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SERA POLICY PROJECT YEAR 4 WORKPLAN

TANZANIA ENABLING POLICY ENVIRONMENT FOR AGRICULTURAL SECTOR GROWTH

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SERA POLICY PROJECT

YEAR 4 WORKPLAN

Contract No. 621-C-00-11-00003-00
USAID Feed the Future SERA Policy Project
Tanzania Enabling Policy Environment for Agricultural Sector Growth

Implemented by Booz Allen Hamilton

DISCLAIMER

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

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ABBREVIATIONS AND ACRONYMS

ACT	Agriculture Council of Tanzania
AIRD	Associates for International Resources and Development
ANSAF	Agricultural Non State Actors Forum
BMGF	Bill & Melinda Gates Foundation
BoT	Bank of Tanzania
BRN	Big Results Now
CI	Custom Indicator
CO	Contract Officer
COP	Chief of Party
COR	Contracts Office Representative
DCOP	Deputy Chief of Party
DFS	Department of Food Security
DFSN	Department of Food Security and Nutrition
DMD	Disaster Management Department
DPP	Department of Policy and Planning
ERS	Economic and Research Service
ESRF	Economic and Social Research Foundation
FBM	Food Basket Methodology
FSND	Food Security and Nutrition Department
FtF	Feed the Future
GoT	Government of the United Republic of Tanzania
iAGRI	USAID Feed the Future Research and Education Project
IR	Intermediate Result
LOE	Level of effort
MAFC	Ministry of Agriculture, Food Security and Cooperatives
MANR	Ministry of Agriculture and Natural Resources
MoF	Ministry of Finance
MLHSD	Ministry of Lands, Housing and Human Settlements Development
MSU	Michigan State University
MUCHALI	Tanzanian Food Security and Nutrition Analysis System
NAFAKA	USAID Feed the Future Staples Value Chain Project
NFRA	National Food Reserve Agency
PMO	Prime Minister's Office
PMP	Project Management and Performance
RGoZ	Revolutionary Government of Zanzibar
SAGCOT	Southern Agriculture Growth Corridor of Tanzania
SERA	USAID FtF Policy Project

SMEs	Small- and Medium-Scale Enterprises
SOW	Scope of Work
STTA	Short-term Technical Assistance
SUA	Sokoine University
TAHA	Tanzania Horticultural Association
TANTRADE	Tanzania Trade Development Authority
TAPP	Tanzania Agricultural Productivity Program
TASTA	Tanzania Seed Traders Association
TBD	To be determined
TOT	Training of Trainers
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United State Government

INTRODUCTION

The Tanzania SERA Policy Project (SERA) of the United States Agency for International Development (USAID) Feed the Future Initiative (FtF) began in April 2011 and completed the third full year of operation on September 30, 2014. Feed the Future seeks to improve food security in Tanzania by increasing agricultural production and improving access to food. SERA Project is primarily focused on improving the policy environment for agriculture and on developing individual and institutional capacity to undertake policy analysis, advocate effectively for policy reforms, and implement policy reforms. The SERA Project works in partnership with the Government of the United Republic of Tanzania (GoT) and the Revolutionary Government of Zanzibar (RGoZ) to provide evidenced-based research to support policy reforms that alleviate constraints to growth in the agriculture sector and provide a more enabling economic environment. In support of this objective, SERA Project conducts and commissions evidence-based policy research and develops the capacity of individuals and organizations to engage in policy analysis and advocate for policy reform. At the conclusion of the Project, we expect USAID will leave behind an improved policy environment and a legacy of enabling the GoT, RGoZ, and other stakeholders to initiate, develop, and utilize evidence-based research in policy decisions and implementation.

The SERA Project works closely with the Southern Agriculture Growth Corridor of Tanzania Centre (SAGCOT) to identify policy issues critical to the commercialization of the agricultural sector. SERA Project also collaborates with other FtF Implementing Partners and the larger development community to leverage resources and increase effectiveness. This collaboration with other FtF implementing partners includes: the FtF NAFKA Staples Value Chain Project on food security research and policy reform; the United States Department of Agriculture (USDA) Economic Research Service (ERS) on the development, piloting, and implementation of the Food Basket Methodology (FBM); and iAGRI on the sponsoring of the Policy Seminar Series at Sokoine University (SUA). Collaboration with other development partners includes The World Bank on the collateral registry system, Michigan State University (MSU) and the Bill and Melinda Gates Foundation (BMGF) on food security policies, and the Ministry of Agriculture, Food Security and Cooperative (MAFC) Policy Resource Center. The SERA Project also supports member based organizations such as the Tanzania Seed Traders Association (TASTA) and the Agricultural Council of Tanzania (ACT).

LIFE OF PROJECT ACHIEVEMENTS

The SERA Project has made significant achievements towards improving the agricultural policy environment, and developing individual and institutional capacity in the three and a half years of the Project. SERA is well placed to continue making those types of achievements over the remaining eighteen months of the Project, and has achieved a reputation for fair, balanced, and timely analysis and cutting edge research on important policy issues. This has led the GoT, RGoZ, and development partners to turn to SERA for research as policy issues emerge. SERA has also actively engaged in a program of individual and institutional capacity building to improve

the ability of individuals and institutions to engage in policy analysis and advocacy, and implement policy reforms.

