



**USAID** | **TANZANIA**  
FROM THE AMERICAN PEOPLE

# STAPLES VALUE CHAIN ACTIVITY - NAFAKA

**TASK ORDER NUMBER: AID-623-I-10-0001**

**YEAR TWO WORKPLAN**

**OCTOBER 1, 2012 – SEPTEMBER 30, 2013**

**October 01, 2012 (revised October 31, 2012)**

This publication was produced for review by the United States Agency for International Development. It was prepared by ACDI/VOCA.

# STAPLES VALUE CHAIN ACTIVITY - NAFAKA

**YEAR TWO WORKPLAN**

**OCTOBER 1, 2012 – SEPTEMBER 30, 2013**

## **DISCLAIMER**

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

# CONTENTS

- EXECUTIVE SUMMARY** **3**
  - NAFAKA Overview 3
  - The Implementation Team 3
  - 2012-2013 Vision 4
  - Project Framework 5
  
- NAFAKA YEAR 2 WORKPLAN** **7**
  
- FLOW (COMPONENT 2)** **7**
  - Market Linkages 7
  - Access to Finance: 8
  - Input Market Strengthening 9
  - TARIPA 10
  
- GROW (COMPONENTS 3 AND 4)** **11**
- VILLAGE** **12**
  - Input Promotion and Demand Creation 12
  - Production 13
  - Association Development 13
  - Savings and Internal Lending Communities 14
- CATALYST ACTIVITIES** **14**
  - Kilombero Plantations Ltd 15
  - Uwawakuda Water User’s Association 15
  - Kilombero Valley Teak Company 16
- Zanzibar** **16**
  
- SOW (CROSS-CUTTING)** **18**
  - Gender 18
  - Behavior Change Communications 18
  - Environmental Compliance and Awareness: 19
  - ICT 20
- Cross Cutting- Other** **20**
  - Monitoring & Evaluation 20
  - Feed the Future Collaboration 22
  - Institutional Capacity Building 23
  - Innovation Grants 23
  
- NAFAKA YEAR TWO WORKPLAN GANTT** **25**
- ANNEX 1: NAFKA SENIOR STAFF LIST **ERROR! BOOKMARK NOT DEFINED.**
- ANNEX 2 : NAFKA YEAR TWO BUDGET PROJECTIONS **ERROR! BOOKMARK NOT DEFINED.**
- ANNEX 3 : NAFKA YEAR 2 PLANNED INTERNATIONAL TRIPS **ERROR! BOOKMARK NOT DEFINED.**
- ANNEX 4 : NAFKA REVISED PMP- DRAFT **34**

# EXECUTIVE SUMMARY

ACDI/VOCA is pleased to present the Year Two work plan for the Staples Value Chain Activity -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 October 1, 2012 through September 30, 2013. The budget reflected in Annex 2 is for this period.

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."

## NAFAKA Overview

NAFAKA promotes growth by facilitating competitiveness of the smallholder-based rice value chain, and balances 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 in rice and maize.
- 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. 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.

Local and regional partners:

- Farm Input Promotions-Africa (FIPS) 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 an inventory credit program.
- MVIWATA provides leadership training and capacity building of producer associations in maize growing areas, and facilitates linkages to large grain markets.
- Match-Makers Associates (MMA) provides expertise in value chain analysis in Tanzania.
- Other Local Implementing Partners: Training Centers (Kilimanjaro Agricultural Training Center and Mkindo Farmer’s Training Centre), Universities (Sokoine University), Apex associations (AKIRIGO and the Cereal Growers Association of Kongwa), and Local Government (District Agricultural and Livestock Development Officers).

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 International provides a strategic communications plan which will guide NAFKA’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.

## 2012-2013 Vision

The second year workplan builds upon the significant momentum of the first year of NAFKA implementation. It takes into account potential new opportunities, as well as year one successes and lessons learned. It was developed via a participatory series of workshops with the NAFKA team, ACIDI/VOCA and subcontractor home-office management staff and technical advisors. Through these workshops, the project has developed a revised results framework linked to USAID’s Feed the Future results framework and a simplified organizational strategy. Year two will focus on project cohesion and integration – marrying successful initiatives in target regions to facilitate the clustering of services to smallholder farmers in Kilombero, Mvomero, Kongwa, and Kiteto. Key goals of this year include:

- Streamlining project activities under the simplified rubric of:
  - **Flow:** fostering monetary and relationship transactions up and down the value chain. New activities under market linkages, access to finance and input markets will come online fully this year.
  - **Grow:** fostering smallholder adoption of improved technologies and practices in order to increase margins and improve food security. This focus area integrates strategies of productivity enhancement, association development, input promotion and savings and lending at the village level.
  - **Sow:** integrating cross-cutting best practices such as environment, gender, ICT, and behavior change across project activities
- Identifying and focusing resources on *catalytic initiatives* which focus on value chain change drivers in sub-clusters: Kilombero Plantation Ltd (KPL), Uwawakuda Water Association, and Kilombero Valley Teak Company (KVTC). These are in addition to our other entry points for year two, which include the Mlimba, Mangula and Ifakara North clusters in Kilombero district, irrigated and non-

irrigated areas in Mvomero district, Kongwa district through the Kongwa Cereal Growers Association, and agricultural marketing cooperatives (AMCOs) in Kiteto district.

- Building the capacity of local implementing subcontractors and partners via the USAID FORWARD initiative.
- Encouraging environmental friendly practices through the promotion of soil fertility management, water resource management and conservation agriculture (CA).
- Coordinating TARIPA activities to encourage private sector investment, information sharing and coordination with the SAGCOT Center.
- Fostering an adaptive management strategy by operationalizing the Performance Monitoring Plan, through which all activities are clearly linked to targets and results.

### Project Framework:

The project team has simplified the operational framework of NAFAKA as per the diagram below. This structure reflects the five-component framework presented in our Task Order. Under this rubric, Component 1, Value Chain Analysis and Strategy Development, was addressed by the Value Chain Assessment and Year 1 workplan presented in August, 2011. This Year 2 workplan builds on and reflects a refinement of the strategy developed at that time. Component 2 “Increased Competitiveness and Trade of rice and maize value chains” is now known as “Flow”, Component 3 “Increased Productivity” and Component 4 “Increased Incomes for Vulnerable Groups” is now referred to as “Grow.” All cross-cutting best practices are referred to as “Sow”. Details for each program area can be found in the subsequent narrative. Component 5, entitled “Unleashing Innovation and Private Sector Investment,” is being addressed through employment of subcontracts and development of a limited grants fund designed to “buy-down” risks for value chain actors to innovate and invest (i.e., YOSEFO, NMB, mobile applications) and engagement in public-private partnerships (primarily KPL and KVTC) in which NAFAKA contributions are supporting private-sector value chain investments. These will be expanded during Year 2 to further promote innovation and private sector investment.

FLOW (improve flow of value chain transactions)	GROW (improve farmer capacity to grow crops profitably)	SOW (cross-cutting best practices across all activities)
Access to Finance	Village-level productivity	Gender Integration
Market Linkages	Association Development	Environmental Integration
Input Marketing and Distribution	Savings and Internal Lending	Behavior Change Communication
Post-harvest Handling & Mgt	Input Promotion	

Activities comprising each of these components are supported by other overarching NAFAKA elements, to include:

- Innovation grants and subcontracts to buy-down risk, introduce innovations, leverage resources and add incentives to stimulate private sector investment and mitigate risks in the value chains (e.g., warehouse upgrading, mobile applications to support farmers and agribusiness, progressive farmers, etc.).
- Rigorous monitoring and evaluation to inform on project progress, identify problem areas and drive corrective action.
- TARIPA coordination to support private investment in the SAGCOT region and link potential investors with value chain actors.
- Communications products (reports, success stories, etc.) to better tell our story.

- Institutional capacity building to strengthen local organizations in compliance with USAID Forward mandates.

# NAFAKA YEAR 2 WORKPLAN

## FLOW (COMPONENT 2)

Year one of NAFKA implementation placed a heavy emphasis on building the capacity of smallholder farmers in production, savings and association development through specific geographic entry points. Moving into year 2, NAFKA will devote an equal emphasis on strengthening the performance of the rice and maize value chains through facilitating transactional flows between value chain actors. Four inter-connected sub-components under Flow include market linkages, access to finance, input markets and TARIPA.

### Market Linkages

Access to markets remains a key challenge to most small-holder farmers in Rice and Maize producing areas in Tanzania, and generally East Africa. This has led to the over-reliance on middle-men to “bridge” that gap. Middle men remain most farmers’ main way to gainfully and effectively participate in the local and regional commodity markets. In Year 2, under the leadership of new NAFKA employee, [REDACTED], the market linkages subcomponent will focus on:

- **Collective marketing strategies and buyer linkages:** identifying specific buyer requirements, producer associations that focus on selling to those markets, and producing for those requirements. NAFKA will facilitate marketing campaigns as an incentive to attracting bulk buyers and creating sustainable markets for organized groups. A networking strategy would involve creating a network of buyers and sellers of both input supplies and produce. Strategies may include value addition and/or brand development.
- **Stakeholder networking events and information sharing platforms:** such as agribusiness trade fairs, radio or television programs and farmer field days. These activities are designed to raise awareness and facilitate relationships among value chain actors, share knowledge and information among them, and generate market opportunities [REDACTED] will work with the implementation team to determine the best medium for information sharing.
- **Develop materials for capacity building of smallholders** on 1) basic business skills through Farming as a Business trainings to learn and appreciate cost effective ways of doing business. 2) the benefits on Warehouse Receipt and Inventory Credit Systems as a means towards eradication of post-harvest losses as well as easy access to finance, with crop as collateral. This activity will be coordinated with the GROW team.
- **Post-harvest handling and management:** Particularly in maize, most losses tend to take place in the post-harvest stage. Training and technical assistance will be provided to producer groups for improvement of cleaning, drying and storage practices. This is especially critical in assisting producer groups to deliver the quality demanded by WFP/P4P. Small grant and subcontracting mechanisms will be used to connect with and build capacity of current providers of such services. NAFKA will employ a post-harvest specialist to form part of the Flow team to ensure full integration of these activities.
- **Market Information Systems** to shorten the marketing channels: There are many players in the marketing chain - farmers, local traders/broker, piece-workers/laborers, millers/ traders, wholesalers/ regional traders, transporters, brokers, loaders and un-loaders, wholesalers, and retailers – etc. Due to lack of information/trading knowledge, the farmers pocket the least in this very long chain of transactions. NAFKA investments in MIS will be minimal, focused more on connecting farmers and other value chain actors to existing MIS systems to gain greater access to information on pricing, GAPs, weather, etc.

