



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF LIVESTOCK AND FISHERIES



PROPOSAL FOR THE ESTABLISHMENT OF THE LIVESTOCK PRODUCTS AND INFRASTRUCTURE AUTHORITY (LPPIA)

2024



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1. INTRODUCTION

The Government of Tanzania carried out an evaluation and critical analysis of the Public Institutions and Statutory Corporations (PISC) registered under the Office of the Registrar of Treasury with government interest for 51% or above. The exercise intended to identify challenges which contribute to some of the institutions to inadequately execute their core mandates and ultimately not reaching the expectation of their establishments.

The evaluation and critical analysis carried out generally revealed the following among other things: First, some of the functions of similar nature were being executed by a number of institutions, hence creating inefficiencies; secondly, some of the functions of the institutions were outdated; and thirdly, some of the functions for some of the institutions required updating for an enhanced or improved execution in line with the changing socio-economic-political environment. Based on these findings, the Government announced and issued a Circular on December 15, 2023 to merge or abolish some institutions in order to align with the prevailing economic, social, technological, and institutional circumstances. These developments called for a relook or changes of organizational structures and the way these public institutions and statutory corporations will operate in the future.

The foregoing developments have taken care of the direction and approach of the Government in executing the functions of its institutions with the aim of increasing efficiency, effectiveness and desire to have stronger institutions that will live to the expectations of their establishment and transformation and hence contribute more to the socio-economic development of the country and its people.





2. LIVESTOCK SECTOR POLICIES, STRATEGIES AND TRANSFORMATION

The livestock sector is one of the important sectors in enhancing the socio-economic development and welfare of Tanzanians. This sector is important for food security, supply of raw materials for agro-industries, employment as well as sustainable use of land and water resources. The livestock sector in Tanzania includes cattle, goats, sheep, pigs and poultry. While there are small numbers of other animals such as camels, rabbits and donkeys that are considered livestock in other countries, they are not as prevalent in Tanzania. The cattle population in Tanzania is the second largest in Africa after Ethiopia. Appendix 1 depicts the livestock population in Tanzania.

The livestock sector accounted for 7.1% of the Gross Domestic Product (GDP) in the financial year 2021/2022, and the sector registered a growth rate of 5%. Of the 7.1% contribution to the GDP, the meat subsector accounted for about 40%, while the dairy subsector accounted for 30% and other livestock subsectors accounted for the remaining 30%. The National Bureau of Statistics (NBS) shows that of the 35% of the households engaged in agriculture, 39.3% raise cattle, 36.3% keep goats, and sheep are kept by 13.5%, whereas 55.4% of these households keep chickens. Available statistics show that 53% of livestock keepers obtain their incomes from chicken sales, 32% from cattle keeping, 10% from goat keeping, 4% from keeping pigs, and 1% of these farmers obtain income from keeping sheep¹.

Production of livestock products such as meat, milk and eggs has been steadily increasing over the years. This increase in production can be largely attributed to the rising number of animals being kept. Appendix 2 provides a detailed overview of the recent production patterns of livestock products in Tanzania. Nevertheless, the sector has recorded increases in livestock productivity following a number of interventions that have seen increasing numbers of superior animal breeds kept by farmers, as well as improved livestock farming practices. Other interventions have improved availability of feedstuffs and water for ruminants, especially during dry seasons; increased availability of manufactured feeds and concentrates for non-ruminants; improved livestock health care services that have reduced diseases incidences; and availability of livestock extension services.

2.1 Policies and Strategies

The Government of the United Republic of Tanzania has developed a number of policies, strategies and programmes to support the livestock sector development. These have included the National Livestock Policy (2006), the Tanzania Livestock Sector Modernization Initiative (2015), the Agricultural Sector Development Programme II (2017), the Livestock Sector Master Plan (2019), and Building a Better Tomorrow – Livestock and Fisheries Entrepreneurship (2023). Similarly, there have been a number of legislations governing the livestock sector.

¹ Tanzania Livestock Sector Analysis (2017)



These include; the Hides and Skins Act CAP 120; the Animal Welfare Act CAP 154; the Animal Diseases Act CAP 156; Grazing-Land and Animal Feed Resources Act CAP 180; the Livestock Identification, Registration and Traceability Act CAP 184; the Dairy Industry Act CAP 262; the Veterinary Act CAP 319; the Meat Industry Act CAP 421; and the Tanzania Livestock Research Institute Act CAP 434. All these policies, strategies, programmes and legislations have in one way or the other contributed to the development of the livestock sector. However, the sector still faces challenges that need attention including inadequate availability of better livestock breeds; insufficient availability of pasture and water, especially during dry spells; and lack of quality animal feedstuffs. Other challenges include deficiencies in livestock marketing systems management, insufficient and deteriorated livestock infrastructure and facilities, ineffective measures in addressing livestock diseases, inadequately equipped livestock extension staff, and limited human and financial resources to support the development of the livestock sector.