Significant achievements in policy:

- instrumental in convincing the GoT to lift the food crop's export ban;
- developed, piloted, and implemented the Food Basket Methodology in the MAFC Department of Food Security (DFS) to measure regional food costs;
- researched the impacts of the export permits on food crop's trade and advocated eliminating exports permits;
- implementing a collateral registry system to improve lending for moveable assets;
- researched land benefits sharing and compensation schemes and the legal authority of local communities to lease village lands directly to investors;
- researched rice markets on the mainland and Zanzibar to guide policy decisions on import policy and strategic reserves;
- analysed the National Food Reserve Agencies (NFRA) policies and procedures to determine the appropriate levels of food stocks to meet emergencies and food aid assistance;
- advocated improved tax treatment of seeds and seed packaging materials;
- quantified the main drivers of maize prices and the effects of the maize export ban using state-of-the-art econometric techniques;
- analysed the potential of irrigated and rain fed paddy production to contribute to reduced dependence on imports of rice on Zanzibar; and,
- engaged GoT and stakeholders on policies and programs to clear the cereals surplus following the large harvest in 2014.

Significant achievements in capacity building:

- co-sponsored a policy seminar series at Sokoine University;
- taught an eight-week policy analysis course to staff of various ministries in Zanzibar;
- supported ACT strategic planning and institutional assessment;
- supported Zanzibar Department of Food Security and Nutrition (DFSN) strategic planning and institutional assessment;
- trained MAFC Department of Food Security staff on the calculation and use of the Food Basket Methodology for measuring food costs; and
- launched the SERA website to provide policy research and advocate for policy reforms.

Significant achievements in communications and advocacy:

- published the Policy Brief on the Impacts of the Export Ban;
- launched the SERA Project website, www.tzsera.com;
- hosted and presented two workshops on Food Security to stakeholders, each workshop was attended by 90-100 participants; and
- presented the research on Food Security to GoT officials on mainland and Zanzibar.

SIGNIFICANT SERA PROJECT CHANGES IN YEAR 3

Several personnel changes took place in Year 3:

- The USAID Contracting Officer (CO) and Contracting Officer's Representative (COR) departed and new appointments were made in the last quarter of Year 3.
- A new Operations Manager and a new Communications and Capacity Building Specialist were hired to replace departing SERA staff.
- The SERA Chief of Party (COP) demobilized from Tanzania at the end of Year 3, and the Deputy Chief of Party (DCOP) was promoted to the position. A candidate for the vacant DCOP position has been identified and will be presented to USAID for approval.
- The Booz Allen Hamilton (Booz Allen) Program Manager announced plans to depart the Project in early Year 4 and will be replaced in Q1 of Year 4.

The SERA Project received a contract modification in Year 3 that restored the Project ceiling value to its original competed amount. In addition, we received corporate registration for Booz Allen Hamilton Tanzania Ltd.

PRIORITY ACTIVITIES FOR YEAR 4

Year 4 of the SERA Policy Project will see the conclusion of a number of important policy studies that are expected to influence GoT and RGoZ policy decisions. The SERA Project will also continue the capacity building activities to strengthen the institutions that implement policy reforms. Individual capacity building support will continue for the activities already initiated and the team will provide new support to selected individuals as opportunities arise.

The priority areas for policy analysis and research are:

- complete the Policy Options Paper on Food Security and present to GoT;
- seek parliamentary approval of the legal framework for the collateral registry system;
- collaborate with the World Bank on implementation of the collateral registry;
- complete preparation of a proposed rules-based system for emergency food imports;
- present the land compensation and benefits sharing research to stakeholders;
- continue to advocate for improved tax treatment of seeds and seed packaging materials;
- quantify the main drivers of rice prices on the mainland;
- compare the efficiency of maize and rice markets and explore policy alternatives to address differences;
- compare the business environment for the maize and rice value chains; and
- support efforts to facilitate private sector exports in order to reduce the surplus of cereals following the large harvest in 2014.

The priority areas for capacity building are:

- strengthen the capacity of the MAFC's Department of Food Security to implement the Food Basket Methodology;

- train MAFC’s staff to train other GoT Ministries’ staff on the calculation and use of the Food Basket Methodology;
- expand the knowledge base and understanding of the Food Basket Methodology under the MUCHALI Framework;
- improve capacity of the Department of Food Security and Nutrition of the Ministry of Agriculture and Natural Resources (MANR) Zanzibar; and
- support a second set of papers for the policy seminar series at Sokoine University.

The priority areas for communication and advocacy are:

- publish a Policy Brief on Land Compensation and Benefits Sharing and the powers of local communities to lease village lands to investors;
- publish a Research Brief on Drivers of Maize Prices in Tanzania;
- publish a Policy Brief on the calculation and use of the Food Basket Methodology;
- participate in a National Agricultural Policy Conference and present SERA research; and
- expand the SERA website to include the new Policy and Research Briefs.

IMPLEMENTATION PLAN

COMPONENT I: POLICY RESEARCH AND REFORM

The SERA Project undertakes analysis and research on important policy issues in an effort to provide evidence-based analysis of policy impacts and provide policy options to the GoT.

1. Intermediate Result 1: Improved Agriculture Productivity

A. Seed Policy

Access to high quality seeds is essential to raising productivity and improving the competitiveness of the agricultural sector. However, improved seeds in Tanzania are less than 15 percent of total seeds planted, which is among the lowest in the region. This situation is due, at least in part, to weak enforcement of existing regulations and strong GoT controls on certain aspects of the seed industry which limits private sector involvement. The SERA Project seeks to improve access to high quality seeds at internationally competitive prices, and to stimulate investment in the seed sector by creating an enabling economic environment for the private sector. The SERA Project has provided support to the Tanzania Seed Traders Association and MAFC to conduct stakeholder’s meetings to discuss industry policy issues as well as has provided support to advocate for improved tax treatment of seeds and seed packaging materials. SERA Project will continue both activities in Year 4 as well as explore opportunities for involvement in other seed policy issues.

Tasks planned in Year 4:

- Support stakeholder’s meetings to discuss policy issues as identified.

