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# STAPLES VALUE CHAIN NAFKA ACTIVITY

**TASK ORDER NO. AID-621-TO-11-05000**

**Consultant Report: Aaron Sundsmo and Moges Gebremedhin**  
Behavior Change Communications

24<sup>th</sup>-28<sup>th</sup> March 2014

**March 31, 2014**

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## **DISCLAIMER**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# I. Executive Summary

Aaron Sundsmo and Moges Gebremedhin traveled from Nairobi on March 24, 2014, to provide ongoing technical and management support to further the behavior change communication (BCC) activity implementation, support the project learning agenda, provide administrative support to new Morogoro-based team members, ensure alignment of priorities with Nafaka project management and USAID Tanzania, and attend the Feed the Future (FtF) Joint Nutrition Workshop. The scope of this trip was extremely ambitious, but significant progress was made in all areas. In addition, the team was able to meet and debrief with NAFAKA Chief of Party, Lee Rosner; Deputy Chief of Party, Harriet Odembi; as well as NAFAKA Contracting Officer's Representative, Elizabeth Maeda. The meetings covered ongoing activities, including the recent BCC Evaluation, as well as upcoming and proposed activities. The face-to-face connection between Danya's Nairobi-based technical leads and the Nafaka project management and programmatic staff, USAID, other USAID implementing partners, and Danya's own staff is invaluable to promote better integration for increased impact and scaling up of BCC and learning activities.

## II. Detailed Consultancy Report

### MEETING WITH CHIEF OF PARTY (COP)

After arriving on Monday, March 24<sup>th</sup>, from Nairobi, Aaron and Moges began the trip with a lengthy debrief with Nafaka COP, Lee Rosner. The conversation covered a wide range of issues, and a summary of key issues is provided below:

- ***Feed the Future Implementing Partner Joint Nutrition Initiative Workshop***—Danya had drafted a presentation for the upcoming implementing partner workshop on nutrition and wanted to ensure that the main points and recommendations made in the presentation were in line with the priorities and expectations of the COP. Danya received confirmation that the emphasis on contributing to production and livelihoods should be thought of as a critical component of nutrition and is in line with the project's views. Additionally, proposing partnership opportunities for sharing BCC research and working on joint dissemination opportunities with other partners are also areas for collaboration with implementing partners.
- ***Information Communication Technology (ICT) Manager Recruitment Challenges***—Danya has had a very difficult time recruiting the caliber of candidate it has been looking for to fill the ICT Manager position. Danya has identified several candidates with potential, but they lacked the ability to take on the role as it is currently envisaged. After significant discussion, Danya and the COP agreed that Danya should move forward with a more junior person to be based in Morogoro, but also provide significant regional technical assistance from Nairobi, including several extended trips to Morogoro to mentor the new ICT Manager. Danya will quickly finalize with an ICT Manager candidate and propose the Regional ICT Manager for STTA approval.
- ***Alignment on Danya's Regional M&E Support to Complement ACDI-VOCA's Regional M&E Support***—Danya's regional M&E lead, Gilbert Aluoch, has been providing significant ongoing support to both the new learning manager, Wulystan Mtega, and generally to the Nafaka M&E team. While this support has been appreciated, more effort needs to be taken to ensure that the Regional M&E lead, Alex Rotich, is familiar and aligned with the activities and approach. Given the regional nature of both staff members, they are rarely in the same country at the same time. While relations are very positive and mutually supportive, more attention needs to be paid on ensuring alignment of all activities.
- ***Possible Expansion to New Areas***—Mr. Rosner prefaced this discussion with the fact that nothing is confirmed, but that there is a potential for expansion into the new areas of Mbeya and Iringa. Additionally, with the intensification of activities in Zanzibar, there may also be a future need for BCC activities in that area as well. Danya should begin thinking about what strategic approaches could be used to quickly scale up activities in these areas that would significantly contribute to the project PMP.

Following the meeting, the Danya team traveled by road to Morogoro.