## Access to Finance:

Moving into Year 2, the NAFAKA Access to Finance Specialist, [REDACTED], will advance to a management role of this subcomponent, supervising a to-be-recruited mid-level Access to Finance specialist. At the farm-level, investments in productive technologies can help to double yields, potentially flooding the market and lowering prices at harvest. Mechanisms such as inventory credit could help farmers to weather price shocks and take advantage of favorable price windows. Outgrower schemes with embedded input financing could help to strengthen reliable and quality supply from farmers. [REDACTED] will determine a financing strategy that is most appropriate for each of the value chains and also is the most appropriate starting point for financial institutions. During the first quarter of year 2, ACIDI/VOCA Access to Finance specialist Elizabeth McGuinness will be in Tanzania working with [REDACTED] to assess the financial landscape and determine priorities among agricultural financial products or value chain financing options. 2012-2013 planned activities include:

- Meet with select banks, MFIs, and SACCOS to evaluate supply constraints of why FP's are, or are not, lending to farms and agribusinesses and how to support their outreach; discuss agricultural products that can meet the needs of NAFAKA beneficiaries;
- Meet with lead input dealers, warehouse operators, processors and buyers to evaluate their financing demands and potential roles they can play in facilitating finance;
- 
- Develop strategies to address financial gaps, specifying mix of resources, likely partners and tools/resources that can be promoted by the project.
- Exploring **DCA mechanisms** currently being developed by USAID for greater application to NAFAKA activities.
- NAFAKA will facilitate **input credit for smallholders** focused on two main activities:
  - Securing input credit for smallholder farmers involved in the Kilombero Plantation Ltd (KPL) outgrower scheme. Three proposals (CRDB, NMB and YOSEFO) were received in response to a NAFAKA Request for Proposals for credit training to outgrowers in lieu of credit history. It appears likely that NMB will be the selected provider given that its proposal was considered the most competitive. YOSEFO, the organization subcontracted by NAFAKA last year to provide this service, has indicated it will serve a limited number of outgrowers using its own resources. This will facilitate a greater number of farmers being reached, while also providing a platform to compare different financial products for smallholders.
  - Securing credit for emerging commercial farmers through NMB bank and the NAFAKA Progressive Farmer program to catalyze bank loans to this category of farmer. The Progressive Farmer Program focuses on developing the technical and business capacity of emerging commercial farmers. The program this year will focus on 35-40 progressive farmers with an aim towards facilitating financing for them for the 2013 production season. This program will act as a pilot for banks to view small-scale producers as viable candidates for bank lending.
- **Credit for Value Chain SMEs:** NAFAKA will identify potential change agents interested in offering new services or products to smallholder farmers, but requiring capital in order to do so. This could include input supply companies, irrigation and mechanization services, service providers, etc. NAFAKA is currently developing a financing grant for TANSEED in order to develop a certified seed outgrower program.
- Assessing and developing **inventory credit schemes** currently being piloted through associations in Kilombero district.

- Continue work with the Tanzania Investment Bank to provide **credit services to three farmers associations** being assisted by NAFAKA: Uwawakuda (Mvomero), AKIRIGO (Kilombero), Chimika (an association of SACCOS in Kilombero) and KGCA (Kongwa). NAFAKA has proposed to jointly-finance with TIB a feasibility study for business plan development for these institutions to access mechanization, irrigation and reliable input supply.

### Input Market Strengthening

NAFAKA continues to treat input supply as a critical activity supporting strengthened performance of the rice and maize value chains. As such, multiple interventions will be made to strengthen the input supply chain – increasing access to, availability and appropriateness of new technologies for smallholder farmers. During the past year, activities were focused around input suppliers and seed producers, this coming year, NAFAKA will expand the focus to agrodealer development as well in collaboration with the FtF TAPP activity which is engaged in similar interventions in the vegetable value chains.

**Agrodealer Development:** NAFAKA is strengthening the agro-input dealer network, under the auspices of NAFAKA input specialist [REDACTED] with support from agro-dealer specialists [REDACTED] and [REDACTED] of IFDC. The program will address a critical missing link between input suppliers, village level agricultural advisors (VBAAAs) and lead farmers. It will facilitate stronger linkages between agro-dealers at the village level to input suppliers located in larger population centers to close this gap through joint training on availability and use of input products and good agricultural practices, as well as business training for service providers. Finally, village based agricultural advisors, facilitated by the NAFAKA program will be linked to agro-dealers for inputs and technical advice. VBAAAs will in turn become rural agents for the agro-dealers. The program will strengthen agro-dealers to provide extension advice through demonstration plots. The key activities for this coming year include:

- During the last quarter of Year 1, NAFAKA identified and mapped out 74 agro-dealers in program areas. Of these, more than 50% already host their own demonstration plots. Moving into year three, our efforts to strengthen the outreach of these agro-dealers will result in improved capacity to assume much of the NAFAKA-facilitated “GROW” productivity enhancing activities. A baseline will be conducted to assess each agent/dealer level of technical and business skills.
- NAFAKA will launch a training program to address identified gaps for potential agro-dealers and agents; we will then link trained agro dealers and agents to input suppliers and financial service providers.
- Continue to coordinate with various stakeholders interested in the agro-dealer program under TARIPA auspices. Participating organizations include YARA, Agra, RUDI, TARIPA, MAFC, Monsanto, Tansed, Bytrade,, Syngenta, USAID, Agmark, BRITEN, Triachem, SEEDCO, and Norwegian Embassy. MAFC will continue to be consulted for clarification on provisions of the Seed, Fertilizer and Plant Protection Acts to ensure that NAFAKA efforts are in full compliance with local laws and regulations governing the distribution, sale and utilization of inputs.

**Seed Supply:** NAFAKA seed specialist [REDACTED] will focus on facilitating commercial seed companies to demonstrate and market their products and to inform farmers about the choice of available varieties and their traits. Additional activities under the Seed sub-component include:

- Working with commercial seed companies to increase their supply of improved hybrid seeds, [REDACTED] will facilitate access to financing or innovation grants to develop outgrower schemes for the production

of improved seeds. He is currently working with TANSEED to produce such a proposal, and will explore prospects for similar involvement with SEEDCO and ByTrade.

- Ensuring that information related to seed labeling, seed dressing for safe handling and farmer's rights and recourse if seed does not germinate is included in NAFKA training programs with producer groups.
- Supporting interested farmers/associations to produce and market seeds internally to their own members to keep down the cost. NAFKA can assist the association to run this as a profitable business. An example of such an effort during project year one was the seed plot developed on the Uwawakuda model farm, which were transplanted onto the larger farm. Greater efforts will be made through NAFKA training programs to producer groups and associations to promote seed production as a commercial enterprise for the benefit of their own members.

**Input Suppliers Linkages:** NAFKA will continue to work with input suppliers to sponsor demonstration plots, host farmer field days and develop appropriate demonstration protocols for their products. In coordination with TARIPA, NAFKA has developed a number of partnerships with suppliers, such as YARA, Syngenta, Tanseed, ByTrade, Monsanto, SEEDCO, Minjingu and others.. NAFKA will continue to work with suppliers on developing their own outreach and demand creation activities. Through targeted partnerships, NAFKA can spur investments by input firms (importers, distributors, retailers, seed dealers, etc.) to develop new markets and improve performance that will dramatically increase the quality, availability and application of inputs. NAFKA will collaborate closely with key persons in the agro-input sector engaged in importing, wholesaling and retailing to strengthen their capacity to satisfy the agricultural sector's increasing demand for affordable, good quality inputs products and services.

## TARIPA

In year 2, NAFKA will continue to coordinate the Tanzania Rice Partnership (TARIPA) as part of USAID's commitment and contribution to the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) initiative. SAGCOT was launched at the 2011 World Economic Forum in Davos by President Kikwete. Indeed, the Mission has tasked NAFKA with coordinating TARIPA until the SAGCOT Centre is capable of integrating this function within its own auspices. SAGCOT aims to foster growth in modern, commercial agriculture as well as generate a new force for rural development and poverty reduction. It will also develop Green Growth and climate change responsive opportunities for agricultural growth and development.. With an initial focus on the Kilombero Valley, TARIPA was established by SAGCOT partners to provide focus and develop a critical mass of commercial value chain activities for improved rice productivity, marketing and processing. It is the first step in developing the national rice value chain.

NAFKA employs a TARIPA Coordinator, [REDACTED], to establish TARIPA as a credible focal point for information sharing, coordination and communication among public and private sector partners. The TARIPA Coordinator has established an information clearinghouse to ensure that new and already established TARIPA partners can access information on policy and regulatory matters, financial and investment opportunities, and agricultural and environmental opportunities related to rice development. These constitute the "Soft Actions" that SAGCOT has identified as being crucial to developing new ways of improving trust and communication and stimulating commercial agricultural growth. The TARIPA activity is currently focused on four sub-cluster areas in Kilombero and one in Mvomero. The overall vision for USAID's support to TARIPA in year 2 is:

