# STAPLES VALUE CHAIN NAFAKA ACTIVITY – S.C.A.L.E. REPORT

**TASK ORDER NO. AID-623-I-10-00001**

**December 10, 2013**

This publication was produced for review by the United States Agency for International Development. It was prepared by ACDI/VOCA in compliance with the terms and conditions of Task Order No. AID-623-1-10-00001.

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**DISCLAIMER**

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

## Contents

I. Executive Summary ..... 5
II. SCALE Approach ..... 7
III. STRATEGY – what will we do? ..... 9
3.1 Activities ..... 9
3.2 Challenge: Dedication vs. Diffusion ..... 10
3.3 Recommendations ..... 10
IV. STRUCTURE – how will we organize ourselves? ..... 12
4.1 Activities ..... 12
4.2 Challenge: Task vs. Transition ..... 14
4.3 Recommendations ..... 14
V. SYSTEMS – how will we do the work? ..... 16
5.1 Activities ..... 16
5.2 Challenge: Processing vs. Partnering ..... 20
5.3 Recommendations ..... 20
VI. STAFF – how will we support our talent? ..... 22
6.1 Activities ..... 22
6.2 Challenge: Development vs. Disruptions ..... 24
6.3 Recommendations ..... 25
VII. STATUS – what are we achieving and learning? ..... 26
7.1 Activities ..... 26
7.2 Challenges: Moving Together vs. Moving Fast ..... 28
7.3 Recommendations ..... 28
VIII. SUMMARY OF RECOMMENDATIONS ..... 30
8.1 Strategy ..... 30
8.2 Structure ..... 31
8.3 Systems ..... 31
8.4 Staff ..... 32
8.5 Status ..... 33
IX. ATTACHMENTS ..... 34
9.1 Strategy ..... 34
9.2 Structure ..... 34
9.3 Systems ..... 34
9.4 Staff ..... 34
9.5 Status ..... 34

# List of Acronyms

| | |
|---|---|
| BCC | Behavior Change Communications |
| BPA | Blanket Purchase Agreement |
| COP | Chief of Party |
| DCOP | Deputy Chief of Party |
| DIAL | Design, Implement, Assess, Learn |
| HR | Human Resources |
| IFAD | International Fund for Agricultural Development |
| KPL | Kilombero Plantation Ltd |
| KVTC | Kilombero Valley Teak Company |
| M&E | Monitoring and Evaluation |
| NGO | Non-Government Organization |
| PSCD | Program Systems and Capacity Development |
| SCALE | Short-term Capacity to Accelerate Local Execution |
| SMFM | Sell More For More |
| STAIRS | Selecting Target-based Activities with Indicators for Results and Sustainability |
| VAT | Value Added Tax |

# I. Executive Summary

NAFAKA is scaling up rapidly. At the workplan session conducted in August 2013, NAFAKA identified 36 discrete activities, and has since identified eight more activities. NAFAKA operates in seven clusters, and is adding two more clusters. Beneficiaries assisted will jump from a cumulative 27,000 individuals to over 50,000 in the next 12 months. The number of marketing associations has nearly doubled from 53 to 101 associations. The number of savings groups will also increase dramatically, forming over 200 new groups in just this year alone. The number of staff working on NAFAKA directly or through its six primary sub-contractors has reached 140 employees, with potentially three more sub-contractors and their employees being added in the next year. This is a time of rapid growth and acceleration.

This immense increase in technical activities to reach additional beneficiaries as outlined in the FY 2014 work plan requires a simultaneous expansion of administrative and financial capabilities. Procurement, human resources, accounting, logistics, communications, reporting and day-to-day management must all be expanded, streamlined and integrated with technical activities for greater efficiency. Technical activities themselves must be standardized to achieve internal economies of scale for implementation, oversight and assessment. Routine procedures and information exchanges that were formerly communicated informally will need to become clearly defined and closely managed. In a sense, the NAFAKA project is undergoing an expansion similar to the initial start-up phase.

The role of this consultant was to follow through on the NAFAKA strategic planning workshop he facilitated in August 2013. At that three-day session, the breadth and depth of enhancements required by NAFAKA were compiled onto a rather lengthy action list. The consensus reached by NAFAKA leadership was that in order to implement the numerous technical activities with adequate support and oversight from administrative and financial functions that a SCALE team would need to be assigned.

SCALE (**S**hort-term **C**apacity to **A**ccelerate **L**ocal **E**xecution) is ACDI/VOCA's intensive approach to rapidly enhancing the ability of local project teams to expand implementation capabilities. A series of technical and administrative consultants are given specific assignments ranging from two to twelve weeks. All assignments focus on establishing new systems and developing staff capability to implement activities. This consultant served as lead coordinator of all SCALE functions. In addition, this consultant provided in-depth consultation to the association and training teams.

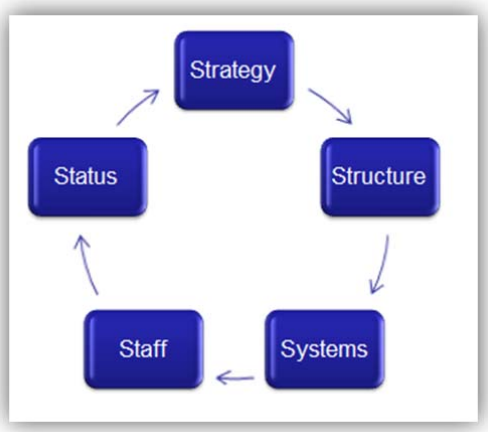
This report summarizes the primary activities conducted by this consultant over the course of twelve weeks between September and December 2013. Activities are viewed through the five dimensions of organizational performance: Strategy, Structure, Systems, Staff and Status. For each of these dimensions, a description of activities, a primary challenge and actionable recommendations are provided. A summary of these recommendations and attachments are located at the end of the report.

# II. SCALE Approach

NAFAKA strives to make a significant and sustainable impact on the livelihoods of rice and maize farmers. To this end, NAFAKA leadership brought together representatives from all local and international partner organizations to define a comprehensive and aggressive workplan for the 2014 fiscal year during a three-day session in August 2013. To successfully launch this workplan quickly and effectively with the intensive amount of technical implementation and operational coordination, ACDI/VOCA chose a SCALE methodology for implementing the workplan. SCALE (**S**hort-term **C**apacity for **A**ccelerating **L**ocal **E**xecution) coordinates a series of short-term technical and administrative consultant assignments to support local staff and develop organizational capacity to implement workplan activities. Further, the SCALE methodology puts an emphasis on developing the capacity of local staff and organizations to leave a lasting and sustainable impact in Tanzania after the project ends.

The SCALE approach focuses on five dimensions of organizational capacity: Strategy, Structure, Systems, Staff and Status. By ensuring that each of these dimensions is clearly defined, developed and integrated with the other dimensions, ACDI/VOCA ensures that the NAFAKA is better positioned to achieve the workplan and, ultimately, the strategic objectives of the project.

- Strategy: what will we do?
- Structure: how will we organize ourselves?
- Systems: how will we do the work?
- Staff: how will we support our talent?
- Status: what are we achieving and learning?




The SCALE team consisted of eight consultants providing over-lapping and coordinated capacity-building support with assignments ranging from two to twelve weeks. The first assignment began immediately after the workplan in August. The last assignments will end in the middle of December. Each consultant was issued a clear scope of work to which a final report and deliverables were published. Most importantly, each consultant worked in partnership with specific local staff members to ensure development and transition of activities for ongoing local management and implementation.

All activities were conducted under the supervision of the Chief of Party and Deputy Chief of Party located in Tanzania, and by the Managing Director located in Washington, D.C. Routine progress reports and recommendations were vetted by these project administrators to guide and approve implementation of SCALE activities.

This report describes the activities completed within each of the five dimensions of organizational capacity. This report will not repeat the description of activities completed by other consultants (and which can be read in their individual reports). This report will describe the actions of this consultant to support these dimensions and, where appropriate, explain the contributions of other consultants towards the fulfillment of the SCALE approach.

# III. STRATEGY – what will we do?

Strategy is the definition of what an organization will do. A clear strategy provides a framework by which the other organizational dimensions can be logically derived. Also, all other dimensions are assessed and adjusted to the degree that they are perceived to support the strategy.

## 3.1 Activities

In August 2013, NAFAKA facilitated a three-day workplan session that involved local organizations, international partners and donor representatives. To ensure that intense collaboration would result in actionable activities, ACDI/VOCA implemented the STAIRS workplan process.

