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STAPLES VALUE CHAIN ACTIVITY

NAFAKA

YEAR FOUR REVISED WORK PLAN

OCTOBER 1, 2014 – SEPTEMBER 30, 2015

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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 Adviser
YOSEFO	Youth Self-Employment Foundation
ZARI	Zanzibar Agricultural Research Institute

INTRODUCTION

ACDI/VOCA is pleased to present a revised year 4 work plan for the Tanzania Staples Value Chain Activity (NAFAKA) in response to modified task order # 06 for an expansion into the regions of Mbeya and Iringa. This work plan covers year 4, the period from October 1, 2014, through September 30, 2015.

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 NAFKA 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 economic growth by facilitating the competitiveness of the smallholder-based rice and maize value chains and addresses food security through improvements in food availability, access and consumption, especially in rural areas. The geographic focus areas of NAFKA comprise the districts of Mbeya, Kilombero and Mvomero and the island of Zanzibar for rice, and the districts of Iringa, Kongwa and Kiteto for maize; Mvomero district also contains maize. In the new areas of Mbeya and Iringa, the project has begun field implementation using a facilitation approach with private sector partners. These partners have initiated new activities with participating farmer groups, processing companies, and trading networks.

To sustainably reduce hunger and poverty, NAFKA is:

- Improving the competitiveness and productivity of the rice and maize value chains
- Facilitating improved domestic and regional trade in rice and maize
- Expanding the depth and breadth of benefits from the growth of the rice and maize subsectors, including increased benefits to women and youth
- Enhancing 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.

THE IMPLEMENTATION TEAM

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

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.
- **Africa Rising supports** innovative agriculture practices and improved nutrition for 80,000 new maize farmer groups and rice production technologies practiced on 116,000 hectares, located in the Kiteto and Kongwa districts.

In addition, NAFKA collaborates 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** guides NAFKA's use of communication strategies 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.

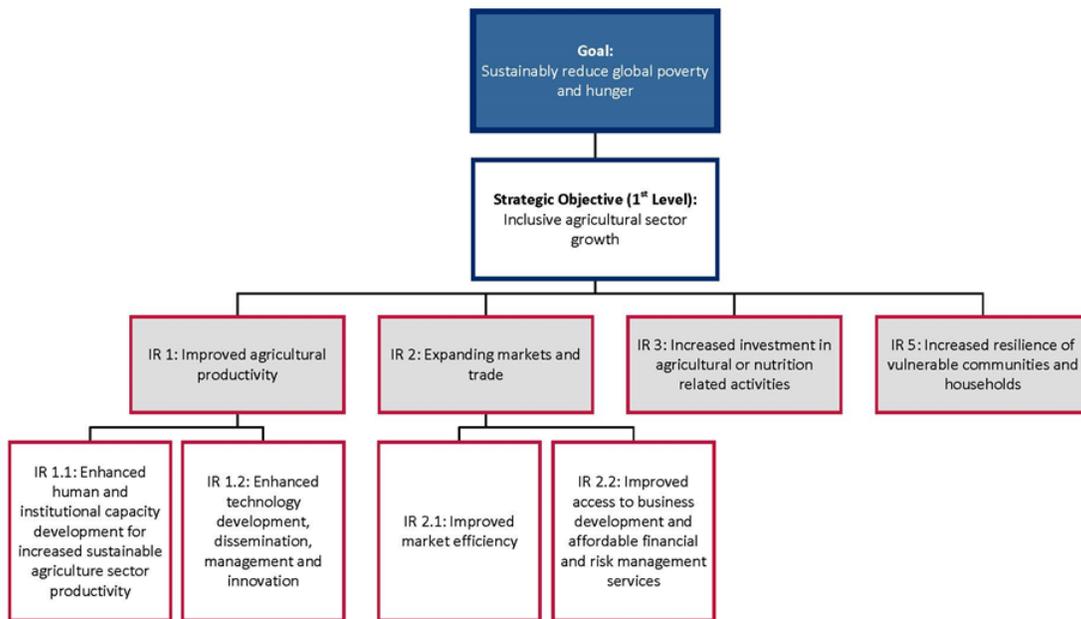
These organizations comprise the core group of international partners included in our Task Order with USAID. However, we also work with other international collaborating partners such as Africa Rising, Kilombero Rice Plantations (KPL), Kilombero Valley Teak Company (KVTC), Competitive Africa Rice Initiative (CARI) input supply companies, Opportunity International in the area of micro-finance, as well as others.

NAFAKA RESULTS FRAMEWORK

The NAFKA 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 NAFKA YEAR 4 ACTIVITIES

EXPANSION TO MBEYA AND IRINGA

Following the most recent modification of the task order, the project will begin to transition away from the existing regions of Dodoma, Manyara, and Morogoro while expanding into the new geographic regions of Mbeya and Iringa. Ongoing activities in input supply, agriculture productivity, post harvest storage, access to finance and market trade will gradually be placed under the responsibility of farmer associations, district commissions, and private sector partners. Organizationally, this change is manifested by specific private-sector grants initiatives and an increasing refocusing of project staff and training resources from productivity to market development and capacity building. The project follows a phased approach with intensive promotion and training in new areas followed by increased private-sector facilitation. Through this strategy, NAFKA expects continued adoption (currently at ~80%) of productivity technologies at the small holder level, with increased scale achieved through the facilitation of models to bring proven technologies to farmers through sustainable commercial channels.

Interventions to be highlighted during the expanded time remaining under NAFKA include continued farmer education in good agricultural practices (GAP) under the auspices of experienced grain processors and agro-inputs dealers. These private sector partners will support 300 Village Based Agricultural Advisors (VBAA's) who will provide GAP training to farmer groups on demonstration plots and effectively link up farmers to agro-input supply shops and reliable grain processor markets for maize and rice. There will be five new enterprise grants developed among private sector candidates in the new regions. NAFKA sub-contractor FIPS has ongoing VBAA teams in Mbeya who will be integrated into the targeted districts. The selection of farmer groups and geographic areas within Mbeya and Iringa will be guided by the private sector companies who have expressed interest in the districts of Mbarali, Rungwe, Mboze, and Mbeya Rural in the Mbeya region, and Kilolo, Njombe and Iringa Rural in the Iringa region.

Training to experienced farmer associations is planned for those groups whose capacity responds to private sector criteria in areas of productivity, product quality, product aggregation, post harvest management, and access to suitable road networks. Nafaka sub-contractors MVIWATA and RUDI will support farmer apex association capacity building among 4,000 members located in Mbeya and Iringa respectively. Project activities in the production of Quality Declared Seed (QDS) will continue in Mbeya in the present fiscal year through IFDC identification of 25 VBAA producers on 25 acres for rice and maize seed production. QDS varieties will compliment ongoing private sector initiatives in response to those varieties preferred by end market consumers. IFDC will also provide capacity strengthening to ten new agro-dealers to be selected in the new regions. Selection of these partners will be competitive and will incorporate programmatic synergy with AFAP, commercial seed producers such as TANSEED, farmer associations, and identified domestic and regional markets.

NAFKA will continue to explore and develop access to finance opportunities for short term agricultural loans to farmer associations (NMB, CRDB, Opportunity International), consignment credit for input suppliers (AFAP), and mechanization loans for eligible associations and burgeoning commercial farmers (John Deere). For the majority of farmers who lack access to formal financial institutions, there will be increased establishment of 50 new savings and internal loan communities (SILC) targeted in the district of Mbarali, Mbeya, and monitored by sub-contractor CRS who have established over 511 SILC groups with cumulative savings of over \$410,000 during the life of NAFKA.

In cooperation with the USAID TAPP, Mwanza Bora and IWASH projects NAFAKA will create 200 new home gardens among the most vulnerable households in the Mbarali district, Mbeya. This activity places emphasis on improved household nutrition, access to health services, sustainable horticulture, access to garden inputs, and water conservation, production and management.

NAFAKA will continue to support activities that empower women through specialized training in gender issues, small business development opportunities, access to finance, and improving access to health care, including family planning. Youth development will continue to be a cross-cutting theme around all NAFAKA activities. The project will identify existing youth organizations in Mbeya and Iringa and seek opportunities to improve youth income generation through agriculture production, food processing, transportation and storage, and support to tourism.

MAJOR MODIFICATIONS TO THE YEAR 4 WORK PLAN

Association development and training: Following a more facilitative approach with less operational presence and intensive promotion, NAFAKA will concentrate farmer association training among apex groups in all locations. Subjects for selected associations will emphasize market linkages, aggregation of grain products, crop banking and other strategies that strengthen long term trade relationships with regional, private sector entities;

Water Management: For cost effectiveness reasons, the project will reduce specific staff capacity in water management, but will collaborate with the USAID IRRP project for any initiatives relating to farmer outreach, and marketing where appropriate;

BCC Marketing Campaign: For cost effectiveness reasons, the project will discontinue project managed marketing campaigns and ICT initiatives in favor of more facilitative support of existing services and support;

Staffing Reductions: In line with project resources and our increasing focus on facilitation of local systems, staff will be gradually reduced during the 2015 calendar year reaching an expected 50% reduction by the end of the period.

The NAFAKA team anticipates that a mid-term evaluation will be conducted by a contractor hired by USAID/Tanzania in the second quarter of calendar year 2015. 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

Within IR 1, the priority in year 4 will be: 1) facilitating commercial scale in areas where awareness and demand have already been developed through project support and 2) expanding proven training and promotion approaches in the new expansion areas.

This effort will be anchored by a new portfolio of private sector grain processor and agro-inputs dealer grants with the objective of developing sustainable access to input supply and rice and maize markets in rural areas. While the grant financing will be critical to buying down risk and encouraging private-sector investment, the project will also provide a broad range of supporting activities including specialized training and consulting for farmer associations and VBAs, stakeholder meetings for agro-dealers and major inputs suppliers, access to finance institutions, support for transportation services, and monitoring and evaluation of desired results.

With this package of support, the project aims to facilitate the commercial sale of 1,000 metric tons of inputs to as many as 25,000 small holder farmers within our project areas. The feasibility of our commercial scaling strategy rests on the farmer training, organization, GAP demonstrations and practical testing which the

project has implemented in its first three years. To enable further scaling, the project will expand these activities in Year 4 to reach a greater number of households in our existing target areas. NAFAKA will increase the number of demonstration plots for rice and maize from 648 in year three, to 890 in year four, reaching an estimated 65,641 new farmers in the existing regions of intervention. Preparations are underway to identify an additional 500 demonstration plots managed by VBAA's in the new regions of Mbeya and Iringa. This year the project will also utilize investments made in existing VBAA's and lead farmer training to expand the VBAA network in a cost effective manner.

“Forward” Support

In addition, the project will continue and strengthen important investment in local capacity – particularly with established partner research and training institutions and key local NGOs. NAFAKA continues to support ZARI and KATI in their rice development strategy through new grant agreements that began in Q1 of the present fiscal year, and will continue to build the capacity of our key local partners in SAGCOT, RUDI and MVWATA, to provide on-going support to NAFAKA and to their association beneficiaries. These NAFAKA facilitated associations also represent important local capacity for Tanzanian agriculture. An important focus this year will be on increasing the management and marketing skills of these organizations.

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 organizations to directly implement activities utilizing 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 build upon strategic alliances established among GOT agricultural research stations and training institutions located in the Morogoro region, and on the island of Zanzibar. Agricultural Research institutions at Katrin in the Kilombero district and selected farms in the Mvomero district will continue to implement separate trials of UDP on local and improved rice varieties in accordance with TOSCI protocols. Based on the expected first year performance results it is envisioned that researchers will recommend UDP methods to be approved, and to be extended into farmer field locations in year five. Zanzibar activities in year four continue collaboration with ZARI and KATI through follow-on grant mechanisms, and based on the ongoing Zanzibar government rice development strategy which has set rice productivity targets of 3 tons/ha for rain-fed ecosystem and 7 tons/ha for irrigated rice ecosystems. The project has supported high achievement levels through the implementation of demonstration plots and GAP training to include proper land preparation, access to improved seed (Supa BC, Subang), fertilizers (NPK, Urea), insect control, weeding, and post harvest management. In collaboration with the MANR, QDS production will enhance rice farmer access to Supa BC seed, with 30 producers each producing 1 mt on 0.25 ha. In year four the ZARI and KATI research and training institutes will reach 4,000 farmers in upland, rainfed rice production areas, and lowland, irrigated areas. Secondary crops such as short cycle maize, pigeon peas, local variety onions, cucumber and watermelon will also be promoted for reasons of income, household nutrition, crop rotation and soil fertility. USAID FTF partner, FINTRAC, collaborates with NAFAKA by supplying vegetable seeds and by providing technical field support. There will be 40 rice demonstration plots organized by ZARI lead farmers reaching 2,000 farmers within the demonstration plots, while KATI government extension workers will reach an additional 2,000 rice farmers through the outreach program.

1.1.2 Develop Forward Organizations:

The Organizational Capacity Assessment Tool (OCAT) will be used by a selected consultant to assess the institutional capacity of 60 organized farmer associations in Kilombero and Mvomero. This assessment will be used to refine the project's subsequent association support. In particular it will provide a basis for understanding the needs which apex organizations will need to fill in their member association support.

