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STAPLES VALUE CHAIN *NAFAKA* ACTIVITY

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STAPLES VALUE CHAIN *NAFAKA* ACTIVITY

STRATEGY AND FIRST ANNUAL WORKPLAN

APRIL 2011-SEPTEMBER 2012

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EXECUTIVE SUMMARY

ACDI/VOCA is pleased to present the Year One strategy and work plan for the Staples Value Chain-NAFAKA Project, which is a cost plus fixed fee completion type task order issued by the United States Agency for International Development (USAID). The effective start date of the task order is April 07, 2011 and this work plan covers the period from April 7, 2011 through September 2012 – the workplan timeline focuses on activities from the period of August 2011-September 2012.

The NAFKA project is part of USAID's Feed the Future initiative in Tanzania and represents a commitment to Tanzania's country-led *Kilimo Kwanza* initiative to reinvigorate agricultural growth emerging from the Comprehensive Africa Agriculture Development Programme (CAADP) process. The goal of the NAFKA project is to sustainably reduce poverty and hunger by improving the productivity and competitiveness of value chains that offer job and income opportunities for rural households. The goal aligns with the Feed the Future Initiative (FtF) goal, "to sustainably reduce poverty and hunger."

OVERVIEW OF NAFKA

NAFAKA will promote growth by facilitating competitiveness of the smallholder-based rice value chain, and balance these impacts on growth and broader effects to reduce poverty through investments aimed at improving the competitiveness and productivity of the maize value chain. Increases in food availability, access and consumption are expected to ameliorate food insecurity and malnutrition in rural areas. The geographic scope of the NAFKA project is comprised of the districts of Kilombero and Mvomero and the island of Zanzibar for rice, and the districts of Kongwa and Kiteto for maize.

To sustainably reduce hunger and poverty, NAFKA will:

- Improve the competitiveness and productivity of the rice and maize value chains.
- Facilitate improved domestic and regional trade.
- Expand the depth and breadth of benefits from the growth of the rice and maize subsectors, including increased benefits to women and youth.
- Enhance rural household nutrition by promoting women-focused value chain development and improved consumption of a quality diet.

A number of systemic and cross-cutting issues are critical to achieving these objectives:

- A consistent and stable policy, legal and regulatory environment at the national, regional and district level that supports the private sector and staple crop development.
- Sustainable natural resource management that supports increases in rice and maize productivity.
- Research and development that supports innovation in the rice and maize value chains.
- Financial and other supporting services to allow for value chain growth, especially for agribusinesses and processors.

THE IMPLEMENTATION TEAM

ACDI/VOCA is the prime contractor in the implementation team, and will assume the technical lead on components 1,2,3 and 5. We have assembled a consortium with diverse skills and broad experience to deliver results across NAFKA. While the project will tap the expertise of each of the following subcontractors, for

purposes of implementation all staff, regardless of whom they are contracted by, will be identified as “NAFAKA” staff. Similarly, all activities will be branded under NAFAKA.

Local and regional subcontractors:

- Farm Input Promotions-Africa brings an innovative extension methodology for the dissemination of improved technologies, inputs and skills to rural farmers.
- Rural and Urban Development Initiative (RUDI) provides leadership training and capacity building of producer associations in rice-growing areas, and supports a warehouse receipts program.
- MVIWATA provides leadership training and capacity building of producer associations in maize growing areas, and facilitates linkages to large grain markets. Negotiations with MVIWATA are concurrent with the workplan submission, and details of their involvement may be refined as necessary.
- Match-Makers Associates provides expertise in value chain analysis in Tanzania.

International subcontractors:

- IFDC offers its extensive experience in the development of commercial agro-input systems and agro-dealer networks.
- Catholic Relief Services (CRS) addresses the unique needs of the most vulnerable through facilitating the development of savings and internal loans communities.
- Danya provides a strategic communications plan which will guide NAFAKA’s use of communication tactics to increase behavior change, adopt technology, facilitate learning, and increase overall project outcomes.
- Kimetrica brings its ki-projects™ platform to strengthen the monitoring and evaluation system.
- Crown Agents and AIRD provide demand-driven technical assistance focusing on identifying and mitigating trade and transport related constraints in the value chain.

PREPARATORY VALUE CHAIN ANALYSIS & VISION

Under the direction of ACDI/VOCA, local partner MatchMaker Associates conducted a value chain analysis of rice and maize in the target areas in April and May of 2011. The analysis articulated a vision for achieving better performing value chains characterized by continuous upgrading by all players in the system. The following strategy and detailed project activities outlines, temporally, the necessary steps toward realizing this vision.

NAFAKA STRATEGY AND WORK PLAN OVERVIEW

The NAFAKA strategy for year one is based upon the NAFAKA value chain analysis for rice and maize, which was submitted to USAID in June 2011. Following the five-year vision, the project strategy will be a living document that will be reassessed and adapted on an annual basis based on results and external market factors. Analyses will continue throughout the life of project to ensure that NAFAKA remains focused on the value chain opportunities with the most promise.

The strategy takes into account the USAID-Tanzania Mission directives requiring NAFAKA to dedicate approximately 80% of resources to the rice sub-sector in the SAGCOT corridor. NAFAKA’s geographic focus in SAGCOT comprises Kilombero and Mvomero districts. The application of the remaining

approximately 20% of NAFAKA's resources will be dedicated to the maize growing areas of Kiteto and Kongwa, and the rice-growing area in Zanzibar.

In order to clearly track this split, the NAFAKA strategy and workplan is structured by commodity and region. Per the task order requirements, the workplan activities in the accompanying charts are further divided into the remaining Task Order components and temporally laid out, as follows:

Component 2: Improved Competitiveness and Trade.

Component 3: Increased Value Chain Productivity.

Component 4: Increased Incomes for Vulnerable Smallholders.

Component 5: Unleashing Innovation and Private Sector Investment.

Component 1 “Value Chain Analysis, Project Vision, Strategy and Workplan Development” is not specifically outlined in the charts, as it will be completed with the submission of this strategy and workplan. Similarly, start-up activities are not provided in the accompanying charts – a full overview of activities conducted during the start-up phase of NAFAKA can be found in the NAFAKA's First Quarterly Report, submitted June 30, 2011.

In addition to discrete rice and maize strategies, NAFAKA has a specific strategy for addressing the unique constraints that prevent the most vulnerable smallholders from becoming “market ready”. Finally, the strategy addresses how NAFAKA will strengthen local partners and value chain actors.

I. NAFKA YEAR ONE STRATEGY

RICE VALUE CHAIN

The NAFKA value chain assessment produced a vision that projects an efficient and competitive mixed small-, medium- and large-scale sector with average productivity gains of 100% for targeted producers over the next five years. This vision will be realized by strategic investments in: (1) promotion of commercial rice farming through an irrigation cluster model; (2) increased use of mechanization, inputs, and good agricultural practices through extension and advisory services; (3) facilitation of adequate, timely access to sources of commercial financing for producers, service providers and traders; (4) improved producer access to transparent markets; and (5) facilitation of strengthened relationships among and between value chain actors.

Achieving this vision will require strategic application of these targeted interventions through the following five entry points:

FACILITATE EXPANSION OF THE KILOMBERO RICE PLANTATIONS OUTGROWER SCHEME.

Kilombero Plantations Limited (KPL) is a public-private partnership between Agrica (owns 91.7%) and RUBADA (8.3%). The latter is the government agency which owned the derelict Mngeta Farm. When KPL took over the farm, less than 6% of the 5,800 Ha. were mechanically farmed. KPL invested \$30 million to extensively rehabilitate the other 94% and perform other infrastructure upgrades.

Some 2,200 squatters (or Project Affected Persons – PAPS) occupied the Mngeta Farm when KPL took it over, disputing the title deed. Since late-2008, when KPL assumed ownership of the farm, the company has assisted 250 non-resident farmers by building houses, ceding land off the farm to displaced persons, and building wells and a school.

KPL has also trained farmers in its System for Rice Intensification (SRI), which provides a simple mechanism for smallholder farmers to dramatically increase their yields. It identifies and eliminates bad seed, uses simple planting line markers, mechanical weeders and other methods that reduce reliance on inputs and labor. A pilot group of farmers in 2010 each cultivated 0.25 Ha. with KPL-provided SRI tools and seed. This group averaged only 2.9 tons/Ha. using traditional methods on adjacent fields with local varieties. Their SRI yields ranged from 4.7 to 7 tons per Ha. Demonstration plots have yielded as much as 9.6 tons/Ha.

A \$68,000 grant from Norfund extended SRI outreach to another 250 farmers during 2011. Grant funds were used for demonstration plots, SRI tools, improved rice, and dedicated SRI extension officers. KPL is applying for an additional Norfund \$369,000 grant in 2012 to expand SRI to eight new villages and 1,350 new farmer families. KPL provides a ready market for the expanded production at fair prices (\$235/ton of paddy), which increases smallholder incomes by moving farmers from subsistence to surplus agriculture.