STAIRS (**S**electing **T**arget-based **A**ctivities with **I**ndicators for **R**esults and **S**ustainability) is a participatory process to lead a diverse team of multiple organizations to define an annual workplan. The process begins with a thorough review of indicator targets and current activities. From here, participants define activity workflows to establish staffing needs and operational standards. Finally, sub-teams create calendars and resource needs to inform a procurement plan and detailed budget.

Staff alternate between working in activity teams and in plenary groups. There is also alternation between working in specialty areas and working in integrated groups. This variety of formats encourages cross-sharing of perspectives and a more thorough understanding of challenges. The team of facilitators meets each day to coordinate their results and to synchronize their progress. Ultimately, all activities are combined into a single workplan.

There are eight steps within the STAIRS process.

1. **TARGET**. In this step, the entire team reviews the performance monitoring plan (PMP) of the project to ensure common understanding of definitions, results and targets. Each implementation team conducts an in-depth review of those indicators most relevant to their activities.
2. **LOCATION**. Each implementation team identifies the locations of existing activities by region, district and other appropriate geographical sub-unit. Further, the depth and length of time for these activities are catalogued. This collective output is compiled and shared with the other teams.
3. **REFLECT**. All staff members work on cross-representative teams to reflect on current activities to identify promising work, known challenges and emerging opportunities. Specific attention is given to each of the cross-cutting areas and operational workflows.
4. **CONFIRM**. Each activity team reviews the theory of change to confirm how their stated project strategies will lead to intended adoptions and, ultimately, desired results. This is cross-checked with the review of the PMP conducted in Step 1 to ensure that all relevant indicators have been addressed. Operational teams review their primary workflows and select the appropriate success measures by which to assess their support activities.
5. **SELECT**. Activity teams select ongoing and new activities by location that will achieve the desired theory of change. An emphasis is placed on sustainable activities that develop

or transfer implementation to local enterprises and institutions. Operational teams identify the specific support activities that they will establish or enhance in the next year.

6. **DEFINE**. In this step, a workflow is created for every technical and operational activity. These workflows include M&E data collection, operational activities, minimum standards and any cost-driver assumptions to inform the budgeting process.
7. **SCHEDULE**. First, a master calendar of the crop cycle, market activities and external events is created. Next, all activity workflows are scheduled and adjusted according to the events listed on the master calendar. Teams ensure that they have included appropriate time for the procurement activities and M&E data collection during and after implementation.
8. **BUDGET**. With the defined list of activities, schedule and cost-driver assumptions, teams work on activity budgets and procurement plans. These plans are cross-checked and compiled into an overall project budget.

The three-day session resulted in a draft workplan and budget that was aggregated and reviewed by technical and administrative leaders. Narrative was then written by each of the designated authorities to provide further description of the activities and the intended impact. This workplan and budget was submitted to and approved by USAID.

The workplan generated 36 activities that form the NAFAKA strategy. Since the submission of the document to USAID, eight additional activities have been identified and added to the NAFAKA workplan. This list is provided as **Attachment 1**.

ACDI/VOCA continues to refine the process through implementation in other projects. These enhancements will be incorporated in future versions of STAIRS and made available to the NAFAKA project. Specific to NAFAKA, recommendations are provided below.

## 3.2 Challenge: Dedication vs. Diffusion

NAFAKA continues to manage the tension between Dedication and Diffusion. The staff and leadership of NAFAKA are dedicated to the strategic objectives of improving the livelihoods of smallholder rice and maize farmers. Identifying activities to implement will always be limited, to a degree, by financial resources, breadth of attention and time allocation. NAFAKA continues to avoid diffusion of focus by carefully screening new activities for alignment with Feed the Future objectives and significant impact on smallholder farmers. For activities that are accepted, NAFAKA is establishing clear checkpoints to determine continuation, adjustment or transition of the activity altogether.

Every activity provides a learning opportunity. NAFAKA is ensuring that every activity collects and shares the key learnings with staff, collaborators and implementing partners. (Note: a simple tool for monitoring the distribution of activity learnings is provided in the Status section of this report.)

## 3.3 Recommendations

1. **Start Early**. The STAIRS workplan process was initiated in August. After the session ended, there was less time for cross-sharing and integration with other components. Further, activities requiring a longer implementation window due to the procurement process, VAT

exemption and donor waivers did not start until after the workplan. The preparation for these activities needs to be initiated sooner to meet the timing of the crop cycle. A workplan session in May or June would provide more time for integration and implementation.

*Initial conversations with ACDI/VOCA management indicate a desire to conduct the workplan session earlier in the year. Providing a 'save the date' to partner organizations and participants now will allow people to block the dates before they are filled with other appointments.*

2. **Longer Session**. The STAIRS workplan process was conducted in three days. Some steps were abbreviated to complete the entire process within the three days. Cross-sharing was severely limited as an emphasis had to be placed on giving teams enough time to complete their work. Although there is always a challenge to blocking time away from project implementation, a full five days would provide a more thorough workplan.
3. **Better Preparation**. Participants were introduced to the STAIRS process at the first day of the meeting. Some activities could have been sped up if participants had been pre-informed about the information that would be required so that they could be prepared from the beginning of the process. A worksheet listing the specific information from each participant, team and/or organization would expedite the process and provide a more complete workplan.
4. **Cost Drivers.** NAFAKA is a complex project with many components and activities. Some teams are conducting similar activities such as demonstration plots and farmer trainings. However, different teams have arrived at different cost drivers for implementing these activities. Time needs to be allocated to the sharing and alignment of cost drivers such as per diems, attendee allowances, length of training and venue costs. Collaborating to create a unified list of cost drivers will remove confusion. A longer session or a session started earlier in the year will allow time to conduct this.
5. **Share Methodology**. The feedback from attendees about the STAIRS methodology was overwhelmingly positive, with several organizations requesting materials to take back to other projects and activities. As suggested by Alphonse Kyariga of USAID, NAFAKA could provide the methodology to other implementing partners through a one-day training workshop.
6. **Activity Screening**. Provide a simple mechanism by which newly proposed activities are reviewed before acceptance. This can be a routine meeting with project management and relevant technical staff to assess the intended outcomes, required resources and diversion from existing activities. Further, clear checkpoints can be identified upfront by which to determine the continued implementation of the activity.

# IV. STRUCTURE – how will we organize ourselves?

Structure is the management architecture and physical location of staff that facilitates internal collaboration and external implementation of activities defined in the strategy.

## 4.1 Activities

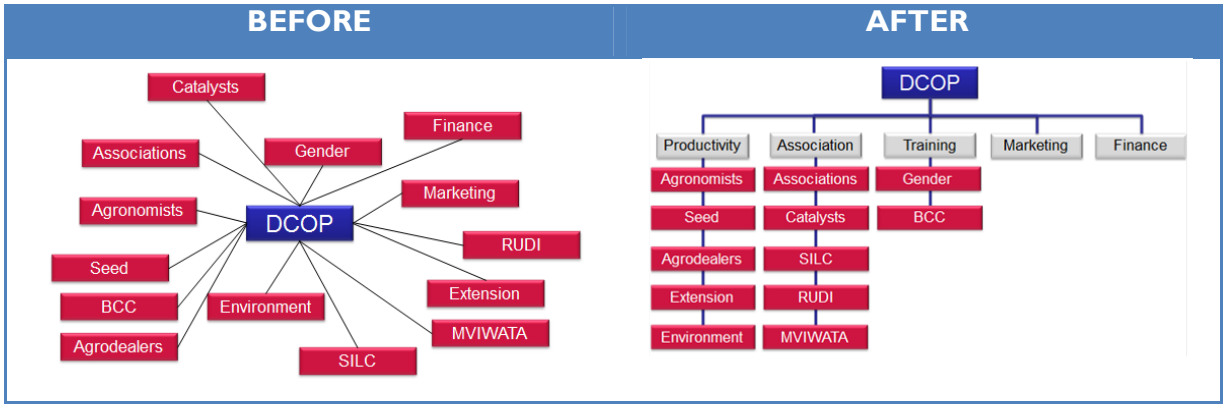
The Chief of Party is located in Dar es Salaam with the Chief Accountant, Operations Manager, Grants Manager, Communications Specialist, M&E Manager and a few support staff. The Deputy Chief of Party and the technical leaders of NAFAKA are located in Morogoro. There has been an effort to establish satellite offices in various clusters to shorten staff travel time and increase time spent with beneficiaries. There are standalone or embedded offices in Ifakara, Mlimba and Kongwa. KPL provides space for staff allocated to that activity.

Administrative and financial functions report to the COP; technical staff report to the DCOP. NAFAKA has a semi-matrixed organizational structure with many technical staff reporting both to their primary organization and to a technical leader within NAFAKA.

