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Tanzania SERA: Enabling Policy Environment for Agriculture Sector Growth

Contract No. 621-C-00-11-00003-00

**QUARTERLY REPORT
April 1 – June 30, 2012**

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Booz Allen Hamilton**

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ACRONYMS AND ABBREVIATIONS

AgCLIR	Agricultural Commercial Legal Institutional Reform
ACT	Agricultural Council of Tanzania
AGRA	Alliance for a Green Revolution in Africa
AIRD	Associates for International Resources and Development
ANSAF	Agriculture Non-State Actors Forum
BOT	Bank of Tanzania
COMPETE	USAID Competitiveness and Trade Expansion Program
COP	Chief of Party
COPB	Cereals and Other Produce Board
CSO	Civil Society Organizations
DCOP	Deputy Chief of Party
DPP	Department of Policy and Planning of MAFC
EAGC	East Africa Grains Council
ESRF	Economic and Social Research Foundation
FAO	Food and Agriculture Organization of the United Nations
FtF	Feed the Future
FUM	Farmers Union of Malawi
G8	Group of 8 industrial countries
GoT	Government of the Republic of Tanzania
JICA	Japan International Cooperation Agency
iAGRI	FtF Implementing Partner focused on education and research
IFPRI	International Food Policy Research Institute
MAFC	Ministry of Agriculture, Food Security and Cooperatives
MAZ	Ministry of Agriculture of Zanzibar
MF	Ministry of Finance
MIT	Ministry of Industry and Trade
NAFAKA	FtF Implementing Partner focused on staples value chain
NFRA	National Food Reserve Agency
NASFAM	National Smallholder Farmers Association of Malawi

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Quarterly Report: April 1 – June 30, 2012

NBS	National Bureau of Statistics
PMO	Prime Minister's Office
REPOA	Research on Poverty Alleviation
TASTA	Tanzania Seed Traders Association
TBD	to be determined
SAGCOT	Southern Agricultural Growth Corridor
UONGOZI	Institute of African Leadership for Sustainable Development
USDA	United States Department of Agriculture
WFP	World Food Program
ZNFU	Zambian National Farmers Union

QUARTERLY REPORT

EXECUTIVE SUMMARY

The Tanzania SERA project has two primary objectives: i) to improve agricultural policies and ii) to build the capacity of individuals and organizations to undertake policy research and advocate for policy change. In support of these two objectives, a number of activities were undertaken in the project's third quarter (Q3) from April 1 to June 30, 2012 of the second year¹. These included:

- Concluding a major research activity on the impacts of the food crops export ban and disseminating the results at two workshops.
- Continued efforts to improve the tax treatment of the seed industry by supporting two workshops for seed stakeholders to discuss industry concerns and begin to develop a strategy to pursue policy changes.
- Discussions with the Ministry of Finance and the Bank of Tanzania on the introduction of a collateral registry system.
- Support to the Agriculture Council of Tanzania (ACT) for a study tour to inform their second five-year strategic planning process.
- Discussions with the Ministry of Agriculture of Zanzibar to develop their food security and nutrition analysis and work program.
- Creation of a policy seminar series at Sokoine University jointly sponsored with Feed the Future (FtF) implementing partner, iAGRI.
- Conducting a stakeholder's perception survey to deepen understanding of policies issues and knowledge gaps.
- Development of an agricultural database to assist performance monitoring and support more detailed research on agricultural policies.

The major research activity on the impacts of the food crop export bans begun in Q2 was successfully concluded in Q3. Three research teams were brought to Tanzania in March 2012 to conduct interviews and undertake field trips, and they completed their research in Q3. A workshop was presented to high-level invited Government officials in Dodoma on June 16th and a second workshop for all stakeholders was presented at the Kunduchi Beach Hotel in Dar es Salaam on June 19th. Both workshops were well attended and presented new and detailed evidence on the impacts of the export ban and food security. The research agenda was designed and coordinated by the SERA project and was prepared by teams from the Associates for International Resources and Development (AIRD), the International Food Policy Research

¹ The SERA project contract was signed in April 2010 and the first year was from April to September of 2010 and the second year of the project began in October 2010 to coincide with the USAID fiscal year.

Institute (IFPRI), and the U.S. Department of Agriculture (USDA). An additional study, done by the World Bank, on the impacts of climate change on Tanzanian export crops was undertaken independently and also presented at the workshop. The main findings of the research were: i) that the regional market for food crop exports from Tanzania, especially maize and rice, will remain in deficit for at least the next decade and offer good opportunities for Tanzanian exports, ii) that Tanzania will need to increase production in order to take advantage of this opportunity, iii) that the food crops export bans reduce incentives to producers, iv) that the export bans are not effective at controlling food price inflation or exports and harm the rural poor while generally benefiting the wealthier urban consumers, and v) that new approaches to food security are needed to more effectively reach the poorest. In addition to these main findings, the research provided greater understanding of diets of rural and urban Tanzanians, and identified weaknesses in the agricultural data systems that raise questions about the reliability of data for policy decision making.

Institutional capacity building efforts in Q3 were directed primarily at ACT which was identified as an important Tanzanian organization with broad stakeholder involvement and an ongoing policy dialogue with Government. A study tour for nine ACT board members and stakeholders to Zambia and Malawi was sponsored by the SERA project from June 19th to July 2nd to inform ACT's strategic planning activities. An evaluation of ACT's existing Strategic Plan will be undertaken in Q4. New opportunities for capacity building were also identified in the Department of Food Security of the mainland, Ministry of Agriculture, Food Security and Cooperatives (MAFC) and the Department of Food Security and Nutrition of the Ministry of Agriculture of Zanzibar (MAZ). Both have requested capacity building support from the SERA project and these will become major activities in Q4. Individual capacity building efforts have focused primarily on establishing the Policy Seminar Series at Sokoine University jointly with Feed the Future (FtF) implementing partner, iAGRI. A Policy Seminar Series organizing committee was established and a call for research proposals was released during Q3. Four proposals were accepted by the committee and will be supported by SERA and iAGRI with small grants to conduct the research.

In support of the primary objectives of improving policies and developing capacity, a database has been developed to assist SERA and other organizations to monitor agricultural performance and conduct policy analysis. Regional data has been obtained from the National Bureau of Statistics (NBS), Ministry of Industry and Trade (MIT), and MAFC on regional production of major food crops and wholesale prices at major markets. Macroeconomic and demographic data obtained includes regional GDP, population and measures of nutrition. Efforts to obtain district level data have not yet been successful, but will continue.

The SERA project has collaborated with other FtF implementing partners and other development partners, provided leadership on important policy issues, and leveraged its resources by jointly sponsoring activities. The SERA project provided strong support to defining the policy agenda for agricultural policy reform for the G8 and GoT.

1. Introduction

The Tanzania SERA project assists both the Government of the Republic of Tanzania and the private sector in enabling a broad-based, sustainable transformation of the agricultural sector through policy reform. The project focuses on current policies and the regulatory environment for agriculture—from the transactional “hot” topics to the needed strategic foundational changes—and building capacity of local institutions to lead an informed dialogue on policy and regulatory issues in the agriculture sector and to advocate for the necessary changes.

The original proposal for SERA focused primarily on building sustainable capacity within the GoT to initiate, develop, and utilize evidence-based research in policy decisions and implementation. This increased capacity would empower local research and private sector advocacy groups to more effectively use analysis and strategic communications to lobby for change and build national partnerships to reach consensus around agriculture policy. However, reduced program budgets and on-the-ground experience led to greater focus on medium-term policy reform and a revised approach to capacity building. Without the policy reforms identified in the original SERA program, such as the export ban, other FtF partners risk encountering an unfavourable policy environment and difficulty in implementing many of their program objectives. SAGCOT would also find it difficult to attract investors and commercializing agriculture will be a challenge.

However, additional funding is now expected from USAID Feed the Future following successful efforts to reform agricultural policies and demonstrated effectiveness of the SERA project. These additional funds will restore the level of funding to that of the original proposal and allow senior SERA staff to remain on the project for an extended period as well as provide additional funding for policy analysis and capacity building. The third year’s work plan will reflect the additional funds and focus more heavily on capacity building.