NAFAKA will continue to cultivate a partnership with KPL to expand their smallholder program to 1,000 smallholders in project year one, scaling up to as many as 5,000 farm families over the life of the project. Through direct technical assistance and possibly grant funding, NAFKA will facilitate the establishment of rice grower associations comprised of producers who agree to apply the SRI technology to production. When KPL provides fertilizer and chemical inputs, farmer participants have to agree to pay back the input costs and when the farmers sell their paddy to KPL. Training provided to producer associations under this

outgrower scheme will integrate nutritional messages, gender considerations, and inclusion of youth and vulnerable groups.

Quick Wins: Organizing producer associations, conducting SRI training for smallholder outgrowers, identifying and marking off demonstration plots, paddy leveling, securing SRI inputs and warehouse space for the outgrowers, and identifying emerging farmers trained in SRI/FFS methodology are feasible as quick wins by November, 2011. Full production of the demonstration plots would not begin until early-2012, however, given the planting cycle.

DEVELOPMENT OF PRODUCER ASSOCIATIONS LINKED TO REHABILITATED IRRIGATION SCHEMES.

The USAID Feed the Future infrastructure initiative, entitled the Irrigation and Rural Roads Infrastructure activity, is slated to rehabilitate the pumping station and main canal of the Dakawa irrigation scheme in Mvomero. Assessments will also be conducted during the first year for rehabilitating the Mgongola irrigation scheme in Mvomero and Sonjo in Kilombero. NAFKA will build capacity of water user associations and other producer groups linked to these schemes, with an initial primary focus on Dakawa since partial rehabilitation of that scheme is expected to be completed during the first quarter of 2012.

Among the constraints of the Dakawa scheme is lack of water management structures (gates, drops, drainage) resulting in excessive water in areas in which it is not needed and lack of water in areas in which it is needed. There is also lack of communication between the “ditch tenders” (those who manage water distribution) and the management of the pumps, resulting in unnecessary water pumping costs and excessive water usage. NAFKA will train water user association personnel in proper water management techniques and planning.

Other specific NAFKA activities in support of the Dakawa irrigation scheme include development of a model farm to train local producers in GAP and seed production, strengthening agro-dealers to increase availability, distribution, cost effectiveness and consistency of inputs and farm equipment, facilitating access to financial services suitable to agro-dealers and equipment suppliers, and hire/purchase/leasing financing models to increase farmer access to inputs and machinery. Interventions will also facilitate producer access to comprehensive extension packages and advisory services, as well as to develop a plan for processing, branding and marketing Dakawa rice. NAFKA will also facilitate linkages between producer groups in these irrigated areas with financial institutions, rice processors and traders, such as TANRICE. Targeted groups will also build capacity to dry, warehouse and store paddy.

Equally as important as the training in technical areas related to water management, NAFKA will build the capacity of the Uwawakuda water user association in effective organizational management. This includes training in financial management, administrative systems/procedures and internal controls, distinguishing board-management roles and responsibilities, human resource management, and leadership skills.

Quick Wins: Organize producer associations, establish a model farm in the Dakawa cluster, develop and train local service providers to support producers within the Dakawa irrigation cluster, initiate seed production programs with producer associations managed primarily by women, inventory of agro-machinery in Dakawa, demonstration plots in association fields within the model farm with the cooperation of input supply companies, training of existing water management associations in proper water management and drainage processes, emerging farmers programs, youth entrepreneurship training, prepare vulnerable groups to improve productivity through provision of seed packages.

MARKET-BASED SUPPORT FOR THE RICE SUB-SECTOR IN ZANZIBAR.

Rice is a major staple crop in Zanzibar. Of the 80,000 MT consumed annually by the population, only 15% is supplied from local sources while 85% is imported, mostly from the Far East. The Government of the Republic of Zanzibar has instituted an ambitious five year plan to increase food self-sufficiency, commercialize production, reduce dependency on imports by stimulating local production, improve irrigation infrastructure and efficient supply of critical services. There is considerable potential for development of the rice sub-sector in Zanzibar, as only 8% of its irrigable land and 43% of rain-fed land is utilized.

Major obstacles constrain rice production, however. These include low levels of irrigation, lack of improved seed varieties, limited use of fertilizer and other inputs, and inadequate mechanization. In addition, critical services are heavily subsidized and consumer prices are maintained at artificially low levels. There is thus currently little incentive for private investment in the rice sub-sector in Zanzibar.

NAFAKA will participate in a site visit to Zanzibar with other Feed the Future partners the week of August 15 to further develop a coordinated strategy for interventions there. Our value chain assessment concluded that the NAFKA strategy for Zanzibar should target supply channels serving the entire sub-sector, focusing on developing a market for services and facilitating a dialogue between private and public sector actors. In broad strokes, such a strategy would involve the following:

- **Input supply:** Facilitate comprehensive private sector agro-mechanization package through service centers, including credit, crop insurance, inventory credit, inputs and hire/purchase of farm equipment. NAFKA can collaborate with the SERA policy project to explore “smart subsidy” solutions that do not discourage private investment.
- **Production and productivity:** Support commercialization of smallholder rice farming by strengthening existing producer groups and encouraging the formation of new producer groups to capitalize on the increased leverage of collective sales. Coordinate with the Feed the Future infrastructure initiative to support producer groups in both irrigated and rain fed areas. Training content will integrate gender inclusion, nutritional messages, and involvement of youth and other vulnerable groups.
- **Promote rice processing industry:** Collaborate closely with the Feed the Future Market-based Solutions activity to link producers and their associations with processing facilities, and promote investments in small- and medium-scale processing.

Quick wins: Development and training of producer associations, demonstrating irrigation methods, testing and production of high-producing seed, identifying emerging farmers and initiating training of other farmers in GAP, youth entrepreneurship training.

STRENGTHENED MARKET LINKAGES BETWEEN SME MILLERS AND LARGER-SCALE MILLERS/DISTRIBUTORS.

Small and medium-sized (SME) millers are fragmented with variable milling technologies and capacities. They mix different varieties resulting in inconsistent quality of milled rice. Regional traders rely heavily on informal relationships with urban-based large and SME wholesalers.

For example, Bakhresa is a large cereal milling and distribution company with an idle rice milling facility in Dar es Salaam due to inconsistent and limited supply of quality rice. It lacks a clear business plan and supply chain. It does, however, have a large distribution network in East and Southern Africa.

The rice value chain would be strengthened through more formal links between SME millers and the potential market the larger millers/distributors can provide. NAFKA will identify clusters of SME millers

who can be formalized into associations, and provide capacity building services to these newly-formed associations to develop plans for becoming viable businesses. We will also explore the potential for engaging Bakhresa and/or other large millers/distributors to regain interest in branding Tanzanian rice, for strengthening linkages with SME millers, and developing technology for converting rice bran into saleable products like oil and animal feed. NAFAKA interventions related to linking SME millers with larger millers/traders will be closely coordinated with the Feed the Future Market-based Solutions (MBS) and nutrition activities to ensure that synergies are achieved and that efforts are not duplicated.

Quick Wins: SME millers associations established with business plans for linkages with Bakhresa and other large milling and distribution companies, establishment of rice bran as a marketable product.

LINK INTO THE COMMODITY INVESTMENT PLANS AND COORDINATE ACTIVITIES UNDER TARIPA

NAFAKA will participate in the Kilombero district Commodity Investment Plan (CIP) workshop, scheduled for August 9-11, 2011. A five year CIP for the rice value chain in Kilombero district has been drafted. The purpose of this workshop is to convene interested stakeholders to review and modify the CIP, as well as to concretize public-private support for this plan. The CIP is designed to closely coordinate and focus funding from both the public and private sectors in support of the rice value chain in Kilombero, and provide an important linkage with Kilombero local government authorities. The result of NAFAKA participation in this workshop will be to identify a NAFAKA specific set of interventions as an entry point for support of the rice value chain in Kilombero district within the framework of this CIP.

NAFAKA will also assume the chief coordinating role of the Tanzania Rice Partnership (TARIPA). TARIPA is a critical component of the Government of Tanzania's National Rice Development Strategy. It will support smallholder, emerging and larger-scale producers and agri-business to achieve commercially-sustainable growth in the Kilombero rice value chain. NAFAKA's coordinating role with TARIPA is thus wholly consistent with our mandate as described in our Task Order. The Chief of Party will assume this role in October, 2011.

Quick Wins: The CIPs represent a participatory effort to identify key entry points in upgrading Feed the Future assumes leadership role of TARIPA, bringing together key private and public sector actors as well as development partners in the development of the Kilombero rice value chain. It places FtF in the central coordinating role of this high-profile partnership framework.

MAIZE VALUE CHAIN

Maize production in Tanzania is mostly rainfed with inconsistent yields, and potentially dramatic price fluctuations. The irregular nature of supply and demand for processed grains limits business expansion. Contracts are rare and poorly enforced, with informal agreements the norm. This means that most transactions are of the "see it to believe it" variety in which both parties are present and witness the goods change hands. All other transactions entail a considerable risk that one or both parties will renege on the deal.