After reviewing the existing structure of NAFAKA, four primary interventions were implemented. Each of these interventions is described below.

### 1. Streamline technical direct reports

The Deputy Chief of Party had upwards of twenty staff from various technical functions and partner organizations reporting directly to her. The DCOP had one component lead at the time of the workplan, and he was being transitioned from Productivity to Marketing.




Upon review of the strategies listed in the workplan, five divisions were established: productivity, association, training, marketing and finance. One employee was promoted to the Training lead; one employee completed his transfer to the Marketing lead; two SCALE team members temporarily assumed the Productivity and Association leads. This enabled the DCOP to begin working through component leads immediately.

As of the writing of this report, a local employee has been hired to assume the Association lead, and another candidate is pending approval for the Finance lead. Active recruitment is underway for the Productivity Lead.

### 2. Create organizational chart

As NAFAKA is a complex project, some staff indicated confusion on reporting structure. On a component level, staff members were focused on separate initiatives and rarely collaborating on similar initiatives or coordinating activities in the same village. Also, some managers claimed responsibility for the same function. Staff members from sub-organizations expressed challenges of integrating their activities by not being explicitly included in a department or component.

A seven-page organizational chart listing 140 staff members working on NAFAKA was created (please see **Attachment 2**). The process of creating the chart itself surfaced many issues to which management could research and resolve. This organizational chart has been handed over to the recently hired Human Resources Director.

### 3. Add field offices

NAFAKA has six clusters, KPL and Zanzibar. Of these eight locations, four have satellite offices. Efforts are underway to identify an office location in each of the eight locations. This will reduce travel time for staff and empower them to increase time with beneficiaries. Further, by having a satellite office in the region, staff working in the same region will have more opportunity to collaborate together, share resources and coordinate activity plans.

A chart detailing the current status of each location, assigned staff, and implementation actions are listed in **Attachment 3**. This field offices chart and the listed next steps have been reviewed with the DCOP and Logistics Manager.

### 4. Support functions

Four critical support functions were identified at the workplan, and strengthened during the SCALE implementation.

<u>Human Resources</u>

A thorough review of human resource systems was conducted by consultant Michele Zeller, and a Human Resources Manager was hired to implement the recommendations and to oversee HR functions. The HR Manager reports to the COP, and is located in Morogoro where the vast majority of employees work. Hiring activities being facilitated by consultant Kaitlin Campbell, and this consultant provided an onboarding session and a review of operational priorities.

<u>Training Unit</u>

As nearly all NAFAKA activities have some element of training, NAFAKA established a training unit to be led by two existing staff that transferred into this new unit. This unit facilitates content review, logistical coordination, branding requirements, data collection and training assessments. This enables technical staff in other components to function as

technical subject matter experts focusing on their activities with a support unit to coordinate the delivery of training. This unit has been trained on clear workflows, and these processes have been communicated to the other components.

Procurement

The process for procuring goods and services has many stringent requirements and layers of approval. On top of this process it the requirement to secure a VAT exemption from the Tanzania Revenue Authority. To meet these exacting requirements in a timely manner that supports technical activities, NAFAKA has established a standalone Procurement Unit composed of a Procurement Specialist (submitted for approval) and a Procurement Assistant (internal transfer). In addition to facilitating procurements, this unit will establish annual Procurement Plans and Blanket Purchase Agreements to expedite procurement.

Director of Finance and Administration

NAFAKA has identified the need for a Director of Finance and Administration to improve the implementation of operations and finance support activities. As NAFAKA activities have increased in complexity, scope and volume, a senior level individual is required to lead these efforts in a manner that complies with all regulations and adequately supports technical implementation. NAFAKA has recruited many candidates, and is still seeking an individual to fill this position. Because of the importance of operations and finance in technical operations, this position will be based in Morogoro.

## 4.2 Challenge: Task vs. Transition

NAFAKA oversees a wide range of activities across seven regions. The focus on task is urgent and necessary in order to achieve the stated objectives. However, time will be spent on defining and facilitating key transitions. The more time spent planning these transitions carefully will ensure that staff and systems are prepared for the new responsibilities.

Transitions include the expansion of satellite field offices to enable staff to provide more frequent oversight to project activities. Procurement, human resource and financial activities will be carefully monitored as they are transitioned from Dar to Morogoro to enable greater integration with technical activities. The transition of coordinating through a training unit will also be a collaborative process requiring adjustments. Although transitions can cause some initial disruptions to daily routines, NAFAKA management will ensure that these are carefully supervised to ensure that staff and beneficiaries realize they full benefits of these adjustments.

## 4.3 Recommendations

1. **Hiring Support.** When key positions become vacant, the human resources manager may need the additional hiring support of a recruitment firm to facilitate access to candidates quickly so as to minimize impact on project activities..
2. **Component Leads.** The DCOP should continue refining the management responsibilities and reporting requirements she has for her new Component Leads. By defining her

expectations for these leads, she can maintain adequate supervision of project activities while also empowering her Component Leads to become even more effective leaders.

3. **Organizational Chart.** Ensure that all staff members understand the functions across the large and complex project. Sharing and explaining the organization chart with existing and new staff periodically will help to reinforce roles and resonsibilities.
4. **Field Offices.** Finish establishing field offices in the additional four locations. The Logistics Manager is currently researching options for the remaining locations. Once these locations are identified, procure the necessary equipment and transfer staff.
5. **Human Resources.** Complete the transition of human resource functions, files and activities to Morogoro. A hiring workflow and forms was recently created that clearly defines the responsibility of the new HR manager, COP and hiring managers. Continue establishing these new processes under the leadership of the HR manager with the appropriate approvals from the COP as detailed in the new workflows.
6. **Transition Plans.** Define clear transition plans and specific dates for transferring of activities for when key staff members leave positions. Advanced planning will identify many challenges that will have time to be resolved and, most importantly, provide more time to develop staff for new roles and responsibilities.

# V. SYSTEMS – how will we do the work?

Systems are the processes and procedures by which work is completed. Effective systems maintain a careful balance between compliance, quality and efficiency.

## 5.1 Activities

As with any complex organization, NAFAKA has a myriad of technical, financial and operational systems that must adhere to strict donor regulations while efficiency supporting staff implementation of activities. Upon initial discussions with staff, it became clear that there were many processes that were clearly defined. There were plenty of policies, but few documented workflows documenting how staff should complete the tasks. Therefore, cross-cutting workflows were defined for grants, procurement, hiring and training.

Administration and financial functions are a centralized activity through which all technical activities must pass through. Therefore, specific tools and resources were developed to expedite the implementation of these important functions. Specifically, we established an activity budget forecasting worksheet, an MPESA payment system, a DocuSign approval system and Blanket Purchase Agreements for frequent procurement items.

Technical outreach activities will approximately double the number of locations in the next year. Therefore, standardization of approaches across all implementing partners creates an internal economy of scale in implementation, support and assessment. Productivity training and association development teams both defined standard NAFAKA approaches for their respective areas.

These three collective interventions of cross-cutting workflows, accelerated administration and technical standardization are described in further detail below.

### 1. Cross-cutting Workflows

Four critical cross-cutting processes were identified through interviews with staff who expressed confusion over the specific steps. These processes were grants, procurement, hiring and training. Further, delays in these processes due to staff confusion resulted in delays that negatively impacted activities. Each of these four processes has been thoroughly mapped through a workflow process involving people familiar with the policies related to their area. A staff outreach plan has been created for each workflow to ensure understanding and compliance.

<u>Grants</u>

With the three members of the NAFAKA grants team, we mapped out the entire grant creation, approval and implementation process. By mapping out the process as shown in **Attachment 4**, we were able to clearly identify roles and responsibilities of all staff members. In particular, the role of Technical Owner was identified as a crucial contributor to the successful implementation of a grant. After the mapping activity, the grants specialist presented the workflow to the entire technical team. Shortly after that, association and productivity team members collaborated on the creation of three grants (warehouse upgrading, training institute and enterprise capacity building). These grants are currently under development, and their status can be clearly tracked through the now explicit grant process.

Procurement

Consultant conducted an assessment of the procurement activities. Based on her feedback, workflows were designed for the creation of blanket purchase agreements, task order purchases under blanker purchase agreements, standard procurement and training procurement **(Attachment 5)**. These workflows were implemented by consultant Alice Azar who trained the Operations Manager and Procurement Assistant during the completion of several blanket purchase agreements and standard procurements. NAFAKA has submitted a candidate for procurement specialist. If approved, we will train this individual on these new workflows and facilitate the training of all technical staff.