Milestones:

- Stakeholder’s workshop held (to be determined (TDB)).

Resources:

- SERA Policy Analyst,

- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor.

Key Partners:

- MAFC,
- SAGCOT,
- TASTA.

Contribute to:

- Intermediate Result (IR) 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.
- Custom Indicator (CI) 1.1.1 Volume of improved seed available in domestic market.

B. Seed Taxes

High taxes on seeds and seed packaging materials have been identified as one of the constraints to expanded local production and sale of seeds, and the SERA Project is working with the seed industry through MAFC, TASTA, and SAGCOT to improve the tax treatment of seeds and seed packaging materials. The case for reducing taxes on seeds and seed packaging materials was prepared by SERA in collaboration with TASTA and SAGCOT in Year 2 and 3 and submitted to MAFC. This material was used to support MAFC's request to the Ministry of Finance (MoF) to reduce taxes. However, no policy action was taken and now SERA will focus on strengthening the case for reduced taxes on seed packaging materials and pursue other tax issues. In Year 4, SERA Project will continue to provide support to this activity.

Tasks planned in Year 4:

- Prepare submission for request for improved tax treatment of seeds and seed packaging materials.
- Present request for improved tax treatment of seeds and seed packing materials to the Ministry of Finance's Committee on Taxation.

Milestones:

- Case presented to Ministry of Finance Committee on Taxation requesting improved tax treatment of seeds and seed packaging materials (Q2).

Resources:

- SERA Policy Analyst,
- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor.

Key Partners:

- MAFC,
- SAGCOT,
- TASTA.

Contribute to:

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.
- CI 1.1.1 Volume of improved seed available in domestic market.

2. Intermediate Result 2: Expanding Markets and Trade

SERA Project works to expand markets through improved trade policies, improved market performance, and increased access to credit. Trade policy is an important component of economic policy and an enabling economic environment. The SERA Project has previously focused on two important trade policy issues. The first is the requirement of the MAFC that traders obtain export and import permits from the GoT before undertaking trade. The second is to address the ad hoc approach of GoT to emergency food imports which can disrupt markets and are vulnerable to abuse. A new policy issue arose in Year 3 and could be a priority in Year 4—promoting exports in an effort to reduce surpluses and raise producer’s prices. Improved credit also contributes to expanding markets and trade, and is addressed by the collateral registry system being developed by the Bank of Tanzania (BoT). SERA is also researching the performance of maize and rice markets and exploring policy alternatives to increase market efficiency.

A. Export Permits

Permits are required from the Ministry of Agriculture, Food Security and Cooperative to import or export food crops. The confusing, lengthy, and costly procedure for obtaining permits has led to widespread efforts to circumvent the system. Research conducted by the SERA Project in Years 1 and 2 showed that export permits do not provide accurate information on export levels nor do they control the flow of exports. Imports are similarly controlled by permits and traders report that food crops are often imported without appropriate permits. The SERA Project is working closely with the MAFC and the Prime Minister’s Office (PMO) to remove unnecessary permits and provide a better method of recording trade. In Year 4, the PMO has requested additional guidance on the appropriate use of export permits. SERA Project will continue to discuss and advocate for less burdensome requirements for exports and imports to respond to the PMO’s request for guidance.

Tasks planned in Year 4:

- Prepare guidance on the use of the export and import permit system.

Milestones: TBD.

Resources:

- SERA Policy Analyst,
- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor.

Key Partners:

- Big Results Now (BRN),
- MAFC,
- NAFKA - Associates for International Resources and Development (AIRD),
- PMO,

Contribute to:

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.
- CI 4.1.1 Number of research outputs.

B. Transparent and Rules-Based Import Policy

Emergency food imports are allowed on a case-by-case basis and often unduly disrupt markets as was the case when GoT allowed duty-free rice imports from January to March, 2013. A more transparent policy would be for the GoT to enforce existing tariffs and allow the private sector to import and export freely based on market conditions. The SERA Project will assist the GoT in designing and implementing a rules-based and transparent mechanism to allow emergency food imports. This system will rely on existing data systems and expand the application of the Food Basket Methodology.

Tasks planned in Year 4:

- Develop a rules-based transparent system for emergency food imports and present to GoT and other stakeholders.
- Design an implementation plan and capacity building action plan.
- Provide technical assistance and capacity building to support the implementation of the rules-based system.

Milestones:

- Rules-based transparent system presented to GoT and other stakeholders (Q2).
- Implementation plan and capacity building action plan created (Q3).
- Capacity building provided (Q4-Y5).

Resources:

- SERA Policy Analyst,
- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor.

Key Partners:

- NAFKA - AIRD,
- SAGCOT.

Contribute to:

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3,

Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.

- CI 4.1.1 Number of research outputs.

C. Export Promotion

Tanzania has a history of restricting exports of food crops, but currently finds itself with a large cereals surplus. This has led to discussions with key GoT officials on ways to promote exports in order to clear the surplus before the next planting season. This activity focuses on relaxing policy constraints in order to facilitate exports. Various ideas have been considered, including fast tracking export procedures, facilitating the ease with which foreign traders can buy in Tanzanian, and promoting the availability of surplus supplies to traders in neighbouring countries. The SERA Project will continue discussions and support export promotion efforts when appropriate. Specific tasks are to be determined.

Tasks planned in Year 4:

- Engage in discussions with GoT officials on ways to export the surplus of cereals.

Milestones: TBD.

Resources:

- SERA Policy Analyst,
- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor.

Key Partners:

- BRN,
- Tanzania Trade Development Authority (TANTRADE).

Contribute to:

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.
- CI 4.1.1 Number of research outputs.