Maize production in Tanzania is small-scale and fragmented, which requires wholesalers to assemble volumes from a large number of scattered farms. Most of these "assemblers" earn only small margins, but are well-positioned to provide additional services to smallholder producers. Almost all processing is performed by small hammer mills, which operate from their own locations and have limited capacity for grain or flour storage. This dominance of the processing function by small millers challenges the development of effective fortification programs. Consumers in Tanzania prefer white flour obtained from hammer mills after removal

of the germ, which contains the highest concentrations of nutrients and fats. The larger traders are able to profit from seasonal price fluctuations and to minimize losses due to their more integrated structure. These advantages have offered a limited number of large traders a dominant position across the maize sub-sector.

There exist three major constraints to grain distribution in Tanzania: (1) the cost of transport on feeder roads; (2) export bans associated with lower prices and unpredictable price patterns resulting in rampant illegal cross-border trade with Kenya; and, (3) poor application of standards of reliable weights and measures, leaving smallholder producers vulnerable to unscrupulous traders.

Based on the results of the value chain assessment, the NAFAKA strategy for maize builds on the vision of increasing productivity and reducing caloric and nutritional food insecurity by focusing on the following elements:

PROMOTING GOOD AGRICULTURAL PRACTICES (GAPS) AND COMMERCIALY-DRIVEN FARMING ACTIVITIES.

Activities will promote GAPs by increasing producer access to location-specific crop information, establishing demonstration plots in collaboration with agro-dealers and input suppliers, and training producers in modern and mechanized agricultural techniques. Since retail trade in maize is dominated by women and many small millers are women, training for producers and SME millers will promote educational messages for blending of foods and other elements of good nutrition, but will not finance actual fortification activities. NAFAKA will coordinate closely with the MBS activity to ensure an appropriate distinction of roles in this area.

INCREASING USE OF MECHANIZATION, INPUTS AND RELEVANT ADVISORY SERVICES.

Demand for input-supply services will be stimulated by soil test sampling, demonstration plots, training producers in proper usage of seed, inputs and mechanization, and development of a GIS-based balanced-crop nutritional approach. Emphasis will be placed on increasing areas cultivated with farm inputs, tractors and other mechanized systems. This will have the effect of stimulating private sector investment in provision of improved services, to include inputs, tractors, spares and servicing.

FACILITATING TIMELY AND ADEQUATE FARMER INPUT FINANCING.

NAFAKA will promote input financing by facilitating linkages between SACCOs and smallholder producers. Interventions will focus on increased producer access to inputs and mechanized land preparation through facilitated linkages with SACCOs and commercial sources of credit through loan guarantees and inventory financing through the Inventory Credit System (ICS).

PROMOTING PRODUCER-MARKET INTEGRATION THROUGH IMPROVED AND EXPANDED STORAGE CAPACITY AND DELIVERY SYSTEMS.

Producer groups will be more closely linked to structured markets through the Investment Credit System. An early activity will be a survey of ICS initiatives to better define NAFAKA warehouse support interventions. Important maize markets include the World Food Program and other relief organizations. Linkages between producer associations and these markets will be strengthened by improving quality, to include storage insect control and maize classification to meet the exacting quality standards of these organizations.

INCREASING INCOMES AND NUTRIENT AVAILABILITY FROM DRY SEASON CROPPING.

NAFAKA will promote late-season inter-cropping of selected legumes. These include pigeon peas, cow peas, ground nuts and other such crops. Nutritional intake will be enhanced by promoting a more balanced,

higher-protein diet during the dry season, as well as commercial value by increasing producer incomes through marketing of high-demand crops.

FACILITATING LINKAGES BETWEEN PRODUCER GROUPS AND LARGER-SCALE MILLERS.

Traders who traditionally buy maize directly from producers have high transaction costs due to the need for heavy reliance on transport to many producer locations. This results in lower prices paid to producers. More direct linkages between farmers and larger-scale millers will mitigate these logistical costs, with a greater share of the value going to farmers. NAFKA will facilitate direct contracting between the larger milling operations and producer groups. These contracts would become bankable in that producer associations could use them as collateral against input purchases or other kinds of credit financing.

INCREASING INCOMES OF VULNERABLE SMALLHOLDERS

Through activities under Component 2 (increased competitiveness) and 3 (improved productivity), NAFKA will facilitate private sector driven interventions which will increase competitiveness of the rice and maize sectors to reach market ready farmers. Many, if not most, of these farmers are considered by definition “vulnerable”, however, NAFKA recognizes that there are many levels of vulnerability, and interventions must be appropriately targeted for the different beneficiary groups under the geographic scope of this project. As such, Component 4 will primarily target single-headed households (the majority of whom are female-headed), asset-poor farmers, and those farmers particularly susceptible to external shocks. NAFKA will work through local partners to provide intensive training in savings and internal loans communities. In the process, this activity will form the building blocks of farmer group development which in turn will provide linkages to the associations and financial institutions with which NAFKA will be working under other components.

LOCAL CAPACITY BUILDING

As a project under the new US Government Feed the Future initiative, NAFKA recognizes the importance of working with and through Tanzanian entities and stakeholders to foster an inclusive approach characterized by local ownership of project interventions.

The NAFKA facilitation approach focuses on building the capacity of local actors to become integral members of functioning and profitable value chain systems. Association strengthening is at the core of NAFKA’s activities. Associations link individual farmers horizontally, allowing them to take advantage of economies of scale, while providing a platform for engagement in commercial market activities.

Additionally, on the project level, NAFKA strengthens local partners to meet the demands of value chain actors. At present, four local partners have been contracted to deliver services under this contract in farmer group strengthening, extension services and promotion of innovative inventory financing. The primary goal in year one is to provide these service providers with the resources needed to deliver on their contracted technical deliverables. The project will concurrently strengthen the administrative and financial capacity of the local service providers so that their technical achievements are not hindered by ill-functioning management systems. Finally, NAFKA will provide these local entities with tailored trainings in US government contractual regulations and management. This final activity speaks to USAID Forwards goal to develop direct partnerships with local organizations. It will provide NAFKA’s local partners with the tools necessary to contract directly with USAID on future initiatives.

II. NAFKA YEAR ONE WORKPLAN

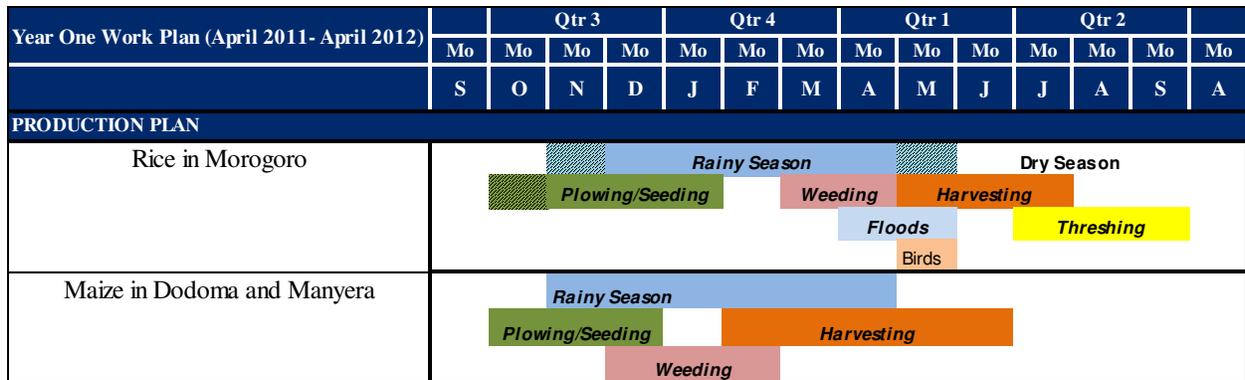
PROGRAMMING AROUND THE CROPPING CYCLE

NAFKA interventions will necessarily be arranged around, and respondent to, the cropping cycle in each region. In Morogoro, Dodoma and Manyera, the cropping cycle is primarily unimodal, with one long rainy season around which farmers plant, weed and harvest. In some regions of Morogoro and in Zanzibar, there is a bimodal cycle – reflecting the short rains in October-November, and the long rains from Jan to March.

As shown below, it is important that when scheduling activities that the NAFKA team is cognizant of cropping cycle, as farmers will be preoccupied with specific activities at certain times of the year. Resultantly, trainings for specific types of activities will occur prior to the farmer engaging in that activity, and will be structured in ways that recognize the time constraints of the farmers during each month. For example, plots which demonstrate improved technologies and inputs need to be ready for seeding as soon as the rains begin in October or November. That requires preparatory work beginning in late September and extending through October. Training in harvesting and post-harvesting will occur later in the year, and their timings will depend on the farm practices in any given area. Similarly, it will be unwise to plan intensive training sessions while farmers are fully engaged in specific on-farm tasks. The cropping schedule will also be taken into account when developing contracts with buyers, such as outgrower schemes. These types of arrangements usually require negotiations occurring as many as 5 months in advance to the planting season.

Each project area will require our field agents to be flexible and aware of the rains, types of varieties farmers are using (i.e. maturity timing) and types of, or lack of, technologies (hoes, tractors, etc). Additionally, the project will introduce secondary crops (intercropping or rotation cropping) that mature either prior to or after the harvesting of the primary crop.