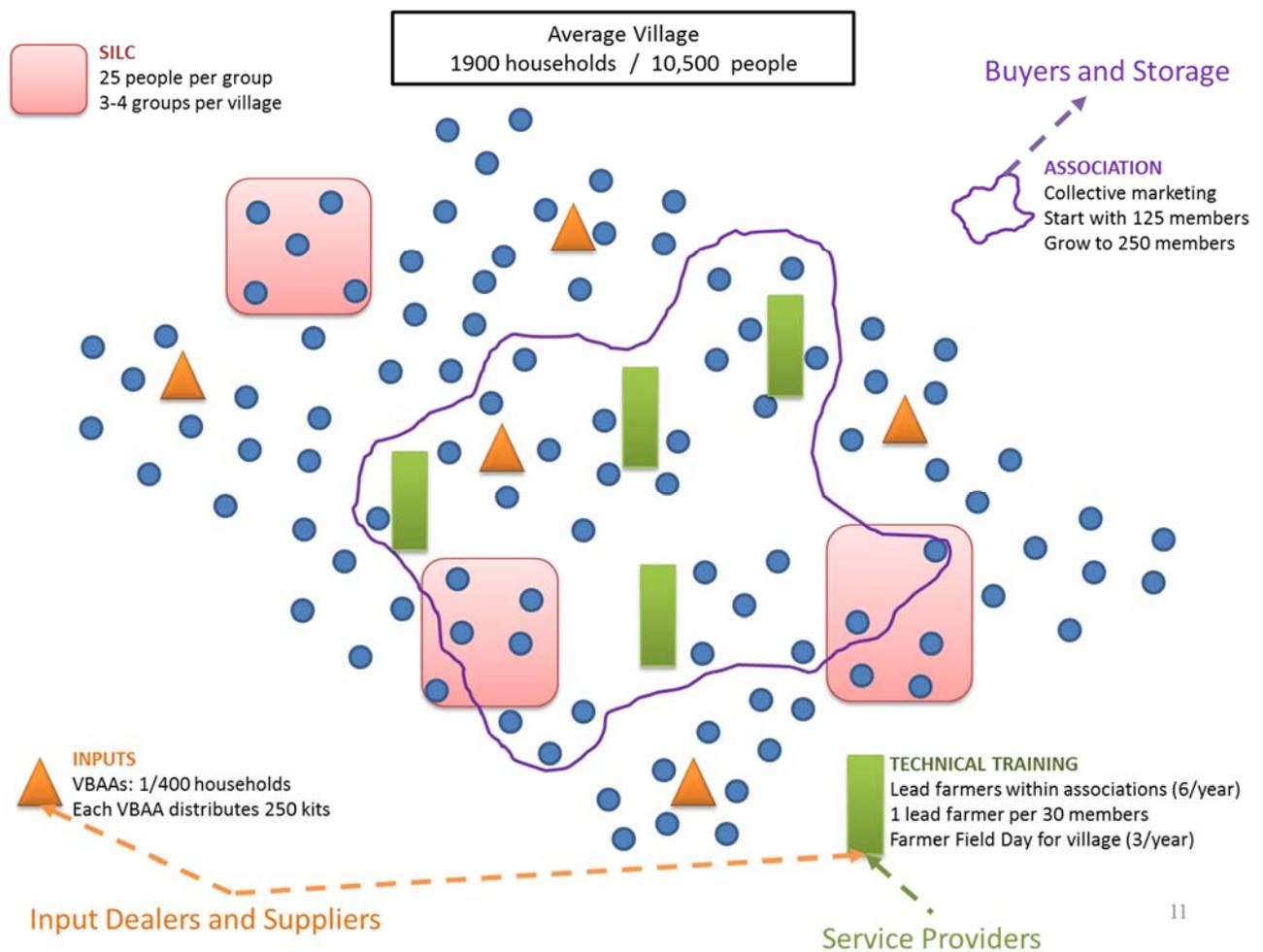
- **Preparing TARIPA for absorption by the SAGCOT Centre.** As the Centre grows and builds capacity, the TARIPA coordination function will eventually become an integrated part of the Centre. This transition is expected to take place within two years. The SAGCOT Centre is currently short of staff and tackling a wide range of functions at many different levels. By supporting the field-focused work of TARIPA, NAFKA is providing a timely and crucial element of support to the overall aims of SAGCOT.

NAFAKA will hire an assistant TARIPA Coordinator during 2013, to be trained and mentored by [REDACTED] in order that this individual can eventually be transitioned directly into the SAGCOT center.

- **Promote private sector investment** by facilitating national and international private sector company access to information about production levels, weather data, value chain analyses, relevant business environment and policy issues, . political climate and green growth opportunities and environmental issues relevant to wise and sustainable investment in the rice clusters. Private sector investors may include international companies with commercial, social and environmentally responsible profiles, like KPL, Yara, Syngenta, Kilombero Valley Teak Company and new potential partners identified by the SAGCOT Centre such as Bunge, Swiss Re, Monsanto and others. The TARIPA Coordinator will continue to link potential investors with other individuals, companies, organizations and consultants to ensure they have the information they require for the most appropriate investment decisions.
- **Coordinate activities and information sharing** among actors working in the rice clusters: including private sector actors (KPL, Yara, Syngenta Foundation, KVTC, SEEDCO, ByTrade, Vodafone, TAI Mobile), local NGOs, , local farmers and agri-business associations (Association of Kilombero High Quality Rice Growers Co. Ltd. (AKIRIGO), UWAPEKI, UWAWAKUDA), financial institutions (NMB, CRDB, MFIs, SACCOs, AECF, YOSEFO; the Government of Tanzania (national and local); the donor community; and Syngenta Foundation in collaboration with local insurance providers, ; national and local government and agencies (TIC, TRA, RUBADA).; and individual commercial value chain operators, including farmers, millers, traders and transporters, etc.
- **Support donor agencies and projects to align with TARIPA and SAGCOT:** Meet with donor and project representatives to clarify how they can align their activities with TARIPA and SAGCOT, and illuminate how the resources and activities of multinational and bilateral donors, donor initiatives and projects can support activities that enable rather than “crowd out” private investment in the rice sub-sector.
- **Link and coordinate partners to pilot innovative technologies:** Two specific initiatives for 2012-2013 to be further explored are: (1) weather-based input insurance in collaboration with the Syngenta Foundation, local insurance providers, international re-insurers, local financial institutions such as NMB, TIB, CRDB and YOSEFO, UC Davis and KPL; and (2) the Vodafone Hyper Local Market Place, i.e., a virtual grain trading platform where producer groups and traders can post offers and bids and interconnect to promote direct deals and bypass the middlemen. Partners of this initiative include Vodafone, AKIRIGO, KCGA, and traders from the Tansdale Market in Dar es Salaam.

## **GROW (COMPONENTS 3 AND 4)**

The Grow focus area looks at increasing incomes, improving food security and reducing vulnerability in NAFAKA communities. It brings together activities under Components 3 “Improving Productivity” and Component 4 “Increasing Incomes of Vulnerable Groups” under one umbrella to aid coordination and cross-fertilization using the village as the focal point of intervention. The four main interventions at the village level will be input promotion, productivity enhancement, association development and savings and internal lending. Tying these activities together fits with the overall vision of the project to foster the clustering of services in target communities. The Grow component will have two subcategories: Catalyst (KPL, KVTC, UWAWAKUDA) and Village (all other entry points). NAFAKA’s village level strategy is depicted in the graphic below.



11

Village represents the standard NAFKA package of activities in the majority of the target regions. Catalyst encompasses work with specific change agents in sub-clusters – representing a more tailored and flexible approach during implementation with a dedicated team focused on it.

An important factor into this integration was an assessment subcontractor and Component 4 lead CRS undertook in July and August of 2012 which indicated that there were vulnerable and non-vulnerable farm households participating in all village level activities. This is likely due to the self-selection methodology that NAFKA has used across project activities. Year 2 will see a roll out of the CRS vulnerability assessment tool so that NAFKA can fully track vulnerable and non-vulnerable households' participation across activities.

## VILLAGE

### Input Promotion and Demand Creation

NAFKA is promoting inputs at the individual farmer level through an innovative “village based agricultural advisor” program. Through subcontractor Farm Input Promotions Africa, VBAs are provided with small-packs of fertilizers and seeds to distribute amongst members of the communities. The aim is to empower farmers to experiment with inputs in small affordable quantities. These “learning” packs allow farmers to test

new varieties on their own fields, with little associated risk. Farmers enabled to "learn-by-doing" on their own farms have been shown to then return to their nearest farm input stockist or VBAA to purchase larger quantities. VBAAAs are trained in a number of fee-for-service activities, including providing small-packs of inputs, agricultural advice, vaccinations for chickens and the promotion of nutritious alternate crops. Each VBAA will host a "mother demonstration" plot, as well as facilitate the development of "learning" plots amongst farmers who receive input packs. These plots will focus on four main technologies: improved seed, fertilizer use, spacing and weeding. Per the chart below (page 15), roughly 4-5 VBAAAs will be selected in each community, each with an outreach goal of 250 farmers per year.

## Production

In Year one, productivity trainings were facilitated at the association level on demo plots owned by the association. Year 2 will see this model expanded to "lead farmers," whereby demonstration plots are located on the land of association members selected to deliver trainings throughout the year. Between 3-5 lead farmers will be selected by each association to host plots and provide trainings. These individuals, in return for receiving inputs on a portion of their land and hands-on agronomic training, will be expected to train between 25-50 other farmers in their respective villages (details outlined below). NAFKA agronomists and input suppliers will provide direct TOT to the lead farmers. Lead Farmers perform 3 functions: 1) share their knowledge of local conditions and solutions to other farmers; 2) teach farmers a simple set of technologies aimed at improving productivity and 3) provide a base for sharing information. LFs will conduct 6 trainings throughout the production cycle on improved technologies and GAPs. Additionally, farmer field days will be hosted on LF demo plots for the entire village up to 3 times per year. Farmer field days will be focused around specific themes, such as water conservation, harvesting or improved inputs, with input suppliers, service providers and buyers invited to participate.

*Productivity Exit Strategy:* NAFKA is committed to complying with the value chain facilitation approach element of "demonstrate, scale-up and exit" as mandated by our Task Order. It is important that we exit in ways that promote adoption of change "driven by value" as opposed to the attraction of continuing to receive project assistance. As such, NAFKA is focusing on a number of complementary exit strategies for productivity trainings. As the input markets work with agrodealers (under FLOW) advances, NAFKA will strengthen their capacity to develop business plans, apply for financing and conduct customer outreach activities. As such, our role will be to encourage entrepreneurial agrodealers to take over the demonstration plots and extension efforts as soon as they are ready. The NAFKA team expects this transition to begin at the onset of the 2013 production season, with select high performing agrodealers involved in demo-plots and extension advice in the 2012 season.

Another exit strategy is to build capacity of local training service providers through working with local training institutions such as Kilimanjaro Agricultural Training Center and the Mkindo Farmers Training Centre. This is consistent with USAID Forward mandates to build capacity for provision of such services that will survive the project. These institutes offer residential trainings to farmers, but require significant capacity building to become sustainable organizations. This coming year, NAFKA will work with the centers to improve their package of technical trainings, to build their M&E capacity for tracking beneficiaries' progress and improving their business/financial capacity for sustainability.

