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Tanzania SERA: Enabling Policy Environment for Agriculture Sector Growth

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

**YEAR 2 QUARTERLY REPORT 1
October 1, 2012 – December 31, 2012**

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Booz Allen Hamilton**

**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
BMGF	Bill & Melinda Gates Foundation
BoT	Bank of Tanzania
CN	Concept Note
COP	Chief of Party
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
FSND	Food Security and Nutrition Department
G8	Group of Eight High Income Countries
GoT	Government of the Republic of Tanzania
GoZ	Government of Zanzibar
iAGRI	Research and Education, an FtF Implementing Partner
IR	Intermediate Result
M&E	Monitoring and Evaluation
MAFSC	Ministry of Agriculture, Food Security and Cooperatives
MCT	Media Council of Tanzania
MoF	Ministry of Finance
MoJ	Ministry of Justice
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
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	Opinion Editorial
PPD	Policy and Planning Department
PMO	Prime Minister's Office
REPOA	Research on Poverty Alleviation
RFP	Request for proposal
SAGCOT	Southern Agriculture Growth Corridor of Tanzania

STTA	Short-Term Technical Assistance
SMEs	Small- and Medium-Scale Enterprises
SOW	Statement of work
SWOC	Strengths, weaknesses, opportunities, and challenges
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
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

EXECUTIVE SUMMARY

The primary focus of the SERA policy project during the quarter was on capacity building at both the individual and institutional levels. This included support to the Agricultural Council of Tanzania (ACT) to develop a strategic five-year plan, an institutional evaluation of the Zanzibar Department of Food Security and Nutrition (ZDFSN), on-going support to the Department of Food Security (DFS) of the mainland to improve their capacity to estimate food production and requirements, and monitor food security, and SERA staff teaching an eight-week course on Policy Analysis to 20 students enrolled from various government ministries in Zanzibar.

New activities were also undertaken on research and policy analysis, including developing a concept note and scope of work for a land allocation and compensation study, and a week-long field trip to the southern highlands to examine the food situation and respond to concerns raised by staff of the Ministry of Agriculture, Food Security and Cooperatives (MAFSC) about the impacts of the export ban, and continued support to Tanzania Seed Traders Association (TASTA) in their activities to improve seed policies. The Prime Minister's announcement of the lifting of the maize export ban in September 2012 continued to gain recognition for the SERA project's policy reforms and the SERA Chief of Party (COP) was invited to present the work on the export ban as a case study at a United States Agency for International Development (USAID) regional workshop in Uganda in October 2012. The COP and Senior Policy Advisor also provided support to the USAID mission on the Tanzanian commitments to the Group of Eight (G8) on various agricultural policy reforms. Meetings were held with senior staff of the Ministry of Finance in an effort to advance the development of a collateral registry in Tanzania, but those efforts have not been very effective and additional efforts will be required.

The communications and advocacy activities included video interviews with farmers, traders, and processors during the field trip to the southern highlands, and the incorporation of these into a video on the impact of the export ban in the southern highlands. The video was presented at the Feed the Future (FtF) partners meeting in November 2012 and received favourable comments. A request for proposal (RFP) was also prepared and disseminated for the development of a SERA website and a contract was awarded to a local firm.

The SERA project's staff was given new challenges which allowed them to show their abilities, gain experience, and improve their skills. These included involving our junior policy analyst in the teaching of the skills portion of the policy course and giving a PowerPoint presentation on the course to the FtF partners meeting in November 2012, and our communications officer developing and presenting a multimedia presentation on the export ban at the partners meeting.

Going forward, the SERA project will begin new research on food security that is expected to result in a workshop to government and other stakeholders in June 2013. A land allocation and compensation study is expected to begin in February 2013 and be presented to government and other stakeholders in May or June 2013. Our institutional capacity building efforts will

continue to support ACT, the ZDFSN and the DFS on the mainland. The development of SERA website is expected to be finished in Q2 and will be launched shortly thereafter.

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 and advocating for policy reform. The SERA project is part of USAID's Tanzania Feed the Future Initiative and works closely with other implementing partners and the United States Agency for International Development.

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We refer to this project as the SERA Policy Project, because SERA 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 helping to alleviate these constraints through policy reform. The SERA project will conduct and commission evidence-based policy research to inform the GoT and other stakeholders of the impacts of existing policies and the potential benefits 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 and other stakeholders 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.