D. Credit to Smallholders and SMEs

Credit is essential to investments and delivering credit to small- and medium-scale enterprises (SMEs) and small farmers has been a challenge in Tanzania because of the lack of assets that can be used as collateral. Land cannot generally be used as collateral because most land is owned by the government and held in common by local communities. Other assets such as machinery have been used as collateral in other countries, but not extensively in Tanzania due to the weak legal structure and undeveloped registry to record liens against such assets. The SERA Project is working to improve this situation by completing the legal requirements for a modern collateral registry system. The SERA Project is exploring opportunities to partner with the World Bank on this important activity, with the World Bank providing financial support for the necessary computer equipment and software, and SERA providing policy support. Capacity

to use this system will then be developed through trainings and capacity building activities. This will help SMEs who own moveable assets that can be used as collateral but can also benefit smallholders with limited assets.

Tasks planned in Year 4:

- Hold a stakeholder’s workshop to draft legislation for the collateral registry.
- Present the draft legislation to parliament for approval.
- Work with the World Bank to create the technology specification for necessary computer equipment.
- Design a training program for primary users of the information system.

Milestones:

- Stakeholder’s workshop to draft legislation for the collateral registry held (Q1).
- Draft legislation presented to the Ministry of Finance (Q2).
- Draft legislation presented to parliament for approval (Q3).
- Computer equipment procured (Q3-Q4).
- Training program for primary users designed (Q4).

Resources:

- SERA Policy Analyst,
- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor,
- Short term technical assistance (STTA) Legal Expert Dale Furnish,
- M&N Law Associates (Advocates).

Key Partners:

- BoT,
- World Bank.

Contribute to:

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.
- IR 4.5.2-7 Number of individuals who have received United States Government (USG) supported short-term agricultural sector productivity or food security training.

E. Improving Performance of Maize and Rice Markets

Improving food crops market’s performance could result in higher prices to producers and lower prices to consumers because prices would adjust more quickly to changes in market conditions and crops would move more quickly from surplus to deficient areas. The SERA Project has begun research to better understand the performance of the maize market and will continue this effort as well as begin research on the performance of the rice market. The objective of this research is to propose policy reforms that will improve the functioning of these vital food crop markets. This activity was started in Year 3 and will continue in Year 4.

Tasks planned in Year 4:

- Complete research on the performance of the maize and rice markets.
- Propose policy changes to improve maize and rice markets performance.

Milestones:

- Research results presented to stakeholders (Q2).

Resources:

- SERA Policy Analyst,
- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor.
- STTA Economist Varun Kshirsagar.

Key Partners: N/A.**Contribute to:**

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.
- CI 4.1.1 Number of research outputs.

3. Intermediate Result 4: Improving Enabling Policy Environment for both Agriculture and Nutrition

Improving the enabling environment is essential to a competitive private-sector led agricultural sector and the SERA Project has several activities designed to improve the enabling environment including, reviewing food security policies on the mainland and Zanzibar, reviewing operations of NFRA, and improving land policies and the business environment.

A. Food Security

The SERA Project is working with the GoT to develop a more comprehensive food security program. Research completed in Years 1 to 3 will be combined with results from the assessment of the NFRA and new research on market performance to form the basis of a Policy Options Paper for GoT. This activity will be jointly prepared by the SERA staff and AIRD staff, with support from the FtF NAFKA Staples Value Chain Project. This Policy Options Paper should conclude our research efforts to provide mainland Tanzania with options for a more comprehensive food security program.

Tasks planned in Year 4:

- Complete the Food Security Policy Options Paper.
- Present the draft paper to the MAFC for review and comment.
- Present the paper to GoT and other stakeholders.

Milestones:

- Food Security Policy Options Paper presented to GoT (Q2).
- Food Security Policy Options Paper presented to stakeholders in public workshop (Q2).

Resources:

- SERA Policy Analyst,
- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor.

Key Partners:

- NAFKA - AIRD.

Contribute to:

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.
- CI 4.1.1 Number of research outputs.

B. Land Policy

Only one-quarter of the land suitable for cropping in Tanzania is actually used to grow crops, which suggests that there is substantial land available to expand agricultural production by new investors and existing farmers. However, much of this is used for other livelihood activities by people with informal use rights. These people are often displaced when land is allocated to investors. That has made land use and land policies very controversial and the GoT has requested donors to withhold their involvement until a clear approach to land allocation has been developed by GoT. However, the SERA Project was invited to undertake a study on compensation and benefits sharing approaches used in the region by the Ministry of Lands, Housing and Human Settlements Development (MLHSD). The study was completed and presented to MLHSD for comments prior to convening a national stakeholder's workshop.

Tasks planned in Year 4:

- Publish a Policy Brief on land policy.
- Present study to stakeholders at a national workshop.

Milestones:

- Policy Brief completed (Q1).
- National Workshop held (Q2).

Resources:

- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor,
- Landesa.

Key Partners: N/A.**Contribute to:**

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.

- CI 4.1.1 Number of research outputs.

C. Business Environment for Maize and Rice Value Chains

The business environment faced by agricultural producers in key value chains is not well represented in existing reports of the World Bank and World Economic Forum of competitiveness. These studies are generally concerned with economy-wide business conditions and are not sector specific. The SERA Project will undertake an exploratory study of the business environment for maize and rice value chains for producers in Tanzania and other large producers in the region to determine the feasibility and value of a more complete study. This study would compare the economic environment for maize and rice producers in Tanzania and neighboring countries. It is directed at GoT to improve competitiveness through policies not directed at investment opportunities for investors.

If the study seems feasible and valuable, then a larger study will be undertaken in order to inform GoT on investment policy to create a more favorable business environment for key value chains. The focus will be primarily on the business environment faced by commercial farmers, although some of the findings may provide valuable insights into the business environment faced by smallholders. The study will be undertaken in collaboration with local research institutes such as the Economic and Social Research Foundation (ESRF).