2.2 Transformation Targets

In addressing the still existing challenges, the Government of Tanzania is committed to transform the livestock sector. This is reflected in the determination championed in the Livestock Sector Transformation Plan (2022/23–2026/27) and Building a Better Tomorrow (Livestock and Fisheries Entrepreneurship) Programme of 2023, which have earmarked a number of interventions that will support the livestock sector transformation. The areas of intervention identified and funded in these initiatives are expected to create a conducive environment for leveraging investment by the private sector; this will ultimately enhance livestock productivity and in turn enhance food security, generate employment, incomes and supply raw materials to agro-industries.

In terms of targets, Tanzania is determined to increase meat production from 803,264.3 tonnes (2022/23) to 1,000,000 tonnes in 2030. This development is expected to increase meat exports from 14,701.1 tonnes in 2022/23 valued at USD 61,394,527 to 20,000 tonnes in 2030. In the dairy sector, Tanzania envisages to increase milk production from 3.6 billion litres in 2022/23 to about 5 billion litres by 2030. The mission in dedicating efforts to increase milk production is to reduce the dairy products import bill and ultimately export milk and milk products². In recent years, Tanzania has registered more investment in dairy industry where a number of milk collection points have been developed so do the cooling facilities and dairy processing facilities as shown in Appendix 3. These are a few examples of the Government's commitment to transform the livestock sector.

² In 2022/23, Tanzania imported 11.6 million litres of milk equivalent valued at TZS 22.8 billion (MLF, 2023)



In achieving these targets, the government has been increasing financial resources in the Ministry of Livestock and Fisheries to support the livestock sector. In recent years, the budgetary resources for the livestock sector have increased from TZS 92,050,824 in the 2022/23 financial year and reached TZS 112,046,777,000 in 2023/24 financial year. Significant amount of resources have also been committed in increasing the number of high yielding or more productive livestock breeds, improving feeds and water availability (during dry spells), improving availability of quality manufactured livestock feedstuffs, and improving livestock health services and disease control (dip tanks and spraying races). Other areas of intervention are improvement of livestock infrastructure including market infrastructure and marketing systems (weighing scales in primary and secondary markets, watering and feeding points), developing feedlots and improving the livestock extension services. These are some of the interventions aimed at transforming the livestock sector. However, lack of maintenance of the aforementioned infrastructures has been noted. This is partly attributed to lack of ownership and accountability from the users' side. It is therefore proposed to constitute a public entity that will be charged with responsibilities of managing the livestock infrastructures with the view of ensuring their sustainable use and further investment on such infrastructure countrywide.

With these in mind, it is imperative to go beyond the roles and functions of the former Tanzania Dairy Board and the Tanzania Meat Board, in addition to other segments that are important for holistic transformation of the livestock sector. The Tanzania Meat Board (TMB) and the Tanzania Dairy Board (TDB) were established under Section 8 of their respective Acts that is the Meat Industry Act, Cap 421 and the Dairy Industry Act, Cap 262. These institutions are under the Ministry of Livestock and Fisheries and have been merged as per the Government Circular dated December 15, 2023.

Whereas meat from ruminants (cattle, goats and sheep) and dairy subsectors have been contributing relatively more to the Gross Domestic Product, more attention is needed on the growing poultry sector, the livestock feedstuffs sector, the livestock inputs sector, and the hides and skins sector. The livestock infrastructure has been instrumental in the development of the livestock industry; it is also an area where more efforts are needed to ensure that the infrastructure provides the required support in the transformation of the livestock sector.

In order to operationalize Government's decision to merge TMB and TDB as well as the subsequent directives, the Ministry of Livestock and Fisheries has proposed to establish an Authority with a board of directors characterised by fully autonomy in decision making unlike other types of institutions such as executive agencies and boards. However, the best practice of other public institutions that perform regulatory, promotion and marketing of other sectors such as communication, water and utilities, marine and land transport are authorities established by Acts of Parliament and are performing well. It is from this perspective that a proposal for establishing the Livestock Products and Infrastructure Authority (LPIA) is being made.



3. VISION, MISSION AND CORE VALUES

3.1.1 Vision

To be an institution that enables the efficiency, competitiveness and sustainable development of livestock products.

3.1.2 Mission

To create a conducive business environment for livestock and livestock products supported by efficient infrastructure and a strong regulatory regime for enhanced and resilient livestock and livestock products value chains.

3.1.3 Core Values

The Livestock Products and Infrastructure Authority (LPIA) in its effort to achieve its vision, mission and objectives, believes that it is capable of providing quality services through its adherence to the following core values:

- (i) **Transparency:** Openness to all service deliveries;
- (ii) **Integrity:** High moral values, ethical and honesty;
- (iii) **Customer focus:** Creation of friendly environment and meeting clients' expectations;
- (iv) **Quality service:** Endeavour to fulfil the expected goals in aspect of Board's duties and responsibilities;
- (v) **Accountability and responsibility:** Obligation to perform duties as per set up rules and regulations;
- (vi) **Impartial:** Provision of services without discrimination;
- (vii) **Team work:** Works in teams to increase effectiveness and efficiency.