Hiring

At the workplan session, over 40 positions were identified for hiring to implement the defined activities. Consultant managed the hiring process while NAFAKA recruited a permanent Human Resources Manager. During this hiring period, several steps were identified as unclear or inefficient. Notes for improvement were collected and, after the hiring of the HR Manager, a workflow session was held to design a hiring process that was compliant, thorough and as efficient as possible **(Attachment 6)**. Although efforts were made to expedite the process, it is estimated to take 73 days from the time a manager notifies HR of an open position to the signing of a contract with the new employee (and this doesn't include the up to 30-day notice an employee might give an existing employer). This process will be communicated to staff at the next all staff meeting.

Training

As explained in the Structure section of this report, the Training Unit was a newly established team to support the high number of training activities conducted by NAFAKA. To clearly explain the activities of this unit and the responsibilities of staff members in the technical units, a four-stage workflow was created. These four stages are Inform, Integrate, Initiate and Implement as shown in **Attachment 7**. A corresponding tracker was also created to mirror this workflow. This workflow was presented at an all-staff meeting. The hiring unit has spent the last two months transitioning existing trainings into the new system, and has begun processing new training activities under the new workflow.

## 2. Accelerated Administration

To reduce the number of forms, steps and processes that both administrative and technical staff would need to follow in order to complete routine activities, several new tools were created. These tools include Activity Budget Forecasting, MPESA, DocuSign and Blanket Purchase Agreements.

Activity Budget Forecasting

Consultant identified delays and errors by NAFAKA in accurately estimating the amount of monthly funds for activities. These delays in disbursements held up activities. We collaborated with NAFAKA staff in the creation of an Activity Budget

Forecasting worksheet that simplified funding requirements from technical staff **(Attachment 8)**. These totals became easier for the accounting team to aggregate into a total request. Further, this form reduces the number of forms required for technical activity disbursements as it also calculates the amounts required for staff advances, attendee allowances and venue costs. Each of these previously required a separate form at different times. Consultant further worked with the accounting and operations team to implement this form. The training unit is now collaborating with technical teams to establish standard costs by region to further expedite the implementation of technical activities.

MPESA

An opportunity was identified to expedite payments to training venues, meal providers and attendees for allowances by utilizing MPESA. The transfer of money through mobile phones provides greater transparency by tracking exactly who gets paid, lower risk by not having to travel with large sums of cash, and reporting that can used for monitoring & evaluation purposes. An account has been established and accounting staff will be undergoing training.

DocuSign

Most processes requires levels of approval from staff located Morogoro, Dar es Salaam and Washington, D.C. Moving paperwork back and forth for signatures can add days or even weeks to the administrative process. ACDI/VOCA has been using DocuSign in the home office for over a year to facilitate secure electronic signing with individuals having password protected signatures that can be affixed to PDFs. NAFAKA has identified ten individuals who frequently approve documents to become participants in the DocuSign program. These individuals have been registered in the system, and are now able to sign documents electronically.

Blanket Purchase Agreements

Blanket Purchase Agreements (BPAs) are procurement agreements that allow repeat purchases of the same items from the same vendor over a specific duration of time. The purpose of the BPA is to avoid getting three bids or documenting fair market value every time NAFAKA seeks to procure a routine item. Further, the BPA allows NAFAKA to secure a single VAT exemption from the Tanzania Revenue Authority for all purchases from a specific vendor up to a specified dollar amount over a six month period. BPAs are being finalized for the most common NAFAKA purchases, including office materials, cleaning supplies, training venues, local transportation and recruitment services.

## 3. Technical Standardization

NAFAKA is a team of organizations working in multiple regions. At the workplan session, these technical teams began working towards a standardized approach for implementing technical activities in productivity training and association development. This standardization is based on the learnings and experiences from team members, and will create an internal economy of scale

in implementation, support and assessment. Each of these two approaches is briefly described below.

Productivity: 3K's for Rice and Maize

With multiple organizations conducting overlapping training activities on inputs and production techniques to overlapping audiences of agrodealers, village based agro agents, and farmers, the productivity team collectively decided to identify a standardized core message that all technical staff could promote. Further, behavior change communications could reinforce this core message through mass communication activities.

To this end, we derived a mnemonic of 3K's for rice and maize to launch the planting season. For rice, the 3K's are Kuandaa, Kupanda and Kuhamisha.

- Kuandaa: prepare land and mounds
- Kupanda: plant seeds into a nursery
- Kuhamisha: transfer the seedlings via transplanting

For maize, the 3K's are Kiatu (shoe), Kidole (finger) and Kiganja (hand). This training focuses on informing the farmer about the vital importance of appropriate distances.

- Kiatu: space seeds one foot apart, and three feet between rows
- Kidole: plant seed one finger deep, and one finger away from fertilizer
- Kiganja: build ridges to a height of one hand

This message ensures a core training skill to be taught and reinforced through all agrodealers, input and farmer trainings. The mnemonic provides a starting point for technical staff to ensure a common foundation, and then build from there with further skills and guidance for the specific context and audience.

Associations: Sell More For More and Service+

NAFAKA has expanded association development from five clients and clusters to a total of seven. This increases the number of associations being developed by NAFAKA from 53 to 101. This rapid scaling of development activities led the association team to define a standardized approach for forming and developing associations. This approach has four phases:

| Association Clusters | Old | New | Total |
|---|---|---|---|
| Mangula | 8 | 5 | 13 |
| North Ifakara | 10 | 5 | 15 |
| Mlimba | 11 | 1 | 12 |
| Mvomero | 14 | 10 | 24 |
| KVTC | 0 | 10 | 10 |
| Kiteto | 0 | 17 | 17 |
| KPL | 10 | 0 | 10 |
| **Total** | **53** | **48** | **101** |

- Form: associations create a constitution and elect leadership (by Dec).
- Aggregate: associations undergo a four-session *Sell More For More* training (leadership, marketing, records, operations) to develop a marketing plan and business plan. They are then given an in-depth training on

warehouse aggregation with the opportunity to apply for a warehouse grant (by May).

- Checkpoint: associations are assessed by how well they aggregated and performed as an association. Those that did well will be provided the next stage of training; those that struggled will be given a corrective development plan (August).
- Expansion: associations receive *Service+* training whereby they will add another service to members (ex. mechanization and inputs). Also, associations will conduct a membership drive (by Jan).

NAFAKA staff and sub-organizations have agreed on the methodology with a majority of associations having completed most of the *Sell More For More* modules. We have scheduled the last week of March to conduct a uniform warehouse aggregation training for all trainers. And, an assessment tool has been created for the assessment.

## 5.2 Challenge: Processing vs. Partnering

NAFAKA has distinct systems for operations, finance and technical activities. Improving overall efficiency is helping technical staff access resources through clear operational and financial systems. At one level, operations and finance staff are striving to improve the ***processing*** efficiency with which they fulfill requests. For even greater benefit, NAFAKA strives to integrate staff and systems such that everyone moves beyond reactive processing to a building a proactive '***partnering***' relationship.

In a partnering relationship, the operations and finance team make a greater effort to understand the intended technical interventions, activity timing and required resources. From this understanding, operations and finance staff can provide recommendations and deliver additional guidance to technical teams to facilitate the distribution of operations and finance resources. For a specific example, a technical team could be launching a series of time-sensitive trainings simultaneously in multiple clusters. A partnering dialogue, in advance, with finance and operations identifies challenges and improves implementation of these activities. This mitigates unnecessary delays from repetitive submission of forms, lack of procured materials, lack of available training funds, and an inability to distribute funds to multiple field locations. Implementation improves dramatically with a shift from processing efficiency to partnering effectiveness between operations, finance and technical teams.

## 5.3 Recommendations

1. **Post Workflows**. Post all workflows for all activities in Dar, Morogoro and every satellite office. Ensure that these workflows are presented at all-staff meetings. Quarterly, workflows should be reviewed by operations and finance staff with input from the most frequent technical users to identify issues and to make improvements.
2. **Post Hiring**. Post the Hiring List in every location to inform staff which positions are open and the current status of these open positions. This can generate internal applicants and referrals from employees. Further, as open positions put a burden on existing staff, knowing the status of current openings informs employees as to when new employees are anticipated to start and provide the required support.

