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Tanzania SERA: Enabling Policy Environment for Agriculture Sector Growth

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**YEAR 2 WORK PLAN
October 1, 2012 – September 30, 2013**

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**Don Mitchell, Chief of Party
Email: don.mitchell@tzsera.com
Cell Phone: +255 785 997 603
Office: Peninsula Building, Toure Drive, Dar es Salaam**

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It was prepared by the SERA team of Booz Allen Hamilton.

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ABBREVIATIONS AND ACRONYMS

ACT	Agriculture Council of Tanzania
AGRA	Alliance for a Green Revolution in Africa
ANSAF	Agriculture Non-State Actors Forum
BoT	Bank of Tanzania
DFID	UK Department for International Development
DFS	Department of Food Security
EAGC	East African Grain Council
ERS	Economic and Research Service
FAO	Food and Agriculture Organization
FtF	Feed the Future
G8	Group of Eight
GDP	gross domestic product
GoT	Government of the Republic of Tanzania
iAGRI	Research and Education, an FtF Implementing Partner
IR	Intermediate Result
MAFSC	Ministry of Agriculture, Food Security and Cooperatives
MCT	Media Council of Tanzania
MKUKUTA	National Strategy for Growth and Poverty Reduction
MoF	Ministry of Finance
MoJ	Ministry of Justice
MOU	Memorandum of understanding
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania
NAFAKA	Staples Value Chain, an FtF Implementing Partner
NGOs	Non-governmental organizations
OMIS	Opt Media Information Solutions
Op-Ed	Opposite editorial
PPD	Policy and Planning Department
PMO	Prime Minister's Office
PMP	Performance Management Plan
REPOA	Research on Poverty Alleviation
SAGCOT	Southern Agriculture Growth Corridor of Tanzania
STTA	Short-term technical assistance
SMEs	Small- and medium-scaled enterprises
SOW	Statement of work
TAFSIP	Tanzania Food Security and Investment Plan
TANEXA	Tanzania Exporters Association

TASTA	Tanzania Seed Traders Association
TBD	To be determined
TEF	Tanzania Editors Forum
TMF	Tanzania Media Fund
TRA	Tanzania Revenue Authority
US	United States
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United State Government
ZDFSN	Zanzibar Department of Food Security and Nutrition

INTRODUCTION

The Tanzania SERA Project assists both the Government of the Republic of Tanzania (GoT) and the private sector to enable a broad-based, sustainable transformation of the agricultural sector through policy reform. The vision for this project is twofold: to improve the policy and regulatory environment for agriculture growth and to build a group of public sector institutions, advocacy organizations, and individuals capable of performing rigorous policy analysis in support of evidence-based advocacy for policy reform. The SERA Project is part of USAID's Tanzania Feed the Future (FtF) Initiative and works closely with other implementing partners and the United States Agency for International Development (USAID).

Tanzania SERA: Creating an Enabling Policy Environment for Agriculture Sector Growth

We refer to this project as the SERA Project, meaning *policy* in Swahili.

Improving agricultural policies will be accomplished by working with the GoT and other stakeholders to identify important policy constraints to growth in the agricultural sector and by helping to design improved policies. The SERA Project will conduct or commission evidence-based research to inform the GoT and other stakeholders of the impacts of existing policies and the potential of improved policies. In addition, the SERA Project will develop the capacity of individuals and organizations to engage in policy analysis and advocate for policy change. At the conclusion of the project, we expect USAID will leave behind an improved policy environment and a legacy of enabling the GoT to initiate, develop, and utilize evidence-based research in policy decisions and implementation. The project will also empower local research and private sector advocacy groups to more effectively use analysis and strategic communications to lobby for change, to build national partnerships that create consensus around agriculture policy, and to monitor the impacts of policy. The SERA Project will focus its activities around priorities identified in collaboration with the Southern Agriculture Growth Corridor of Tanzania (SAGCOT) initiative.

YEAR 1 ACTIVITIES AND ACCOMPLISHMENTS

The SERA Project contract was awarded in April 2011 with a start date of May 1, 2011. Activities started when the team attended the USAID FtF Implementing Partners Meeting in Kilombero, Tanzania. The first work planning meeting was held on June 27, 2011 and the project began operations with limited staff in July 2011. The period from May to September 2011 was designated as Year 0.5 and the full first year work plan covered the period from October 1, 2011 to September 30, 2012 to coincide with USAID's fiscal year. The project will begin its second year activities on October 1, 2012, and this work plan is the Year 2 Work Plan covering the period October 1, 2012 to September 30, 2013.