The chart below is approximate, and dependent upon when the rains start each year. It is structured to show the maximum timeline for each activities rather than the average (i.e. it shows when some farmers will first begin to harvest). Information on the bimodal season in Zanzibar (and in some areas of Morogoro) will be taken into account when planning activities in those areas.



The following workplan charts are thus approximate, with specific activities starting and ending each season based upon this illustrative cropping cycle.

CROSS-CUTTING ACTIVITIES

Year One Work Plan (August 2011- September 2012)	Staffing	Potential Partners	Qtr 2		Qtr 3			Qtr 4			Qtr 1			Qtr 2		
			Start-Up	Mo	Mo	Mo	Mo									
			A-J	A	S	O	N	D	J	F	M	A	M	J	J	A
CROSS-CUTTING ACTIVITIES																
<i>Task: Develop Synergies and Working relationships with GoT, Districts, USAID, other</i>																
Activity 1: Launching Workshops and Initial Meetings																
Plan/prepare for NAFKA launching work shops	COP, DCOP, DirOpps, C2Lead, C3Lead, Communications STTA,															
Launching Workshop -- National -- invitees to be identified in collaboration with USAID	COP, DCOP, DirOpps, Association Dev. Specialist, C2Lead, C3Lead, Communications STTA,	USAID, Regional government officials, TAP, SAGCOT, MBS, SERA, iAgri, private sector, NGOs, service														
Launching NAFKA introduction Workshop -- District -- invitees to be identified in collaboration with USAID	COP, DCOP, DirOpps, Association Dev. Specialist, C2Lead, C3Lead, Communications STTA,	USAID, district government officials, TAP, SAGCOT, MBS, SERA, iAgri, private sector, NGOs, service														
Build Relationships with the District Agricultural and Livestock Development Officers (DALDOs)	Assoc.Dev.Specialist, Ag Extension Officer, Relationship Coordinator															
Activity 2 - Coordinate with stakeholders and donors, working with the Commodity Investment Plans (CIPs) in Kilombero and Mvomero	DCOP, C3Lead, C2Lead, Assoc.Dev.Specialist, Ag Extension Officer, Relationship Coordinator															
Activity 3: Ongoing Coordination Meetings																
NAFAKA assumes leadership of TARIPA and holds regular coordination meetings	COP	TAP, SAGCOT, MBS, SERA, iAgri, private sector, NGOs, service providers														
NAFAKA Seed Team holds quarterly coordination meetings	Input Market Specialist, Seed Specialist	SERA, ASA, TOSCI, TASTA, private sector input dealers, etc														

Year One Work Plan (August 2011- September 2012)		Staffing	Potential Partners	Start-Up	Qtr 2			Qtr 3			Qtr 4			Qtr 1		Qtr 2	
				A-J	Mo	Mo	Mo	Mo									
				A	S	O	N	D	J	F	M	A	M	J	J	A	S
CROSS-CUTTING ACTIVITIES																	
Task: Develop Comprehensive Communications Materials and Behavior Change Strategy																	
Activity 1: Develop Initial Targeting Material to introduce NAFAKA and it's goals to stakeholders	Communications STTA																
Activity 2: Communications assessment and strategy development	Communications STTA, BCC Specialist, Communications Manager																
Activity 3: Roll out Communications Materials per strategy	Communications STTA																
Develop NAFAKA website and intranet portal	Communications STTA																
Activity 4: Integrate Behavior Change Messaging into training materials	BCC Specialist																
Task: Integrate Gender in NAFAKA interventions																	
Activity 1: Gender Assessment or Integration of Gender related indicators into unified baseline survey	Gender Specialist, M&E Manager, HQ Gender Specialist STTA																
Activity 2: Gender Awareness Training to Staff and subcontractors	Gender Specialist, M&E Manager, HQ Gender Specialist STTA																
Activity 3: Develop Gender Sensitive Messaging and tailoring of training materials	Gender Specialist, BCC Specialist																
Activity 4: Mobilize community leaders, associations, partners, entrepreneurs, trainings in promoting gender	Gender Specialist, BCC Specialist, C2Lead, C3Lead, AssocDevSpec																
Task: Integrate Nutrition in Value Chain Activities																	
Activity 1: Promote nutritional and hygiene messaging into training materials	BCC Specialist,	USAID's Nutrition Project, Community Based Health Initiative,															
Activity 2: Promoting and developing micro-entreprises in blended flours	C3Lead, Ag Extension Officer, Nutrition/Blended Food Specialist	USAID's Market Based Solutions project, USAID's Nutrition Program, CBHI,															
Activity 3: Develop a strategy to use rice bran.	C3Lead, Ag Extension Officer, Nutrition/Blended Food Specialist	USAID's Market Based Solutions project, USAID's Nutrition Program, CBHI,															
Activity 4: Working with vulnerable beneficiaries to establish home gardens.	C4 team, C3lead	CBOs,															

RICE VALUE CHAIN IN MVOMERO AND KILOMBERO

Year One Work Plan (April 2011- September 2012)		Staffng		Potential Partners		Qtr 1		Qtr 2		Qtr 3		Qtr 4		Qtr 1		Qtr 2				
						Start-Up	Mo	Mo	Mo	Mo	Mo	Mo								
						A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Rice Value Chain in Mvomero and Kilombero																				
Component 2 - Improved Competitiveness and Trade																				
<i>Task: Develop Relationships With Private Sector Buyers</i>																				
Activity 1 : Assess viability and interest of private sector buyers to engage in formal relationships with aggregators, farmers and input providers	Ass.DevSp, AssDev&VCA	KPL, Kilombero Commodity Investment Plan, TAN-Rice, Bakhresa, Export Trading Group																		
Activity 2: Implement activities in conjunction with KPL																				
Assessment of KPL farmers, association and extension services in that area.	Ass.DevSp, AssDev&VCA																			
Develop MOU with KPL to develop programs in association development, extension services, outgrower schemes, and	DCOP, Ass.DevSp, AssDev&VCA																			
Developing Groups - identified	Ass.DevSp, AssDev&VCA																			
Developing Capacity of KPL groups	Ass.DevSp, AssDev&VCA	TARIPA, TAP																		
Training in SRI in Rice Production	AgExtSp, AssDevSp,	TARIPA, TAP																		
Develop Pilot Outgrower Scheme with KPL, for expansion in Year 2.	C3Lead, MarketLinkagesSp, Access to Finance Sp,	TARIPA, TAP																		
Facilitate development of a business/working plan between KPL and the farmers association s	C3Lead, MarketLinkagesSp, Access to Finance Sp,	TARIPA, TAP																		
<i>Activity 3: Engage TANRICE in Mvomero</i>																				
Assesment of TANRICE- Mvomero	DCOP, Value Chain Advisor (STTA), MarketLinkagesSp,	JICA, RLDC, MVIWATA																		
Develop relationship with future collaboration WUA & TANRICE- Mvomero	Value Chain Advisor (STTA), C2Lead, MarketLinkagesSP,	JICA, RLDC, MVIWATA																		
<i>Activity 4: Facilitate linkages between SME millers and</i>																				
In close collaboration with USAID's MBS project, strengthen linkages between farmer associations and SME bulkers and	Value Chain Advisor (STTA), C2Lead, MarketLinkagesSP,	Coordination with other USAID FtF projects																		
Develop relationships with large traders to identify areas in which they would engage with smallholder farmers.	Value Chain Advisor (STTA), C2Lead, MarketLinkagesSP,	Bakhresa Group, Export Trading Group, coordination with MBS and Nutrition																		