3.2 Functions of the Livestock Products and Infrastructure Authority

The functions of the Authority are as follows:

- (i) To undertake development, promotion and regulatory functions in the livestock products and livestock infrastructure;
- (ii) To develop and monitor plans and strategies to achieve efficiency in livestock products value chains and infrastructure;
- (iii) To analyse and advice on trends in the domestic, regional and international in livestock and livestock products markets;
- (iv) To identify, promote, coordinate and oversee research, development, and innovation in the, livestock products and livestock infrastructure;
- (v) To promote and facilitate the adoption of appropriate technologies that enhance efficiency in livestock products value chains and livestock infrastructure;
- (vi) To create and promote the development of competitive business environment in livestock products and livestock infrastructure;
- (vii) To collect, analyse, maintain and disseminate data and information relating to livestock products and livestock infrastructure;
- (viii) To register, and issue licenses to dealers in livestock products and livestock infrastructure developers and operators;
- (ix) To set and enforce standards on livestock product value chains and livestock infrastructure, in collaboration with other relevant authorities;
- (x) To facilitate resource mobilization and investment in livestock products value chains and livestock infrastructure;
- (xi) To promote public-private partnerships and other forms of engagements in developing livestock products value chains and livestock infrastructure.





4. THE PROPOSED FUNCTIONS AND ORGANISATIONAL STRUCTURE OF LPIA

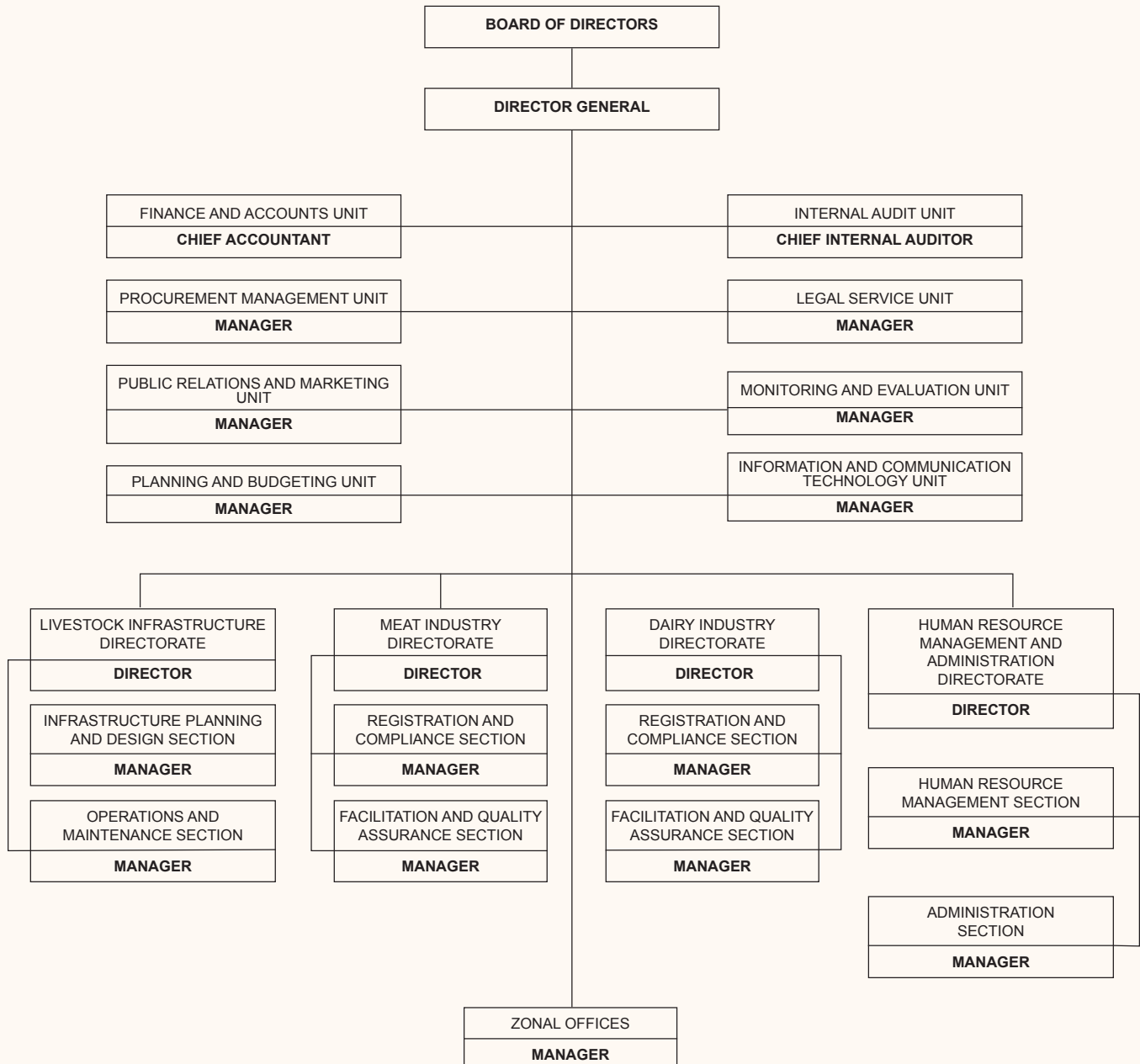
The proposed functions and organizational structure of the Authority will comprise four Directorates, nine Units and Zonal Offices as follows (**Chart below**):