Tasks planned in Year 4:

- Prepare a desk study of the business environment faced by maize and rice producers in Tanzania and other large producers in the region.
- Draft statement of work (SOW) for in-depth study.
- Conduct field research.
- Prepare Draft Report.
- Present Final Report.

Milestones:

- Desk study completed (Q2).
- SOW for field study approved (Q2).
- Field research completed (Q3).
- Draft report delivered (Q4).
- Final report delivered (Y5).

Resources:

- SERA Policy Analyst,
- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor.

Key Partners:

- ESRF,
- SAGCOT.

Contribute to:

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance

in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.

- CI 4.1.1 Number of research outputs.

D. Price Stabilization

The MAFC has replaced the input subsidy program operating since 2008 with two new programs, including a price stabilization program for selected cash crops. Since such price stabilization programs have been tried in other countries without success, the SERA Project will prepare a Policy Brief on these experiences in an effort to inform GoT on the international experience.

Tasks planned in Year 4:

- Prepare a background paper on the experience with agricultural price stabilization programs.

Milestones:

- Policy Brief completed (Q3).

Resources:

- SERA Senior Advisor.

Key Partners:

- MAFC Department of Policy and Planning (DPP).

Contribute to:

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.

COMPONENT II: INDIVIDUAL AND INSTITUTIONAL CAPACITY BUILDING

The SERA Project's approach to capacity building is twofold. The first approach focuses on institutional capacity building activities of selected organizations that can provide the greatest impact to support development of an enabling policy environment. The second approach addresses increasing capacity for research and evidenced-based policy analysis of individuals through training and support for research and policy analysis.

In Year 4, the SERA Project will continue to focus on public sector institutions, providing institutional and individual capacity building to support the implementation of policy reforms. The majority of resources will focus on GoT and RGoZ agriculture line ministries and institutions, and will complete institutional capacity building action plans. SERA will continue to provide strategic support to private sector institutions, targeting critical stakeholders in the policy reform process. Partnerships with private sector organizations will be limited in an effort to minimize conflicting priorities with GoT counterparts. SERA Project will continue the

individual capacity building efforts already underway and will initiate new ones based on demand. In some cases trainings will be part of large institutional capacity building effort.

1. Intermediate Result 4: Improving Enabling Policy Environment for both Agriculture and Nutrition

A. MUCHALI - Institutional Assessments and Capacity Building Action Plan

In Year 3, SERA Project conducted an Assessment of Tanzania's Food Security Early Warning System. The objectives of this assessment were to determine information requirements, data sources, and to review systems that provide data and information for the Tanzania national food security system; specifically the Food Basket Methodology and the MUCHALI framework. The activity identified strengths, limitations, opportunities, gaps, and weaknesses in the current Food Security Early Warning Information System utilized by the MAFC. Specifically, the activity:

- Provided a technical review of the MUCHALI field tools and reporting templates;
- Assessed the collection, maintenance, and use of existing data required for the MUCHALI Framework;
- Conducted a feasibility assessment on the integration of the FBM into the early warning system; and
- Completed a training needs assessment of the MUCHALI national team.

The Assessment was conducted in June and July, 2014. In Year 4, the SERA Project will work with the MUCHALI Secretariat to identify areas of strategic support based on the Assessment. The draft report will be circulated for stakeholders' comment and input in Q1 of Year 4. A capacity building action plan will be developed in collaboration with the MUCHALI Secretariat. Specific areas for consideration include:

- Support for the formalization of the MUCHALI Framework;
- Introduction of the FBM to the MUCHALI National team; and
- Follow-up feasibility studies and reports.

Tasks planned in Year 4:

- Finalize Assessment Report.
- Draft Capacity Building Action Plan.
- Implement activities identified.

Milestones:

- Assessment Report delivered (Q2).
- Capacity Building Action Plan adopted by MUCHALI Secretariat (Q2).

Resources:

- SERA Chief of Party,
- SERA Communications and Capacity Building Specialist,
- SERA Policy Analyst.

Key Partners:

- MAFC Department of Food Security, Crops and Early Warning Unit,
- MUCHALI Secretariat,
- PMO Disaster Management Department (DMD).

Contribute to:

- IR 4.5.2-7 Number of individuals who have received USG support short-term agricultural sector productivity of food security training.
- CI 4.2.1. Number of institutions receiving USG assistance.

B. Ministry of Agriculture, Food Security and Cooperatives, Department of Food Security

In Project Year 3, The Economic Research Service of the United States Department of Agriculture and the SERA Project designed and delivered the Food Basket Methodology training for 16 staff of the DFS, nine of which successfully completed the course. These staff will participate in a Training of Trainers (TOT) activity in Year 4. In addition, the SERA Project will continue to provide support to the DFS in the development and introduction of an FBM operations manual and will assist with monthly analysis and reporting.

Tasks planned in Year 4:

- Training of Trainers
 - Draft training materials.
 - Design and deliver TOT for FBM.
 - Post-training participant assessment.
- DFS FBM Operations Manual
 - Complete DFS FBM Operations Manual.
 - Introduce FBM Operations Manual.
 - Provide support for FBM Monthly Analysis for up to 12 regions.

Milestones:

- Training material finalized (Q2).
- Training delivered (Q2).
- DFS FBM Operations Manual adopted (Q3).

Resources:

- SERA Chief of Party
- SERA Communications and Capacity Building Specialist,
- SERA Policy Analyst,
- STTA Training Specialist Marina Panov.

Key Partners:

- MAFC Department of Food Security,
- USDA ERS.