## Association Development

Producers benefit the most from linkages to markets through organized structures. NAFKA is facilitating the development of horizontal linkages between smallholders by exposing farmers to the benefits of group

marketing and developing commercially oriented producer associations. As associations develop, they will begin to provide key services to their members such as improved access to financial services, product consolidation, value-added processing, business and organizational skills transfer. Participating and newly-engaged producer associations will receive ToT in the following areas: Leadership, Marketing, Record Keeping, Operations, Post-Harvest Handling / Marketing and Farming as a Family Business. In 2013, associations will be facilitated to receive additional business and financial training. Targeted innovation grants are being used to support associations in developing warehouses suitable for inventory credit programs. Apex associations are eligible for larger grants to enable them to upgrade their operations. The planned expansions for associations are listed in the table below, (page 15).

### **Savings and Internal Lending Communities**

Subcontractor CRS, through local organization Caritas Mahenge, has been developing SILC groups in NAFKA target communities. The basic principle of the SILC system is that members self-select into groups for the purposes of saving and lending. SILC provides savings and simple insurance facilities to group members that do not have access to formal sector financial services. When the amount of money saved by the group is sufficient, members are encouraged to borrow from the funding pool at mutually agreed upon loan terms and monthly interest rates. They may also set aside a “social fund” for emergencies when they do arise. The CRS model employs Field Agents who mobilize the SILC groups –as the field agents gain skills and groups, they can apply to be certified as SILC “Private Service Providers” (PSPs). Upon certification, these PSPs can charge fees for their services.

Moving into 2013, NAFKA will consider the following strategies for integrating SILC and associations:

- Inquire among existing associations whether its members are already engaged in modern savings and lending groups to decide whether SILC should be promoted at that level (while people can choose to simultaneously try multiple SG approaches, they should not be the prime target)
- Once SILC groups are stable in their operations (3-4 months), invite agriculture extension agents to promote the farmer group opportunity among them.
- Facilitate the integration of existing SILC groups into Farmer Associations
- Facilitate coordination and planning meetings between field-level SILC agents and field-level agriculture agents so they can understand each other’s markets and groups better.

Determining SILC outreach for 2013 requires a measured approach. Tanzania has been the focus of a plethora of Savings Group projects (from CARE, Plan, VICOBA, etc.), and communities that already benefit from those services that are similar to SILC should not be the highest priorities. In addition, communities that received (or are receiving) free savings group services or materials can make it more difficult for the fee-for-service PSP model to take hold. In determining SILC outreach for this season, CRS will:

- Engage other actors at the national level (FSDT forum, etc.) to determine whether the other NAFKA cluster areas have or will be targeted by Savings Groups programs
- Undertake market research on the ground to confirm the information and prioritize expansion areas. This survey will be completed in the first quarter of 2013.

### **CATALYST ACTIVITIES**

Activities under the NAFKA Catalyst Program, led by [REDACTED], focuses on nurturing value chain drivers that can drive momentum towards integration of smallholders in sub-clusters. Catalyst activities will

feature tailored programming and flexible scheduling. The village strategy above will use primarily similar materials and methodology across project cluster areas – with minor variations dependent upon implementing partners. Catalyst materials and methodologies will be tailored in partnership with the change actor. 2013 Catalyst Activities will include:

### **Kilombero Plantations Ltd**

This Kilombero sub-cluster focuses on developing a large scale commercial rice farm, the Mngeta Rice farm run by Kilombero Plantations Ltd (KPL), and a surrounding out grower scheme, which will include up to 5,000 paddy farmers by 2016. KPL acting as the “hub” commercial farm will be the main market in this sub-cluster. 2012 activities focused on extending System of Rice Intensification (SRI) technology training to 1350 smallholder farmers. NAFKA also facilitated a pilot loan scheme for roughly 200 farmers to access improved inputs. Finally, during the project’s first year, NAFKA worked with 1,350 smallholders new to the KPL out grower program, plus 250 who were previously involved in the program. Ten village producer associations were developed, trained and formally registered, as well as an apex association at KPL’s request and through whom KPL can negotiate sales terms. Of this number, a total of 1,161 outgrowers are actually members of the associations; the remainder chose not to associate, although efforts continue to encourage them to do so. In project year two:

- NAFKA will continue strengthening these associations and extending their reach to absorb another 2,500 additional farmers (approximately), so the total number outgrowers to be served by the end of Year 2 is projected to exceed 4,000..
- SRI technology training will be transferred via the lead farmer approach. NAFKA will increase its staff contingent in support of KPL to four extensionists and two association development specialists. This complements the KPL contingent of six extensionists.
- Roll out of at least one new pilot financial product. NAFKA will subcontract with NMB to offer smallholder farmers credit for inputs for approximately 1,000 outgrowers. This will complement a continued, similar initiative by YOSEFO, which has agreed to support approximately 550 outgrowers during this workplan period with its own resources. Comparing these services will allow NAFKA to assess which financial product works best for the smallholders in this region.

### **Uwawakuda Water User’s Association**

NAFKA has worked with the Uwawakuda Water User’s Association for the past year in Dakawa through the Feed the Future facilitated Dakawa model farm, the progressive farmer program and securing the services of the Kilimanjaro Agricultural Training Center to provide water management training to lead farmers in the associations. Support to the UWA will act as a model for other irrigation schemes in the region as they are rehabilitated. Irrigated Rice Specialist [REDACTED] will oversee the bulk of the activities around UWA. This is particularly important as the Feed the Future Infrastructure Project breaks ground on the reconstruction/rehabilitation of the irrigation scheme. UWA will continue to require significant technical and business capacity building to bring the scheme into full potential. Activities in 2013 will include:

- Via a cost-share grant with Uwawakuda, NAFKA will be providing technical assistance to establish financial and administrative systems/procedures/internal controls, the salary of a qualified accountant for one year, computers and other office equipment, accounting software and office furnishings. Uwawakuda’s counterpart contribution includes providing the salaries of an accounts assistant and cashier as well the value of office space to be dedicated to the cooperative’s financial management efforts.
- Farmers in the association continue to require more hands on technical training to realize the potentials of irrigated agriculture. NAFKA will continue to provide this through using KATC, building the capacity of KATC, and providing ToT to lead farmers.

- Work with financial institutions, such as the Tanzania Investment Bank (TIB), to provide support to Uwawakuda in business plan development and access to finance.
- Work with UWA to identify develop a storage and marketing plan, consider adopting inventory credit financing, and continue to hold discussions with TANRICE to make available its largely unutilized storage facility.

### Kilombero Valley Teak Company

NAFAKA will also provide assistance to a second outgrower program with a private sector investor. The Kilombero Valley Teak Company has solicited NAFKA assistance to the company's teak outgrowers who also produce paddy. Teak plantations have a 15-20 year gestation period, requiring producers to secure more immediate income streams which rice can provide. Using a model similar to KPL, NAFKA and KVTC would each provide one agronomist for the program, with NAFKA also offering the assistance of one our association development specialists. Potential drawbacks are the limited number of outgrowers and others who would participate in the effort, although it does present opportunities to establish ourselves in Ulanga district containing thousands of paddy producers. At present, there are only 18 teak outgrowers in addition to 150 KVTC employees and contractors spread out over 9 villages in Kilombero and Ulanga districts, with potential for many more paddy producers in the area who are not teak outgrowers to participate. Despite the relatively small numbers of outgrowers to participate in the coming project year, USAID has expressed its support for NAFKA's involvement in this activity.

It bears emphasizing that most of the projected interventions with KVTC will occur in Ulanga District. While this falls outside the primary target areas for assistance under NAFKA, our Task Order contains language stating that "Contractor is encouraged to pursue opportunities in other regions if they meet one or more of" certain criteria, which this intervention would achieve.

### Zanzibar

NAFAKA stands ready to engage on Zanzibar once the Mission completes its assessment to determine whether to focus Feed the Future interventions on irrigated or non-irrigated areas. In the absence of this information, planning activities is difficult. We are fully aware of the sensitivities inherent in initiating activities on Zanzibar, and are ready to begin mobilizing upon Mission guidance. Activities in Zanzibar will be tailored to reflect the unique needs of the island, particularly in terms of water management, soil fertility, adoption of GAPs and association development. Specific interventions and beneficiary groups will be identified upon notification by the Mission of the types and location of activities to be targeted.

Location	Villages / Associations	Methodology	Training Facilitators
<b>RICE</b>			
<b>Kilombero</b>	12 old + 18 new = 30	<ul style="list-style-type: none"> <li>Lead Farmers through associations, offering 6 sessions per year. 25-50 farmers to each LF.</li> <li>Farmer Field Days for the village- 3 per year.</li> </ul>	NAFAKA team (ACDI/VOCA, RUDI, FIPs, CRS), training centers as identified, Agri-Input Dealers
<b>Mvomero</b>	6 old + 5 new= 11	<ul style="list-style-type: none"> <li>4-5 VBAAAs per village.</li> <li>SILC PSPs focused on Kilombero possible expansion to Mvomero later in the year.</li> </ul>	NAFAKA team (ACDI/VOCA, MVIWATA, FIPs), Mkindo Farmer Training Centre
<b>Zanzibar</b>	TBD per USAID guidance	TBD	NAFAKA Team, Kilimanjaro Agricultural Training Center
<b>RICE- CATALYST PROGRAM</b>			
<b>Kilombero Rice Plantation</b>	10 associations (4000 members), One Apex Association.	<ul style="list-style-type: none"> <li>Lead Farmers through Associations. KPL to define outreach goals.</li> <li>SILC PSPs</li> <li>System of Rice Intensification methodology (SRI)</li> </ul>	NAFAKA team (ACDI/VOCA, CRS), Cornell University for SRI technology, KPL agronomists
<b>Uwawakuda Water User's Association</b>	1 Water User's Association - 954 members	<ul style="list-style-type: none"> <li>Lead Farmers through Associations. 25-50 farmers to each LF.</li> <li>Farmer Field days for UWA members – 3 per year.</li> <li>4-5VBAAAs</li> </ul>	NAFAKA team (ACDI/VOCA, IFDC, FIPs), Kilimanjaro Agricultural Training Center (KATC)
<b>Kilombero Valley Teak Company</b>	1 association (120 farmers)	Methodology TBD	NAFAKA team (ACDI/VOCA)
<b>MAIZE</b>			
<b>Kongwa Kiteto</b>	20 AMCOs 21 villages- one apex	<ul style="list-style-type: none"> <li>Lead farmers through AMCOs offering 3 sessions per year. 25-50 farmers to each LF.</li> <li>Farmer Field Days for the village – 3 per year.</li> <li>4-5 VBAAAs per village.</li> <li>SILC PSPs may expand to Kiteto.</li> </ul>	NAFAKA team (ACDI/VOCA, possibly MVIWATA), District Agricultural and Livestock Officers (DALDOs), Cereal Growers Association-Kongwa

## CROSS-CUTTING

Cross-cutting activities have been separated as follows:

- SOW focus area integrates gender, behavior change, environment and ICT into program activities, falls under the supervision of Gender Specialist [REDACTED],
- The remaining cross-cutting activities – innovation grants, M&E, institutional capacity building, and Feed the Future collaboration – fall directly under the supervision of the Chief of Party.

