tanzanians especially for children under five years 	
--	--	--	--	--

			<ul style="list-style-type: none"> • Collect process and disseminate data on quantities and prices of animal products and by-products • Monitor the production of livestock products at all stages from the producer to the end user • Co-ordinate and mainstream animal products in food security matters being effected/implemented for the time being, by other bodies or organizations • Co-operate and exchange information about food security related to livestock products and by products with different organizations at national regional and international levels 	
	<p>2.3 GRAZING LAND AND ANIMAL FEED RESOURCES DEVELOPMENT DIVISION</p>		<p>Objectives To develop and regulate grazing-land, animal feed resources and mechanization for increased livestock productivity and industrialization</p> <p>Functions</p> <ul style="list-style-type: none"> • To facilitate and participate in the preparation of land use plans and demarcation of grazing-lands • To facilitate, provide technical backstopping and guide the preparation of grazing-land management plans and register them • To regulate and guide improvement of grazing-lands for sustainability • To provide technical backstopping to the inspectors • To regulate and provide guidance in the production, conservation, import and export of pasture, fodder and seeds • To promote and regulate modernization of livestock (pastoral and agro-pastoral_ production systems and policies • To promote and regulate production and trading of animal feed and feed resources • To promote use of appropriate machines and technologies in livestock <p>This Division will be led by a Director and will have three (3) Sections as follows: -</p> <p>Grazing Land Section</p> <ul style="list-style-type: none"> • Provide guidelines for management, improvement, development and utilization of rangelands • Facilitate and participate in the demarcation of grazing-lands for livestock use • Provide technical capacity building to the Regional Secretariat and LGAs on sustainable rangeland management and utilization • Institute legal and regulatory measures to manage rangelands and control movements of pastoralists and agro pastoralists 	

			<ul style="list-style-type: none"> • Support and promote rangeland resources management bodies • Promote the production, conservation and utilization of pasture, fodder and pasture seeds for domestic and export markets • Oversee, strengthen, monitor and coordinate activities of pasture seeds farms • Promote forage conservation and utilization practices that use appropriate technologies • Promote management and regulate the utilization and conservation of water catchments areas • Regulate development, management and utilization of grazing-lands • Develop and disseminate guidelines on pastoral social welfare and land resources conflict management • Strengthen livestock feed security to mitigate climate change effects • Facilitate construction and rehabilitation of water sources (dams, charcos and boreholes) for livestock <p>This Section will be led by an Assistant Director.</p> <p>Animal Feed Resources Development Section.</p> <p>This Section will perform the following activities: -</p> <ul style="list-style-type: none"> • Regulate production and trade of compounded animal feed and feed resources • Liaison with TBS and other relevant regulatory authorities to develop and set standards for feed-stuffs • Provide advises and technical support to feed manufacturing bodies • Provide technical support to Regional Secretariat and LGAs on animal feed production and standards • Promote production of alternative feed resources such as soy beans and yellow corn for animal feed production • Provide guidelines and technical backstopping to animal feed Inspectors • Promote production, distribution and utilization of quality livestock feeds • Regulate import and export of animal feeds and feed resources 	
--	--	--	---	--

			<p>This Section will be led by an Assistant Director.</p> <p>Livestock Mechanization and Machinery Section</p> <p>This Section will have the following activities:</p> <ul style="list-style-type: none"> • Promote and monitor uses of machinery in livestock production • Promote use of renewable energy sources (such as biogas) in livestock production • Set standards and guidelines for machinery used in livestock industry • Provide technical advice on appropriate machines for different uses in the Sector • Provide effective information on the National Demand, availability and distribution of implements machinery and equipment • Promote and enabling environment for adoption of appropriate technologies in livestock production • Promote and disseminate current and appropriate technologies necessary for industrialization of the sector <p>This Section will be led by an Assistant Director</p>	
3	MEAT BOARD	<p>The function of the Tanzania Meat Board has been stipulated according to the Meat Board Act section 10 (a – w) of 2006.</p>	<p>Roles and Responsibilities of the Board</p> <p>Roles and responsibilities of the Tanzania Meat Board as prescribed under section 10 of the Meat Industry Act No. 10 of 2006 are:-</p> <ul style="list-style-type: none"> (i) To advise the Minister on policies and strategies for promotion, development and production of livestock, meat and meat products; (ii) To supervise and promote livestock stakeholder’s groups and associations in the meat sub-sector which shall be used as a platform in the implementation of the meat Act; (iii) To ensure stakeholders compliance with national or international standards for meat and meat products in collaboration with other quality control institutions; (iv) To collect, process and disseminate information for the purpose of assisting production, investment, processing, product development and marketing; (v) To perform regulatory activities in meat industry in accordance with the provision of the Act; (vi) To search and develop markets in collaboration with the Ministry responsible for trade and marketing; (vii) To conduct marketing research; (viii) To develop, implement and monitor strategies designed to achieve and maintain self-sufficiency and efficiency in meat production, processing and marketing; 	

			<ul style="list-style-type: none"> (ix) To ensure availability of appropriate technology for the meat industry; (x) To create and promote a competitive environment conducive to fair play among stakeholders in the meat industry; (xi) To monitor the execution of contracts and marketing arrangement between meat producers and processors or bodies related to meat subsector and reconcile the parties when disputes arise; (xii) To promote and coordinate the development of small and large scale livestock producers, traders and meat processors; (xiii) To promote the training and improvement of skills in technological advancement in the meat industry; (xiv) To promote advocacy in the meat industry; (xv) To represent stakeholders in international fora related to promotion and management of the meat industry; (xvi) To register producers, processors and other dealers of meat and meat products for the purpose of their identification and involvement in promotion of the meat industry; (xvii) To liaise or collaborate with any institution or organization established under any other written law which deals with matters related to production, processing, or marketing of livestock, meat or meat products for the purpose of promotion of the meat industry; (xviii) To organize meat and meat products exhibition and encourage participation of stakeholders in such shows within and outside the country; (xix) To be the agent of development for the entire meat industry; (xx) To act as an arbitrator in any conflict between and within different categories of meat industry stakeholders; (xxi) To act as secretariat to Annual Council Meeting; and (xxii) To do any other function as may be directed by the Minister. 	
4	DAIRY BOARD	Diary Act, 2004	<p>1. Registration of Dairy Stakeholders</p> <p>This is an inventory and needs assessment of dairy stakeholders which provides and it is done according to the Dairy Industry Act Section 17 (1) which requires any person who deals with milk and milk products shall with effect from the commencement of this Act, register with the Board.</p>	

			<p>2. Inspection of milk and milk product</p> <p>This is done routinely to ensure hygienic milk handling and to ensure quality and safety to consumers.</p> <p>3. Surveillance of the quality of milk and milk products</p> <p>The Board continuously samples and tests milk and milk products across the dairy value chain. This provides information for planning and decision making on the matters of protecting the milk consumers in Tanzania</p> <p>4. Review and development of Dairy standards</p> <p>The Board is a member of the technical committee of the Tanzania Bureau of Standards which reviews and develops standards of milk and milk products in Tanzania</p> <p>5. Management of dairy Imports and Exports</p> <p>This is done to enhance the marketing of milk and milk products produced in Tanzania.</p>	
5	TVLA Also owns Tanzania Vaccines Institute)	that was established under the Executive Agency Act Cap 245 (Revised Edition; R.E 2009), gazetted on GN number 74 of 9th march 2012 supplement Number 8 and instated by the Chief Permanent Secretary on 11th July, 2012.	<p>An Executive Agency of the Ministry of Livestock and Fisheries (MLF),</p> <p>OBJECTIVES</p> <ol style="list-style-type: none"> 1. Developing and marketing appropriate technological packages and biologicals 2. Institutionalizing the Management systems 3. Undertaking and strengthening surveillance and diagnostic services 4. Improving infrastructures and facilities 5. Strengthen Financial and Human Resource management systems 6. Strengthen institutional arrangement 7. Addressing crosscutting issues <p>FUNCTIONS</p> <p>The major role of TVLA is to implement the objective of establishing the veterinary laboratory system as outlined in the national livestock policy (2006). The roles and functions are to:-</p> <ol style="list-style-type: none"> 1. To undertake diagnosis and investigation of animal diseases and vectors 2. To develop and produce vaccines and other biologicals 3. To test and evaluate biologicals, ethno-veterinary and laboratory chemicals 4. To analyse safety of animal feed stuff 5. To validate tests and standards for animal disease and laboratory diagnosis 6. To provide referral veterinary laboratory services and vector and vector borne diseases for Tanzania and SADC region for specified diseases 	