3. **Activity Aggregation**. As technical staff members use the new Activity Budget Forecasting worksheet, there are opportunities to aggregate key activity costs. This aggregation can be converted into a fair market value reference tool to expedite the procurement of future activity costs. Further, this aggregation can provide a more thorough assessment of the return on value.
4. **MPESA Activation.** As this is a new service to NAFAKA, it will require active engagement from finance and close collaboration with the technical team to make this fully operational. There are undoubtedly challenges that will arise with the implementation of this system. These can only be overcome if a partnership is formed now between finance and technical to avoid blaming and disengagement later. A three person team (Morogoro Senior Accountant, Training Coordinator and a representative from the technical team) should oversee the activation of MPESA with weekly meetings and shared communications to the staff.
5. **Complete BPAs.** The Blanket Purchase Agreements are awaiting final approval and submission. These are currently with the Operations Manager (in lieu of the Procurement Specialist who is being reviewed for approval). The Operations Manager needs to finish the processing of these BPAs so that NAFAKA can begin benefitting from the expedited procurement of these goods and services.
6. **Partnering Sessions.** Facilitate ongoing sessions between Operations, Finance and Technical staff to generate greater understanding of technical activities. Operations and Finance staff will be able to advise technical staff of policies, procedures and resources that will guide Technical staff in better implementation. Further, this will increase Technical understanding of operational and financial considerations. This greater understanding and partnering should expedite the processing of requests.

# VI. STAFF – how will we support our talent?

Staff members are the individuals who do the work and fulfill the mission of the organization. Within staff, we consider all ways in which we inform, engage and develop individuals into more productive teams and, ultimately, a successful organization.

## 6.1 Activities

NAFAKA has a complex strategic plan with activities in multiple regions. With the increase in activities and regions, additional staff members and partners are required for implementation. Further, for a facilitative approach, more technical staff may be required to provide the more time-consuming role of ongoing guide and facilitator rather than being a one-time direct implementer.

Increasing the number of staff members and partners then requires more emphasis on informing individuals and for supporting cross-team collaboration. Further, the organization needs to provide cost-effective methods for helping staff develop their individual skills and abilities. This investment is not only critical to the performance of NAFAKA, but a commitment of ACDI/VOCA to develop staff as part of a larger commitment to enhancing local talent.

During this SCALE implementation, NAFAKA has conducted a large-scale hiring campaign to match the significant increase in activities, enhanced the bi-weekly meeting format to provide greater distribution of information, changed the physical co-location of staff to encourage collaboration, and launched AspireGlobal for staff development. Each of these four activities is described below.

### 1. Hiring

NAFAKA led an in-depth workplan session through the use of the SCALE methodology. Because of the detail of activities and schedules, NAFAKA leadership was able to generate a specific list of additional operations, finance and technical staff that needed to be hired immediately. Consultant was selected for the task of facilitating the hiring process for 35 positions to be employed by ACDI/VOCA (not including open positions for sub-organizations).

Hiring is a collaborative process requiring the participation of technical and operations staff. Technical staff assisted in the development of job descriptions, interview questions and the interviews themselves. Operations staff assisted in the posting of job positions and the facilitation of the approval process. In the twelve weeks between the workplan and the end of the SCALE activities, NAFAKA was able to identify individuals for 26 of the 35 open positions.

Not all individuals have started their employment with NAFAKA as we await final approvals and allow time for individuals to complete their notice period with current employers. Additionally, as NAFAKA consists of multiple sub-organizations, we are following up with these sub-organizations to encourage their filling of open positions identified and approved under their scope of work. The hiring status for open positions as of the writing of this report is shown in **Attachment 9**.

### 2. Bi-weekly Meeting

NAFAKA had recently instituted a bi-weekly meeting format that invited all staff to a three-hour meeting every other Monday. As many staff travel on a two-week cycle to the field, this option appeared to the best time to maximize participation.

The original format of the meeting began at 7:30am will all components taking turns to present updates. The information fluctuated between intra-team and inter-team content that was either relevant to only a few people within the team or a few people outside the team. The large number of people provided minimal opportunity for dialogue. Further, the individuals from Dar arrived at 9am, and missed the first portion of the meeting.

The intent of hosting a bi-weekly meeting was a giant step towards improving communications across the team. The format, however, needed adjustment. With this in mind, a new format was designed whereby the meeting is now divided into three segments: Teams, All and Leads.

Team (7:30 – 9:00), *depth and implementation*

During this session, teams meet separately (productivity, association, operations, finance, training, etc.). Cross-cutting teams have a choice of meeting as a team of splitting up to join the most relevant other team. In these meetings, Component Leads review new initiatives, surface challenges, communicate resolutions to old issues, discuss implementation timing and review activities. Teams are able to go deep into activity details and focus on implementation.

All (9:00 – 9:30), *information and alignment*

All staff members meet together for general announcements, communications from the donor and guidance from NAFAKA leadership. New policies and workflows are presented; reactions and feedback are collected. General questions and comments are provided by employees and assigned to the appropriate individual for follow-up. Individuals from Dar can arrive in time to attend this portion. This session focuses on providing information and ensuring alignment. Technical staff members are able to leave for field-based activities at the conclusion of this session.

Leads (9:30 – 10:30), *breadth and integration*

A representative from each department, component and cross-cutting unit attends this meeting (approximately 12 people). They review the status on all NAFAKA workplan activities, discuss operational priorities and assess new challenges or opportunities. Leadership provides feedback and guidance on performance. This session focuses on breadth of information and integration of inter-department activities.

This format has been highly participatory with each session having a clear focus. In the last session, team meetings generated three new grant opportunities, the all staff meeting provided clear feedback on the use of MPESA, and the leads meeting provided a clear update on all workplan and operational activities. Staff feedback has been very positive about the new format.

### 3. Physical Co-location

Realizing that numerous activities in multiple regions can keep staff members separated for long periods of time, NAFAKA is striving to increase the amount of collaboration when staff

members are together. As explained in the Structure section of this report, satellite field offices can function as a gathering place for staff to meet and collaborate. Further, NAFAKA has secured an additional building at the Morogoro location. In this new building, productivity, association and M&E staff are all co-located together. This realignment has also allowed us to form other collaborations. For example, all of the behavior change communications and learning staff are now in a single office; procurement and finance staff are together; and two meeting rooms have been created to provide space for additional ad hoc collaborations. A diagram of this new arrangement can be seen in **Attachment 10**.

NAFAKA has also expanded the presence of procurement and finance in Morogoro with the addition of a Procurement Specialist, Senior Accountant and Director of Finance & Administration. Once all three of these positions are filled (and with the anticipated transfer of the Operations Manager), there will be more opportunity for technical, operations and finance collaboration. With the additional staff, many of the day-to-day operations will be able to shift to Morogoro while still allowing for the appropriate oversight from Dar. This will provide quicker turnaround time on requests and direct dialogue between staff.

The hiring of a Human Resources Director has formalized this critical function, and the location of this position in Morogoro makes these valuable resources accessible to the vast majority of staff on a regular basis. Having a human resources function in Morogoro will increase compliance to Tanzania labor laws, expedite the hiring process, provide development opportunities for staff through AspireGlobal (explained below), and coach managers in developing both high performers and under-performers. The complete transfer of all files and resources are underway and should be completed by the end of December.

#### 4. AspireGlobal

ACDI/VOCA values the development of local staff not only for the improved performance of the project, but for the lifelong impact on the skills and knowledge of individuals. To this end, AspireGlobal was established to provide enrichments opportunities for staff through access to online learning, peer-to-peer collaborations and access to resources from other projects. AspireGlobal provides access to thousands of recorded workshops and online classes with individuals from other organizations around the world. Top universities and training institutions have created courses ranging from accounting to project management to communications. Employees are able to share challenges and solutions with peers from other ACDI/VOCA projects. Also, employees can search our wide database of resources and tools posted by other projects. Employees are encouraged to share their own tools and resources with others as well.

For each project, a learning champion is appointed and trained to enroll and guide employees through the use of this online platform. With the hiring of a Human Resources Director, NAFAKA will facilitate a rollout of the new system by presenting it at the next bi-weekly meeting to all staff. The HR director will then enroll employees and provide short guidance sessions to help everyone get the maximum benefit from the system. The HR director has been scheduled with initial training as the NAFAKA learning champion. Enrollment of staff will be conducted over the next thirty days.

### 6.2 Challenge: Development vs. Disruptions

NAFAKA leadership is committed to the development of staff members for the benefit of the project and for the long-term skill development of the individuals. Routine information, adequate

workloads, access to co-workers and learning opportunities all work together to empower the employee.

Just as providing development opportunities are important towards individual success, so is the effective management of disruptions. One of the biggest disruptions facing NAFAKA at the moment is the unresolved work visa and security threats facing the DCOP. NAFAKA leadership is currently asking the DCOP to re-apply for the position by an interview panel consisting of non-NAFAKA and non-ACDI/VOCA individuals. There is no guarantee that the DCOP will engage or succeed in this process. Further, the security threats are unresolved and add another layer uncertainty.

