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STAPLES VALUE CHAIN *NAFAKA* ACTIVITY

**TASK ORDER NO. AID-623-I-10-0001
QUARTERLY PERFORMANCE REPORT #2
JULY 1 – SEPTEMBER 30, 2011**

October 31, 2011

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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.

SUMMARY OF ACTIVITIES DURING THE REPORTING PERIOD

This Staples Value Chain *NAFAKA* activity is a five year Task Order issued by USAID/Tanzania and administered by ACDI/VOCA. Activities during this reporting period were focused primarily on start-up, work planning, and initial implementation interventions. This Quarterly Performance Report (QPR) is prepared in an abbreviated format as discussed with and agreed to by the NAFKA COTR. Future QPRs will be prepared and submitted in more comprehensive fashion as a reporting template is identified, project activities are scaled up and concrete results are achieved.

This report contains four main sections: 1) task order deliverables; 2) status of targeted workplan activities; 3) additional priority activities for Q1FY2012; and 4) management, operations and administration. Section 1 provides details on the status of key deliverables due in this quarter. The bulk of the report is devoted to discussing commenced workplan activities- Section 2. The section will summarize the project activities in the three key implementation focal points: A) cross-cutting activities; B) rice value chain development; and C) maize value chain. The summary of each activity indicates deliverable accomplishments, challenges and key actions for the following quarter. Section 3 will outline key activities that will commence in Q1FY2012. Finally, Section 4 will outline administrative milestones, the status of subcontractor mobilization and staffing, and specific short-term assignments.

OVERVIEW

During this quarter the NAFKA project completed its Year 1 work planning process and initiated implementation. The workplan was informed by results from the Value Chain Assessment, submitted during this reporting period and approved by USAID. During this quarter, the NAFKA team began activities in the rice growing regions of Kilombero and Mvomero.

In addition to initiating activities, NAFKA continued to recruit and hire staff, and brought the Morogoro office into full operation. The following contains an overview of activities:

- Finalized and presented the Value Chain Assessment (VCA) on July 8, 2011. The project received formal approval July 15th. Results were a natural lead-in to the 1st annual workplan.
- NAFKA Year One workplanning completed August 2011.
 - A three day work planning session was conducted in July in which NAFKA staff and subcontractors participated. The workplan was formally submitted and approved by USAID in August.
 - Initial activities have focused on the Kilombero Rice Plantation (KPL) Outgrowers Scheme, the Dakawa Water Users Association, and the Tanzania Rice Partnership (TARIPA).
- 12 local employees contracted full time; additional twelve local positions recruited for, candidates identified and contracts signed or are in the approval process.
- Management office in Dar es Salaam and main technical office in Morogoro fully operational.
- The Morogoro field staff submitted action plans for the next quarter, developing activities for the following areas of focus: KPL, Mlimba, Ifakara North, and Dakawa.

1. TASK ORDER DELIVERABLES – QUARTER 2

- **Value Chain Assessment**

The Value Chain Assessment and NAFKA Vision were completed, formally presented to USAID/Tanzania on July 7, 2011 and were subsequently approved by the Mission. The VCA informed the Year 1 work planning process.

- **Initial Year 1 Workplan**

In July the project held a 3-day strategic planning workshop attended by NAFKA staff and subcontractors, which yielded the first annual workplan. NAFKA invited all other Feed the Future implementers to participate and deliver

brief overviews of their respective projects in order to ensure that NAFAKA activities are planned within the overall FtF context. FtF implementing partners participating in the workshop included the infrastructure project (CDM), Market-based Solutions (Abt), and the SERA policy project (Booz Allen). Other participants included representatives from USAID, the Tanzanian Agricultural Partnership and KPL. The workplan focused on identifying activities through five key entry points for the development of the rice value chain as well as defining initial activities for the development of the maize value chain. NAFAKA activities were designed and are being conducted within the GoT and Feed the Future frameworks, working closely with the private sector to ensure a market-driven, sustainable approach to strengthening the rice and maize value chains. The majority of the activities identified in the workplan for year one represent NAFAKA's commitment to the GoT initiative to reinvigorate agricultural growth in the Southern Agricultural Growth Corridor (SAGCOT). The 1st Annual Workplan has been approved by USAID.