			<p>7. To establish and maintain data base on animal diseases and vectors</p> <p>8. To develop and upscale technological packages</p> <p>9. To regulate veterinary laboratories</p> <p>10. To validate veterinary pesticides</p> <p>11. To validate veterinary cosmetics, pharmaceuticals and devices</p>	
	Mfuko Wa Ngozi		<p>Operated under MLF.</p> <p>Collections goes directly to Treasury and involves:</p> <p>1. 80% tax on export of raw hide and skins</p>	
	TALIRI	Established by Act No. 4 of 2012 Gazetted on 27 July 2012.	Centres: Mpwapwa and Kongwa (Dodoma), Mabuki (Mwanza), Naliendele (Mtwara), TALIRI Tanga, TALIRI Uyole (Mbeya) and TALIRI West Kilimanjaro (Kilimanjaro).	
	LITA	MLF		
	NARCO	Established under the Companies Act. Cap. 212 with the government of Tanzania owning 100% of the shares	<p>The functions of NARCO include the following:-</p> <p>(i) To establish and run profitable ranching business</p> <p>(ii) To produce and distribute high quality livestock</p> <p>(iii) To purchase livestock from smaller holder farmers for fattening and sale</p> <p>(iv) To slaughter and process high quality meat for local and export market</p> <p>(v) To protect the environment and establish high quality pasture for own use and selling</p> <p>(vi) To support other livestock keepers on best ranching practices</p>	
	Mfuko wa maendeleo ya Mifugo (LDF)	The Hides, Skin and Leather Trade Act No. 18, 2008	5% of 80% of the Export fee paid to LIDA	

**ANNEX V: Stakeholders/Staff of various entities consulted during the study
PROVIDED AS A SEPARATE DOCUMENT**

ANNEX VII: Projected Livestock Infrastructure Budget (MLF)

Budget Summary:

Item Description	Reference	2024/25	2024/26	2024/27	2024/28
<i>Projected Growth Rate</i>					
INITIAL COSTS ESTIMATES		6,524,537,552	-	-	-
REVENUES					
Revenue from Market fees:					
1. 46% of Primary and Secondary Market) - (2022/23 collected 8.64 bn) 54% remains with LGAs		3,975,130,156	7,912,000,000	8,703,200,000	9,573,520,000
2. 90% of Secondary Markets under MNLF (2022/23 collected 8.860bn)		7,974,372,047	15,480,000,000	17,028,000,000	18,730,800,000
Revenue from Other Fees		1,200,000,000	2,300,000,000	2,530,000,000	2,783,000,000
Government Subversion (at 60% of current livestock infrastructure budget) - 2023/24: 24 bn	2023/24 budget	14,400,000,000	18,720,000,000	24,336,000,000	31,636,800,000
Revenues from Hides and Skin Levy (30% of collection; 8bn collected 2021/22)		2,400,000,000	2,400,000,000	2,400,000,000	2,400,000,000
Grants		-			
O/S collection from the LGAs (as of July 2023)			5,125,000,000	0	0
Sub Total		29,949,502,203	46,812,000,000	54,997,200,000	65,124,120,000
EXPENDITURES					
Payroll Costs/Wage Bill		2,855,121,480	1,427,560,740	1,427,560,740	1,427,560,740
Operating & Administrative Costs		1,181,683,963	1,264,401,841	1,352,909,970	1,447,613,667
Infrastructure Development Costs (Year 1: 15% of current livestock infrastructure budget)	15% of Budget	3,600,000,000	3,600,000,000	10,800,000,000	13,200,000,000
Maintenance Costs (80% of current livestock infrastructure budget)	80% of Budget	19,200,000,000	19,200,000,000	12,000,000,000	9,600,000,000
Emergency	5%	1,200,000,000	1,200,000,000	1,200,000,000	1,200,000,000
Sub Total		28,036,805,443	26,691,962,581	26,780,470,710	26,875,174,407
SURPLUS/(DEFICIT)		1,912,696,760	20,120,037,419	28,216,729,290	38,248,945,593
NOTE:					
ASSUMPTIONS	JUSTIFICATION				
1. To double collection from primary market from 8.64 bn to 17.3bn, then by 10%	Improved collection, offtake, efficiency in marketing systems, growth of livestock stock				
2. To double collection from secondary market from 8.6 bn to 17.2bn, then by 10%	Ditto				
3. Budget growth assumed at 30% (Government subversions)	Between 2020/21 to 2023/24: Budget growth averaged 79.90%. While there has been aggressive growth, the budget growth is anticipated to grow modestly in future				
4. Wage Bill: To drop by 50% of the projections	Assumption that 50% will constitute transfer of staff already in payroll to LIDA				
5. Maintenance costs to drop to 50% of infrastructure dev. Budget in yr3 and to 40% in yr4	Assumption is renovation on dilapidated infrastructure would have been made in the first 2 years of LIDA				
6. Development costs: increase to 45% of infrastructure dev. Budget in yr3 and to 55% in yr4	With major renovations done in first 2 years, focus to be turned into development of infrastructure				
7. Operating & Admin costs to grow annually by 7%	Based on inflationary growth (BOT Monthly Economic Review, June 2023, pg. 12, inflation recorded at 6.5%				

Start Up Capital Estimates

1. start UP capital	Type	Qty	Cost	Amount (TZS)
Office Renovation and Improvement (incl Air conditioning)	HQ and Zones	Estimates		150,000,000
Furniture and Fitting	HQ and Zones	Estimates		70,000,000
Motor Vehicle - HQ - ED	Prado (HIGH SPECS - VXL	1	331,177,455.00	331,177,455
- HQ Pool	Prado (STANDARD - TXL	2	164,959,514.00	329,919,028
	Hilux D/Cabin 2.4L	1	164,959,514.00	164,959,514
- Zonal Offices	Hilux D/Cabin 2.4L	8	164,959,514.00	1,319,676,112
Motor Circles	2 per zone	8	3,000,000.00	24,000,000
Computers - Desk top		20	2,500,000.00	50,000,000
Laptops		12	3,500,000.00	42,000,000
Savers				3,500,000
Other ICT Accessories	Estimate			2,500,000
				-
Subtotal				-
2. Operating Expenses - Year 1				1,181,683,963
3. Salaries - Year 1				2,855,121,480
TOTAL				6,524,537,552

Operating Expenses Estimates

S/N	Description	Location	Total Area/Qty	Rate	Monthly Cost	Annual	Total (TZS)
USD/TZS Rate		1:2,600					
1	Office Rents (Area in Sm2)	HQ	300	\$10	\$3,000	36,000.00	93,600,000
2	Office Rent	Zonal	200	\$10	\$2,000	24,000.00	62,400,000
3	Office costs	HQ/Zonal		1,500,000.0	7,500,000.00		90,000,000
4	Fuel (Est/MV/Day in liters) in 24 days of month		50	3,200.00	38,400,000.00		460,800,000
5	Fuel (Est/MC/Day in liters) in 24 days of month	12	10	3,200.00	9,216,000.00		110,592,000
6	M/V Maintenance	On warrant					-
7	Travel and Accommodation	Est.					55,000,000
8	Board Meetings		4	1,500,000.00			6,000,000
9	Utilities - Electricity	Per office	5		750,000.00		45,000,000
10	- Water	Per office	5		250,000.00		15,000,000
11	Communication - Air time Mobile (Snr officers)		16	100,000.00	1,600,000.00		19,200,000
12	- Landline	Per office	5	150,000.00	750,000.00		9,000,000
13	- Internet	Per office	5	100,000.00	500,000.00		6,000,000
14	Security		15 guards	650,000.00	9,750,000.00		117,000,000
15	Cleaning and Garbage collection	Per office	5	450,000.00	2,250,000.00		27,000,000
	Insurance - M/V & MC	% of value	3%				65,091,963
							-
							-
	TOTAL						1,181,683,963