- (i) Livestock Infrastructure Directorate
- (ii) Meat Industry Directorate
- (iii) Dairy Industry Directorate
- (iv) Directorate of Human Resources and Administration
- (v) Zonal Offices
- (vi) Finance and Accounts Unit
- (vii) Procurement Management Unit
- (viii) Internal Audit Unit
- (ix) Monitoring and Evaluation Unit
- (x) Legal Services Unit
- (xi) Information and Communication Technologies Unit
- (xii) Communication and Marketing Unit
- (xiii) Planning and Budget Unit





Chart: Proposed Organizational Structure of LPIA





4.1 LIVESTOCK INFRASTRUCTURE DIRECTORATE

Objective

To coordinate, oversee and manage the development and maintenance of livestock infrastructure.

Functions

The Livestock Infrastructure Directorate will perform the following functions:

- (i) To develop, review and advice on strategies for development, maintenance and improvement of the livestock infrastructure;
- (ii) To conduct research, feasibility studies, environmental impact assessments and design of resilient livestock infrastructure;
- (iii) To develop standards for livestock infrastructure;
- (iv) To provide technical support in the development, operation and maintenance of competitive and viable livestock infrastructure undertaken by various players³;
- (v) To advice on allocation of financial resources from livestock infrastructure development fund for developing livestock infrastructure.
- (vi) To approve criteria for eligibility of proposed interventions to be supported by the livestock infrastructure development fund;
- (vii) To monitor the utilization of the funds to ensure value for money and sustainability; and
- (viii) To develop and review periodically the formula of allocation and disbursement from the Livestock Infrastructure Fund to LGAs.

The Directorate will be led by the Director and will have the following two Sections:

- (i) Infrastructure Planning and Design Section
- (ii) Operations and Maintenance Section





4.1.1 Infrastructure Planning and Design Section

The Infrastructure Planning and Design Section will perform the following activities:

- (i) Conduct an inventory of existing structures, facilities and resources;
- (ii) Conduct feasibility studies on projects to facilitate informed decisions;
- (iii) Prepare and advice on technical reports based on engineer analyses, impact assessments and other relevant aspects;
- (iv) Develop execution plans and project schedules;
- (v) Supervise and ensure compliance with all contract requirements in collaboration with other relevant units;
- (vi) Collect, maintain and share data and information on livestock infrastructure planned, designed and developed;
- (vii) Develop standards on plans and designs of livestock infrastructure;
- (viii) Facilitate partnerships in livestock infrastructure planning, designing and development.

The Section will be led by the Manager.

4.1.2 Operations and Maintenance Section

The Operations and Maintenance Section will perform the following activities and duties:

- (i) Conduct inspections of livestock infrastructure, premises, machines and equipment;
- (ii) Build capacity to handle operations and maintenance of basic livestock infrastructure, machines and equipment;
- (iii) Undertake operations and maintenance of basic livestock infrastructure, machines and equipment;
- (iv) Diagnose and rectify basic mechanical and other technical issues related to operations of livestock infrastructure, machines and equipment;
- (v) Oversee and supervise contractors carrying out repairs and maintenance of the livestock infrastructure, machines, and equipment;
- (vi) Collect, maintain and share data and information on livestock infrastructure, machine operations and equipment maintenance;
- (vii) Develop standard operating procedures on operation and maintenance of livestock infrastructure;
- (viii) Facilitate partnerships in operations and maintenance of livestock infrastructure.

The Section will be led by the Manager.



4.2 MEAT INDUSTRY DIRECTORATE

Objective

To coordinate and regulate the development of meat, hides, skin and other livestock by-products in the industry, in order to enhance the safety, quality and competitiveness of products.

Functions

The Meat Industry Directorate will perform the following functions:

- (i) To develop and implement strategies and plans aimed at developing competitive, efficient and resilient value chains for meat, hides, skins and other livestock products and by-products;
- (ii) To collaborate with other competent authorities in order to develop, review and update standards, guidelines, and standard operating procedures (SOPs) for the meat, hides, skins and other livestock products and by-products value chains and premises;
- (iii) To facilitate the adoption of the best technologies and practices in meat, hides, skins and other livestock products and by-products value chains;
- (iv) To facilitate the training and improvement of skills in advancing the value chains in the meat, hides, skins and other livestock products and by-products;
- (v) To collect, analyze, maintain, and disseminate data and information relating to the meat, hides, skins and other livestock products as well as their by-products along their value chains;
- (vi) To facilitate the formation of associations or other stakeholder bodies in the value chains of meat, hides, skins and other livestock products and by-products;
- (vii) To regulate and ensure compliance in the meat industry with regards to meat, hides, skins and other livestock by-products as well as premises;
- (viii) To regulate the activities of commercial livestock farms, livestock markets, slaughter facilities, meat carriers, meat storage facilities, meat shops and meat processing plants;
- (ix) To approve registrations, and issue certificates of registration to stakeholders involved in the meat, hides, skins and other livestock products and by-products industry;
- (x) To recommend the issuance of licences and clearances to stakeholders in the meat, hides, skins and other livestock by-products in the industry;
- (xi) To perform any other regulatory functions aimed at improving production, productivity and efficiency in the meat, hides, skins and other livestock products and by-products.