Year	Start	End	No. of Months
0.5	May 1, 2011	September 30, 2011	5
1.0	October 1, 2011	September 30, 2012	12
2.0	October 1, 2012	September 30, 2013	12
3.0	October 1, 2013	September 30, 2014	12
4.0	October 1, 2014	September 30, 2015	12
5.0	October 1, 2015	April 30, 2016	7
	May 1, 2011	April 30, 2016	60

The SERA Project has three major components:

1. **Policy Research and Reform:** Improve agricultural policies to support food security and agricultural productivity in Tanzania with focus on policies affecting investments in SAGCOT region.
2. **Individual and Institutional Capacity Building:** Build local institutional and individual capacity to do agricultural policy research to support policy and regulation reform.
3. **Advocacy and Communications:** Strengthen advocacy and communications for policy reforms and build alliances with partners to work toward these objectives.

The SERA Project achieved a major milestone of policy reform in Year 1 when on September 6, 2012, Tanzanian Prime Minister Pinda announced the lifting of the food crops export ban and credited the ‘clear and convincing’ evidence provided by the SERA Project as the reason for the decision¹. The Prime Minister also said that new policies will be needed to deal with food security; this will be a major activity of the SERA Project in Year 2. In addition to the focus on removing the export ban, the SERA Project also conducted research on the impacts of the Cereals and Other Produce Act of 2009, supported stakeholder meetings and worked closely with the Tanzania Seed Traders Association (TASTA) to identify important policy constraints to the increased production and use of improved seeds, and continued activities to establish a modern collateral registry system to allow greater access to credit on moveable property.

The SERA Project was also active in capacity building, and advocacy and communications in Year 1 with the addition of senior staff to lead both components. Capacity Building focused on both individual capacity building, with the sponsorship of a Policy Seminar Series at Sokoine University to improve local research capacity, and institutional capacity building by supporting a study tour and institutional assessment of the Agriculture Council of Tanzania (ACT). In Year 2, Capacity Building will include additional activities for both individual capacity building and institutional capacity building with new activities on both the mainland and Zanzibar. Advocacy and Communications had significant achievements in Year 1 with the successful launch of a stakeholder’s survey, the publication of a Policy Brief on the export ban, and the establishment of close working relationships with both local media and the USAID Tanzania FtF

¹ The Citizen, “Ban on export of food to be lifted,” page 1, September 7, 2012.

The Daily News, “Export ban hurting agriculture – Study,” page 3, September 7, 2012.

Communications Team. Year 2 activities will include the launch of a SERA website and expanded advocacy activities focused on policy reforms.

The Year 2 Work Plan will continue many of the activities initiated in Year 1 and will build on the successes achieved. New activities will also be undertaken to address important activities which could not be undertaken in Year 1 because of limited resources. The Year 2 Work Plan is being developed under the expectation and assurances from the USAID Tanzania that additional funding will be available to allow for an increased scope of activities. The excellent working relationship developed in Year 1 with the GoT, other stakeholders, and other FtF Implementing Partners will also provide a solid foundation for future activities in policy reform, capacity building, and advocacy and communications. The details of specific activities, tasks, partners, and milestones for each of the three major components described here are based on a work planning meeting held on September 17, 2012 in Dar es Salaam.

COMPONENT I ACTIVITIES: POLICY RESEARCH AND REFORM

1. FOOD SECURITY

The SERA Project will address food security concerns on both the mainland and Zanzibar with separate activities focused on the priority policy issues in each area.

A. Mainland

Background: The Government of Tanzania identified improving food security as a key long-term development objective of its 2005-2010 National Strategy for Growth and Poverty Reduction (MKUKUTA) and the 2012 Tanzania Food Security and Investment Plan (TAFSIP). However, food security remains a challenge in Tanzania and is closely related to poverty with the poor most likely to suffer the greatest food insecurity. Rapid real gross domestic product (GDP) growth of 7% per year during 1999-2009 has not reached all people, and poverty remains high especially in rural areas where 38% of households live below the basic needs poverty line compared to 16% in Dar es Salaam and 25% in other urban areas. According to the Poverty and Human Development Report of 2009, poverty in Tanzania is anchored in the widespread reliance on small-scale agriculture with approximately 75% of the population dependent on under-developed smallholder primary agricultural production. This is reflected in a large share of the rural population (24%) reporting that they often had a problem meeting their household food needs compared to 15% of urban households as reported in the Tanzania Demographic and Health Survey of 2010. Thus, the challenge in meeting the food security needs of Tanzania is to provide food security for the poorest and most vulnerable populations without jeopardizing the economic growth potential of the remaining poor who tend to live in rural areas and depend on agriculture as their main source of income. The primary focus of food security activities in Year 2 will be on developing new programs and procedures to address food security concerns now that the export ban has been lifted by GoT.

Tasks:

- Evaluate Tanzania's current food security stockholding activities and examine alternatives based on international best practices.
- Develop a food basket methodology to measure food requirements and availability, and compare its performance against the current maize-based measures.
- Review alternative food security programs and procedures used in the region and elsewhere to identify programs that are appropriate for the GoT to consider.
- Conduct a workshop for GoT officials and other stakeholders focused on food security programs and procedures for Tanzania.

