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STAPLES VALUE CHAIN ACTIVITY NAFAKA

YEAR THREE WORK PLAN

OCTOBER 1, 2013 – SEPTEMBER 30, 2014

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Acronym list

AIRD	Association for International Resources and Development
AMCOs	Agricultural Marketing Cooperatives
B2B	Business-to-Business
BCC	Behavior Change Communications
CAADP	Comprehensive Africa Agriculture Development Programme
COP	Chief of Party
CRS	Catholic Relief Services
DCOP	Deputy Chief of Party
DPSCD	Director of Program Systems and Capacity Development
FIPS	Farm Input Promotions-Africa
FTF	Feed the Future
GAP	Good Agricultural Practices
HICD	Human and Institutional Capacity Development
ICT	Information and Communication Technology
IFDC	International Fertilizer Development Center
IPRS	Implementing Partner Reporting System
IR	Intermediate Result
KATI	Kizimbani Agricultural Training Institute
KPL	Kilombero Plantation Ltd
KVTC	Kilombero Valley Teak Company
M&E	Monitoring and Evaluation
MMA	Match-Makers Associates
MMT	Mobile Money Transfers
MSC	Most Significant Change
MSMEs	Micro, Small and Medium-Sized Enterprises
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania
NMB	National Microfinance Bank
OCAT	Organizational Capacity Assessment Tool
PMP	Performance Monitoring Plan
PSP	Private Service Provider
QDS	Quality Declared Seed

RUDI	Rural and Urban Development Initiative
SAGCOT	Southern Agriculture Growth Corridor of Tanzania
SILC	Savings and Internal Lending Communities
SMFM	Sell More For More™
SRI	System of Rice Intensification
TARIPA	Tanzania Rice Partnership
UDP	Urea Deep Placement
USAID	United States Agency for International Development
UWA	Ushirika wa Wakulima Wadogo Wadogo wa Kilimo cha Umwagiliaji Dakawa (Dakawa Water User's Association)
VBAA	Village Based Agricultural Advisor
YOSEFO	Youth Self-Employment Foundation
ZARI	Zanzibar Agricultural Research Institute

INTRODUCTION

ACDI/VOCA is pleased to present the year 3 work plan for the Tanzania Staples Value Chain Activity (NAFAKA). The effective start date of the task order is April 8, 2011; this work plan covers year 3, the period from October 1, 2013, through September 30, 2014.

NAFAKA is part of USAID's Feed the Future (FTF) initiative in Tanzania and represents a commitment to Tanzania's country-led Kilimo Kwanza initiative to reinvigorate agricultural growth, which emerged from the Comprehensive Africa Agriculture Development Programme (CAADP) process. The goal of NAFAKA 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 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 reduce food insecurity and malnutrition in rural areas. The geographic focus areas of NAFAKA comprise the districts of Kilombero and Mvomero and the island of Zanzibar for rice, and the districts of Kongwa and Kiteto for maize.[1].

To sustainably reduce hunger and poverty, NAFAKA 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

The following systemic and cross-cutting conditions 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.

[1] NAFAKA will be active in 272 villages in year 3, an increase from 127 villages were the program was active in year 2. In Kilombero and Mvomero, NAFAKA is active in 135 villages (63 last year); in Kongwa and Kiteto 94 villages (61 last year) and in Zanzibar 43 villages (3 last year).

THE IMPLEMENTATION TEAM

ACDI/VOCA is the prime contractor; our unique consortium has diverse skills and broad experience to deliver results for NAFAKA.

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.
- The three above-mentioned organizations represent the core group of local partners as included in our Task Order with USAID. In addition, we collaborate with numerous other local partners as part of our commitment to the USAID Forward initiative, including training centers (Kilimanjaro Agricultural Training Center and Mkindo Farmer's Training Centre), universities (Sokoine University), Katrin Agricultural Research Institute, apex associations (AKIRIGO and the Cereal Growers Association of Kongwa), Zanzibar Agricultural Research Institute (ZARI), Kizimbani Agricultural Training Institute of Zanzibar (KATI), TANSEED, Tanzania Official Certification Institute (TOSCI), National Microfinance Bank (NMB), Youth Self-Employment Foundation (YOSEFO), and district governments.

International subcontractors:

- **The International Fertilizer Development Center (IFDC)** offers its extensive experience in the development of commercial agroinput systems and agrodealer networks.
- **Catholic Relief Services (CRS)** addresses the unique needs of the most vulnerable by facilitating the development of savings and internal loans communities.
- **Danya International** provides a strategic communications plan that will guide NAFAKA's use of communication tactics to increase behavior change, adopt technology, facilitate learning and increase overall project outcomes.
- **The Association for International Resources and Development (AIRD)** provides demand-driven technical assistance focusing on identifying and mitigating trade- related policy constraints in the value chain.
- These organizations comprise the core group of international partners included in our Task Order with USAID. However, we also work with other international collaborating partners such as Africa Rising, the U.N. Food and Agriculture Organization (FAO), Kilombero Rice Plantations (KPL), Kilombero Valley Teak Company (KVTC), input supply companies, Opportunity International, as well as others.

2013-2014 VISION

Prior to the year-3 work-plan process, the technical and operational management team of NAFAKA conducted an assessment of results to date, which included a thorough review of technical, operational and management issues. It also involved an internal monitoring and evaluation (M&E) review that included the data quality assessment conducted by The Mitchell Group. This work plan envisions a focused effort in year 3 to rapidly expand successful interventions and scale up or deepen capacity building for existing beneficiaries to expand income-generating opportunities through improved productivity.

Based on NAFAKA's own internal assessment of technical interventions and recommendations included in the data quality assessment, the implementation team and headquarters management brought the entire NAFAKA team together in a three-day, facilitated work-planning process using the performance monitoring plan (PMP) as a management tool. Each activity designed for year 3 links to a specific result area, as shown in Annex 2. Year 3 will focus on building on successful methodologies across activities leading to results tracked in Annex 2 as Activity Tables for Intermediate Result. We will enhance and scale up successful initiatives in target regions to facilitate the clustering of services to smallholder farmers in Kilombero, Mvomero, Kongwa and Kiteto Districts; deepen productivity activities in Zanzibar through two strategic grants; and enhance and increase our activities in the areas of finance and marketing.

In year 3, NAFAKA will dedicate approximately 80 percent of program resources to facilitating a 105 percent increase in rice yields, which is 3,150 kg/ha .[2] For maize, NAFAKA will dedicate approximately 20 percent of program resources to facilitating a 5 percent increase in yield, which is 739 kg/ha.[3] To date, the NAFAKA project has reached 127, 398 beneficiaries; in year 3, across all activities, we expect to reach a total of 204,823 beneficiaries.[4] We will emphasize engagement of local partners in line with USAID Forward objectives, adding at least five new local implementers or service providers to the implementation team. Year 3 will begin with a focused effort to build the capacity of local Tanzanian organizations RUDI and MVIWATA to help them qualify for consideration of direct U.S. government funding once NAFAKA concludes.

Indicator	Achieved to Date	Projected Y3
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)	17,560	27,310
USAID/Tanzania: Yields: KG/Ha for rice and maize cultivated (OUTCOME)	Rice: 2,999 Maize: 704	Rice: 3,150 Maize: 739
FTF 4.5.2-14: Number of vulnerable households benefiting directly from USG assistance (S) (OUTPUT)	2,737	5,541

The following are key goals for year 3:

- Scale results-based activities linked to indicators, using the PMP as a management tool.

[2] 105 percent increase from the baseline. The same measurement is used for maize.

[3] In all regions except Kiteto, drought is significantly impacting farmer yields.

[4] The estimated 204,823 beneficiaries for year 3 assume that 18,700 beneficiaries will be continuing and 23,971 new beneficiaries. These totals include famers and their families, using a 4.8 average per the 2010 Census data.

- Foster an environment of constant learning, improved knowledge management and enhanced cross-cutting activities. This learning environment will benefit our own staff and subcontractors, other local and international partner organizations, the producers and other value chain actors with whom we work, and, within an even larger context, USAID as it endeavors to refine its global approaches to value chain development to more effectively contribute to economic growth and food security.
- Build the capacity of RUDI and MVIWATA to qualify for direct U.S. government funds, in line with USAID Forward.
- Add approximately five new Tanzanian service providers or subcontractors to enhance the reach and impact of NAFAKA. These include training and research institutes as well as providers of mechanization, ripping, transport, warehousing and other essential services to support rice and maize value chain development.
- Enhance and scale up ***catalytic initiatives*** that focus on value chain change drivers in subclusters: Kilombero Plantation Ltd (KPL), Dakawa Water Association (UWA), and Kilombero Valley Teak Company (KVTC). These are in addition to our other entry points for year 3, which include the Mlimba, Mangula and Ifakara North clusters in Kilombero district, irrigated and rain fed areas in Mvomero district, Kongwa district through the Kongwa Cereal Growers Association, and agricultural marketing cooperatives (AMCOs) in Kiteto district.
- Encourage environmentally friendly practices through the promotion of soil-fertility management, water-resource management and conservation agriculture. These include, but are not necessarily limited to ripping technology for minimal tillage, alternative crops and crop rotation with legumes, good soil management practices to reduce erosion, enhance soil properties and conserve water. SRI technology will also continue to be promoted to include field leveling, bunding, minimal tillage, planting in rows, paddy transplantation, and the use of Urea Deep Placement (UDP) technology to reduce fertilizer runoff and increase productivity. These are practical, easily-adopted interventions for producers, which are designed to lead to sustainably improved yields and environmentally-friendly practices.
- Coordinate Tanzania Rice Partnership (TARIPA) activities to encourage private sector investment, information sharing and coordination with the Southern Agriculture Growth Corridor of Tanzania (SAGCOT) Center.
- Rapidly scale outreach to large numbers of small farmers through several approaches: (1) VBAAs, to develop a large cadre of entrepreneurial input and extension service providers serving the rural areas with links to input supply companies; (2) increased collaboration with district extensionists to build capacity of DALDOs so that NAFAKA extension interventions can be carried on beyond the end life-of-project; indeed, MOUs have already been signed with Kilombero, Mvomero, Kongwa and Kiteto district officials for this purpose; (3) increased number of NAFAKA-employed agronomists to provide direct services to farmers as well as build capacity of DALDOs and training institutes; and (4) continued emphasis on farmer-to-farmer approaches such as farmer field days to increase the multiplier effect of NAFAKA interventions.
- Foster an adaptive management strategy by operationalizing the PMP, through which all activities are clearly linked to targets and results.
- Enhance public-private partnerships, for example our work with KPL, KVTC, Yara, Syngenta, ByTrade, Minjingu, TANSEED, SeedCo and Monsanto, among others.
- Expand collaboration with public-sector institutions, particularly district extensionists and research and training institutes such as DALDOs, KATI and ZARI on Zanzibar, TOSCI, Katrin Agricultural Research Institute, Kiliminjaro Agricultural Training Center (KATC), and others.
- Strengthen NAFAKA's existing relationships with input supply companies by offering them opportunities to demonstrate their products (seed, fertilizer, agrochemicals) and expand their customer base. Monsanto has provided a $15,000 grant to NAFAKA to increase farmer access to quality seed through strengthening of our village-based adviser network to become seed dealers at the village level.

- Concentrate the skills and talents of a variety of local partners as indicated on page 5 above to increase small farmer yields and incomes as well as to, foster sustainable small farmer access to a wide array of service providers.

Year 3 activities are enhanced and supported by:

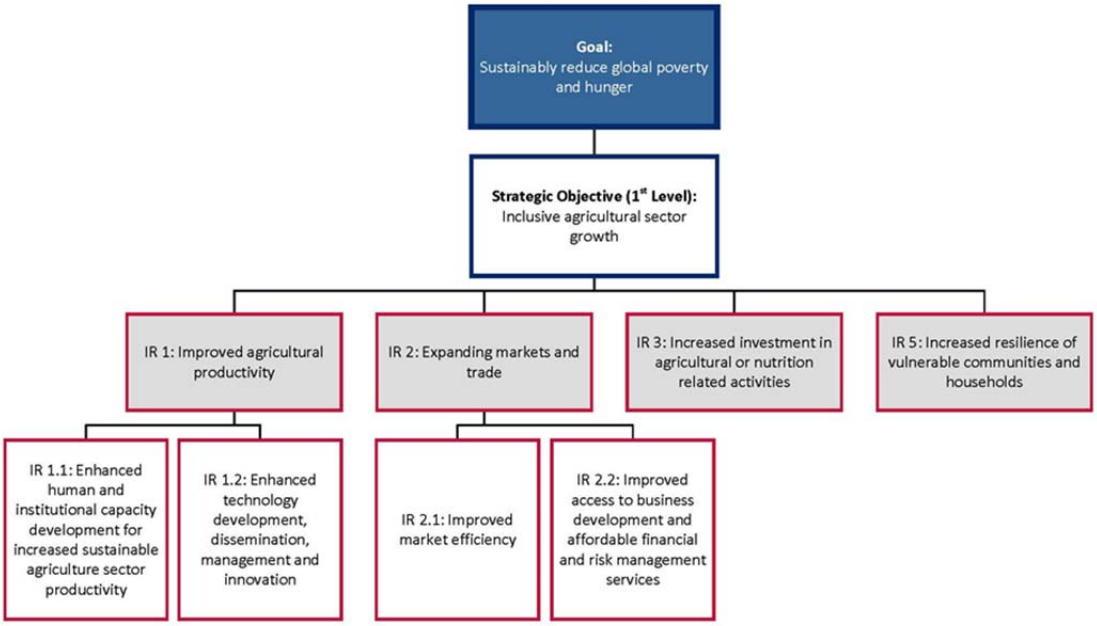
- Innovation grants and subcontracts to buy down risk and incentives to stimulate private sector investment and mitigate risks in the value chains
- Rigorous M&E to inform on project progress, identify problem areas, and drive corrective action and best practices
- TARIPA coordination to support private investment in SAGCOT and link potential investors with value chain actors.
- Communications products to better detail case studies, success stories and successful adoptions of improved technologies and practices

FIGURE 1: NAFAKA RESULTS FRAMEWORK

The NAFAKA results framework describes the development hypothesis presented in this work plan. It shows cause-and-effect linkages between higher-level objectives, intermediate results and specific activities designed to achieve them. It also includes critical assumptions essential to successful implementation.