The Directorate will be led by the Director



4.2.1 Registration and Compliance Section

The Registration and Compliance Section will perform the following activities:

- (i) Develop and design strategies and programmes aimed at registering stakeholders related to meat, hides, skins and other livestock by-products;
- (ii) Develop and disseminate guidelines for registration, compliance and inspection of meat, hides, skins and other livestock by-products and facilities; to stakeholders.
- (iii) Facilitate the registration of livestock commercial farms, livestock markets, slaughter facilities, meat carriers, meat storage facilities, meat shops and meat processing plants;
- (iv) Oversee livestock market activities;
- (v) Conduct pre-registration inspections of meat, hides, skins and other livestock by-products for stakeholders, and make recommendations for approval;
- (vi) Conduct post-registration compliance inspections on production, transportation, and processing facilities of meat, hides, skins and other livestock by-products;
- (vii) Conduct consultation activities with stakeholders involved in the meat, hides, skins and other livestock by-products value chain;
- (viii) Provide recommendations for issuing import and export certificates for meat, hides, skins and other livestock by-products.

The Section will be led by the Manager

4.2.2 Facilitation and Quality Assurance Section

The Facilitation and Quality Assurance Section will perform the following activities:

- (i) Facilitate linkages among stakeholders along the value chains of meat, hides, skins and other livestock products and by-products;
- (ii) Coordinate, facilitate and conduct, training and skills improvement to stakeholders in meat, hides, skins and other livestock products and by-products;
- (iii) Facilitate and strengthen stakeholders' associations or other bodies of stakeholders within meat, hides, skins and other livestock products and by-products and link them with service providers;
- (iv) Disseminate and supervise implementation of guidelines and provide technical advice on Standard Operating Procedures (SOPs) for meat, hides, skins and other livestock products and by-products and facilities to ensure quality and standards requirements;
- (v) Promote and facilitate the adoption of best technologies, practices and skills along the meat, hides, skins and other livestock products and by-products value chains.

The Section will be led by the Manager.



4.3 DAIRY INDUSTRY DIRECTORATE

Objective

To coordinate and regulate the development of the dairy industry, ensuring enhanced provision of safety, quality and competitiveness of dairy products.

The Dairy Industry Directorate will perform the following functions:

- (i) To develop and implement strategies and plans aimed at enhancing the competitiveness, efficiency and resilience of dairy and dairy products throughout the value chains;
- (ii) To collaborate with other competent authorities in developing, reviewing and updating standards, guidelines, and standard operating procedures (SOPs) for the dairy and dairy products value chains and premises;
- (iii) To facilitate the adoption of the best technologies and practices in dairy and dairy products value chains;
- (iv) To facilitate the training and improvement of skills in advancing the dairy and dairy product value chains;
- (v) To collect, analyze, maintain, and disseminate data and information relating to the dairy and dairy product value chains;
- (vi) To facilitate formation of associations or other stakeholder bodies in the dairy and dairy products value chains;
- (vii) To regulate and ensure compliance in the dairy industry regarding dairy products and facilities;
- (viii) To regulate activities related to dairy farms, milk collection centres, milk carriers, milk selling points, milk processing plants, and milk storage facilities in the industry;
- (ix) To approve registration and issue certificates of registration to stakeholders in the dairy and dairy products industry;
- (x) To provide recommendations for issuance of licences and clearance to stakeholders in the dairy and dairy products industry;
- (xi) To perform any other regulatory functions in improving production, productivity and efficiency in the dairy industry.

The Directorate will be led by a Director.



4.3.1 Registration and Compliance Section

The Registration and Compliance Section will perform the following activities:

- (i) Develop and design strategies and programmes aimed at registering dairy stakeholders and facilities, as well as dairy products;
- (ii) Develop and disseminate guidelines for the registration, compliance and inspection of stakeholders and facilities in the dairy and dairy products sector;
- (iii) Facilitate the registration process for dairy farms, milk collection centres, milk carriers, milk selling points, milk processing plants, and milk storage facilities within in the dairy industry;
- (iv) Conduct pre-registration inspection of dairy and dairy products value chain stakeholders and recommend for approvals;
- (v) Conduct post registration compliance inspection along the dairy and dairy products value chains and facilities;
- (vi) Conduct consultation activities to stakeholders along the dairy and dairy products value chains;
- (vii) Provide recommendations for the issuance of import and export certificates in relation to the dairy and dairy products.

The Section will be led by the Manager.

4.3.2 Facilitation and Quality Assurance Section

The Facilitation and Quality Assurance Section will perform the following activities:

- (i) Coordinate, facilitate and conduct, training and skills improvement to stakeholders in dairy and dairy products value chains;
- (ii) Facilitate and strengthen stakeholders associations or other bodies of stakeholders within the dairy industry;
- (iii) Disseminate and supervise the application of guidelines and provide technical advice on Standard Operating Procedures (SOPs) to ensure quality of the dairy and dairy products and facilities;
- (iv) Promote and facilitate the adoption of best technologies, practices and skills development in the dairy industry and its value chains to enhance the production and quality of dairy products;
- (v) Conduct and coordinate training on improvement of skills in technological advances in the dairy industry.