2. Implementation Progress

Policy Research and Reform – The primary policy focus during the quarter was to complete research on the impacts of the food crops export ban and disseminate the findings to GoT and other stakeholders. This followed the approach proposed in the Concept Note prepared by

SERA in October 2011 and had three international research teams² travel to Tanzania to analyze the impact of the export ban, project the growth in the regional cereals market to 2025, and examine food security needs and capacity. The teams met in a workshop on March 19th and then travelled to the Southern Highlands and Northern Border areas on field trips. The research results of the impacts of export ban were presented to the Government of Tanzania and Stakeholders in three stages. The first stage involved presentations to the Ministries of Agriculture, Food Security and Cooperatives and the Prime Minister's Office (PMO) where the SERA staff made brief presentations to the Permanent Secretaries and their staff on the key messages from the research. Stage two was the presentation to the Government of Tanzania's Agriculture Allied Ministries³ in Dodoma on June 16th which brought together the government stakeholders and Feed the Future officials. The workshop was hosted and chaired by the Prime Minister's Office and the three research reports were presented by the consultants. Dirck Stryker president of AIRD presented *Policy Options for Increasing Tanzania Exports of Maize and Rice in East Africa While Improving its Food Security to the Year 2025*, Xinshen Diao of IFPRI presented *Economy-wide Impact of Maize Export Bans on Agricultural Growth and Household Welfare in Tanzania – A dynamic GCE model Analysis* and Nancy Cochran of USDA (ERS) presented *Strengthening Tanzania Safety Net; Alternative Program and Policy Options to support Food Security*. In addition to the food security topics, William Martin from the World Bank presented *Agriculture and Trade Opportunities for Tanzania: Past Volatility and Future Climate Change*. The objective of the workshop was to inform the government on the impacts of the export ban and policy alternatives. The research showed that export bans are not effective in addressing food security, they do not control inflation or exports, and they harm the poorest rural households while mostly benefiting the wealthiest consumers. In another finding, it was pointed that Tanzania can take advantage of the existing regional food deficit that is expected to remain for at least the next decade by increasing production to take advantage of this export opportunity. In addition, climate change is expected to benefit Tanzania relatively as the country is expected to experience increased rainfall in the future while neighboring countries are expected to have reduced rainfall. At the end of the workshop, it was agreed the government needed more technical support to realize the new approaches and a technical team that include SERA was formed to move the effort forward. The third stage was a workshop for the stakeholders including private sector, donor agencies and academics in Dar es Salaam. The workshop was very successful with 91 participants attending from different

² International Food Policy Research Institute (IFPRI), United State Department of Agriculture (USDA) and Associates for International Resource and Development (AIRD)

³ Prime Minister's Office, Ministry of Agriculture, Food Security and Cooperative, Ministry of Trade and Industries, Ministry of Land, PMO – Regional Admin and Local Government, Ministry of Finance, Planning Commission and Attorney General's Office

organizations. The participants were very supportive of the research results and the media coverage was very good. Annex 1 provides a report on the workshops and a list of participants.

In addition to the research on the impacts of the export ban and policy alternatives, the SERA project continued efforts to improve seed policy, and implement a collateral registry system. The SERA policy team worked closely with MAFC and TASTA to identify important tax issues affecting the seed industry and prepare material to support a request for MAFC to submit to Ministry of Finance (MF) to clarify seed taxation, eliminate duties and taxes on seed packaging materials, and exempt seeds from the district commodity cess on agricultural produce. Implementation of the collateral registry system initially proposed by the USAID's AgCLIR⁴ project implemented by Booz Allen Hamilton is continuing under SERA and meetings were held with the MF to inform them of the activity as requested by the BOT in earlier meetings. Having completed that activity, the SERA policy team will continue discussions with the BOT on next steps in the implementation process. Initial meetings were held with the Ministry of Agriculture in Zanzibar during Q2 and the SERA policy team agreed to undertake a rapid assessment of the rice import policy and examine its impact on food security. That activity is ongoing, and initial analysis has indicated wide marketing margins that may indicate limited competitiveness among major rice importers. Further analysis is being undertaken to allow comparison with other island economies in the region.

SERA continued the development of a database of agricultural, economic, and health and nutrition data during the quarter in an effort to strengthen our analytical capacity and provide a service to other FtF Implementing Partners and organizations. Monthly average wholesale prices from 2004 to 2011 were obtained from the Ministry of Industry and Trade for eight major crops in 20 regions for the Tanzania mainland. The data was reviewed to remove any obvious data entry errors and gap-filled using data from nearby regions when possible. Annual regional crop production data was also obtained from MAFC's Food Security Department from 1990 to 2011 for nine crops. Economic, health and nutrition data have been requested from NBS but not yet received, however some data was obtained from various GoT reports. Monthly data on temperature and rainfall from 1991 to 2008 for fifteen districts and five regions were obtained from a research partner, and efforts will be made to update the data through 2012 from official sources. This will help guide food security early warning efforts and direct food aid to those most affected by severe weather.

Not all policy research and reform activities progressed as rapidly as planned during Q3 due to both the strong focus of efforts on the impacts of the export ban, and challenges faced in

⁴ USAID, AgCLIR: Tanzania, Commercial Legal and Institutional Reform in Tanzania's Agricultural Sector, May 2010.

completing certain activities. Establishing the collateral registry system encountered delays as the Bank of Tanzania requested further consultations with the Ministry of Finance and then advised that new procedures require a Ministry to sponsor legislation. SERA is now approaching the Ministry of Finance to request their sponsorship of the collateral registry system and will then work with the Bank of Tanzania to develop legal reforms and computer systems. The effort to obtain more favorable tax treatment of improved seeds was also delayed due to the slow response of seed companies to requests for documents to support the petition. And, the report on the policy reform process for agriculture was not completed due to the priorities of other work activities. The focus of policy research and reform activities in Q4 will be on developing policy alternatives to the export ban as a way of dealing with food security, continued efforts to establish the collateral registry system, preparation of material to support improved seed tax policies, and new activities on land policy.

Planned activities for next quarter include:

- Publish a Policy Brief to disseminate the research results from the analysis of the impacts of the export bans and food security.
- Develop a concept paper on policies and programs to deal with food security and discuss with GoT prior to preparing a program of work.
- Begin policy analysis on land issues in Tanzania by preparing a best practices paper on land compensation for local populations and communities when their lands are provided to investors for commercial agricultural production.
- Continue to work with TASTA and MAFC on seed tax policy and present GoT with a documented petition to MF to reduce taxes on seeds and packaging materials.
- Continue to work with Bank of Tanzania and Ministry of Finance to implement the collateral registry system.
- Map the policy decision making and policy enacting process in consultation with other development partners.

Individual and Institutional Capacity Building – Capacity building is a primary objective of the SERA project and institutional capacity building activities increased substantially following the addition of a capacity building specialist in Q2, while individual capacity building continued under the Policy Seminar Series at Sokoine University. Institutional capacity building actions were developed for two primary partner organizations and institutions in Q3, ACT, and Department of Policy and Planning of MAFC.

The Agriculture Council of Tanzania (ACT) is an apex organization of agricultural associations and stakeholders and is the leading agriculture advocacy and policy reform group in Tanzania. The objectives of the ACT Capacity Building Action Plan (Annex 2) are to improve ACT capacity

to identify, prioritize policy issues, conduct policy analysis and research, increase organizational capacity; and strengthen advocacy with the Government of Tanzania. The Action Plan outlines activities for year two and the first quarter of year three. After this time the Action Plan will be reviewed and modified. In Q3, SERA began support for ACT's second strategic planning process. This is a three phased activity, which began in June when SERA supported a study tour to Zambia and Malawi to meet with the National Farmers Union of Zambia (ZNFU) and the National Smallholder Farmers Association of Malawi (NASFAM). The purpose of the study tour was to gain first-hand knowledge of approaches to organizational development, association management and stakeholder engagement. The information learned during the meetings and interviews will be a key input into the strategic planning process. (Annex 3) A delegation of eleven representatives from ACT consisting of, three association members, four board members and four secretariat employees participated in the study tour and are also ACT strategic planning committee members. (Annex 4). Nine participants attended meetings with ZNFU management, member organizations and farmer clubs; eight participants met with NASFAM operations, members organizations and other stakeholders. In addition, participants in Malawi also attended a one day Agricultural Policy Seminar sponsored by the Farmers Union of Malawi (FUM). Four participants travelled to both Zambia and Malawi.

The strategic planning committee identified five primary topic areas of needed key information. Meeting and interview questioning were based on these primary topic areas: organization structure, sustainability (financial and organizational), advocacy, membership recruitment and retention and membership services, and crosscutting issues (gender, HIV/AIDs, climate change). The committee met daily to discuss the day's interviews and compile notes. A draft report was completed and circulated for comments on the final day of the trip. The final report will be completed in Q4, and it will provide extensive details regarding the organizations, key finding, lessons learned and recommendation.