NAFAKA will address the following four key intermediate results:

- IR-1 Improved Agricultural Productivity
- IR-2 Expanding Markets and Trade
- IR-3 Increased Investments in Agriculture and Nutrition-related Activities
- IR-5 Increased Resilience of Vulnerable Communities and Households



DESCRIPTION OF NAFAKA YEAR 3 ACTIVITIES

The NAFAKA strategic objective of inclusive agricultural growth is facilitated through the four intermediate results illustrated in Figure 1. Activities and subtasks for year 3 were designed in a facilitated work plan workshop held in August 2013 with the NAFAKA team, using the PMP as a management tool to guide results-based activities. The overall strategy for each intermediate result is described below. Annex 2 describes the activities and subtasks; the individuals or subcontractors responsible for them; and the timeframe, deliverable, and progress toward indicator targets for year 3.

Targeted activities for year 3 will foster smallholder adoption of improved technologies and practices in order to increase margins and improve food security. On the supply side, NAFAKA will promote strategies to enhance productivity, develop associations, promote the use of inputs, and encourage savings and lending at the village level. As farmers adopt improved technologies, yields and income will increase. On the demand side, NAFAKA will facilitate monetary and relationship transactions up and down the value chain, facilitating new activities under market linkages, including aggregation, storage and targeted buyer/seller activities.

The NAFAKA team anticipates that a mid-term evaluation will be conducted by a contractor hired by USAID/Tanzania in 2013. The implementation team will use information from this mid-term evaluation to refine strategies, reflect on lessons learned and strengthen the overall methodology of value chain development in the rice and maize sectors in Tanzania.

IR 1: IMPROVED VALUE CHAIN PRODUCTIVITY

The key indicators for **IR 1:** (FTF-4.5-5) **Gross margin per unit of land measured in kilograms per hectare in maize and rice** and (USAID/Tanzania) **Yields: kg/ha for rice, maize and horticulture cultivated.**

Agricultural productivity activities, trainings and materials for NAFAKA are designed to bring about positive changes in smallholder farmer practices. Through integration of core adoptions, successful smallholders increase the gross margin in maize and rice measured in kilograms per hectare in each crop. The key practices targeted by the project include land preparation, use of improved seeds, fertilizer application, water management, and harvesting and storage practices. The activities to achieve adoption involved a combination of on-farm demonstrations and trainings in modern agronomic practices, residential trainings and Farmer Field Days.

In year 3, NAFAKA will dedicate approximately 80 percent of program resources to facilitating a 105 percent increase in rice yields, which is 3,150 kg/ha .[5] For maize, NAFAKA will dedicate approximately 20 percent of program resources to facilitating a 5 percent increase in yield, which is 739 kg/ha.[6] Across all activities, we

[5] 105 percent increase from the baseline. The same measurement is used for maize.

[6] In all regions except Kiteto, drought is significantly impacting farmer yields.

expect to reach a total of 204,823 beneficiaries.[7] We will emphasize engagement of local partners in line with USAID Forward objectives, adding at least five new local implementers or service providers to the implementation team. Year 3 will begin with a focused effort to build the capacity of local Tanzanian organizations RUDI and MVIWATA to help them qualify for consideration of direct U.S. government funding once NAFAKA concludes.

NAFAKA will scale up activities by increasing the number of villages in year 3, increasing the number of village-based agricultural advisors (VBAA), expanding collaboration with district extension services (DALDOs), and including additional agronomists to support the expansion of the VBAA network. The project will contract with local service providers for activities such as mechanization and irrigation, use district extension agents to expand outreach, and add direct-hire agronomists to support activities. Each VBAA will reach approximately 200 farmers. The VBAAs will be trained by the program agronomists, assisted by the district coordinators and overseen by cluster team coordinators. The VBAAs are entrepreneurs unpaid by the project who are trained to serve small farmers through increased linkages with input supply companies and extension services. The utilization of both VBAAs and DALDOs to expand outreach to larger numbers of small farmers is a unique approach designed to promote a sustainable source of input and extension services from both the public (DALDOs) and private (VBAAs) sectors.

We also will engage the services of a training coordinator who will assist in administering targeted trainings. A set of villages will be organized into a cluster, an autonomous unit responsible for its own activity scheduling, budgeting and reporting. The performance of individual villages will be monitored through a balanced scorecard mechanism administered by program management.

IR 1.1 ENHANCED HUMAN AND INSTITUTIONAL CAPACITY DEVELOPMENT FOR INCREASED SUSTAINABLE AGRICULTURE-SECTOR PRODUCTIVITY

Area #1 Human and Institutional Capacity Development

Activities under IR 1.1 focus on delivering productivity results through institutions in targeted geographical areas, including building the capacity of each organization to directly implement U.S. government funds. The activities in IR 1.1 are key to the sustainability and exit strategies of NAFAKA, and to the overall objective of the project to build the capacity of local organizations.

1.1.1 Research and Training Institutions: The NAFAKA team will select priority Tanzanian stakeholders by implementation region for targeted pilot partnerships in extension. These partnerships will increase the capacity of Tanzanian institutions to deliver improved productivity methodologies. For example, NAFAKA is already in discussions with SUA for collaborative research on ways to mitigate drought and disease that suppressed maize yields during the last growing season. Such research is expected to lead to development of training content to assist farmers to improve methods for addressing these problems, particularly in the areas of water and soil conservation management and improved production techniques for periods of low rainfall. Grant agreements are in process for research and training activities on Zanzibar with ZARI and KATI; indeed, these two institutions will implement NAFAKA activities on the islands on our behalf, with NAFAKA building their capacity to manage grants and conduct training in the process. NAFAKA is already partnering with Mkindo Training Institute for association development and marketing activities in Mvomero District and this relationship will be expanded to cover more associations. Similar opportunities are being

[7] The estimated 204,823 beneficiaries for year 3 assume that 18,700 beneficiaries will be continuing and 23,971 new beneficiaries. These totals include famers and their families, using a 4.8 average per the 2010 Census data.

explored with KATRIN, Africa Rising and others to assist in development of initiatives such improved rice seed and intensification technologies.

1.1.2 Develop Forward Organizations: The Organizational Capacity Assessment Tool (OCAT) will be used to assess the institutional capacity of both RUDI and MVIWATA. After the assessments, RUDI and MVIWATA will select priority areas for targeted capacity building, and NAFAKA will deliver trainings in each selected area throughout year 3. The NAFAKA team will select new Tanzanian partners for strategic services during the year. The team expects to identify new local partners to include in the implementation team. Each new partner will undertake OCAT assessments and will benefit from capacity-building programs.

1.1.3 Agrodealer Network: In year 3, NAFAKA will expand its agrodealer network to increase availability and farmer access to essential inputs. Project interventions will focus on improving agrodealer knowledge of seeds, fertilizer and agrochemicals. Agrodealers will continue to demonstrate improved technologies on demonstration plots to stimulate increased demand for improved inputs, and they will participate in Farmer Field Days. NAFAKA will also facilitate trainings on business skills and financial management for this agrodealer network. NAFAKA was hampered last year by delays in delivering inputs to VBAAs and farmers, but efforts are already underway this season to deliver inputs in more timely fashion. Input supply companies are committing inputs in larger quantities this year, reducing the amounts the project will need to purchase, and arrangements for more timely transport of secured inputs to VBAAs and farmers are being made earlier. Closer collaboration with district extensionists will also serve to identify agro-dealers trained previously by other projects so that this network can be more quickly expanded. In addition, the NAFAKA subcontractor FIPS ensures that VBAAs are well trained by the FIPS district coordinators to disseminate consistent and appropriate productivity messages to farmers related to the use of inputs and other good production practices. Closer linkages will also be established between VBAAs, agro-dealers and DALDOs through our MOUs with district extension offices.

1.1.4 Youth Service Provider Groups: The NAFAKA team will work with associations to form youth service provider groups that can provide vital services to farmers (e.g., planting, weeding, and spraying, harvesting, and post-harvest handling).

1.1.5 Zanzibar Agriculture Institutions: In Zanzibar, NAFAKA will provide two grants to ZARI and KATI focused on improving productivity technologies for rain-fed rice. Activities connected to both grants are expected to reach 4,000 farmers.

1.1.6 **Farmer-to-Farmer Peer Education**: Greater emphasis will be placed on Farmer Field Days and farmer-to-farmer visits so that farmers can learn best practices and new production technologies from each other. Farmers are best able to communicate successful practices with each other given their experience of testing new practices on their own plots. NAFAKA's role will be to facilitate such interactions by organizing exchange visits through the provision of transport for greater access to successful farmers.

IR 1.2 ENHANCED TECHNOLOGY DEVELOPMENT DISSEMINATION, MANAGEMENT AND INNOVATION

Area #2 Technology

Activities under IR 1.2 focus on delivering productivity results that will increase yields in both maize and rice through increased access to appropriate improved inputs, appropriate use of inputs, soil and water management, improved field management, and good harvest and post-harvest handling processes.

1.2.1 Quality Declared Seed (QDS) (Rice): Using appropriate selection criteria, NAFAKA will identify 26 new producers to develop QDS seed for rice. Producers will be trained in QDS production, including preparation and planting, and management and harvest practices. Producers meeting standards will be certified and will have the ability to sell QDS seed, which will increase income and lead to greater distribution and use of certified seed. Care will be taken to ensure that QDS for particular rice varieties are applied to appropriate sites, since some varieties may not be suitable for specific sites across the wide geographic area covered by NAFAKA interventions in rice in Kilombero and Mvomero Districts.

1.2.2 Urea Deep Placement (UDP) Control Pilot: NAFAKA will select and work with research institutes to conduct controlled trials for UDP in close collaboration with KATRIN, Ilonga and SUA. UDP is designed to replace the generally inefficient method of broadcasting fertilizer, but it needs to tested and approved within Tanzania.

1.2.3 GAP Demonstration Farms: NAFAKA will deliver training in good agricultural practices (GAP) on approximately 800 demonstration plots in new and current villages. NAFAKA agronomists will train 208 VBAAs to conduct cascade training to farmers on appropriate improved inputs, seed selection, land preparation, soil management, fertilizer application, planting, harvesting and post-harvest handling. On rice demonstration plots, an additional emphasis will be placed on water management adoptions, including rain harvesting (earth bands, land leveling, basins), field infrastructure (supply canals, drains) and irrigation scheduling (timing, volume, recordkeeping).

1.2.4 Develop Providers of New Technologies: NAFAKA will develop providers of new technologies to extend their marketing reach and scale up their activities. Support will include developing, producing and marketing new technologies such as weeders, seeders, threshers, rippers and other production-enhancing tools for farmers and associations. Such service providers will be identified through a competitive process that will yield grants designed to expand these services to producers served by NAFAKA.

1.2.5 Farmer Exposure Visits: NAFAKA will work with the implementation team and partners to document successful extension methods, stakeholder response and the adoption process. The project will produce a video documenting the demonstration and change process.

1.2.6 Monsanto Seed Pilot: NAFAKA received a donation from Monsanto to enhance work in seed certification for year 3. The NAFAKA implementation team will develop a pilot program to facilitate licensing rural seed dealers or extension agents to help minimize counterfeit seed in Tanzania.

1.2.7. GAP Awareness Campaign: NAFAKA will continue creating and broadcasting seasonal messages to farmers to increase awareness of GAP and post-harvest handling and storage techniques. These messages are timed to coincide with critical stages of farming activities (land preparation, production and post-harvesting handling). This campaign involves outreach on radio spots, talk shows and print media, as well as the distribution of t-shirts and posters containing key messages. Radio stations utilized last year were successful in disseminating these messages to large numbers of farmers in the districts we serve. Outreach for new messages will be expanded this year to include additional radio stations; in particular, the SUA radio service considering its broad reach.

IR 2: EXPANDING MARKETS AND TRADE

The key indicators for IR 2: **Value of incremental sales (collected at farm-level) attributed to FTF implementation** (FTF 4.5.2-23); **Number of service transactions performed by associations** (NAFAKA 11); and **Value of Agricultural and Rural Loans** (FTF 4.5.2-29).

To be competitive in today's agricultural marketplace, farmers—especially smallholder farmers—need to be integrated into the full chain of production. In year 3, the NAFAKA team will work with public and private sector market participants, governments, universities and farmer associations. NAFAKA is facilitating integration between producers, agricultural traders and millers/processors as a strategy in year 3 to link them to reliable sources of market information leading to profitable buyer-seller relationships. NAFAKA market and trade activities foster monetary and relationship transactions up and down the value chain, focusing on market information systems, collective marketing strategies, post-harvest storage, buyer linkages, stakeholder networking events and information-sharing platforms.

NAFAKA also will continue to spearhead the TARIPA initiative, which brings together multiple private sector partners and potential investors in SAGCOT. NAFAKA is playing a leading role in the beginning stages of transitioning TARIPA into a representational body for the rice industry in Tanzania.