## SOW

The “SOW” focus area integrates gender, behavior change, environmental awareness and communications into all program activities.

### Gender

Gender Specialist [REDACTED] leads the project’s gender initiatives and ensures gender integration throughout all our interventions. NAFAKA is committed to ensuring that project activities are inclusive of men and women, and that they are designed to adapt to realities specific to vulnerable populations. [REDACTED] is actively involved with our technical staff to ensure that gender equity messages are built into all of our training and technical assistance interventions with targeted producer organizations. NAFAKA’s gender strategy treats farmers at the village level as individuals rather than households – both wives and their husbands can receive technical trainings and be members of producer associations and SILC groups. [REDACTED] is working with the members of the GROW team to develop appropriate village outreach messages to ensure that women are equally targeted with men. Some discrete activities [REDACTED] will be involved in include:

- Using year 1 gender assessments to inform gender integration into technical interventions. These include messages on gender equality and empowerment of women, including access to and control of household resources, decision making within the family, rights of women to own land, etc. Additionally, trainings will take into account concerns of child-care and women of young children.
- Targeting women's group for possible training in processing maize for quality assurance for WFP/P4P.
- Continue to develop linkages with the FtF Mwanzo Bora (Africare) activity with a women’s group in Dakawa involved in vegetable production. We are seeking further collaboration with this project in order to better incorporate nutritional messages into our activities.

NAFAKA is recruiting a mid-level gender field officer to assist [REDACTED] in the implementation of gender integration activities, now that NAFAKA’s intervention area has grown substantially beyond the rice-growing areas.

### Behavior Change Communications

During the past quarter, NAFAKA welcomed to our team [REDACTED] to head up the Behavior Change Communications initiative. Adoption of GAPs, development of entrepreneurial talent, gender integration, being a productive association member, saving money, indeed all NAFAKA’s activities involve challenging and changing long-held attitudes and behaviors. While trainings or demonstrations could be sufficient, behavior change often requires more subtle messaging that takes into account the preferences and comfort zones of local communities. [REDACTED] has begun his work by field testing potential slogans revolving around Good Agricultural Practices (GAP). He is also currently working with the team on training materials

to identify specific “behavior change” best practices into the curricula. During year 2, he will focus on a number of key BCC campaigns, including:

- Timely short campaigns and materials around GAP – currently quality seeds and fertilizers use for the upcoming planting season
- Development of a toolkit of materials to promote farmer field days within communities
- Development of a GAP toolkit (job aids, flipcharts, factsheets, easy to use curriculum materials) that could be used as GAP are rolled out throughout the communities

All of these BCC interventions are designed to be cross-cutting and support the various intermediate results of the NAFKA interventions.

### Environmental Compliance and Awareness:

The NAFKA Environmental Compliance Plan (ECP) submitted with the NAFKA proposal laid out overall activities necessary to comply with 22 CFR Reg 216. In Year One NAFKA hired a full time Environmental Specialist as well as a consultant to conduct a PERSUAP. The plan included recommendations for mitigation measures as well as an Initial Environmental Examination (IEE) amendment which provided program-specific follow up activities and interventions for the project.

In Year Two the project’s environmental activities will be three-fold. 1) To strengthen activities under Components 2, 3, and 4, we will ensure that project activities are designed with significant input from the environmental compliance and market linkages teams, emphasizing environmental best practices as a means to strengthen trust and quality along the value chain. We will also ensure that environmental compliance is considered in all activities, meeting the requirements of Reg 216; 2) To support integrated pest management and Safe Pesticide Use for NAFKA and other Feed the Future implementers, NAFKA will also focus on implementing the action items from the PERSUAP and the included IEE amendment; and 3) application of good environmental practices as a way of attracting buyers and premium prices. All activities will be spearheaded by our Environmental Specialist with targeted assistance from ACIDI/VOCA headquarters staff and short-term consultants.

For activities under components 2, 3, and 4, NAFKA will incorporate environmental best practices into project activities, emphasizing the importance of good environmental practices to actors along the value chain. This will include collaborating on the development of training materials, targeting specific topics through the variety of activities: safe chemical use for storage facilities; best practices for inputs and chemicals in agrodealer trainings; and incorporating best practices for fertilizers and other inputs into VBAA trainings and SRI training materials. The goal of these activities is to show how proper use of fertilizers and other inputs results in better quality crops during production, how better chemical use results in lower losses at the storage facility, and how these best practices combined result in better yields, better quality, and increased buyer interest for quality products. Environmental activities under Components 2,3, and 4 will also include compliance-related activities, such as properly procuring inputs and chemicals, requesting approvals when necessary.

In addition to incorporating these best practices into beneficiary and value chain actor trainings, NAFKA will conduct activities targeted at internal operations and knowledge management for NAFKA and other Feed the Future staff. In December we will assess the knowledge gaps and training needs for NAFKA staff and fellow FtF implementers promoting, procuring, or using pesticides. In the months after the assessment NAFKA will define the content and deliver trainings to the relevant projects.

Following PERSUAP recommendations, NAFKA will periodically update its pesticide registration information so it is current with the Tropical Pesticide Research Institute (TPRI). We will also update the PERSUAP as needed with new information regarding IPM tactics and registered pesticides.

## ICT

NAFAKA has solicited innovative concept papers from eligible Tanzanian organizations to implement activities enabling farmers to use mobile applications for increasing productivity and competitiveness in rice and maize value chains. The following presents an illustrative list of prospective mobile applications that might be considered for funding which can enable farmers to:

- Monitor market information.
- Monitor commodity prices as well as track supply, demand and availability of farm commodities.
- Electronically and remotely access advisory services to include information on topics such as crop diseases, integrated pest management, best agricultural practices, application of inputs, post-harvest practices, etc.
- Access banking services and engage in financial transactions from remote locations.
- Access critical services along the rice and maize value chains, i.e., input supply and agro-dealer networks, credit, crop insurance, extension services, transportation, irrigation and mechanization, warehousing and storage, etc.
- Track weather patterns.
- Perform cost analyses and profitability projections.
- Any other innovative uses of mobile applications that support capacity building and competitiveness of smallholder farmers and their associated organizations along the rice and maize value chains in the NAFAKA target areas.

## Cross Cutting- Other

Under the direction of the Chief of Party these activities provide foundational support to the main focus areas of Grow, Flow and Sow.

## Monitoring & Evaluation

NAFAKA has designed a rigorous, comprehensive and customized Monitoring and Evaluation (M&E) system to perform two functions:

1. To provide real-time measurement of achievements toward the program's objectives to key stakeholders.
2. To serve as a management and learning tool to guide project activities, and quickly adapt activities as needed and evaluate, document, and disseminate achievements toward anticipated results outlined in the PMP as targets.

Our evaluation studies and monitoring methodologies will use participatory methods to promote ownership of behavior change, identify and track indicators and results that are important to stakeholders and beneficiaries, and to engage program beneficiaries in knowledge sharing, and learning. A process for information sharing is also integrated into the M&E system. The team will share lessons learned and effective practices that can support a multi stakeholder expansion of market driven programming, decision-making and resource allocation for food security and livelihoods programs in Tanzania and elsewhere. Such information will be disseminated through project reports, meetings with partners, success stories and case studies.

**Performance Monitoring Plan.** NAFAKA's PMP allows the management team to plan and manage the process of assessing and reporting progress towards achieving results and reaching established targets. The PMP lays out each indicator by result; its definition; type of data; and the source, collection method and frequency for data. After the release of the updated Feed the Future handbook in April of 2012, and under the

guidance of the TMG implemented M&E project, NAFAKA undertook a series of meetings to refine the project PMP. The results of these meetings:

- Reduced number of indicators from 40 to 25.
- Increased the number of Feed the Future indicators from 13 to 20.

The revised, truncated, PMP is included as Annex 4 in this submission. The full PMP will be finalized with targets for submission October 31<sup>st</sup>. Targets for all new indicators will be set during the month of October. With the adoption of additional Feed the Future indicators, NAFAKA M&E system will produce data that can be fed directly into the USAID/Tanzania Feed the Future IPRS.

**Description of Evaluation Studies.** Annual monitoring and outcome-related evaluations will allow NAFAKA to learn from project activities, obtain timely feedback on their success, and make adjustments in intervention design, as needed.

To complement quantitative data collected in the baseline survey, the team will make use of qualitative studies (focus groups, key informants interviews, Most Significant Change (MSC), etc). The research will use rapid participatory rural appraisal, through which community members help collect data through focus groups, key informant interviews, problem trees and other qualitative methods.

**Schedule of Monitoring and Evaluation Events.** NAFAKA's M&E system will be an ongoing program management tool that enables implementers to analyze information and modify interventions in a timely and efficient process. NAFAKA prioritizes information sharing through timely reporting and documenting of lessons learned and best practices. Reporting, information sharing and collaboration will be ensured through the following activities:

1. *Reporting and documentation:* ACIDI/VOCA will ensure that activities, results, challenges and lessons learned are documented quickly and accurately and are available to all key stakeholders;
2. *Conduct quarterly coordination meetings:* ACIDI/VOCA will hold quarterly coordination meetings with the team to assess programmatic process, identify successes and make adjustments to activities that are not performing as expected. Lessons learned and success stories will be generated on a regular basis.