Also submitted with the Year 1 Workplan were: Branding and Marking Plan; NAFAKA Grants Manual; Budget Requirements; and NAFAKA Equipment Inventory Plan.

- **Project Website**

The Mission has decided to construct an overall FtF website; as such we have been advised not to create a separate NAFAKA website. We have been advised that our Task Order will be modified to remove the requirement of establishing a separate NAFAKA website and which will reflect the contributions NAFAKA is expected to make to the overall FtF website.

- **Baseline Survey**

The NAFAKA Monitoring and Evaluation Specialist continues to work closely with the Mitchell Group to provide input on the Unified Baseline Survey which will be conducted for all FtF implementers in Tanzania.

On September 22, 2011 the project received the Mission's approval to proceed with a supplemental baseline. This baseline will focus on gathering project and district specific data which will not be covered by the Unified Baseline Survey. As part of our request to conduct a supplemental baseline for NAFAKA, the project submitted a Results Framework along with a Baseline survey sampling plan, household and associated questionnaire instruments, protocols, timeline, and the NAFAKA PMP to the Mission for its review and approval.

Subcontractor Kimetrica will begin mobilizing for the baseline in Q1FY2012. We expect data collection to be completed by mid-December and the final baseline report to be submitted to the Mission by January 31, 2012.

2. STATUS OF TARGETED WORKPLAN ACTIVITIES

A. CROSS CUTTING ACTIVITIES

1. Project Launch Preparations and Project Launch (August 2011)

Constraints/Delays

The initial NAFAKA project launch was scheduled for September 2011. In discussions with the Mission it was determined that conducting a separate NAFAKA launch was inopportune at the time given conflicts with other high level USG visits to Tanzania.

Plans for Q1 FY2012

The NAFAKA project launch has been tentatively rescheduled to coincide with the opening of the NAFAKA office in Ifakara, which we expect will take place in early 2012. The nature and timing of such an event bear further discussion with the Mission.

2. Develop Initial Targeting Material to Introduce NAFAKA and its Goals to Stakeholders; Communica

tions Assessment and Strategy Development

Constraints/Delays

NAFAKA has identified a Communication Specialist, scheduled to begin work during the next reporting period pending USAID approval. NAFKA will develop the targeting materials once this individual is on board. The NAFKA Communications assessment and strategy development has been rescheduled to occur in Q1FY2012 and will be conducted by a short-term behavior-change specialist who will work with the NAFKA Communications Specialist. This assessment will focus on both overall project communications and behavior change communications. It has been delayed due to the withdrawal of the initial communications STTA candidate – recruitment for this assignment is ongoing.

3. Gender Assessment or Integration of Gender Related Indicators Into Unified Baseline Survey

The NAFKA Gender Specialist will ensure that gender considerations are routinely integrated into NAFKA project activities. The Gender Specialist has been included in all discussions on the baseline surveys and has provided comments to ensure that gender considerations are fully addressed in the SBS.

Activities

- The NAFKA Gender Specialist worked closely with the Monitoring and Evaluation team to ensure proper gender integration into the unified baseline survey as well as the supplemental baseline study to be conducted by NAFKA.
- Gender Awareness Training has been conducted with NAFKA technical staff during this reporting period.

Constraints/Delays

The gender assessment has been rescheduled in order to avoid conflicts with data collection efforts of the supplemental baseline study.

Plans for Q1 FY2012

NAFAKA will conduct gender assessments of current KPL and DAKAWA farmer groups/associations to identify opportunities, constraints, and assess gender dynamics. A gender assessment will be conducted in early-2012. In addition, the NAFKA Gender Specialist will conduct regular Gender Awareness Sessions with staff and subcontractors on at least a quarterly basis.

4. Other Cross Cutting Activities for FY1 2012

Environment: NAFKA is committed to complying with Mission mandates for environmental assessments. The Mission is in the process of clarifying what assessments are needed and NAFKA is prepared to conduct any assessments upon this clarification. The Mission has issued an Initial Environmental Examination and Categorical Exclusion for the FtF program, and we will follow its terms and conditions for procurement of inputs. This will be important for demonstration plot activities related to the use of seeds, fertilizers and agrochemicals

B. RICE VALUE CHAIN

For initial activities in August and September, the project focused on the rice value chain, primarily in Kilombero and Dakawa. The Year 1 Workplan for NAFKA identified five key entry points (areas) for the rice value chain in Tanzania. Activities and constraints to those entry points are described below. As the NAFKA team continues to grow, activities will be scaled up to reach a larger number of beneficiaries.