Producers benefit the most from linkages to markets through organized structures. NAFAKA is facilitating horizontal linkages between smallholders by demonstrating 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, and business and organizational skills transfer. Farmer organization services can increase individual revenue by aggregating production and facilitating inventory credit to enable individual farmers to improve the timing and value of their sales. Farmer organization services can also reduce expenses through the bulk purchase of inputs and collective negotiation for mechanization services.

In year 3, NAFAKA will support the delivery of eight service areas: aggregation, inputs, credit, mechanization, advocacy, value addition, market intelligence and member training. By the end of year 3, NAFAKA will support farmer organizations in the delivery of 7,000 service transactions. This will increase to 21,000 transactions in year 4 and an aggregate of 45,000 service transactions by the end of the project.

In the area of finance, NAFAKA will increase access to affordable sources of agricultural financing to increase the adoption of new technologies such as the use of improved seed varieties, application of fertilizers and the use of machinery such as seeders, weeders and rippers. Key partners for year 3 include the Youth Self-Employment Foundation (YOSEFO), National Microfinance Bank (NMB) and Opportunity International Bank. Additional activities for year 3 include a potential weather index-based insurance product, and additional activities in mobile money.

SUB IR 2.1: IMPROVED MARKET EFFICIENCY

Area #1 Associations

2.1.1 Form Associations: NAFAKA expects to form 47 associations in year 3. Associations are formed using three phases. Based on the project's experience forming associations in the first years of the project, we estimate that it will take approximately three months to complete the first two phases. After completion of these two phases, the association can proceed to training activities. If an association has not collected member dues and submitted their application by the end of the next harvest, NAFAKA will assess it for continued project support. Associations are formed in three phases: outreach, elections and registration. In the outreach phase, NAFAKA will select and profile villages, conduct outreach meetings, collect expressions of interest and form groups. In the elections phase, NAFAKA will conduct preconstitution training, facilitate interim elections, support constitution writing and member review of the constitution, and facilitate a permanent election. In the registration phase, NAFAKA will facilitate follow up on dues collection, assist in the submission of registration and facilitate a permanent election.

2.1.2 Train Associations: NAFAKA expects to continue training 56 associations formed in the first two years of the project, and to begin training for the 47 associations formed in year 3 (for a total of 103 associations). NAFAKA uses the Sell More For More™ (SMFM) participatory training program to develop association leadership. NAFAKA has added to this program by establishing a SERVICE+ module that enables an association to select an additional service to provide to their members in addition to aggregation. NAFAKA anticipates completing all SMFM and SERVICE+ trainings for existing and newly formed associations in year 3, and to synchronize these trainings with the harvest and first aggregation.

2.1.3 Expand Association Services: At the beginning of year 3, NAFAKA will conduct a farmer group assessment for strategic partners, including the Cereal Growers Association, Chimika, Uwawakuda, Akirigo and participating associations on Zanzibar. The results of the assessment will guide NAFAKA association implementation in both regions.

2.1.4 Facilitate Advocacy: Tanzania currently has a national business council that is informed by district business councils. The leaders of associations that NAFAKA is already training will be invited to participate on the district business councils. The advocacy training will include the process of generating issues of mutual concern from members, documenting these issues for the council, presenting the issues at council meetings and communicating results back to members. NAFAKA will then support the initial completion of these steps with association leaders.

Area #2 Marketing

NAFAKA year 3 marketing activities are designed to facilitate strengthened buyer/seller relationships through market events such as fairs, business-to-business activities and increased buyer/seller engagement.

2.2.5 Linkage Grants: As yields increase as a result of farmer adoption of new productive technologies, better market linkages in the areas of PHH, aggregation, bulking and processing will help smallholders bring their production more efficiently to market. NAFAKA will conduct an analysis of upmarket opportunities in aggregation, bulking and processing, and will identify strategic grant opportunities in each area. NAFAKA expects to identify up to five upmarket grant opportunities in year 3 that will assist smallholders in the area of market linkages. Increased collaboration with FtF's Tuboreshe Chakula activity will serve to link maize farmers served by NAFAKA with processors served by Tuboreshe. Such processers complain about the low quality of maize received from producers. NAFAKA will take advantage of Tuboreshe's data base of maize processors to enlist them to assist us in training farmers to deliver improved-quality maize through better PHH practices and upgrading storage facilities. Grants for upgrading storage facilities will also be considered.

2.2.6 Nanenane Fair: The annual Nanenane Fair gives producers, agrodealers, and buyers and service providers a unique opportunity to showcase improved technologies, mechanization and upgrading opportunities at a structured, focused event. NAFAKA will participate in the annual Nanenane Fair to facilitate increased adoption, market linkages, agrodealer supply and mechanization.

2.2.7 B2B Linkages: NAFAKA will pilot a business-to-business (B2B) event in year 3. B2B events are focused, prematched meetings between buyers and suppliers designed to facilitate market linkages in the maize and rice value chains. The NAFAKA team will actively support each association to develop its own marketing plan. The team will encourage the associations' key market lead personnel to visit markets such as Ifakara, and will help build a network of contacts in key markets. The NAFAKA team will encourage each association to follow the market prices and stay in touch with market contacts. To further enhance these market linkages, NAFAKA will arrange a number of field-based value chain meetings, to which association members, millers, second- or third-level traders and transporters will attend. Research institutes and district marketing officials will also be invited to attend, as they are an important source of market information given their knowledge of and access to trader networks.

2.2.8 Parboiled Rice Pilot: NAFAKA will collaborate with Tubocha Chakula to assess the niche market in Tanzania for parboiled rice. Parboiled rice is easier to process by hand and is more nutritious. NAFAKA will conduct a cost-benefit analysis to assess the current market requirements, demand centers, volumes, quality and packaging. If NAFAKA determines that parboiled rice is a market opportunity, we will conduct a pilot with the stronger associations with whom we work.

2.2.9 Savings and Internal Lending Communities (SILC) Service Agents: In 2013–2014 a number of NAFAKA-supported SILC groups will graduate from their first year of lending activities. The local individual who has been supporting the group will be certified as a SILC trainer and will also receive training on how to help the group members to better manage their household sales. Once the SILC trainers are certified, they receive payment for their services to the groups and become service agents. NAFAKA intends to work with these service agents and the VBAAs to train them to offer marketing services to their clients—services that are more transparent than those currently provided by the *dalalis* (field gate agents/traders). Furthermore there are possibilities of linking these certified SILC trainers to the associations to help build the saving and lending capacity of members within the associations.

2.2.10 TARIPA Facilitation: In year 3, NAFAKA will continue to coordinate TARIPA as part of USAID's commitment and contribution to the SAGCOT initiative. The association will build a common voice for the rice sector of Tanzania and strengthen the ability of actors to operate in a market-driven environment by establishing private-public dialogue, cross-sector partnerships and access to information on the rice subsector. The association will engage with policy decision makers on matters that affect the rice value chain and will strengthen subsector cohesion and capacity to operate in a commercial environment, including encouraging certification and quality standards/specifications in conjunction with regional partners. These activities will foster a better enabling environment and greater confidence in potential investors.

2.2.11 Trade Policy (SERA): In collaboration with the FTF SERA Activity, NAFAKA will support research and recommendations to improve the enabling environment for regional trade and grain reserve policy for the National Food Reserve Agency.

2.2.12 Marketing Awareness Campaign: NAFAKA will continue creating and broadcasting seasonal messages to farmers to increase awareness of benefits of collective storage and marketing. These outreach activities will be coordinated with association membership development and recruitment. This campaign includes radio spots, talk shows and print media.

SUB IR 2.2: IMPROVED ACCESS TO BUSINESS DEVELOPMENT AND AFFORDABLE FINANCIAL AND RISK MANAGEMENT SERVICES

Area #3 Finance

2.3.1 Map Producer Channels: NAFAKA will conduct a finance assessment for the rice and maize value chains to identify additional upgrading opportunities and gaps in financing for the upgrades by producer channel from both the demand and the supply side. The assessment will evaluate the need for financial services among producer households; it will collect information on when households need credit, how much they require, and at what time/for how long credit is required. This analysis will assist with developing additional finance target activities for year 3.

2.3.2 Association Financial Readiness: NAFAKA will conduct an assessment of the needs of associations for financing to facilitate storage, bulking and aggregation. Once the assessment is complete, the NAFAKA team will facilitate access to finance for targeted associations meeting defined criteria.

2.3.3 Yosefo/KPL Case Study: NAFAKA will conduct a case study and analysis of the 612 YOSEFO and NMB issued loans at KPL. The case study will be used to assess performance to date, potential additional needs and additional interventions that will be implemented in year 3. The loan case study is part of NAFAKA's continual learning cycle to implement activities with best practices and improved results.

2.3.4 Weather Index Feasibility: NAFAKA will conduct a prefeasibility analysis for weather index based insurance for Tanzania. The results of the prefeasibility analysis will guide the NAFAKA team on implementing a potential pilot weather index insurance program in year 4.

2.3.5 Mobile Money: NAFAKA will implement phase-two activities building on the feasibility study conducted with Tai Mobile Solutions to develop a mobile money transfer (MMT) business model for input companies, agrodealers, VBAAs, wholesale agents/megadealers and other stakeholders. Tai Mobile Solutions will work with various stakeholders in increasing adoption and usage of mobile finance (mobile money, bulk SMS and other related information and communication technology [ICT] systems that assist in transactions) and to capitalize on the new opportunities that mobile finance can bring about in increasing competitiveness and productivity in the rice and maize value chains.

2.3.6 Cash Crop Tool: NAFAKA will create a simplified cash crop tool that will assist VBAAs and associations in determining the return on investment for using improved inputs, including seed and fertilizer. Training in the use and application of this tool will also include emphasis on the preparation of farm budgets so that farmers can learn to take business decisions based on cost-benefit analyses.

IR 3: INCREASED INVESTMENT IN AGRICULTURAL OR NUTRITION RELATED ACTIVITIES

NAFAKA facilitates increased agricultural investment through a lead-firm approach in the maize and rice value chains. Lead firms are defined as small, medium or large firms that have forward or backward commercial linkages with a significant number of micro, small and medium-sized enterprises (MSMEs). Examples include buyers, traders, input suppliers, processors and exporters. Lead firms often provide important products or support to MSMEs they buy from or sell to, as part of their overall existing commercial relationship. NAFAKA works with lead firms as key innovators driving catalytic change in the maize and rice value chains. Lead firms for NAFAKA include KPL and KVTC for innovative outgrower models. In year 3, NAFAKA will expand and enhance existing lead firm partnerships to increase investment in both the maize and rice value chains. Targeted lead firm partnerships in year 3 may include Kibaigwa Flour Mills and Export Trading Group. In addition, NAFAKA will increase collaboration with Tuboreshe Chakula to more closely link farmers with processors who can provide valuable advice on quality enhancements such as PHH and storage practices, as well as with Mwanzo Bora to ensure consistency and relevance in conveying key nutritional messages to farmers as part of NAFAKA's association development and productivity training.

Area #1 Increased Investment

3.1.1 Innovation and Capacity-Building Grants: In year 3 NAFAKA will continue using grants to buy down risk to drive innovation and encourage upgrading throughout the TARIPA initiative, which brings together multiple private sector partners and potential investors in SAGCOT.

3.1.2 Kilombero Plantations Ltd.: The Kilombero subcluster focuses on developing a large-scale commercial rice farm, the Mngeta Rice farm run by KPL, and a surrounding outgrower scheme, which will include up to 5,000 paddy farmers by 2016. KPL will act as the "hub" commercial farm and will be the main market in this subcluster. In year 3, NAFAKA will conduct an analysis of activities conducted to date, including the introduction of System of Rice Intensification (SRI) technology, training programs, association

development and a pilot loan scheme. The year 3 assessment will guide additional and existing activities over the remaining life of the project.

3.1.3 Kilombero Valley Teak Company (KVTC): NAFAKA has established an MOU with KVTC to develop up to 10 farmer associations. In collaboration with KVTC, NAFAKA will assist these farmer associations to use better inputs, apply them more efficiently, improve production practices and access improved markets. NAFAKA will train KVTC agronomists to build their capacity to provide technical assistance to teak producers who are also growing rice so that KVTC is prepared to carry on this activity once NAFAKA concludes. While this will remain a relatively modest activity given the limited amount of co-investment to be applied by KVTC, the fact that KVTC is a private investor willing to commit investment resources to developing rice outgrowers makes this an important activity for NAFAKA despite it relatively small outreach compared to KPL.

3.1.4 Input Supplier Partnerships: In year 3, NAFAKA will work with input supply companies to facilitate demonstrations and promote distribution and usage of improved input supplies.

IR 5: INCREASED RESILIENCE OF VULNERABLE COMMUNITIES AND HOUSEHOLDS

NAFAKA reaches vulnerable communities and households through SILC groups. NAFAKA will scale out interventions to Kongwa district in Dodoma and work in 17 villages. NAFAKA will add 13 villages in Kilombero and 10 villages in Kiteto for a total of 40 new villages.

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.

Area #1 Nutrition

In year 3, NAFAKA will conduct the following activities with existing and newly formed SILC groups:

5.1.1 SILC Groups: NAFAKA will scale out activities and facilitate developing new SILC groups in 40 villages in Kongwa, Kilombero and Kiteto.