Contribute to:

- IR 4.5.2-7 Number of individuals who have received USG support short-term agricultural sector productivity of food security training.
- CI 4.2.1. Number of institutions receiving USG assistance.

C. Policy Research Unit - Ministry of Agriculture, Food Security and Cooperatives, Department of Policy and Planning

The FtF iAGRI Project will lead this activity, and the SERA Project will work collaboratively to support the development, institutionalization, and training of a Policy Research Unit at Sokoine

University. The Unit will be designed to conduct demand driven evidence based policy analysis for internal and external clients. Specifically SERA Project will provide local technical assistance for up to one year of start-up operations.

Tasks planned in Year 4:

- Identify, recruit, and hire local support.

Resources:

- Local STTA Economist.

Key Partners:

- Diligent Consulting Ltd,
- iAGRI.

Contribute to:

- IR 4.5.2-7 Number of individuals who have received USG support short-term agricultural sector productivity of food security training.
- CI 4.2.1 Number of institutions receiving USG assistance.

D. Strategic Support

Private sector organizations that are key stakeholders in policy reform activities will be considered for strategic capacity building support in Year 4. Organizations identified for potential support include:

- TASTA,
- Rice Council of Tanzania,
- Tanzania Horticultural Association (TAHA).

Tasks planned in Year 4:

- Support stakeholder's events.
- Support policy research.

Milestones: TBD.

Resources: TBD.

Key Partners: TBD.

Contribute to:

- IR 4.5.2-7 Number of individuals who have received USG support short-term agricultural sector productivity of food security training.
- CI 4.2.1 Number of institutions receiving USG assistance.

E. Policy Seminar Series at Sokoine University

The SERA Project and iAGRI have jointly sponsored a Policy Seminar Series for faculty and students at Sokoine University to encourage policy research. The Second Policy Seminar Series will begin in Year 4. Changes in the terms of reference have been made based on the experiences and lessons learned from the Series I. The teams in Series I did not have the capacity to produce the research within the designated timeframe, and the final papers did not meet the quality standards envisioned. A more structured and targeted approach will be

undertaken in Series II. Specifically, teams and topic areas will be pre-identified, the number of teams will be limited to two, and additional supervision and support will be provided.

Tasks planned in Year 4:

- Review research proposals.
- Select teams.
- Review first drafts and provide comments.

Milestones:

- Research teams and topics selected (Q2).
- First draft reviewed (Q4).

Resources:

- SERA Senior Agriculture Policy Advisor,
- SERA Senior Advisor.

Key Partners:

- iAGRI.

Contribute to:

- IR 4.5.2-7 Number of individuals who have received USG support short-term agricultural sector productivity of food security training.
- CI 4.2.1 Number of institutions receiving USG assistance.

COMPONENT III: ADVOCACY AND COMMUNICATIONS

The SERA Project will focus on communication activities that support the policy research agenda and will target public sector institution. The primary communication instruments will be the SERA Project website, policy briefs, and public events such as conferences and workshops.

1. Intermediate Result 4: Improving Enabling Policy Environment for both Agriculture and Nutrition

A. SERA Website

The website is the main communications tool for SERA, making available evidence-based research and other key policy information. In addition, SERA will explore ways to engage more directly with target audience of the website.

Tasks planned in Year 4:

- Update content on a quarterly basis.
- Monitor usage on a quarterly basis.

Milestones: N/A.

Resources:

- SERA Communications and Capacity Building Specialist.

Key Partners:

- OMIS.

Contribute to:

- CI 4.1.3 Number of hits/visits to the SERA website.

B. Policy Briefs

The SERA Project will publish Policy Briefs in Year 4 in support of policy analysis and research. Policy Briefs will summarize specific policy research and recommendations on key issues affecting the agriculture sector environment and are meant to inform decision makers and stakeholders.

Tasks planned in Year 4:

- Draft four to six-page Policy Briefs on the following topics:
 - Food Security Policy Options,
 - Land Compensation and Benefits Sharing,
 - Price Stabilization (collaborative activity with MSU/BMGF),
 - Drivers of Maize and Rice Prices,
 - Secure Transactions Systems: Collateral Registry.

Milestones:

- Policy Briefs published and circulated:
 - Food Security Policy Options (Q2),
 - Drivers of Maize and Rice Markets (Q2),
 - Land Compensation and Benefits Sharing (Q3),
 - Price Stabilization (collaborative activity with MSU and BMGF) (Q3),
 - Secure Transactions Systems: Collateral Registry (Q3).

Resources:

- SERA Communications and Capacity Building Specialist,
- SERA Policy Analyst,
- SERA Senior Advisor.

Key Partners:

- Collaboration with MSU and BMGF.

Contribute to:

- CI 4.1.2 Total number of SERA mentions in the press and social media.

C. Success Stories

In Year 4, SERA Project will prepare two USAID Success Stories: the Lifting of the Export Ban and the Food Basket Methodology. The success stories will follow USAID branding and marking requirements.

Tasks planned in Year 4:

- Draft Success Story on Lifting of the Export Ban.
- Draft Success Story on the Food Basket Methodology.

Milestones:

- Lifting of the Export Ban Success Story delivered (Q2).
- Food Basket Methodology Success Story delivered (Q4).

Resources:

- SERA COP,
- SERA Communications and Capacity Building Specialist,

- SERA Policy Analyst,
- SERA Senior Advisor.

Key Partners:

- USDA ERS.

Contribute to:

- CI 4.1.2 Total number of SERA mentions in the press and social media.