Payroll Costs (Wage bill) Estimate

Position	Qty	Scale	Rate/Basic	Emoluments			Total
				Housing	Phone	Utilities	
Executive Director	1	LSS(E) 9	7,020,000.00	600,000.00	230,000.00	295,000.00	97,740,000.00
Directors	5	LSS(E) 8	5,720,000.00	600,000.00	230,000.00	260,000.00	81,720,000.00
Unit Heads	5	LSS(E) 6	4,820,000.00	600,000.00	230,000.00	260,000.00	70,920,000.00
Zonal Managers	4	LSS(E) 6	4,820,000.00	600,000.00	230,000.00	260,000.00	70,920,000.00
Fund Manager	1	LSS(E) 6	4,820,000.00	600,000.00	230,000.00	260,000.00	70,920,000.00
Internal Auditor (Chief)	1	LSS(E) 6	4,820,000.00	600,000.00	230,000.00	260,000.00	70,920,000.00
Officers - HQ							-
Procurement	2	LSS(E) 4	4,020,000.00	600,000.00	180,000.00	210,000.00	110,880,000.00
ICT	2	LSS(E) 4	4,020,000.00	600,000.00	180,000.00	210,000.00	110,880,000.00
Engineers	4	LSS(E) 4	4,020,000.00	600,000.00	180,000.00	210,000.00	115,920,000.00
Livestock/Marketing Officers	4	LSS(E) 4	4,020,000.00	600,000.00	180,000.00	210,000.00	115,920,000.00
Communication & CRM officer	1	LSS(E) 4	4,020,000.00	600,000.00	180,000.00	210,000.00	108,360,000.00
Administration and HR Officers	2	LSS(E) 4	4,020,000.00	600,000.00	180,000.00	210,000.00	110,880,000.00
Fund Managment officers	2	LSS(E) 4	4,020,000.00	600,000.00	180,000.00	210,000.00	110,880,000.00
Auditors	2	LSS(E) 4	4,020,000.00	600,000.00	180,000.00	210,000.00	110,880,000.00
Quality Control and Compliance Officers	4	LSS(E) 4	4,020,000.00	600,000.00	180,000.00	210,000.00	115,920,000.00
Officers - Zonal							-
ICT	4	LSS(E) 3	3,720,000.00				59,520,000.00
Engineers	8	LSS(E) 3	3,720,000.00				357,120,000.00
Livestock/Marketing Officers	8	LSS(E) 3	3,720,000.00				357,120,000.00
Secretaries	6	TGSA-D	765,000.00				55,080,000.00
Drivers	10	TGSA-D	765,000.00				91,800,000.00
Receptionists	6	TGSA-D	765,000.00				55,080,000.00
Board of Directors Remuneration (4 sits/Yr)	7		1,500,000.00				42,000,000.00
Subtotal							2,491,380,000.00
Emoluments							
Payroll Expenses - Pension Contribution			10%				249,138,000.00
- WCF			0.60%				14,948,280.00
- SDL			4.00%				99,655,200.00
							2,855,121,480.00

ANNEX VII: Salary Scale

MCHANGANUO KWA UFUPI		JEDWALI LA NYONGEZA YA MSHAHARA JULAI 2022				
		S/NO	NGAZI YA MSHAHARA	MSHAHARA KWA MWEZI HADI JUNI 2022	MSHAHARA BAADA YA NYONGEZA	KIWANGO CHA NYONGEZA
<p>KIWANGO CHA JUU CHA NYONGEZA YA MSHAHARA Kiwango cha juu cha nyongeza ya mshahara ni shilingi 70,000</p> <p>ASILIMIA YA NYONGEZA Kiwango cha juu cha nyongeza kwa kima cha chini cha mtumishi.</p> <p>MFUMO ULIOTUMIKA Lengo nyongeza ya mshahara ni kuwainua watumishi wanaopokea kiwango cha chini cha mshahara</p>	1	TGOS A	300,000	370,000	70,000	23.3
	2	TGOS B	430,000	500,000	70,000	16.3
	3	TGOS C	58,000	640,000	60,000	10.3
	TGS					
	4	TGS A	310,000	380,000	70,000	22.6
	5	TGS B	390,000	450,000	60,000	15.4
	6	TGS C	525,000	585,000	60,000	11.4
	7	TGS D	710,000	765,000	55,000	7.7
	8	TGS E	950,000	1,000,000	50,000	5.3
	9	TGS F	1,255,000	1,300,000	45,000	3.6
	10	TGS G	1,630,000	1,660,000	30,000	1.8
	11	TGS H	2,085,000	2,110,000	25,000	1.2
	12	TGS I	2,885,000	2,905,000	20,000	0.7
13	TGS J	3,360,000	3,380,000	20,000	0.6	
LSS (E)						
14	LSS (E) 1	3,425,000	3,445,000	20,000	0.6	
15	LSS (E) 2	3,530,000	3,550,000	20,000	0.6	
16	LSS (E) 3	3,700,000	3,720,000	20,000	0.5	
17	LSS (E) 4	4,000,000	4,020,000	20,000	0.5	
18	LSS (E) 5	4,400,000	4,420,000	20,000	0.5	
19	LSS (E) 6	4,800,000	4,820,000	20,000	0.4	
20	LSS (E) 7	5,200,000	5,220,000	20,000	0.4	
21	LSS (E) 8	5,700,000	5,720,000	20,000	0.4	
22	LSS (E) 9	7,000,000	7,020,000	20,000	0.3	

ANNEX VIII: Findings from the Field Visit

ANNEX VII: Salary Scale

ANNEX VIII: Findings from the Field Visit

S/N	Institution	Location	Ownership	Findings
1	AKM Glitters - Poultry farmer/ entrepreneur	DSM	Private	<p>Observations and concerns raised by AKM Glitters Director.</p> <ol style="list-style-type: none"> 1. Current livestock sub-sector policies favour the government more than the private investors. When the Government allows private investors to come in, it offers very short-term contracts which are not attractive, recalled a case of Poultry farm in Mbeya. 2. Government, through the MLF owns sizeable infrastructures (poultry farms, dairy and beef farms) which are underutilized if not unused hence wear and tear with time. Government should collaborate with the private sector to optimize these assets potential. 3. Wondering why doesn't the Government consider leasing, sell or invite partnership mode of operations from interested investors whether local or foreigners to get them operational and contribute in to envisaged sector growth, GDP and livelihoods of individual farmers. 4. Entrepreneurs fail to seize some of the investment opportunities due to inadequate financing opportunities coupled with higher interest rates. 5. Underscore a point of view that, creation of LIDA alone won't solve the problem statement of this study, rather should also seek to address policy laps. Amongst others, include <i>traceability policy</i> to address fraudulent product label theft issues and PPP policy (Does not support private investors). 6. There is a huge untapped meat (beef and chicken) market in Comoros, DRC, Arab states. Tanzania could greatly benefit with this market. China has brought another unconventional market, that is, chicken legs and heads, while Nigeria market consumes livestock skin and hides.

2	Pugu Secondary market	DSM	MFL	<p>Observations:</p> <p>Number of animals sold per day versus holding capacity of the market.</p> <ol style="list-style-type: none"> 1. The market has the capacity to hold 3,000 heads of cattle and 4,000 heads of sheep and goats (shots). 2. Average number of animals sold per day: 700 to 800 heads of cattle and between 500 to 600 shoats. It is apparent that the installed capacity is underutilized. Animals come from various regions of the country. <p>Body condition of animals brought to the market. It varies with season based on availability of pastures. Means of transportation is not a body condition factor because trekking which used to contribute up to 2% body weight loss has been banned by regulatory authorities.</p> <p>Frequency of the market and types of fees.</p> <ol style="list-style-type: none"> 1. The markets operates daily. 2. Fees are collected through POS. 7,500 / head of cattle. 6,500 being (Market fee 4,000 + 2,500 movement permit) goes to Government and 1,000 goes to City. 3,000/ head of shoats.
				<p>Pricing and revenue collected</p> <ol style="list-style-type: none"> 1. Price ranges from 600,000 to 1.4 M for an animal weighing between 180kg to 200 kg body weigh respectively. 2. Revenue collected per week is between (32M - 35 M. Target by the MLF is to collect 2.4 B per year. Management indicated that it challenging to meet the target due to conflicting directives from authorities at the Ministry (the then Minister gave a verbal directive that it is not mandatory to pass through a secondary market from secondary market on the way to abattoirs). This statement resulted to a significant loss of revenue as livestock is diverted and taken direct to abattoirs/slaughter houses. Regulation requires that livestock passes through secondary market before going to the abattoirs/slaughter houses. <p>Ownership and maintenance responsibilities</p> <ol style="list-style-type: none"> 1. The market is owned and maintained by the MLF. <p>Staffing: Adequately staffed in-terms of numbers and qualification. There are two degree holders, 3 diploma holders and 5 livestock officers.</p> <p>Observations/ concerns raised</p> <ol style="list-style-type: none"> 1. Infrastructures are dilapidated and some are not functional (e.g. the weigh bridge/ scale.) 2. Broken holding ground facility, no light, broken fence, no proper loading and off-loading site/ ramp, no fenced grazing paddocks, no feed troughs, no seek bay/isolation. <p>Security: There is a functioning police station at the Market/auction</p> <p>Land Area: The market has a recorded area of 1,900 acres but currently has only 108 acres remaining due to encroachment which continues and therefore an urgent need for land reconnaissance and protection.</p>