The main findings of the study tour were:

1. Democratic systems, transparency, and set terms for leadership are key pillars in the organization structure and operations.
2. The non-political nature of the organization and its members is critical to an organization's legitimacy, and because of that individual members, staff and organization are prohibited from standing for political offices.
3. Services must provide tangible benefit for members and be paid for by members.

The Ministry of Agriculture, Food Security and Cooperatives provides three potential units for institutional capacity building support from the SERA project. The objectives of the MAFC Capacity Building Action Plan are to improve MAFC capacity to identify and prioritize policy

issues, conduct policy analysis and research; improve organizational systems, operations and internal management structure, and create system management structures to better absorb and retain qualified staff. The SERA approach is to work in collaboration with various departments of the MAFC and meet their specific capacity needs while identifying additional opportunities for interventions that support the policy reform agenda. During Q3 SERA focused on the Department of Policy and Planning (DPP), while the Department of Food Security and the National Food Reserve Agency (NFRA) will have activities starting in Q4.

The DPP is responsible for the collection and analysis of agriculture data, the development and review of agriculture policies and the coordination of agriculture sector budgets. The DPP has requested specific support and training in policy analysis and data management. DPP is currently received support from the other development partners including JICA, FAO and USDA specifically for improved data collection, management and analysis specifically related to the Agricultural Routine Data System and the Agricultural Census⁵. As the first step in providing support, DPP agreed to provide SERA with some basic information on the staff and structure of the division. It is expected that SERA will receive this information in August, after Parliamentary sessions. The SERA project will use this information to develop a more comprehensive needs assessment. The needs assessment will also seek to identify the internal processes and systems for the creation of new policies, the periodic policy review and ad hoc policy reviews.

Zanzibar – Department of Food Security and Nutrition. Initial meetings held with the Department of Food Security and Nutrition indicated capacity building needs in the area of policy analysis, organizational development and planning. Follow-up meetings to establish Capacity Building Action Plans will take place in Q4.

Policy Seminar Series at Sokoine University. The creation of the Policy Seminar Series at Sokoine University will provide individual researchers with financial support to undertake policy research and strive to develop greater interest in policy research and informed policy debate. A committee was created during Q3 under the leadership of Professor Andrew Temu to oversee the seminar series, evaluate research proposals, and select those with the best proposals for funding by SERA and iAGRI. The committee has selected four proposals and these will be presented for comment early in Q4. The researchers will then complete their research over the following six months and present their results in a policy seminar next year.

Other activities. The SERA project continued to develop relationships with local institutions and potential partners, specifically, BEST AC and ESRF. BEST AC is a donor funded capacity building

⁵ *Global Strategy Improving Ag-Statistics*, Joint FAO-USDA mission, Dar es Salaam, Tanzania 26 March – 05 April 2012.

project that has worked closely with ACT and expressed interest in working in collaboration with SERA on the ACT strategic planning activities. They have shared their experience and recommendations for local capacity building partners with SERA. ESFR's current research agenda offers opportunities to collaborate and share research information and data with SERA. Their research methodologies and data collection methods indicate an opportunity for SERA to share recent similar experiences and approaches to organizing and cleaning data. Demands for trainings on data collection, management and data cleaning from ACT, MAFC and ESFR will be reviewed in more detail in Q4 with a view toward developing a half day seminar on simple approaches and methods to improve data management.

Planned activities for next quarter include:

- Continue support to ACT's Strategic Planning process through the following activities:
 - Evaluation of the first Strategic Plan during August to September.
 - Execution of the Second Strategic Planning processing, including stakeholder access during September/October.
- Support for MAFC DPP will include:
 - Rapid needs assessment of the DPP unit.
 - Review of the internal processes and systems for the creation of new policies, the periodic policy review, and ad hoc policy reviews.
- Zanzibar Department of Food Security and Nutrition activities to be undertaken in Q3:
 - Meet with the Department to determine priority areas of support to the creations of a Capacity Building Action Plan.
 - Review and evaluation of the implementation of the existing three year program (2010-2013).
 - Meet with the Department of Food Security and Nutrition and other development partners to ensure collaboration and avoid the duplication of activities.
- Policy Seminar Series at Sokoine University
 - Attend the launch seminar in early August
 - Provide financial support to accepted policy research proposals
- MAFC Department of Food Security
 - Meet to establish priority activities for a Capacity Building Action Plan.
 - Draft TOR for priority activities.

Advocacy, Communications and Alliances – The SERA project strives to establish a strong communications and advocacy activity to help establish the focus of the program for both external and internal audiences, provide a unifying voice for the program, and reinforce mainstream messages relating to the objectives of the project. During Q3, an advocacy strategy for the project was developed to guide the advocacy work SERA will undertake over the next four years. The strategy defines the key target groups; identifies the relevant approaches and

the internal processes for optimizing communication with such target groups; outlines the mechanisms for delivering information and messages; and presents the time frame for carrying out the plan and the budget, in the overall context of making the best use of resources allocated to communication work. The strategy is designed to be effective in both dissemination and collection of information, knowledge, ideas and periodic updates and ensure that high-impact cost-effective communication tools are selected and used for the promotion of the work program, within the context of a balanced approach to all stakeholders. The strategy will shape the development of the project's advocacy as it engages stakeholders and decision makers to deliver the key messages and the importance of agricultural policy reform. It will also serve as a useful document for project staff and partners at all levels, acting as a reminder of the need for all to embrace advocacy and help promote our key messages. The issue now is one of effectively translating the strategy into action.

Stakeholder survey. A stakeholder survey was conducted to examine the opinions and perceptions of a range of important actors who are either involved in agriculture in Tanzania or are active in the sector's development. A total of 35 stakeholders responded to the survey of a sample of 100 questionnaires sent. The survey used an email questionnaire, which asked respondents to indicate their overall perceptions towards agricultural policy. The survey was designed to obtain information to help inform a project advocacy strategy. Participants in the survey included central government ministries or implementation agencies; local governments or implementation agencies; academic or research institutes; business and private sector organizations; Civil Society Organizations (CSOs); trade unions and the media.

The questionnaire was broken into four sections:

1. Background information about the current position, specialization, familiarity and involvement with the SERA project, and geographic location of respondents.
2. The overall attitudes of respondents towards the current policy regime and their level of approval of the current agricultural policy regime.
3. The stakeholder's involvement and advocacy related to agricultural policy and their effectiveness on particular agricultural issues in Tanzania.
4. Communications preferences of respondent, usage of electronic media, sources of information about general agricultural development in in Tanzania and how they preferred to receive information from the SERA project.

Broadly speaking, there were some very positive findings that emerge from this survey, particularly related to the importance and place of advocacy in support of agricultural policy reform in Tanzania. Stakeholders appear most concerned about policy instruments such as export bans, import tariffs, and price controls and repeatedly stressed the importance of having

an advocacy strategy that provides a good foundation for advocating for regulatory reform through a range of advocacy methods. The survey showed that stakeholders also place a premium on having data-based evidence to make their case for regulatory reform and the need for creating partnerships to advocate effectively. In addition, the survey also sheds some light on how stakeholders prefer to receive information from the project. For instance, seven out of ten respondents noted that they get most of their news about general development from local newspapers, with nearly a quarter identifying local television and domestic websites as key sources of this news and information. With more than nine out of ten respondents reporting access to the internet, it would be worthwhile to consider how to increase traffic to the project's website once it has been established. This is a critical source of information, knowledge sharing, etc. and should be viewed as such by stakeholders.

Project website. The project begun measures to create a website that will provide an accessible and searchable archive of SERA documentation. Such a website is timely and in order given that the SERA project involves providing information and advocacy on agricultural policies. The evidence base underlying the creation of the website will also reinforce the value of an integrated approach in an effort to connect with communities who are geographically dispersed. The website will increase the speed, reach and effectiveness of advocacy-related communication as well as mobilization efforts. The website will facilitate rapid sharing of information, including reports, success stories, project development updates and photos. As policy briefs and fact sheets will be available in downloadable forms, and main reports will be posted on the website, the size and cost of print-runs will be significantly reduced. We also anticipate that many key project milestones updated on such a website will create an opportunity to introduce the Tanzanian population to this project and generate awareness that the assistance provided through the project is from the American people. The project website will therefore address the following objectives: mobilize online communities, informing them on relevant thematic and strategic issues; document issues; build and share knowledge; and promote partnerships. This entails building networks, strengthening the capacity of stakeholders, and providing quick updates on advocacy-related activities. The project has consequently solicited for Expressions of Interest from suitable service providers for the establishment of a website.