### FEED THE FUTURE IMPLEMENTING PARTNER JOINT NUTRITION INITIATIVE WORKSHOP

#### ORIENTATION AND WORK PLANNING WITH DANYA STAFF

There was relatively limited time for orientation and work planning during working hours because of the ongoing workshop, so Aaron and Moges met with Danya staff working over nyama choma dinners each night of the trip. This provided an opportunity for Aaron and Moges to meet the newly joined staff face-to-face for the first time

and begin to build a more personal rapport with each of them. Aaron and Moges were able to use Wednesday morning and 2 hours on Thursday morning for more formal orientation and work planning.

In the orientation discussion, each of the staff members had several questions about Danya’s work globally, regionally, and our history in Tanzania. Each staff member also had various administrative questions or concerns ranging from the possibility of increasing salaries, to being paid earlier in the month, to asking about sick and annual leave forms.

Both the BCC/Training team and the Learning Manager also updated and enhanced their work planning tracking:

- **Learning Team**—Aaron spent most of his work planning efforts with Wulystan Mtega, the new Learning Manager, and Shadluck Joshua, the new learning team leader. Aaron and Wulystan drafted a detailed outline of the next 4 months of activities to include joint publications, development of a resource center, development of a Kiswahili newsletter targeting farmers, and hosting of internal and district-based learning meetings.
- **BCC/Training Team**—Moges covered urgent implementation and campaign planning activities with the BCC team and reviewed training products and coordination with Training and Communications Officer Ferdinand Mgaya. The BCC Team reviewed plans for finalizing the crop calendars for both rice and value chains. The team reviewed and made comments to the more than 25 artist sketches illustrating crop calendar phases and related GAP. Rather than develop a large calendar that attempts to integrate both value chains, the team decided to do a limited run of separate value chain calendars (600 for rice and 400 for maize). These calendars will be distributed to VBAs and Association Leaders together with hats and t-shirts promoting the uptake of inputs. User feedback on the calendar will be collected in October 2014 in time to make any modifications for a larger print run for calendar year 2015.

The team also reviewed next steps for the planned market information campaign. Unfortunately, the team was unable to meet with Marketing Manager Henry Wegga as planned since he was on leave. However, the team is reviewing the draft market survey to identify key, desired behaviors and will review a draft concept for the campaign with Mr. Wegga in early April. The campaign is tentatively planned for May 2014.

- **Training Activities**—Moges reviewed plans for rapidly finalizing training materials for GAP Module II Training focusing on weeding, pest management, and top dressing. Although the training activity was delayed for logistical reasons, Ferdinand and Moges developed a plan for finalizing the weed and pest management flash cards to be distributed to VBAs. Additionally, Moges reviewed the possibility of developing training in a larger and more durable training flipchart allowing trainers to refer to the guided curriculum while showing trainees graphically enhanced materials and images. Training activities and milestones are contained in the table below.

**Table I. BCC/Training Activity Plan**

Item	Target Audience	Timeline	Person Responsible	Status
T-shirts and hats: Pre-approved based on consultation with Liz and productivity team. Will include creative prompts for input promotion to be worn by target audience to prompt discussion with farmers.	VBAs, Association Leaders, Field Officers, Lead Farmer	<ul style="list-style-type: none"> <li>• Printing/production Vendor selected</li> <li>• Graphic layout/design by 28<sup>th</sup></li> <li>• Branding approval expected by April 4<sup>th</sup></li> <li>• Printing April 8<sup>th</sup>/Distribution April 14<sup>th</sup></li> </ul>	Chibele	Vendor already selected through competitive process; graphic and layout expected today (27 <sup>th</sup> ) with approval process week of March 31 <sup>st</sup>
Calendars: Rice and Maize annual calendars with images promoting GAP for each month. Content reviewed and approved by productivity	Farmers in both VCs; 600 for rice, 400 for maize	Distribution April 28 <sup>th</sup>	Nassoro	Design/images drafts reviewed Full color layout on April 7 <sup>th</sup> Branding approval April