The Section will be led by the Manager.



4.4 HUMAN RESOURCES AND ADMINISTRATION DIRECTORATE

Objective

To provide expertise and services in human resource management and administrative matters to the Authority.

Functions

The Human Resources and Administrative Directorate will perform the following functions:-

- (i) To interpret public service regulations, standing orders and other labour laws;
- (ii) To administer and oversee implementation of activities such as recruitment, selection, orientation, training and employee development, promotion, discipline, retention, motivation, performance management and general staff welfare;
- (iii) To ensure optimal, efficient and effective management and utilization of human resources, as well as to establish and coordinate the Authority's key performance indicators (KPIs) for each staff member to ensure efficiency and productivity;
- (iv) To coordinate workers council and trade union affairs;
- (v) To oversee the development and implementation of effective policies, procedures and guidelines for recruitment, training and development, deployment, staff retention, promotions, performance management;
- (vi) To conduct a human resources audit and inventory of the skills available and required;
- (vii) To provide registry, messenger and courier services; and manage Authority's records;
- (viii) To coordinate protocol matters;
- (ix) To facilitate provision of security services, transport and general utilities for the Authority;
- (x) To facilitate maintenance of Authority's estate including equipment, buildings and grounds;
- (xi) To oversee and coordinate implementation of ethics and value promotion activities;
- (xii) To coordinate implementation of diversity issues;
- (xiii) To coordinate implementation of Client Service Charter.

This Directorate will be led by a Director and will have the following two sections:

- (i) Human Resource Management Section
- (ii) Administration Section.



4.4.1 Human Resource Management Section

The Human Resource Management Section will perform the following activities:

- (i) Interpret and ensure adherence to public service regulations, standing orders, staff regulations, labour laws, circulars and other directives that may be issued from time to time;
- (ii) Carry out human resource planning and development;
- (iii) Coordinate staff recruitment, selection, orientation, placement, confirmation and training; also, manage employee development, promotion, transfer and motivation;
- (iv) Prepare annual personnel emolument estimates, administer salaries and process the payroll;
- (v) Coordinate implementation of staff performance appraisal based on the Key Performance Indicators (KPIs) for every Authority's employee to ensure efficiency and productivity;
- (vi) Oversee employee's benefits and allowances in relation to pension,, retirement, resignation, deaths, and other entitlements;
- (vii) Facilitate employee relations and welfare including employee health and safety, sports and culture;
- (viii) Process and update leave records such as vacation, health issues, maternity, studies and terminal;
- (ix) Coordinate complaints and grievances handling; and
- (x) Serve as a secretariat to the appointment committee.

This Section will be led by a Manager

4.4.2 Administration Section

The Administration Section will perform the following activities:

- (i) Facilitate maintenance of Authority's estate including equipment, buildings and grounds;
- (ii) Coordinate implementation of ethics and value promotion activities;
- (iii) Provide registry, messenger and courier services and manage Authority's records;
- (iv) Coordinate protocol matters;
- (v) Coordinate workers council and trade union affairs;
- (vi) Facilitate provision of security services, transport and general utilities;
- (vii) Coordinate implementation of the Client Service Charter, anti-corruption strategy and HIV/ AIDS-related support in the Authority;
- (viii) Advise on organizational efficiency of the Authority.

This Section will be led by a Manager.



4.5 ZONAL OFFICES

Objective

To promote, manage and oversee livestock products and by-products and livestock infrastructure in the respective zones.

The Authority shall have eight zonal offices as follows:

- (i) **Eastern Zone:** This zone will cover Dar es Salaam, Pwani/Coast and Morogoro regions
- (ii) **Southern Zone:** This zone will cover Lindi and Mtwara regions;
- (iii) **Central Zone:** This zone will cover Dodoma and Singida regions;
- (iv) **Western Zone:** This zone will cover Tabora, Shinyanga and Kigoma regions;
- (v) **Northern Zone:** This zone will cover Arusha, Kilimanjaro, Tanga and Manyara regions;
- (vi) **Lake Zone:** This zone will cover Mwanza, Kagera, Mara, Geita and Simiyu regions;
- (vii) **Southern Highlands Zone:** This zone will cover Mbeya, Iringa, Njombe, Ruvuma and Songwe regions;
- (viii) **South-Western Zone:** This Zone will cover Rukwa and Katavi regions.

Each zone will perform the following functions:

- (i) Conduct pre and post registration inspection of livestock infrastructure as well as of livestock products and by-products value chains in the respective zones;
- (ii) Coordinate and conduct training and improvement of skills in technological advancement and best practices to stakeholders in livestock products and livestock infrastructure;
- (iii) Coordinate exhibitions relating livestock products in collaboration with other stakeholders;
- (iv) Liaise with stakeholders in promotion and formation of associations or other bodies in their areas of jurisdiction;
- (v) Liaise with LGA's, government agencies and directorates of the Authority in the operation and maintenance of livestock infrastructure;
- (vi) Perform other functions in enhancing production, productivity and efficiency with respect to the livestock products and livestock infrastructure as directed by the Authority.