5.1.2 Home Gardens: As part of NAFAKA's food security and nutrition initiative, rural and vulnerable households in SILC groups will be introduced to highly nutritious vegetables and will be shown new methods for growing produce on residential plots. The training allows them to improve diets and increase incomes through the sale of excess produce. In addition to direct training of vulnerable households in cultivating nutritious foods in home gardens, NAFAKA will facilitate exchange visits among beneficiaries within participating communities, using a farmer-to-farmer approach in order to promote peer learning of successful practices. In addition, greater collaboration with TAPP to apply best practices in horticulture for home gardens will be emphasized.

ADMINISTRATIVE MANAGEMENT, CROSS CUTTING AND LEARNING OBJECTIVES

NAFAKA project managers will use the PMP as a management tool in year 3. Each activity is defined and operationalized by linking the activity to a specific result on the revised indicator list (Annex 1). Our internal management system uses SharePoint site that includes the work plan activities and M&E database to better manage and monitor results. NAFAKA is instituting periodic internal meetings and working groups to ensure best practices and coordination with other Feed the Future and private sector partners.

Building on USAID's Collaboration, Learning and Adapting framework, NAFAKA's knowledge management strategy ensures that results and lessons learned from our work are collected, analyzed and disseminated regularly to on-the-ground partners, other FTF projects in Tanzania and USAID. Knowledge management is closely linked to the M&E system but also focuses on learning, documentation and knowledge sharing. We are establishing systems and processes that clearly articulate theories of change within each main component and operationalize a functional results-based management framework. We believe it is important to communicate about and learning from our successes as well as our failures. Key activities for 2013-2014 include:

Monitoring, data collection and reporting:

- Upgrading current database to an online platform
- Introducing season-specific quantitative and qualitative surveys using innovative mobile application tools and smartphone technologies
- Introducing Most Significant Change (MSC) methodology and processes to incorporate qualitative reporting and feedback into our reporting lines. MSC focuses on monitoring intermediate outcomes and impact through a process of identifying qualitative "stories" around change experienced by project beneficiaries.
- Integrating self-assessment tools into data collection (such as participatory OCATs)

Knowledge Management and Learning:

- Holding quarterly results and performance reviews in which we work with staff and local implementing partners to assess performance, learn from one another and tailor methodologies and curriculum as necessary
- Introducing an M&E & KM Working Group that will convene monthly
- Disseminating a monthly newsletter that provides key updates on project activities and results to stakeholders, FTF projects and USAID
- Holding workshops, conferences and brown bags on NAFAKA knowledge products
- Identifying local partners and institutions – such as Katrin, SUA, Ilonga, Mkindo, ZARI, KATI, district extension services, and others - in which to house best practices, lessons learned and improved curriculum tailored for specific regions
- Utilizing contextual analysis (socio, environmental and economic) in order to analyze where things are changing and why
- Documenting insights regarding knowledge, attitudes and practices of target audiences to help identify the key behaviors to be changed, key influencers, appropriate channels, barriers to behavior change and champions of change

NAFAKA's Knowledge Management and Learning Unit comprises professional staff focused on M&E, behavior change communications, ICT, communication and outreach, and gender.

Gender:

Gender considerations are integrated into all NAFAKA activities. Our gender specialists focus on ensuring that all project staff and partners have a basic understanding of the gender concerns of the communities in which they work. Specific activities include:

- Working with the association development team to ensure that leadership training includes gender-equity modules and that associations identify women and youth leaders
- Training in household decision-making tools that enable collaborative decision making around purchased inputs, labor, marketing and household expenditures
- Equipping project stakeholders with knowledge of the extent to which women and youth have access to, own and use assets
- Developing youth associations to become value chain service providers

Behavior Change Communications:
Behavior change communications (BCC) is a strategy that NAFAKA employs to focus activities around triggering key adoptions of behaviors that will lead to increased productivity and gross margins. This year, BCC will focus on:

- Continuing targeted GAP and marketing campaigns using radio and other media
- Developing a GAP toolkit for agricultural extension workers with productivity team members: We will prototype BCC materials, pretest them, disseminate them, and monitor them for effectiveness.
- Developing association services briefing package with association development team: We will prototype BCC materials, pretest them, disseminate them, and monitor them for effectiveness
- Enhancing training materials and developing training aids to contribute to evidence-based program intervention planning through provision of behavioral data/trends to enhance technical interventions

ICT:
ICT tools such as mobile phone applications, a knowledge management portal, interactive maps and other information dissemination mechanisms will be used to increase outreach and effectiveness of project interventions. The ICT manager will work with the NAFAKA project team on the use and integration of technology innovations and knowledge management activities to support the learning and distribution of information across the value chains. Specific activities include:

- Introducing and developing technology innovations that will lead to achieving project targets across the value chains
- Introducing information collection and dissemination through mobile applications and phones
- Developing mobile phone platforms to enable the collection of information via mobile applications to increase the efficiency and accuracy of data collection
- Developing mobile phone platforms for the dissemination of information, working with telecommunications companies and mobile phone providers in Tanzania to create the appropriate m-agriculture mechanism to send mass messages in a cost-effective, sustainable way to relevant audiences. Targeted messages will be developed for SMS dissemination to beneficiaries at certain times of the year.
- Building capacity of local partners (MVIWATA, RUDI, district extension services and others) to effectively utilize ICT innovations to improve quality and outreach of their interventions.

FEED THE FUTURE COLLABORATION

NAFAKA will continue to collaborate closely with other FTF implementing partners in year 3. The NAFAKA team understands and works to advance the important responsibility to support Feed the Future as one fully integrated program comprising different projects and activities. NAFAKA is committed to leveraging resources and maximizing the impact of our combined interventions that contribute to achieving overall FTF objectives and results.

The following are some specific ways NAFAKA will collaborate with other FTF IPs during year 3 work plan period:

FTF Project	Integration
Infrastructure and Rural Roads Project (CDM)	- Build capacity of farmer associations and other value chain actors in support of irrigation systems to be reconstructed/rehabilitated in Kilombero and Mvomero districts. - Provide information, including GPS coordinates, of rural warehouses currently being assessed by NAFAKA with recommendations contributing to rural road maintenance and rehabilitation decisions.
M&E Activity (TMG)	- Populate the IPRS and FTF M&E system with data in a timely fashion. - Consolidate our PMP to include concentration on NAFAKA-appropriate FTF indicators to ensure that overall FTF results can be adequately tracked. - Openly seek TMG consultation and support on data-quality issues.
SERA—Policy Activity (Booz Allen)	- Facilitate further studies and consultations from NAFAKA subcontractor AIRD to address policy constraints to expanded domestic and regional trade.
Tuboreshe Chakula—Processing Activity (Abt)	- Provide marketing assistance to associations administering the COMPETE mills in Kilombero district, to which Tuboreshe Chakula is providing training and technical assistance promoting more-efficient milling practices. - Link NAFAKA-targeted associations and producer groups in maize-growing areas with milling operations being improved through training and technical assistance in PHH and improved storage practices through Tuboreshe Chakula. - Link post-harvest handling and warehouse upgrading activities in the maize-growing areas with Tuboreshe Chakula miller technical assistance efforts. - Share information on baseline studies, PMPs, M&E data collection, data quality issues, etc. - Link NAFAKA-targeted associations to Tuboreshe Chakula for fortification training. -Collaborate with Tuboreshe Chakula to pilot parboiled rice activity.
iAgri—Research and Training (Ohio State working with SA)	-Develop internship program for recent graduates of Sokoine University, using NAFAKA as an opportunity for skills development and practical work experience.
Mwanzo Bora—Nutrition Activity (Africare)	- 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.
TAPP (Fintrac)	- 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. -Collaborate with TAPP to identify highly nutritional vegetables for home garden activities.
Peace Corps	- Host 1–2 volunteers, embedded in NAFAKA activities, in areas of gender integration, environment, association development, or other areas in which Peace Corps volunteers have the requisite skills and are a good fit for our activities.
IITA/Africa Rising	-Collaborate on research and the dissemination of information on rice intensification technologies. IITA/Africa Rising will provide resource specialists on a cost-sharing basis for training farmers and district extensionists designed to

	expand uptake of sustainable rice intensification technologies.

ANNEXES

ANNEX 1: *DRAFT* UPDATED INDICATOR TABLE[8]

[8] Once verified with the annual outcome survey, results achieved to date will be submitted with the annual report.

Please note that * indicates a new indicator and # indicates that an indicator has been removed.

SR/NO	FtF/NAFAKA	Performance Indicators and Disaggregation Levels	2013-2014 Target	2014-2015 Target	LOP Target	Abbreviated Indicator Definition
IR_1: Improved Agricultural productivity						
1	FTF-4.5-4	**Gross margin per unit of land of Rice and Maize (RiA) (OUTCOME)**	**Rice: 595**	**Rice: 647**	**326** (increase from Baseline)	The gross margin is the difference between the total value of production of the agricultural product (Maize and Rice) and the cost of producing that item, divided by the total number of units in production (hectares of crops). Gross margin per hectare, is a measure of net income for that farm activity.
			Maize: 112	**Maize: 123**	**17** (increase from 2011-12 results)	
2	USAID/Tanzania	**Yields: KG/Ha for rice and maize cultivated (OUTCOME)**	**Rice: 3,150**	**Rice: 3,300**	**110%** (increase from baseline)	Yield is measured as kilograms per hectare of harvested land of rice and maize. Production data on maize and rice relate to crops harvested for dry grain only.
			Maize: 739	**Maize: 774**	**10%** (increase from 2012-13 results)	
IR_1.1: Enhanced Human and Institutional Capacity Development for Increased Sustainable Agriculture Sector Productivity						
3	FTF-4.5.1-27	**CBLD-5 Score, in percent, of combined key areas of organization capacity amongst USG direct local implementing partners (S) (OUTCOME)**	**67%**	**75%**	**75%**	The score represent the capacity of local organizations, RUDI and MVIWATA, measured across seven key capacity areas using the participatory Organizational Capacity Assessment (OCA) tool. The key capacity areas include: 1) Governance, 2) Administration, 3) Human Resources Management 4) Financial Management, 5) Organizational Management, 6) Program Management, 7) Project Performance Management.
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)**	**27,310**	**35,200**	**85,520** (cumulative of new and continuing yearly, with actuals for 2011-12)	This indicator measures the total number of farmers, individual processors (not firms), rural entrepreneurs, managers and traders, natural resource managers, etc. that applied new technologies anywhere within the food and fiber system as a result of USG assistance. This includes innovations in efficiency, value-addition, post-harvest management, sustainable land management and water management, managerial practices, input supply delivery.
4	FTF-4.5.2-7	**Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (RiA) (WOG) (OUTPUT)**	**34,137**	**44,000**	**108,793** (cumulative of new and continuing yearly, with actuals for 2011-12, 2012-13)	The number of individuals to whom significant knowledge or skills have been imparted through interactions that are intentional, structured, and purposed for imparting knowledge or skills should be counted. This includes farmers, and other primary sector producers who receive training in a variety of best practices in productivity, post-harvest management, linking to markets, etc. It also includes rural entrepreneurs, processors, managers and traders receiving training in application of new technologies, business management, linking to markets, etc., and training to extension specialists, researchers, and others who are engaged in the food, feed and fiber system and natural resources and water management. Farmers that receive training via input supplies, agro-business, processers or through NAFAKA supported training of trainers (ToT) rather than directly with farmers themselves are considered direct beneficiaries.
6	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)**	**475**	**628**	**1,355** (cumulative of new and continuing yearly, with actuals for 2011-12, 2012-13)	Total number of private enterprises (processors, input dealers, storage and transport companies) producer associations, cooperatives, water users associations, women's groups, trade and business associations and community-based organizations (CBOs), including those focused on natural resource management, that applied new technologies or management practices in areas including management (financial, planning, human resources), member services, procurement, technical innovations (processing, storage), quality control, marketing, etc. as a result of USG assistance in this reporting year.
7	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**	**559**	**739**	**1552** (cumulative of new and continuing yearly, with actuals for 2011-12, 2012-13)	Total number of private enterprises, producers' associations, cooperatives, producers organizations, fishing associations, water users associations, women's groups, trade and business associations and community-based organizations, including those focused on natural resource management, that received USG assistance related to food security during the reporting year. Organizations assisted should only include those organizations for which implementing partners have made a targeted effort to build their capacity or enhance their organizational functions.