Item	Target Audience	Timeline	Person Responsible	Status
team.				14 <sup>th</sup> / Distribution April 28 <sup>th</sup>
Success story on agro dealer: NAFKA supported agro dealer with a grant reached secondary school youth with demo plots around the schools	USAID	Draft April 4	Chibele	Agro dealer identified and will be interviewed next week
Market Campaign: Review market survey with Marketing Component Leader and identify key market behaviors to be promoted (one-page strategy for BCC campaign)	NAFAKA	April 4	Nassoro	Team currently reviewing draft market survey and scheduling meeting with Henry Wegga
Initiate procurement for Market Campaign TBD; Products based on consultation with Marketing Team	Nafaka Vendors	April 10	Nassoro	
Training Module 2 for TOTs	Agronomists	March 31 <sup>st</sup>	Ferdinand	Awaiting budget approvals for training
Training Module 2: Secure remaining images on soil fertility from FIPS and finalize flash cards	VBAAs and Lead Farmers	April 4 <sup>th</sup>	Ferdinand with FIPS team	Currently awaiting images from FIPS
Training Toolkit – Module Flipchart: Danya team will take Modules 1 and 2 and develop large-format flipchart for audience-friendly absorption of training content and guides for facilitators/trainers. Danya will initiate review and conversion of Modules 1 and 2 and send draft concept for NAFKA review/approval.	Agronomists	April 21	Ferdinand working with Danya team in Nairobi	Modules 1 and 2 to be reformatted next week, and cost analysis initiated based on number of agronomists and additional copies for team (50 est)

## MEETING WITH USAID TANZANIA CONTRACTS OFFICE REPRESENTATIVE, ELIZABETH MAEDA

Moges, Aaron, and Harriet Odembi, Nafaka's DCOP, met with Elizabeth Maeda on Thursday, March 27<sup>th</sup>, for nearly 2 hours in the Nafaka Dar es Salaam project office. This was the first time that Aaron and Moges had a chance to brief Ms. Maeda directly after meeting for the first time at the previous annual work planning workshop nearly a year before. Danya began the meeting by thanking Ms. Maeda for her ongoing support and feedback to the BCC team. Ms. Maeda's support and frank review has allowed Danya to continue to review, refine, and better communicate our work. The main topics of discussion were an update by the Danya team about what was presented at the Nutrition Working Group, feedback that Ms. Maeda had provided on the first BCC evaluation, future BCC plans, and administrative issues.