1.1.3 Capacity Building for Input Wholesalers:

Surveys conducted in year three among agro-dealers in the project cluster zones by subcontractors IFDC and FIPS have reported specific constraints and identified areas of strengthening which would empower agro-dealers to achieve economic scale in inventories, increase technical knowledge of input products and strengthen capacity to distribute products to farmers in rural areas, resulting in increased productivity in rice, maize and alternative crops.

In year four, NAFKA is developing a strategic framework to build the commercial capacity of grantee wholesalers to manage a network of VBAs as sales agents. Through grant agreements, nine agro-input wholesalers have developed agent relationships with VBA's with established linkages to farmer groups in the field. NAFKA will add an additional ten agro-input wholesalers to this activity in the new regions of Mbeya and Iringa. In preparation for the year 5 planting season, the project will assess potential grantees and review initial concept notes and summary business plans including marketing plans, evidence of current sourcing and retail practices, and linkages to VBAs or other input retailers in rural areas. New input wholesaler grantees will be selected based on their geographic location, and the potential for programmatic synergy with QDS seed production locations, and the rice and maize milling sectors in Mbeya and Iringa. Training and capacity building will be provided in areas such as grant reporting, recordkeeping, equipment maintenance, inventory control, and product knowledge based on pre-assessment exercises carried out before grant approval and implementation.

1.1.4 Youth Service Provider Groups:

The NAFKA team will continue to support community level youth service provider groups in the 25 villages and 8 districts supporting program activities in year four. An estimated 25 new youth service provider groups of mixed gender will be formally registered at district level offices, with guidance and registration support provided by the NAFKA association development officers, village level community development officers, and district legal officers. Youth groups will have access to training in agricultural best practices for key service provision in rice and maize field preparation, seedling transplantation (rice), weeding, harvesting, integrated pest management, and post-harvest storage strategies, that can provide vital services to farmers (e.g., planting, weeding, and spraying, harvesting, and post-harvest handling). Selected youth groups will be eligible for youth employment grants for intermediate technology, mechanized services related to rice and maize threshing, maize shelling, rice harvesting and rice milling.

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 and appropriate use of inputs, soil and water management, improved field management, and good harvest and post-harvest handling processes.

1.2.1 Certified and Quality Declared Seed (QDS)

As the project achieves scale in the adoption of supported technologies, the availability of quality seed will become a major constraint. The project will address this through a two pronged approach: supporting TANSEED and Tropical Seed companies to increase certified seed production through contract growing agreements with the best NAFAKA supported lead farmers and VBAs, and developing increased Quality Declared Seed production by 85 selected farmers on 80 acres of rice, and 15 acres of maize. New QDS seed production on 15 acres of rice, and 10 acres of maize will be identified in Mbeya and Iringa.

1.2.2 Urea Deep Placement (UDP) Control Pilot:

In year four NAFAKA will continue to work with the Katrin research station to implement a second year of UDP trials in collaboration with TOSCI, and in accordance with field protocols provided by IFDC. Katrin will also lead the implementation of four UDP trials in farmer fields.. In expectation of continued positive performance results in the UDP trials, IFDC will seek formal authorization from TOSCI for the expanded use of UDP technology to commercial farmer field locations, seed production sites on lowland irrigated rice areas, and community level farmer demo sites. In addition, the project will explore interest in private investment in the local manufacture of UDP briquettes.

1.2.3 GAP Demonstration Farms:

NAFAKA will deliver training in good agricultural practices (GAP) on 890 demonstration plots in the districts of Kongwa, Kiteto, and Kilombero, and identify 500 new demonstration plots in the regions of Mbeya and Iringa. In the new areas, these plots will be facilitated through VBAs, local agro-dealers and contract production efforts of rice and maize processors. NAFAKA will work with volunteer VBAs and lead farmers, men and women, to provide training to new farmers on appropriate improved inputs, seed selection, land preparation, soil management, fertilizer application, planting, harvesting and post-harvest handling.

In year 4, the objective is to consolidate the success the project attained in GAP, high yields and gross margin. Farmers will have an opportunity to maintain or increase household production quotas in response to current market forecasts for rice and maize, and in conjunction with new, strategic alliances being formed between farmer associations, NFRA, cereal processors, agro-dealers, and central cereal traders such as Tamagrasai. More emphasis will be placed on Integrated Soil Fertility Management, Weed Management, Pest and Diseases Management and Harvesting and Post-harvest handling practices.

1.2.4 Environmental Mitigation and Monitoring

Training and awareness for the protection of the natural environment according to GOT and USEPA guidelines will be carried out in all NAFAKA activities and integrated into GAP trainings. Activities in rice and maize production, land preparation, seed selection, IPM strategies, post harvest storage practices, water management, and the use of mineral and organic fertilizers will be led by compliance regulations as provided in the USAID IEE, PERSUAP, and other specific recommendations in the EMMP.

1.2.5 Develop Providers of New Technologies:

Priority in the support of new technology providers in year four will focus on facilitation of access to mechanization and labor saving implements. This will include linkage to private-sector tractor powered maize ripping and promotion of custom hand tools such as the spring jembe, maize and rice plant spacing devices which use low cost, locally available materials and metal fabricators. The project will work with VBAs and retail agro-dealers to promote and develop sustainable access to these technologies.

1.2.6 GAP Awareness Campaign:

To complement and expand GAP training and promotion of new technologies to improve agricultural productivity, NAFAKA BCC interventions for IR 1.2 in year four will focus on two main activities:

Input Campaign: BCC campaigns in previous seasons have had measurable success. Building on messages and products that have been tested and refined over two previous planting seasons, the BCC team will focus on identifying “non-doers.” The year 4 Input Campaign will target farmers who have not adopted GAP and hone messages and products for “late adopters” and/or “resisters.” Specifically, the campaign will highlight the successes of farmers who have adopted and produce messages that effectively ask “non-doers,” “what are you waiting for?” Building on the theory of diffusion of innovations, NAFAKA will increasingly showcase the success of relatable farmers and provide simple, inviting messages and aids for joining those who have adopted. This will include video testimonials shown together with planned time-lapse videos that specifically target skeptics. More focus will be directed to community and interpersonal communication activities through small-group discussions at events during the land-preparation and planting season.

Value-Chain Specific Guides: Yearly Calendars for both rice and maize farmer that promote key, desired actions for each month of the year were developed and field-tested in year 3. Initial user feedback for these products has been excellent with farmers commenting on the clarity of messages and affirming that visuals and text being useful reminders of good practices. Feedback on the calendars for both rice and maize will be collected and reviewed in Q1 of year 4. The calendars will be revised as necessary, printed, and distributed widely in time for the 2015 and 2016 calendar years. The maize flier which promotes deep-ripping was completed in year 3 and revised to include use of the Spring Jembe. This graphic guide provides step-by-step guidance on proper maize farming from land preparation all the way through harvest. It will be distributed at events, but also through NAFAKA training to reinforce good practices being taught.

IR 2: EXPANDING MARKETS AND TRADE

Year 3 marketing activities were challenged by the quantities of imported duty free rice that were allowed into the country by the GoT, which distorted market prices. This saw most traders, including our partners like KPL, face limited penetration into the local rice market as it was flooded with imported, cheaper Pakistani Rice. To help alleviate the situation and prevent a repeat of a similar scenario, NAFAKA worked closely with stakeholders and the SERA project to lobby the government, which resulted in the GoT reducing the amount of imported rice that had been allocated to traders.

To address concerns about domestic production and rice inventories, the project will work with public and private sector market participants, governments, universities and farmer associations to better integrate small holder farmers into commercial markets and services. A major focus this year will be to facilitate this engagement through enterprise grants to experienced agro-dealers and grain processors to strengthen their activities and service provision to small-holder producers while creating new marketing pathways and synergies with other value chain actors in the areas of storage, transportation, information systems and support to gender and youth activities.

The marketing strategy begins with improved partnership and market integration of high volume milling companies who have a demonstrated interest in supporting farmer associations by providing a guaranteed market for their rice and maize products through a farm contract. Rice processors such as Raphael Group, and Mtenda Rice Supply located in the Mbeya region already have a stable market for their milled products and have a vested interest to increase their volume and quality of grain in response to market forces within and outside of Tanzania. NAFAKA is strengthening the capacity of these processing companies to effectively source increasing volumes from small holders, by supporting extension services, farmer field training in GAP practices, and demonstrating the impact of technologies that provide increased yield and improved quality that responds to market demand.

The project's approach is to foster sustainable, complete market systems so that improvements and investments facilitated by the project are sustained by mutual market growth. For this reason, the project will ensure that partner processing companies are linked to project assisted agro-dealer companies and their associated VBAA agents supported by the FIPS network. In addition, the project will facilitate linkages through farmer field demonstrations and market fairs sponsored by MVIWATA and will explore the feasibility of expanding the VESTFARM mobile information network.

The project also is supporting agro-dealers linkage with major input supply companies such as YARA, Pioneer, Bytrade, Export Trading Group, Tanseed, and others who provide demonstration plot inputs such as fertilizer, seed, and agro-chemicals at no cost to agro-dealers or processing companies.

The agro-dealer network is further strengthened through specific training by IFDC on product knowledge and business management, and by the AFAP project which has already provided warehouse construction grants to three agro-dealers who are also NAFAKA grantees: Nokwim Investment Co., Michael Agro Business, and Sweet Majembe Agro-vet and Agro-chemical. AFAP has also provided consignment guarantees for a combined 3,780 mt of fertilizer for these three recipients while providing key training in business management, recordkeeping, storage and marketing.

The strategy includes training and material support to selected farmer associations who have demonstrated high productivity, clear leadership, and potential for aggregation and supply to selected grain processors and other trade entities. NAFAKA local partners MVIWATA and RUDI will continue to strengthen farmer associations in post harvest storage and management in response to criteria set forth by the processing companies related to seed variety, crop calendars, grain humidity, packaging, branding and recordkeeping. Farmer associations will focus on key services which they provide to their membership in areas of financial services, aggregation and storage, value-added processing, mechanization, advocacy and business and organizational skills transfer. Farmer organization services will 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 will also reduce expenses through the bulk purchase of inputs and collective negotiation for mechanization services.

In response to the need for improved communication technologies, VESTFARM has proposed an ICT platform that provides SMS bulk capacity messaging for timely information related to inputs, rice and maize markets, and weather information. Vestfarm is implementing an electronic B2B - Farmer Management System (FMS). The FMS is a tool that makes it possible to organize and group farmers together electronically. This tool will allow producers to communicate cost effectively with contract producers; apex associations to communicate with their large extended memberships and agro-dealers to better manage VBAA agent networks. This system will enhance and increase farmers' purchasing and selling powers, making them more attractive to the private sector. The system saves both the cost and time of doing transactions, hence greatly contributing to improved market efficiency. The project will work with VESTFARM and potential commercial users to explore the application of the technology to NAFAKA partners.

This approach will strengthen non-performing areas of the value chain such as product aggregation, access to agriculture inputs, transportation links, storage, and end markets. As these improvements become visible to commercial banks and micro-finance institutions there will be less risk perception in providing agricultural loans to farmer groups and individuals. The MFI Opportunity International is presently exploring a collaboration with Raphael Group for a crop banking activity using Raphael's extensive warehouse infrastructure located in Mbeya. The SILC groups organized by NAFAKA also represent a source of collective capital that can be leveraged with interested banking entities as collateral for new investments in agricultural inputs, field labor activities, and farm equipment.

NAFAKA also will continue to support the Rice Council of Tanzania (RCT) to bring together multiple private sector partners to serve as a voice for the rice sector in Tanzania. This year, NAFAKA focus on

transitioning RCT into a representational body for the rice industry in Tanzania. Its board of directors currently comprises producers (including KPL), input supply companies (Yara), financial institutions (NMB), millers and other key market players. NAFAKA activities during this workplan year will be oriented toward developing a board-owned strategy and plan for RCT development.

SUB IR 2.1: IMPROVED MARKET EFFICIENCY

Area #1 Associations

2.1.1 Form Associations:

During the last 3 three years NAFAKA has formed 125 farmer associations in 6 clusters of Kilombero, Mvomero, Kongwa, Kiteto, KPL and KVTC. Sixty-seven of these associations have already been registered. NAFAKA will not form new associations in year 4 but will assist completion of registration of 45 associations which will enable them to compete for bank loans, GOT development programs, NGO support and private sector business activities. Year 4 will consolidate the associations by scaling out within the same villages in order to increase membership. In Year 3 six apex associations were also formed by clustering 10- 20 associations in geographic proximity. These apex associations are designed to allow the relatively new and under-resourced associations to pool their resources and capacity for greater sustainability. The project will not develop additional apex associations, but will utilize these structures to bring support to all of the associations.

2.1.2 Train Associations:

During year 4, NAFAKA will assess and and train selected associations located in Mbeya and Iringa in Farming as a Business (FaaB), strategic planning, warehouse management and marketing. Whereas SMFM training is provided to association leaders only, FaaB training will target association members. Training in strategic planning will enable associations to prepare two-year strategic plans comprising marketing, increasing membership, identification and increasing sources of funds, proper association record-keeping, productivity, expansion of association services, purchase and management of fixed assets, building of association warehouses and other areas as a sustainability strategy. The results of these facilitated strategic plans will inform the particular services which the project will support associations to deliver.

2.1.3 Facilitate Advocacy:

The Rice Council of Tanzania (RCT) was legally established in June 2014. In year four the Nafaka project will continue to lend support to the development of the RCT, whose 30 members represent private sector stakeholders within the rice value chain of Tanzania. An elected board (10 members) oversees and guides the activities of the RCT.