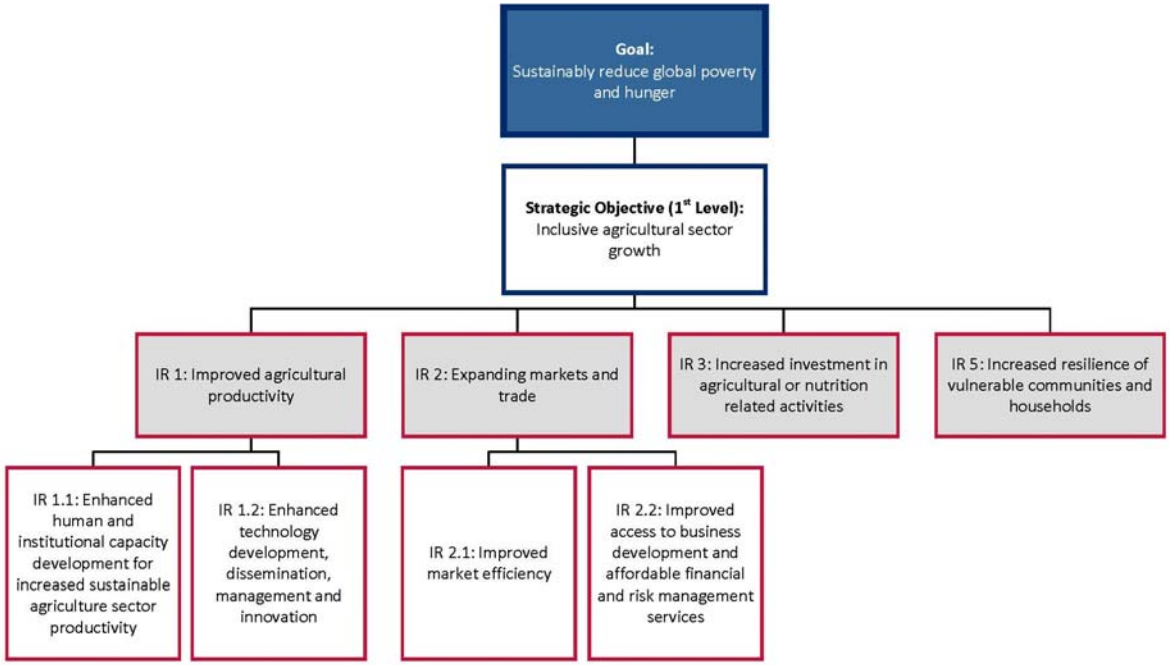
SR/NO	FtF/NAFAKA	Performance Indicators and Disaggregation Levels	2013-2014 Target	2014-2015 Target	LOP Target	Abbreviated Indicator Definition
IR_1.2 Enhanced Technology Development, Dissemination, Management and Innovation						
8	**FTF-4.5.2-13**	**Number of rural households benefiting directly from USG interventions (S). (OUTPUT)**	**38,711 (new and continuing)**	**53,500 (new and continuing)**	**72,514 (cumulative new with actuals from 2011-12, 2012-13)**	A household is a beneficiary if it contains at least one individual who is a beneficiary. An individual is a beneficiary if s/he is engaged with a project activity or s/he comes into direct contact with the set of interventions (goods or services) provided by the project. Individuals merely contacted or involved in an activity through brief attendance (non-recurring participation) does not count as a beneficiary. This indicator include vulnerable households. See indicator number 11 (Number of beneficiaries reached(both direct and indirect) for a comprehensive definition of a beneficiary.
9	**NAFAKA**	**Number of beneficiaries reached (OUTPUT)**	**Total: 204,823** (new and continuing)	**Total: 264,000** (new and continuing)	**Total: 363,347** (cumulative new with actuals for 2011-12, 2012-13)	Beneficiaries are those individuals within the target area that receive direct benefits (i.e., goods or services) from the program (including where applicable, families receiving food rations). For NAFAKA, beneficiaries will include those individuals that receive training, participate in demo plots, those benefiting from grants/loans, farmers receiving small packs of technologies, farmer trained by Lead/progressive farmers, farmers trained by VBAAs, SILC members. Farmers (and other primary producers) that work directly with input suppliers, agro-businesses, processors or through training of trainers (TOT) will still be direct beneficiaries. Because NAFAKA interventions work with farming families, we include a 4.8 multiplier to account for family members, which is based upon the 2010 Census data. This multiplier will be further revised to reflect household size per district, upon release of the Unified Baseline Survey.
10	**FTF-4.5.2-2**	**Number of hectares under improved technologies or management practices as a result of USG assistance (RiA) (WOG) (OUTCOME)**	**34,500**	**63,000**	**91,500**	This indicator measures the new and continuing area (in hectares) of land under new technology during the current reporting year. Any technology that was first adopted in a previous reporting year and continues to be applied should be marked as "Continuing" Technologies to be counted here are agriculture-related technologies and innovations including those that address climate change adaptation and mitigation (e.g. carbon sequestration, clean energy, and energy efficiency as related to agriculture). If a hectare is under more than one improved technology type (e g. improved seed (crop genetics) and IPM (pest management), count the hectare under each technology type (i.e. double-count). If a beneficiary cultivates a plot of land more than once in the reporting year, the area should be counted each time it is cultivated with one or more improved technologies during the reporting year. If a lead farmer cultivates a plot used for training, e g. a demonstration plot used for Farmer Field Days or Farmer Field School, the area of the demonstration plot will be counted under this indicator, and the farmer counted under 4.5.2-5 number of farmers and others who have applied improved technologies.
#	**FTF 4.5.2-39**	**Number of technologies or management practices in one of the following phases of development: Phase I/II/III as a result of USG assistance (S) (OUTPUT)**	--	--	--	Technologies to be counted here are agriculture-related technologies and innovations including those that address climate change adaptation and mitigation (including carbon sequestration, clean energy, and energy efficiency as related to agriculture), and may relate to any of the products at any point on the supply chain.

SR/NO	FtF/NAFAKA	Performance Indicators and Disaggregation Levels	2013-2014 Target	2014-2015 Target	LOP Target	Abbreviated Indicator Definition
IR_2: Expanded Market and Trade (Corresponds to NAFAKA Component 2 Activities)						
11	**FTF 4.5.2-23**	**Value of incremental sales (collected at farm-level) attributed to FTF implementation (RiA) (OUTCOME)**	**$ 10,690,394.00**	**$ 14,846,745.00**	**$ 30,690,033.00**	This indicator collects both volume (in metric tons) and value (in US dollars) of purchases from smallholders of targeted commodities for its calculation. This includes all sales by the smallholder farmer of the targeted commodity(ies), not just farm-gate sales. The value of incremental sales indicates the value (in USD) of the total amount of targeted agricultural products sold by small-holder farm households relative to a base year and is calculated as the total value of sales of a product during the reporting year minus the total value of sales in the base year.
#	**NAFAKA**	**Number and Value of buyer agreements (informal or formal) (OUTCOME)**	**--**	**--**	**--**	Number and Value of informal or formal agreements between farmers/producer organizations and value chain actors. The operational definition of the indicator should guide that non-financial agreements should also be counted.
#	**NAFAKA**	**MT of Paddy, Rice or Maize Sold by Producer Associations (OUTCOME)**	**--**	**--**	**--**	All produce sold by associations or members of the associations or groups through bulking or any other form of contracts. The sale may involve formal or informal arrangement of which must be captured by associations themselves or NAFAKA staff
IR_2.1: Improved Market Efficiency						
#	**FTF 4.5-10**	**Total increase in installed storage capacity (m3) (S) (OUTPUT)* (proposing to change to a NAFAKA custom indicator)**	--	--	--	This indicator measures total increase during the reporting year in functioning (refurbished and new) cubic meters of storage capacity that have been installed through USG programming and leverage. Installed storage capacity is an aggregate amount that encompasses on-farm and off-farm storage, dry goods and cold chain storage. Both newly installed and refurbished storage should be counted here.
12*	**NAFAKA**	**Number of service transactions performed by associations.**	**9,150.00**	**18,000.00**	**33,000.00**	Services includes any value chain service an association performs that increases market efficiency. These include aggregation, bulk purchase of inputs, securing rural finance, collecting and disseminating market information, providing or securing mechanization or other farm level upgrading services for their members, processing/milling, weighing and grading.
IR_2.2 Improved Access to Business Development and Affordable Financial and Risk Management Services						
13	**FTF-4.5.2-29**	**Value of Agricultural and Rural Loans (RiA) (WOG) (OUTPUT)**	**$ 419,000.00**	**$ 635,086.00**	**$ 1,300,000.00**	This indicator sum loans made (i.e. disbursed) during the reporting year to producers (farmers, fishers, etc.), input suppliers, transporters, processors, and loans to other MSMEs in rural areas that are in a targeted agricultural value chain, as a result of USG assistance. The indicator counts loans disbursed to the recipient, not loans merely made (e.g. in process, but not yet available to the recipient). The loans can be made by any size financial institution from micro-credit through national commercial bank, and includes any type of micro-finance institution, such as an NGO.
14	**FTF 4.5.2-30**	**Number of MSMEs, including farmers, receiving USG assistance to access loans (S) (OUTPUT)**	**2,058**	**4,494**	**9,924**	Total number of micro (1-5) small (6-50) and medium (51-100) (parenthesis = number of employees) enterprises (MSMEs). To be counted an MSME must have received USG assistance which resulted in a loan from any financial institution, formal or informal, including MFIs, commercial banks, or informal lenders, as well as from in-kind lenders of equipment (e.g. tractor, plow) or other agricultural inputs (e.g., fertilizer or seeds), or transport, with repayment in cash or in kind. USG assistance may include partial loan guarantee programs or any support facilitating the receipt of a loan.
15	**FTF 4.5.2-37**	**Number of MSMEs, including farmers, receiving business development services from USG assisted sources (S) (OUTPUT)**	**15,000**	**18,000**	**52,800**	Total number of micro (1-5) small (6-50) and medium (51-100) enterprises (parenthesis = number of employees) receiving services from FTF-supported enterprise development providers. Services may include, among other things, business planning, procurement, technical support in production techniques, quality control and marketing, micro-enterprise loans, market linkages, input access, etc. . Clients may be involved in agricultural production, agro-processing, community forestry, fisheries, input suppliers, or other small businesses receiving USG assistance.

SR/NO	FtF/NAFAKA	Performance Indicators and Disaggregation Levels	2013-2014 Target	2014-2015 Target	LOP Target	Abbreviated Indicator Definition
IR_3: Increased Investment in Agricultural or Nutrition Related Activities (Corresponds to NAFAKA Component 5 Activities)						
#	**FTF-4.5.2-12**	**Number of public-private partnerships formed as a result of FTF assistance (S) (OUTPUT)**	--	--	--	Number of public-private partnerships in agriculture formed during the reporting year due to FTF intervention. Private partnerships can by long or short in duration. Partnerships with multiple partners should only be counted once. A public-private alliance (partnership) is considered formed when there is a clear agreement, usually written, to work together to achieve a common objective. There must be either a cash or in-kind significant contribution to the effort by both the public and the private entity. USAID must be one of the public partners. USAID is almost always represented in the partnership by its implementing partner. For-profit enterprises and NGOs are considered private. A public entity can be national or sub-national government as well as a donor-funded implementing partner. It could include state enterprises which are non-profit. A private entity can be a private company, a community group, or a state-owned enterprise which seeks to make a profit (even if unsuccessfully).
16	**FTF-4.5.2-38**	**Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation (RiA) (OUTCOME)**	**1,000,000**	**1,000,000**	**3,300,000**	Investment is defined as any use of private sector resources intended to increase future production output or income, to improve the sustainable use of agriculture-related natural resources (soil, water, etc.), to improve water or land management, etc. The food chain includes both upstream and downstream investments. Upstream investments include any type of agricultural capital used in the agricultural production process such as animals for traction, storage bins, and machinery. Downstream investments could include capital investments in equipment, etc. to do post-harvest transformation/processing of agricultural products as well as the transport of agricultural products to markets. —Private sector includes any privately-led agricultural activity managed by a for-profit formal company.
IR_5: Increased Resilience of Vulnerable Communities and Households (Corresponds to NAFAKA Component 4 Activities)						
17	**FTF-4.5.2-14**	**Number of vulnerable households benefiting directly from USG assistance (S) (OUTPUT)**	**5,541**	**7,126**	**16,317**	Note: Revising definition of "vulnerable" per release of the Unified Baseline Survey results and the development of wealth categories for our beneficiary count.
18	**NAFAKA**	**Value of Savings accumulated by SILC groups under NAFAKA (OUTCOME)**	**144,527**	**226,253**	**464,196**	Through the S LC methodology, community members will self-select into groups of 15 to 25 people. SILC focus on vulnerable population. Through the SILC members will receive intensive capacity building program to strengthen their skills in group and financial management through internal savings and lending.
19	**NAFAKA**	**Number of beneficiaries with home gardens or alternate crops as a proxy for access to nutritious foods and income (OUTCOME)**	**14,700**	**21,377**	**36,290**	Beneficiaries refer to target individuals who have received assistance. Typically this will refer to all members of the household and not just those household members directly involved in home or community gardens. A garden is distinct from a traditional farm field crops which generally emphasize food staples such grains, and/or non-food commercial crops such as coffee or cotton. A garden generally focuses more on mixed cropping with emphasis on vegetables and fruits but may include grains, roots, tubers and other traditional staple crops as well. A garden may be used for home consumption or commercial sale or a mix of the two. Home gardens refer to those managed by a household. A community garden is typically a common community gardening area with either individual plots or communal plots where participating individuals receive a portion of the production.