Resources:

- Don Mitchell
- Alex Mkindi
- Aneth Kayombo
- Expat short-term technical assistance (STTA)
- Local STTA

Key Partners:

- United States Department of Agriculture (USDA), Research on Poverty Alleviation (REPOA), USAID Feed the Future Staples Value Chain Project (NAFAKA).

Milestones:

- Statement of work (SOW) for the study of food security stockholding activities and alternatives approved (Q1).
- SOW, jointly prepared with USDA, for the food basket approach to measure food security requirements and availability approved (Q1).
- SOW for the best practices food security study approved (Q1).
- Workshop for GoT and other stakeholders on food security held (Q3).

Intermediate Results:

- Contribute to Intermediate Result (IR) 8.1.1 Number of policies / regulations / administrative procedures in each stage of development.

B. Zanzibar

Background: Rice is the main food staple in Zanzibar where 85% of consumption is imported. This makes Zanzibar very dependent on the global market and has led to policies that are different from those on the mainland. Imports are charged an import tariff of 12.5% compared to 75% on the mainland and the private sector is allowed to import without an import permit or government authorization (except for a health inspection to make sure the rice is fit for human consumption). The wide disparity in tariffs between the mainland and Zanzibar has led to smuggling which makes estimating consumption difficult. In addition, the marketing margins in Zanzibar appear higher than international standards and will be examined.

Tasks:

- Prepare a study on rice imports in Zanzibar, looking at both the level of trade between Zanzibar and the mainland and the marketing margins on imported rice.

Resources:

- Don Mitchell
- Alex Mkindi
- Aneth Kayombo.

Key Partners:

- Zanzibar Ministry of Agriculture.

Milestones:

- Study on the rice market in Zanzibar completed (Q1).
- Results of the rice market study presented to the Government of Zanzibar (Q2).

Intermediate Results:

- Contribute to IR 8.1.1 Number of policies/regulations/administrative procedures in each stage of development.

2. TRADE POLICY

Background: Export permits are required to export food crops from Tanzania and the confusing, lengthy, and costly procedure for obtaining them leads to widespread efforts to circumvent the system in place. Research conducted under the SERA Project in Year 1 showed that export permits do not provide accurate information on export levels nor do they control the flow of exports. It is therefore important to remove the export permits requirement in order to increase the competitiveness of exporters.

Tasks:

- Meet with other stakeholders to coordinate and develop support to petition the GoT to remove the requirement that food crop exports require an export permit.
- Meet with the leadership of the Ministry of Agriculture, Food Security and Cooperatives (MAFSC) and Prime Minister's Office (PMO) to request the removal of export permit requirements.

Resources:

- Don Mitchell
- Alex Mkindi
- Aneth Kayombo.

Key Partners:

- ACT, Tanzania Exporters Association (TANEXA), REPOA, Agriculture Non-State Actors Forum (ANSAF), Alliance for a Green Revolution in Africa (AGRA).

Milestones:

- Coordinating meeting with stakeholders held (Q1).
- Meeting with leadership of MAFSC and PMO held (Q1).
- Export permits requirements removed (Q2).

Intermediate Results:

- Contribute to IR 8.1.1 Number of policies/regulations/administrative procedures in each stage of development.

3. CEREALS AND OTHER PRODUCE ACT OF 2009

Background: The Cereals and Other Produce Act of 2009 granted broad authority to the GoT to engage in commercial activities in cereals and other produce, and to regulate these same activities. This reverses the liberalization of food crops undertaken during the 1990s and threatens private sector activities. The regulatory authority also creates a conflict of interest because the GoT would regulate the sector where it also engages in commercial activities. It is important to encourage the GoT to engage in public sector activities that do not directly compete with the private sector, and to involve the private sector in regulating the industry for the benefit of the sector and Tanzania. The SERA Project will organize other stakeholders and development partners to encourage the GoT to avoid direct engagement of the public sector in commercial activities that compete with the private sector.

Tasks:

- Meet with other stakeholders to coordinate and develop a statement of concern for the potential impact of the Cereals and Other Produce Act of 2009.
- Meet with the leadership of the MAFSC and PMO to express concern over the Cereals and Other Produce Act of 2009, and discuss alternative roles for the Cereals and Other Produce Board.
- Identify alternative activities for the Cereals and Other Produce Board that do not directly compete with the private sector.
- Meet with the private sector to discuss how they can participate in the regulatory activities of cereals and other produce.

Resources:

- Don Mitchell
- Alex Mkindi
- Aneth Kayombo.

Key Partners:

- ACT, TANEXA, REPOA, ANSAF, AGRA.

Milestones:

- Coordinating meeting with stakeholders held (Q1).
- Meeting with leadership of MAFSC and PMO to express concern held (Q1).
- Alternative activities for Cereals and Other Produce Board presented (Q2).

Intermediate Results:

- Contribute to IR 8.1.1 Number of policies/regulations/administrative procedures in each stage of development.