The year four work plan of RCT will focus on:

- Facilitating council members to develop a strategic development and business plan, laying out the scope and sustainability plan for the organization once NAFAKA support ends
- Strengthening links and deepening integration with the Nafaka Marketing and Trade component
- Training RCT councillors and management within their roles and functions
- Mapping of the rice value chain actors
- Developing a profile database of all significant rice value chain actors in Tanzania
- Developing a database for information access of rice industry
- Consolidating data on rice stocks in Tanzania to assist the GoT on policy decisions

Area #2 Marketing

Year 4 Markets and Trade initiatives will include NAFAKA interventions targeting the rice and maize value chain actors in storage infrastructure, cereal processing and communication technology to inform and expedite input supply and cereal markets trade, and other buyer linkages in-country and in the region. The 125 associations formed by NAFAKA since project inception are nascent bodies with elected representatives whose role is to spearhead initiatives for collective inputs purchasing, organizing collective storage options, advocating for improved policies at the district and national levels and to negotiating with intermediate traders, processors, and important buyers for the sale of farmer products in rice, maize and other cash crops.

In the maize sector NAFAKA will continue to facilitate trade with NFRA and WFP for the organized sale of an estimated 12,000 mt of shelled maize in Mvomero, Kongwa and Kiteto districts, and to include sales emanating from the Africa Rising initiative. In addition, and key to the scale up strategy in year four, maize processors such as Kibaigwa Flour Supply in Kongwa, and Khebandza and Kilawa Companies in Mbeya have proposed to partner with NAFAKA as industrial level maize milling factories. NAFAKA will facilitate grant agreements that empower these cereal processors to improve the quality and quantity of raw products from outlying farmer producer associations based on market specifications and driven by national and regional demand for maize products.

In the rice sector, efforts will focus on high production districts in Mbeya, Mlimba, Ifakara, Mangula and Mvomero with a potential 5,000 mt paddy available from organized farmer association aggregation points. NAFAKA has evaluated additional rice processing partners in Mbeya (Raphael Group, and Mtenda-Kyela Company) with a potential to market an additional 8,000 mt annually as a result of grant development partnerships. Additional private sector partnerships are being pursued in other rice cluster locations among millers, and in collaboration with important agro-dealers as buyers of paddy in exchange for in-kind conveyance of agricultural inputs.

2.2.5 Linkage Grants:

NAFAKA is working with associations to create investment opportunities by encouraging value addition to paddy through milling. During the Year 4 implementation, NAFAKA will connect important cereal millers with producer organizations. Emphasis will be placed on improving the product quality at the producer farm gate in response to market demand. The Enterprise Development Grants aim to catalyze private sector investment into agricultural value chains, with a particular focus on integrating smallholder producers into staples value chains.

As yields increase as a result of farmer adoption of new productive technologies, better market linkages in the areas of aggregation, bulking and processing will help smallholders bring their production more efficiently to market. NAFAKA will facilitate marketing and storage structures (for millers) and creation of networks for information flow among other things. Strategies in year 4 include:

- Identify potential private sector millers who are in proximity to NAFAKA apex associations.
- Facilitate farmer association access to storage facilities and ownership by the farmers through their apex associations.
- Build internal capacity of key, private sector processing enterprises to purchase, process and trade increasing quantities of maize and rice varieties in response to growing national and regional demand.

2.2.6 Nanenane Fair:

The annual Nanenane Fair gives producers, agro dealers, buyers and service providers a unique opportunity to showcase improved technologies, mechanization and upgrading opportunities at a structured, focused event. In year 4 NAFKA will once again participate in the annual Nanenane Fair to facilitate increased adoption, market linkages, agro dealer supply and mechanization at zonal level in Morogoro and in Dodoma. In addition NAFKA will organize one day farm exhibitions in collaboration with authorities at the ward level to involve input suppliers for improved seed, fertilizers, agro-chemicals, mechanized field equipment, and processing machinery.

2.2.7 B2B Linkages:

NAFKA will continue with this activity in year 4. B2B events are focused, matching meetings between buyers and suppliers designed to facilitate market linkages in the maize and rice value chains. The NAFKA team will actively support each association to develop its own marketing plan. The team will support the associations' key market lead personnel to visit markets and will help build a network of contacts in key markets. The NAFKA team will encourage each association to follow the market prices and stay in touch with market contacts. To further enhance these market linkages, NAFKA will arrange a number of field-based value chain meetings. NAFKA will invite a cluster of association members, millers, second- or third-level traders and transporters to attend the meeting. This will be done to support farmer – market linkage, farmer – association linkage, producer – buyer/processor linkage, and producer – off taker linkage.

2.2.8 Parboiled Rice Pilot:

In year 4 NAFKA will explore possible areas of collaboration with existing parboiled rice processors, including groups presently performing in the USAID FtF Tubocha Chakula project, to assess the niche market in Tanzania for parboiled rice. Potential service providers include youth service groups, and established women's groups already well established under activities managed by CRS under component 4 in the NAFKA project. NAFKA will conduct an updated cost-benefit analysis to assess the current market requirements, demand centers, volumes, quality and packaging. If a feasible partnership can be arranged, a pilot activity will be tested among the best performing farmer association groups. Currently, parboiled rice is imported into Tanzania. As health concerns grow among consumers, so is the demand.

2.2.9 Savings and Internal Lending Communities (SILC) Service Agents:

NAFKA will expand and scale SILC work in existing districts (Kilombero, Kiteto, Mvomero and Kongwa), and establish 50 new groups in Mbeya. This activity has demonstrated good adoption among mixed gender savings and loan groups located among vulnerable populations with accumulated savings of \$410,000 in year 4, Q2. (See details under section IR-5) NAFKA will pursue the establishment of these groups among youth service providers and farmer associations where micro-finance lenders are not present, and where collective community capital can provide leverage for investments in the rice and maize value chains.

2.2.10 Trade Policy (SERA):

NAFKA will continue to support the FtF SERA project's policy efforts during the coming workplan year. This has been a successful collaboration going back more than two years now, particularly related to the exploration of policy options for promoting food security in Tanzania without the need to resort to export bans which distort market functioning by restricting free trade. These efforts were instrumental in encouraging the GoT to reduce reliance on export bans as a food security intervention.

For year four, this work will continue through additional analysis and presentation of policy options in the following areas:

- **Grain Reserves:** In May 2014, our subcontractor AIRD undertook an analysis of NFRA's stated need to increase grain reserve capacity from the current level of 241,000 MT to its target of 400,000 MT. Concerns had been expressed that this would be a very expensive undertaking and that such a large reserve is not needed.
- **Rules-based Food Import Policy:** The duty-free import of rice in 2013 raised concerns related to the conditions under which such imports should take place and how such a process should be conducted. An efficient, transparent rules-based system for these processes is needed that is compatible with Tanzania's adherence to WTO and regional trade agreements, particularly EAC and SADC. It should also be consistent with the trade policies of neighboring countries in order to avoid creating of rent-seeking opportunities.
- **Food Security Policy in Neighboring Countries:** There is a need to harmonize trade policies within the EAC. AIRD examined the policies of neighboring countries to assure their food security through storage and trade and to identify best practices.

Activities to take place in the coming project year:

- Visit to Tanzania by AIRD consultants for review of, and discussions on, the final draft of the policy options papers on each of the three aforementioned issues.
- Presentation of the policy option papers by the AIRD consultants at public forums to be organized by SERA and NAFKA in collaboration with the Ministry of Agriculture.
- Follow-up visit by AIRD consultants to initiate work on refining the role of NFRA so that its functions do not distort market forces, and improving the efficiency of NFRA to administer increased food stocks and contribute to Tanzania's food security. We are advised that SERA is still not certain if it is advisable to undertake this activity.

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

The key indicators for this area: 4.5.2-23 **Value of Incremental Sales**; 4.5.2-30 **Number of MSME's assisted to access loans**; **Number of MSME's receiving BDS**

Area #3 Finance

The focus of NAFKA access to finance activities is on increasing small holder access to finance to enable increased investment in productivity-improving technologies. To achieve this, NAFKA will:

- Work with financial institutions and other value chain actors to develop tools and models for increased engagement with small holders
- Increase small holder and small holder association financial literacy and awareness and ability to quantify financial needs
- Support the development of mobile money applications that reduce costs and risks associated with serving small holders in rural areas
- Support the expansion of risk mitigation products to rice and maize production to encourage greater investment in the sector

2.3.1 Facilitate Group / Project Lending:

The development of finance packages for small holder production suffers from lack of capacity on both sides of the equation - farmers are not able to articulate their business case, and financial institutions often do not have the capacity to understand agricultural investments. To bridge this gap and develop models for

successful lending, the project has mapped producer channels and identified bankable projects that can be facilitated for demonstration purposes.

In particular, where there is a committed off-take market, the project will support banks to bring production finance to the project. In maize, NAFAKA will develop these projects around NFRA and WFP P4P procurements from farmer organizations. The project will also seek to facilitate similar finance opportunities with SACCOS engaged with MVWATA and AMCOs associated with KINNAPA. Another potential service provider, VESTFARM, may provide essential support in crop banking, aggregation of products, links to agro-dealers, rice market outlets in Dar es Salaam, and SMS messaging service for fee paying participants..

2.3.2 Financial Literacy Training:

Apart from support to specific investment projects, the project will also undertake more general financial literacy training for apex association leadership. This training will explain the practical issues of credit application as well as costs and risks of production loans and will also address the benefit of saving. The course will be developed in cooperation with participating financial institutions and will be provided to them for their own customer development programs. We expect to reach 500 farmer association leaders with this training this year.

2.3.3 MGEN Multi-Peril Crop Insurance:

One critical obstacle to greater adoption of NAFAKA-supported technologies is that if farmers invest more in production they stand to lose more if there is drought or severe weather. For families already on the edge of poverty, this is often a risk they choose not to take. The development of risk mitigation products for small holders could play an important role in reducing this constraint.

MGEN is offering a multi-peril crop insurance coverage in the Tanzania market which is currently limited to sunflower production financed by OTL. This year, NAFAKA will work with MGEN, financial institutions and potential large scale buyers to develop and test coverage for the staple crops of rice and maize.

2.3.4 Mobile Money:

In order to substantially increase agro-dealer engagement in rural areas as the project targets this year, there are a number of obstacles that must be overcome. In addition to the support provided through grants and training, the project will facilitate the development of mobile money applications that target key problems, including cash in transit risk, delayed payments, higher per unit transaction costs, and the facilitation of commission agreements with VBAA agents

2.3.5 Cash Crop Tool:

NAFAKA will create a simplified cash crop tool that will assist banking institutions, VBAAAs 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 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 4, 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 4 may include Kibaigwa Flour Supply, the Raphael Group, Kilawa, Khebandza and Mtenda Kyela Rice Supply Company.

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 Kilombero Plantations Ltd.

KPL working with NAFAKA has trained over 7,500 farmers in SRI technology which has allowed farmers to increase their yield 3-4 times above what they had been previously achieving. Even farmers who cannot afford all recommended inputs have experienced increases in yield. To be able to achieve the full benefits of the technology improvements, farmers need access to finance to be able to afford the range of inputs which make the difference, starting with mechanical cultivating, improved seed, fertilizers and increased labor. To this end KPL has been working with financial institutions to bring financial products to the farmers in the area. KPL offers the farmers and financial institutions the service of collecting paddy at harvest as repayment for the loan, and KPL guarantees the harvest price so the volume of paddy to be repaid is set. KPL also collects the rice from collection centers close to the farmers.

In the following year KPL will:

- Train approximately new 525 farmers in SRI rice production techniques
- Follow-up training to approximately 3,950 SRI trained farmers in zero tillage SRI rice production techniques
- Support NMB with a minimum price guarantee to the loan farmers
- Facilitate the training of farmers by NMB in nearby villages who achieve 30 bags per acre in financial management in preparation for taking loans in November
- Explore the possibilities of opening up the 3,000 mt store for deposits from local farmers, as well as working with NMB on the possibility of collateralized loans against farmers deposits
- Provide market training to the eleven existing NAFAKA formed associations in the KPL outgrower area.

KPL will also continue to play a leading role in development of the Rice Council of Tanzania's capacity to advocate for a suitable equitable business environment for all investors in the rice business. KPL and RUDI have both played important roles in RCT's capacity building efforts.

3.1.2 Kilombero Valley Teak Company (KVTC):

The NAFAKA KVTC Farmers outreach is now 2 years old and has been successful in providing increased yields of 3.3 mt/ha for 1,200 rice farmers organized into 14 farmer production and marketing associations. In 2013 KVTC rice outgrowers averaged \$600/ha gross margin on 840 ha. This activity is supported by KVTC whose main operation is teak production, and the Ulunga District Council who provide extension services, training support, rainfall data, and administrative backstopping. In year four NAFAKA will

capitalize on successes in productivity by supporting QDS seed production on ten hectares of lowland rice areas. The seed production activity responds to market demand for uniform varieties that pay a higher price per volume compared to mixed presentations. Linkage grants will be pursued in both Kilombero and Ulanga districts to establish new trade relationships between association aggregation points and burgeoning rice milling factories already under construction. New electricity power lines will provide mills with central electric power to provide cost effectiveness and efficiency to rice processing firms in Kilombero and Ulanga, and to provide competition for existing millers located west of the Kilombero river in Ifakara.