Media coverage of the Food Security, Economic Growth and Poverty Alleviation Workshop. This workshop elicited extensive coverage in the Tanzanian news media, with pick-ups in the regional and international press. The workshop was covered in the following newspapers: Daily News, The Guardian, The Citizen, Business Times, The Express, The African, Tanzania Daima, Majira, Mwananchi and Nipashe in addition to electronic coverage on ITV, Channel Ten, TBC1, Capital TV, Star TV, and Mlimani TV and on Radio One Stereo, Radio Tumaini, Magic FM and

Clouds FM. The following blogs also ran pieces on the workshop - Michuzi Blog, Full Shangwe and Jiachie. Overall, the tone of the coverage was overwhelmingly positive -- underscoring the media's ability to set public agenda, influence public debate, pressure policy makers, and transmit advocacy messages on behalf of the project.

SERA Branding Implementation and Marking Plan. A Branding, Implementation and Marking Plan for the project was finalized subject to approval and will be followed. The document demonstrates understanding and commitment to follow USAID Branding and specific procedures as presented in the mandatory internal reference Branding and Marking in USAID Direct Contracting in the Automated Directives System, Chapter 320 (ADS 320), including the USAID Graphic Standards Manual, and USAID's stated preference that projects not assume a public identity independent of the Agency. Branding and marking requirements will be included in subsequent sub-contracts, grants, and/or agreements with partners

Collaboration with other FtF Implementing Partners and other organizations continues to be a high priority for SERA and new alliances were developed and existing alliances were strengthened during the quarter. FtF Implementing Partner, NAFKA, provided support to the SERA policy analysis of export ban alternatives by funding the AIRD policy research and participation of Dirck Stryker to present the research at the policy workshops in June. The global FtF initiative provided support for Nancy Cochran of the USDA research team to participate in the policy workshop and to continue involvement next year. Partial funding for the IFPRI research team was provided by the Food Security Bureau of USAID Washington. The workshop provided the opportunity to develop closer working relationships with local experts including the executive director of ACT, ESRF, and REPOA who served on an expert panel reviewing the research and offering their views on food security in Tanzania. The capacity building activities have worked closely with BEST AC to coordinate capacity building activities with ACT and expect to continue that collaboration in the future. The SERA project plans to collaborate with the UONGOZI Institute to disseminate the policy research results on food security and the impacts of the export ban through a televised panel discussion of Tanzanian experts discussing the export ban policy and food security.

Planned activities for next quarter include:

- Completing the analysis of the stakeholder survey and sharing the results with development partners.
- Designing and developing the SERA website.
- Communicating the results of the research on food security and alternative policies to the export ban.

3. Cross-Cutting Issues

In Q3, Gender considerations were a key element of project activities. Support to ACT includes the participation of the Tanzania Association of Women Leaders in Agriculture and Environment, and Gender issues are a key cross cutting issue addressed in the ACT strategic planning thematic areas and were a critical topic for study tour interviews.

4. Stakeholders' Participation

The Workshops on Food security in Dodoma on June 16th and at Kunduchi Beach Hotel in Dar es Salaam on June 19th directly engaged SERA project stakeholders. Both workshops focused on the impact of the food crop export bans across a wide section of stakeholders and allowed those actors involved an opportunity to discuss the research, ask questions and engage in policy debate. At Dodoma, key institutional partners engaged in agriculture policy formulation presented comments on the research and will remain involved in follow-up activities. The June 19th events established a strong connection for stakeholders and the SERA project. Follow-up actions are planned to continue stakeholder engagement.

5. Challenges and Constraints

Data quality and timeliness continues to be an issue. While the Joint FAO-USDA mission AIDE-MEMOIRE (20.4.2012) will support the improvement of the agricultural statistics system, specific issues in the food security data collection and assessment system need to be addressed. The research of the USDA team working in collaboration with the SERA project made this evident, and the SERA project will continue to work with stakeholders and other donors to support activities and efforts that seek to improve data quality and data management.

The G-8 summit in mid-May was followed by the Government's parliamentary sessions in Mid-June, making scheduling meeting with government counterparts difficult. These events directly impacted the availability of government stakeholders and efforts to coordinate the Workshop on Food Security. Improved planning and coordination is required between the SERA team and USAID in order to avoid complications in the future.

Competing priorities and the limited time available to meet and work with the government of Tanzania during parliamentary and budget proceedings has presented challenges. The SERA team made efforts to plan for this challenge; however the GoT's lack of resources often made delays inevitable. This has delayed the development of concepts to support capacity building efforts with specific GOT departments.

6. Management and Staffing

There were no changes in the management and staff in this quarter.

7. Planned Activities

Next quarter (July-September 2012) will be extremely busy for the SERA project as policy research and reform, capacity building, and communications and advocacy all begin major new activities. The policy research and reform work will focus on alternative policies and programs to the export ban, while also continuing efforts to achieve more favourable tax treatment of seeds and implementation of the collateral registry system. Research on best practices for compensation to individuals and communities whose land is allocated to investors will also begin. Institutional capacity building will focus on ACT and the Department of Food Security in the Ministry of Agriculture on the mainland and Zanzibar and continue to explore opportunities in other organizations and Government agencies. The Policy Seminar Series at Sokoine University will launch in early August with the presentation of four research proposals and that will be followed by presentation of completed research in Q1 and Q2 of the second year of the SERA project. Communications and advocacy activities will be focused on designing and launching the SERA web site and posting the research papers and policy briefs from the export ban policy workshops.

8. Financial Summary

	SERA Year 2 - Q3			Quarterly	Cumulative
	Apr-12	May-12	Jun-12	Total	Total
Labor	\$121,770	\$141,751	\$127,159	\$390,681	\$1,081,708
Other Direct Costs	\$9,181	\$10,143	\$11,023	\$30,346	\$78,272
Total Costs incl. Fee	\$130,951	\$151,894	\$138,182	\$421,027	\$1,159,980
Project Cumulative	\$869,904	\$1,021,798	\$1,159,980		

ANNEXES

ANNEX 1: Policy Workshops Report

The SERA Policy Project of USAID's Feed the Future Initiative sponsored two workshops on Food Security and the Export Ban in Tanzania based on research done by well-respected international experts and organizations, including IFPRI, USDA, AIRD, and World Bank. The research examined the impacts of the export ban and considered alternative approaches to addressing food security in Tanzania. The first day-long workshop was held in Dodoma on June 16th for about 40 high-ranking invited Government officials, and was chaired by PS Lyimo from the Prime Minister's Office. The second day-long workshop was open to the public and was held at Kunduchi Beach Hotel in Dar es Salaam. It attracted 91 participants as well as a large number of media representatives from print, radio and television. The agendas for both workshops are attached along with the list of participants at the Kunduchi Beach workshop.

The objectives of the workshops were to disseminate research sponsored by the SERA Policy Project, the NAFKA Staples Value Chain Project, and the World Bank on food security in Tanzania and the impacts of the periodic use of export bans on staple food crops. The workshops were intended to inform, stimulate discussion, and encourage the Government to consider alternative policies and programs that will be more effective and beneficial to Tanzania. Participants at the workshops expressed the view that the workshops accomplished these objective by providing clear and convincing evidence that the export bans are not effective at controlling food prices or exports, and that they discourage investors, have serious regional impacts, increase rural and national poverty, and hurt the poorest rural households the most while generally benefiting the wealthiest urban households. The research also provided a better understanding of related topics such as the detrimental effects of the export permits, weaknesses in agricultural data systems, and better understanding of the breakdown of food expenditures and calorie shares for urban and rural households. This latter outcome will be very helpful for designing a social safety net that allows consumers to select the food basket that best fits their consumption patterns.

The main messages from the workshop were that Tanzania has a unique opportunity to be a major exporter of food crops, especially maize and rice, to the region because of its abundant natural resources and increasing food deficits in the region. However, the periodic use of food crop export bans is limiting that opportunity by reducing incentives to producers and discouraging importing countries from relying on Tanzania's exports. The export bans are also not very effective at ensuring food security and they are harmful to the rural poor while generally benefiting the wealthiest urban households. New approaches are available for dealing

with food security, such as the conditional cash transfers, and they need to be considered. The role of the National Food Reserve Agency should also be reconsidered, and it could be more effective at dealing with food insecurity by focusing primarily on food security rather than price controls.