ANNEX 2: RESULTS FRAMEWORK AND ACTIVITIES FOR 2013 - 2014

NAFAKA RESULTS FRAMEWORK



ACTIVITY GUIDE

IR 1	Productivity
SUB IR 1.1	ENHANCED HCID FOR INCREASED SUSTAINABLE AGRICULTURE SECTOR PRODUCTIVITY
Area #1	HICD
1	Research & Training Institutions
2	Develop *Forward* Organizations
3	Agrodealer Network
4	Youth Service Provider Groups
5	Zanzibar Agriculture Institutions
SUB IR 1.2	IR 1.2 ENHANCED TECHNOLOGY DEVELOPMENT DISSEMINATION, MANAGEMENT AND INNOVATION
Area #2	Technology
1	Quality Declared Seed (QDS)
2	UDP control pilot
3	GAP demonstration farms
4	Develop Providers Of New Technologies
5	Farmer Field Days
6	Monsanto Seed Pilot
7	GAP awareness campaign

IR 3	Investment in Ag and Nutrition
Area #1	Increased Investment
1	Innovation And Capacity Building Grants
2	KPL Assessment
3	Kilombero Valley Teak Company (KVTC)
4	Input Supplier Partnerships

IR 5	Vulnerable Groups
Area #1	Nutrition
1	SILC Groups
2	Home Gardens (TAPP & MB)

IR 2	Markets and Trade
SUB IR 2.1	IMPROVED MARKET EFFICIENCY
Area #1	Associations
1	Form Associations
2	Train Associations
3	Expand Association Services
4	Facilitate Advocacy
Area #2	Marketing & Trade
5	Linkage Grants
6	Nanenane Fairs
7	B2B Linkages
8	Parboiled Rice Pilot
9	SILC Service Agents
10	TARIPA
11	Trade Policy (SERA)
12	Marketing Awareness Campaign
SUB IR 2.2	IMPROVED ACCESS TO BUSINESS DEVELOPMENT AND AFFORDABLE FINANCIAL AND RISK MANAGEMENT SERVICES
Area #3	Finance
1	Map Producer Channels
2	Associations Financial Readiness
3	YOSEFO/KPL case study
4	Weather Index Feasibility
5	Mobile Money
6	Cash Crop Tool

IR ACTIVITY SHEETS

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #1 Improved agricultural productivity						
Sub IR 1-1: Enhanced human and institutional capacity development for increased sustainable agriculture sector productivity						
	Sub Task	**Activity Lead**	**Timeline Start date**	**Timeline End date**	**Notable Deliverables / Results**	**Progress towards Indicator Targets**
Area #1 Human and Institutional Capacity Development						
1) Research and training institutions						
a) Stakeholder mapping	Conduct stakeholder mapping for each cluster area	Productivity Manager	Oct	Nov	Stakeholder lists per cluster	Three institutions • FTF-4.5.1-27 (CBLD-5 score): baseline/increase 10% • FTF-4.5.2-7 (individuals trained): 5,000 • FTF-4.5.2-5 (individuals applied): 4,000 • FTF-4.5.2-38 (partnership value): $70,000
b) Priority stakeholder selection	Identify priority value chain, GoT stakeholders for each cluster	Agronomists	Nov	Dec	Stakeholder maps per cluster	
	Notify stakeholders of inclusion in pilot program and upcoming forum	Productivity Manager	Nov	Dec	Letters of notification	
	Develop and distribute stakeholder maps by cluster	Agronomists	Nov	Dec	Letters of notification	
c) Stakeholder forum conducted (2)	Select venue for 2 stakeholder forums for each cluster	Productivity Manager	Nov	Dec	2, 1 day forums conducted	
	Develop agenda and materials for forums	Productivity Manager	Dec	Dec	Agenda and custom materials	
d) Sign partnership/collaboration MOUs or grant with priority stakeholders	Draft MOUs	Prod/Grant Manager	Dec	Dec	Draft MOUs	
	Circulate MOUs to stakeholders	Productivity Manager	Dec	Dec	Action plan and work schedule with trainers	
	Execute MOUs	Productivity Manager	Dec	Jan	Participants registration, data base	
e) Conduct bi-annual technical review and advisory meetings	Select venue for 2 stakeholder forums for each cluster	Agronomists	Jan	Jan	Forums conducted	
	Develop agenda and materials for forums	Productivity Manager	Jan	Jan	Agenda and custom materials	
2) Develop *Forward* Organizations						
a) Conduct OCAT assessments for RUDI & MVIWATA	Conduct 3 week OCAT assessment with RUDI and MVIWATA	DPSCD, STTA	Oct	Nov	Assessment results	Two existing institutions: • FTF-4.5.1-27 (CBLD-5 score): achieve 67% New institutions: • FTF-4.5.1-27 (CBLD-5 score): baseline
b) Develop Capacity Building Action Plans	Develop Capacity Building Action Plans in coordination with RUDI and MVIWATA	DPSCD, STTA	Nov	Dec	Capacity Building Action Plans	
c) Monitor & analyze progress of Capacity Building Action Plan implementation	Implement Capacity Building Action Plan and provide support as needed to RUDI and MVIWATA	DPSCD	Dec	Sep	Support as needed to partners (i.e. STTA, trainings)	
	Conduct quarterly status updates	DPSCD	Dec	Sep	Quarterly status meetings	
a) Identify TBD local partners	Conduct mapping exercise to identify potential local partners	DPSCD	Oct	Nov	Partners map	
	Develop criteria and select new partners	DPSCD	Nov	Dec	Selection criteria	
b) Conduct OCAT assessments	Conduct 3 week OCAT assessment	DPSCD, STTA	Dec	Jan	Assessment results	
c) Develop Capacity Building Action Plans	Develop Capacity Building Action Plans in coordination with new NAFAKA partners	DPSCD	Dec	Sep	Capacity Building Action Plans	
d) Monitor & analyze progress of Capacity Building Action Plan implementation	Implement Capacity Building Action Plans with new NAFAKA partners	DPSCD	Dec	Sep	Support as needed to partners (i.e. STTA, trainings)	
	Conduct quarterly status updates	DPSCD	Dec	Sep	Quarterly status meetings	

3) Agrodealor Network						
a) Assess and plan	Conduct agrodealer training needs assessment (ToT format)	Productivity Manager	Sep	Oct	5 training modules	• FTF-4.5.2-11 (organizations assisted): 75 agrodealers • FTF-4.5.2-29 (organizations adopting): 60 agrodealers • FTF-4.5.2-37 (MSMEs/farmers assisted): 6,000 new farmer customers [100 per agrodealer]
	Develop training tools	Productivity Manager	Sep	Oct		
	Identify candidate agro dealers to receive training	Productivity Manager	Sep	Oct		
	Identify training facilitator	Productivity Manager	Sep	Oct		
b) Farmer exposure visits	Conduct agro dealer ToT	Productivity Manager	Sep	Oct	3 ToTs resulting in:	
	Agro dealers conduct ToT to VBAAs	Productivity Manager	Oct	Nov		
	Facilitate linkages between VBAAs, agro dealers, suppliers and associations	Productivity Manager	Nov	Dec		
	Facilitate identification of VBAA operated agro dealer demo plots	Productivity Manager	Oct	Nov		
	Follow up agro dealer demo plot management with suppliers	Productivity Manager	Dec	Mar		
	Facilitate FFD with suppliers	Productivity Manager	Dec	Feb		
c) Agro dealer association development	Facilitate agro dealer association and HUG agro dealer network	Productivity Manager	Jul	Sep	Certified VBAA agro dealer network	
4) Youth Service Provider Groups						
a) Assess and plan	Identify existing and potential groups	Productivity Manager	Oct	Nov	List of youth groups	• FTF-4.5.2-11 (organizations assisted): 5 youth groups • FTF-4.5.2-11(organizations adopting): 5 youth groups • FTF-4.5.2-37 (MSMEs/farmers assisted): 1,000 new farmer customers [200 per youth group]
	Form business plans for each youth group	Productivity Manager	Oct	Nov	Business plans	
	Develop training materials	Productivity Manager	Oct	Nov	Training materials	
b) Train groups	Implement training for each group	Productivity Manager	Dec	Jun	Trainings conducted	
c) Service delivery and assessment	Deliver targeted service to beneficiaries	Productivity Manager	Dec	Jun	Service delivery	
	Assess service delivery	Productivity Manager	Jun	Jul	Assessment	
5) Zanzibar Agriculture Institutions						
a) Execute and monitor grant activities in Zanzibar	Execute grants with KATI and ZARI	Productivity Manager	Oct	Sep	2 grants implemented	Two institutions • FTF-4.5.1-27 (CBLD-5 score): baseline/increase 10% • FTF-4.5.2-7 (individuals trained): 4,000 • FTF-4.5.2-5 (individuals applied): 3,200 • FTF-4.5.2-38 (partnership value): $30,000
	Monitor milestones and track M&E	Productivity Manager	Sep	Oct		
	Assess adoption rates of improved technologies	Productivity Manager	Sep	Oct		
	Engage in capacity building programs for ZARI and KATI	Productivity Manager	Sep	Oct		
6) Zanzibar Agriculture Institutions						
a) Farmer-to-Farmer Peer Education	Facilitate farmer-to-farmer visits so that farmers can learn best practices and new production technologies	Productivity Manager	Sep	Oct	Best practices shared among farmers	•FTF-4.5-4 Gross margin per unit of land of Rice and Maize (RiA) (OUTCOME)