3	Vingunguti abattoir	DSM	LGA – Ilala City Council	<p>Installed capacity and utilization capacity</p> <ol style="list-style-type: none"> 1. This is a brand-new state of the art facility with installed capacity of 1,000 animals per day with 250 holding ground capacity per day with butcher (499 hooks), Vizimba (66) 2. No. of livestock slaughtered per day: 250-300 cattle and 300 shots per day 2. The facility has a number of equipment which remain un-installed: cooling systems, cold rooms. 3. There is no affluent disposal system (creating high pungent smell) and compromising export quality requirements 4. No sick bay pan 5. The abattoir is own by LGA under Ilala City Council
4	Milk collection Centre at Mwasonga Kigamboni	DSM	MLF	<p>Observations:</p> <ol style="list-style-type: none"> 1. The centre is still under construction and remain incomplete. 2. The door size appeared to be smaller comparing to milk tanks sizes. The same observation was noted by Tanga Dairy plant technician during his visit to Msowero Milk collection centre. <i>This might be a generic architectural design issues</i> that needs the attention of infrastructure engineer’s unit at the MLF. 3. Within a radius of 300 meters, there is a dilapidated milk collection centre that was built and abandoned by LGA. Perhaps there was a need to for synchronization of infrastructure development between MLF (or proposed Agency) with LGA on similar infrastructure in the same location.

5	Deep borehole at Matanzi in Mkuranga	Coast	LGA	<p>Background: Recurring conflicts between livestock and farmers fighting for land and water resources. To solve the problem, a village land use plan set aside 380 acres for livestock keepers, and the government through the Ministry constructed a borehole. Water use will be for both the livestock and domestic use.</p> <p>It is a new borehole (less than a year) constructed by the Ministry and handed over to the village committee predominantly composed of livestock keepers for day-to-day operations and maintenance of the facility. There is 10,000 litres of water reservoir tank which supplies water to water troughs for animals and domestic uses.</p> <p>Fee charged: TZS 200/animal/ day. There are 600 heads of cattle and shoats in place. Therefore, total revenue that will be collected per year = 600 x 200 x 60 days of the year is 7,200,000. The committee is responsible for revenue collection and expenditure thereof in consultation with DEDs office.</p> <p>Observations/ concerns raised</p> <ol style="list-style-type: none"> 1. It is noteworthy that the committees do not use PoS machine. The village PoS could be used by the committee as well. 2. It is solar powered pump. No power storage battery, therefore pump is not functional on cloudy days. 3. Informed that the facility is currently used during dry months of the year only (2 months only).
6	Cattle dip	Tundu village Mkuranga	MLF	<p>It is a new cattle dip (less than a year) constructed by the Ministry, handed over to the village committee predominantly composed of livestock keepers for day-to-day operations and maintenance. The dip tank volume is 12,500 lts, and acaricide used is amitraz.</p> <p>Number of animals brought for dip wash: 2,500 animals (cattle and shoats), while total number of animals in the area is estimated to be 6,000 - 7,000. The difference is too high. A need to deep dive to establish why? Is it knowledge / awareness issues, or reluctance to pay proposed fee of 100 per head per wash as decided by the dip committee or 600 per head for six months as stipulated in cattle dip regulations by the MLF?</p>
				<p>Frequency of dip-washing the animals is 2 to 3 times a month instead of 4 times a month, which is once per week. This is attributable to lack of adequate water supply within the vicinity for dip-wash replacement.</p> <p>Observations/ concerns raised</p> <ol style="list-style-type: none"> 1. Inadequate water supply for dip-wash replenishment 2. Fee collection modalities - hand written receipts instead of PoS 3. Reluctance to contribute for dip-wash fees 4. No pit for disposing dip-wash, thus poses environment pollution

7	Kwala Quarantine holding ground at Kibaha	Coast	MLF	<p>1. Total area of the facility is 100,000 acres.</p> <p>2. Animals are held for 14 days in preparation for export including, vaccination against FMD, Anthrax and Black quarter.</p> <p>3. Holding capacity as of now is 200 animals, small indeed.</p> <p><u>Observations/ concerns raised</u></p> <p>1. No fencing, hence land encroachment by the surrounding community</p> <p>2. Risk of cross disease contamination between animals in the holding ground and those from surroundings due to lack of a separating fence. Conclusively one would argue the facility doesn't worthy a title 'Quarantine holding ground'</p> <p>3. No clean drinking water for animals</p> <p>4. No security guards with proper working tools (eg a firearm)</p> <p>5. No office building</p> <p>6. No offloading /uploading ramp</p>
8	Mgolole Farm -Morogoro (Interview with Prof. Shem Martin, MD)	Morogoro	Private	<p><u>Observations/concerns raised</u></p> <p>1. Reiterated that establishment of LIDA is an overdue idea and that improvement in livestock production and productivity will not be achievable in absentia of livestock infrastructure improvement (Production, health, breeding, markets, transport logistics).</p> <p>2. Agency's responsibilities must address <u>Dairy</u>, <u>Beef</u> and <u>Poultry</u>. It will be unfortunate if poultry infrastructure will not be included because majority of poor homesteads keep chicken for food and source of income.</p> <p>3. It should be an Agency seeking to build, improve and regulate all aspects of livestock infrastructure.</p> <p>4. Selling animals by visual/ condition score instead of using weigh scales should be discouraged. It is exploitative. The middleman (Garagaja) and butcher-man are the parties in the livestock market chain who benefits from this malpractice. The Ministry (proposed Agency) should consider some form of regulation to middlemen involved in the auction markets.</p>

				<p>5. Mismatch between production cost and market price and proposed solution.</p> <p>Feeds and feeding studies have shown that production cost of beef is higher than unit price of beef in the market (Currently there is a study at Mgolole Farm -Morogoro, involving COSTEC and SUA). It has been established that meat price is almost 50% of production cost. Costs of feed are sky rocketing. Recommended: The government should be involved guiding price of beef, dairy and poultry products just like it does from commodities such as maize, cashew nuts, cotton in order to cushion the mismatch between production cost and free market prices.</p> <p>6. Milk sub sector</p> <ol style="list-style-type: none"> 1. Milk collection centres distribution / construction should be government role or else milk trade by small/ medium scale farmers will remain 'informal' hence government will continue to loss revenue that would have been collected. 2. Small scale farmers should be organized into strong milk producer groups with strong advocacy and bargaining powers on issues of their interest. <p>7. NARCO and TALIRO Should also do their part as well to support the government efforts.</p> <p>8. Private sector and LIDA</p> <ol style="list-style-type: none"> 1. The private sector can be a good servant as well as a bad master if not well regulated. The subsector requires a review on regulatory aspects, including oversight on competitive fairness. The same views were observed by CHOBO and Himo Tanneries. 2. The play ground is not level. There are double standards in law enforcement, for instance, privately owned enterprises are severely punished in case of breach of rules and regulations such as environment pollution issues, compared to government owned enterprises.
9	Courtesy call at DPMD office Ministry of Livestock and Fisheries	Dodoma	MLF	<p>A courtesy call meeting with DPMD and DVS. In attendance also was DAHRMD</p> <p>Observations/ concerns raised</p> <ol style="list-style-type: none"> 1. Over 80% of MLF policies are being implemented through LGA (livestock markets, cattle dips, abattoirs/ slaughters slabs, milk collection centres, refrigeration facilities for vaccine preservation, etc). 2. MLF constructs and hand over infrastructures to LGA for day-to-day operations and maintenance. Unfortunately, most of them are in a very poor working condition due to lack of maintenance. 3. Data on capital infrastructure investment by the ministry should be compiled to appreciate Ministry's efforts so far. 4. Ponder on why Agency not Authority? 5. Examine what will be the roles of the Ministry, departments (esp. DVS and DPMD), institutions under the Ministry (TMB, TDB, NARCO, TALIRI, LITA, TVLA) and set boundaries <p>5. Legal and institutional framework</p>