Another disruption affecting performance is the natural turnover of key positions. Clearly defined systems, effective transition plans and rapid hiring processes are all methods to minimize these disruptions. NAFAKA continues to rapidly respond to all openings with a particular emphasis on key positions to minimize disruption of project activities.

## 6.3 Recommendations

1. **Onboarding Program**. NAFAKA is a complex program with many activities and staff. Establishing a comprehensive onboarding program that includes structured meeting with key administrative, technical and operations staff can provide important connections and information that new employees need to do their job.
2. **Recruitment Firm**. At times, NAFAKA could use the services of a recruitment firm to rapidly hire individuals for key roles. Last month, consultant Kaitlin Campbell conducted a procurement process and identified a recruitment firm. NAFAKA should finish this process by issuing a Blanket Purchase Agreement to the firm. This will allow NAFAKA to call for assistance as needed for critical roles.
3. **Underperformer Protocols**. NAFAKA seeks to ensure that all staff members are performing well. The HR director is currently improving the performance feedback process to ensure that all staff get accurate and prompt feedback on their performance. For those rare cases when an individual is not performing to the job description, human resources will develop clear protocols for ensuring these individuals get constructive guidance, training resources and a clear development plan for improving their performance.
4. **Bi-weekly Participation**. Dar participation in the bi-weekly meeting has been sporadic. Routine participation on these meetings and then staying in Morogoro for a couple days will improve the collaboration between staff from the two locations. It will also provide an opportunity for Dar staff to interact with field staff who are in Morogoro for the meeting.
5. **AspireGlobal Registration**. NAFAKA should follow through with the rollout of AspireGlobal to staff and facilitate enrollment. The Human Resources Director should be trained in the functionality and resources of AspireGlobal to ensure that staff members realize all of the benefits.
6. **Internal Communications**. NAFAKA recently launched a new external communication piece to explain various aspects of NAFAKA activities to external stakeholders. An internal email on a bi-weekly basis, perhaps with a summary of the announcements at the bi-weekly meeting, would be helpful for informing staff on activities, upcoming deadlines and other important information. As the complexity of the project increases, so should the internal communications.

# VII. STATUS – what are we achieving and learning?

Status refers to those mechanisms and tools the organization leadership uses to monitor activities, assess performance and distribute learnings.

## 7.1 Activities

Having an effective status monitoring devices ensures that great ideas listed in a strategic plan are actually implemented. Further, status monitoring allows leadership to shift support and resources to stalled initiatives. A simple status monitoring device allows internal staff and external stakeholders stay current on activities. For this purpose, NAFAKA established a Workplan Dashboard which provides snapshot summary of all activities.

In addition to strategic activities, core administrative and finance workflows require monitoring. Being able to check the status of specific requests within a workflow informs both the waiting employee and the supervising manager of that workflow. Periodic reviews of the workflows also help staff members identify issues, challenges and bottlenecks that can be addressed through adjustments to the original workflow or relevant forms. NAFAKA has established trackers for key workflows, including hiring, training, procurement, external consultants, grants and staff advances.

The Workplan Dashboard and individual workflow trackers are explained below.

### 1. Workplan Dashboard

The NAFAKA Workplan Dashboard enables staff, management and stakeholders to remain current on the progress of project implementation. Each activity is tracked along the four DIAL stages of **D**esign, **I**mplement, **A**ssess and **L**earning.

- **D**esign: Has the activity been designed? A document will have been produced that describes the activity protocols and implementation schedule. Technical staff will use this document to guide implementation.
- **I**mplement: Has the activity been implemented? A document will have been produced that provides the dates of implementation, description of how activities were conducted and the names of the participants. Variations to the original design will also be listed.
- **A**ssess: Has data been collected and reviewed? A document will have been produced with output and outcome data, collection methodology and conclusions about desired impact.
- **L**earning: Have opportunities and lessons been distributed? A document will have been shared with relevant stakeholders with a description of the activity, outcomes and conclusions.

For each stage, a status symbol indicates the progress within that stage. An ***up arrow*** indicates that there is active work being conducted that stage by an individual or team that has been assigned that task. A ***down arrow*** indicates that this activity has become stalled due to a

situation that must be resolved before progress can continue. Management is usually informed and involved in these situations. A ***dot*** indicates that the stage has been completed and that the relevant document has been produced. A ***blank*** indicates that no work has begun on this stage.

Because each stage requires a document, there is less interpretation required in determining if a stage has or has not been completed. Although there are degrees of thoroughness for the quality of the document itself, requiring a document to consider a stage complete ensures that existing and valuable information has been documented

| # | | | D | I | A | L |
|---|---|---|---|---|---|---|
| 17 | IR 1 | Productivity | 16 | 7 | 2 | 1 |
| | | HICD | | | | |
| * | 1.1 | Research & training institutions | ↑ | | | |
| | 1.2 | Develop Forward organizations | • | ↓ | | |
| * | 1.3 | Agrodealer network | • | • | • | • |
| * | 1.4 | Youth service provider groups | • | • | ↑ | |
| | 1.5 | Zanzibar agriculture institutions | • | ↑ | | |

The image to the right provides an example of how the Workplan Dashboard provides large amounts of information at a quick glance. This example provides the status of five activities under the productivity component. Across the top, we see that there are 17 activities and the number of activities within each DIAL stage (in this example: Design has 16, Implement has 7, Assess has 2, and Learning has 1).

For the five activities listed, we see that activity 1.1 (research and training) is active in the Design stage. We see activity 1.2 (develop Forward organizations) has completed the Design stage, but is currently stalled in Implement. We see that activity 1.3 (agrodealers network) has competed all four stages. On the full report, a comment is included on each line to provide a one sentence summary of the situation. The asterisks to the left indicate those activities that have been identified as priorities by senior NAFAKA staff. The actual NAFAKA Workplan Dashboard is included as **Attachment 11**.

The NAFAKA Workplan Dashboard has been used at the last two bi-weekly meetings during the Leads section of the meeting. The Workplan Dashboard was projected on the wall so that all participants could see, and the form was updated during the meeting once a consensus was reached as to the status of each activity. NAFAKA looks forward to continue communicating with internal and external stakeholders through this informative tool.

## 2. Workflow Trackers

Efficient operational workflows are critical to the success of technical activities. As explained above in the Systems section, considerable effort was made to document workflows to ensure staff new the specific steps required for core workflows. With the tracker, the status of specific requests can be monitored. Further, periodic reviews of completed tasks can provide valuable feedback as to the effectiveness of the workflows themselves. These reviews can identify workflow enhancements that will improve these processes even more.

Workflow trackers were established for the following workflows:

- Training: all training activities are now tracked by the training unit through the four phases of development and delivery.
- Procurement: a VAT tracker has been established to monitor the location of procurement requests as they move through three external organizations.

- Consultants: a tracker ensures that logistics, deliverables and reporting requirements are tracked and coordinated for all consultants.
- Advances: a file sharing system has been established to allow accounting in Dar and Morogoro to instantly review and reconcile staff advances, expediting the delivery of future advances.
- Hiring: a hiring tracker has been established to show the status of all open positions. These records are also cross-referenced in the organization chart.
- Grants: a tracker has been completed to reflect the recently published workflow. The grants team has not yet had the opportunity to update the tracker with grant activities.
- Personnel: a tracker has been established for the status of personnel files. Although this is a temporary tracker until the files are complete, it is a valuable tool in facilitating this process.

## 7.2 Challenges: Moving Together vs. Moving Fast

As stated throughout this report, NAFAKA is a complex project with many activities and collaborators. NAFAKA leadership realizes a constant pressure to move fast in order to meet targeted deadlines, growing seasons and other expectations. The maintenance and review of dashboards and trackers does not immediately lend itself to the implementation of these time-sensitive activities. Further, staff mired in the processing of numerous tasks may find that the updating of a tracker does not decrease their time on task. In some situations, this increased transparency could even invite more scrutiny from waiting employees or senior management.

However, the continued use of the dashboard and trackers allows everyone to move together. By being able to see the status of activities, more staff will be able to understand the current conditions and make more focused and relevant contributions. Routine reviews of both activities and workflows will enable employees and managers to identify challenges, risks, bottlenecks, confusion and other issues that can be resolved proactively. Everyone is informed, and the individuals have an opportunity to contribute. As the old saying goes, it is far more successful to move together than to move fast. Especially on a project that requires the meaningful contribution of everyone.