The workshop at Kunduchi beach had extensive coverage in the Tanzanian news media, with pick-ups in the regional and international press. The workshop was covered in the following newspapers: Daily News, The Guardian, The Citizen, Business Times, The Express, The African, Tanzania Daima, Majira, Mwananchi and Nipashe in addition to electronic coverage on ITV, Channel Ten, TBC1, Capital TV, Star TV, and Mlimani TV and on Radio One Stereo, Radio Tumaini, Magic FM and Clouds FM. The following blogs also ran pieces on the workshop - Michuzi Blog, Full Shangwe and Jiachie. Overall, the tone of the coverage was overwhelmingly positive - underscoring the media's ability to set public agenda, influence public debate, pressure policy makers, and transmit advocacy messages on behalf of the project.

**Workshop on Food Security, Economic Growth and Poverty Reduction
Hosted by Prime Minister's Office in Prime Minister's Conference Room
June 16, 2012, Dodoma**

- 8:30 Registration
- 9:00 Welcome and Introductions
PS Lyimo, Prime Minister's Office
Dan Moore, Acting USAID Director
- 9:30-12:30 Morning Session – Chaired by Don Mitchell, SERA Project
- 9:30-10:15 Dirck Stryker, Associates for International Resources and Development (AIRD),
*Policy Options for Increasing Tanzanian Exports of Maize and Rice in East Africa
While Improving Its Food Security to the Year 20205*
- 10:15-10:30 Coffee Break
- 10:30-11:15 William Martin, World Bank, *Agriculture and Trade Opportunities for Tanzania:
Past Volatility and Future Climate Change*
- 11:15-12:00 Xingshen Diao, International Food Policy Research Institute (IFPRI), *Economywide
Impact of Maize Export Bans on Agricultural Growth and Household Welfare in
Tanzania – A dynamic CGE model Analysis*
- 12:00-12:30 Open Discussion
- 12:30 Lunch
- 1:30-4:30 Afternoon Session – Chaired by Alex Mkindi, SERA Project
- 1:30-2:15 Nancy Cochran, U.S. Department of Agriculture (USDA), *Strengthening Tanzanian
Safety Net: Alternative Program and Policy Options to Support Food Security*
- 2:15-3:00 Open Discussion
- 3:00-4:00 Expert Panel
Dr. H. Bohela Lunogelo, Executive Director of ESRF
Professor Samuel Wangwe, Executive Director of REPOA
Professor Andrew Temu, Sokoine University
Janet Bitegeko, Executive Director of ACT
- 4:00 Closing Comments
PS Lyimo, Prime Minister's Office
- 6:00-8:00 Cocktail Reception

Workshop on Food Security, Economic Growth and Poverty Reduction
Hosted by the SERA Policy Project of USAID Feed the Future
Kunduchi Beach Hotel, Dar es Salaam
June 19, 2012

- | | |
|-------------|---|
| 8:30 | Registration |
| 9:00 | Welcome and Introductions
Dan Moore, Acting USAID Director |
| 9:30-12:30 | Morning Session – Chaired by Don Mitchell, Chief of Party, SERA Project |
| 9:30-10:30 | Dirck Stryker, President and Chief Economist of Associates for International Resources and Development, <i>Policy Options for Increasing Tanzanian Exports of Maize and Rice in East Africa While Improving Its Food Security to the Year 2025</i> |
| 10:30-11:00 | Coffee Break |
| 11:00-12:00 | William Martin, Manager for Agricultural and Rural Development in the World Bank's Research Group, <i>Agriculture and Trade Opportunities for Tanzania: Past Volatility and Future Climate Change</i> |
| 12:00-12:30 | Open Discussion |
| 12:30 | Lunch |
| 1:30-4:30 | Afternoon Session – Chaired by Alex Mkindi, Senior Policy Advisor, SERA Project |
| 1:30-2:30 | Xingshen Diao, Senior Research Fellow and leader of CGIAR Research Program on Policies, Institutions and Markets International Food Policy Research Institute, <i>Economywide Impact of Maize Export Bans on Agricultural Growth and Household Welfare in Tanzania – A dynamic CGE model Analysis</i> |
| 2:30-3:30 | Nancy Cochran, agricultural economist at USDA's Economic Research Service (ERS), <i>Strengthening Tanzanian's Safety Net: Alternative Program and Policy Options to Support Food Security</i> |
| 3:30-4:30 | Open Discussion |
| 4:30 | Closing Comments |

List of Participants at the Kunduchi Beach Workshop, Dar es Salaam, Tanzania

	NAME	ORGANIZATION	TITLE	E-MAIL ADDRESS
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Contract No. 621-C-00-11-00003-00

Tanzania SERA: Enabling Policy Environment for Agricultural Sector Growth

Quarterly Report: April 1 – June 30, 2012

ANNEX 2: Capacity Building Action Plan

CAPACITY BUILDING ACTION PLAN – Rapid Assessment Summary (DRAFT)

Implemented by:

Booz | Allen | Hamilton

USAID Contractor

Contracted No. 621-C-00-11-00003-00

Feed the Future SERA Policy Project

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.

Introduction

The Tanzania SERA Project will assist both the Government of the Republic of Tanzania (GoT) and the private sector in enabling a broad-based, sustainable transformation of the agricultural sector through policy reform. The project will focus on the current policy and regulatory environment for agriculture—from the transactional “hot” topics to the needed strategic foundational changes— leaving a legacy of empowered local institutions, capable of leading informed dialogue on policy and regulatory issues in the agriculture sector and advocating for the necessary changes.

Tanzania SERA: Enabling Policy Environment for Agriculture Sector Growth

We refer to this project as the SERA project, meaning *policy* in Swahili. Given that USAID/Tanzania's Feed the Future staple foods value chain project will be called NAFKA or *grain* in Swahili, we thought it fitting to give this project a similarly meaningful Swahili name. This name will be vetted and approved upon award and before we begin any project branding activities.

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 and policy reform. At the conclusion of the project, we expect USAID will leave behind a legacy of enabling the GoT to initiate, develop and utilize evidence-based research in policy decisions and implementation, empowering local research and private sector advocacy groups to more effectively use analysis and strategic communications to lobby for change, and building national partnerships that create consensus around agriculture policy and monitor the impacts of policy.

The SERA project will focus all activities around priorities identified in collaboration with the Southern Agriculture Growth Corridor of Tanzania (SAGCOT) initiative.

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 primarily on policies affecting investments in SAGCOT region.
2. **Individual and Institutional Capacity Building:** Build local institutional and individual capacity to do agricultural policy research and implement policy reform and regulation.
3. **Advocacy, Communications and Alliances:** Strengthen advocacy and communications for policy reforms and build alliances with partners to work toward these objectives.

Purpose

The capacity building action plan establishes priority partners and actions for USAID SERA project year 2-3. Capacity building efforts will focus on individual and institutions that best support with the best ability to USAID Sera's long term policy objectives and enable and empower individual and groups to initiate, develop and utilize evidence-based research in policy decisions and implementation, effectively use analysis and strategic communications to lobby for change, and building national partnerships that create consensus around agriculture policy and monitor the impacts of policy.

This document will be supplemented by institutional action plans and will be reviewed and updated annually.

Approach

The Sera project approach to capacity building is twofold to meet the objective of creating a group of public sector institutions, advocacy organizations, and individuals capable of performing rigorous policy analysis in support of evidence-based advocacy and policy reform. The first approach addresses increased capacity for research and evidenced based policy development. In order to support improved policy research and analysis capability, Sera will follow a multifaceted approach collaborating closely local research institutions, the Feed the Future iARGi activity, 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 for creating of policy and regulatory environment for agriculture growth. This approach has been modified from the technical proposal to reflect changes in resource availability. Capacity building actions have been developed to target institutions and activities that can provide the greatest impact to supporting an enabling policy environment.

The USAID Sera approach to developing the institutional capacity action plans is driven by three factors, the current policy reform agenda, the USAID AID Forward initiative and project resources.⁶ Potential partner institutional and individual were initially vetting in the proposal process. Phase two of the approach was a rapid assessment of institutional environment using primary and secondary sources of information. The third and final phase of the approach developed selection criteria based on current policy reform agenda. Over ten public and private organizations were reviewed during the rapid assessment, five institutions were interviewed in depth and three institutions submitted direct requests for support.

⁶ PRI fund eliminated from the project in BAFO.

Institutions that best meet the selection criteria submitted targeted actions for review and consideration by USAID SERA.