Year One Work Plan (April 2011- September 2012)		Staffing		Potential Partners		Qtr 1		Qtr 2		Qtr 3		Qtr 4		Qtr 1		Qtr 2				
						Start-Up	Mo	Mo	Mo	Mo	Mo	Mo								
						A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Rice Value Chain in Mvomero and Kilombero																				
Task: Strengthen Marketing Opportunities																				
Activity 5: Facilitate Rice Brand Strategy and Design	MarketLinkagesSp, Comm& Branding (STTA)																			
Rice Brand Awareness and Demand Creation	MarketLinkagesSp, Comm& Branding (STTA)																			
Task: Improve Market Infrastructure in Mvomero and Kilombero																				
Activity 1: Conduct assessment of grain storage facilities in NAFKA districts and develop roadmap for facilitation and upgrading of improved grain storage facilities and networks	Value Chain Advisor (STTA), Warehouse/Transport (STTA), AssocDevSps																			
Activity 2: Implement the roadmap for facilitation and upgrading of improved grain storage facilities	Value Chain Advisor, AssDevSps, MarketLinkagesSp																			
Develop frameworks for cooperations between Medium and Larger Grain Buyers per the ICS and storage systems for paddy	DCOP, MarketLinkagesSp, C2L, VCA (STTA).	KPL, TAN-Rice, Export Trading Groups																		
Activity 2: Develop stages/benchmarks for "farmer group" certification standards for grain warehouse and storage centers	MarketLinkagesSP, ValueChainAdvisor (STTA)																			
Work with WFP to communicate standard grain warehouse requirements to stakeholders.	MarketLinkagesSP, AssocDevSps, ValueChainAdvisor (STTA)																			
Activity 3: Identify critical feeder roads for competitive rice sectors and communicate it to other donor-funded projects	Transport (STTA)																			
Task: Improve Service Provision in Agri-Machinery and Equipment																				
Activity 1: Assessment and Strategy Development	DCOP, C3Lead																			
Assessment of agrimachinery in Dakawa and analysis of current constraints in small-, medium-scale equipment and	DCOP, C3Lead																			
Assessment of agrimachinery in Kilombero, Mvomero and analysis of current constraints in small-, medium-scale	C2Lead, Mechanization Specialist																			
Develop a longterm strategic plan and 4 year action plan to develop equipment and mechanization services to small and medium farmers	C2Lead, C3Lead, Mech. Spec. BCC, InputMarketSp,	Intermech, Tendaji, SUMA JKT, Quality Group																		
Activity 2: Design and implement Service Provider Mechanization Program and Youth Entrepreneur Program for Mechanization	MarketLinkagesSp, C3L, Mech. Spec. InputMarketSp, AccesstoFinance,	Intermech, Tendaji, SUMA JKT, Quality Group																		
Work with District Level to identify mechanization priorities and gain buy in.	DCOP, Tech/RelationshipCdnt, Mechanization Specialist	District Irrigation Development Fund (DIDF),																		
Identify finance opportunities for SMEs and Youth Entrepreneurs to expand/develop mechanized service provision business	AccesstoFinanceSp,	TIB, PRIDE, BRAC, DIDF, Financial Sector Deepening Trust, SACCOS																		
Launch Youth Entrepreneurship Program in Mvomero specifically for harvesting, Year 1.	AccesstoFinanceSp, InputMarketSp, C3Lead																			

Year One Work Plan (April 2011- September 2012)			Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1		Qtr 2	
			Start-Up	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo
			A-J	A	S	O	N	D	J	F	M	A	M	J	J	A
Rice Value Chain in Mvomero and Kilombero																
Task: Strengthen Information System and Use of Innovative ICT																
Activity 1: Assess current input and market information systems w/ cost/benefit analysis of various platforms for dissemination.	C3L, ICT STTA, MarketLinkagesSp	MVIWATA,MITM, TAP ESOKO, AMITSA														
Activity2: Improve/Expand/Unify market information systems in country	ICT STTA, InputMarketSp, MarketLinkagesSp	MVIWATA,MITM, TAP ESOKO,														
Activity 3: Assess and Expand upon regional Input Markets System (AMITSA) working with ESOKO	ICT STTA, InputMarketSp, MarketLinkagesSp	AMITSA, ESOKO														
Activity 4: Capacity of meteorological department for weather dissemination information to farmers	ICT STTA, C3Lead															
Facilitate discussion around meteorological department products and the needs/requirements of Farmers.	ICT STTA, C3Lead, C2Lead															
Task: Facilitate Access to Finance																
Activity 1: Analyze/assess constraints to financial services within rice value chain	AccesstoFinanceSp															
Activity 2 : Develop a longterm strategic plan to increase basic financial services at association farmer level.	AccesstoFinanceSp, C3Lead, AssocnDevSps	CRDB, PASS, SACCOs, TIB, PRIDE, BRAC, etc														
Report per plan to include ICS, SACCOS, Major banks,Catalyst fund-Future plan	AccesstoFinanceSp, C3Lead, AssociationDevSps															
Work with stakeholders to buy down risks associated with introduction of new services or expansion of services to	AccesstoFinanceSp, C3Lead, AssociationDevSps, Grants															
Activity 3: Design and implement inventory financing (ICS, WRS, Crop Banking) with select Financial Institutions	AccesstoFinanceSp, C3Lead, AssociationDevSps	RUDI, MVIWATA														
Identify existing associations that can link with "Inventory financing" this season. - Apex associations and associations around other markets with in the operational areas	AccesstoFinanceSp, C3Lead, AssociationDevSp & AssocDev&VCASp,	RUDI, MVIWATA														
Facilitate the development of "Inventory financing" systems between financial Institutions, associations, traders and processors.	AccesstoFinanceSp, C3Lead, AssociationDevSps, MarketlinkagesSp															
Prepare an interm report per the results of Inventory financing program	AccesstoFinanceSp, C3Lead, MarketlinkagesSp															
Link with USAID/DCA to offer guarantee loans	AccesstoFinanceSp, C3Lead, MarketlinkagesSp	USAID DCA														

Year One Work Plan (April 2011- September 2012)			Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1			Qtr 2							
			Start-Up		Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo					
			Staffng		Potential Partners		A	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	
Rice Value Chain in Mvomero and Kilombero																							
Task: Improve Input Availability																							
Activity 1: Analyse constraints and opportunities to input availability and demand via seed and fertilizers	Seed Specialist, InputMarketSp, AgExtSp, Seed/Input Supply	USAID's SERA																					
Activity 2: Launch NAFKA Seed Team and hold ongoing meetings with stakeholders	C2Lead, C3Lead, Seed Specialist, InputMarketSp, AgExtSp, Seed/Input Supply STTA	TOSCI, ASA, USAID's SERA project, TANSEED, Kipato Seed, IRRI, AfricaRice, etc																					
Facilitate the development of new seed variety, and provide feedback loop on demand for quality rice seed	Seed Specialist, InputMarketSp, AgExtSp, Seed/Input Supply STTA	TOSCI, ASA, USAID's SERA project, TANSEED, Kipato Seed, IRRI, AfricaRice, etc																					
Activity 3: Develop Quality Standards for Seed production, processing and storage	Seed Specialist, InputMarketSp, Seed/Input Supply STTA	TOSCI, ASA																					
Train Farmers to meet national and international quality Standards	Seed Specialist, InputMarketSp, AgExtSp,																						
Activity 4: Develop Seed Production Schemes	DCOP, C2L, Seed Specialist, InputMarketSp, AgExtSp,																						
Entrepreneur / Group Identification for Seed Production Scheme in Dakawa	Seed Specialist, InputMarketSp, AgExtSp, GenderSp																						
Gender Seed Production Scheme in Dakawa	Seed Specialist, InputMarketSp, AgExtSp, GenderSp																						
Support/Expand upon ongoing production schemes and introduce specific varieties of quality seed	Seed Specialist, InputMarketSp, AgExtSp, GenderSp	ASA with BRAC Tanzania and Kipato Seed																					
Entrepreneur / Group Identification for Seed Production Scheme in Other Rice Growing Areas	Seed Specialist, InputMarketSp, AgExtSp, GenderSp, AssocDevSp																						
Prepare Report per the benefit of farm associations rice seed production with recommendations for the following year	Seed Specialist, InputMarketSp, AgExtSp, AssocDevSp																						
Activity 5: Facilitate linkages with fertilizer sector and agrodealers, associations, extension officers	InputMarketSp, SoilFertility STTA,	Minjingu Mines and Fertilizers, YARA,																					
Activity 6: Develop package and branding, including small-pack technology of seeds and fertilizers	Seed Specialist, InputMarketSp, AgExtSp, AssocDevSp, Marketing STTA	Private Sector Input Dealers																					
Activity 7: Facilitate local service provider (entrepreneur or fertilizer company) to produce Urea Deep Placement granules	InputMarketSp, C2Lead, InputMarket STTA																						
Activity 8: Assess and design program to improve agrodealer network and services	InputMarketSp, C2Lead, InputMarket STTA	Brighton, CNFA-Tagmark																					
Implement TA/ToT to improve agrodealer network and services and link to certification process	InputMarketSp, C2Lead, InputMarket STTA	Brighton, CNFA-Tagmark																					
Activity 9: Secure Slot at the Africa Seed Trade Association Annual Congress in Zanzibar to present NAFKA Seed Strategy	InputMarketSp, InputMarket STTA, SeedSp																						