4. SEEDS POLICIES

Background: Access to high quality seeds is essential to raising productivity and improving competitiveness of the agricultural sector, and to the success of investments in SAGCOT. However the use of improved seeds in Tanzania is less than 15% of total seeds used and is the lowest in the region. This situation is reported to be due to weak enforcement of existing regulations and strong GoT controls on certain aspects of the seed industry. The SERA Project will endeavor to improve access to high quality seeds at internationally competitive prices, and stimulate investment in the seed sector by creating an enabling economic environment. Taxes on seeds have been identified as one of the constraints for expanded local production and sale of seeds. The SERA Project is working with the seed industry and TASTA to improve the tax treatment of seeds. SERA Project is also prepared to undertake a critical review of the seed industry if the GoT and the industry are supportive of such an activity.

Tasks:

- Meet with the Head of Seed Unit in MAFSC and TASTA to gauge their interest for a review of policies affecting the seed industry (Q1).
- Conduct an evaluation and review of seed policies currently in effect.
- Hold a workshop for GoT and other stakeholders to discuss and to disseminate the results obtained of the seed industry study.
- Share findings with MAFSC and other stakeholders through a follow-up workshop.

Resources:

- Don Mitchell
- Alex Mkindi
- Aneth Kayombo
- Expat STTA
- Local STTA.

Key Partners:

- MAFSC, TASTA, AGRA, SAGOT, Group of Eight (G8) Implementing Team.

Milestones:

- Meeting with MAFSC Seed Unit and TASTA to gauge their interest in a seed industry review held (Q1).
- SOW for the seed industry review approved (Q1).
- Consultant identified and engaged to undertake the seed industry review (Q2).
- Workshop to discuss seed policy review and policy reform agenda held (Q3).

Intermediate Results:

- Contribute to IR 8.1.1 Number of policies/regulations/administrative procedures in each stage of development.

5. CREDIT TO SMALLHOLDERS AND SMEs

Background: Credit is essential to most 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 inappropriate legal structure and undeveloped registry to record liens against such assets. The SERA Project will work to improve this situation by completing the legal requirements and registry for a collateral registry system. Capacity to use this system will then be developed through trainings. This will primarily help SMEs who own moveable assets that can be used as collateral.

Tasks:

- Meet with the Ministry of Finance (MoF) to gain their support to propose legislation to create the legal structure and development of the registry.
- Prepare and enact the necessary legislation to provide the legal structure for the collateral registry system.

Resources:

- Don Mitchell
- Alex Mkindi
- Aneth Kayombo
- Expat STTA

Key Partners:

- MoF, Bank of Tanzania (BoT), Ministry of Justice (MoJ)

Milestones:

- Meeting with MoF to obtain their support to sponsor the collateral registry held (Q1).
- Necessary legislation to establish the legal structure drafted (Q2).
- Legislation for the collateral registry approved (Q3).

Intermediate Results:

- Contribute to IR 3.1.1 Number of MSMEs receiving business development services.

6. LAND POLICY

Background: 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 the land that is not used for crops is used for other livelihood activities by people with informal rights. When investors are allocated land, these current users are displaced. 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. In support of the GoT's changes to land policy, the SERA Project has been asked to prepare a study of existing land compensation schemes and payment rates in Tanzania and the African region.

Tasks:

- Develop a concept note and SOW for a study of land compensation schemes in Tanzania and the African region, and identify best practices in land allocation schemes.
- Coordinate with USAID FtF activities on land issues.
- Present the results of the study to the Ministry of Lands and other stakeholders.

Resources:

- Don Mitchell
- Alex Mkindi
- Aneth Kayombo
- Expat STTA

Key Partners:

- USAID, World Bank, DFID

Milestones:

- SOW for the land compensation study approved (Q1).
- Consultant identified and engaged to complete the land compensation study (Q2).
- Results of the study presented to GoT and other stakeholders (Q3).

Intermediate Results:

- Contribute to IR 8.1.1 Number of policies/regulations/administrative procedures in each stage of development.

COMPONENT II ACTIVITIES: INDIVIDUAL AND INSTITUTIONAL CAPACITY BUILDING

The SERA Project's approach to capacity building is twofold. The first approach addresses increasing capacity for research and evidence-based policy analysis, and to support the activity,

SERA will collaborate closely with local research institutions, the Feed the Future iAGRI project, universities, and regional research and development activities.

The SERA Project's second approach will focus on institutional capacity building activities of selected organizations that are critical to the success of creating an enabling policy and regulatory environment for agriculture growth. Capacity building actions have been developed to target institutions and activities that can provide the greatest impact to support an enabling policy environment.

1. INSTITUTIONAL ASSESSMENT AND CAPACITY BUILDING

Activities in Year 2 will focus on the implementation of Capacity Building Action Plans developed and approved in Year 1 for ACT, MAFSC Department of Food Security (DFS), and the Zanzibar Department of Food Security and Nutrition (ZDFSN). New institutions identified as potential partners in the implementation of Component 1 will also be considered for capacity building.