Each zone will be led by the Manager.



4.6 PLANNING AND BUDGETING UNIT

Objective

To provide expertise and services on the development and execution of the Authority's plans, programmes and budget.

The Planning and Budgeting Unit will perform the following activities:

- (i) To coordinate preparation of medium-term strategic plan, annual plans and budgets;
- (ii) To develop strategies for resources mobilization;
- (iii) To prepare periodic performance reports including quarterly, mid-year, and annual reports;
- (iv) To undertake research and impact studies of plans, projects and programs performed by the Authority;
- (v) To undertake service delivery surveys;
- (vi) To collect, analyse and interpret data and information needed in the formulation and implementation of policies, plans and budgets;
- (vii) To coordinate financing development projects including public-private partnership undertakings; and
- (viii) To coordinate research, feasibility studies, assessment and evaluation of plans and provide a basis for informed decisions.

This Unit will be led by the Manager.





4.7 FINANCE AND ACCOUNTS UNIT

Objective

To provide expertise on matters related to finance and accounts.

The Finance and Accounts Unit will perform the following activities:

- (i) Advice on matters related to financial management and accounting operations;
- (ii) Manage budget, cash flow and liquidity of the Livestock Infrastructure Fund;
- (iii) Disburse the Livestock Infrastructure Funds for approved interventions;
- (iv) Oversee financial and accounting operations and maintain accurate books of account in compliance with current accounting conventions and regulatory requirements;
- (v) Control expenditures to ensure they align with budgetary allocations;
- (vi) Coordinate the work of external auditors and ensure that the auditors recommendations are implemented;
- (vii) Develop and implement internal financial policies and regulations, as well as accounting manuals;
- (viii) Review and advice on regulations for revenue collection;
- (ix) Establish and maintain internal control systems;
- (x) Prepare final accounts and coordinate audits.

The Unit will be led by the Chief Accountant.





4.8 INTERNAL AUDIT UNIT

Objective

To provide advisory services on the proper management of resources.

The Internal Audit Unit will perform the following activities:

- (i) Prepare and implement strategic audit plans;
- (ii) Review and report on proper controls over the receipt, custody and utilization of all financial resources;
- (iii) Review and report on conformity and non-conformity with financial and operational procedures laid down in any legislation, regulations or instructions for control over the expenditure;
- (iv) Review and report on the correct classification and allocation of revenue and expenditure accounts;
- (v) Develop audit procedures to facilitate compliance with international standards;
- (vi) Review and report on the reliability and integrity of financial and operational data;
- (vii) Review and report on the systems used to safeguard assets and verify existence of such assets;
- (viii) Review and report on operations or programs to ascertain whether results are consistent with established objectives and goals;
- (ix) Review and report on management's reactions to internal audit reports, and assist them in implementing the recommendations from these reports. Also, ensure follow-up on the implementation of recommendations made by the Controller and Auditor General;
- (x) Review and report on the adequacy of control systems built within the Authority;
- (xi) Conduct performance audits on appraisal of development programmes.

This Unit will be led by the Chief Internal Auditor.



4.9 MONITORING AND EVALUATION UNIT

Objective

To monitor and evaluate implementation of the plans, budget, programs, projects and National Key Result Areas (NKRAs).

The Monitoring and Evaluation Unit will perform the following activities:

- (i) Provide inputs in the preparation of plans and programs activities;
- (ii) Monitor and evaluate implementation of the Authority's annual plans and medium-term strategic plans;
- (iii) Collect, analyse, maintain and disseminate data and information relating to livestock, livestock products and livestock infrastructure;
- (iv) Monitor and evaluate National Key Result Areas for the Authority;
- (v) Facilitate monitoring and evaluation of programs and projects using appropriate instruments and templates based on the Key Performance Indicators (KPIs);
- (vi) Strengthen internal capacity on monitoring and evaluation;
- (vii) Develop monitoring and evaluation framework for the Authority;
- (viii) Monitor and evaluate the implementation of internal and external evaluation recommendations;
- (ix) Prepare and consolidate periodical and annual performance reports;
- (x) Facilitate and coordinate mid-year and annual performance reviews; and
- (xi) Identify and recommend research areas on livestock, livestock products and infrastructure related issues.

This Unit will be led by the Manager.





4.10 LEGAL SERVICES UNIT

Objective

To provide legal expertise and services to the Authority.

The Legal Services Unit will perform the following activities:

- (i) Provide legal opinions and advice to the Authority;
- (ii) Draft, vet and review contracts;
- (iii) Coordinate Board meetings with the advice of the secretary;
- (iv) Participate in negotiations and meetings that call for legal expertise;
- (v) Facilitate internal review of the laws, regulations and by laws;
- (vi) Conduct awareness of the Authority's Act and Regulations;
- (vii) In liaison with the Office of the Solicitor General, represent the Authority in the Court of Law and Tribunals;
- (viii) Keep custody of the Authority's seal and Contract Register.

This Unit will be led by the Manager.





4.11 PROCUREMENT MANAGEMENT UNIT

Objective

To provide expertise and services in procurement, storage and supply of goods and services for the Authority.