3.1.3 Processor and Agro-Dealer Investment

Grant agreements with maize and rice processors to develop contracted production models and with agro-dealers to establish rural agent distribution networks with VBAA agents will result in significant private sector investment in the maize and rice value chains.

3.2 Increased Nutrition

Home gardens/Organic vegetable promotion

NAFAKA will further expand home gardening as a source of income and for improved nutrition. Careful selection of vegetable varieties that will promote nutrition as well as increased incomes will be purposely done. There will be increased efforts to collaborate with the productivity component, TAPP, local agro dealer networks and other stakeholders in the target area to promote production of alternative high value crops such as cowpeas, green grams, sunflower and pigeon peas for seed sustainability. The small legumes (cowpeas, greengrams and chickpeas) will be grown as a relay crop after rice in black cotton soils that retain moisture for a long time. Sunflower and pigeon peas will be introduced as a bonus crop (especially pigeon-peas) that do well when intercropped with maize since they promote soil cover, retain nitrogen in soils and can be sold for income while farmers retain maize for food.

In order to roll out vegetable and legumes production in a sustainable way, NAFKA will use early adopters as trainers in their villages. NAFKA plans on establishing a minimum of 800 home gardens in the four districts of Kiteto, Kongwa, Mvomero, and Kilombero in this fiscal year. In the region of Mbeya, NAFKA will identify 200 new home gardens to be targeted in the district of Mbarali

In order to assure that farmers have reliable access to vegetable seed, NAFKA will work closely with Farm Inputs Promotion Africa (FIPS) as well as government extension workers (specifically DALDO's office) to make sure that seed is available to farmers at an affordable price. Further collaboration will be sought from TAPP and Mwanzo bora on skills and behavior adoption for farmers. Variety selection will consider need for both nutrition and income. New technologies that will not compromise time spent gardening versus time for caring for families will also be considered. Further collaboration will be sought with organisations such as money maker (kickstart), and the IWASH project in order to encourage farmers to use farmer friendly technologies for better outcomes.

Introduce Nutrition Interventions

To complement the need for nutrition in vegetable production activities, the nutrition activity will introduce trainings on processing and utilization of produced vegetables and legumes in order to benefit nutritional requirements as well as dietary needs at household level. Basic nutrition and economic benefits of vegetables will be taught to both producers and non-producers. Farmers will also be encouraged to use supplementary income gained from sale of vegetables for purchase of more nutritious foods with emphasis on a balanced food plate. The plate and pyramid model will be used to help household members understand the importance of a mixed diet, dietary diversity and meal planning. Other health promoting actions such as handwashing and food hygiene will also be part of the trainings.

To complement the Mwanza Bora nutrition activities planned for the regions of Mbeya and Iringa, NAFAKA will plan the following interventions: 1) Under the guidance set forth by the World Bank Gender Impact Evaluation Survey, NAFAKA will provide a list of villages to be located in the same locations as the Mwanza Bora project; 2) Within those village locations shared by Mwanza Bora, NAFAKA may promote specific crops to be planted in home gardens that respond to nutrient deficiencies in women or infant children as reported by Mwanza Bora. For example, a vitamin A deficiency could be improved by promoting the cultivation of carrot or certain varieties of sweet potato; 3) In those NAFAKA villages where Mwanza Bora does not have a presence, NAFAKA agents could share simple nutrition messages to their SILC groups using key information from Mwanza Bora training sources. The same strategy could be applied to farmer association groups whose membership includes men, and youth groups; 4) In collaboration with grain processors who train outlying farmer groups in agriculture practices, some nutrition messages can be shared by the processor agents to farmer groups related to the value of vitamin supplements used to fortify household food products such as maize flour or processed grain dishes for children. This is a follow up on the Tuboreshe Chakula activities in the Kongwa, Kiteto and Kilombero districts.

IR 5: INCREASED RESILIENCE OF VULNERABLE COMMUNITIES AND HOUSEHOLDS

NAFAKA activities in collaboration with sub-contractor CRS under component 4 will expand savings and internal loan communities (SILC) in its current areas of operation (85 villages in Kilombero, Kongwa and Kiteto) and expand outreach to remaining villages especially in Kiteto, Mvomero and Kongwa.. Since CRS works in partnership with local organisations, expansion also means adding on new local partners who will carry on the project activities even after NAFAKA phases out.

CRS is implementing a soya value chain project (Soya ni Pesa) in partnership with WOPATA (Women in Poverty Alleviation Tanzania) in the Mvomero District. CRS currently works in 11 villages in Mvomero and has plans for expansion to a total of 20 villages during FY15. NAFAKA will target the already established SILC groups for additional skills within the soya farmers who also produce maize and rice as a staple food, as well as cash crops.

5.1.1 Access to Income:

NAFAKA will expand and scale SILC work in existing districts to reach 170 new groups, or 3,400 new members (Kilombero, Kiteto, Mvomero and Kongwa). An additional 50 new groups are targeted in the Mbarali district of Mbeya. CRS, as sub-contractor, will Mobilize PSP networks which are informal networks comprising skilled PSP's that charge a small fee for delivery of service to groups. The networks work closely with existing groups and village government officials to determine the maximum fee that an individual PSP can charge a group.

This activity will also re-group and allocate existing extension agents working in Kilombero, Kiteto and Kongwa so that they can better support FA and PSP in their areas of work. CRS does not anticipate recruiting SILC PSP in Mvomero as they already exist through the Soya ni pesa project. New field supervisors and agents will be recruited to mobilize new groups in their localities.

5.1.2 Integrate gender dynamics:

NAFAKA conducted a Barrier Analysis study in Kilombero District March 2012. The study revealed high levels of vulnerabilities in the communities: The target population is characterized by a large numbers of orphans, female and child headed households, chronically ill individuals, and other groups requiring special care. The vulnerability of these groups is exacerbated by patterns of male dominated decision-making and

control over assets, including ownership and control of land leading to unfavorable food security and livelihood outcomes. NAFAKA is approaching these issues through a gender lens that is inclusive of men/women, boys and girls to assure that no group is left out. Among strategies for inclusiveness is:

- To advocate for women involvement in decision making in HHs /group level and involvement of men and women, girls and boys in all project activities
- To purposely mobilize formation of youth (women, men) SILC groups and further integrate other activities being rolled out to vulnerable communities

ADMINISTRATIVE MANAGEMENT, CROSS CUTTING AND LEARNING OBJECTIVES

NAFAKA project managers use the PMP as a critical management tool, and will continue to do so in year 4. 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 a SharePoint site that includes 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 Adaptation 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 learn from our successes as well as our failures. Key activities for 2014-15 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: To support NAFAKA's learning objectives; the Learning and Knowledge Management unit will not only support formative research, but share the results of research with the NAFAKA team as a whole. The team will also support internal BCC orientation through a BCC knowledge series and contribute a minimum of two success stories per quarter. The team will also place NAFAKA BCC products in project offices and provide monthly email blasts on ongoing and upcoming BCC activities. The establishment of an internal Information Resources Centre (IRC) for the project in Morogoro project office will be completed and use by the project staff encouraged. We will continue to compile and catalogue case studies, success stories and learning opportunities for dissemination within NAFAKA as well as USAID and FtF. The unit will continue to address the 2014/2015 learning agenda questions this year. From an operational standpoint and to facilitate integration with project M&E, the Learning Manager will work directly with and under the M&E team while still meeting regularly with the BCC team.

Gender and Youth

Women and youth face a double hurdle in forging a living from agriculture in Tanzania. For them the constraints common to most small holders (land, finance, knowledge, etc.) are exacerbated by traditional biases and because they suffer these additional burdens, it is that much harder for them to attract investment or finance (from any source, formal, informal or family). To address this “vicious cycle”, NAFAKA places special emphasis on these populations. Across all aspects of the value chain, the project has specific activities and methodologies in place to increase gender and youth inclusion and to address their particular constraints.

NAFAKA has served 180,722 direct beneficiaries since project inception, approximately half of whom are women. The target in 2014-2015 is to increase this to 60% women beneficiaries since women are the majority of smallholder food producers in Tanzania. Because women often lack role models in commercial-based agriculture, the project also makes an effort to increase the number of women in positions of knowledge or power within project supported systems. Currently about 24% of project supported VBAs are women and the project expects to increase this percentage in the new areas.

These targets are not only important for improving gender equity. In the rice value chain, project information suggests that female youth actually have the highest yields. While youth in general have higher yields than non-youth, females in general have higher technology application rates than males. These results are consistent with the fact that the technologies that produce the highest paddy yields (e.g. transplanting and its associated benefits in spacing, weeding, etc.) are technically free – which encourages greater use by women (who have less access to cash for technologies that must be purchased) and are culturally seen as more female-oriented tasks. These free technologies also happen to be time- and labor-intensive; so, while women apply them at higher rates, youth seem to be more successful in their various applications.

Where women and youth have little or no access to productive land, the project is also supporting the establishment of agricultural service groups which can offer land preparation, transplanting, weeding, harvesting and other services for a fee to area farmers. This allows women and youth to make productive use of GAP skills and knowledge even if they don't have the land or money to invest in farming themselves. The project will target establishment of 25 youth service groups this year.

In the quality seed production activity NAFAKA has selected 91 maize and rice seed producers, including 31 women. The TANSEED and TROPICAL SEED companies are also targeting selected women producers in their respective certified seed production activities. The Gender and Training component, intends to initiate parboiled rice activity to two SILC groups' beneficiaries in Mang'ula Ward in Kilombero District. This activity will be piloted with 2 SILC groups comprising 40 farmers, and will provide another off-farm employment opportunity for women in the rice value chain.

Among all NAFAKA activities the SILC groups stand out as a magnet for women's participation, although men also are welcome as members.

In an environment where commercial banks shy away from agricultural loans among low income communities, the SILC groups offer members an alternative for small loans for needs ranging from agricultural inputs purchases, social events, health expenses, and other small business investments. With proper leadership and recordkeeping these groups represent a sustainable avenue to economic growth opportunities in rural areas where access to capital is a challenge. Nafaka will continue to support the establishment of SILC groups in the Mbeya region, targeting 50 new groups in the present fiscal year. Opportunity International has provided 729 short term loans to NAFAKA farmers, including 266 loans to women. NAFAKA will continue to work with OI, CRDB, NMB and participating SACCOS organizations to encourage access financial services for women and youth in support of agriculture and small business development.

The project will also work with selected secondary schools, including the SEGA girls school in Morogoro town, to establish demo plots on campus that will be used to teach farming to students. Good agricultural

practices will also be promoted to family members at the Farmer Field Days that take place on parents' days. This year NAFKA will implement a Human Rights TOT for training on human rights awareness, gender sensitization and women's leadership. The purpose of this training is to increase the capacity of women to have their voices heard in NAFKA-supported groups and communities as well as understand national and customary laws and regulations in order to know what to do if they require recourse. There will be 10 TOTs of 30 women each, resulting in 300 trained peer educators across the NAFKA zone of influence, drawn from project-supported associations and groups, VBAs and Community Development Officers. They will be expected to roll out the training to their group and community members, including a strategy for reaching young women and men.

In collaboration with M&E, BCC and Knowledge Management and Learning team a project level gender impact assessment will be carried out to assess project impact, and would supplement the findings from the annual outcome survey and other assessments. Results would be used to finalize activities for the last year(s) of the project, to influence the design of any follow-on project, and to contribute to the Feed the Future Learning Agenda around gender issues.

FEED THE FUTURE COLLABORATION

NAFKA will continue to collaborate closely with other FTF implementing partners in year 3. The NAFKA team understands and works to advance the important responsibility to support Feed the Future as one fully integrated program comprising different projects and activities. NAFKA 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 NAFKA will collaborate with other FTF IPs during year 3 work plan period:

FTF Project	Integration
<i>Infrastructure and Rural Roads Project (CDM)</i>	<ul style="list-style-type: none"> - Build capacity of farmer associations and other value chain actors in support of irrigation systems to be reconstructed/rehabilitated in Kilombero, Ulanga, and Mvomero districts. - Provide information, including GPS coordinates, of rural warehouses currently being assessed by NAFKA with recommendations contributing to rural road maintenance and rehabilitation decisions.
<i>SERA—Policy Activity (Booz Allen)</i>	<ul style="list-style-type: none"> - Conclude ongoing joint activities on policy option papers for: (1) rules-based system for imports, (2) analysis of NFRA stated need to increase grain reserve capacity, and (3) analyzing food security policies in the EAC. Conduct joint SERA-NAFKA workshops to present results of these papers.
<i>Tuboreshe Chakula—Processing Activity (Abt)</i>	<ul style="list-style-type: none"> - Link NAFKA-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 NAFKA-targeted associations to Tuboreshe Chakula for fortification training. - Collaborate with Tuboreshe Chakula to pilot parboiled rice activity.

<i>iAgri—Research and Training (Ohio State working with SA)</i>	- Pursue a formal collaboration with iAgri, SUA, and the Ilonga Research Institute in Kilosa for support to the promotion of drought resistant maize varieties.
<i>Mwanzo Bora— Nutrition Activity (Africare)</i>	- Facilitate MB access to villages and producer groups served by NAFAKA for targeting messages related to improved nutritional knowledge and practices. -Share training materials with MB to integrate nutritional messages into NAFAKA trainings.
<i>TAPP (Fintrac)</i>	- Coordinate demonstrations and other GAP training opportunities where rice, maize and horticulture value chain activities overlap., -Collaborate with TAPP to identify sources of seed, and innovative technologies in support of highly nutritional vegetables for home garden activities.
<i>Africa Rising</i>	- Promote opportunities for collaboration with Africa Rising in areas of agricultural research supporting the rice and maize value chains.