Year One Work Plan (April 2011- September 2012)		Staffing		Potential Partners		Qtr 1		Qtr 2		Qtr 3		Qtr 4		Qtr 1		Qtr 2				
						Start-Up	Mo	Mo	Mo	Mo	Mo	Mo								
						A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Rice Value Chain in Mvomero and Kilombero																				
Component 3 - Improved Smallholder Productivity																				
<i>Task: Demonstrate and Facilitate Knowledge Transfer of Productivity Technique, and facilitate Demand for Improved Production Technologies</i>																				
<i>Activity 1:</i> Develop the Wakala network using an escalating fee based service provision model	C3Lead, AgExtManager, AgExt-District Officers																			
Identify VBAs via the District offices	C3Lead, AgExtManager, AgExt-District Officers	DALDOs																		
<i>Activity 2:</i> Develop demonstration plots for extension services to smallholder farmers	Agricultural Extension Manager, VBAs																			
Establish Demonstration plots using VBAs, lead farmers, and	C3Lead, AgExtManager,	Research Stations																		
Facilitate delivery of Integrated Soil Fertility Management demo TA; Integrated Production and Pest Management demo TA; On-Farm Water Management demo TA; Urea Deep	C3Lead, AgExtManager, IrrigatedRiceSp, Water Mgmt/NRM Sp, Ag-Ext-District																			
Facilitate delivery of Post-Harvest, Handling, On-farm Storage and Product Processing demo TA:	C3Lead, PHHS STTA, AgExtManager																			
<i>Activity 3:</i> Identify and develop model farms for ToT to extension agents, smallholder farmers and associations	DCOP, C3Lead, AgExtManager, SeedSp, IrrigatedRiceSp, Water Mgmt/NRM Sp, Ag-Ext-District Officers	IRRI, AfricaRice, Research Stations, Input Suppliers, Service Providers,																		
In co-operation with Dakawa Water Users Associations develop the criteria and area for a model farm	DCOP, AssocDevSp, C3Lead	Research Stations																		
Leverage private sector resources to develop model farms	InputMarketSp, C3Lead, MarketLinkagesSp	Input Suppliers, Mechanization Services,																		
Set up Model Farm as a training center for local farmers and farmers in Dakawa's irrigated perimeter.	DCOP, C3Lead, AgExtManager, SeedSp, IrrigatedRiceSp, Water Mgmt/NRM Sp, MechanizationSp	Research Stations																		
Develop rapid survey for leveling needs and identify a service Provider to use scraper or laser leveler	Mech. Spec, IrrigatedRiceSp	IRRI, AfricaRice																		
Laser Leveling of Model Farms	Mech. Spec, IrrigatedRiceSp																			
Develop Report per cost/benefit Paddy Field Leveling.	Mech. Spec, IrrigatedRiceSp																			
Conduct soil testing	SoilFertility STTA	Research Stations, Universities																		
Develop model in the proposed irrigation areas such as Mgogola and Songho.	DCOP, C3Lead, AgExtManager, SeedSp, IrrigatedRiceSp, Water Mgmt/NRM Sp, MechanizationSp	Research Stations																		
Facilitate delivery of Integrated Soil Fertility Management ToT; Integrated Production and Pest Management ToT; Water Management ToT; SRI ToT; Urea Deep Placement ToT	C3Lead, AgExtManager, Soil Fertility STTA, WaterMgmtSp, IrrigatedRiceSP																			
Facilitate delivery of Post-Harvest, Handling, On-farm Storage and Product Processing demo ToT;	ValueChainAdvisor, PHHS-STTA																			

Year One Work Plan (April 2011- September 2012)			Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1			Qtr 2							
			Start-Up		Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo				
			Staffing		Potential Partners		A	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	
Rice Value Chain in Mvomero and Kilombero																							
Prepare a report per the model farm-yields, visitors and perceived benefits; develop year 2 strategy including plans for the off season production.	C3Lead	Research Stations																					
Activity 3: Design and Establish Emergent Farmers Program	DCOP, C3Lead, AccesstoFinance Sp, IrrigatedRiceSp, EmergentFarmer C	Research Stations, Input Suppliers, Service Providers,																					
Identification of 6-10 Emerging Farmers in SAGCOT	Emergent Farmer Coordinator, C3Lead																						
Launch Emergent Farmer Program	EF Coordinator, Communications Manager, DCOP, C3Lead																						
Facilitate training in FaaB, entrepreneurship, agronomy, etc	EF Spec, AssocDevSp, C3Lead, STTA	TPSF-UNCTAD facility,																					
Prepare Report per the benefit results of the EF program with recommendations for the following year	EF Spec, AssocDevSp, C3Lead, STTA																						
Activity 4: Introduce secondary crops to those associations able to take advantage of multiple planting cycles (focus on maize,	Ng'habi, Manjori, Mpuya, Mnzava, seed specialist, Mech Spec.	Research Stations, Input Suppliers, Service Providers,																					
Task: Strengthen Producer Associations and Farmer Groups																							
Activity 1: Conduct Assessment and listing of apex associations, producer marketing associations and farmer groups in SAGCOT	AssocDevSps, AssocDev Field Agents																						
Rapid Assessment of Apex Associations in Kilombero/Mvomero	AssocDevSps, AssocDev Field Agents																						
Activity 2: Develop a unified NAFKA training curriculum, including Behavior change communications, nutrition and	AssocDevSps, AssocDev Field Agents, BCC Spt, GenderSp																						
Tailor Farming as a Family Business and assess it in select regions	BCC, GenderSP, GenderSp-STTA	International Center for Research on Women																					
Activity 3: Provide ToT in FaaFB to local service providers (RUDI, MVIWATA, FIPs, CRS, etc)	FaaFB STTA																						
Activity 4: Facilitate the delivery of ToT in full package of association development curriculum to apex associations, associations, farmer groups, water user associations	AssocDevSps, AssocDev Field Agents																						
Tailor association development packages for each association, including modules on: FaaB, FaaFB, improved governance and management, improved input supply service delivery, access to credit services delivery, post-harvest value added service	AssocDevSps, AssocDev Field Agents																						

Year One Work Plan (April 2011- September 2012)			Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1		Qtr 2					
			Start-Up	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo				
			Staffing	Potential Partners		A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Rice Value Chain in Mvomero and Kilombero																				
Task: Strengthen Water User Associations and Improve Water Management																				
<i>Activity 1:</i> Conduct Assessment of Water User Associations in Rapid Assessment of WUA in Dakawa and Mgongola	AssocDevSps, IrrigatedRiceSp,																			
<i>Activity 2:</i> Review and tailor, as necessary, Water User Association materials, including: irrigation scheme management, water use association management, improved agronomy	AssocDevSps, IrrigatedRiceSp, Ag Extension Officer	MVIWATA																		
<i>Activity 3:</i> Facilitate the delivery of ToT in water management including: irrigation scheme management, water use association management, improved agronomy on irrigation schemes, etc	AssocDevSps, IrrigatedRiceSp, Ag Extension Officer	Kilimanjaro Agriculture Training Center, National Agricultural Research Agency, Research Centers																		
<i>Activity 4:</i> Facilitate access to technician services	AssocDevSps, IrrigatedRiceSp, MechSp	KATC, NAR, Sokoine University's Zonal Research Centers, RLDC/MVIWATA, JICA, World Bank, KATRIN																		
Component 4 - Increased Incomes for Vulnerable Smallholders																				
Task: Facilitate the development of Savings and Internal Lending Communities																				
<i>Activity 1:</i> Conduct barrier analysis and work with associations, district officials to identify the most vulnerable, with focus on limited assets & vulnerability to shocks. Year 1 focus on select communities, particularly those in flood affected regions.	Component 4 Lead, Gender Sp	DALDOs																		
<i>Activity 2:</i> Conduct community sensitization activities and identify SILC Facilitators	Component 4 team, Gender Sp BCC Specialist																			
Roll out assistance to the families that are affected by the floods during the rain season in Mvomero and Kilombero	Component 4 team, Gender Sp BCC Specialist	TA																		
Introduce the the SILC methodology to vulnerable groups, in year primarily those affected by floods in Mvomero and Kilombero, and identified during Activity 1 in target regions.	Component 4 team, Gender Sp, BCC Specialist																			
<i>Activity 3:</i> Promote rudimentary farming as a family business training, extension using small pack technology	Component 4 team, Agricultural Extension Officer																			
<i>Activity 4:</i> Promote family gardens and integrate nutrition messaging into training programs	Component 4 team, Agricultural Extension Officer, Nutrition																			

Year One Work Plan (April 2011- September 2012)			Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1		Qtr 2						
			Start-Up	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo				
			Staffng	Potential Partners			A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Rice Value Chain in Mvomero and Kilombero																					
<i>Task: Improve Access to Credit and Insurance (cross-linked with activities under Component 2 and Component 3)</i>																					
Activity 1: Facilitate linkages between SILC groups, associations and local SACCOs, MFIs and banks, via providing financial literacy training, business plan	AccesstoFinanceSp, C4Lead, SILC Specialist	USAID Nutrition Project, USAID FFP project, FIs, SACCOS,																			
Activity 2: Facilitate partnerships with financial institutions to expand their rural services.	AccesstoFinanceSp,	USAID Nutrition Project, USAID FFP project, FIs,																			
Activity 3: Assess regional and local institutions offering weather indexed crop insurance	C3Lead, AccesstoFinanceSp,	USAID Nutrition Project, USAID FFP project, Fis, SACCOS,																			
Crop insurance report and way forward for Year 2.	C3Lead, AccesstoFinanceSp,																				
<i>Task: Establish Market Linkages for Fortified and Blended Foods</i>																					
Activity 1: Coordinate with USAID Nutrition and MBS projects to identify areas which NAFKA can contribute	Nutrition/Blended Food Specialist																				
Activity 2: Work with small, local millers and women's groups to develop and market blended flours using vegetables from their community or home gardens, or using rice bran	C4Lead, Nutrition/Blended Food Specialist,	Mpito's Women's Enterprises, CBHI SIDO, Sokoine University																			
Develop Strategy for Rice Bran	DCOP, Nutrition/BlendedFoodSp,																				
Component 5 - Innovation Fund																					
Develop Incentives for cooperations between Medium and Larger Grain Buyers per the ICS and storage systems for paddy	DCOP, GrantsManager, MarketLinkagesSp, C2L, Value Chain Advisor (STTA).	KPL, TAN-Rice, Export Trading Groups																			
Small matching grants for entrepreneurs -- agro-dealers/agro-machinery, etc	Mech Spec, Mpuya, Kaiza, Sabhai	STTA																			
Prototype and manufacture of the UDP urea large pellet		STTA																			
Incentives for the production of farmer quality rice seed at the association level	Kaiza, EXT, Mpuya, Sabhai	STTA																			
Micro&small in-kind grants for smallholders and associations to upgrade technologies	Sabhai, CRS	STTA																			