				<p>6. Reflect on what should be the institutional relations between the Agency and the Ministry. It would be appropriate to task the Ministry with regulatory / facilitation roles, and let the agency be the executive agency.</p> <p>7. May consider to start an agency handling just a few selected infrastructures and expand with time.</p> <p>8. Determine which departmental roles should be transferred to the agency and which staff from the government should be seconded to run the agency.</p>
10	Dairy Board	Dodoma	MLF	<ul style="list-style-type: none"> • The Board mandates/functions include regulatory, registration, inspection, surveillance and quality, standards and marketing) • Milk Collection centres – 2022/23 (456 both public and private) • Milk processing Plan – 2022/23 (152) • Private sector (processing plants). Have also built milk collection centres/points • Board responsibilities on infrastructure (milking equipment, construction of milk collection centres (202/23 -10 built, 2023/24 – intends to put another 10), storage and transportation facilities • Internal revenue (2022/23 – 600 m), OC 37million • Fees do not meet Board’s operation costs • There is an urgent need to improve livestock infrastructure
11	Kizota Check point, holding ground and Secondary Market	Dodoma	MLF	<p>1. It used to be a holding ground and checkpoint for on transit livestock. Then became a holding ground, check point to inspect movement permits and associated health documents (such as vaccinations) and a secondary market.</p> <p>2. Capacity: 1000 heads of cattle. It has 10 units accommodating sheep and goats. The market operates for six days a week.</p> <p>3. Infrastructure facilities in place: The holding ground/ market is well fenced, 13 bomas in good condition, 2 water troughs, and a loading/offloading ramp, 1 unit of weigh scale / bridge (not working). No grazing paddocks.</p> <p>4. Fee is collected using PoS machines. The facility collects 20M - 25M per month. It used to collect up to 40 M per month. Reason for revenue decline: Middlemen take livestock buyers straight to the primary markets, thus creating a loophole to avoid Secondary market processes and associated fees.</p> <p>8. Stipulated holding ground fee/ levy by the Ministry needs to be enforced to boost revenue collected.</p> <p>9. The 88 acres of pasture land: if developed could also be a good source of revenue through pasture sales.</p>

				<p>Observations/ concerns raised.</p> <ol style="list-style-type: none"> 1. By passing the Secondary market facilities causes revenue loss. 2. Underdeveloped pasture land, hence loss of revenue. 3. No incinerator for disposing off dead animals. 4. Office remains without furniture (desks, chairs)
12	Dodoma abattoir		LGA	
13	Zonal Veterinary Centre (ZVC)	Tabora	MLF	<p>Mandated to undertake diseases surveillance activities. The centre caters for two regions namely Tabora and Kigoma supporting governments desire to control the outbreak and spread of the 13 critical diseases under the Ministry watch.</p> <p>The officer in-charge underscore the fact that indeed most of the old livestock infrastructures are not in good working conditions and establishment of a specific agency could be a means of addressing the challenges.</p> <p>Observation/ concerns raised</p> <ol style="list-style-type: none"> 1. Surveillance is not done accordingly due to inadequate budget. 2. Reported TVLA success stories is a good weakness because there cannot be a success on lab activities in absentia of strong surveillance.
14	Ipuli Secondary Livestock Market	Tabora	MLF	<p>Market Not Operational</p> <ol style="list-style-type: none"> 1. Bomas and water troughs in good condition 2. Excellent goat's shed 3. Loading/ offloading ramp in good conditions 4. Frequency: Once per week. Number of cattle sold on a market day is 200 - 250 heads of cattle and 150 to 200 sheep and goats 5. Fees collected and estimated revenue: As stipulated in Ministry guidelines. Estimated revenue per month is 8M to 10M <p>Observation/ concerns raised</p> <ol style="list-style-type: none"> 1. The market though complete, it is not operational 2. The fence surrounding the facility is short, hence animal safety is not guaranteed 4. No provision for grazing area. This is a serious anomaly for the market

15	NATA Secondary Market	Nzega - Tabora	MLF	<p>Market Not operational.</p> <ol style="list-style-type: none"> 1. The Ministry has invested in building a state-of-the-art infrastructure, including houses for the staff, reliable water supply, toilets, cattle dip, auction ring, weighing scale (yet to be installed though). 2. Despite of this huge investment, the Market is not operational since its inauguration in February 2022, reason being misunderstanding between the ward counsellor and the village Chairman of Nata. <p>Observation made/ concerns raised.</p> <ol style="list-style-type: none"> 1. No fence 2. Land grabbing by surrounding communities. It is estimated that the facility has a coverage of 18 acres. 3. Conflict between Ward counsellor and village chairman has prevented operationalization of the facility denying government revenue and service to the public.
16	IGOMA Abattoir	Mwanza	LGA	<ol style="list-style-type: none"> 1. Constructed by Japanese in 1982 2. Owned and operated by Mwanza City council 3. Installed capacity of 500 cattle per day, but currently processes 200 cattle/ day, 100 goats but processes 70 sheep/goats per day. The disparity between actual and realised is attributed to traders bypassing the secondary market. <p>Fee structure: A head of cattle is charged 7,100 (6,500 to the council, and 600 goes to BAKWATA), whereas for shoats it is 4,400 (3,800 goes to the Municipal council and 600 goes to BAKWATA).</p> <p>Observations / concerns raised:</p> <ol style="list-style-type: none"> 1. The degree of dilapidation is pathetic: No fence, dilapidated buildings, no hooks, no rollers, and knives to facilitate skinning; broken water pipe system hence using water reservoirs. 2. No reliable power supply, thus impeding abattoir activities- can't work in darkness. 3. The abattoir machinery and equipment have been vandalised and all processes are conducted manually. 4. Existing bio gas facility exists but no longer work. <p>Staffing: Adequate- 6 meat inspectors, hides and skin inspectors, cleaners and security guards.</p>

17	CHOBO meat processing factory		Private	<p>1. Privately owned abattoir. It has a state-of-the-art equipment, and it does its business professionally, including slicing and packaging carcass cuts according to customer needs.</p> <p>Meat industry business challenges raised</p> <p>1. Procurement of animals: price is arbitrarily set, scales not used whereas sells are conducted by scaled weight (kg).</p> <p>2. No live animal price segmentation according to condition score. This approach would have encouraged farmers to keep and raise animals with good body condition so as to benefit premium prices. Beef cattle contract farming would encourage good animal husbandry practices.</p> <p>3. Product price: Private business practitioners become less competitive because no product price fragmentation according to quality.</p> <p>4. No level ground play as far as enforcement of regulatory penalty issues are concerned.</p> <p>5. Had a feeling that private sector is hard hit by penalties when compared to government owned businesses (abattoirs). Reference was made to environment pollution cases.</p> <p>6. Traceability of animals and product which is a requirement to international market cannot be done because of lack of national animal registry.</p> <p>7. Logistical challenges especially on international cargo freights</p> <p>7. Multiple taxes and fees from different organization: TMB, NEMC, OSHA, Fire, TBS etc.</p>
18	Nyamatara) Secondary Market	Misungwi - Mwanza	LGA	<p>1. Owned and operated by the Ministry (established in 2014). It has a total area of 95 acres, operational since 2014.</p> <p>2. Installed capacity is 2,000 heads of cattle. Actual operating capacity is 150 - 300 cattle per day. It operates for 6 days a week.</p> <p>3. Fees and revenue: 7,500 / cattle (6,500 goes to the Ministry, and 1,000 to the city council). Revenue collected per month used to be 30 M to 35M, currently it is 12M - 15 m. Reason being livestock by pass secondary market facility. From primary markets directly goes to h abattoirs.</p> <p>Staffing: 2, the in-charge and assistant. The Municipal also send their own staff on market days to collect their position of fees charged.</p> <p>Observations made/ concerns raised.</p> <p>1. Loading and offloading ramp is not user friendly; it is very tight/narrow with S shaped path way to the ramp (This could be associated with architectural design).</p> <p>2. Weigh scale has been procured but not yet installed.</p> <p>3. Area not fenced.</p> <p>4. No bomas/ animals holding units</p>
				<p>5. No office (police building for the auction used as office), desolate toilet building.</p>