COMPONENT I ACTIVITIES: POLICY RESEARCH AND REFORM

The SERA Project undertakes research on important policy issues in an effort to provide facts-based analysis of policy impacts. This includes field based research such as the trip to the southern highlands to investigate the impacts of lifting the export ban during Q1 and research undertaken by other organizations in accordance with statement of works (SOWs) prepared by the SERA Project as was done for a Land Allocation and Compensation Study during Q1. Other activities included the on-going analysis of rice imports in Zanzibar, continued support to TASTA and the development of a collateral registry system in Tanzania. Some of the activities, such as the field trip to the southern highlands were not in the Annual Work Plan but were undertaken because of concerns raised by the senior staff of the MAFSC about the impacts of the export ban and resulted in delays in completing some of the tasks planned for Q1. However, these

activities are expected to be completed in Q2 and the completion of final Work Plan deliverables should not be affected.

1. FOOD SECURITY

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

A. Mainland

The activities undertaken in support of the food security on the mainland were:

- A Concept Note (CN) and SOW was prepared for a study of Land Allocation and Compensation in the Africa region (Annex 1) in Q1 and a consultant was selected to undertake the study.
- A field trip to the southern highlands was undertaken from November 4-10 to investigate the impacts of the lifting of the maize export ban (trip report in Annex 2).
- Discussions were held with the Department of Food Security of MAFSC on a food basket approach to estimating food requirements and availability and staff from United States Department of Agriculture (USDA) visited Tanzania to meet with MAFSC staff and this was followed by the preparation of a draft SOW (Annex 3).
- Discussions were initiated with a consultant to prepare a study of food security stockholding activities and will be followed with a SOW in Q2, and preliminary investigations were begun on best practices in food security and the experience in Ethiopia.

However, several other activities planned for Q1 were not completed and will need to be undertaken in Q2.

Tasks Completed in Q1:

- Developed draft SOW for the food basket approach to estimating food requirements and availability.

Tasks Planned for Q2:

- Finalize SOW for the study of food security stockholding activities and consultant in process of completing work.
- Complete food basket approach to estimating food requirement and availability for two regions.
- Finalize SOW for best practices for cash transfer and other food security safety net and identify consultant.

Resources:

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

Key Partners:

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

Milestones:

- Study of stockholding begun.
- Food basket estimated for two regions complete.
- Consultant engaged for food security cash transfer study.

Intermediate Results:

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

B. Zanzibar

The SERA project is studying the rice market in Zanzibar with special focus on imports. Rice is the main food staple in Zanzibar and 85% of consumption is imported. The study examines the marketing margins between imported, wholesale and retail rice prices and comparing them with the margins in other African countries. Data on rice import prices was collected and comparisons were made between common and high quality rice in Zanzibar and the mainland.

Tasks Completed in Q1:

- Initiated study of rice imports and marketing margins in Zanzibar (not completed due to difficulties in obtaining data).

Tasks Planned in Q2:

- Complete study of rice imports in Zanzibar.

Resources:

- Don Mitchell, Alex Mkindi, Aneth Kayombo.

Key Partners:

- Zanzibar Ministry of Agriculture.

Milestones:

- Study on the rice market in Zanzibar completed and presented to Government of Zanzibar (GoZ).

Intermediate Results:

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

2. TRADE POLICY

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. However, discussions with the Director of Food Security in MAFSC and district and regional officials contacted during the southern highlands field trip expressed reluctance to lift the export ban and argued that it is essential for their monitoring of food supplies in the region.

Tasks Completed in Q1:

- Met and undertook discussions with the leadership of the MAFSC and the Prime Minister's Office (PMO) but did not result in change to remove export permit requirements.

Tasks Planned for Q2:

- 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.
- Continue meeting with the leadership of the MAFSC and 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.
- Meeting with leadership of MAFSC and PMO held.

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

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 could reverse the liberalization of food crops undertaken during the 1990s and threatens

private sector activities. It is also inconsistent with the recent liberalization of exports announced by the GoT in September, 2012.