**Monitoring.** The NAFAKA M&E system uses a multilayered approach to collecting data for monitoring program progress, including: 1) data from normal operational activities; 2) planned staff site visits and qualitative assessments; and 3) staff spot checks.

Qualitative and participatory methods are critical for analyzing changes in awareness and behavior and knowledge of beneficiaries, as well as changes in gender dynamics and unintended effects of interventions

**Feedback System.** The M&E system will also collect information from beneficiaries, partners and associated groups on perceptions of project impact and effectiveness. This aspect of the monitoring system will provide feedback information to project managers to assist them in meeting project objectives.

**Data Quality Reviews.** The NAFAKA M&E team will conduct data quality review to assess the validity, reliability and timeliness of data and to modify methodologies as needed.

**Reporting.** Internally, partners will submit monthly output reports based on monthly recipient status reports. The report will list achievements and discrepancies from the previous month, plans for the coming month

and problems encountered. All data will be disaggregated by gender and other factors – e.g., geography, value chain, etc. – as appropriate. M&E progress will be included in each quarterly report submission to USAID.

### Feed the Future Collaboration

NAFAKA has worked hard to be a constructive and collaborative partner within the overall Feed the Future framework, and we will continue to collaborate closely with other Feed the Future Implementing Partners during this workplan period and beyond. Indeed, we view this as an important responsibility in support of the spirit of Feed the Future as one fully-integrated program comprised of many different pieces. NAFKA is committed to leveraging resources and maximizing the impact of our combined interventions that contribute to the achievement of overall FtF objectives and results.

The following represents some specific ways in which NAFKA will collaborate with other FtF IPs during this workplan period:

<b>FtF Project</b>	<b>Integration</b>
<i>Infrastructure and Rural Roads Project (CDM)</i>	<ul style="list-style-type: none"> <li>- Build capacity of farmer associations and other value chain actors in support of irrigation schemes to be reconstructed/rehabilitated in Kilombero. and Mvomero districts.</li> <li>- Provide information, including GPS coordinates, of rural warehouses currently being assessed by NAFKA with recommendations contributing to rural road maintenance and rehabilitation decisions.</li> </ul>
<i>M&amp;E Activity (TMG)</i>	<ul style="list-style-type: none"> <li>- Populate the IPRS and FtF M&amp;E system with data in timely fashion.</li> <li>- Consolidate our PMP to include concentration on NAFKA-appropriate FtF indicators to ensure that overall FtF results can be adequately tracked.</li> <li>- Openly seek TMG consultation and support on data quality issues.</li> </ul>
<i>SERA- Policy Activity (Booz Allen)</i>	<ul style="list-style-type: none"> <li>- Facilitate further studies and consultations from NAFKA subcontractor AIRD to address policy constraints to expanded domestic and regional trade.</li> </ul>
<i>Tuboreshe Chakula – Processing Activity (Abt)</i>	<ul style="list-style-type: none"> <li>- Marketing assistance to associations administering the COMPETE mills in Kilombero district, to whom TC is providing training and T/A promoting more efficient milling practices.</li> <li>- Link NAFKA-targeted associations and producer groups in the maize-growing areas with milling operations being improved through TC training and T/A.</li> <li>- Link post-harvest handling and warehouse upgrading activities in the maize-growing areas with TC miller technical assistance efforts.</li> <li>- Sharing information on baseline studies, PMPs, M&amp;E data collection, data quality issues, etc.</li> <li>- We realize and acknowledge collaboration between TC and NAFKA requires strengthening, and we are committed to doing so.</li> </ul>
<i>iAgri- Research and Training (Ohio State working with Sokoine University)</i>	<ul style="list-style-type: none"> <li>-Development of internship program for Sokoine University recent graduates, using NAFKA as an opportunity for skills development and practical work experience. We are currently developing an MOU with SUA, as encouraged by USAID’s ██████████, to support approximately five recent graduates with 2-6 month internships involving allowances and mentoring for agribusiness start-ups.</li> </ul>

	- Completion of soil testing and analysis study for maize-growing areas, conducted by BACAS of Sokoine University through collaboration with iAgri.
<i>Mwanzo Bora- Nutrition Activity (Africare)</i>	- Facilitate MB access to villages and producer groups served by NAFAKA for targeting messages related to improved nutritional knowledge and practices. -Share training materials with MB to integrate nutritional messages into NAFAKA trainings.
<i>TAPP (Fintrac)</i>	- Coordinate demonstrations and other GAP training opportunities where rice, maize and horticulture value chain activities overlap, using our collaboration with the UWAWAKUDA water users' cooperative in Dakawa as a model.
<i>Peace Corps</i>	- Host 1-2 volunteers imbedded in NAFAKA activities, in areas of gender integration, environment, association development, or other areas in which PCVs have the requisite skills and are a good fit for our activities.

### Institutional Capacity Building :

The USAID Forward initiative mandates that building capacity of local organizations be a central focus of project activities. This is a responsibility we treat seriously. Indeed, our local subcontractors with long-term staff embedded within the NAFAKA team - RUDI, MVIWATA and FIPS – are performing their technical tasks in a professional manner. However, they all struggle to master the institutional skills that underpin genuine sustainability. These include financial management, administrative systems and internal controls, procurement systems, human resource management, performance measurement and other institutional challenges to developing into a mature, fully-functional organization. In addition to the three organizations listed above, we also seek to work closely with other organizations that are involved in implementing NAFAKA activities, to include UWAWAKUDA as well as others such as KATC, KCGA, AKIRIGO and Mkindo Farmers Training Center whose role under NAFAKA will expand or be initiated.

Moving into Year 2, ACIDI/VOCA will ramp up the program of institutional capacity building through the development of Capacity Building Action Plans with these local subcontractors, apex associations and farmer training centers. An ACIDI/VOCA institutional capacity building specialist will work with local organizations to complete the “Organizational Capacity Assessment Tool” (OCAT); this tool assesses legal structure, financial management and internal control systems, procurement systems, human resources, performance management, and organizational sustainability indicators. NAFAKA technical staff will work with the organizations to assess the technical capacity of the organization to deliver upon their mandate – this will be particularly necessary for farmer training centers.

Based on the Capacity Building Action Plans ACIDI/VOCA will provide or facilitate training to partner organization staff. NAFAKA will use internal and external local capacity building experts, as well as local BDS providers to deliver upon the individual CBAPs. Grants may be used as a tool to enable organizations to make upgrades in their business practices. ACIDI/VOCA will conduct review on a yearly basis after using the baseline set by this assignment to see if partners have met deliverables laid out in their capacity development plans and to identify measures that still need strengthening.

### Innovation Grants :

NAFAKA will continue to issue use grants as a tool to introduce new practices and technologies into the rice and maize value chains. 2012 has seen a number of grants issued which will facilitate the ability of value chain actors to upgrade their practices, these included grants to Progressive Farmers, warehouse upgrading grants to associations in Kilombero, and a capacity building grant to Uwawakuda. Grants in the pipeline for 2013 include:

- Capacity building/upgrading for apex associations AKIRIGO and Cereal Growers Association of Kongwa.
- Additional warehouse upgrading for producer associations.

- 30-40 new Progressive Farmer grants.
- Mobile Application/ICT.
- Irrigation and Mechanization services.

Grant Manager [REDACTED] will work with NAFKA staff to continue to identify grants that can drive innovation and upgrading in 2013. Each grant will follow the approved NAFKA Grants Manual and will require review and approval by USAID prior to issuance.

# NAFAKA YEAR TWO WORKPLAN GANTT

## Component 2: Improved Competitiveness and Trade

## "FLOW"

Year Two Work Plan (October 2012- September 2013)

NAFAKA Collaboration

SOW Integration

O N D J F M A M J J A S

### Task: Facilitate market linkages between value chain actors (Market Linkages Specialist- Harriet Odembi)

#### Activity 1: Create buyer profile sheets to help producer organizations seek marketing agreements

1	Identify list of buyers to interviewed																		
2	Create and test interview guide																		
3	Conduct all interviews	Match Makers Associates																	
4	Incorporate profiles into association training modules	Training Coordination																	

#### Activity 2: Foster relationships between buyers and producer organizations to facilitate marketing agreements

1	Faciliate buyer roundtables																		
2	Establish routine communication to buyers and producers	Communications sp.																	
3	Bring buyers to Farmer Field Days																		
4	Establish database of all buyers and producer organizations																		

#### Activity 3: Upgrade grain storage facilities and improve market linkages

1	Conduct assessment of regional storage facilities	Crown Agents																	
2	Facilitate improvements for priority storage facilities																		
3	Facilitate storage facility and pest management training	Association Development Team	Environmental Sp.																
4	Facilitate producer organization tour and strategic plans for use of storage facilities	Association Development Team	BCC Specialist																
5	Establish database (and GPS) of storage facilities and usage rates																		
6	Facilitate bank-led assessment and risk analysis of storage facilities	Access to Finance Specialist																	

#### Activity 4: Support development and increased use of mobile technology

1	Issue grants through APS																		
2	Support and assess development of grantee technologies																		
3	Assess existing market intelligence systems	TARIPA Coordinator																	
4	Provide recommendations for improvement and/or expanded use of market intelligence systems		Gender Specialist																
5	Implement recommendations for improvements and/or expanded use of market intelligence systems (plan to follow)		BCC Specialist																

## Component 2: Improved Competitiveness and Trade

## "FLOW"

Year Two Work Plan (October 2012- September 2013)

NAFAKA Collaboration

SOW Integration

O N D J F M A M J J A S

### Task: Increase availability of credit to value chain actors (Access to Finance Specialist - Silas Ngh'abi)

#### Activity 5: Facilitate Progressive Farmer program to attract bank financing for lead producers

1	Assist existing 8 participants to apply for credit																		
2	Select and train 20 new participants in farm operations	Progressive Farmer Lead	Gender Specialist																
3	Assist 20 new participants to apply for credit																		
4	Assess impact of Progressive Farmer program		Gender Specialist																

#### Activity 6: Facilitate increased availability of value chain credit products

1	Establish KPL grower credit program	Catalyst Lead	Gender Specialist																
2	Assess KPL grower credit program																		
3	Survey lending institutions to identify credit product priorities		Gender Specialist																
4	Establish pilot program for credit product priorities (plan to follow)		Gender Specialist																