Selection Criteria:

- Relevance to policy reform/advocacy agriculture and food security
- Relevance to policy agenda activities/timeline
- Ability to mobilize resources and support policy changes improvements
- Ability to development meaningful plans
- Willingness to participate in the program
- Work/support from other donors
- Importance to SAGCOT

Review of selected institutions

The institutions reviews in presented in this section are consistent with the potential capacity building partners identified in the USAID Sera technical proposal and contract, ACT, MAFC and NFRA. Additional information on reviewed institutions can be found in Annex 1.

Agricultural Council of Tanzania (ACT)

ACT is an apex organization supporting farmer groups and organizations as well as commodity organizations such as tea and other producer groups. Membership covers 25 districts with 75 registered members. ACT's mandate and primary activities work toward strengthening private organization in agriculture, consultative lobbying and advocacy role on behalf of private sector on agricultural issues.

- To promote, coordinate and protect the interests of all stakeholders involved in agriculture and agribusiness in the country; and
- To enhance the position of agriculture in the development of the country.

In its short time ACT has established itself as one of the leading farmer advocacy organizations in Tanzania. ACT's Board of Directors (BoD) and leaderships have played key roles in the promotion and prioritization of Tanzanian agricultural sector. ACT was critical in the development of Kilimo Kwanza and is a key partner in the implementation of SAGCOT. Development partners include the BEST- AC project, the World Bank and linkages to policy research networks such as ESRF, REPOA, FANRPAN, Sokoine University and the University of Dar es Salaam. ACT has also sought to establish strong linkages with other Tanzanian business associations and East and Southern Africa farmers' organizations.

The lean secretariat and BoD actively and regularly engages with the GoT and other stakeholders, seeks support and resources and engages with stakeholders through structured meetings and recently the media. Their policy agenda and activities are aligned with objectives of the SERA Project and their unique role in the agriculture sector makes them an important partner in long term agricultural sector reform.

Ministry of Agriculture Food Security and Cooperatives

Two potential units within the MAFSC review in this rapid assessment were identified as potential partners for capacity building efforts, the Policy and Planning Division (PPD) and the National Food Reserve Agency. The Department of Food Security (FS) was also considered. Action Plan for both the DFS and NFRA will be determined in project year 2.

MAFC Policy and Planning Division

The Policy and Planning Division of the MAFC is responsible for providing expertise and services in policy and strategy formulation, implementation, monitoring and evaluation. The tasks of the division include the collection analysis, food and cooperatives, preparing ministerial contributions, institutional strategic plan and budget skills in the ministry, ensuring that the Agriculture Food Security and Cooperatives plans and budgets are integrated into the government budgeting process and providing coordination for sector strategy and program implementation. The division is organized in four sections: Policy; Programs, Plans and Budget; Development Assistance Coordination; and Monitoring and Evaluation/Statistics. The responsibilities of the Policy, Monitoring and Evaluation units align closely with Sera policy reform/advocacy agriculture and food security agenda.

Policy Unit: The Policy and Planning division works with the Food Security Department, and the PMO-RALG. Currently the staff does not have the capacity to analysis data and policies. The Division has received training and support on modeling and analysis in the past, as recent as 5 years ago. The modeling software licensee is no longer up to date and those trained are no longer with the division or have lost the skills over time. To meet this need the division has been working with ESRF to prepare analysis and reports, however the current staff does not have the background necessary to understand, interpret and communication the data analysis and conclusions.

Monitoring and Evaluation/Statistics Unit: The DPP is responsible for the Routine Agricultural data collection and analysis and the Agricultural Census (done every 5 years). Data collection is a collaborative effort with NBS and other Ministries. Specific data collection for the ADSP is

conducted in collaboration with the Agriculture Sector Lead Ministries (ASLM)⁷ the divisions challenges are twofold, data collection and analysis. Data collection is done across the ASLM and also includes the NBS. Village and ward data is collected by agricultural extension officers and information is aggregated at the District level. Challenges include lack of skilled staff, weak and fragmented methodology, poor verification systems and long delays in reporting and dissemination of information.

The Policy and Planning division prepared both long and short-term capacity building objectives and expressed a willingness and interest in working with Sera. The division, and specifically the M&E, has requested assistance and training in policy analysis. The policy and planning division has been working closely with JICA on the development of an integrated data management system called the LGMD2. The system is being implemented in 5 districts and is expected to be in 8 districts by 2013. In addition the M&E unit prepare concept note on integrating gender into LGMD2 data collection efforts.

NFRA

The National Food Reserve Agency, formally the strategic grain reserve, is the primary government agency responsible for maintaining a national optimal level of food reserve to address local food shortages and respond to immediate emergency food requirements. To achieve this, NFRA has two mandates, maintain emergency food stocks and provide a reliable market outlet for farmers in surplus areas.

The NFRA works closely with the MAFC Food Security Directorate, the PMO- RALG and District government authorities. Through a network of seven zones, the NFRA has a total storage capacity of 241,000 MT and is required to maintain a reserve of 150,000 MT. The first strategic plan for NFRA ended in 2010 and the new strategic plan envisions a more business oriented agency.

Meetings and interviews with NFRA and stakeholders indicate the agency is in transition. The most common constraint sited is a lack of resources and investment capital. Purchasing promises often go unmet to farmers due to limited funds. In addition, the agency lacks adequate human resource capacity, including qualified and trained staff, incentives and training. Finally the agency lacks sufficient information management systems.

⁷ MAFC, MLFD, MIT, PMO-RALG

SERA's effort to identify policy alternatives to the food crop export ban is the highest policy priority. The export ban has been used periodically for many years to deal with food crop shortages and food security concerns and it discourages investments in agricultural production and supporting services. As the NFRA is the government agency responsible for maintaining a national optimal level of food reserves to address local food shortages and respond to immediate emergency food requirements, the policy alternatives researched include recommendation on the operations and functions of the NFRA. At this time the NFRA has not expressed an interest in working with SERA. It is envisioned that the Sera policy agenda will provide an incentive and opportunity to work more closely with NFRA.

RUBADA

The Rufiji Basin Development Authority (RUBADA) was identified early on as a potential partner in capacity building. RUBADA, a parastatal agency established in 1975 by Parliament, is responsible for development activities in the Rufiji Basin and includes the Coast, Morogoro, Iringa and Mbeya regions and parts of Ruvuma, Singida and Lindi.

The river basin includes over 600,000 hectares of land suitable for agricultural development and is a key focus area of the SAGCOT initiative. The current Rufiji Basin Development Authority Act is not consistent with the SAGCOT initiative and is under review. The review will seek to expand RUBADA's mandate of facilitating land allocation and become a land bank for the region.⁸ Currently the World Bank is support these efforts. SERA will re-evaluate RUBADA at for program year 3.

Institutions Selected for Capacity Building

After careful review, ACT and MAFC were selected for capacity building activities.

ACT Capacity Building Action Plan

The objectives of the ACT capacity building action plan are as follow:

1. Improve ACT capacity to identify, prioritize policy issues, conduct policy analysis and research;
2. Increase organizational capacity;
3. Strengthen advocacy with the Government of Tanzania.

⁸ "Government Set to Revamp RUBADA for Expansion," *The Citizen*, Monday, 20 February 2012.

	Activity	Timeframe	Output	Resources
Objective 1	Policy analysis and research			
	Policy analysis, education, and training	2013	Policy engagement map, analytic tools, ACT staff trained. This activity will include participants from other SERA partners and stakeholders including MAFC.	REPOA, ESRF, University of Dar, Sokoine
Objective 2	Organizational capacity			
	Strategic Plan Support	Jun 2012	Study tour ZNFU and NASFAM	TBD
		Aug 2012	Evaluation of 2008 – 2012 strategic plan	TBD
		Sept / Oct 2012	Strategic plan process 2013 - 2019	TBD
Objective 3	Advocacy			
	TBD	TBD	TBD	TBD

MAFC Capacity Building Action Plan

The objectives of the MACF capacity building action plan are as follow:

1. Improve MAFC capacity to identify, prioritize policy issues, conduct policy analysis and research;
2. Improve organizational systems, operations and internal management structure to better initiate and response to internal and external needs;
3. Create organizational systems, operations and internal management structure to better absorb and retain qualified staff.

The Department of Policy and Planning (DPP) is responsible for the collection and analysis of agriculture data, the development and review of agriculture policy and the coordination of agriculture sector budgets. The DPP has requested specific support and training in policy analysis and data management. DPP is currently received support from the JICA, FAO and USDA specifically for improved data collection, management and analysis specifically related to the Agricultural Routine Data System and the Agricultural Census.⁹

As the first step in providing support, DPP agreed to provide SERA with some basic information on the staff and structure of the division. The SERA project will use this information to develop a more comprehensive needs assessment. The needs assessment will be used to identify priority needs and trainings for the Policy and Planning unit as well as individual units.