1. Key Entry Point 1: Facilitate Expansion of the Kilombero Rice Plantation's Outgrower Scheme

The KPL Outgrower Scheme is a primary initial focus for NAFAKA. As a public-private partnership, the KPL Outgrowers Scheme fits within the SAGCOT and TARIPA frameworks. The scheme has the potential to set a leading example of smallholder integration into value chain activities. This activity will develop smallholder's abilities to meet market demand while concurrently strengthening their relationship with the buyer, KPL. During this reporting period, NAFAKA concentrated its KPL efforts at the producer level, working on association formation and capacity building to increase outgrowers' productivity bargaining power. The KPL/NAFAKA team will train 1600 outgrowers in SRI rice production technology to 1,600 outgrowers. SRI (System of Rice Intensification) technology focuses on seed selection, land preparation, seed spacing, weed control and harvest technology.

In addition, USAID, KPL and NAFAKA conducted discussions with YARA and Syngenta. Both have agreed to provide the necessary fertilizers and other inputs to KPL producers, with YARA committing to give KPL over \$100,000 in fertilizer technology. The company will supply the inputs in the form of a credit arrangement – producers can pay back in bags of rice to KPL. Discussions between KPL and Syngenta are continuing regarding other types of agro-products to be made available to KPL outgrowers. This will give producers access to the inputs needed to adhere to practices recommended by the project without immediate access to working capital.

Activities

1. NAFAKA and KPL developed an MOU to be signed during the next reporting period. The MOU describes the relationship between NAFAKA and KPL in areas of association and chapter development, KPL's System for Rice Intensification (SRI) technology dissemination, and a planned total of 65 demonstration plots. In addition, NAFAKA will be involved with KPL in developing a production and credit system for second year KPL-SRI farmers.
2. One immediate constraint NAFAKA is addressing is producer access to financing for quality inputs: particularly those recommended by the project for use during the planting season. While Yare and Syngenta have agreed to supply inputs based on a credit system, facilitating producer access to external financial services allows producers to make their own choices in farm management and use of resources. By the end of this reporting period, NAFAKA had initiated discussions between KPL and the Youth Self Employment Foundation (YOSEFO) to provide entrepreneurship and management training to 265 farmers in exchange for an agricultural loans. This subcontract will take effect early in the next reporting period, with training completed by December, 2012 and initial six-month loans of up to TSh. 250,000 at 8% interest to be provided shortly thereafter. This pilot program of providing production credit to producers will have the potential to scale up to reach additional producers in 2012.

Constraints/Delays

The assessment of KPL farmers, association and extension services will occur in the next quarter once the MOU is executed.

Plans for Q1Fy2012

1. KPL:
 - a. Fully execute MOU with KPL.
 - b. Work directly with KPL and producers to develop farmer groups, assist in trainings, and facilitate the installation of demonstration plots.
 - c. Hire four agronomist/extensionists as full time NAFAKA employees to enhance KPL's extension services. These NAFAKA extensionists will work alongside KPL extensionists to comprise one overall extension team.
 - d. Begin to develop, in cooperation with KPL-SRI, 10 chapters in 10 separate villages, forming one apex association.

- e. NAFAKA production staff will assist in the training of farmers in the use of SRI technology – an anticipated 1,600 farmers will be trained.
 - f. NAFAKA will assist in the installation of 65 SRI demo plots, supplying installation costs, rain gauges and soil testing.
 - g. Sign contract with YOSEFO to begin entrepreneurial trainings early in the next reporting period and provide loans in time for the growing season.
2. Mlimba:
- a. Begin to develop 2 associations that will encompass 11 villages
 - b. Conduct assessments on and develop strategy for: the development of an Apex association, the production credit system for farmers, storage and transport capabilities, and the input supply system
 - c. Begin to develop 20 demo plots and 4 seed production fields
 - d. Conduct soil tests and collect rain fall information at all demo plots
 - e. Begin to develop 2 progressive farmers
 - f. Conduct a value chain review of the Iringa Market to supplement the NAFAKA value chain assessment.
3. Ifakara North:
- a. Begin to develop 2 associations that will encompass 10 villages.
 - b. Assess the possibility of developing the rice millers (over 80) into an association for marketing purposes.
 - c. Conduct assessments and develop strategy on: the training and hardware needs of the Akirigo Apex in Ifakara, the production credit system for farmers, storage and transport capabilities, and the input supply system.
 - d. Begin to develop 15 demo plots and 4 seed production fields
 - e. Conduct Soil tests and collect rain fall information at all demo plots
 - f. Begin to develop 2 progressive farmers