The Procurement Management Unit will perform the following activities:

- (i) Develop and implement the Authority's annual procurement plan;
- (ii) Advise the management, the tender board and user departments on matters pertaining to the procurement of goods, works, and services;
- (iii) Supervise procurement process and procedures as per Public Procurement Act;
- (iv) Procure, maintain and manage supplies, materials and services to support the business of the Authority;
- (v) Maintain and update the Authority's inventory of goods, supplies and materials;
- (vi) Serve as the secretariat to the tender board and other committees as per Public Procurement Act;
- (vii) Monitor contract management by user departments to ensure implementation in accordance with terms and conditions of the contracts;
- (viii) Liaise with Public Procurement Regulatory Authority and other institutions on matters relating to procurement;
- (ix) Collaborate with user departments in setting specifications for goods and services procured and monitor adherence to ensure value for money;
- (x) Implement any other activity for the Authority as demanded by the Public Procurement Act.

This Unit will be led by the Manager.





4.12 INFORMATION AND COMMUNICATION TECHNOLOGY UNIT

Objective

To provide expertise and services on Information and Communication Technologies (ICTs) infrastructure and their applications to the Authority.

The Information and Communication Technology Unit will perform the following activities:

- (i) Implement the ICT and e-Government Strategy for the benefit of the Authority;
- (ii) Develop and coordinate integrated information and communication technology for the Authority;
- (iii) Undertake maintenance of IT hardware and updating software;
- (iv) Liaise with procurement unit in purchase of ICT hardware and software;
- (v) Coordinate and promote the use of electronic communication including the local area networks (LANs) and wide area networks (WANs) among such technologies;
- (vi) Undertake studies and propose areas of using ICTs as instruments for improving service delivery;
- (vii) Design ICT systems for data collection, processing, analysis, dissemination, storage and retrieval;
- (viii) Manage installation, operationalization and updating of technologies and communication services;
- (ix) Design, develop and maintain the Authority's database according to users' needs;
- (x) Coordinate development and maintenance of the Authority's central database.

This Unit will be led by the Manager.



4.13 PUBLIC RELATIONS AND MARKETING UNIT

Objective

To provide expertise and services on matters related to promotion, marketing and communication in the Authority.

The Public Relations and Marketing Unit will perform the following activities:

- (i) Develop and implement the Authority's market and communication strategies;
- (ii) Search and develop domestic and international markets for livestock products;
- (iii) Promote investments on livestock products
- (iv) In collaboration with private sector, promote adoption of appropriate technologies for improvement of livestock products along the value chain;
- (v) Promote, coordinate and link stakeholders to national, regional, and international fora through exhibitions and other means;
- (vi) Produce and disseminate promotional materials such as brochures, articles and newsletters to inform the public on activities performed by the Authority;
- (vii) Maintain good public relations within and outside the Authority;
- (viii) Manage media inquiries and interviews request and analyse public opinions related to the Authority; also, promote media relations in favor of the Authority.
- (ix) Maintain and manage information on the Authority's website and other public electronic media accounts;
- (x) Coordinate public awareness programmes and sensitization on Authority's business.

This Unit will be led by the Manager.





APPENDICES

Appendix 1: Tanzania Livestock Population 2020/21-2022/23 (000,000)

Livestock	2020/21	2021/22	2022/23
Cattle	33.9	35.3	36.6
Goats	24.6	25.6	26.6
Sheep	8.5	8.8	9.1
Chickens	87.7	92.8	97.8
Indigenous	40.4	42.7	45.1
Improved	47.3	50.1	52.8
Pigs	3.2	3.4	3.6

Source: National Bureau of Statistics, 2022

Appendix 2: Production of Livestock Products 2020/21-2022/23

Product	2020/21	2021/22	2022/23
Meat (tonnes) ⁴	738,166	769,967	803,264
Milk (litres 000,000)	3,101	3,448	3,600
Eggs (000,000)	4,510	4,979	5,500
Hides and Skins (pieces)		13,600	14,100

Source: Ministry of Livestock and Fisheries, 2023

Appendix 3: Milk Collection Centres, Milk Processing Facilities and Processed Milk

Item	2020/2021	2021/22	2022/23
Milk collection centres	221	238	258
Milk collected (litres 000,000)	55.1	64.8	71.9
Milk processing facilities	104	105	152
Installed capacity (litres 000,000/annum)	315.9	318.5	399.6
Milk processed (litres 000,000)	74.3	75.9	76.9

Source: Ministry of Livestock and Fisheries, 2023

Appendix 4: Selling of Livestock 2021/22-2022/23

Livestock	2021/22	2022/23
Cattle (Auction markets)	2,194,937	2,218,293
Goats/Sheep (Auction markets)	1,782,010	2,121,187

Source: Ministry of Livestock and Fisheries, 2023

⁴ Out of the 803,264 tonnes produced in year 2022/23, beef was 544,983.8 tonnes; mutton was 113,781.8 tonnes; poultry meat was 96,915 tonnes; and pork was 47,583.1 tonnes.





**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF LIVESTOCK AND FISHERIES**