19	LMU – Livestock Multiplication Unit	Mabuki – Misungwi Mwanza	MLF	<p>1. Ownership: Ministry of Livestock and Fisheries. It has 9,793 ha of land.</p> <p>2. It has 2,740 cattle, 340 goats, Water-buffalo 56 and 151 donkeys.</p> <p>3. The farm produces cross breed product of Boran x Frisian which is good for both meat and milk production.</p> <p>4. It used to be an exemplary livestock Multiplication Farm in terms of infrastructures and animals in place. To date, Mabuki infrastructures are in bad condition.</p> <p>Observations / concerns raised.</p> <p>1. No reliable water source. Initiative was taken to dig a shallow well</p> <p>2. There are five cattle dips which are not in good working condition - leakage of dip wash. Each sub unit need a dip</p> <p>3. Grazing land in those sub units are not paddocked to allow rotational grazing</p> <p>4. Broken and inadequate watering troughs. Each sub unit/ paddock needs a water trough</p> <p>5. There used to be a good milking parlour with a milking machine which no longer exists</p> <p>6. No hay bans, no Silos for feed/ hay preservation/ storage</p> <p>7. No good housing structure for sheep and goats</p>
20	Kiongozi - DIP	Babati town	LGA	<p>1. Constructed by the Ministry and handled over to Village livestock committee for day-to-day operation and maintenance</p> <p>2. Construction cost of 15 M from the Ministry and 6 M from DED office. Usage started in February 2022</p> <p>3. Capacity: 15,000 lts of water, and 15 lts of acaricide is required for initial filling</p> <p>4. Frequency of dip washing: once a week or twice a week depending on tick infestation level</p> <p>5. Number of animals brought for dip washing: 800 cattle and 400 sheep and goats</p> <p>6. Fee: 200 / head of cattle and 100 for sheep and goats</p> <p>Observation/ concerns raised</p> <p>No proper dip wash disposal infrastructure - a pit to avoid environment pollutions.</p>

21	Gendi Livestock Primary Market	Babati - Manyara	LGA	<p>1. Constructed by the Ministry and handed over to the LGA - Babati for daily operations, management and maintenance.</p> <p>2. Estimated installed capacity of 1,000 heads of cattle and 2,000 sheep and goats.</p> <p>3. It operates twice a week, on 17th and 26th day of the month respectively and brings about 150 - 250 cattle and 75 to 100 sheep and goats.</p> <p>Observations made/ concerns raised.</p> <p>1. Located outside livestock keepers' zone, hence few animals on the market day. This frustrates livestock traders</p> <p>2. Prices are relatively higher compared to neighbouring markets hence disincentive to traders</p> <p>3. The facility has been handed over to LGA; however, Loading/ offloading ramp is not in place. Work in Progress</p> <p>4. No slaughter slab</p> <p>5. The current weigh scale is not functional, a new one has been procured but yet to be installed</p>
22	International Masese Matarajio holding ground/ Check Point	Monduli, Manyara	MLF	<p>1. It used to be a holding ground/check point for animals on transit to the market. The area has 10,000 ha of land. No fence in place, hence land grabbing by the community.</p> <p>2. The facility offered an opportunity for animal health check-ups and treatment, grazing moment and watering opportunity for animals on transit.</p> <p>3. The infrastructure is not in use any more partly due to change of means of transportation of animals to the market from predominantly trekking to using lorries and train wagons.</p> <p>4. The facility was last used in 2005.</p> <p>Observations/ issues raised</p> <p>1. Broken borehole hence no water.</p> <p>2. There is a house for the facility in-charge and cattle trekkers.</p> <p>3. The cattle dip is being used by livestock keepers within the community.</p>
23	Makuyuni check point			<p>1. A check point for livestock and livestock products and feeds.</p> <p>2. Fees collected: 25,000 and 5,000 for Cattle and sheep/ goats on transit respectively, fee for animal feed: 10,000 per tonne and 10,000 / lorry within the region.</p> <p>Observations/ concerns raised</p> <p>1. Revenue collection POS/system has no provision for small quantities of cargo hence loss of revenue.</p> <p>Staffing. There is only one staff hence forced to work 24/7 which is not practical.</p>

24	Longido border Market	Longido, Manyara	MLF	<ol style="list-style-type: none"> 1. Capacity: Cattle 700, Shoats: 2,500 2. Export handling per day: 3,600 shoats 3. Challenges: Limited budget (OC) due to the size of the area under their management 4. There is a network challenge at primary market and therefore NOT able to se POS (A need therefore to use “control Number” and pay through agents. 5. Smuggling of livestock: This remains a major challenge given the porous borders leading to loss of revenue to the government. Notorious routes include: Namanga, Sinya, Olmorok (for livestock out of Arusha and Manyara), Engaranaibo, Matale and Wosiwosi (livestock from Ngorongoro). These vilages are as far away as 100km from the border post. 6. Pastoralists do not come to the Market and pay fees due to distance. It was recommended that at least two should be additional markets at Galai and Olmorok (which are 100 km from Longido border market)
25	Bomang’ombe Check-point, Vet Centre and Holding Ground	HAI, Kilimanjaro	MLF	<ol style="list-style-type: none"> 1. It used to be an important and busy during cattle trekking era. The facility has deteriorated. 2. The cattle dip in place has cracks, dried up and encroached by grasses and shrubs. 3. Broken water troughs <p>Observations/ concerns raised</p> <ol style="list-style-type: none"> 1. No fence 2. Encroachment/ land grabbing by the surrounding community. The most noticeable one is a gas filling station and a church, said to have built within the Centre land 3. The Ministry may consider to use the land as a grazing area for feed-lot system of raising beef animals
26	Weruweru Secondary market	Kilimanjaro	LGA	<ol style="list-style-type: none"> 1. Constructed by the Ministry and handled over to LGA. It has a holding capacity of 100,000 heads of cattle 2. Area coverage: Total area is 60 ha, whereby 11 acres are under infrastructures. Grazing area is not paddocked 3. Market frequency: Twice a week 4. Installed capacity of 1,600 - 1,700 heads of cattle and about 1,000 sheep and goats 5. Fees and revenue collected: Cattle: 7,500 (Ministry’s share is 6,500, and 1,000 for LGA); Whereas Sheep and goats total fee is 3,000 (2,500 goes to the Ministry and 500 goes LGA) 6. Revenue collection: 15 M to 16 M per month during high season and between 7M - 8 M during low season 7. Weigh scale is in place and in good working condition 8. Loading/ off-loading ramp and water troughs in good condition

				<p>Observations/ concerns raised.</p> <ol style="list-style-type: none"> 1. Proliferation of livestock markets within the radius. Regulations stipulates that a distance between markets should be at least 30 km. 2. Traders take their animals straight to abattoir, hence loss of revenue at secondary markets. Recalling a statement from the then Minister of Livestock and Fisheries who verbally allowed traders to do so. 3. Encroachment with a court dispute going on
27	Visit Himo tanneries	Kilimanjaro	PRIVATE	<p>Observations / concerns shared.</p> <ol style="list-style-type: none"> 1. Hot iron branding as a means of livestock identifications destroys the skin hence reducing its quality and value. Alternative method of identification been promoted by the Ministry would make a big difference. 2. Inadequate supply of good quality hides and skin hence forced to import, partly caused by buyers of hides and skin for human consumption. 3. Few hides and skin officers, that would conduct training on skinning skills and support enforcement of hides and skin act rules and regulation. Over 70% of procured hides and skin fails quality test due poor skinning - man made perforations/ holes during skinning. LDF could be used to provide training and logistics to these officers. 4. The government should consider to enact a ban on buyers/ traders of hides and skin for human consumption to safeguard desired quality of hides and skin for manufacturing of leather products. 5. Dual reporting by hides and skin officers to both MLF and LGA has impact on the direct responsibility of officers 5. The government should consider introduction of a token reward to livestock farmers who manage to supply livestock without damaged skin - no hot branded marks. This motivation could be drawn from hides and skin fund.
28	Njia Panda Primary Market	HIMO, Kili-manjaro	LGA	<ol style="list-style-type: none"> 1. It became operational in 2007. 2. Area of the market: 7 acres. 3. Fees collected: for cattle is 6,500 per head (4,000 goes to the council and 2,500 is movement permit charges); sheep and goats 2,500(1,000 goes to the council and 2,500 is movement permit charges). 4. Revenue from meat inspection: 800 per carcass inspected. 5. Live animal price: cattle 500,000 to 600,000/ head; sheep and goats sells between 75,000 - 80,000 per head 5. Actual capacity on market day: 30 - 40 heads of cattle.