2. Key Entry Point 2: Development of Producer Associations Linked to Rehabilitated Irrigation Schemes

During Q4, NAFAKA has focused on the Dakawa irrigation scheme. The Uwawakuda Water Users Association is the group of farmers managing and benefitting from the Dakawa irrigation scheme. The FtF infrastructure project administered by CDM will be rehabilitating the Dakawa irrigation scheme and supporting structures, while the NAFAKA role is to build the capacity of the association to efficiently manage water use and better provide services to its farmer members.

Activities

1. NAFAKA has begun developing an MOU between itself and the Uwawakuda Water Users Association in Dakawa which will outline the relationship between the association and NAFAKA.
2. NAFAKA has had contact with the farmers in the non-irrigated areas of Dakawa as well as in the area of Mgongola in order to begin assessing the farmers associations, technology, and marketing structures so NAFAKA can develop entry points for assistance.
3. During this quarter the NAFAKA COP and Mission personnel met with JICA representatives. JICA has developed a training program around irrigation schemes that they offer for WUAs through the Kilimanjaro Agricultural Training Center (KATC), based in Arusha. The training involves good water management and association management trainings.

NAFAKA believe that this training, if conducted now, would not have the maximum impact given the state of that irrigation scheme and the disarray of the UWAWAKUDA Water Users Association. NAFAKA repre-

sentative will meet with JICA and KATC in to discuss timing for these trainings as well as to identify other activities to support this WUA in which it would be beneficial to coordinate or leverage resources.

Constraints/Delays

The NAFKA workplan called for an assessment of the agro machinery and current equipment constraints in Daka-wa as well as a rapid survey for leveling needs and identifying a service provider to use a scraper or laser level for the association during this quarter. Both activities will commence upon the execution of the MOU.

Plans for Q1Fy2012

1. Establish an MOU with the Uwawakuda Water Users Association based on 5 pillars:
 - a. Assess and develop a business management plan that brings to the associations all of the necessary tools to operate as a modern and transparent association.
 - b. Train the water management staff (ditch masters) in the proper use of the irrigation infrastructure to obtain the most efficient use of water and electricity.
 - c. Train the association's farmer in the most efficient use of water, the use of improved inputs and land leveling techniques to increase their yields and income.
 - d. Assess the opportunities for the Water Users Associations to develop a farm service center that would become a supplier of mechanization, transport and input supplies to the members.
 - e. Assess and start the development of an improved marketing system for the farmers that will include storage-milling and marketing components.
2. Work with TANRICE to develop a market relationship with the WUA.
3. Assess the possibility of production credit for the association members.
4. Develop two progressive farmers in the zone.
5. Engage with the JICA, the Tanzania Rice Institute and the newly developed Chinese Research and Training Center to explore potential areas for partnership.
6. Assess and develop a program to training the rice farmers in the zone that are not members of the Water Users Association in improved production techniques and farmer-group development.

3. Key Entry Point 3: Market-Based Support for the Rice Sub-Sector in Zanzibar

In August, the NAFKA Chief of Party and Deputy Chief of Party traveled to Zanzibar as part of a Feed the Future delegation. The delegation met with Ministry of Agriculture counterparts to discuss the development of a Feed the Future strategy for Zanzibar. As a result of that meeting and further deliberations, the Mission drafted a workplan, asking implementers to review and provide comments. NAFKA's contributions have been submitted and we await the Mission's complete Feed the Future plan for Zanzibar.

The Mission is finalizing the FtF workplan for Zanzibar. NAFKA, as with all other implementing partners, is on hold until the plan has been approved by Zanzibar Ministry of Agriculture.

Possible Constraints/Delays

The timeline from the workplan will be slightly affected, depending on instruction from the Mission.

Plans for Q1FY2012

NAFAKA will initiate activities upon go-ahead from USAID.