NAFAKA PMP

SR/NO	R/F/NAFAKA	Performance Indicators and Disaggregation Levels	Cumulative to Date	2014-2015 Target	2015-2016 Target	2016-2017 Target	LOP Target
IR_1: Improved Agricultural productivity							
1	FTF-4.5-4	Gross margin per unit of land of Rice and Maize (RIA) (OUTCOME)	Rice: 682	Rice: 685	689	0	689
			Maize: 111	112	112	0	112
2	USAID/Tanzania	Yields: KG/ Ha for rice and maize cultivated (OUTCOME)	Rice: 3,139	3,170	3,202	0	3,202
			Maize: 1,223	1,235	1,248	0	1,248
IR_1.1: Enhanced Human and Institutional Capacity Development for Increased Sustainable Agriculture Sector Productivity							
3	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)	81,243	60,753	43,074	0	185,070 (cumulative of new and continuing yearly, with actuals for 2011-12)
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)	92,665	65,641	48,870	0	207,175 (cumulative of new and continuing yearly, with actuals for 2011-12, 2012-13)
5	FTF-4.5.2-42	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) (OUTCOME)	937	910	911	0	2758 (cumulative of new and continuing yearly, with actuals for 2011-12, 2012-13)
6	FTF-4.5.2-11	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance (RIA) (WOG) (OUTPUT)	1,198	1,016	1,216	0	3430 (cumulative of new and continuing yearly, with actuals for 2011-12, 2012-13)
SR/NO	R/F/NAFAKA	Performance Indicators and Disaggregation Levels	2013-2014 Target	2014-2015 Target	2015-2016 Target	2016-2017 Target	LOP Target
IR_1.2 Enhanced Technology Development, Dissemination, Management and Innovation							
7	FTF-4.5.2-13	Number of rural households benefiting directly from USG interventions (S). (OUTPUT)	100,462	73435 (new and continuing)	52,066	13,016	207363 (cumulative new with actuals from 2011-12, 2012-13)
			132,352	82,963	47,897	0	263,312
8	FTF-4.5.2-2	Number of beneficiaries reached (OUTPUT)	Total: 99781 (new and continuing)	75,941	53,843	13,461	Total: 248025 (cumulative new with actuals for 2011-12, 2012-13)
9	NAFAKA						

SR/NO	R/F/NAFAKA	Performance Indicators and Disaggregation Levels	2013-2014 Target	2014-2015 Target	2015-2016 Target	2016-2017 Target	LOP Target
IR_2: Expanded Market and Trade (Corresponds to NAFAKA Component 2 Activities)							
10	FTF 4.5.2-23	Value of incremental sales (collected at farm-level) attributed to FTF implementation (RiA) (OUTCOME)	-39,627,622	-29,573,757	-35,840,255	0	-105,041,634
11	NAFAKA	Number and Value of buyer agreements (informal or formal) (OUTCOME)	55 \$1186838	102 \$12536125	117 \$16,296,963	0	284 \$30,019,926
12	NAFAKA	MT of Paddy, Rice or Maize Sold by Producer Associations (OUTCOME)	3,266	28,654	37,250	0	69,170
IR_2.2 Improved Access to Business Development and Affordable Financial and Risk Management Services							
	FTF-4.5.2-29	Value of Agricultural and Rural Loans (RiA) (WOG) (OUTPUT)	\$ 551,528.00	\$ 450,000.00	\$ 550,000.00	\$ -	\$ 1,551,528.00
13							
	FTF 4.5.2-30	Number of MSMEs, including farmers, receiving USG assistance to access loans (S) (OUTPUT)	10,070	10,899	9,264	0	30,233
14							
	FTF 4.5.2-37	Number of MSMEs, including farmers, receiving business development services from USG assisted sources (S) (OUTPUT)	15,992	30,930	39,160	9,790	95,873
15							
SR/NO	R/F/NAFAKA	Performance Indicators and Disaggregation Levels	2013-2014 Target	2014-2015 Target	2015-2016 Target	2016-2017 Target	LOP Target
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)	55	15	10	0	80
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)	2,447,112	420,000	262,500	0	3,129,612
17							
IR_5: Increased Resilience of Vulnerable Communities and Households (Corresponds to NAFAKA Component 4 Activities)							
		Number of vulnerable households benefiting directly from USG assistance (S) (OUTPUT)	11,438	10,967	9,322	0	31,727
18	FTF-4.5.2-14						
		Number of beneficiaries with home gardens or alternate crops as a proxy for access to nutritious foods and income (OUTCOME)	1,956	8,717	9,677	0	20,350
19	NAFAKA						
		Value of Savings accumulated by SILC groups under NAFAKA (OUTCOME)	385,167	306,339	336,972	0	1,028,478
20	NAFAKA						

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	Assigned to (Lead Person Responsible)	Lead Organization	Timeline Start date	Timeline End date	Notable Deliverables / Results	Progress towards Indicator Targets
1) Strengthen Training and Research Institutions							
1.1) Priority stakeholder selection for district extension offices	Identify priority value chain, GoT stakeholders for each cluster	Productivity Manager	ACDIVOCA	Nov	Dec	Stakeholder maps per cluster	Number of District Level Stakeholders Identified 9
	Notify stakeholders of inclusion in pilot program and upcoming forum	Productivity Manager	ACDIVOCA	Nov	Dec	Letters of notification	
	Develop and distribute stakeholder maps by cluster	Productivity Manager	ACDIVOCA	Nov	Dec	Letters of notification	
1.2) Establish Linkages between ASA, Research - KATRIN, Ilonga, Cholima, SUA, farmers and private seed companies to decentralize seed multiplication and distribution.	MoU with MAFC and Seed Companies	Input Market Dev Specialist	ACDIVOCA, IFDC	Oct	Dec	MoU	Number of New Agreements between Research Institutions and Private Sector Seed Companies Value of Investment by Seed Companies
	Identify areas of collaboration	Input Market Dev Specialist	ACDIVOCA, IFDC	Oct	Dec		
	Link the research institute with AGRA Scaling Seed and Technology Partnership (SSTP) project	Input Market Dev Specialist	ACDIVOCA, IFDC	Nov	March	Meetings	
1.3) Establish Linkages with government research institutes to disseminate new Technologies of UDP	Share updated protocols for UDP trials	Input Market Dev Specialist	ACDIVOCA, IFDC	Oct	Feb	MoU	Number of Agreements with Public Sector 1
	Facilitate Business plans for acquiring grants for technology dissemination	Input Market Dev Specialist	ACDIVOCA, IFDC	Nov	Jan	Grant Agreements	
1.4) Link with National Biological Control Programs to collaborate on strategies of controlling causal Stem Borers and Strips (Winch weed)	MoU with MAFC	Input Market Dev Specialist	ACDIVOCA, IFDC	Nov	Dec	MoU/Sites Identified	Number of Agreements with Public Sector
	Identify sites for Push-Pull strategies	Input Market Dev Specialist	ACDIVOCA, IFDC	Nov	Dec		
	Establish Push-Pull demos	Input Market Dev Specialist	ACDIVOCA, IFDC	Dec	Mar	10 Push-pull demos established	
	Demo management, Field days Data collection	Input Market Dev Specialist	ACDIVOCA, IFDC	Dec	Jun	Field reports	
2) Capacity Building for NAFAKA Partners							
2.1) Conduct OCAT follow up assessments for RUDI & MVIWATA	Conduct 3 weak OCAT assessment with RUDI and MVIWATA	DPSCD, SITTA	ACDIVOCA	Oct	Nov	Assessment results	FTF 4.5.2- Number of Groups Applying Improved Technologies or Management Practices 1
	Implement Capacity Building Action Plan and provide support as needed to RUDI and MVIWATA	DPSCD	ACDIVOCA, RUDI, MVIWATA	Dec	Sept	Support as needed to partners (i.e. SITTA, trainings)	
	Conduct quarterly status updates	DPSCD	ACDIVOCA, RUDI, MVIWATA	Dec	Sept	Quarterly status meetings	
3) Capacity Building for New NAFAKA Partners							
3.1) Identify TBD local partners	Conduct mapping exercise to identify potential local partners	DPSCD	ACDIVOCA	Oct	Nov	Partners map	FTF 4.5.2 Number of Groups Applying Improved Technologies or Management Practices 60
	Develop criteria and select new partners	DPSCD	ACDIVOCA	Nov	Dec	Selection criteria	
3.2) Conduct OCAT assessments	Conduct 3 weak OCAT assessment	DPSCD, SITTA	ACDIVOCA	Dec	Jan	Assessment results	FTF 4.5.2-30 Number MSMEs assisted to access loans (Output) 4 VBA's 63
3.3) Develop Capacity Building Action Plans	Develop Capacity Building Action Plans in coordination with new NAFAKA partners	DPSCD	ACDIVOCA	Dec	Sept	Capacity Building Action Plans	
3.4) Monitor & analyze progress of Capacity Building Action Plan implementation	Implement Capacity Building Action Plans with new NAFAKA partners	DPSCD	ACDIVOCA	Dec	Sept	Support as needed to partners (i.e. SITTA, trainings)	
	Conduct quarterly status updates	DPSCD	ACDIVOCA	Dec	Sept	Quarterly status meetings	
Sub IR 1-2: Enhanced technology development, dissemination, management and innovation							
1) Increased Seed Production (QDS) *Rice							
1.1) Assessment of relevant private seed companies to expand seed sector partnership	Training of QDS producers on seed production principles	Input Market Dev Specialist	ACDIVOCA	14-Oct	14-Dec	Meetings report	17. FTF 4.5.2-7 Number of Individuals formed (Output) 126
	Training of QDS producers on fertilizer use	Input Market Dev Specialist	ACDIVOCA	14-Oct	14-Dec	Basic seeds from ASA	
	Establishment and effect Management of QDS fields	Input Market Dev Specialist	ACDIVOCA	14-Nov	15-Jun	126 Farmers trained,	
	Profile current QDS producers	Input Market Dev Specialist	ACDIVOCA	15-Mar	15-Mar	report	
	Conduct preliminary assessment of profiles QDS producers	Input Market Dev Specialist	ACDIVOCA	15-Mar	15-Mar	Field reports	
	Scale-up QDS producers and train selected VBAs in both maize and rice	Input Market Dev Specialist	ACDIVOCA	14-Oct	14-Oct	Planting reports	
	Establish and manage QDS production fields production of QDS	Input Market Dev Specialist	ACDIVOCA	14-Dec	15-Mar	Inspection report	
	Link QDS producers to ASA, and KATRIN	Input Market Dev Specialist	ACDIVOCA	14-Oct	14-Nov	Field Reports	
	Link QDS producers to Financial Institutions for Credits and Grants	Input Market Dev Specialist	ACDIVOCA	15-Jan	15-Apr	Inspection report	
2) Soil fertility management (UDP) *Rice and Maize							
2.1) Collaborate with government research institutes (KATRIN & CHOLIMA) to fast track approval of UDP.	Collaborate with KATRIN & CHOLIMA to fast track approval of UDP by TFRA, MAFC	Input Market Dev Specialist	ACDIVOCA/ FIPS	14-Dec	15-Mar	Report/paper from last yr UDP validation trials, 6 FDP demos established	FTF 4.5.2-5 Farmers adopting technologies 80
	Conduct TOTs for researchers on management of demo plots and methods to scale out FDP	Input Market Dev Specialist	ACDIVOCA/ FIPS	15-Mar	15-May	25 Researchers, Extensionists and NAFAKA Agronomists trained	FTF 4.5.2-7 Individual trained (Output) 25 Trained
	Organize a study tour for TOSCI and fertilizer sector stakeholders to encourage support for FDP promotion funds and budget permitting	Input Market Dev Specialist	ACDIVOCA/ FIPS	14-Oct	15-Jan	Government officials identified for the tour	FTF 4.5.2-12 Number of PPP formed (Output) 3