### Task: Improve availability and proper use of quality inputs (Richard Johannes)

#### Activity 7: Increase farmer awareness of quality inputs

1	Coordinate supplier contribution of inputs for Lead Farmer sites		Environmental Sp																
2	Facilitate agro-dealer participation in Farmer Field Days	Agro-Dealer Specialist																	
3	Map existing agro-dealer agent networks	Agro-Dealer Specialist																	
4	Link existing VBAs to agro-dealer networks	Agro-Dealer Specialist, Extension/VBAA Manager																	
5	Inform agro-dealer agent expansion strategic plans		Gender Specialist																

#### Activity 8: Increase agro-dealer capacity (John Tesha)

1	Define best practices of inputs and chemicals		Environment Sp																
2	Assess agro-dealer practices		Environment Sp																
3	Facilitate training to agro-dealers in technical and business skills		Environment Sp																
4	Identify credit and consignment opportunities	Access to Finance Specialist																	
5	Facilitate development of agro-dealer strategic plans		Gender Specialist																

## Component 2: Improved Competitiveness and Trade

## "FLOW"

Year Two Work Plan (October 2012- September 2013)

NAFAKA Collaboration

SOW Integration

O N D J F M A M J J A S

### Activity 9: Increase local production of quality seeds (Filbert Mzee)

			O	N	D	J	F	M	A	M	J	J	A	S
1	Identify and support local seed production firm (Tanseed)													
2	Define process to produce Quality Declared Seed (QDS)	Environment Sp.												
3	Identify associations to produce QDS													
4	Train and monitor associations producing QDS													
5	Assess association performance in producing QDS													

### Task: Collaborate with TARIPA and SAGCOT to increase investment and market activities (Katrine Plesner)

#### Activity 10: Improve distribution of information and resources to all investors and stakeholders

			O	N	D	J	F	M	A	M	J	J	A	S
1	Conduct outreach activities to potential agri-business investors													
2	Strengthen network of input suppliers	Input Markets Specialist												
3	Assess TARIPA partner information needs													
4	Establish online SAGCOT resource center	AfricaPractice												
5	Hire Coordinator Assistant to support activities													

#### Activity 11: Support the collaboration of firms to implement market-based solutions that overcome value chain constraints

			O	N	D	J	F	M	A	M	J	J	A	S
1	Facilitate firm collaboration to pilot input insurance in KPL	Catalyst Lead												
2	Facilitate firm exploration of mobile transaction services	Market Linkages Sp.												
3	Facilitate firm development of market information systems	Market Linkages Sp.												
4	Facilitate development of "Green Growth Corridor"	Market Linkages Sp.	Environment Sp.											

### Task: Increase collaboration with other Feed the Future initiatives (Lee Rosner)

#### Activity 12: Identify NAFAKA activities that can be integrated with other Feed the Future initiatives

			O	N	D	J	F	M	A	M	J	J	A	S
1	Meet with Processing project to discuss next year workplans	Market Linkages Sp.												
2	Identify and collaborate on appropriate activities (plan to follow)													
3	Meet with Nutrition project to discuss next year workplans	SILC Specialist	Gender Specialist											
4	Identify and collaborate on appropriate activities (plan to follow)													

**Component 3: Improved Smallholder Productivity**  
**Component 4: Improved Incomes for Vulnerable Smallholders**

**"GROW"**

Year Two Work Plan (October 2012- September 2013)

NAFAKA Collaboration

SOW Integration

O N D J F M A M J J A S

**Task (Villages): develop ability of smallholders to increase productivity and reduce risk (Training Coordinator)**

**Activity 1 (outreach): Identify and engage new villages to participate actively in NAFAKA program (Training Coordinator - TBD)**

1	Identify potential villages to participate in NAFAKA program	Association Development Team, SILC Team, VBAA/Extension Specialist,	Gender Specialist, BCC Specialist, Environmental Specialist	Oct																
2	Facilitate village dialogue, assessment and MOU with timeline			Nov																
4	Identify association members, lead farmers and savings groups			Dec																
3	Establish database with village profile data	M&E																		

**Activity 2 (technical): Facilitate adoption of improved technical skills (Productivity Lead - TBD)**

1	Within associations, identify Lead Farmers	Association Development Team	Gender Specialist	Oct															
2	Conduct Lead Farmer training sessions (6 for rice; 3 for maize)		Gender Specialist	Nov															
3	Assess adoption of members assigned to Lead Farmer			Dec															
4	Facilitate 2 Farmer Field Days for entire village	Input Markets Team, TARIPA Coordinator		Jan															

**Activity 3 (inputs): Facilitate adoption of improved seeds and fertilizer (Abel Mngale)**

1	Select and train 4-5 VBAs per each village		Gender Specialist; Environment Sp	Oct															
2	Support VBAA distribution of 250 learning kits			Nov															
3	Link VBAs to agro-dealers	Input Markets Team, TARIPA Coordinator		Dec															
4	Assess village member adoption of new seeds and fertilizer			Jan															

**Activity 4 (marketing): Facilitate linking of producer organizations to buyers (Association Development Team)**

1	Facilitate board elections and registration (new associations)		Gender Specialist	Oct															
2	Conduct association training (include use of buyer profiles)	Market Linkages Specialist	Gender Specialist	Nov															
3	Facilitate forming of buyer agreements	Market Linkages Specialist		Dec															
4	Assess association fulfillment of buyer agreement			Jan															
5	Conduct outreach activities to increase membership		BCC Specialist	Feb															
6	Train members on Farming as a Business		Gender Specialist	Mar															

**Component 3: Improved Smallholder Productivity**  
**Component 4: Improved Incomes for Vulnerable Smallholders**

**"GROW"**

Year Two Work Plan (October 2012- September 2013)

NAFAKA Collaboration

SOW Integration

O N D J F M A M J J A S

**Activity 5 (savings): Facilitate development of savings groups (Cypriano Cassesse)**

1	Form savings (SILC) groups and identify group facilitators		Gender Specialist	■	■	■													
2	Conduct training activities		Gender Specialist			■	■	■	■	■	■	■	■	■					
3	Establish home gardens					■	■	■	■	■	■	■	■	■					
4	Train group facilitators towards becoming PSP certified									■	■	■	■	■	■	■	■	■	■

**Task (Catalyst): Collaborate with key market actors to spur innovation and development within the value chain (Gervais Manjori)**

**Activity 6 (KPL): Increase productivity of KPL growers**

1	Facilitate membership drive to increase size of associations		BCC Specialist	■	■	■	■	■	■	■									
2	Collaborate with KPL on technical training	Erika Stryger (Cornell)			■	■	■	■	■	■	■	■	■	■					
3	Support associations in aggregation of product										■	■	■	■	■	■	■	■	■
4	Form and train apex organization			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

**Activity 7 (Uwawakuda): Improve performance of Uwawakuda association (Irrigated Rice Specialist -Richard Kaiza)**

1	Assess support performance of KATC	Productivity Lead		■	■	■													
2	Improve financial management systems and procedures	Access to Finance Sp.				■	■	■	■	■	■	■	■	■	■	■	■	■	■
3	Improve technical practices for increased yield					■	■	■	■	■	■	■	■	■					
4	Develop long-term marketing strategy	Market Linkages Sp.								■	■	■	■	■	■	■	■	■	■

**Activity 8 (KVTC): Increase rice productivity of KVTC growers**

1	Define scope of work with KVTC			■	■														
2	Sign agreement (with USAID approval)				■														
3	Facilitate training (plan to follow per agreement)	Extension/VBAAs				■	■	■	■	■	■	■	■	■	■	■	■	■	■

**Task: Ensure application of best practices for rice production (Productivity Lead- TBD)**

**Activity 9 (SRI): Document and disseminate SRI methodology for Tanzanian conditions (Cornell - Erica Stryger)**

1	Assess current practices and Tanzania conditions		Environmental Specialist, Gender	■	■	■	■												
2	Document improved practices					■	■	■	■	■	■	■	■	■					
3	Train staff													■	■	■	■	■	■
4	Schedule assessment of adoption and outcome for next cycle																		■

Cross-cutting: Gender, Environment, Behavior Change,			"SOW"																	
Year Two Work Plan (October 2012- September 2013)			NAFAKA Collaboration			Activity Reference #			O	N	D	J	F	M	A	M	J	J	A	S
<b>Task 1 (Gender): ensure that project activities provide equitable access to resources, decision making and benefits for both men and women</b>																				
<b>Activity 1 (gender/flow): incorporate equitable gender practices into FLOW activities</b>																				
1	<b>Market Information System:</b> incorporate gender equity into the development, access and promotion of market information system	Market Linkages Specialist	Flow activity #4																	
2	<b>Progressive Farmers:</b> facilitate equitable selection, training and evaluation process	Access to Finance Specialist	Flow activity #5																	
3	<b>Access to Credit (KPL):</b> facilitate equitable access for all KPL members in KPL credit program	Access to Finance Specialist	Flow activity #6																	
4	<b>Access to Credit (other):</b> participate in selection and development of credit products that provide credit to women	Access to Finance Specialist	Flow activity #6																	
5	<b>Agrodealers:</b> support development of agro-dealer agent networks to include women as agents and to increase access by women	Input Markets Specialist	Flow activity #7 Flow activity #8																	
<b>Activity 2 (gender/grow): incorporate equitable gender practices into GROW activities</b>																				
1	<b>Village outreach:</b> collaborate on village outreach design to include equitable access and participation to both men and women	Training Coordinator	Grow activity #1																	
2	<b>Technical (lead farmers):</b> support equitable selection of lead farmers and distribution of skills to all members	Productivity Lead	Grow activity #2																	
3	<b>Inputs (VBAA):</b> ensure equitable selection and training in the VBAA program	Extension/VBAAs Manager	Grow activity #3																	
4	<b>Marketing (associations):</b> ensure equitable access to leadership positions and incorporate gender awareness into leadership training	Association Development Team	Grow activity #4																	
5	<b>Savings (SILC):</b> ensure equitable participation and appropriate vulnerable-reduction training for both men and women	Savings & Internal Lending Communities Team	Grow activity #5																	
6	<b>SRI development:</b> collaborate on development of SRI training materials to ensure appropriate gender messaging	Cornell - SRI	Grow activity #9																	