4. Key Entry Point 4: Strengthened Market Linkages Between SME Millers and Larger-Scale Millers/Distributors

The NAFAKA project aims to strengthen more formal links between SME millers and the potential market the larger millers/distributers can provide. It is reported that 50% of Kilombero paddy is milled by over 130 SME millers in Ifakara. Stronger linkages are necessary between the millers and major buyers and producer organizations to reduce transactions cost and develop trust. This in turn would increase farm gate value of paddy. The current farm gate value at harvest time is below USD 200 per ton, well below prices documented in other rice-producing regions of the world.

Activities

During this reporting period NAFAKA conducted a survey of the area of intervention and has decided to focus on market linkages for SME millers in Mvomero, Ifakara North and Mlimba. The distributers of focus will be in Dar es Salaam and Iringa.

Constraints/Delays

Initial NAFAKA focus has been on developing entry points 1 (KPL) and 2 (Dakawa) during this reporting period. Interventions in this entry point 4 will become a larger priority during the coming reporting period. NAFAKA will be setting up the Ifakara office during this period, which will allow for direct and regular interaction with key market players in Ifakara and Mlimba.

Plans for Q1FY2012

1. Assess the warehouse and alternative storage capabilities as well as the transport available between Mlimba producers/millers and the Iringa market.
2. Develop an action plan through assessment reviews of the Dar es Salaam and export markets
3. NAFAKA will assess the potential for forming millers associations to address the challenge of shipping to the Dar es Salaam market.
4. In Mvomero, the project will begin a dialog with TANRICE and aims to reach an agreement where local farmers can use the facility to add value to their paddy.

5. Key Entry Point 5: Link Into the Commodity Investment Plans and Coordinate Activities Under TARIPA

NAFAKA has worked with some of the key players (Jeffrey Lewis of TAP, Joel Strauss of TAP, Michael Winklemyer of FAO, Patrick Guyver of Prorustica, and the Mission) to define the TARIPA coordinating role NAFAKA will play, as well as to define the goals of TARIPA itself. After a series of discussions NAFAKA agreed to hire a TARIPA coordinator. This individual will play an important leadership role in promoting public-private partnerships in the rice value chain in the SAGCOT region. TARIPA will develop a partnership framework to respond to rice value chain constraints and opportunities. It will serve as a kind of information clearinghouse to ensure TARIPA partners have access to essential investment, agricultural, environmental and policy information related to the SAGCOT rice cluster, with a focus on the Kilombero cluster action plan. We have initiated recruitment for the TARIPA coordinator and anticipate bringing this person on board early in 2012.

In August the COP, DCOP, and USAID COTR attended the Kilombero commodity investment plan workshop designed to develop an investment strategy in rice for the Kilombero district. NAFAKA staff provided input and are awaiting the finalized plan. The plan will be used as a basis for our coordination role in TARIPA. In addition, we have already initiated TARIPA coordination activities through our interactions with KPL, Prorustica, FAO and key TAP players to further define the NAFAKA role in TARIPA coordination.

Possible Constraints/Delays

In an attempt to attract the best candidate to serve as the TARIPA coordinator, we reached out to a number of key TAP players to help us identify a candidate with the right skill set; however the responses we received did not yield any suitable candidates. We are now advertising for the position. Our action plan will depend on the recruitment process for the TARIPA coordinator.

Plans for Q1FY2012

- Recruit and hire the TARIPA coordinator.
- Initiate TARIPA coordination activities in early 2012.

C. MAIZE VALUE CHAIN

As of September 30th, activities in maize had not yet begun. NAFKA is in the process of finalizing its subcontract with FIPS, the NAFKA partner which will implement our primary interventions in the maize value chain. NAFKA plans to initiate maize value chain support activities in Q1FY2012.

As per Mission guidance, approximately 80% of our resources are dedicated to SAGCOT and the rice value chain. As such, we have dedicated our startup activities almost exclusively to rice. However, interventions in the maize value chain will be initiated during the next reporting period and in early-2012. .