A. Institutional Assessments and Capacity Building Action Plans

Background: The SERA Project will continue to identify potential partners in capacity building and review existing capacity building action plans developed in Year 1.

Tasks:

- Conduct institutional review and assessment of TASTA, the leading partner organization collaborating on the Seed Policy activities.
- Complete gathering information on the organizational structure, staffing, operations, and management of the MAFSC Policy and Planning Department (PPD).
- Conduct the review of ACT's Capacity Building Action Plan after the implementation of Year 1 activities in support of their second strategic plan.

Resources:

- Marialyce Mutchler

Key Partners:

- TASTA, MAFSC PPD, ACT

Milestones:

- Institutional review and assessment for TASTA completed (Q2).
- Capacity building assessment completed and plan created for PPD (Q2).
- ACT Capacity Building Action Plan reviewed (Q3-Q4).

Intermediate Results:

- Contribute to IR 8.2.2 Number of institutions receiving US Government (USG) assistance.

B. Implementation of Capacity Building Plans

i. Agriculture Council of Tanzania (ACT)

Background: The capacity building action plan for ACT focuses on three main objectives: i) improve ACT capacity to identify, prioritize policy issues, conduct policy analysis and research; ii) increase organizational capacity; iii) and strengthen advocacy with the GoT. To meet these objectives, the SERA project is supporting the development and implementation of a new Strategic Plan. The first phase of the action plan was completed in Year 1. The final phase will be completed in Year 2.

Tasks:

- Complete support for the development of ACT's second strategic plan. This activity began in Year 1 and will be completed in the first quarter of Year 2 (Q1).
- Support the development of ACT's business and financial plans (Q3).
- Support the implementation of ACT's second strategic plan and subsequent process reviews will be incorporated in the revised Capacity Building action plan (Q3 or Q4).

Resources:

- Marialyce Mutchler
- Caroline Kim
- Dan Hanson
- Local STTA

Key Partners:

- SERA will continue to work to discuss potential partnering opportunities with BEST-AC Project.

Milestones:

- Targeted implementation follow-up and support provided (Q2-Q4).
- Six month implementation check in (Q2).
- Draft business plan developed (Q3).
- Business plan approved (Q4).
- Annual implementation process reviewed (Q4).

Intermediate Results:

- Contribute to IR 8.2.2 Number of institutions receiving USG assistance.

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

Background: As part of the follow-on activities from the Workshop on Food Security and research work presented in Component 1, SERA is working closely with the DFS on the

development of an alternate to the maize equivalent systems for measuring food supplies and requirements currently used in the preliminary surveys.

Tasks:

- Draft SOW for in-depth analysis of the methodologies currently used by the MAFSC to evaluate food security, specifically the maize equivalent system for measuring food supplies.
- Assess prices, income, and consumption data currently available to gain a more accurate production picture of the food security at the sub-national level.
- Construct a regional or district food basket on a trial basis to determine feasibility.
- Present feasibility finding for review/revision and adoption.
- Develop capacity building program for transition to the new methodology.

Resources:

- Nancy Cochrane, USDA Economic and Research Service (ERS)
- Cheryl Christensen, USDA ERS
- Local STTA, Dr. Vedasto Ruta, to be confirmed (TBD)

Key Partners:

- DFS, USDA, Food and Agriculture Organization (FAO)

Milestones:

- In-depth analysis of methodologies completed (Q1-Q2).
- Currently available data assessed (Q1-Q2).
- New methodology conducted and piloted (Q2-Q3).
- New methodology adopted (Q3-Q4).
- Transition and capacity building plan drafted (Q4).

Intermediate Results:

Contribute to:

- IR 8.2.2 Number of institutions receiving USG assistance
- IR 8.2.1 Number of individuals who have participated in USG support training activities.

iii. Zanzibar Department of Food Security and Nutrition

Background: In Year 2, the SERA project will begin implementation of the Zanzibar DFSN Capacity Building Action Plan. The objectives of the ZFSN capacity building action plan are to improve organizational systems and internal management structure to respond to internal and external needs; improve methodologies and approaches for early warning systems to identify food insecure regions and plan and deliver food assistance; and improve capacity to identify and prioritize policy issues and conduct policy analysis and research.

Tasks:

- Evaluate the implementation of the Food Security and Nutrition plan as it relates to the current operational set up and activities of the Zanzibar Department of Food Security and Nutrition (ZDFSN).
- Support the development of ZDFSN's first strategic plan.
- Develop a targeted work plan in support of the Early Warning System Framework.

Resources:

- Marialyce Mutchler
- Expat STTA
- Local STTA

Key Partners:

- ZDFSN, FAO

Milestones:

- Memorandum of understanding (MOU) of collaboration with the FAO regarding the support for the implementation of the Early Warning System Framework finalized (Q1).
- Implementation of the Food Security and Nutrition Plan evaluated (Q1-Q2).
- Strategic Plan created and approved (Q2-Q3).