3) Deep tillage (soil compaction ripping) *Maize								
3.1) Site selection and preparation	Develop site selection criteria for demonstration sites	Productivity Manager	FIPS, ACDI/VOCA	Sept	Oct	Site selection criteria	FTF 4.5.2 Number of Hectares under improved technologies 433	
	Procure rippers	Productivity Manager	Procurement Specialist, Extension Manager	Oct	Nov	Rippers procured		
	Procure location GPS units	Productivity Manager	Procurement Specialist	Oct	Nov	GPS units procured	FTF 4.5.2-5 Number of Individuals Applying New Technologies and Management Practices 500	
	Select demonstration sites	Productivity Manager	Extension Manager, Cluster Team Leads, Agronomists	Oct	Nov	Demo sites selected		
3.2) Conduct training and demonstration	Conduct VBAA training	Productivity Manager	Extension Manager, Cluster Team Leads, Agronomists	Nov	Dec	20 demonstration sites; 3 field days		
	Conduct farmer TOTs	Productivity Manager	VBAAs, Agronomists, Extension Manager, Cluster Team Leads	Nov	Dec			
	Engage private sector service providers (PSP)	Productivity Manager	Extension Manager, Cluster Team Leads	Nov	Dec			
	Conduct ripper demonstration	Productivity Manager	Extension Manager	Nov	Dec			
	Conduct field day	Productivity Manager	Extension Manager, Cluster Team Leads	Dec	Jan			
3.3) Assess and share results	Collect yield information	Productivity Manager	Extension Manager, Cluster Team Leads, Agronomists	Sept	Oct	Results		
	Share results with farmers and PSPs	Productivity Manager	Extension Manager, Cluster Team Leads, Agronomists, M&E Specialist	Sept	Oct	Lessons learned		
4) GAP Demonstration Plots *Maize and Rice								
4.1)Preparation for Demo Plot activities	Engaging AFRICA RISING in planning for GAP demo-plots establishment	Productivity Manager	Africa Rising/ACDI/VOCA/Tuboreshe Chakula	Sept	Dec	20 demo-plots established with Africa-Rising		
	Review demo-plots site selection criteria	Productivity Manager	Africa Rising/ACDI/VOCA/Tuboreshe Chakula	Sept	Oct		Selection criteria developed	
	Review and design protocols for demonstration plots	Productivity Manager	Africa Rising/ACDI/VOCA/Tuboreshe Chakula	Sept	Nov		Demonstration protocols reviewed and updated	
	Estimate inputs requirements for each cluster	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Oct	Oct	Fertilizer & seeds requirements for clusters identified	1. FIF 4.5.2-7 Individual Trained (output) 53,400 farmers trained	
	conduct season planning meetings with Apex and associations	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Sept	Nov	Planning meetings minutes/Association roles clarified		
	Conduct Linkage meetings with seeds, fertilizer and other inputs stakeholders in the project area	Input specialist	ACDI/VOCA/FIPS/IFDC	Oct	Oct	Meeting minutes/MOUs/Input stakeholders engaged		
	Engage with village and district governments to facilitate demo -plots activities	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Oct	Dec	Local government engaged/		
	Conduct demo-plots participants sensitization & planning meetings	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Oct	Nov	Sensitization meetings minutes/participants lists in place		
	Identify VBAAs, agro dealers and lead farmers facilitators of demo- plots activities	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Oct	Nov	VBAAs, Lead Farmers and Agrodealers identified		
	Conduct TOT on Agronomists and VBAAs demo-protocols	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Oct	Oct	890 Total Demo Plots Established		
Agronomist conduct TOT on VBAAs, agro-dealers and Lead farmers on land preparation, fertilizer application and planting	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Oct	Nov				
Review of training manuals(fertilizers app, pest control, water management, nursery establishment &management)	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Sept	Oct	Updated GAP TOT Manuals in place			
4.2) Implement Demo Plot and Trainings	Interpret the 2009 Soil Analysis Results done by BACAS 2011	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Sept	Nov	Interpretation report in place		FIF 4.5.2-5 Individuals applying (outcome) 32,300 Farmers applying(put into practice) demonstrated technologies
	Share the Interpretation report with Stakeholders	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Nov	Oct	Stakeholders meetings on Interpretation report		
	VBAAs, Agro-dealers and Lead farmers to conduct training to farmers on preparation of demo-plots	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Nov	Dec	Training and Demonstrations conducted		
	VBAAs, Agro-dealers and Lead farmers to conduct training to farmers and establish demo-plots	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Nov	Nov	Training and Demonstrations conducted		
	VBAAs, Agro-dealers and lead farmers distribute input packets	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Nov	Nov	Training and Demonstrations conducted		
	Agronomist conduct TOT on VBAAs, agro-dealers and Lead farmers on operations(weed management and top dressing)	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Jan	March	Training and Demonstrations conducted		
	Agronomists, VBAAs, Agrodealers and lead farmers conduct farmer field visits	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Dec	April	Training and Demonstrations conducted		
	Agronomists conduct TOT to VBAAs, Agro-dealers and lead farmers on pests control	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Feb	Jun	Training and Demonstrations conducted		
	Farmer Field days on field operations	Productivity Manager	ACDI/VOCA/FIPS/IFDC	April	Aug	Training and Demonstrations conducted		
	Agronomists conduct TOT to VBAAs, Agro-dealers and lead farmers on pre and post harvest handling	Productivity Manager	ACDI/VOCA/FIPS/IFDC	May	Aug	Training and Demonstrations conducted		
	Liaison meetings with input companies, research institutes, Associations, Apex, seed stakeholder and local government Authorities	Productivity Manager	ACDI/VOCA/FIPS/IFDC	Nov	Jul	Input stakeholders actively involved in GAP activities		
	Demo-plots harvesting and Yield data collection	Productivity Manager	ACDI/VOCA/FIPS/IFDC	May	Jul	Yield Data Collected		
	4.3)Assess Demo Plot Activities	Farmer Yield Output Survey	Productivity Manager	Cluster Team Leads, Extension Manager, M&E Specialist	May	Jul	Survey Report/Output conducted	
Share Results with Farmers		Productivity Manager	Cluster Team Leads, Extension Manager, Agronomists, Cluster Team Leaders, M&E Specialist	May	Aug	Results Shared		

5) New Technology *Rice							
5.1) Demonstrate new technology	Demonstrate maize rippers, rotary weeder and paddy seeder technologies on farmer plot sites	Productivity Manager	VBAA's, Agro-dealers, Lead Farmers	Sept	Oct	Rippers manufacturers identified	FTF-4.5.2-2 Ha under new technologies 950
				Sept	Oct		grants proposal submitted
5.2) Promote new technologies with partners	Introduce weeder to training institutes	Productivity Manager	ACDI/VOCA, FIPS	Sept	Oct	Collaboration Agreement in Place	Number of Agreements with Public Sector
	Link agro-dealers to local tool manufacturers	Productivity Manager	ACDI/VOCA, FIPS	Oct	Dec	Manufacturers Identified	Number of Agreements between private sector partners
	Coordinate exposure visit	Productivity Manager	ACDI/VOCA, FIPS	Jan	Jan	23 demonstrations conducted	FTF-4.5.2-7 Farmers Trained 690
6) Farmer Field Days							
6.1) Awareness and Sentization	Meeting with Input companies, research and training, local government, Apex, Associations, Agro dealers and lead farmers	Productivity Manager	FIPS, IFDC, MVIWATA, Danya, ACDI/VOCA	Sept	Nov	Key output is video documentary of project activities in the season indicating extension method, stakeholder response and change process possible focus cross cutting issues.	Number of beneficiaries attending field days 2800
	Formation multi-stakeholder working groups for planning and coordination in each cluster	Productivity Manager	BCC Specialist, CC, PS	Nov	Dec		
6.2) Planning and Coordination	Conducting working group meetings for planning and coordinating the Farmer Field Days	Productivity Manager	Extension Manager, Cluster Team Lead	Dec	April		
6.3) Field Days Events	Conducting the Farmer Field Days	Productivity Manager		April	June		
	Assess the Field Days	Productivity Manager	BCC Manager, M&E Manager	July	Aug		
7) Agrodealer Network Development							
7.1) Develop a strategic framework to build the commercial capacity of grantee wholesalers to manage network of VBAA's as sales agents (consultancy)	Facilitate Formalization of Associations by Registration under BRELA and/or Ministry of Home Affairs	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Dec	15-Jun	5 Registration Certificates obtained	FTF-4.5.2-11 (organizations assisting) 5
	Support associations in organizing forums in each district for exchange of ideas with NAFAKA, government and input companies.	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	15-Jan	15-Sep	5 forums conducted	
	Assist Agro-dealer associations in the preparation of viable business plans.	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Oct	14-Dec	5 Business plans for associations	
	Conduct Business plan trainings associations in each district	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Oct	14-Dec	5 Training Sessions conducted	
	Redesign agro-dealer training curriculum towards business development and management (especially marketing) in collaboration with input suppliers.	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Oct	14-Nov	3 Training modules prepared	1. FIF 4.5.2-37 Number of MSMEs receiving assistance (output) 108
	Conduct TOTs for agro-dealers associations, agronomists and wholesalers on Business development and management (marketing)	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Nov	14-Dec	9 Trainings sessions	
	Conduct refresher training and phase out the non-grantee agro-dealer and link them to association based training programs.	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	15-Jul	15-Sep	108 agrodealers trained	1. FIF 4.5.2-11 Number of MSMEs receiving assistance. (Output) 390
	Train VBAA's in Kongwa and Kireto on GAP, Product knowledge, safe use of agric-inputs	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	15-Jan	15-Sep	99 VBAA's trained	
	Train Youth Service Providers Group on Product knowledge, safe use of agric-inputs	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Nov	15-Jun	26 Youth groups trained	Number of agreements between youth groups and agro-dealers
	Link Youth groups with agricultural inputs dealers	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Nov	15-Jun	26 Youth groups Linked	
	Conduct Farm exhibitions to create demands of agric-inputs	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Oct	14-Nov	20 farm exhibitions	Number of farmer beneficiaries attending 2100
	Conduct Farm field days to create awareness and demand of improved and new technologies	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Nov	15-Jun	50 farmers Field days	
	Map out the network of agro-dealers to monitor quantities sold and track development of the agro-dealer network.	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Oct	14-Oct	17 Networks mapped	
8) Wholesaler Input Supplier Development							
8.1) Facilitate Linkages between Input Wholesalers, Agro-dealers and Farmers	Establish well structured and strong supply networks of Inputs actors	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Oct	14-Dec	25 Networks focused of Hu-agrodealers established	4.5.2-11 Number of groups receiving assistance 25
	Facilitate a well structured credit contracts between Supply companies down the chain	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Oct	14-Nov	28 Agro-dealers contracts (14 - Fertilizers and 14 Seeds contracts)	FIF 4.5.2-30 Number of MSMEs assisted to access loans (Output) 25
	Agro-dealers and VBAA training based on the strategy document created by consultancy and grant support document for wholesalers	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	14-Oct	15-Jun	30 (15 agro dealers and 15 VBAA's) trained	FIF 4.5.2-7 Individual Trained (output) 30
	Organize a workshop in Ghana/Kenya and on Fertilizer Supply Chain Management and servicing farmers' needs and Information System	Input Market Dev Specialist	ACDI/VOCA, IFDC, FIPS	15-Jul	15-Aug	Workshop report	FIF 4.5.2-7 Individual Trained (output) 30
9) Monsanto Seed Pilot Project							
10.1) Assess and develop program	Assess and select pilot implementation area	Productivity Manager	ACDI/VOCA/Africa Rising	October	Oct	farmers certified in rice and maize seed production	FTF 4.5.2-7 Number of individual farmers trained 50
	Develop work plan	Productivity Manager	Agrodealer Specialist	Sept	Oct		
	Identify candidate VBAA's to undergo certification	Productivity Manager	DCOP, COP, Seed Specialist	Sept	Oct		
	Pilot certification program	Productivity Manager	Productivity Manager	Sept	Oct		
10) Zanzibar KATI and ZARI grants							
11.1) Execute and monitor grant activities in Zanzibar	Execute grants with KATI and ZARI	Productivity Manager	ACDI/VOCA	Oct		2 grants	FTF 4.5.2-7 Number of individual farmers trained 4000
	Monitor milestones and track M&E	Productivity Manager	Agrodealer Specialist	Sept	Oct		FTF 4.5.2-2 Number of hectares under improved technologies 1000
	Assess adoption rates of improved technologies	Productivity Manager	DCOP, COP, Seed Specialist	Sept	Oct		FTF 4.5.2-11 Number of groups receiving assistance 30
	Engage in capacity building programs for ZARI and KATI	Productivity Manager	Productivity Manager	Sept	Oct		