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #1 Improved agricultural productivity						
Sub IR 1-2: Enhanced technology development, dissemination, management and innovation						
Area #2 Technology						
1) Quality Declared Seeds (QDS)						
a) Prepare MOU document	Draft MOUs	Productivity Manager	Oct	Nov	Draft MOUs	26 farmers / 1 acre each • FTF-4.5.2-2 (hectares improved): 13 hectares • FTF-4.5.2-7 (individuals trained): 26 • FTF-4.5.2-5 (individuals applied): 26
	Execute MOUs	Productivity Manager	Oct	Nov	Final, fully executed MOUs	
b) Select seed producers	Identify 13 new seed producers	Productivity Manager	Oct	Nov	Seed producer selection	
	Identify 13 new seed producers	Productivity Manager	Feb	Mar	Seed producer selection	
c) Site selection	Develop site selection criteria	Productivity Manager	Nov	Dec	Site selection criteria	
	Select sites	Productivity Manager	Nov	Dec	Sites selected	
d) QDS preparation and planting	Conduct seed production training	Productivity Manager	Nov	Dec	Farmers trained in seed production	
	Conduct land preparation training	Productivity Manager	Dec	Jan	Farmers trained in appropriate land preparation	
	Procure seeds	Productivity Manager, DCOP	Oct	Nov	Seeds procured for distribution	
	Plant seeds	Productivity Manager	Dec	Jan	Seeds distributed	
	Fertilizer application	Productivity Manager	Jan	Feb	Fertilizer applied	
e) QDS management and harvest	Field crop management study tours	Productivity Manager	Mar	Apr	Study tours	
	Conduct field inspections	Productivity Manager	Mar	May	Field inspected	
	Conduct pest management training	Productivity Manager	Jan	May	Trainings conducted	
	Harvest seed	Productivity Manager	May	Jun	Seeds harvested	
f) QDS Data Collection & Certification	Collect seed samples and data	Productivity Manager	Jul	Aug	Seed samples and yield data	
	Conduct QDS certification	Productivity Manager	Jul	Aug	Certified seed	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #1 Improved agricultural productivity						
2) Urea Deep Placement (UDP) *Rice and Maize						
a) Coordinate with stakeholders	Meet with GoT officials; distribute information to registrar Dr. Susan Ikerra	Productivity Manager, DCOP	Oct	Dec	Information distributed	▪ FTF-4.5.2-11 (organizations assisted): 2
	Conduct study visit with GoT officials	Productivity Manager, DCOP	Oct	Nov	Study tour conducted	
	Draft and execute MOU with research institute and determine next steps for use in geographic zones	Productivity Manager, DCOP	Oct	Nov	Final, fully executed MOUs	
b) UDP demo plots	Procure mechanical applicator	Productivity Manager	Oct	Nov	Mechanical applicator procured	
	Conduct trials with UDP briquettes with research institute	Productivity Manager	Oct	May	Trials conducted	
	Procure urea trial consumables	Productivity Manager	Oct	Nov	Procure 2 tons of urea	
	Select demo plot sites	Productivity Manager	Oct	Oct	Demo plots selected	
	Conduct farmer sensitization (ToT)	Productivity Manager	Dec	Jan	ToT	
	Procure UDP briquettes	Productivity Manager	Oct	Oct	Procurement complete	
	Conduct demos on use of UDP briquettes	Productivity Manager	Feb	Mar	Demos complete	
c) Asses and share results	Conduct assessment of UDP performance	Productivity Manager	May	Jun	Assessment results	
	Conduct Farmer Field Day	Productivity Manager	Jun	Jul	Farmer Field Day	
	Conduct stakeholder meeting to share results with GoT and stakeholders	Productivity Manager	Aug	Sep	Stakeholder meeting	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #1 Improved agricultural productivity						
3) GAP Demonstration Farms						
a) Site selection and preparation	Develop site selection criteria	Productivity Manager	Sep	Oct	Site selection criteria	• FTF-4.5.2-7 (individuals trained): 30,950 • 208 VBAAs x 100 farmers: 20,800 • 92 associations x 100 farmers: 9,200 • 17 SILC groups x 25 farmers: 425 • 21 CGA groups x 25 farmers: 525 • FTF-4.5.2-5 (individuals applied): 24,760
	Select new villages	Productivity Manager	Sep	Oct	New villages selected	
	Refine demonstration protocols	Productivity Manager	Oct	Nov	Demonstration protocols updated and finalized	
	Conduct demo site farmer participants sensitization meeting	Productivity Manager	Oct	Nov	Sensitization meetings conducted	
	Host GoT extension staff sensitization forum	Productivity Manager	Oct	Nov	Sensitization meetings conducted	
	Engage input suppliers	Productivity Manager	Oct	Nov	Input suppliers engaged	
	Select new VBAAs	Productivity Manager	Oct	Nov	New VBAAs selected	
b) Conduct training and demonstration	Conduct agronomist and VBAA demo protocol ToT	Productivity Manager	Oct	Nov	Trainings and demonstrations conducted	
	Agronomists conduct ToT to VBAAs on seed selection, land preparation, fertilizer application, planting and quality inputs	Productivity Manager	Oct	Nov		
	VBAAs conduct training to farmers and prepare demo plots	Productivity Manager	Nov	Dec		
	VBAAs distribute input packets	Productivity Manager	Nov	Dec		
	Agronomists conduct ToT to VBAAs on field operations (i.e. weeding, top dressing)	Productivity Manager	Jan	Feb		
	Agronomist and VBAA farmer field visits	Productivity Manager	Dec	Apr		
	Agronomists conduct ToT to VBAAs on field pest control	Productivity Manager	Feb	Mar		
	Farmer field day on field operations	Productivity Manager	Apr	Jun		
	Agronomist and VBAA farmer field visits	Productivity Manager	Feb	Jul		
	Agronomists conduct ToT to VBAAs on pre-harvest and harvest	Productivity Manager	Jun	Aug		
	Nanenane (main field day)	Productivity Manager	Aug	Sep.		
c) Assess and share results	Collect demo yield information	Productivity Manager	Aug	Sep	Yield information	
	Farmer yield output survey	Productivity Manager	Aug	Sep	Output survey	
	Share results with farmers	Productivity Manager	Aug	Sep	Results	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #1 Improved agricultural productivity						
4) Develop providers of New Technologies						
a) Demonstrate new technology	Identify demo plot sites	Productivity Manager	Sep	Oct	New technologies demonstrated	• FTF-4.5.2-11 (H89organizations assisted): 6
	Demonstrate rotary weeder and paddy seeder technologies on demo plot sites	Productivity Manager	Sep	Oct		
b) Promote new technologies with partners	Introduce weeder to training institutes	Productivity Manager	Sep	Oct	New technologies promoted	
	Promote use of rotary weeders and direct paddy seeders with farmers	Productivity Manager	Oct	Dec		
	Link agro-dealers to demo plots	Productivity Manager	Oct	Dec		
	Coordinate exposure visit	Productivity Manager	Jan	Jan		
c) Production of new technologies	Link production of new technology to Land O'Lakes CAWAT Project	Productivity Manager	Sep	Oct	New technologies produced	
	Mentor young farmers to produce rotary weeders	Productivity Manager	Oct	Nov		
5) Farmer Exposure Visits						
a) Assess and plan	Exposure needs assessment	Productivity Manager	Sep	Oct	Field days identified	• FTF-4.5.2-7 (individuals trained): 5,000 [50 village farmer field days x 100 new farmers]
	Prepare BCC toolkit	BCC Manager	Sep	Oct		
	Pre-test training materials (ToT)	BCC Manager	Sep	Oct		
	Identify farmer field days and/or demo sites for farmer exposure events	Productivity Manager	Sep	Oct		
	Identify and invite stakeholders	Productivity Manager	Sep	Oct		
b) Farmer exposure visits	Mobilize farmers	Productivity Manager	Sep	Oct	Visits conducted	
	Conduct field visits to coincide with field days	Productivity Manager	Oct	Dec		
c) Response survey and video	BCC Response Survey	Productivity Manager	Sep	Oct	Survey complete and video developed	
6) Monsanto seed pilot						
a) Assess and develop program	Assess and select pilot implementation area	Productivity Manager	October	Oct	Pilot farmers certified	5 VBAA associations • FTF-4.5.2-11 (organizations assisted): 5 • FTF-4.5.2-29 (organizations adopting/registered): 5 • FTF-4.5.2-37 (MSMEs receiving BDS): 5,000
	Develop work plan	Productivity Manager	Sep	Oct		
	Identify candidate VBAAs to undergo certification	Productivity Manager	Sep	Oct		
	Pilot certification program	Productivity Manager	Sep	Oct		
7) GAP Awareness Campaign						
a) Develop and test materials	Develop materials	BCC Manager	Oct	Nov	New materials developed and tested	• NAFAKA custom (beneficiaries reached): 100,000
	Test materials	BCC Manager	Oct	Nov		
b) Implement	Broadcast materials	BCC Manager	Nov	Mar	Awareness campaign broadcasted	
c) Assess efficacy	Conduct assessment	BCC Manager	Apr	Jun	Assessment complete	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #2 Expanding markets and trade						
Sub IR 2-1: Improved market efficiency						
Activity	**Sub Task**	**Activity Lead**	**Timeline Start date**	**Timeline End date**	**Notable Deliverables / Results**	**Progress towards Indicator Targets**
Area #1 - Associations						
1) Form Associations						
a) Outreach	Select and Profile Village	Association Manager	Sep	Sep	47 Villages Profiled	• FTF-4.5.2-11 (organizations assisted): 47 • FTF-4.5.2-29 (organizations adopting): 47
	Conduct Village Outreach Meeting	Association Manager	Sep	Sep	Outreach agenda; 47 Outreach meetings conducted	
	Collect Expressions of Interest	Association Manager	Sep	Oct	EOI from interested villages	
	Form Geo-groups	Association Manager	Oct	Oct	Geo-groups formed	
b) Elect	Conduct pre-constitution training	Association Manager	Nov	Dec	Training materials for training	
	Facilitate interim elections	Association Manager	Dec	Dec	Election dates, elections held	
	Support writing of constitution	Association Manager	Jan	Feb	Written constitutions	
	Facilitate member review of constitution	Association Manager	Feb	Feb	Member reviews	
	Facilitate permanent election	Association Manager	Feb	Feb	Elections held	
c) Register	Follow-up on dues collection	Association Manager	Mar	Mar	Dues collected	
	Assist in submission of registration	Association Manager	Mar	Mar	Registrations	
	Followup on receipt of certification	Association Manager	Year 4 TBD	Year 4 TBD	Registrations	
2) Train Associations						
a) Aggregate	Conduct association assessment	Association Manager	Mar	Apr	Assessment tool, assessments	
	SMFM Leadership	Association Manager	Mar	Mar	Leadership training materials	
	SMFM Marketing	Association Manager	Apr	Apr	Marketing training materials	
	SMFM Records	Association Manager	Apr	May	Record training materials	
	Conduct warehouse training	Association Manager	Jun	Jul	Warehouse training materials	
	Facilitate first aggregation	Association Manager	Jun	Aug	Aggregation complete	
b)Assess services	Conduct checkpoint assessment	Association Manager	Aug	Aug	Assessment tool; assessment	
	Conduct new service training or review priorities	Association Manager	Sep	Sep	Training materials	
	Conduct Service + training	Association Manager	Year 4 TBD	Year 4 TBD	New service	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #2 Expanding markets and trade						
Sub IR 2-1: Improved market efficiency						
Activity	**Sub Task**	**Activity Lead**	**Timeline Start date**	**Timeline End date**	**Notable Deliverables / Results**	**Progress towards Indicator Targets**
c) Add new service	Conduct new service training or review priorities	Association Manager	Year 4 TBD	Year 4 TBD	New service training	• FTF-4.5.2-11 (organizations a+H19ssisted): 103 associations • NAFAKA custom (services performed): 9,150 services (2,500 in marketing associations; 6,650 in savings groups) • FTF-4.5.2-38 (investment value): $10,000
	Facilitate first sale	Association Manager	Year 4 TBD	Year 4 TBD	Completed sale	
	Support new member recruitment	Association Manager	Year 4 TBD	Year 4 TBD	New members in association	
	Collect service transactions data	Association Manager	Year 4 TBD	Year 4 TBD	M&E data collected	
d) Aggregate	Conduct association assessment; conduct SMFM ToT	Association Manager	Sep	Oct	Assessment tool, assessments; ToT materials	
	SMFM Leadership	Association Manager	Sep	Nov	Leadership training materials	
	SMFM Marketing	Association Manager	Oct	Nov	Marketing training materials	
	SMFM Records	Association Manager	Nov	Jan	Record training materials	
	SMFM Operations; conduct ToT for warehouse training	Association Manager	Mar	Mar	Warehouse training materials	
	Conduct warehouse training	Association Manager	Apr	May	Warehouse training materials	
	Facilitate first aggregation	Association Manager	Jun	Aug	Aggregation complete	
e)Assess services	Conduct checkpoint assessment; conduct new service assessment	Association Manager	Aug	Aug	Assessment tool; assessment	
	Conduct new service training or review priorities	Association Manager	Sep	Sep	Training materials	
	Conduct Service + training	Association Manager	Year 4 TBD	Year 4 TBD	New service	
f) Add new service	Facilitate addition of new service	Association Manager	Year 4 TBD	Year 4 TBD	New service training	
	Facilitate first sale	Association Manager	Year 4 TBD	Year 4 TBD	Completed sale	
	Support new member recruitment	Association Manager	Year 4 TBD	Year 4 TBD	New members in association	
	Collect service transactions data	Association Manager	Year 4 TBD	Year 4 TBD	M&E data collected	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #2 Expanding markets and trade						
Sub IR 2-1: Improved market efficiency						
Activity	**Sub Task**	**Activity Lead**	**Timeline Start date**	**Timeline End date**	**Notable Deliverables / Results**	**Progress towards Indicator Targets**
3) Expand Association Services						
a)CGA Expansion	Conduct CGA assessment	Association Manager	Sep	Oct	Assessment materials	• FTF-4.5.2-11 (organizations assisted): 5 • FTF-4.5.2-29 (organizations adopting): 5
	Determine viability of further collaboration	Association Manager	Nov	Nov	Assessment results	
	Create development plan	Association Manager	Nov	Dec	Development plan	
b)Zanzibar Expansion	Conduct Zanzibar farmer group assessment	Association Manager	Sep	Oct	Assessment materials	
	Determine viability of group development	Association Manager	Nov	Nov	Assessment results	
	Create development plan	Association Manager	Nov	Dec	Development plan	
4) Facilitate Advocacy						
a) Training for DBC Advocacy	Train association leaders	Association Manager	Sep	Sep	Presentation of issues impacting productivity and profitability to national business council	• FTF-4.5.2-11 (organizations assisted): 10 • FTF-4.5.2-29 (organizations
	Facilitate documentation of issues	Association Manager	Dec	Dec		
	Assist in presentation of issues	Association Manager	TBD	TBD		
	Assist communication of results	Association Manager	TBD	TBD		
Area #2- Marketing						
5) Linkage Grants						
a) Add new linkage grants	Conduct analysis of upmarket opportunities in aggregation, bulking and processing for rice and maize	DCOP, Marketing Manager, STTA	Nov	Nov	Analysis report	• FTF-4.5.2-11 (organizations assisted): 5 value chain actors • FTF-4.5.2-29 (organizations adopting): 5 value chain actors • FTF-4.5.2-37 (MSMEs receiving BDS): 2,500 farmers • FTF-4.5.2-38 (investment value): $40,000
	Develop criteria for selection	DCOP, Marketing Manager, STTA	Nov	Nov	Criteria	
	Select new partners for new market linkage grants	DCOP, Marketing Manager, STTA	Dec	Dec	Partner list	
	Execute new market linkage grants	DCOP, Marketing Manager, STTA	Jan	Feb	New grants	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #2 Expanding markets and trade						
Sub IR 2-1: Improved market efficiency						
Activity	**Sub Task**	**Activity Lead**	**Timeline Start date**	**Timeline End date**	**Notable Deliverables / Results**	**Progress towards Indicator Targets**
6) Nanenane Agriculture Fair						
a)Determine number and location for Nanenane fair	Assess experience from year 2 and lessons learned from Nanenane fair	COP, DCOP, Marketing Manager, STTA	Oct	Oct	List of best practices and lessons learned	• FTF-4.5.2-11 (organizations assisted): 10 firms • FTF-4.5.2-29 (organizations adopting): 10 firms • FTF-4.5.2-37 (MSMEs receiving BDS): 500 farmers
	Develop criteria and activities for Nanenane fair	COP, DCOP, Marketing Manager, STTA	Oct	Oct	Criteria developed	
	Select number and location for Nanenane fair	DCOP, Marketing Manager, STTA	Nov	Nov	List and location of Year 3 Nanenane fair	
b)Select and include partners	Recruit private sector partners for participation	DCOP, Marketing Manager, STTA	Dec	Feb	Number of private sector participants	
	Sensitize and include GOT participants	Marketing Manager, STTA	Dec	Feb	Number of GOT participants	
c)Conduct Nanenane fair	Develop agenda and expected results for each location	Marketing Manager	Dec	Feb	Agenda materials	
	Execute Nanenane fair	Marketing Manager	TBD	TBD	Nanenane fair	
7) B2B Linkages						
a) Assess supply and demand	Meet with buyers of maize and rice	Marketing Manager, STTA	Nov	Nov	Buyer meetings and notes	• FTF-4.5.2-11 (organizations assisted): 50 associations or processors • FTF-4.5.2-29 (organizations adopting/linking): 30 associations or processors
	Determine quality and quantity expectations	Marketing Manager, STTA	Nov	Nov	Specs created	
	Meet with processors and associations	Marketing Manager	Dec	Jan	Documented supply side ability matrix	
	Determine quality and quantity in relation to buyer expectations	Marketing Manager	Dec	Jan	Opportunity matrix	
	Create opportunity matrix	Marketing Manager	Jan	Jan	Opportunity matrix	
b)Facilitate and track linkages	Facilitate buyer/seller linkages	Marketing Manager	ongoing	ongoing	Contracts	
	Track MT sold	Marketing Manager	ongoing	ongoing	Contracts	
8) Parboiled Rice Pilot						
a)Asses Niche Market for Parboiled Rice with Tubocha Chakula	Identify market opportunities for parboiled rice	Marketing Manager, STTA	Oct	Oct	Demand assessment	• FTF-4.5.2-11 (organizations assisted): 3 organizations
	Conduct cost analysis and criteria for parboiled rice production	Marketing Manager, STTA	Nov	Nov	Business case study	
	Create selection criteria to execute production	Marketing Manager	Dec	Dec	Criteria for Year 3 intervention	
	Determine number of producers/associations for parboiled rice production	Marketing Manager	Jan	Jan	Target list of producers for parboiled rice activity	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #2 Expanding markets and trade						
Sub IR 2-1: Improved market efficiency						
Activity	**Sub Task**	**Activity Lead**	**Timeline Start date**	**Timeline End date**	**Notable Deliverables / Results**	**Progress towards Indicator Targets**
9) SILC Service Agents						
a) Marketing Training of Service Agents	Select service agents	Marketing Manager	Jan	Jan	Service agents selected	• FTF-4.5.2-37 (MSMEs receiving BDS): 100 service agents • FTF-4.5.2-7 (individuals trained): 2,500 farmers • FTF-4.5.2-5 (individuals applied): 1,500 farmers
	Develop marketing training material	Marketing Manager	Jan	Jan	Training material for service agents	
	Train service agents on marketing	Marketing Manager	Feb	Feb	Trainings conducted	
	Track results	Marketing Manager	Jun	Jun	Results collected	
10) TARIPA						
a) Coordinate TARIPA with other donors and private sector stakeholders	Facilitate meetings and activities	TARIPA Coordinator	Oct	Ongoing	TARIPA activities	• FTF-4.5.2-38 (investment value): $30,000
11) Trade Policy (SERA)						
a) Collaborate with SERA to define analysis protocols	Define analysis protocols	AIRD, COP	Oct	Nov	Protocols defined	(Link to SERA indicators)
b) Conduct study	Develop methodology to identify appropriate policy and enabling environment suggestions	AIRD, COP	Nov	Dec	Study complete	
c) Conduct stakeholder meeting to present results	Present results of study and recommendations for next steps at stakeholder meeting	AIRD, COP	Mar	Mar	Stakeholder meeting	
12) Marketing Awareness Campaign						
a) Develop materials	Develop radio spots, talk shows, and print media	BCC Manager	Oct	Nov	Campaign materials developed	• NAFAKA custom (beneficiaries reached): 100,000
b) Test materials	Pilot new materials	BCC Manager	Nov	Nov	Pilot conducted	
c)Broadcast materials	Broadcast and distribute on radio, talk shows and	BCC Manager	Dec	Jul	Broadcast and distribute materials	
d) Assess efficacy	Conduct assessment	BCC Manager	Jul	Aug	Assessment complete	