RICE VALUE CHAIN IN ZANZIBAR

Year One Work Plan (April 2011- April 2012)		Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1			Qtr 2			
																		Start-Up
		Long-Term	Potential Partners		A	S	O	N	D	J	F	M	A	M	J	J	A	S
Rice Value Chain in Zanzibar																		
Component 2 - Improved Competitiveness and Trade																		
Task: Develop Joint Strategy with RGoZ and Stakeholders																		
<i>Activity 1:</i> Meet with Government in Zanzibar, USAID Feed the Future and other Stakeholders	COP, DCOP, Association Development Specialist	RGoZ MoA, USAID Feed the Future Partners, JICA, KOICA																
<i>Activity 2:</i> Develop Strategy and solicit buy-in	COP, DCOP, Association Development Specialist,	RGoZ MoA, USAID Feed the Future Partners, JICA, KOICA																
<i>Activity 3:</i> Ongoing review of Strategy and plan for years 2-5	DCOP, C2Lead, C3Lead, MechSp	RGoZ MoA, USAID Feed the Future Partners, JICA, KOICA																
Task: Facilitate the development of Service Delivery Centers																		
<i>Activity 1:</i> Assessment of service delivery centers in: Inputs, credit, crop insurance, inventory credit, input and hire/purchase of agrimachinery	DCOP, C2Lead, C3Lead, Mechanization Specialist																	
<i>Activity 2:</i> Design Program and Identify entrepreneurs and viable service providers and facilitate linkages with financial institutions	DCOP, C2Lead, C3Lead, Mechanization Specialist	TBD																
Assess Program and provide year 2 strategy	DCOP, C2Lead, C3Lead, Mechanization Specialist																	

Year One Work Plan (April 2011- April 2012)			Qtr 1	Qtr 2		Qtr 3			Qtr 4			Qtr 1		Qtr 2							
			Start-Up	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo					
			Long-Term	Potential Partners			A	J	S	O	N	D	J	F	M	A	M	J	J	A	S
Rice Value Chain in Zanzibar																					
Task: Improve Input Availability																					
Activity 1: Link NAFKA Seed Team with stakeholders and other donors to develop Zanzibar specific Seed Strategy	Input Markets Specialist, Seed Specialist	RGoZ MoA, USAID Feed the Future Partners, JICA, KOICA																			
Activity 1: Implement Zanzibar specific seed strategy to increase quality seed supply and demand for improved varieties	Input Markets Specialist, Seed Specialist	RGoZ MoA, USAID Feed the Future Partners, JICA, KOICA																			
Activity 2: Assess and design program to improve agrodealer network and services	Input Markets Specialist, Seed Specialist	Brighton, CNFA-Tagmark																			
Implement TA/ToT to improve agrodealer network and services and link to certification process	Input Markets Specialist, Seed Specialist	Brighton, CNFA-Tagmark																			
Component 3 - Improved Productivity																					
Task: Demonstrate and Facilitate Knowledge Transfer of Productivity Technique, and facilitate Demand for Improved Production Technologies																					
Activity 1: Develop demonstration plots for extension services to smallholder farmers	AgExtManager, VBAs																				
Establish Demonstration plots using VBAs, lead farmers, and other extension agents as appropriate.	C3Lead, IrrigatedRiceSp, Water Mgmt/NRM Specialist, AgExtSp	research stations																			
Facilitate delivery of GAP TA- Modules to be determined	C3Lead, IrrigatedRiceSp, Water Mgmt/NRM Specialist, AgExtSp																				
Activity 2: Develop model farms for ToT to extension agents, smallholder farmers and associations	C3Lead, IrrigatedRiceSp, Water Mgmt/NRM Specialist, AgExtSp	Research Stations, Input Suppliers, Service Providers,																			
Facilitate delivery of GAP ToT - Modules TBD	C3Lead, IrrigatedRiceSp, Water Mgmt/NRM Specialist, AgExtSp																				
Activity 3: Establish Emergent Farmers Program	C3Lead, IrrigatedRiceSp, Water Mgmt/NRM Specialist, AgExtSp, EF Coordinator	Research Stations, Input Suppliers, Service Providers,																			
Identification of 1-2 Emerging Farmers	EF Coordinator																				
Facilitate training in FaaB, entrepreneurship, agronomy, etc	EF Coordinator																				

Year One Work Plan (April 2011- April 2012)		Long-Term		Potential Partners		Qtr 1	Qtr 2		Qtr 3		Qtr 4		Qtr 1		Qtr 2					
						Start-Up	Mo	Mo	Mo	Mo	Mo									
						A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Rice Value Chain in Zanzibar																				
Task: Strengthen Water-User Associations, Producer Associations and Farmer Groups																				
<i>Activity 1:</i> Rapid Assessment of WUA and marketing associations in Zanzibar		AssocDevSps,IrrigatedRiceSp Ag ExtensionM																		
<i>Activity 2:</i> Facilitate the delivery of ToT in full package of association development curriculum to relevant apex associations, associations, FGs		AssocDevSps,IrrigatedRiceSp Ag ExtensionM																		
<i>Activity 3:</i> Review and tailor, and facilitate the delivery of WUA materials, including: irrigation scheme management, water use association management, improved agronomy		AssocDevSps,IrrigatedRiceSp Ag ExtensionM		RGoZ MoA, JICA, KOICA,																
Component 4 - Increased Income for Vulnerable Smallholders																				
Task: Facilitate the development of Savings and Internal Lending Communities																				
<i>Activity 1:</i> Assess viable and interested CBOs in delivering SILC methodology		C4Lead Team,																		
<i>Activity 2:</i> Activity 2: Provide ToT in SILC methodology to viable CBOs in Kongwa and Kiteto		C4Lead Team,																		
<i>Activity 3:</i> Facilitate opportunities for viable CBOs to apply for grant funding to expand their outreach		C4Lead Team,																		
<i>Activity 4:</i> Promote family gardens and integrate nutrition messaging into training programs		Component 4 team, Agricultural Extension Officer, Nutrition Specialist																		
Task: Establish Market Linkages for Blended and Nutritional Foods																				
<i>Activity 1:</i> Implement Strategy for Rice Bran		DCOP, NutritionSp																		
<i>Activity 2:</i> Develop linkages with Market Based Solution Project, identifying quality requirements of SME millers and integrating those requirements into our training programs		Nutrition/Blended Food Specialist		USAID MBS project																

MAIZE CHAIN IN KONGWA AND KITETO

Year One Work Plan (April 2011- September 2012)			Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1		Qtr 2						
			Start-Up	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo				
			Long-Term	Potential Partners			A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
MAIZE																					
Component 2 - Improved Competitiveness and Trade																					
Task: Facilitate linkages with market buyers																					
<i>Activity 1:</i> Facilitate Linkages between associations and SME millers under the Market Based Solutions Programs	C2Lead, MarketLinkagesSp	USAID's MBS Project																			
<i>Activity 2:</i> Integrate quality requirements of SME millers into training materials for associations	C2Lead, MarketLinkagesSp,	USAID's MBS Project																			
Task: Facilitate the adoption of Inventory Financing via storage and warehouses																					
<i>Activity 1:</i> Conduct assessment of grain storage facilities in Kongwa and Kiteto and develop roadmap for facilitation and upgrading of improved grain storage facilities and networks	Value Chain Advisor STTA, Warehouse Expert/PHHS STTA, AssocDevSps	MVIWATA																			
<i>Activity 2:</i> Implement the roadmap for facilitation and upgrading of strategic grain storage facilities	Value Chain Advisor STTA, Warehouse Expert/PHHS STTA, AssocDevSps	MVIWATA																			
<i>Activity 3:</i> Identify existing associations that can link with "Inventory financing" in current season - Apex and associations around Kibaigwa Market,	AssocDevSp, AccesstoFinanceSp, Value Chain Advisor	MVIWATA																			
<i>Activity 4:</i> Develop relationships between associations, processor & traders, SACCOS and MFIs to introduce inventory financing options	C2Lead, AccesstoFinance, ValueChainAdvisor, AssocDevSp																				
Task: Improve Service Provision in Agri-Machinery and Equipment																					
<i>Activity 1:</i> Introduce Spring Jembes to maize growing regions- Procurement and roll out to VBAAAs	Ext. Service, Mechanization Specialist																				
Training of VBAAAs to demonstrate- demand creation & marketing materials	Ext. Service, Mechanization Specialist																				
Facilitate local Service Providersto to manufactor them	Ext. Service, Mechanization Specialist, Kaiza																				
<i>Activity 2:</i> Assessment and Strategy Development for agrimachinery in Kongwa and Kiteto	Mason, Mpuya, X																				
Develop a longterm strategic plan and 4 year action plan to develop equipment and mechanization services to small and medium farmers.	Mpuya, Ext, Mech. Spec. Behavior change, Kajimbwa, Kaiza	Intermech, Tendaji, SUMA JKT, Quality Group																			
<i>Activity 2:</i> Design and implement Service Provider Mechanization Program and Youth Entrepreneur Program for Mechanization	Kaiza, Mpuya, Ng'habi, Manjori	Intermech, Tendaji, SUMA JKT, Quality Group																			