Plans for Q1FY2012

Assuming the Sub contract is completed NAFKA will enter the districts of Kongwa and Kiteto in December 2011. The focus of the NAFKA early interventions will be:

- a. NAFKA specialists will work in approximately 30 villages.
- b. Conduct production training for these farmers for maize in the area of conservation farming, variety selection, seed bed preparation, spacing and rows and the use of micro dosages of urea. The project's Village-Based Agricultural Advisor will also provide the farmers with samples of high quality seed and fertilizer, and develop small demonstration plots throughout the villages.
- c. Begin to direct the installation of 20 rain gauges at selected villages. The team will also conduct soil testing in approximately 10 villages.
- d. Initiate the construction of a small and medium sized demo plots in each village to demonstrate the effects of conservation farming, quality seed selection, row spacing and micro fertilization.
- e. The NAFKA association development team will assess the villages to determine how and when to intervene to initiate the development of formal associations.

3. ADDITIONAL PRIORITY ACTIVITIES FOR Q12012

- NAFKA will see a number of short-term assignments in the next three months focusing on storage & warehousing, warehouse-receipts systems, developing market linkages with end-buyers, and seed & input-market development.
- Upon completion of the CRS subcontract, NAFKA will begin interventions targeting vulnerable smallholders: primarily female headed households, and other asset-poor households highly susceptible to external shocks. This essential component of NAFKA provides the most vulnerable with skills that will enable them move from subsistence agricultural, primarily through the development of savings and internal lending communities (SILC). This activity will be focused in Kilombero through September 2012.
- In Q1FY2012, NAFKA will roll-out activities aimed to develop the capacity of our local partners. ACIDI/VOCA Senior Contracts Administrator will conduct a two-week session provide one-on-one training with each local subcontractor on proper accounting and reporting systems. She will work with them to identi-

fy the technical and administrative resources required to successfully implement NAFAKA interventions and comply with USAID regulations.

- A “Value Chain Development” Training is scheduled to occur in Q1FY2012 for NAFAKA staff, interested partners and USAID representatives. This training will provide relevant parties with the ability to understand and apply USAID developed methodology and tools in value chain development. This methodology acts as the foundational framework for all of NAFAKA interventions.

4. MANAGEMENT, OPERATIONS AND ADMINISTRATION

Administrative milestones

- Project bank account opened.
- 4 of 8 project vehicles arrived in Dar es Salaam – project staff continue efforts to clear vehicles from the port.
- Remaining 4 vehicles purchased and await shipping, scheduled to arrive mid-December.
- Deputy Chief of Party work permit secured and housing lease signed.
- IT equipment procured for project staff; procurement of server and email system is in process.
- ACIDI/VOCA’s Regional Finance Specialist trained the NAFAKA Chief Accountant and NAFAKA Director of Operations on ACIDI/VOCA accounting and administrative systems.
- Morogoro Office set up was initiated in August and the office became fully operational in September.

Subcontractor and Partner Relationships

- 7 of 10 subcontracts are fully executed and operational, with the remaining three (MVIWATA, CRS and FIPS) to be operational during the next reporting period.
- ACIDI/VOCA has developed a contractual relationship with YOSEFO in support of our KPL activities. This will be operational during the next reporting period.
- NAFAKA has developed an MOU with KPL and are in the process of developing an MOU with the Uwakuda Water Users Association.

Short Term Assignments

- *ACIDI/VOCA Deputy Director* arrived from Washington, DC and *ACIDI/VOCA Regional Value Chain Specialist* arrived from Nairobi to participate in the work planning sessions.
- *Subcontractor Representatives:* from RUDI, MVIWATA, FIPs, CRS, IFDC, Danya and Crown Agents attended and contributed to first annual work plan session.
- *ACIDI/VOCA Regional Finance Specialist* arrived to train Chief Accountant in ACIDI/VOCA systems and to ensure proper set up of systems in Morogoro Office.
- *ACIDI/VOCA Projects Officer* arrived from Mozambique to work with limited NAFAKA staff to set up Morogoro office worked with the Mission to streamline approval procedures. Trained two local subcontractors on USAID contractual requirements.

Staffing

The NAFAKA team has recruited over 20 professional, administrative and operational staff members. We have plans to recruit for 10 – 20 additional staff members in Q1FY2012. NAFAKA will continue to assess and adjust our staffing plan to reflect the needs of the project and the realities on the ground. We are currently reviewing and revising the NAFAKA organizational chart, which acts as both a staffing plan and reporting structure. This chart will be available in Q1FY2012.

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