Sub IR 2-2: Improved Access to Business Development and Affordable Financial and Risk Management Services						
Area #3 Finance						
1) Map Producer Channels						
a) Conduct analysis	Identify producer channels	Finance Manager, STTA	Nov	Nov	Finance analysis report	• FTF-4.5.2-11 (organizations assisted): 5 • FTF-4.5.2-29 (organizations adopting): 5 • FTF-4.5.2-37 (MSMEs receiving BDS): 2,000 farmers • FTF-4.5.2-30 (MSMEs getting loan): 1,100 farmers • FTF-4.5.2-29 (value of loans): $275,000
	Document key upgrades	Finance Manager, STTA	Dec	Dec	Finance analysis report	
	Assess demand for financial services	Finance Manager, STTA	Dec	Jan	Finance analysis report	
	Develop target list on supply and demand side	Finance Manager, STTA	Jan	Jan	List of opportunities	
2) Associations Financial Readiness						
a) Target associations ready for finance activities	Identify associations with finance needs	Finance Manager, STTA	Dec	Feb	Association finance analysis report	• FTF-4.5.2-37 (MSMEs receiving BDS): 5 associations • FTF-4.5.2-30 (MSMEs getting loan): 5 associations • FTF-4.5.2-29 (value of loans): $20,000
	Assess readiness for finance	Finance Manager, STTA	Dec	Feb	Association finance analysis report	
	Create list of associations for target interventions	Finance Manager, STTA	Feb	Feb	$40 average per bag of rice/maize. 2 bags per farmer. 100 farmers per association is $8,000 inventory with bank financing 50% is $4,000 for each of 5 associations for $20k	
3) Yosefo/KPL Loan Case Study						
a) Determine next steps for Yosefo loan program at KPL	Develop methodology and template for Yosefo loan program case study analysis	Finance Manager, STTA	Oct	Oct	Methodology developed	• FTF-4.5.2-11 (organizations assisted): 5 • FTF-4.5.2-29 (organizations adopting): 5
	Conduct analysis of Yosefo loan program	Finance Manager, STTA	Nov	Nov	Case study	
	Develop criteria for additional interventions	Finance Manager, STTA	Nov	Dec	Strategy for Year 3	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #2 Expanding markets and trade						
4) Weather Index Feasibility						
a)Determine next steps for weather index insurance for rice	Conduct analysis of appropriateness of weather index insurance for Tanzania	Finance Manager, STTA	Oct	Oct	Report	Pending feasibility study
	Develop criteria for additional interventions in Year 3	Finance Manager, STTA	Nov	Nov	Strategy for Year 3	
5) Mobile Money Feasibility						
a) Determine next steps for mobile money	Conduct analysis of second phase activities	Finance Manager, STTA	Oct	Nov	Report	• FTF-4.5.2-11 (organizations assisted): 3
	Implement phase 2 activities	Finance Manager, STTA	Oct	Nov	Strategy for Year 3	• FTF-4.5.2-29 (organizations adopting): 3
6) Cash crop tool						
a) Develop tool	Modify existing tool for Tanzania NAFAKA context	Finance Manager, STTA	Nov	Dec	New cash crop tool	• FTF-4.5.2-7 (individuals trained): 20,800 farmers
b) Test tool	Pilot tool in selected villages	Finance Manager, STTA	Dec	Jan	Pilot conducted	
c) Train VBAAs	Train VBAAs on new tool	Finance Manager, STTA	Feb	Sep	Training conducted	• FTF-4.5.2-5 (individuals applied): 24,760 farmers

Intermediate Result #3 Increased investment in agricultural or nutrition related activities						
Activity	**Sub Task**	**Activity Lead**	**Timeline Start date**	**Timeline End date**	**Notable Deliverables / Results**	**Progress towards Indicator Targets**
Area #1 Increased Investment						
1) Innovation and Capacity Building Grants						
a) Select new organizations	Draft and issue APS	Grans Manager	Oct	Oct	APS	• FTF-4.5.2-38 (partnership value): $440,000 from 35 grants
	Organize and rank applications	Grans Manager	Nov	Nov	List of priority entities for new innovation grants	
	Select 5 new lead firms	Grans Manager	Nov	Aug	5 new grants issued	
b) Monitor existing grants with TANSEED, associations and agrodealers	Track milestones and deliverables for existing grants	Grants Manager	Oct	Ongoing	Grant management	
2) KPL Assessment						
a) Execute KPL Assessment	Analyze completed activities and potential new activities from a cost benefit perspective	COP, DCOP, STTA	Nov	Dec	Analysis of activities	• FTF-4.5.2-38 (partnership value): $700,000
	Design KPL workplan for future activities	DCOP	Dec	Dec	New activity design	
3) KVTC						
a) Form associations	Identify new association members	Association Manager	Oct	Nov	New associations developed	• FTF-4.5.2-38 (partnership value): $50,000
b) Develop associations	Train associations on productivity enhancing technologies	Association Manager	Nov	Jul	Trainings conducted	
c) Link associations to markets	Conduct business to business events	Association Manager	Ongoing	Ongoing	Increased volumes sold	
4) Input Supplier Partnerships						
a) Define input supplier marketing opportunities	Develop list of marketing channels	Marketing Manager	Oct	Nov	List of marketing opportunities	• FTF-4.5.2-38 (partnership value): $50,000
b) Facilitate input supplier participation at demo farms and other activities	Develop list of targeted demos and suppliers	Marketing Manager	Nov	Dec	List of input suppliers and demo farm participants	
c) Transfer outreach activities to input supplier with ROI assessment	Develop exit strategy	Marketing Manager	Ongoing	Ongoing	Exit strategy	

Strategic Objective : Inclusive agricultural sector growth						
Intermediate Result #5 Increased resilience of vulnerable communities and households						
Activity	**Sub Task**	**Activity Lead**	**Timeline Start date**	**Timeline End date**	**Notable Deliverables / Results**	**Progress towards Indicator Targets**
Area #1 Nutrition						
1) SILC Groups						
a) Promote SILC methodology in Kilombero and Kiteto	Promote methodology to ultra poor farmers, women and single heads of HHs in 28 villages	Vulnerable Component Lead, SILC Specialist	Oct	Sep	SILC methodology promoted	• FTF-4.5.2-15 (vulnerable households): 5,500 • NAFAKA custom (value of savings): $144,000
	Conduct quarterly refresher meetings with Field Agents (Fas)	SILC Specialist	Oct	Sep	Quarterly refresher meetings	
b) Introduce SILC in Kongwa	Draft, distribute and finalize contract for SILC activities with Archdiocese of Dodoma	SILC Specialist	Oct	Nov	Contract finalized with Archdiocese of Dodoma	
	Map villages to assess competition and potential for SILC roll out	SILC Specialist	Nov	Dec	Village mapping and assessment completed	
	Assess and select field agent candidates	SILC Specialist	Nov	Dec	Field agent candidates selected	
	Conduct intensive training to Field Agents on SILC methodology	SILC Specialist	Dec	Feb	Field Agents trained on SILC methodology	
c) Promote SILC methodology in Kongwa	Promote SILC methodology to community members	SILC Specialist	Jan	Sep	SILC methodology promoted	
	Conduct quarterly refresher meetings with Field Agents (Fas)	SILC Specialist	May	Sep	Quarterly refresher meetings	
	Certify Field Agents to become independent service providers (PSP)	SILC Specialist	Aug	Sep	Field Agents certified as PSPs	
d) Certify PSPs in Kongwa	Certify cohort of 2 Financial Agents to become independent service providers (PSP)	SILC Specialist	Mar	Jul	Cohort 2 of Field Agents certified as PSPs	
	Train PSPs on additional skillsets	SILC Specialist	Jan	Sep	PSPs trained	
2) Home Gardens (TAPP & MB)						
a) Promote vegetable home gardens in Kongwa, Kilombero and Kiteto	Link vulnerable groups to Tuboreshe Chakula project to receive trainings in processing and blending flours	SILC Specialist, Gender Specialist	Oct	Sep	Vulnerable groups receive Tuboreshe Chakula trainings	• NAFAKA custom (beneficiaries with home gardens): 14,700 beneficiaries from approximately 3,000 households
	Conduct ToT on gender roles to SILC group leaders	SILC Specialist, Gender Specialist	April	May	ToT conducted	
	Conduct refresher ToT on gender roles to SILC group leaders	SILC Specialist, Gender Specialist	May	Sep	6,157 members x 4.8 members x 50%	

ANNEX 3: UPDATED DELIVERABLES TABLE[9]

Type of Report	Date Due	Distribution	Date(s) Submitted	To Submit (FY14)
Annual Work Plan and Budget	First draft Annual Work Plan due within 30 days of the End-market and Chain Analysis. This Plan will cover the period of performance from inception through September 30, 2012. Subsequent Annual Work Plans due by September 30 of each calendar year during the project.	2 copies to COTR 1 copy to CO	2011: 10/8/2012 2012:10/2/2012 (Revisions) 10/31/2012 (Final)	2013: 9/30
Evaluation, Performance Monitoring and Learning Plan	Draft Plan with indicators, baselines and targets due with the first draft Annual Work Plan.	2 copies to COTR	3/15/2012 – granted extension by USAID	11/10/2013
Quarterly Reports	Quarterly Reports due within 30 days of the end of each reporting period. Annual Performance Report in will substitute for 4th quarter. Format to be agreed upon prior to submission of the first report.	1 copy to COTR	2011: 7/9, 10/1 2012: 1/31, 5/17, 8/16 2013: 2/6, 5/3, 7/31	2014: 1/31, 4/31, 7/31
Annual Performance Report	Annual Performance Reports due by October 10th of each calendar year. Format TBD within 30 days of award	1 copy to COTR	2011: N/A 2012: 11/2	2013: 10/9
Final Performance Report	90 days after completion of the Task Order. Draft due 30 days after completion.	2 copies to COTR 1 copy to CO	To be submitted	To be submitted
Short term consultant, Technical, ad-hoc reports	Within 1 week of task completion.	2 copies to COTR	Ongoing	Ongoing
Branding and Marking Plan	Due along with Initial Work Plan.	2 copies COTR	8/10/2012	N/A

[9] N.B. Workshop/Conferences/Training reports will be included in the quarterly reports.

Type of Report	Date Due	Distribution	Date(s) Submitted	To Submit (FY14)
Quarterly Financial Reports	SF 296 due within 30 days of the end of each reporting period	2 copies to COTR 1 copy to USAID/ Tanzania Controller	2011: 12/16 2012: 3/21, 9/14, 12/7 2013: 3/14, 8/1	2013: 12/15 2014: 3/15, 7/31
Final Financial Report	90 days after completion of the Cooperative Agreement	2 copies to COTR I copy to CO	To be submitted	To be submitted
Grants Manual	Draft due with First Annual Work Plan	2 copies to COTR 1 copy to CO	4/4/2011	N/A
Equipment Inventory Plan	Annually (as part of the work plan)	2 copies: COTR, CO	As required	As required
Success Stories (format will be provided)	Minimum of one per month with photographs	1 copy to COTR	2012: 2/1, 2/25, 4/20, 4/24, 12/14 2013: 3/31, 7/8	2014: 1/31, 4/30, 7/31, 9/30
Summary of Monthly Grantee meetings with COTR	Due 3 days after meeting. NTE 5 pages	1 copy to COTR	As required	As required
Ad-hoc analyses, evaluations, studies, operational research and other reports, as requested.	To be determined in consultation with the AOTR	TBD by COTR	Ongoing	Ongoing
Foreign Tax Reporting	Annual/April for the preceding year as per the Basic IQC	2 copies: COTR, FM	As required	As required

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