Strategic Objective : Inclusive agricultural sector growth							
Intermediate Result #2 Expanding markets and trade							
Sub IR 2-1: Improved market efficiency							
Activity	Sub Task	Assigned to (Lead Person Responsible)	Lead Organization	Timeline Start date	Timeline End date	Notable Deliverables / Results	Progress towards Indicator Targets
Area #1 - Associations							
1) Form New Associations							
1.1 Register	Follow up Registration of village associations	Association Manager	ACDI/VOCA	March	March	Dues collected	FTF 4.5.2-28 67 Associations Applying
	Sensitization to attract new members within current villages /association to increase outreach	Association Manager	ACDI/VOCA	March	March	Registrations	5000 New Members
	Support registration of apex organizations	Association Manager	ACDI/VOCA	Year 4 TBD	Year 4 TBD	Registrations	FTF 4.5.2-28 4 Apex Associations Applying
2) Train Existing Associations							
2.1 Train Associations	SMFM Training on Gender Integrated Leadership	Association Manager	ACDI/VOCA	December	December	Leadership training materials	FTF 4.5.2-11 Associations Trained 39 Trainees 1170
	SMFM Marketing	Association Manager	ACDI/VOCA	April	May	Marketing training materials	
	SMFM Record Keeping	Association Manager	ACDI/VOCA	Nov	Nov	Record training materials	
	SMFM Operations Management training	Association Manager	ACDI/VOCA	June	July	Operations training materials	
	Farming as a Business (FaaS) for association level technical staff	Association Manager	ACDI/VOCA	Oct	Oct	Training materials	FTF 4.5.2-11 Association Members Trained 20 Sessions 1
	Farming as a Business (FaaS) for associations	Association Manager	ACDI/VOCA	Oct	June	Training materials	FTF 4.5.2-11 Association Trained 125 6250 Trainees
	Business and Strategic Planning for apex organizations	Association Manager	ACDI/VOCA	Nov	March	Training materials	FTF 4.5.2-11 9 Apex Associations 270 Trainees
	Record Keeping for apex organizations	Association Manager	ACDI/VOCA	Jan	June	Training materials	FTF 4.5.2-11 4 Apex Associations 64 Trainees
	Conduct warehouse training for Apex	Association Manager	ACDI/VOCA	April	June	Warehouse training materials	FTF 4.5.2-11 Associations Trained 9 Trained 135
2.2 Expand Association Services	Study Visits with other Apex Associations	Association Manager	ACDI/VOCA	June	August	Aggregation complete	FTF 4.5.2-11 Associations Trained 4 Visits, 2 Rice, 2 Maize
	Train and support assoc. to use service tracker	Association Manager	ACDI/VOCA	Oct	Sept	Reports	4.5.2-28 Associations applying 124 Ass. 9 Apexes
	Conduct association capacity assessment (OCAT)	Association Manager	ACDI/VOCA/stta	Oct	December	Reports	FTF 4.5.2-27 OCA Capacity Score 124 , 9 Apexes
	Provide capacity building to associations and apexes to provide services to members	2 Association Manager	ACDI/VOCA	Nov	June	Training materials	FTF 4.5.2-11 Number of Associations Assisted
	Facilitate and follow up aggregation capacity at associations and apexes	Association Manager	ACDI/VOCA	December	December	Training Manuals	FTF 4.5.2-42 Number of Associations Applying
3) Rice Council of Tanzania							
4.1 Coordinate RCT with other donors and private sector stakeholders	Developing a strategic development plan (participatory approach with council members)	RCT Coordinator	ACDI/VOCA	Oct	December	RCT Reports	
	Developing a strategic business plan (participatory approach with council members)	RCT Coordinator	ACDI/VOCA	Oct	December	RCT Reports	
	Strengthening links and deepening integration with the Naifaka Marketing and Trade project component	RCT Coordinator	ACDI/VOCA	Oct	Sept	RCT Reports	
	Capacitating RCT councillors and management within their roles and functions	RCT Coordinator	ACDI/VOCA	Oct	Sept	RCT Reports	
	Mapping of the rice value chain actors	RCT Coordinator	ACDI/VOCA	Oct	Sept	RCT Reports	
	Developing a profile database of all significant rice value chain actors in Tanzania	RCT Coordinator	ACDI/VOCA	Oct	Sept	RCT Reports	
	Developing a database for information access of rice industry	RCT Coordinator	ACDI/VOCA	Oct	Sept	RCT Reports	
	Consolidating data on rice stocks in Tanzania to assist the GoT on policy decisions	RCT Coordinator	ACDI/VOCA	October	ongoing	RCT Reports	

Area #2- Marketing							
1) Market Linkage Grants							
1.1 Increased markets and trade efficiency for rice value chain actors	Gather information on stored rice per aggregating FO and linkage to buyers	DCOP, Marketing Manager, STTA	ACDI/VOCA	Oct	December	Reports	FTF 4.5.2-23 Value of Incremental Sales
	Facilitate negotiations and contract enforcement for rice procurement	DCOP, Marketing Manager, STTA	ACDI/VOCA	Oct	December	Reports	Number of Formal Agreements between farmer associations and buyers
	Facilitate strategies for structured market along the value chain (producer - traders/millers) linkages.	DCOP, Marketing Manager, STTA	ACDI/VOCA	Oct	December	Grant Concept Notes	
	Facilitate market linkage among producers, millers and traders in Kilombero, Kongwa, Mbeya and Iringa	DCOP, Marketing Manager, STTA	ACDI/VOCA	Oct	December	Grant Concept Notes	
	Facilitate Competitiveness For Value Chain Actors To Improve, Add Value And Maintain Quality	DCOP, Marketing Manager, STTA	ACDI/VOCA	Oct	December	Grant Contracts Approved	
	Conduct analysis of market opportunities in input supply, aggregation, bulking and processing for rice and maize	DCOP, Marketing Manager, STTA	ACDI/VOCA	November	November	Grant Contracts Approved	FTF 4.5.2-12 PPP formed 30
	Develop criteria for selection of grantees	DCOP, Marketing Manager, STTA	ACDI/VOCA	October	October	Grant Expression of Interest	
	Select new partners for new market linkage grants	DCOP, Marketing Manager, STTA	ACDI/VOCA	October	December	Concept Proposals	
Execute new market linkage grants	DCOP, Marketing Manager, STTA	ACDI/VOCA	January	February	New grants	FTF 4.5.2-38 Value of new private sector investment 420000 usd	
2) Nanenane Agriculture Fairs							
2.1) Determine number and location for Nanenane fairs	Assess experience from year 2 and lessons learned from Nanenane fairs	COP, DCOP, Marketing Manager, STTA	ACDI/VOCA	October	October	List of best practices and lessons learned	FTF 4.5.2-23; 5 Nanenane fairs conducted; 2 B2B events held
	Develop criteria and activities for Nanenane fairs	COP, DCOP, Marketing Manager, STTA	ACDI/VOCA	October	October	Criteria	
	Select number and location for Nanenane fairs	DCOP, Marketing Manager, STTA	ACDI/VOCA	November	November	List and location of Year 3 Nanenane fairs	
2.2) Select and include partners	Recruit private sector partners for participation	DCOP, Marketing Manager, STTA	ACDI/VOCA	December	February	Number of private sector participants	
	Sensitize and include GOT participants	Marketing Manager, STTA	ACDI/VOCA	December	February	Number of GOT participants	
2.3) Conduct Nanenane fairs	Develop agenda and expected results for each location	Marketing Manager	ACDI/VOCA	December	February	Agenda materials	
	Execute Nanenane fairs	Marketing Manager	ACDI/VOCA	August	August	Nanenane fairs	
3) B2B Linkages							
3.1) Farmer-Market Linkage	Conduct stock verification in the warehouse	Marketing Manager, STTA	ACDI/VOCA	November	November	Buyer meetings and notes	FTF4.5.2-23 Value of Incremental Sales
	Conduct Mapping of Potential Markets	Marketing Manager, STTA	ACDI/VOCA	November	November	Specs created	
3.2) Farmer - Association Linkage	Develop marketing plans with associations	Marketing Manager	ACDI/VOCA	October	December	Contracts	
	Enhance awareness creation on joint marketing and warehousing receipt system	Marketing Manager	ACDI/VOCA	October	December	Contracts	
3.3) Producer-Buyer-Processor Linkages	Mapping of potential buyers and processors	Marketing Manager	ACDI/VOCA	October	December	Reports	
	Engage in discussion with financial institutions to make simplified agreements to be used as loan securities	Marketing Manager	ACDI/VOCA	October	December	Reports	
3.4) Producer-Off taker	Conduct mapping of off take buyers and input suppliers	Marketing Manager	ACDI/VOCA	October	December	M E Reports	
	Conduct Cross-Border Visits to big millers and processors	Marketing Manager	ACDI/VOCA	October	December	Reports	
4) Markets and Trade Transparency for Value Chain Actors							
4.1) Identify Strategies for Improved Market Communication	Facilitate upgrade of farmers on use of market information - ICT based MIS	Marketing Manager	ACDI/VOCA	October	March	Reports	FTF 4.5.2-12 PPP formed
	Establish links with information systems providers for availing market information through mobile technology	Marketing Manager	ACDI/VOCA	October	March	Contracts Established	
	Facilitate Training and up-grading of farmers associations to use ICT for market information and record management	Marketing Manager	ACDI/VOCA	October	March	Reports	
5) Parboiled Rice Market Assessment/Pilot							
5.1) Assess Niche Market for Parboiled Rice	Identify market opportunities for parboiled rice	Marketing Manager, STTA	ACDI/VOCA	October	October	Demand assessment	FTF 2.2.2-23; 1 new pilot identified
	Conduct cost analysis and criteria for parboiled rice production	Marketing Manager, STTA	ACDI/VOCA	November	November	Business case study	
	Create selection criteria to execute production	Marketing Manager	ACDI/VOCA	December	December	Criteria for Year 3 intervention	
	Determine number of producers/associations for parboiled rice production	Marketing Manager	ACDI/VOCA	January	January	Target list of producers for parboiled rice activity	
6) Service Agents for SILC Groups							
6.4) Marketing Training for Service Agents	Select service agents	Marketing Manager	ACDI/VOCA	January	January	Service agents selected	FTF 4.5.2-7 Number of Individuals trained 136
	Develop marketing training material	Marketing Manager	ACDI/VOCA	January	January	Training material for service agents	
	Train service agents on marketing	Marketing Manager	ACDI/VOCA	February	February	Trainings conducted	
	Track results	Marketing Manager	ACDI/VOCA	June	June	Results collected	

Sub IR 2-2: Improved Access to Business Development and Affordable Financial and Risk Management Services							
Area #3 Finance							
1) Rice and Maize Value Chain Finance Assessment							
1.1) Mapping of Producer Channels	Complete mapping of rice producer channels in Kilombero and Ulanga clusters.		ACDI/VOCA	November	November	Identified VC actors	
	Conduct buyers/financial institutions stakeholders		ACDI/VOCA	December	December	Identify financing gaps, collaboration	
	Identify financing models for Kiteto in collaboration with KINAPA		ACDI/VOCA	December	January	Action plans with KINAPA	
2) Association Financial Readiness							
2.1) Target associations ready for finance activities	<ul style="list-style-type: none"> Work with financial institutions and other value chain actors to develop tools and models for increased engagement with small holders 	Market Linkages Specialist	ACDI/VOCA	December	February	Association finance analysis report	FTF-4.5.2-29 Value of Agricultural and Rural Loans \$ 450,000
	<ul style="list-style-type: none"> Increase small holder and small holder association financial literacy and awareness and ability to quantify financial needs 	Market Linkages Specialist	ACDI/VOCA	December	February	Association finance analysis report	
	<ul style="list-style-type: none"> Support the development of mobile money applications that reduce costs and risks associated with serving small holders in rural areas 	Market Linkages Specialist	ACDI/VOCA	December	February	Association finance analysis report	FTF-4.5.2-37 Number of MSME's receiving BDS 30,930
	<ul style="list-style-type: none"> Support the expansion of risk mitigation products to rice and maize production to encourage greater investment in the sector 	Market Linkages Specialist	ACDI/VOCA	February	February	List of opportunities	
3) Loan Case Study							
3.1) Determine next steps for Yosefo loan program	Develop methodology and template for Yosefo loan program case study analysis	Finance Manager, STTA	ACDI/VOCA	October	October	Methodology developed	
	Conduct analysis of Yosefo loan program	Finance Manager, STTA	ACDI/VOCA	November	November	Case study	
	Develop criteria for additional interventions	Finance Manager, STTA	ACDI/VOCA	November	December	Strategy for Year 3	
4) Mobile Money Feasibility							
4.1) Determine next steps for mobile money	Conduct analysis of second phase activities	Finance Manager, STTA	ACDI/VOCA	October	November	Report	
	Implement phase 2 activities	Finance Manager, STTA	ACDI/VOCA	October	November	Strategy for Year 3	