Intermediate Results:

Contribute to:

- IR 8.2.2 Number of institutions receiving USG assistance
- IR 8.2.1 Number of individuals who have participated in USG support training activities

2. CAPACITY BUILDING FOR POLICY RESEARCH AND ANALYSIS

A. Policy Seminar Series at Sokoine University

Background: The creation of the Policy Seminar Series at Sokoine University provides individual researchers with financial support to undertake policy research. The program strives to develop greater interest in policy research and informed policy debate. The process established in Year 1 will be assessed and reconsidered in Year 2.

Tasks:

- Attend seminar as policy papers are presented.
- Distribute second call for Concept Notes.

Resources:

- Don Mitchell
- Professor Andrew Temu

Key Partners:

- Sokoine University, iAGRI

Milestones:

- First Series assessed (Q2).
- Second Series initiated (Q3).

Intermediate Results:

- Contribute to IR 8.2.3 Number of Policy Seminars Conducted.

B. Policy Analysis Course

Background: An eight-week policy analysis course developed in Q4 of Year 1 will be delivered in Year 2. The target audience for the course is professionals from government ministries, the Tanzania Revenue Authority (TRA), the financial sector, and non-governmental organizations (NGOs). The course is designed for up to 20 participants for a total of 16 hours of class time, and will include the selection and analysis of specific examples. The course will be evaluated and repeated in Q3 and Q4 of Year 2.

Tasks:

- Organize class schedule and course outline.
- Teach policy course.
- Evaluate course and consider timing of second course.

Resources:

- Don Mitchell
- Aneth Kayombo

Key Partners: Zanzibar Ministry of Agriculture, Department of Policy and Planning

Milestones:

- Course delivered (Q1, Q2).
- Second class evaluated and delivered (Q3, Q4).

Intermediate Results:

Contribute to:

- IR 8.2.2 Number of institutions receiving USG assistance
- IR 8.2.1 Number of individuals who have participated in USG support training activities

C. Field Extension Officer Training

Background: The quality of available data has been identified as a major obstacle to improving agriculture policy analysis. In Year 2, the SERA Project will work in collaboration with MAFSC and other FtF implementing partners to develop an appropriate training program for field extension officers and agriculture data collectors on basic approaches and methodologies for assessing land areas and production. The training will employ applicable techniques and

methods for improving reporting accuracy. When possible, low cost technology will be used and provided. It is expected that the training will be carried out in close collaboration with the MAFSC who will retain ownership of the materials for future use.

Tasks:

- Draft SOW in collaboration with MAFSC, leveraging the work and knowledge of other FtF implementing partners and other donors (Q1-Q2).
- Identify appropriate consultants to develop the training modules (Q2-Q3).
- Pilot the training in two districts (Q4).

Resources:

- Marialyce Mutchler
- Don Mitchell
- Alex Mkindi
- Nancy Cochrane, USDA ERS
- Expat STTA
- Local STTA

Key Partners:

- MAFSC, USDA, FtF Monitoring and Evaluation Project.

Milestones:

- SOW prepared and approved, and partners identified and committed (Q1-Q2).
- Training materials developed (Q3).
- Training in two districts conducted (Q4).

Intermediate Results:

Contribute to:

- IR 8.2.2 Number of institutions receiving USG assistance
- IR 8.2.1 Number of individuals who have participated in USG support training activities

3. INSTITUTIONAL READINESS AND ABSORPTIVE CAPACITY ENHANCED

Background: Students who receive educational support from iAGRI and other donor funded activities present one of the best opportunities to enhance institutional capacity through individual leadership. This activity will seek ways to support institutions to attract and retain emerging leaders, and provide continuing leadership education opportunities.

Tasks:

- Meet with iAGRI to discuss follow-on support activities (Q1).
- Identify potential student placement opportunities (Q2/Q3).
- Identify leadership and continuing education opportunities (Q2/Q3).

Resources:

- Marialyce Mutchler
- Don Mitchell
- Professor Andrew Temu
- David Kraybill, iAGRI

Key Partners:

- iAGRI, Uongozi Institute

Milestones:

- Meeting with iAGRI to discuss support activities held (Q1).
- Placement opportunities for students identified (Q3 - Q4).
- Leadership and continuing education opportunities identified (Q3 - Q4).

Intermediate Results:

Contribute to:

- IR 8.2.2 Number of institutions receiving USG assistance
- IR 8.2.1 Number of individuals who have participated in USG support training activities.

COMPONENT III ACTIVITIES: ADVOCACY AND COMMUNICATIONS

1. PROJECT WEBSITE

Background: SERA is establishing a website to support the project's overarching advocacy strategy. The website will increase the speed, reach, and effectiveness of advocacy-related communication as well as mobilization efforts.