⁹ *Global Strategy Improving Ag-Statistics*, Joint FAO-USDA mission, Dar es Salaam, Tanzania 26 March – 05 April 2012.

It is expected that SERA will receive this information in August, after Parliamentary sessions. This information will be used to develop a comprehensive needs assessment, working closely with other development partners. The needs assessment will also seek to identify the internal processes and systems for the creation of new policies, the periodic policy review and ad hoc policy reviews.

The results of the Dodoma presentation of the Food Security and Export work indicate that additional capacity building efforts will be initiated in Q3 for the Department of Food Security and the National Food Reserve Agency.

Department / Agency	Activity	Timeframe	Output	Resources / Partners
Objective 1	Improve MAFC capacity to identify, prioritize policy issues, conduct policy analysis and research			
Department of Policy and Planning	Comprehensive Needs Assessment	Aug/Sept 2012	Comprehensive training and capacity building action plan	FAO/USDA, JICA
Objective 2	Improved organizational systems, operations and internal management structure to better initiate and response to internal and external needs.			
Department of Policy and Planning	Agriculture Policy Map	Sept/Oct 2012	Report detailing process for creating new agriculture policy, conduct periodic review and ad hoc reviews	ACT, ESRF
Department of Food Security	<i>To be determined in Q3</i>	<i>To be determined in Q3</i>	<i>To be determined in Q3</i>	<i>To be determined in Q3</i>
Objective 3	Create organizational systems, operations and internal management structure to better absorb and retain qualified staff.			
<i>To be determined</i>	<i>To be determined</i>	<i>To be determined</i>	<i>To be determined</i>	<i>To be determined</i>

ANNEX 3: ACT Study Tour Terms of Reference

TERMS OF REFERENCE
FOR THE TANZANIAN DELEGATION VISITING
ZAMBIA NATIONAL FARMERS UNION (ZNFU)
REGARDING THE SUSTAINABLE MANAGEMENT OF THE FARMERS' ORGANIZATION

1. Introduction

The Agricultural Council of Tanzania (ACT) is the Agricultural private sector apex organization in Tanzania. ACT unites groups and associations of farmers (crop, livestock and fish producers), suppliers, processors, transporters, researchers, and other stakeholders dealing in agri-business. ACT strives to support and improve the economical and organisational environment for the agricultural sector in the country leading to improved standard of living and poverty reduction for the majority of the Tanzanians.

ACT is a member of the Tanzania Private Sector Foundation (TPSF) and is represented in the Tanzania National Business Council. Internationally, ACT is a member of the Royal Agricultural Society of the Commonwealth based in UK, Southern African Confederation of Agricultural Unions (SACAU), and the East African Farmers Federation (EAFF). ACT is also a member of the East Africa Business Council (EABC).

Agricultural Council of Tanzania believes that the agricultural sector in Tanzania can benefit from collaboration between public and private partners. The public sector, business and civil society each have important roles in improving the environment for the sector, and they can benefit by pooling their resources, capacities and know-how. ACT urges stakeholders' participation in public-private partnerships.

It is in this view that ACT has conducted an analysis of its internal and external environment to raise pertinent issues impacting on private sector agriculture and formulated its medium term strategic plan, 2008-2012. The plan charts out a road map and includes focused strategies on partnership building, networking, empowerment, creation of enabling environment and resources mobilization for enhanced institutional capacity development of ACT, its member organizations and the entire private sector agriculture. The current Strategic Plan is in its final year there is a need therefore for ACT to review and prepare a new Strategic Plan (2013 – 2017). In view of the above, ACT has approached the SERA Project for support.

2. SERA PROJECT

Tanzania SERA Project assists the Government of the Republic of Tanzania (GoT) and the private sector to enable broad-based, sustainable transformation of the agriculture sector through policy reform. The project facilitates and supports partnerships such as SAGCOT, conducts policy analysis, research, advocacy, and legal work in support of policy reform and builds

capacity of the private/public sectors and advocacy organizations. The project will also develop communications campaigns in association with key reform efforts.

The SERA project's capacity building objective is to create and support a group of institutions, advocacy organizations, and individuals capable of performing rigorous policy analysis in support of evidence-based advocacy and policy reform. To meet this objective capacity building actions have been developed for target institutions that can provide the greatest impact to support an enabling policy environment. ACT has been selected as a key non-state actor in the policy and regulatory environment for agriculture growth and will receive support through targeted activities to improve policy analysis capabilities, evaluate the 2008-2012 strategic plan, and support the development and implementation of the ACT's Second Strategic Plan.

3. Preparations for the strategic plan 2013 - 2017

The preparation for the Strategic Plan (2013-2017) will commence during the last half of 2012. The Plan should include ACT stakeholders' views, good practices from similar organizations specifically on organizations sustainability issues. Reportedly, Farmers Organisation in the neighbouring country of Zambia namely Zambia National Farmers Union (ZNFU) seems to be doing well on this aspect. Agricultural Council of Tanzania (ACT) and SERA Project have jointly organized a 'look and learn' visit to Zambia in an attempt to learn good practises that will provide a key input to ACT's second strategic planning process.

ZNFU is one of the oldest associations in Zambia. It is formed by Small-Scale Farmers' Associations, Large Scale Farmers' Associations, Corporate Members, Commodity or Specialized Association, Agribusiness Chamber and Associate Members.

4. Objectives of the visit

- To gain first-hand knowledge of approaches to organizational development, association management and stakeholder engagement of the Farmers Organizations
- To share information on challenges and sustainability issues of the Farmers Organizations
- To exchange and share general experience and information on private sector agriculture related issues between the two countries.

5. Activities

- To meet and discuss with ZNFU authorities on the structures and management of their respective Organizations specifically on the following:
 - (i) Approaches to managing expanding membership;
 - (ii) Organizational structures and management that support diverse and sometimes competing members;
 - (iii) Secretariat resources and management;
 - (iv) Strategies for internal capacity building;
 - (v) Communications strategy and outreach, both internal and external;

- (vi) Approaches to delivering member services: research, advocacy and capacity building;
 - (vii) Networking and leveraging linkages with other organizations;
 - (viii) Public Private Partnerships;
 - (ix) Organizational monitoring and evaluation.
- To visit and discuss with different farmers / commodity organizations and other key players in agriculture on management of Farmers Organizations and other related issues
 - To meet farmers' apex organizations/networks and share practical experience on areas of mutual interest
 - Any other activity that is beneficial to the visiting delegation and convenient to the hosts.
 - To prepare a detailed trip reports, including a summary of overall recommendations for consideration by members and the Board of Directors and partly as input for the 2013 - 2017 Strategic Plan.

6. Delegation

A delegation of six representatives from ACT, consisting of 2 ACT members, 2 Board members, and 2 Secretariat employees; 1 representative from SERA Project; and a representative from the USAID Feed the Future SERA project. The names and official titles of the delegates are as shown below:

Name	Title
1. Prof. Andrew Temu	Chairman of the ACT Board Policy Committee Professor at Sokoine University of Agriculture
2. Mr. Elias Mshiu	ACT Board member and Chairman of Tanganyika Farmers Association
3. Mr. Jones Sikira	ACT member and Executive Director of Tea Association of Tanzania
4. Mrs. Halima Chande	ACT member and Senior Member of Tanzania Association of Women leaders in Agriculture and Environment
5. Mrs. Janet Bitegeko	Executive Director - ACT
6. Mr. Sulemani Saidi	Promotion and Networking Manager - ACT
7. Ms. Marialyce Mutchler	Deputy Chief of Party USAID Feed the Future SERA Project
8. TBD	A representative from the USAID Feed the Future SERA project

7. Dates

It is proposed that the visit in Zambia be undertaken for 4 days, i.e. between 19th and 22nd June, 2012.

**TERMS OF REFERENCE
FOR THE TANZANIAN DELEGATION VISITING
NATIONAL SMALLHOLDER FARMERS' ASSOCIATION OF MALAWI (NASFAM) MALAWI
REGARDING THE SUSTAINABLE MANAGEMENT OF THE FARMERS' ORGANIZATION**

1. Introduction

The Agricultural Council of Tanzania (ACT) is the Agricultural private sector apex organization in Tanzania. ACT unites groups and associations of farmers (crop, livestock and fish producers), suppliers, processors, transporters, researchers, and other stakeholders dealing in agribusiness. ACT strives to support and improve the economical and organisational environment for the agricultural sector in the country leading to improved standard of living and poverty reduction for the majority of the Tanzanians.