Intermediate Result #3 Increased investment in agricultural or nutrition related activities							
Activity	Sub Task	Assigned to (Lead Person Responsible)	Lead Organization	Timeline Start date	Timeline End date	Notable Deliverables / Results	Progress towards Indicator Targets
Area #1 Nutrition							
1) Promote home gardens to vulnerable groups							
1.1) Promote vegetable home gardens in Mvomero	Activity 1: Promote vegetable production/home gardens to vulnerable smallholders for income and nutrition.		ACDI/VOCA, CRS	March	Sept	Number of beneficiaries with access to home gardens (output) 12500	FTF 4.5.2-7 Number of individuals trained (output) 15,000
	Activity 2: TOT in organic vegetable production		ACDI/VOCA, CRS	March	April	FTF 4.5.2-7 Number of individuals trained (output) 15,000	
	Activity 3: Link vegetable producers with VBAA for sustainability of vegetable seeds supply		ACDI/VOCA, CRS	March	Sept	Number of beneficiaries with access to home gardens (output) 125	
	Activity 4: Link vegetable producers with farm inputs suppliers		ACDI/VOCA, CRS	March	Sept	Number of beneficiaries with access to home gardens (output) 5	
	Activity 6: Invite vegetable seeds companies to install vegetable demonstration plots		ACDI/VOCA, CRS	March	June	Number of beneficiaries with access to home gardens (output) 5	
	Activity 7: Link vegetable producers with FTF projects (TAPP) to sensitize community on simple technologies (drip irrigation household type)		ACDI/VOCA, CRS	March	Sept	Number of beneficiaries with access to home gardens (output) 5	
	Activity 8: Link vegetable producers with horticulture districts specialists		ACDI/VOCA, CRS	March	Sept	Number of beneficiaries with access to home gardens (output) 5	
	Activity 9: Sensitize vegetable producers to team up and purchase KICK start hip pumps		ACDI/VOCA, CRS	March	Sept	Number of beneficiaries with access to home gardens (output) 5	
	1.2) households have diversified their investments into nutritious and health actions for increased resilience	Activity 1 Train vegetable producers processing and utilization of produced vegetable		ACDI/VOCA, CRS	Jan	Sept	
Activity 2 Train vulnerable households basic nutrition education around vegetables including economic benefits			ACDI/VOCA, CRS	Jan	Sept	FTf 4.5.2-7 Individual Trained (output)	FTF 4.5.2-7 Individuals Trained 186
Activity 3 Promote blending of flours using locally available materials			ACDI/VOCA, CRS	Jan	Sept	FTf 4.5.2-7 Individual Trained (output)	FTF 4.5.2-7 Individuals Trained 70
Activity 4 Sensitize SILC / non SILC members to use income for nutrition and health promotion actions			ACDI/VOCA, CRS	Jan	Sept	FTf 4.5.2-7 Individual Trained (output)	FTF 4.5.2-7 Individuals Trained 400
Activity 5 Provide diet education (meal planning and diet diversification and food needs at household) to vulnerable households			ACDI/VOCA, CRS	Jan	Sept	FTf 4.5.2-7 Individual Trained (output)	FTF 4.5.2-7 Individuals Trained 400
Activity 6 Link with other FTF project; Mwanzo Bora and Tuboresha Chakula in nutrition promotion activities			ACDI/VOCA, CRS	Jan	Sept	FTf 4.5.2-7 Individual Trained (output)	FTF 4.5.2-7 Individuals Trained 400
Activity 7 Identify/recruit community nutrition promoters (women, men and Youth)			ACDI/VOCA, CRS	Jan	Sept	FTf 4.5.2-7 Individual Trained (output)	FTF 4.5.2-7 Individuals Trained 400
1.3) Promote nutrition promotion days	Activity 8 Introduce Vegetable Production in Collaboration with CRS Soya ni Pesa project beneficiaries in Mvomero District		ACDI/VOCA, CRS	Jan	Sept	Number of beneficiaries with access to home gardens (output)	Number of Beneficiaries with Home Gardens 210
	Activity 9 Facilitate nutrition promotion days		ACDI/VOCA, CRS	Jan	Sept	FTf 4.5.2-7 Individual Trained (output)	Number of Days 5
	Activity 10 Study behaviour change as a result of nutrition interventions		ACDI/VOCA, CRS	Jan	Sept		
2) Alternative Crops							
2.1) Promote alternative crops with stakeholders	Select alternative crops	Productivity Manager	ACDI/VOCA	October	October	List of alternative crops for promotion	FTF 4.5.2-7 Individuals Trained 125
	Select stakeholders and demo plots for alternative crop promotion	Productivity Manager	ACDI/VOCA	October	October	List of locations for alternative crop promotion	
	Implement alternative crops	Productivity Manager	ACDI/VOCA	November	ongoing	Alternative crops	

Area #2 Increased Investment in Agriculture							
3) New Innovation Grants							
3.1) Select new lead firms	Draft and issue EOI	DCOP, Grants Manager	ACDI/VOCA	October	October	EOI	FTF-4.5.2-38 10 new partnerships selected with \$1,000,000 of new private sector investment
	Organize and rank applications	DCOP, Grants Manager	ACDI/VOCA	November	November	List of priority entities for new innovation grants	
	Select 40 new lead firms	DCOP, Grants Manager	ACDI/VOCA	November	August	40 new grants issued	
4) Existing Grant Partnerships							
4.1) Monitor existing grants partnerships	Track milestones and deliverables for existing grants	DCOP, Grants Manager	ACDI/VOCA	October	Sept	Grants Tracker	
5) KPL Capacity Strengthening							
5.1) Execute KPL Capacity Strengthening Activities	Developing a strategic development plan (participatory approach with council members)	Sophie Walker, Market Linkages Specialist	ACDI/VOCA/KPL	October	Sept	Reports	FTF-4.5.2-23 Value of Incremental Sales FTF-4.5.2-29 Value of Loans
	Developing a strategic business plan (participatory approach with council members)	Sophie Walker, Market Linkages Specialist	ACDI/VOCA/KPL	October	Sept	Reports	
	Strengthening links and deepening integration with the Nafaka Marketing and Trade project component	Sophie Walker, Market Linkages Specialist	ACDI/VOCA/KPL	October	Sept	Reports	
	Capacitating RCT councillors and management within their roles and functions	Sophie Walker, Market Linkages Specialist	ACDI/VOCA/KPL	October	Sept	Reports	
	Mapping of the rice value chain actors	Sophie Walker, Market Linkages Specialist	ACDI/VOCA/KPL	October	Sept	Reports	
	Developing a profile database of all significant rice value chain actors in Tanzania	Sophie Walker, Market Linkages Specialist	ACDI/VOCA/KPL	October	Sept	Reports	
6) KVTC							
	Implement Seed Production Activities	Seed Specialist	ACDI/VOCA, FIPs, IFDC	October	Sept		FTF 4.5.2-2 # Hectares under new technologies 10
7) Promote Effective Trade Policy							
7.1) Coordinate Consultancy Visits to Create Policy Option Papers	Policy Options Papers for NFRA Grain Reserves, Rules Based Food Import Policy, Harmonize Regional Trade Policies	COP	ACDI/VOCA Aird	Oct-14	Oct-14	Reports	
	Presentation of Policy Options	COP	ACDI/VOCA MOA	Dec-14	Dec-14	Reports	
	Improving the Efficiency of NFRA	COP	ACDI/VOCA MOA	Mar-15	Mar-15	Reports	

Strategic Objective : Inclusive agricultural sector growth								
Intermediate Result #5 Increased resilience of vulnerable communities and households								
1) Facilitate the development of Savings and Internal Lending Communities (SILC)								
Activity	Sub Task	Assigned to (Lead Person Responsible)	Lead Organization	Timeline Start date	Timeline End date	Notable Deliverables / Results	Progress towards Indicator Targets	
1.1) Vulnerable Groups have skills in group savings	Activity 1 Promote SILC methodology to Vulnerable smallholders particularly to the ultra poor farmers, women and single heads of households in 84 old and 270 new villages		ACDI/VOCA, CRS	Oct	Sept	Reports	4.5.2-14 Number of vulnerable households reached (Output) 10,967	
	Activity 2 Field agent profiling and identification		ACDI/VOCA, CRS	Jan	Jan	Reports	FfF 4.5.2-7 Individual Trained (output) 20	
	Activity 3 Field agents Intensive training on SILC methodology		ACDI/VOCA, CRS	Oct	Feb	Reports	FfF 4.5.2-7 Individual Trained (output) 20	
	Activity 4 FA quarterly refresher meetings		ACDI/VOCA, CRS	March	Sept	Reports	FfF 4.5.2-7 Individual Trained (output) 20	
	Activity 5 Certification of cohort 1, 2 and 3 Field as independent Service Providers (PSP)		ACDI/VOCA, CRS	Dec	Sept	Reports	FfF 4.5.2-7 Individual Trained (output) 54	
	Activity 6 Conduct village mapping to assess competition and potentiality for expansion of C4 activities into the new areas of Mbeya and Iringa.		ACDI/VOCA, CRS	Oct	Jan	Reports	4.5.2-14 Number of vulnerable households reached (Output) 270	
	Activity 7 Conduct SILC Open days		ACDI/VOCA, CRS	Aug	Aug	Reports	4.5.2-14 Number of vulnerable households reached (Output) 4	
1.2) Private Service Providers have necessary skills for sustainable group training	Activity 1: Training PSPs in Marketing skills		Caritas Ifakara, AAIDRO and Catholic Diocese of Dodoma	ACDI/VOCA, CRS	Jan	July	Reports	FfF 4.5.2-7 Individual Trained (output) 78
	Activity 2: Train PSPs on entrepreneurship skills		Caritas Ifakara, AAIDRO and Catholic Diocese of Dodoma	ACDI/VOCA, CRS	Jan	Sept	Reports	FfF 4.5.2-7 Individual Trained (output) 98
	Activity 3: Support Mobilization of PSPs networks		Caritas Ifakara, AAIDRO and Catholic Diocese of Dodoma	ACDI/VOCA, CRS	Jan	Sept	Reports	FfF 4.5.2-7 Individual Trained (output) 3
	Activity 4: Train PSPs on how to coach/mentor and recruit apprentices		Caritas Ifakara and AAIDRO	ACDI/VOCA, CRS	Dec	March	Reports	FfF 4.5.2-7 Individual Trained (output) 136
	Activity 5: Support facilitation of PSPs quarterly meetings		Caritas Ifakara, AAIDRO and Catholic Diocese of Dodoma	ACDI/VOCA, CRS	Jan	Sept	Contract finalized with Archdiocese of Dodoma	FfF 4.5.2-7 Individual Trained (output) 6
	Activity 6: Mobilize women and youth groups for SILC and vegetable production		Caritas Ifakara, AAIDRO and Catholic Diocese of Dodoma	ACDI/VOCA, CRS	March	Aug	Village mapping and assessment completed	4.5.2-14 Number of Vulnerable households 10,967
	Activity 7: Link PSPs with agro-dealers to act as agents of vegetable seeds		Caritas Ifakara, AAIDRO and Catholic Diocese of Dodoma	ACDI/VOCA, CRS	March	Sept	Field agent candidates selected	Number of agreements between PSP and agro-dealers (output) 9
	Activity 8: document type/number of IGAs introduced as result of basic marketing and entrepreneurship skills training		Caritas Ifakara, AAIDRO and Catholic Diocese of Dodoma	ACDI/VOCA, CRS	March	Sept	Field Agents trained on SILC methodology	
1.3) Strategic Training of Local Partners	Key partner staff trained on project cycle management		ACDI/VOCA, CRS	Jan	March	Quarterly refresher meetings	FfF 4.5.2-7 Individual Trained (output) 16	
	Key partner staff trained on USAID contracts management, compliance and reporting		ACDI/VOCA, CRS	Jan	March	Quarterly refresher meetings	FfF 4.5.2-7 Individual Trained (output) 8	
	Key Staff trained on facilitation skills and conflict management		ACDI/VOCA, CRS	Jan	April	Quarterly refresher meetings	FfF 4.5.2-7 Individual Trained (output) 16	
	Institute MEAL plan for CRS Subs to be reviewed every quarter		ACDI/VOCA, CRS	Jan	Dec	Field Agents certified as PSPs	FfF 4.5.2-7 Individual Trained (output) 16	

ANTICIPATED STTA

For the coming fiscal year, the project will require a range of short term technical assistance to accomplish the objectives of this work plan. Expected requirements by organization and activity are summarized below:

M&E and Communications

Over the past year, NAFAKA has made great strides in developing and strengthening its M&E and reporting systems. The project expects to maintain the current system that includes regular monthly support visits from ACDI/VOCA's Regional M&E Specialist, _____, based in Nairobi, and quarterly review and reporting visits from independent contractor, _____ based in the US.

To improve the range and quality of communications aimed at increasing adoption of technologies and the sharing the effectiveness of NAFAKA at addressing common development problems, the project expects to field Robert Neptune to produce a video focusing on the commercialization of the VBAA model and its sustainability.

With the annual increase in M&E data, the current NAFAKA database is rapidly reaching capacity. To address this technical issue, and to improve access, coordination and learning between components and partners, the project expects to field _____ from the ACDI/VOCA regional office in Accra to "migrate" current M&E data into a larger database housed on Microsoft SharePoint.

Technical Support

_____ Technical Director at ACDI/VOCA, has provided extensive support to NAFAKA over the past year in the design of the current scaling strategy. In the coming year we expect him to make two trips to support implementation of the scaling strategy, particularly in the area of the agro-enterprise grants and public private partnerships.

_____ has also been instrumental in designing and supporting the implementation of NAFAKA marketing and investment activities. In the coming year, the project expects to field _____ to complete a market assessment for Zanzibar and to design support and monitoring of new agro-enterprise grants focused on linkages between associations and processors.

For the past year, NAFAKA has used independent consultant, _____, to support and coordinate project activities with KATI and ZARA on Zanzibar. The project expects to field _____ approximately three times for support to these institutions and elaboration of plans for KATI and ZARA sector support after NAFAKA's close.

This year, NAFAKA is expanding cross-cutting emphasis on gender and youth inclusion. The project expects to field [redacted] to provide support on the implementation and monitoring of these expanded activities.

IFDC

Sustainable agro-input distribution is a cornerstone of the NAFAKA scaling strategy. As such, IFDC and its expertise in agro-input sector development will be critical to project success. The project expects IFDC to field predominantly regional experts to facilitate the development and support of agro-enterprise grantees focused on the expansion of agro-input distribution in rural areas. IFDC and FIPS will coordinate closely on these grants which link agro-dealers to VBAs.

The project also expects IFDC to field SITTA for the design of expanded trainings in agro-dealer capacity, QDS seed production and improved water management. Depending on the outcome of UDP approval trials, SITTA may be needed for support to input companies and farmers on scaling of this technology.

DANYA

DANYA utilizes its Nairobi-based regional staff to support the range of its activities on NAFAKA. These advisors have worked extensively with the project to develop, deploy and evaluate DANYA's BCC responsibilities. In the coming year, the project expects DANYA to field regional advisors in BCC, M&E and Evaluation and ICT on a quarterly basis.

DANYA is also coordinating the production of a time-lapse video which will document the activities and outcomes on a sample demo-plot this year. The video will serve as a training tool for participating farmers and as a demonstration of the value of project supported technologies for late adopters. The project expects DANYA to field the video production team twice to collect footage for this video.

AIRD

To complete the work started this year on improving the government's analysis of and response to food security issues such as importation, trade bans and food reserves, NAFAKA expects AIRD to field Dirck Stryker and Muktar Amin.

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