				<p>Observations / concerns raised</p> <ol style="list-style-type: none"> 1. No loading/ offloading ramp 2. No auction ring 3. No fence. Customers complain of security of their cash and wonders why should they be charged on an open ground? 4. No office, transactions/trading is done openly which is dangerous
30	Mgagao primary market	Mgagao, Same district		<ol style="list-style-type: none"> 1. Built, owned, operated and managed by the LGA. It was inaugurated in 2009, and operational once a week. 2. The MLF has supplied a weigh bridge in its quest to see to it that weight measurement approach is adopted in livestock price determination. 3. There are two loading/ offloading ramps, and well partitioned bomas. Brick fence is under construction to secure the market. 4. Total market area is 3.5 acres which can handle between 2,000 to 3,000 heads of cattle. Actual number of animals sold on a market day ranges from 600 to 700. <p>Observations made/ concerns raised</p> <p>Inadequate supply of clean running water. However problem is being addressed. The borehole has been dug just awaiting power source to run the water pump.</p>
29	Magagao earth dam	Mgagao, Same District		<ol style="list-style-type: none"> 1. Seasonal dam (collects rain water run-offs during rainy season, hence it is seasonal) 2. It was created by road contractors. The water is mainly used by livestock. <p>Observations/ concerns raised</p> <ol style="list-style-type: none"> 1. There is high rate of siltation. It is full of mud, hence a need for regular service or else it will disappear.
30	Cattle dips in Handeni - Msomera/ Livestock market and	Tanga		<ol style="list-style-type: none"> 1. Before migration of livestock keepers from Ngorongoro, Msowero village had only one cattle dip. To date, five (5) new cattle dips, constructed by the Ministry to accommodate livestock influx. 2. All the six cattle dips are in good working condition. 3. Frequency of dip-washing: once per week. Number of animals brought for dip washing - 50; and 30 sheep and goats. 4. Fee charged: 100 per animal dip wash <p>Observations/ concerns</p> <ol style="list-style-type: none"> 1. Awareness and or willing to dip wash livestock is very low. (only 50 animals come for dip-washing). This is partly resistance to fees charged and traditional believes.

31	Msomera secondary market	Handeni, Tanga	MLF	<ol style="list-style-type: none"> 1. The market is well fenced. 2. It has an office and toilet facility. 3. The weigh scale has been procured, not yet installed. 4. There is reliable water source from boreholes (There are four boreholes; one old, three new) 5. Work in progress include: construction of loading/offloading tramps; bomas, weigh scale. 6. Price of livestock: 500,000 to 600,000 for cattle and 80,000 to 100, 000 for sheep and goats. <p>Observation/ concerns raised</p> <ol style="list-style-type: none"> 1. The market (auction) is yet to become operational 2. Resistance to livestock dip washing
32	Msomera Milk Collection Centre	Handeni, Tanga	MLF	<ol style="list-style-type: none"> 1. MCC constructed by the Ministry 2. The MCC is incomplete and therefore not in use
33	Horohoro border Post, Check Point and Holding Ground	Tanga	MLF	<ol style="list-style-type: none"> 1. Number of animals crossed the border since November 2022/23: 17 cattle, 70 sheep and goats., 30 tons of animal feeds since January 2023 to date. Number dogs - between 1 and 2 per week. <p>Observations/ concerns raised</p> <ol style="list-style-type: none"> 1. The holding ground comprising of 2 houses has no light, no water, no fence and look abandoned and covered by grass. 2. The report goes to ZVC - Arusha. This causes delays in receiving feedback 3. No means of transport for staff and patrol 4. No equipment for collecting manure/ cow dung for disposal 5. The boarder is very porous, with 18 known routes (panya routes) between Jasimi to Horohoro, excluding the porosity between Horohoro and Mkomazi Area.
34	Horohoro Border Secondary Market	Mkinga, Tanga	MLF	<ol style="list-style-type: none"> 1. Phase 1 completed. Covered fence, auction ring, toilet, bomas, and electricity. 2. Phase 2 will cover water and grazing land paddocks. 3. The Market/Auction is not yet operational.
35	TVLA	Tanga	MLF	<ol style="list-style-type: none"> 1. Courtesy call visit to TVLA to learn its inception/genesis, its linkage to MLF departments, roles and responsibilities, sources of funds, its success stories and challenges and how it copes.

36	Tanga Fresh	Tanga	PRIVATE	<p>Observations/ concerns raised</p> <ol style="list-style-type: none"> 1. Milk processing factory with a capacity of 360,000 litters/day. Achieves only 50,000 litters per day 2. Seasonal roads limits access to milk collection centres during rainy season 3. Irregular raw material (milk) suppliers (especially during dry seasons) 4. Unreliable power supply at the MCCs, therefore using generators as an alternative power source, which increases production cost 5. Tax related issues (including spare parts) 6. Competition with individual milk collectors with limited operational and regulatory costs offering higher prices creating uncompetitive environment 7. Inadequate clean water supply for hygiene purposes.
----	-------------	-------	---------	--

ANNEX IV: Comments from MLF Management with Consultants' Responses

S/N	Comment	Comment By	Response from Consultants	Reference Page
1	<ul style="list-style-type: none"> i. Establish net gain and improvement on income that will be realized by establishing LIDA as opposed to being dependent on the government. ii. The improvements revenue impact to be captured under the Impact section iii. Utilize existing staff to minimize wage bill 	PS	<ul style="list-style-type: none"> i. Covered under the indicative budget. ii. Covered under Section 5.7 of the Feasibility Study iii. The Provision budget has assumed 50% of LIDA staff to comprise existing staff within the MLF and those within LGA and therefore reduce the projected wage bill by half. See Budget. 	ii. Pages 43-44 Also refer to Table 6 of the Feasibility Study (Projected Budget)
2	<ul style="list-style-type: none"> i. On the Impacts: Provide empirical figures (e.g., what scope) on the highlighted areas of impact, for example: <ul style="list-style-type: none"> a) Enhance Offtake: How will the sale of meat improve offtake say from current 10% to say 20% 	DVS	Details have been provided under Section 5.7 of the feasibility Study	i. Pages 43 - 44
3	<ul style="list-style-type: none"> i. What criteria was used to arrive at the percentages provided under the sources of fund ii. What will be the impact to LGA by taking their sources of fund iii. It is indicated that similar previous agency failed, please indicate the reasons of failure so that the same may be avoided on LIDA. iv. How come border markets are not included in under the sources of fund and only primary and secondary market has been covered 	Legal (Irene)	<ul style="list-style-type: none"> i. The criteria used on revenue distribution is based on the current distribution of revenue between the LGAs and MLF. All the revenue for currently due to LGAs will not be affected (of the 7,500-fee charged in primary market, 4,000 goes to LGA and 2,500 movement permit and 1,000 market fees to MLF. Under secondary market, 4,000 market fee and 1,000 movement permit goes to MLF while 1,000 remains with LGA and hence 54%:46% and 10%:90% to LGA: MLF for primary and secondary market respectively. ii. Addressed above iii. Details covered in the Feasibility Study under Section 3.1 	iii. Pages 11 & 12

4	<ul style="list-style-type: none"> i. Sources of fund: What is the criteria used? ii. Which livestock infrastructure will be under LIDA? iii. How will the management of livestock infrastructure be managed given the fact that some of the infrastructures are owned and operated by LGAs and private sector 	Dr. Nyamizi	<ul style="list-style-type: none"> i. Explanation provider under 3.1 above ii. Details of Livestock infrastructure that will be under LIDA is provided under Section 4.3.1 of the feasibility Study 	ii. Pages 21&22
5	<ul style="list-style-type: none"> i. Proposes the name to be Livestock Development Agency due to the fact that the agency will handle multiple functions ii. Will establishment of LIDA be the solution to challenges currently experienced on the livestock infrastructure? iii. Can improvements on LGAs address the challenges rather than establishing a new agency? iv. Organization structure: The organization structure need to be approved by multiple departments given the nature of the proposed agency which also include the Fund that requires approval by the Ministry of Finance. So the approval need to go beyond PO, Public Service Management v. Relationship with LGAs need to be clear to avoid future conflicts vi. Treasury Register need to be involved as Agencies fall under the TR docket vii. What will be the benefit to the government by establishing LIDA viii. Further review of regulations/ Acts establishing LGAs, including its empowerment on revenue collections need to be carried out and especially Regulations No. 287 and 288 	Mdachi	<ul style="list-style-type: none"> i. Status quo on name to remain as advised by the PS ii. The Feasibility study under various sections has documented challenges experienced, reviewed the experienced noted from other infrastructure agencies and outlined how LIDA is to address the challenges, given that the agency will be more focused. iii. Challenges experienced LGAs in managing livestock infrastructure has been covered in detail in the feasibility study (Sections: 2.4, 3.7(ix), 4.1). iv. Implementation plan provided on Table 7 in the feasibility study covers this activity as Activity No. 5. v. Relationship aspects have been taken into account, including all current revenue due to LGA being left intact. vi. Implementation plan provided on Table 7 in the feasibility study covers submission to TR as Activity No. 5. vii. Implementation plan provided on Table 7 in the feasibility study covers this activity as Activity No. 6. viii. Benefits to the Government are outlined under Section 5.7 of the feasibility Study 	Pages 9, 23, 24, 25, 27 & 43