D. Policy Conferences and Workshops

In Year 4, SERA Project will contribute to policy conferences, training and workshops sponsored by USAID FtF Projects and other stakeholders. SERA will work in collaboration with the USAID FtF Lead Project and contribute to trainings and workshops on a case-by-case basis presenting research and Policy Briefs. MSU and BMFG have expressed interest in working with SERA Project on the delivery of policy analysis trainings. SERA Project will participate and contribute to the Agricultural Non State Actors Forum (ANSAF) sponsored National Policy Conference on the changing landscape of agriculture in Tanzania, planned for 2-4 December, 2014.

Tasks planned in Year 4:

- Participate in the National Policy Conference 2-4 December, 2014.
- Other activities TBD.

Milestones: TBD.

Resources:

- SERA Staff,
- SERA Senior Advisor.

Key Partners: TBD.

Contribute to:

- CI 4.1.2 Total number of SERA mentions in the press and social media.

ACTIVITIES IMPLEMENTED IN ZANZIBAR

1. Intermediate Result 2: Expanding Market and Trade

A. Irrigated and Rain-fed Rice Profitability Analysis

The SERA Project is working with the NAFKA Project and the Tanzania Agriculture Productivity Program (TAPP) to evaluate the profitability of irrigated and rain-fed rice on Zanzibar. This analysis will be used to guide policy and investment decisions of RGoZ, USAID, and other donors for the rice sector of Zanzibar.

Tasks Planned in Year 4:

- Present paper to RGoZ.

Milestones:

- Paper presented to RGoZ (Q1).

Resources:

- SERA Senior Advisor.

Key Partners:

- NAFKA,
- TAPP.

Contribute to:

- IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: State 1, Analysis; State 2, Stakeholder consultation/public debate; Stage 3, Drafting or revision; Stage 4, Approval (legislative or regulatory); Stage 5, Full and effective implementation.
- CI 4.1.1 Number of research outputs.

2. Intermediate Result 4: Improving Enabling Policy Environment for both Agriculture and Nutrition**A. Zanzibar Department of Food Security and Nutrition**

The SERA Project will continue its organizational capacity building program with the Zanzibar Department of Food Security and Nutrition in Year 4. Activities will focus on three areas, the organizational management, communications support, and technical support in early warning systems.

- Organizational Management: SERA Project will review the application of the Performance Management Plan (PMP) and provide technical guidance and capacity building as required.
- Communications Support: SERA Project will continue to work with Zanzibar FSND in the development of communications product, specifically the completion of a Department brochure and a newsletter template.
- Technical Support: SERA Project will continue to work with USDA ERS and support the development of a Food Basket Analysis for Zanzibar and provide training to staff on the development and application of the methodology.

Tasks Planned in Year 4:

- Evaluate the application of the PMP, identify gaps, and develop and implement a capacity building plan to address the gaps.
- Continue to implement the SOW for communications support to the FSND.
- Complete the Food Basket Analysis for Zanzibar.
- Conduct a two-day training for FSND staff on how to conduct the Food Basket Analysis.
- Draft a Food Basket Operations Manual for FSND and provide strategic implementation support.

Milestones:

- Implementation for PMP evaluated (Q2).
- Capacity building plan for PMP created (Q2).
- Draft DFSN brochure finalized (Q3).
- DFSN newsletter template finalized (Q3).
- FBM Analysis for Zanzibar completed (Q1).
- FBM Training to DFSN staff delivered (Q1).

- FBM operational Manual delivered to DFSN (Q3).

Resources:

- SERA Communications and Capacity Building Specialist,
- SERA Policy Analyst.

Key Partners:

- USDA ERS.

Contribute to:

- IR 4.5.2-7 Number of individuals who have received USG support short-term agricultural sector productivity of food security training.
- CI 4.2.1 Number of institutions receiving USG assistance.

PROJECT MANAGEMENT AND PERFORMANCE

1. Project Management

Year 3 was a transitional year for the SERA Project. The Project experienced three personnel changes and a contract modification.

Personnel Changes:

- A new Operations Manager, Mr. Ernest Yusto Mufuruki, started with the SERA Project in Q2 of Year 3, replacing Mrs. Mary Kabatange who departed SERA Project in Q1 of Year 3.
- The Communications Specialist, Mr. Nicodemus Odhiambo Marcus departed the SERA Project in Q1. The position of Communications Specialist was revised to Communications and Capacity Building Specialist. This change reflects the focus of the SERA Project on public sector capacity building. Mr. Josephat Kanyunyu was selected for this position and began in Q2.
- Mr. Don Mitchell, will transitioned from the Chief of Party position to a short-term role beginning in Year 4. Mr. Mitchell plans to continue to support the SERA Project through DPR International LLC as a Senior Advisor.
- Ms. Marialyce Mutchler, Deputy Chief of Party, will become the Chief of Party starting in Project Year 4.
- Mr. Alex Mkindi, the SERA Project Senior Agriculture Policy Advisor, will be proposed as the new Deputy Chief of Party.

Contract Modification

In Q3, the SERA Project received a contract modification that restored the SERA Project ceiling value to its original competed amount.

2. Policy Reform Agenda

The SERA Project maintains a flexible approach to the policy research agenda and is committed to meeting the demands of partners as well as responding to new policy reform opportunities. New policies to be undertaken in Year 4 include:

- Data harmonization in support of policy decisions.

- Promoting cereals exports through streamlined export procedures.

CROSS-CUTTING ISSUES

Challenges faced by the SERA Project include the limited capacity of counterparts, weak systems for collecting and disseminating data, resulting in delays to complete agreed tasks ontime thereby negatively impacting the entire range of SERA activities, from policy analysis to capacity building activities. For example, the lack of consistency and rigor in collecting data reduce the accuracy of data and limit the effectiveness of the systems that rely on this data such as the Food Basket Methodology. The lack of detail on crop quantities and grades limits the value of crop price data and makes analysis of policy impacts less precise and more difficult. Delays in disseminating data from key ministries increase the resources required to obtain and maintain databases used for research. Many of these challenges are due to inadequate training and the heavy work load that many GoT officials face. The SERA Project makes every effort to overcome these challenges without placing undue burden on counterparts or engage in unnecessary activities that do not have clear and beneficial outcomes.