Tasks:

- Approve contract to develop website.
- Design website with contracted development company.
- Launch website.

Resources:

- Nicodemus Odhiambo Marcus
- Opt Media Information Solutions (OMIS)

Key Partners:

- USAID FtF personnel.

Milestones:

- Website development contract approved (Q1).
- Website designed (Q1).
- Website launched (Q2).

- Website maintained (Q3-Q4).

Intermediate Results:

- Contribute to IR 8.2.5 Number of hits/visits to the SERA website

2. POLICY BRIEFS

Background: A series of policy briefs are being prepared as part of the advocacy activities of the project. The briefs are short papers that examine urgent policy problems and outline courses of action to resolve them. They specifically target policy-makers, aiming to give them access to the latest thinking on pertinent policy issues. Each brief begins with an assessment of a current issue, then critiques existing policies, and concludes with policy recommendations.

Tasks:

- Prepare Policy Brief on land compensation.
- Translate Export Ban Policy Brief into Kiswahili.
- Design and publish policy briefs.

Resources:

- Nicodemus Odhiambo Marcus
- Don Mitchell
- Graphic designer
- Translator

Key Partners:

- USAID FtF personnel, public relation firm.

Milestones:

- Export Ban Policy Brief published in Kiswahili (Q1).
- Land Compensation Policy Brief published (Q4).

Intermediate Results:

- Contribute to IR 8.2.4 Number of communications products produced and disseminated

3. ELECTRONIC NEWSLETTER

Background: The SERA Project intends to consolidate its advocacy activities in the form of an electronic newsletter to inform stakeholders of what is happening at the front lines of the project. This newsletter will also be a source of information for stakeholders to acquaint themselves with the progress of the project. The newsletter will be sent to all key stakeholders in the SERA database, other interested parties, as well as the general press.

Tasks:

- Design electronic newsletter template.

- Compile stories and features.
- Circulate newsletter electronically.

Resources:

- Nicodemus Odhiambo Marcus

Key Partners:

- USAID FtF personnel

Milestones:

- Newsletter designed (Q1).
- Newsletter circulated and published (Q2 - Q4).

Intermediate Results:

Contribute to:

- IR 8.2.4 Number of Communications Products produced and disseminated
- IR 8.2.5 Number of hits/visits to the SERA website

4. MEDIA RELATIONS

Background: Media relations will involve liaising directly with journalists. The goal of media relations is to maximize positive coverage in the mass media without paying for it directly through advertising. Liaising with the media will involve establishing what the media want, and helping them present images, ideas, and information fairly and accurately.

Tasks:

- Publish Opposite-Editorials (Op-Ed) on Export Ban Study (Q1).
- Organize media launch of Land Compensation Policy Brief (Q4).

Resources:

- Nicodemus Odhiambo Marcus

Key Partners:

- Tanzania Editors Forum (TEF), IPP Media

Milestones:

- Op-Ed on Export Ban Study published (Q1).
- Land Compensation Policy Brief launched (Q4).

Intermediate Results:

Contribute to:

- IR 8.2.4 Number of communications products produced and disseminated
- IR 8.2.6 Number of instances SERA is mentioned in the press and social media

5. AUDIO-VISUAL

Background: Issues come alive in film and pictures in more ways than they do in writing. Educational and informational videos that raise awareness, tell a story, and illustrate key issues can work to galvanize policy changes- reaching a broad audience of policy makers, key stakeholders, and the general public. SERA will produce short videos for advocacy purposes, but also for sharing best practices, fostering dialogue, and raising awareness of its activities and successes. The video products will be developed to complement other communications products and expand the reach and impact of SERA's work. They will be used in a variety of contexts, e.g. workshops/conferences, online streaming, and local TV broadcasts, and for different audiences, e.g. policy makers, stakeholders, and the general public.

Tasks:

- Interview farmers, traders, exporters about the impact of the export ban.
- Develop videos for website on impacts of the export ban.
- Shoot and edit videos.

Resources:

- Nicodemus Odhiambo Marcus
- Local Communications consultant

Key Partners:

- ACT, East African Grain Council (EAGC), Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA), MAFSC, ANSAF.

Milestones:

- Videos of interviews about the impact of the export ban completed (Q1 - Q2).

Intermediate Results:

Contribute to:

- IR 8.2.4 Number of communications products produced and disseminated
- IR 8.2.6 Number of instances SERA is mentioned in the press and social media

6. MEDIA CAPACITY BUILDING

Background: Effective reporting on agricultural policy demands good judgment, attention to detail, and an ability to make a complex subject accessible and relevant to a wide audience. As part of its capacity building component, SERA is considering convening a training session to equip journalists with the necessary skills to effectively report on policy issues facing Tanzania's agriculture. Through a seminar, interactions with researchers and fellow colleagues, journalists will better understand the potential of Tanzania's agriculture if key policy issues that currently inhibit transformational agricultural growth are reviewed.