ACT is a member of the Tanzania Private Sector Foundation (TPSF) and is represented in the Tanzania National Business Council. Internationally, ACT is a member of the Royal Agricultural Society of the Commonwealth based in UK, Southern African Confederation of Agricultural Unions (SACAU),) and the East African Farmers Federation (EAFF). ACT is also a member of the East Africa Business Council (EABC).

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It is in this view that ACT has conducted an analysis of its internal and external environment to raise pertinent issues impacting on private sector agriculture and formulated its medium term strategic plan, 2008-2012. The plan charts out a road map and includes focused strategies on partnership building, networking, empowerment, creation of enabling environment and resources mobilization for enhanced institutional capacity development of ACT, its member organizations and the entire private sector agriculture. The current Strategic Plan is in its final year there is a need therefore for ACT to review and prepare a new Strategic Plan (2013 – 2017). In view of the above, ACT has approached the SERA Project for support.

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The SERA project's capacity building objective is to create and support a group of institutions, advocacy organizations, and individuals capable of performing rigorous policy analysis in support of evidence-based advocacy and policy reform. To meet this objective capacity building actions have been developed for target institutions that can provide the greatest impact to support an enabling policy environment. ACT has been selected as a key non-state actor in the policy and regulatory environment for agriculture growth and will receive support through targeted activities to improve policy analysis capabilities, evaluate the 2008-2012 strategic plan, and support the development and implementation of the ACT's Second Strategic Plan.

3. Preparations for the strategic plan 2013 - 2017

The preparation for the Strategic Plan (2013-2017) will commence during the last half of 2012. The Plan should include ACT stakeholders' views, good practices from similar organizations specifically on organizations sustainability issues. Reportedly, Farmers Organisation in the neighbouring country of the National Smallholder Farmers' Association of Malawi (NASFAM) seems to be doing well on that aspect. Agricultural Council of Tanzania (ACT) and SERA Project have jointly organized a look and learn' visit to Malawi in an attempt to learn good practises that will provide a key input to ACT's second strategic planning process.

The National Smallholder Farmers' Association of Malawi (NASFAM) is the largest independent, smallholder-owned membership organization in Malawi. NASFAM functions are split into Commercial and Development activities. NASFAM commercial activities include the marketing of inputs to farmers and produce from farmers. NASFAM Development activities deliver community development and capacity building services to members.

4. Objectives of the visit

- To gain first-hand knowledge of approaches to organizational development, association management and stakeholder engagement of the Farmers Organizations
- To share information on challenges and sustainability issues of the Farmers Organizations
- To exchange and share general experience and information on private sector agriculture related issues between the two countries.

5. Activities

- To meet and discuss with NASFAM authorities on the structures and management of their respective Organizations specifically on the following:
 - (i) Approaches to managing expanding membership;
 - (ii) Organizational structures and management that support diverse and sometimes competing members;
 - (iii) Secretariat resources and management;
 - (iv) Strategies for internal capacity building;
 - (v) Communications strategy and outreach, both internal and external.
 - (vi) Approaches to delivering member services: research, advocacy and capacity building,

- (vii) Networking and leveraging linkages with other organizations,
 - (viii) Public Private Partnerships;
 - (ix) Organizational monitoring and evaluation.
- To visit and discuss with different farmers'/ commodity organizations and other key players in agriculture on management of Farmers Organizations and other related issues
 - To meet farmers' apex organizations/networks and share practical experience on areas of mutual interest
 - Any other activity that is beneficial to the visiting delegation and convenient to the hosts.
 - To prepare a detailed trip reports, including a summary of overall recommendations for consideration by members and the Board of Directors and partly as input for the 2013 - 2017 Strategic Plan.

6. Delegation

A delegation of six representatives from ACT, consisting of 2 ACT members, 2 Board members, and 2 Secretariat employees; 1 representative from SERA Project; and a representative from the USAID Feed the Future SERA project. The names and official titles of the delegates are as shown below:

Name	Title
1. Dr. Sinare Y. Sinare	Vice Chairman of the ACT Board and Executive Director of Vetcare
2. Mr. Willigis Mbogoro	ACT Board member and Executive Secretary of Tanzania Federation of Cooperatives
3. Mr. Jones Sikira	ACT member and Executive Director of Tea Association of Tanzania
4. Mrs. Halima Chande	ACT member and Senior Member of Tanzania Association of Women leaders in Agriculture and Environment
5. Mrs. Janet Bitegeko	Executive Director - ACT
6. Ms. Laetitia William	Policy Officer - ACT
7. Ms. Marialyce Mutchler	Deputy Chief of Party USAID Feed the Future SERA Project
8. TBD	A representative from the USAID Feed the Future SERA project

7. Dates

It is proposed that the visit in Malawi be undertaken for 4 days, i.e. 25th and 28th June, 2012.

ANNEX 4: Participants List - Agriculture Council of Tanzania (ACT) Study Tour to Zambia and Malawi

Name	Title
Prof. Andy Temu	<ul style="list-style-type: none"> - Chairman of ACT Board of Directors Committee - Professor at Sokoine University of Agriculture
Mr. Elias Mshiu	<ul style="list-style-type: none"> - ACT Board Member - Chairman of the Tanganyika Farmers Association
Mr. Jones Sikira	<ul style="list-style-type: none"> - ACT Member - Executive Director of Tea Association of Tanzania
Mr. Sulemani Saidi	Promotion and Networking Manager – ACT
Dr. Sinare Y. Sinare	<ul style="list-style-type: none"> - Vice Chairman of the ACT Board - Executive Director of Vetcare
Mr. Willigis Mbogoro	<ul style="list-style-type: none"> - ACT Board Member - Executive Secretary of the Tanzania Federation of Cooperatives
Mr. Renatus Mbamilo	ACT Policy Analyst
Mrs. Halima Chande	<ul style="list-style-type: none"> - ACT Member - Senior Member of the Tanzania Association of Women Leaders in Agriculture and Environment
Mr. Amani Temu	TAHA
Mrs. Janet Bitegeko	Executive Director ACT
Ms Laetitia William	Policy Officer – ACT
Ms Marialyce Mutchler	Deputy Chief of Party USAID SERA

ANNEX 5: PMP Results

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

Indicator	Y2 Target	Achieved to date	Q1	Q2	Q3	Q4	Units	Comments
IR 2.3.1. Value of exports of targeted commodities	0	0	0	0	0		US\$ m	Increase in value of exports dependent on policies/regulations and administrative procedures in Stage 5. I.R. 8.1.1.
IR 3.1.1. Number of MSMEs receiving business development services	0	0	0	0	0		Individual	This indicator is attributed to activities related to the development of a collateral registry system in Tanzania. Policies and legislation supporting the system are currently in development.
IR 8.1.1 Number of policies / regulations / administrative procedures in each of the following stages of development	5							Zanzibar Collateral registry
• Stage 1: Analyzed		3	2	1	0			Seed Policy, Cereals Board Grain Export Ban
• Stage 2: Drafted and presented for public/stakeholder consultation								
• Stage 3: Presented for legislation decree								
• Stage 4: Passed/ approved								
• Stage 5: Passes for which implementation had begun								

Table 2. Indicator progress – Project/Custom Level Indicators

Indicator	Y2 Target	Achieved to date	Q1	Q2	Q3	Q4	Units	**Remarks/why target not met/ superseded
IR 8.2.1. Number of individuals who have participated in USG support training activities	25	0	0	0	11		Individual	Training activities planned to begin Y2 Q4.
IR 8.2.2 Number of institutions receiving USG assistance	6	0	0	0	6		Institution	Institutional support planned to begin Y2 Q3.
IR. 8.2.3. Number of Policy Seminars conducted	1	0	0	0	0		Activity	Policy Seminars planned to begin Y2 Q4.
IR 8.1.1.1. Number of research outputs	4		0	0	3		Report	Planned for Q3.
IR. 8.1.3.1. Number of advocacy platforms that changed policy	0	0	0	0	0		Policy change	Advocacy activities planned to begin Y2 Q3.
IR. 8.1.3.2 Volume of improved seed sold in domestic market	0	0	0	0	0		US\$ m	Increase in volume of improved seed sold dependent on policies/ regulations and administrative procedures in Stage 5. I.R. 8.1.1.
IR.8.2.3.1. Number of Policy Seminar participants	20	0	0	0	0		Individual	Policy Seminars planned to begin Y2 Q4.