- ***Feed the Future Implementing Partner Joint Nutrition Initiative Workshop***—Danya began the meeting by giving the presentation that Moges had given to the nutrition working group during the session on BCC. The presentation provided an overview of what BCC activities have been completed thus far, the methodology that was used to implement the campaigns, and an overview of the findings from the first evaluation completed in October 2013. Ms. Maeda had several questions about the current and planned activities, and those questions were able to be explained by Moges and Aaron. Ms. Maeda thanked Danya for the work they have done thus far, both to promote GAP in Tanzania, and also for the work to promote female champion farmers in communities.
- ***Initial BCC Interventions' Effectiveness Evaluation Report***—After the submission of the first BCC Intervention Effectiveness Evaluation Report submitted in October 2013, Ms. Maeda raised a number of questions and sought clarification on a number of points. She provided a detailed summary of her comments to Danya, and Danya responded to her comments. All of the previous discussion was done through email, and this was the first opportunity to discuss directly. The main points for clarification and discussion are below:
  - **Target audience of the report:** This report was written from an academic perspective; while Ms. Maeda has extensive background in both qualitative and quantitative research, this report would not be well understood at the mission as a whole. While the methodological rigor is required and encouraged, a description of the methodology, findings, and recommendations is language targeted at development professionals without a research background to avoid confusion.
  - **Use of terms:** Use of terms in the narrative, such as many, most, a significant number, or few, should always be quantified with a percentage.
  - **Randomized control evaluation design:** Danya stated that it used a randomized control design methodology for this evaluation. Danya was not suggesting that this was a randomized control trial. In the future Danya will use the description of quasi-experimental design instead of randomized control evaluation design to avoid any unintended confusion.
  - **Impact:** This initial evaluation was able to capture the reach of Danya's initial BCC campaigns, but it will only be able to measure the true impact of the activities in subsequent evaluations. Some of the differences shown between the control group and the intervention group, as well as the number of farmers who reported that they believed the messaging and took action, give an indication of the positive impact. However, we will not be able to quantify this impact until subsequent rounds.
  - **Behavior change evaluation:** Ms. Maeda asked if Nafaka plans to look at the comparative impact between other interventions, such as demo plots, VBBA outreach, or GAP trainings, in comparison to BCC activities. Aaron responded that the Nafaka learning team, in conjunction with M&E and BCC teams, is currently designing just such an evaluation, which should be able to start comparing activity results. It will be difficult to fully disaggregate the impacts, as we believe that the activities are most effective when implemented together, but efforts to do this are underway. Feedback on the final methodology for this from Ms. Maeda would be highly appreciated.
  - **Further follow-up on questions:** Several findings reported in the evaluation begged for additional follow-up with outlier groups, non-adopters, or high adopters. Probing deeper into some of these findings would be extremely useful, and Danya will incorporate some of these further questions in future evaluations.
  - **Use of data:** Ms. Maeda wanted to ensure that the findings of these evaluations are shared with the programmatic teams to inform other Nafaka interventions beyond BCC. Aaron assured her that this was previously being done through the M&E team and will be a focus of the learning team.
  - **Low numbers of campaign reach:** Ms. Maeda expressed concern that the reach statistics that were being cited were lower than she had expected, but she confessed that this was not an area in which she had an extensive background. Moges assured Ms. Maeda that the reach of 74% of the population

with any BCC communication and a 42% recall from radio messaging was extremely high for a campaign of this size. Other multimillion dollar campaigns have not reached these numbers, and Nafaka should be quite proud of this.

In addition to the above discussion, Ms. Maeda expressed her interest in seeing more visual communications and, in particular, video products to help promote positive behaviors. She noted that visuals, from her experience, were very effective in engaging farmers and showing them the benefits of improved farming practices. The Danya Team has been designing a number of video activities and was able to give Ms. Maeda a quick overview:

- ***AfricaRice Videos***—These FtF-funded videos are currently being reviewed by the Training and Communications Officer. The videos will be mapped to the GAP Training Modules so that they can be shown as part of the curriculum. Danya has already identified low-cost, portable, battery/USB-powered LCD projectors that will allow the videos to be shown at Trainings, as well as for use at Farmer Field Days and other project events.
- ***VBAA Storytelling Hawa's Story***—A 3- to 5-minute video piece showing how project trainings can not only provide meaningful guidance on how farmers can adopt new technology and farming practices, but also how they can become champions encouraging others to do the same.
- ***The Demo Plot***—This piece will show how the NAFAKA demo plot approach works. Starting with a barren piece of land, this piece will talk to lead farmers as they prepare the land, plant, weed, and harvest, all according to good agricultural practices. Ideally, a section of this piece will involve two time-lapse components that show time-lapse video of a demo plot against time lapse of a plot without the benefit of quality inputs and good farming practices. This piece should be used both to illustrate how demo plots show farmers the value of quality inputs and good ag practices, and as a training tool with close-ups on land preparation, planting, weeding, etc., so that farmers can see exactly what good farming looks like.
- ***Participatory Video***—Pilot to train a small cohort in a select village through a participatory video that encourages adoption of farming technologies. Farmers talking openly with each other about decisions on farming inputs, mechanized vs. traditional tilling and ripping, as well as discussions about any community-led solutions on pest management.

Ms. Maeda was very supportive of these activities and said she looked forward to seeing the results. Everyone agreed that these products would also help NAFAKA and USAID Tanzania contribute to the FtF learning community. The Danya team promised to work with NAFAKA management to plot out the video projects and move forward quickly.

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