Tasks:

- Conduct a needs assessment for the training, identifying parameters and intended beneficiaries (Q1, October/November).
- Identify potential beneficiaries (Q1-Q2, December/January).

Resources:

- Nicodemus Odhiambo Marcus
- Partner organizations

Key Partners:

- MAFSC, Media Council of Tanzania (MCT), Tanzania Media Fund (TMF), REPOA.

Milestones:

- Needs assessment conducted (Q1).
- Training seminar implemented (Q4).

Intermediate Results:

Contribute to:

- IR 8.2.1 Number of individuals who have participated in USG training activities
- IR 8.2.6 Number of instances SERA is mentioned in the press and social media

YEAR 2 BUDGET

	Q1 Oct 12 - Dec 12	Q2 Jan 13 - Mar 13	Q3 Apr 13 - Jun 13	Q4 Jul 13 - Sep 13	YEAR 2 TOTAL Oct 12 - Sep 13
Labor	\$268,831	\$313,444	\$416,834	\$283,954	\$1,283,063
Other Direct Costs	\$163,094	\$175,787	\$208,318	\$187,052	\$734,250
Subtotal - Estimated Costs	\$431,925	\$489,231	\$625,152	\$471,006	\$2,017,313
Fee	\$34,554	\$39,138	\$50,012	\$37,680	\$161,385
Total	\$466,479	\$528,369	\$675,164	\$508,686	\$2,178,698

YEAR 2 SCHEDULE

YEAR 2 ACTIVITIES	Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
I Policy Research and Reform												
1 Food Security												
A Mainland	●					+		★				
B Zanzibar	●		+		★							
2 Trade Policy			★			★						
3 Cereals and Other Produce Act of 2009					+							
4 Seeds Policies	●					+			★	★		
5 Credit to Smallholders and SMEs						+			★			
6 Land Policy	●					+		★				
II Individual and Institutional Capacity Building												
1 Institutional Assessment and Capacity Building												
A Institutional Assessments and Capacity Building Action Plans						+						+
B Implementation of Capacity Building Plans												
i Agriculture Council of Tanzania									+			+
Hanson (Q4)												
Kim (Q4)												
Local												
ii Min of Ag, Food Security and Cooperatives, Dept of Food Security						+						+
iii Zanzibar Department of Food Security and Nutrition	+							+				
2 Capacity Building for Policy Research and Analysis												
A Policy Seminar at Sokoine University						★						
B Policy Analysis Course						★						★
C Field Extension Officer Training				●							★	★
3 Institutional Readiness and Absorptive Capacity Enhanced									+			
III Advocacy and Communications												
1 Project Website						+						
2 Policy Briefs			+									+
3 Electronic Newsletter						+						+
4 Media Relations			★									★
5 Audio-Visual						+						+
6 Media Capacity Building			+							★		

● Task initiated + Deliverable ★ Briefing, Workshop, Training

PERFORMANCE MANAGEMENT PLAN

Table 1. Indicator progress – USAID Standard Indicators and Common Indicators: Feed the Future Indicators

Indicator		Baseline	Year 0.5 May 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 2.3.1. Percent change in the value of intra- regional trade in targeted agriculture commodities	Maize	\$25,418,241	0	0	10%	20%	30%	40%	
	Rice	\$69,327	0	0	10%	20%	30%	40%	
IR 3.1.1. Number of MSMEs receiving business development services	Medium	0	0	0	0	0	800	1600	2,400
	Small	0	0	0	0	0	125	225	350
	Micro	0	0	0	0	0	75	175	250
IR 8.1.1. Number of policies / regulations / administrative procedures in each of the following stages of development									11
• Stage 1: Analyzed			0	7	4	1	0		
• Stage 2: Drafted and presented for public/stakeholder consultation			0	4	6	2	0		
• Stage 3: Presented for legislation decree			0	1	3	3	1		
• Stage 4: Passed/ approved			0	1	2	4	0		
• Stage 5: Passed for which implementation has begun			0	1	0	3	3		

Table 2. Indicator progress – Project/Custom Level Indicators

Indicator	Baseline	Year 0.5 May 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 8.2.1. Number of individuals who have participated in USG supported training activities		0	11	400	750	750	0	1,700
IR 8.2.2 Number of institutions receiving USG assistance		0	2	3	4	3	3	15
IR. 8.2.3. Number of policy seminars conducted		0	0	3	3	3	0	9
IR. 8.2.4 Number of communications products produced and disseminated				3	5	5	5	18
IR. 8.2.5 Number of hits/visits to the SERA website.				2,000	2,500	2,000	1,500	9,000
IR. 8.2.6 Number of instances SERA is mentioned in the press and social media.			10	12	10	5	3	40
IR 8.1.1.1. Number of research outputs		0	3	2	2	0	0	7
IR. 8.1.3.2 Volume of improved seed available in domestic market	26,545 tons	0	0	0	0	5,000 tons	5,000 tons	36,000 tons