ESTIMATED BUDGET

	Q1 Oct - Dec 14	Q2 Jan - Mar 15	Q3 Apr - Jun 15	Q4 Jul - Sep 15	Year 4 Total Oct 14 - Sep 15
Estimated Cost	\$523,308	\$582,669	\$520,746	\$502,072	\$2,128,795
Fee	\$41,865	\$46,614	\$41,660	\$40,166	\$170,304
Total Estimated Cost Plus Fixed Fee	\$565,172	\$629,283	\$562,405	\$542,238	\$2,299,098

SCHEDULE

	Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
I Policy Research and Reform												
1 Intermediate Result 1: Improved Agriculture Productivity												
A Seed Policy												
B Seed Taxes					●	●						
2 Intermediate Result 2: Expanding Markets and Trade												
A Export Permits												
B Transparent & Rules-Based Import Policy					●			●				●
C Export Promotion												
D Credit to Smallholders and SMEs		●			●		●					●
E Improving Performance of Maize and Rice Markets				●	●							
3 Intermediate Result 4: Improving Enabling Policy Environment for both Agriculture and Nutrition												
A Food Security			●	●	●	●						
B Land Policy			●			●						
C Business Environment for Maize and Rice Value Chain						●	●					
D Price Stabilization							●		●			
II Individual and Institutional Capacity Building												
1 Intermediate Result 4: Improving Enabling Policy Environment for both Agriculture and Nutrition												
A MUCHALI - Institutional Assessment and Capacity Building Action Plan					●	●						
B MAFC, Department of Food Security	●			●		●	●	●	●			
C Policy Research Unit - MAFC, Department of Policy and Planning				●								
D Strategic Support												
E Policy Seminar Series at Sokoine University					●							●
● Deliverable ● Conference ● Milestone												

	Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
III Advocacy and Communications												
1 Intermediate Result 4: Improving Enabling Policy Environment for both Agriculture and Nutrition												
A	SERA Website											
B			●		●		●		●		●	
C	Success Stories											
D	Policy Conferences and Workshops											
			●									
IV Activities Implemented in Zanzibar												
1 Intermediate Result 2: Expanding Markets and Trade												
A	Irrigated and Rain-Fed Rice Profitability Analysis											
	●	●										
2 Intermediate Result 4: Improving Enabling Policy Environment for both Agriculture and Nutrition												
A	Zanzibar Department of Food Security and Nutrition											
	●			●	●	●	●	●	●			
<p style="text-align: right;">● Deliverable ● Conference ● Milestone</p>												

PERFORMANCE MANAGEMENT PLAN

Table 1. USAID Standard and Required if Applicable Indicator Targets for Life of Contract

Indicator		Baseline	Year 0.5 Apr 2011 – Sep 2011	Year 1 Oct 2011 – Sep 2012	Year 2 Oct 2012 – Sep 2013	Year 3 Oct 2013 – Sep 2014	Year 4 Oct 2014 – Sep 2015	Year 5 Oct 2015 – Apr 2016	LIFE OF CONTRACT TARGET
IR. 4.5.2-7 Number of individuals who have received USG supported short-term agricultural sector productivity or food security training. (RiA)	New					159	98	0	437
	Cont.					80	100	0	
	Male	0	N/A	N/A	N/A	159	132	0	
	Female					80	66	0	
IR 4.5.2-36 Value of exports of targeted agricultural commodities as a result of USG assistance. (RiA)	Maize	\$20,820,000	0	0	\$28,920,000	\$31,910,000	\$34,990,000	\$36,330,000	\$56,749,200
	Rice	\$37,050,000	0	0	0	0	0	0	0
IR 4.5.2-30 Number of MSMEs receiving businesses, including farmers, receiving USG assistance to access loans (S)	Medium		0	0	0	0	800	1,600	2,400
	Small	N/A	0	0	0	0	125	225	350
	Micro		0	0	0	0	75	175	250
IR 4.5.1-24 Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: <ul style="list-style-type: none"> • Stage 1: Analysis • Stage 2: Stakeholder consultation/public debate • Stage 3: Drafting or revision • Stage 4: Approval (legislative or regulatory) • Stage 5: Full and effective implementation 	N/A								11
		N/A	0	7	4	1	0	0	12
		N/A	0	4	6	2	0	0	12
		N/A	0	1	3	3	1	0	8
		N/A	0	1	2	4	0	0	7
		N/A	0	1	0	3	3	0	7

Table 2. Project/Custom Level Indicators Targets for Life of Contract

Indicator	Baseline	Year 0.5 Apr 2011 – Sep 2011	Year 1 Oct 2011 – Sep 2012	Year 2 Oct 2012 – Sep 2013	Year 3 Oct 2013 – Sep 2014	Year 4 Oct 2014 – Sep 2015	Year 5 Oct 2015 – Apr 2016	LIFE OF CONTRACT TARGET
1.1.1 Volume of improved seed available in domestic market	26,545 tons	0	0	0	0	5,000 tons	5,000 tons	36,000 tons
4.1.1 Number of research outputs	N/A	0	3	2	2	0	0	7
4.1.2 Total number of SERA mentions in the press and social media.	N/A	0	10	12	10	5	3	40
4.1.3 Number of hits/visits to the SERA website.	N/A	0	0	2,000	2,500	2,000	1,500	9,000
4.2.1 Number of institutions receiving USG assistance	N/A	0	2	3	4	3	3	15

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