Year One Work Plan (April 2011- September 2012)			Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1		Qtr 2		
			Start-Up		Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	
			A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
MAIZE																	
Task: Improve Input Availability (Cross-linked with Rice focus 80/20)																	
Activity 1: Analyse constraints and opportunities to input availability and demand via seed and fertilizers	Seed Specialist, Ag Ext, Mpuya, Kaiza	USAID's SERA															
Activity 2: Launch NAFKA Seed Team and hold ongoing meetings with stakeholders	Mpuya, Kaiza, Agricultural Extension Officer, Seed Specialist, IFDC (STTA)	TOSCI, ASA, USAID's SERA project, TANSEED, Kipato Seed, IRRI,															
Facilitate the development of new seed variety, and provide feedback loop on demand for quality rice seed	Mpuya, Kaiza, Agricultural Extension Officer, Seed Specialist, IFDC (STTA)	TOSCI, ASA, USAID's SERA project, TANSEED, Kipato Seed, IRRI,															
Activity 3: Develop package and branding, including small-pack technology	Kaiza, Ag Ext, Seed specialist, Mpuya, Ng'habi	Danya															
Activity 4: Strengthen fertilizer sector through local capacity building of fertilizer producers	InputMarketSp, InputMarket STTA	Minjingu Mines and Fertilizers, YARA,															
Activity 5: Assess and design program to improve agrodealer network and services	InputMarketSp, InputMarket STTA	Brighton, CNFA-Tagmark															
Implement TA/ToT to improve agrodealer network and services	InputMarketSp, InputMarket STTA	Brighton, CNFA-Tagmark															
Component 3- Improved Productivity																	
Task: Demonstrate and Facilitate Knowledge Transfer of Productivity Technique, and facilitate Demand for Improved Production Technologies																	
Activity 1: Develop the Wakala network using an escalating fee based service provision model	AgrExtManager, DistrictCoordinators																
Identify VBAAAs via the District offices	AgrExtManager, DistrictCoordinators	DALDOs															
Activity 2: Develop demonstration plots for extension services to smallholder farmers	AgExtManager, D.Coord., VBAAAs																
Establish Demonstration plots using VBAAAs, lead farmers, and other extension agents as appropriate.	C3Lead, AgExtManager, D.Coords, VBAAAs	research stations															
Facilitate delivery of Integrated Soil Fertility Management TA; Integrated Production and Pest Management TA; On-Farm Water Management TA; Urea Deep Placement TA	C3Lead, AgExtManager, D.Coords, VBAAAs																
Facilitate delivery of Post-Harvest, Handling, On-farm Storage and Product Processing demo TA:	C3Lead, AgExtManager, D.Coords, VBAAAs																
Activity 3: Design and Establish Emergent Farmers Program	AccesstoFinance, C3Lead, MarketLinkagesSp	Research Stations, Input Suppliers, Service Providers,															

Year One Work Plan (April 2011- September 2012)	Long-Term	Potential Partners	Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1		Qtr 2		
			Start-Up	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	
			A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
MAIZE																	
Identification of 2-4 Emerging Farmers in Kiteto/Kongwa	AccesstoFinance, C3Lead, MarketLinkagesSp, AssocDevSp																
Development of portal for Emerging farmers	EF Spec, Danya																
Launch Emerging Farmer Prorgam	EF Spec, C3Lead, AgExtManager, CommManagers, AssocDevSps																
Facilate training in FaaB, entrepreneurship, agronomy, etc	EF Spec, C3Lead, AgExtManager, CommManagers, AssocDevSps	TPSF-UNCTAD facility,															
Prepare Report per the benefit results of the EF program with recommendations for the following year	EF Spec, C3Lead, AgExtManager, CommManagers, AssocDevSps																
Task: Strengthen Producer Associations and Farmer Groups																	
Activity 1: Conduct Assessment and listing of apex associations, producer marketing associations and farmer groups in Kiteto and Kongwa	AssocDevSp,	MVIWATA															
Rapid Assessment of associations around Kibaigwa Market	AssocDevSp,	MVIWATA															
Activity 2: Develop a unified NAFKA training curriculum, including Behavior change communications, nutrition and gender awareness, etc (Cross-linked to Rice)	AssocDevSps, BCC Specialist, Gender Specialist	International Center for Research on Women															
Tailor Farming as a Farmily Business and assess it in select regions	AssocDevSps, BCC Specialist, Gender Specialist	International Center for Research on Women															
Activity 3 : Provide ToT in FaaFB to local service providers (RUDI, MVIWATA, FIPs, CRS, etc)	AssocDev STTA																
Activity 4: Facilitate the delivery of ToT in FaaFB to associations	AssocDevSps, AssocDev Field Officers																
Activity 5: Facilitate the delivery of ToT in full package of association development curriculum to apex associations, associations, farmer groups,	AssocDevSps, AssocDev Field Officers																

Year One Work Plan (April 2011- September 2012)				Qtr 1		Qtr 2		Qtr 3			Qtr 4			Qtr 1		Qtr 2			
		Long-Term		Potential Partners		Start-Up	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	Mo	
				A-J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	
MAIZE																			
Component 4 - Increased Income for Vulnerable Smallholders																			
<i>Task: Facilitate the development of Savings and Internal Lending Communities</i>																			
<i>Activity 1:</i> Assess viable and interested CBOs in delivering SILC methodology	C4Lead Team																		
<i>Activity 2:</i> Activity 2: Provide ToT in SILC methodology to viable CBOs in Kongwa and Kiteto	C4Lead Team																		
<i>Activity 3:</i> Facilitate opportunities for viable CBOs to apply for grant funding to expand their outreach	C4Lead Team																		
<i>Task: Establish Market Linkages for Blended Foods</i>																			
<i>Activity 1:</i> Work with small, local millers and women's groups to develop and market blended flours using vegetables from their community or home gardens, or using rice bran.	AccesstoFinanceSp, C4Lead, Gender Sp, Nutrition/Blended Food Specialist	USAID FtF Nutrition Project, Mpito'sWomen's Enterprises, CBHI, SIDO, Sokoine University																	
<i>Activity 2:</i> Develop linkages with Market Based Solution Project, identifying quality requirements of SME millers and integrating those requirements into our training programs	Nutrition/Blended Food Specialist	USAID MBS project																	

ACRONYM LIST

AgExtManager- Agricultural Extension Manager
AMITSA- Agricultural Input Marketing Information and Transparency System
ASA- Agricultural Seed Agency
AssocDevSps- Association Development Specialists
BCC- Behavior Change Communications
C2Lead- Component 2 Lead (Value Chain Development Specialist)
C3Lead- Component 3 Lead (Agricultural Productivity Specialist)
C4Lead- Component 4 Lead (Vulnerable Groups Specialist)
CBHI- Community Based Health Initiative
CIP- Commodity Investment Plan
COP- Chief of Party
DALDOs- District Agricultural & Livestock Development Officer
Dcoord- District Coordinators
DCOP- Deputy Chief of Party
DIDF- District Irrigation Development Fund
EF Specialist- Emergent Farmer Specialist
Export Trading Group- ETG
FtF- Feed the Future
iAgri- USAID Research Project (Ohio State)
ICT- Information Communications Technology
IRRI- International Rice Research Institute
JICA- Japanese International Cooperation Agency
KATC- Kilimanjoro Agricultural Training Centre
KOICA- Korean International Cooperation Agency
KPL- Kilombero Plantations Ltd.
MBS- Market Based Solutions Project (USAID)
MITM- Ministry of Industry, Trade and Marketing
MoA- Ministry of Agriculture
MVIWATA- National Network of Small-Scale Farmers Groups
PASS- Private Agricultural Sector Support Trust
PHHS- Post Harvest Handling and Storage
PRIDE- Promotion of Rural Initiative and Development Enterprises Limited
RGoZ- Revolutionary Government of Zanzibar
RLDC- Rural Livelihood Development Company
RUDI- Rural and Urban Development Institute
SAGCOT- Southern Agricultural Growth Corridor of Tanzania
SERA- USAID Policy Project (Booz Allen Hamilton)
SIDO- Small Industries Development Organization

TAP- Tanzania Agricultural Partnership
TARIPA- Tanzania Rice Partnership
TASTA- Tanzania Seed Trade Association
TIB- Tanzania Investment Bank
TOSCI- the Tanzania Official Seed Multiplication Institute
TPSF-UNCTAD- Tanzania Private Sector Foundation
VBAA- Village Based Agricultural Advisors
VCA- Value Chain Analysis

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

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