## 7.3 Recommendations

1. **Post Dashboard**. After updating the Workplan Dashboard at the bi-weekly meeting, be sure that it is widely distributed and posted in visible locations. This will not only help to keep staff informed, but it will serve as a reminder and encouragement to staff to complete the four stages of these activities for which they are responsible.
2. **Publish Trackers**. Ensure that all trackers can be seen by all employees in real time. These can be stored in DropBox, Sharepoint or a common server. Only the owner should have edit rights, but all staff should be able to see the status of activities.
3. **Tracker Review**. Establish a schedule by which workflow trackers are reviewed. The most common and troublesome workflows should be reviewed quarterly. Others can be reviewed

semi-annually. A combined team of operations staff and the most frequent technical users should participate in the review meeting.

4. **Update Grants**. The grants team should update their new tracker with the status of their existing and pending grants. As the team has requested the tracker, it should just be a matter of facilitating a team meeting to update it.
5. **Procurement Tracker**. The procurement tracker is focused on tracking procurements when they enter the VAT exemption stage. This tracker should be expanded to track procurements from their initial request, through the selection process and up to the actual receiving of goods.
6. **Hiring Tracker**. This hiring tracker provides a status for each position. This tracker could be slightly expanded to include the names of all interviewers, number of applicants received, job posting sources, source of final candidate and other information that would prove valuable during a tracker review to assess the effectiveness of recruitment efforts.

# VIII. SUMMARY OF RECOMMENDATIONS

## 8.1 Strategy

1. **Start Early**. The STAIRS workplan process was initiated in August. After the session ended, there was less time for cross-sharing and integration with other components. Further, activities requiring a longer implementation window due to the procurement process, VAT exemption and donor waivers did not start until after the workplan. The preparation for these activities needs to be initiated sooner to meet the timing of the crop cycle. A workplan session in May or June would provide more time for integration and implementation.

   *Initial conversations with ACDI/VOCA management indicate a desire to conduct the workplan session earlier in the year. Providing a 'save the date' to partner organizations and participants now will allow people to block the dates before they are filled with other appointments.*

2. **Longer Session**. The STAIRS workplan process was conducted in three days. Some steps were abbreviated to complete the entire process within the three days. Cross-sharing was severely limited as an emphasis had to be placed on giving teams enough time to complete their work. Although there is always a challenge to blocking time away from project implementation, a full five days would provide a more thorough workplan.

3. **Better Preparation**. Participants were introduced to the STAIRS process at the first day of the meeting. Some activities could have been sped up if participants had been pre-informed about the information that would be required so that they could be prepared from the beginning of the process. A worksheet listing the specific information from each participant, team and/or organization would expedite the process and provide a more complete workplan.

4. **Cost Drivers.** NAFAKA is a complex project with many components and activities. Some teams are conducting similar activities such as demonstration plots and farmer trainings. However, different teams have arrived at different cost drivers for implementing these activities. Time needs to be allocated to the sharing and alignment of cost drivers such as per diems, attendee allowances, length of training and venue costs. Collaborating to create a unified list of cost drivers will remove confusion. A longer session or a session started earlier in the year will allow time to conduct this.

5. **Share Methodology**. The feedback from attendees about the STAIRS methodology was overwhelmingly positive, with several organizations requesting materials to take back to other projects and activities. As suggested by Alphonse Kyariga of USAID, NAFAKA could provide the methodology to other implementing partners through a one-day training workshop.

6. **Activity Screening**. Provide a simple mechanism by which newly proposed activities are reviewed before acceptance. This can be a routine meeting with project management and relevant technical staff to assess the intended outcomes, required resources and diversion from existing activities. Further, clear checkpoints can be identified upfront by which to determine the continued implementation of the activity.

## 8.2 Structure

1. **Hiring Support.** When key positions become vacant, the human resources manager may need the additional hiring support of a recruitment firm to facilitate access to candidates quickly so as to minimize impact on project activities..
2. **Component Leads.** The DCOP should continue refining the management responsibilities and reporting requirements she has for her new Component Leads. By defining her expectations for these leads, she can maintain adequate supervision of project activities while also empowering her Component Leads to become even more effective leaders.
3. **Organizational Chart.** Ensure that all staff members understand the functions across the large and complex project. Sharing and explaining the organization chart with existing and new staff periodically will help to reinforce roles and resonsibilities.
4. **Field Offices.** Finish establishing field offices in the additional four locations. The Logistics Manager is currently researching options for the remaining locations. Once these locations are identified, procure the necessary equipment and transfer staff.
5. **Human Resources.** Complete the transition of human resource functions, files and activities to Morogoro. A hiring workflow and forms was recently created that clearly defines the responsibility of the new HR manager, COP and hiring managers. Continue establishing these new processes under the leadership of the HR manager with the appropriate approvals from the COP as detailed in the new workflows.
6. **Transition Plans.** Define clear transition plans and specific dates for transferring of activities for when key staff members leave positions. Advanced planning will identify many challenges that will have time to be resolved and, most importantly, provide more time to develop staff for new roles and responsibilities.

## 8.3 Systems

1. **Post Workflows**. Post all workflows for all activities in Dar, Morogoro and every satellite office. Ensure that these workflows are presented at all-staff meetings. Quarterly, workflows should be reviewed by operations and finance staff with input from the most frequent technical users to identify issues and to make improvements.
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2. **Recruitment Firm**. At times, NAFAKA could use the services of a recruitment firm to rapidly hire individuals for key roles. Last month, consultant Kaitlin Campbell conducted a procurement process and identified a recruitment firm. NAFAKA should finish this process by issuing a Blanket Purchase Agreement to the firm. This will allow NAFAKA to call for assistance as needed for critical roles.
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5. **AspireGlobal Registration**. NAFAKA should follow through with the rollout of AspireGlobal to staff and facilitate enrollment. The Human Resources Director should be trained in the functionality and resources of AspireGlobal to ensure that staff members realize all of the benefits.
6. **Internal Communications**. NAFAKA recently launched a new external communication piece to explain various aspects of NAFAKA activities to external stakeholders. An internal email on a bi-weekly basis, perhaps with a summary of the announcements at the bi-weekly

meeting, would be helpful for informing staff on activities, upcoming deadlines and other important information. As the complexity of the project increases, so should the internal communications.

## 8.5 Status

1. **Post Dashboard**. After updating the Workplan Dashboard at the bi-weekly meeting, be sure that it is widely distributed and posted in visible locations. This will not only help to keep staff informed, but it will serve as a reminder and encouragement to staff to complete the four stages of these activities for which they are responsible.
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# IX. ATTACHMENTS

## 9.1 Strategy

1. Workplan Activities

## 9.2 Structure

2. Organizational Chart
3. Field Offices List and Action Items

## 9.3 Systems

4. Grant Workflow
5. Procurement Workflow
6. Hiring Workflow
7. Training Workflow
8. Activity Budget Worksheet

## 9.4 Staff

9. Hiring List
10. Morogoro Office Design

## 9.5 Status

11. Workplan Dashboard

# Attachment 1

# Workplan Activities

Workplan Activities

| IR 1 | Productivity |
|---|---|
| | HICD |
| 1 | Research & training institutions |
| 2 | Develop *Forward* organizations |
| 3 | Agrodealer network |
| 4 | Youth service provider groups |
| 5 | Zanzibar agriculture institutions |
| | Technology |
| 1 | QDS |
| 2 | UDP control pilot |
| 3 | GAP demonstration farms |
| 4 | Develop new technology providers |
| 5 | Farmer field days |
| 6 | Monsanto seed pilot |
| 7 | GAP awareness campaign |

| IR 3 | Investment in Ag and Nutrition |
|---|---|
| 1 | Innovation grants |
| 2 | KPL assessment |
| 3 | KVTC |
| 4 | Input supplier partnerships |

| IR 5 | Vulnerable Groups |
|---|---|
| 1 | SILC groups |
| 2 | Home gardens (TAPP & MB) |

| | New Activities |
|---|---|
| 1 | Mbeya/Iringa Expansion |
| 2 | Progressive Farmer transition |
| 3 | Environment PERSUAP assessment |
| 4 | Africa Rice partnership |
| 5 | Africa Rising partnership |
| 6 | Facilitate KPL loan expansion |
| 7 | Market Information System |
| 8 | Kiteto development partner |

| IR 2 | Markets and Trade |
|---|---|
| | Associations |
| 1 | Form associations |
| 2 | Train associations |
| 3 | Expand association services |
| 4 | Facilitate advocacy |
| | Marketing & Trade |
| 1 | Linkage grants |
| 2 | Nanenane fairs |
| 3 | B2B linkages |
| 4 | Parboil pilot (TUBOCHA) |
| 5 | SILC service agents |
| 6 | TARIPA |
| 7 | Trade Policy (SERA) |
| 8 | Marketing awareness campaign |
| | Finance |
| 1 | Map producer channels |
| 2 | Associations financial readiness |
| 3 | Yosefo/KPL case study |
| 4 | Weather index feasibility |
| 5 | Mobile money |
| 6 | Cash crop tool |