<p>6</p>	<ul style="list-style-type: none"> i. Will the proposed agency be operated under TARURA or RUWASA model? ii. There were processes within the MLF to establish a Livestock Marketing Agency (LMA). What became of this process and why it did not take off? iii. On establishment of Fund (LIDF): TMB is entitled to 3% from the Livestock Development Fund while the LIDF is also proposed to receive a percentage of fund from the same fund. How can this be harmonized? iv. Do we need to have another agency 	<p>Temu</p>	<ul style="list-style-type: none"> i. While LIDA structure may have some distinctive characteristics similar to those of TARURA, it has been designed uniquely to address the need of LIDA and with advice from PO Public Service Management. The organization structure is provided under Fig.5 of the feasibility study. ii. Initiative to establish LMA was initiated in 2005/2006 as an exit strategy to allow sustainability of infrastructure, focusing on marketing and the Agency registered. Various acts and policies were also enacted various acts and policies (National Livestock Sector Policy of 2006, The Animal Disease Act No. 17 of 2003, the Veterinary Act No. 16 of 2003 and the Meat Industry Act No. 10 of 2006, etc.) LMA focused only on marketing, which are already being done by other institutions/boards and hence the reason for not taking off. <ul style="list-style-type: none"> iii. TMB receives 3% of the 4m/= received monthly by MLF. LIDA target 30% of the total annual fund collected through LDF through the Ministry of Finance. iv. The PS emphasized the need establishment of the agency (LIDA). 	<p>i. Page 38</p>
----------	--	--------------------	---	-------------------

<p>7</p>	<p>i. Ethiopia's livestock sector contribution to the GDP is higher than that of Tanzania, what are they doing differently that can provide a lesson/best practice</p> <p>ii. With regards to low productivity: Tanzania cow breed weighs 250 kg and produces 2 liters of milk per day and therefore it is not justifiable to make the comparison with other countries.</p> <p>iii. A report on offtake for EAC indicates an offtake rate of xx%. Why do we make reference to 10%</p> <p>iv. There are a number of issues affecting the export of skins and hides and not only attributed to quality. These factors include climate, transition to synthetic leather.</p> <p>v. Why does the establishment of LIDA consider dissolving the TMB and TDB and include their activities under LIDA?</p> <p>vi. LITA is also involved in livestock infrastructure. Can this also be put under LIDA</p>	<p>MLF</p>	<p>i. Ethiopia livestock sector contribution:</p> <ul style="list-style-type: none"> o Export-oriented production with private sector support: Ethiopia's livestock production is destined/designed for export markets, primarily in the Middle East through the Livestock Marketing Agency (under Ministry of Trade) to promote and govern domestic and export trade of livestock and livestock products. o Fiscal incentives: Government of Ethiopia provides fiscal incentives to facilitate private sector investment, including tax exemptions for capital expenditure, income tax exemptions for up to five years. o Clustering industries: implemented through the creation of industrial parks, which has included leather and leather products benefiting from more efficient trade logistics and transport services, energy supply, and trade and customs facilitation. <p>ii. The choice of take rate was to ensure that the rate used is realistic and localized as opposed to EAC rate which is based on average offtake rate.</p> <p>iii. While there are numerous challenges affecting export of skins and hides, it is sighted that 70% of procured hides and skin fails quality test due poor skinning (man-made perforations/ holes during skinning, and hence the emphasis to quality challenge).</p>	<p>v & vi. Page 35</p>
			<p>iv. LIDA will have different functions than those of TDB and TMB as stipulated under Section 5.2 of the Feasibility Study.</p> <p>v. Ditto</p>	

8	<p>i. Five Year Economic Transformation plan: This plan indicates that livestock sector contribution to the GDP is targeted to drop from 7% to 6%, why is the report focusing on sector's contribution growth to GDP?</p> <p>ii. LDF as a source of fund: MLF receives only TZS 4 million per month from this source and therefore this source is insignificant.</p> <p>iii. All existing agencies are focused on one activity. What is the experience on multiple activities such as those to be undertaken by LIDA?</p> <p>iv. Will DVS services within the infrastructure under LIDA continue to be provided by DVS</p> <p>v. Government revenues: Will there be a retention of revenues?</p> <p>vi. Livestock infrastructure to be developed and managed LIDA need to be clearly defined (e.g. will LIDA be responsible for acquisition of equipment such as cooling tanks)?</p>	DPMD	<p>ii. The target here is not the 30% of the amount received by the ministry but rather 30% of the total annual fund collected through LDF.</p> <p>iii. While LIDA activities seem to be diversified, they are of similar nature.</p> <p>iv. DVS will continue with services provided under DVS.</p> <p>v. Once of the key benefits of the Agency is that the agency is allowed to retain revenues.</p> <p>vi. Details of Livestock infrastructure that will be under LIDA is provided under Section 4.3.1 of the feasibility Study</p>	Pages 28&29
9	<p>i. Setting Standards: TMB is responsible for setting standards</p> <p>ii. Who will be responsible for supervision of livestock markets?</p> <p>iii. TMB is responsible for quality assurance but seems that LIDA is also tasked with quality assurance with a position provided in the organization structure</p> <p>iv. What institutions, ministries will be affected by the creation of LIDA</p>	Rep. from TMB	<p>i. LIDA will only be responsible for setting standards related to livestock infrastructures</p> <p>ii. LIDA</p> <p>iii. Quality assurance in reference here is the quality assurance of infrastructure as opposed to meat quality. We shall make this clear in the main document</p> <p>iv. Referenced under Table 4</p>	iv. page 34
10	Impacts on Establishment of LIDA	PS, DVS	This items [(i) to (xii)] have been addressed under Section 5.7 of the feasibility study.	Pages 43 & 44
<p>COMMENTS FROM THE MINISTER (14/10/23)</p>				

11	<ul style="list-style-type: none"> i. Low budget allocation with low budget release (2022/23 of the TZS 46b budgeted for livestock infrastructure, only 27b or 58% was disbursed (Link this report with the potential income from offtake at 3.6m cattle @2,000/= for 72bn to indicate how LIDA will improve revenues ii. Show revenue projections iii. Shouldn't the Boards be incorporated to LIDA? iv. LDF was a Fund managed at the MLF, why was it moved to MoF? The Fund officially is still MLF, investigate what is the status in terms of legal, administrative and financial point of views v. On the amount spent on tick diseases (150bn) this must be indicated as total amount spent from the national point of view (private and public sector). Ministry budget on this area is only 5bn. Link this with servings on foreign exchange. vi. LGAs are required (by presidential decree) to contribute 15% of their revenues for livestock infrastructure development. Why isn't this fund remitted 	Minister	<ul style="list-style-type: none"> i. This Section 5.7 of the feasibility study. ii. Table 6 of the Feasibility Study (Projected Budget) covers this. iii. The Minister was informed of the need for focus on the LIDA part and leaving the regulatory aspect into the hands of other institutions. Explanations are found under Sections 4.3 and 5.1.6 of the Feasibility Study. iv. The Fund was moved to MoF following a decree that all retention account be transferred to the retention account at the MoF. v. Covered under Sections 3.2 [iii](b) and Section 5.7 of the Feasibility study 	i. Pages 43&44
----	---	-----------------	---	----------------





ASPIRES Tanzania
Agricultural Sector Policy and Institutional Reforms Strengthening

MICHIGAN STATE
UNIVERSITY