Cross-cutting: Gender, Environment, Behavior Change,			"SOW"															
Year Two Work Plan (October 2012- September 2013)			NAFAKA Collaboration			Activity Reference #	O	N	D	J	F	M	A	M	J	J	A	S
<b>Activity 3 (gender/internal): define and disseminate gender practices across all NAFAKA activities</b>																		
1	<b>Gender policy:</b> facilitate creation, training and adoption of NAFAKA gender policy																	
2	<b>Monitoring:</b> collaborate on collection of M&E data to enables learning of results for both men and women	M&E Specialist																
3	<b>Awareness:</b> participate in International Women's Day event to recognize and promote effective practices	Communications Specialist																
<b>Task (Environment): ensure that project activities protect environmental resources and minimize hazardous risks</b>																		
<b>Activity 4 (environment/flow): incorporate sound environmental practices into FLOW activities</b>																		
1	<b>Storage:</b> support training design and implementation to include safe use of chemicals for storage facilities	Environment Specialist	Flow activity #3															
2	<b>Lead Farmer demo sites:</b> assist in the approval and procurement of inputs for lead farmer demo sites	Input Markets Team	Flow activity #7															
3	<b>Agrodealers:</b> inform training of agrodealers to include best practices for use of inputs and chemicals	Input Markets Team	Flow activity #8															
4	<b>Quality Seeds:</b> inform process for the production of locally produced quality declared seeds	Seed Specialist	Flow activity #9															
4	<b>Green Corridor:</b> support TARIPA development and promotion of a SAGCOT "green corridor"	TARIPA Coordinator	Flow activity #11															
<b>Activity 5 (environment/grow): incorporate sound environmental practices into GROW activities</b>																		
1	<b>Inputs (VBAA):</b> ensure VBAA's are trained in best practices for use of fertilizer and other inputs	Extension/VBAA Manager	Grow activity #3															
2	<b>SRI development:</b> collaborate on development of SRI training materials to incorporate environmental best practices	SRI	Grow activity #9															

**Cross-cutting: Gender, Environment, Behavior Change, "SOW"**

Year Two Work Plan (October 2012- September 2013)      NAFAKA Collaboration      Activity Reference #      O   N   D   J   F   M   A   M   J   J   A   S

**Activity 6 (environment/external): support best practices for IPM and Safe Pesticide Use for Feed the Future implementers (Beatrice Muliahela)**

1	<b>Training:</b> define content and deliver training to FTF implementers that promote, procure or use pesticides																			
2	<b>Registration updates:</b> obtain new pesticide registration information in collaboration with TPRI																			
3	<b>PERSUAP update:</b> revise the PERSUAP to include new IPM tactics and any new pesticides registered																			

**Task (Behavior Change): provide messaging and materials to raise awareness and encourage new behaviors**

**Activity 7 (behavior change): provide messaging and materials to support FLOW and GROW activities**

1	<b>Storage:</b> provide messaging support to increase use of storage facilities by producer organizations and their members	Market Linkages Specialist	Flow activity #3																	
2	<b>Mobile MIS:</b> provide messaging support to increase mobile access of market intelligence	Market Linkages Specialist	Flow activity #4																	
3	<b>Village outreach:</b> provide materials to communicate NAFAKA activities to potential villages	Training Coordinator	Grow activity #1																	
4	<b>Marketing (associations):</b> provide messaging support to encourage farmers to join and sell through marketing associations	Market Linkages Specialist	Grow activity #4																	
5	<b>KPL:</b> provide messaging to increase the membership of KPL associations	Catalyst Lead	Grow activity #6																	

**Task (Communications): increase ability of staff and stakeholders to access NAFAKA information and learnings**

**Activity 8 (communications/internal): increase internal coordination and external awareness of NAFAKA activities**

1	<b>Buyer linkage:</b> establish routine communication channel between buyers and producer organizations	Market Linkages Specialist	Flow activity #2																	
2	<b>GROW activities:</b> develop field coordinators as conduits for village level success stories in GROW activities	Training Coordinator	Grow activities #1-5																	
3	<b>Reporting:</b> establish coordinated and simplified process for action teams to share progress, results and learnings																			
4	<b>Internal communications:</b> maintain access and routine updates for NAFAKA team members through the Listserv																			
5	<b>Feed the Future:</b> establish process for NAFAKA projects to combine efforts on 2-3 Feed the Future success stories																			

# **ANNEX 4 : NAFAKA REVISED PMP- DRAFT**

REVISED NAFKA PMP- DRAFT					
SR/NO	FtF/NAFAKA	Performance Indicators and Disaggregation Levels	Type of indicator	Unit of Measure	Data Source
<b>GOAL: Sustainably reduce global poverty and hunger</b>					
1	FTF-4.5-9	Per capita expenditures (as a proxy for income) of USG targeted beneficiaries (R)	Outcome	UNIT: U.S. Dollar Please enter these two data points: 1. Average per capita expenditures (in USD) of sample 2. Total population in zone of influence Note: To get USD, convert from local currency at the average exchange rate for the reporting period)	Baseline and End line Surveys
2	FTF-4.5.2-13	Number of rural households benefiting directly from USG interventions (S), of which XX are Vulnerable.	Output	Number	M&E system
<b>IR_1: Improved Agricultural Activity</b>					
3	FTF-4.5-4	Gross margin per unit of land, kilogram, or animal of selected crops (Rice, maize & legumes and maybe horticulture)	Outcome	Dollars/acres (crops); When reporting acres will be converted into hectares	Implementing partners
<b>IR_1.1: Enhanced Human and Institutional Capacity Development for Increased Sustainable Agriculture Sector Productivity</b>					
4	FTF-4.5.1-27	CBLD-5 Score, in per cent, of combined key areas of organization capacity amongst USG direct and indirect local implementing partners (S)	Outcome	Percent	Baseline, Annual, Mid-Term and Final Survey Reports
5	FTF-4.5.2-5	Number of farmers and others who have applied new technologies or management practices as a result of USG assistance (RiA) (WOG)	Outcome	Number	Routine data reports
6	FTF-4.5.2-7	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (RiA)	Output	Number	Project records
7	FTF-4.5.2-28	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance (RiA) (WOG)	Output	Number	Monthly data forms, annual, mid-term and final surveys

8	FTF-4.5.2-11	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance (RiA) (WOG)	Output	Number	Monthly data forms
9	FTF 4.5.2-27	Number of members of producer organizations and community based organizations receiving USG assistance	output	Number	Monthly data forms
<b>IR_1.2 Enhanced Technology Development, Dissemination, Management and Innovation</b>					
10	FTF-4.5.2-2	Number of hectares under improved technologies or management practices as a result of USG assistance (RiA) (WOG)	outcome	Hectares	Baseline Survey and Routine Data Collection System
11	FTF-4.5.2-39	Number of new technologies or management practices made available for transfer as a result of USG assistance	Output	Number	M&E Forms and Reports
<b>IR_2: Expanded Market and Trade (Corresponds to NAFKA Component 2 Activities)</b>					
12	FTF 4.5.2-23	Value of incremental sales (collected at farm-level) attributed to FTF implementation (RiA)	Outcome	Value of sales (USD) Volume (tons) must also be collected Note: Convert local currency to USD at the average market foreign exchange rate for the reporting period System Note: First enter baseline value of sale (sales in year before FTF efforts) and then enter value of sales in the reporting year in USD. The FTF Monitoring System (FTFMS) will automatically calculate the Value of incremental sales between the baseline year and the reporting year.	
13	NAFAKA	number of formal or informal agreements established as a result of NAFKA Intervention	Outcome	Number	M&E Forms and Reports
14	NAFAKA	MT Sold by Producer Associations	Outcome	MT, Maize/Rice	Annual Reports

<b>R_2.1: Improved Market Efficiency</b>					
15	FTF 4.5-10	Total increase in installed storage capacity (m3) (S)	Output	Total Cu.metres	Copies of sales receipts for construction, equipment and installation services; IP records
16	NAFAKA	% of beneficiaries reporting using the MIS – numerator number of beneficiaries reporting using the MIS/ denominator: total number of beneficiaries surveyed – this indicator will be collected annually through a survey	Output	%, numerator - number of beneficiaries reporting use/total number of beneficiaries surveyed	MVIWATA survey
<b>R_2.2 Improved Access to Business Development and Affordable Financial and Risk Management Services</b>					
17	FTF-4.5.2-29	Value of Agricultural and Rural Loans (RiA) (WOG) (Tsh in Millions)	Outcome	Us dollars (converted from TZSH) / household	CRS Reports, Baseline, Mid-Term and Final Surveys
18	FTF 4.5.2-30	Number of MSMEs, including farmers, receiving USG assistance to access loans (S)	Output	Number	Monthly Reports
19	FTF 4.5.2-37	Number of MSMEs, including farmers, receiving business development services from USG assisted sources (S)	Output	Number	Monthly Reports
<b>IR_3: Increased Investment in Agricultural or Nutrition Related Activities (Corresponds to NAFAKA Component 5 Activities)</b>					
20	FTF-4.5.2-12	Number of public-private partnerships formed as a result of FTF assistance (S)	Output	Number	Monthly data forms
21	FTF-4.5.2-38	Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation (RiA)	Outcome	US Dollars	Baseline and End line Surveys/ UBS data
22	FTF 4.5.2-43	Number of firms (excluding farms) or Civil Society Organizations (CSOs) engaged in agricultural and food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance (RiA)	Outcome	Number	Baseline and End line Surveys/ Project Reports
<b>R 5: Increased Resilience of Vulnerable Communities and Households (Corresponds to NAFAKA Component 4 Activities)</b>					
23	FTF 4.5.2-25	Number of people with a savings account or insurance policy as a result of USG assistance (S)	Output	Number	Monthly reports,

24	NAFAKA	Number of Savings and Internal Lending Communities (SILCs) established	Output	Number	NAFAKA M&E System/project records
25	NAFAKA	Number of beneficiaries with access to home garden - vulnerable groups (districts: Kilombero in year 2 add district)	Output	Number / person	Baseline Survey and M&E System/project records

**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

**[www.usaid.gov](http://www.usaid.gov)**