# Attachment 11

# Workplan Dashboard

# Workplan Dashboard

## Tanzania NAFAKA

**25-Nov-13**

Fiscal Year: **Oct 1, 2013 - Sep 30, 2014**
Activities: **44**

| | All Activities | | | |
|---|---|---|---|---|
| | D | I | A | L |
| **Active:** | 34 | 17 | 1 | 1 |
| **Not Active:** | 10 | 27 | 43 | 43 |
| **Stalled:** | 0 | 0 | 0 | 0 |

| LEGEND | | | |
|---|---|---|---|
| ↑ | Active | D | Designed |
| ↓ | Stalled | I | Implemented |
| ● | Stage completed | A | Assessed |
| * | Prioritiy | L | Learnings |

| # | | | D | I | A | L | NOTES |
|---|---|---|---|---|---|---|---|
| 17 | **IR 1** | **Productivity** | **15** | **7** | **0** | **0** | |
| | | **HICD** | | | | | |
| * | 1.1 | Research & training institutions | ↑ | | | | Grant being developed (Farmer Business Training grant) - **Paschal, Pius** |
| | 1.2 | Develop Forward organizations | ● | ↑ | | | Identifying STTA and InsideNGO trainings for RUDI and MVIWATA - **Liz** |
| * | 1.3 | Agrodealer network | ↑ | ↑ | | | Draft design document created; pull in BRITEN; get NAFAKA agrodealer report; Dec 3 IFDC call |
| * | 1.4 | Youth service provider groups | | ↑ | | | Three youth groups being formed (Mwaya, Mgudeni, Mlimba); create design document; apply for grant - **Betty** |
| | 1.5 | Zanzibar agriculture institutions | ● | ↑ | | | Both grants approved for KATI and ZARI; first milestone achieved (workplans) |
| | | **Technology** | | | | | |
| * | 1.6 | QDS | ↑ | ↑ | | | 26 farmers: get design protocols; maize at risk due to delay in waiver; TanSeed - next steps?; Dec 3 IFDC call |
| | 1.7 | UDP control pilot | ↑ | | | | Two institutes (KATRIN and ?) will be testing UDP; Dec 3 IFDC call |
| * | 1.8 | GAP demonstration plots | ● | ↑ | | | Module 1 designed; input donations arriving; signing MOU w/ext officers |
| * | 1.9 | Develop providers of new technologies | ↑ | | | | Enterprise Capacity Bulding grants; link with 1.4; Input Supplier with Vouchers grant |
| | 1.10 | Farmer exposure visits | | | | | Schedule for beginning of 2014 |
| * | 1.11 | Monsanto VBAA grant | ↑ | | | | Have grant -- waiting on workplan from FIPS on how to develop VBAAs - **Liz** |
| | 1.12 | GAP awareness campaign | ● | ↑ | | | Incorporated new Module 1 design; materials being printed; assessment in March 2014 |
| | | **New** | | | | | |
| | 1.13 | Mbeya/Iringa expansion partners | ↑ | | | | Alex P is doing exploratory visit to find organizations and draft plan |
| | 1.14 | Progressive Farmers transition | ↑ | | | | issuing Farmer Business Training grant to training institutions (link to 1.1) |
| | 1.15 | Environment PERSUAP review | ↑ | | | | Conduct annual PERSUAP review; hire environment specialist -- then schedule update with STTA; **Dan** |
| | 1.16 | Africa Rice | ↑ | | | | Africa Rice has received our comments on the MOU - need to finalize a single MOU - **Harriet** |
| | 1.17 | Africa Rising | ↑ | | | | MOU signed; need to review the MOU and status of current activities |
| **#** | | | **D** | **I** | **A** | **L** | |
| **21** | **IR 2** | **Markets and Trade** | **13** | **6** | **1** | **1** | |
| | | **Associations** | | | | | |
| | 2.1 | Form associations | ● | ↑ | | | 48 new associations being formed |
| | 2.2 | Train associations | ● | ↑ | | | 53 old + 48 new associations being trained on SMFM |
| * | 2.3 | Expand association services | ↑ | | | | CGA, Uwawakuda, Akirigo, Chimika |
| | 2.4 | Facilitate advocacy | ● | ↑ | | | Document methodology for selecting/training associations |

# Workplan Dashboard

## Tanzania NAFAKA

**25-Nov-13**

Fiscal Year: **Oct 1, 2013 - Sep 30, 2014**
Activities: **44**

| | All Activities | | | |
|---|---|---|---|---|
| | D | I | A | L |
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| **Not Active:** | 10 | 27 | 43 | 43 |
| **Stalled:** | 0 | 0 | 0 | 0 |

| LEGEND | | | |
|---|---|---|---|
| ↑ | Active | D | Designed |
| ↓ | Stalled | I | Implemented |
| ● | Stage completed | A | Assessed |
| * | Prioritiy | L | Learnings |

| | | | D | I | A | L | |
|---|---|---|---|---|---|---|---|
| | | **Marketing & Trade** | | | | | |
| | 2.5 | Linkage grants | | | | | Link with 2.7 |
| | 2.6 | Nanenane fairs | ↑ | | | | Establish schedule for Aug 8 events - start planning in January; finding new venue with FTF partners |
| * | 2.7 | B2B linkages | ↑ | | | | Henry has drafted plan to develop four types of linkages; review detailed plan with Harriet |
| | 2.8 | Parboil pilot (TUBOCHA) | ↑ | | | | Henry/Betty visited with TUBOCHA in Singida; see Henry trip report; defining next steps |
| | 2.9 | SILC service agents | ↑ | | | | CRS is working on training materials; get design protocols |
| | 2.10 | TARIPA | | | | | Waiting on start of two positions (start in January); collaborate on export issues |
| | 2.11 | Trade Policy (SERA) | | | | | Work through TARIPA staff on this activity (Henry to be liaison between staff activities and TARIPA) |
| | 2.12 | Marketing awareness campaign | ↑ | | | | Henry and DANYA to meet |
| | | **Finance** | | | | | |
| | 2.13 | Map producer channels | | | | | Waiting on Silas (there is an NGO working on this that we can partner); M&E has outcome data to use |
| | 2.14 | Associations financial readiness | | | | | Waiting on Silas start |
| | 2.15 | Yosefo/KPL case study | | | | | Waiting on Silas start |
| | 2.16 | Weather index feasibility | ● | ● | ● | ● | Feasibility study completed - no further activities |
| | 2.17 | Mobile money | ● | ↑ | | | Working to re-schedule dates and get PO revisions |
| | 2.18 | Cash crop tool | | | | | Scheduled for next spring |
| | | **New** | | | | | |
| | 2.19 | Kiteto grant (link to 2.1 and 2.2) | ● | ↑ | | | Assoc development: Kinapa and others applying for grant; only 1 applicant has applied so far (ends Dec 28) |
| | 2.20 | Facilitate additional KPL loans | | | | | Facilitate conversation with YOSEFO |
| | 2.21 | Market Information System | ↑ | | | | Meeting with vendors to identify opportunities |

| # | | | D | I | A | L |
|---|---|---|---|---|---|---|
| **4** | **IR 3** | **Investment** | **4** | **3** | **0** | **0** |
| * | 3.1 | Innovation and capacity building grants | ↑ | ↑ | | | New grants: enterprise, warehouse, farmer business; input supplier; seed production |
| | 3.2 | KPL assessment | ↑ | | | | Sophie Walker conducted the marketing assessment - waiting on final report |
| | 3.3 | KVTC | ● | ↑ | | | Training 11 associations (link to 2.1 and 2.2) |
| * | 3.4 | Input supplier partnerships | ● | ↑ | | | Input suppliers providing seeds for demo plots: calculate cash value of contributions |

| # | | | D | I | A | L |
|---|---|---|---|---|---|---|
| **2** | **IR 5** | **Vulnerable Groups** | **2** | **1** | **0** | **0** |
| | 5.1 | SILC groups | ● | ↑ | | | Forming 190+ new groups this year |
| | 5.2 | Home gardens (TAPP & MB) | ↑ | | | | Procurement of seeds delayed due to waiver -- may miss planting deadline |

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