The Cereals and Other Produce Act of 2009 also created a regulatory authority for cereals and other produce. However, this authority would have a conflict of interest because 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 plans to 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 Planned for Q2:

- 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.
- Meeting with leadership of MAFSC and PMO to express concern held.
- Alternative activities for Cereals and Other Produce Board presented.

Intermediate Results:

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

4. SEED POLICIES

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. The SERA Project is also prepared to consider undertaking a critical review of the seed industry if the GoT and the industry are supportive of such an activity.

Tasks Completed in Q1:

- Met with the Head of Seed Unit in MAFSC and TASTA to gauge their interest for a review of policies affecting the seed industry.
- Initiated evaluation and review of seed policies currently in effect.

Tasks Planned in Q2 and Q3:

- Continue ongoing evaluation and review of seed policies currently in effect (ongoing as part of SERA activities and G8 commitments).
- Hold a workshop for GoT and other stakeholders to discuss and to disseminate the results obtained of the seed industry study (Q3).
- Share findings with MAFSC and other stakeholders through a follow-up workshop (Q3).

Resources:

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

Key Partners:

- MAFSC, TASTA, AGRA, SAGOT, G8 Implementing Team.

Milestones:

- Meeting with MAFSC Seed Unit and TASTA to gauge their interest in a seed industry review held.
- SOW for the seed industry review approved.
- 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

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 is working 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. Progress on developing the collateral registry system has not been as rapid as expected despite efforts by the SERA team to support the GoT to implement a collateral registry.

Tasks Completed for Q1:

- Met with the Ministry of Finance (MoF) to gain their support to propose legislation to create the legal structure and development of the registry. Meetings did not result in commitment by the MoF to support the activity.
- Started preparation to enact the necessary legislation to provide the legal structure for the collateral registry system (ongoing, efforts will continue for planned completion within Y2)

Tasks Planned for Q2:

- Take stock of the activity and develop a new plan and timetable for moving forward.
- Re-evaluate the role of the STTA and personnel.

Resources:

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

Key Partners:

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

Milestones:

- Support from MoF and BoT to move forward.
- Necessary legislation to establish the legal structure drafted.
- Legislation for the collateral registry approved.

Intermediate Results:

- Contribute to IR 3.1.1 Number of micro, small and medium enterprises (MSMEs) receiving business development services.

6. LAND POLICY

Only one-quarter of the land suitable for cropping in Tanzania is actually used to grow crops, which suggests that there is substantial land available to expand agricultural production by new investors and existing farmers. However, much of 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 allocation and compensation schemes in Tanzania and the African region.

Tasks Completed for Q1:

- Developed 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.
- Coordinated with USAID FtF activities on land issues.

Tasks Planned for Q2 and Q3:

- Start Land Allocation and Compensation study (Q2 and Q3).
- Present the results of the study to the Ministry of Lands and other stakeholders (Q3).

Resources:

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

Key Partners:

- USAID, World Bank, United Kingdom Department for International Development (DFID).

Milestones:

- Results of the study presented to GoT and other stakeholders.

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 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 focuses on institutional capacity building activities of selected organizations that are critical to the success of reforms of the policy and regulatory environment for agriculture growth. This approach has been modified from the technical proposal to reflect

changes in resource availability and changing priorities based on circumstances encountered. Capacity building actions have been developed to target institutions and activities that can provide the greatest impact to support an enabling policy environment. The second approach addresses increasing capacity for research and evidenced-based policy analysis of individuals through training and support for research and policy analysis. Close collaboration with local research institutions, the FtF iARGI project, universities and regional research and development partners will be maintained.

1. INSTITUTIONAL CAPACITY BUILDING

In Q1, SERA Project made significant progress in the implementation of Organizational Capacity Building Action plans for key partners, ACT, MAFSC Department of Food Security, and ZDFSN.

A. Implementation of Capacity Building Action Plans

i. Agriculture Council of Tanzania (ACT)

In Q1 of Y2, the SERA Project continued to implement activities in the ACT Capacity Building Action Plan to meet *Objective 2: Improved organizational systems, operations and internal management structures to better initiate and respond to internal and external needs*. The SERA Project undertook a program of action to support the development and drafting of the organization's second strategic plan (Annex 4). This activity is implemented in three phases and is supported by a team of two organization capacity building experts through a series of short-term assignments and remote support.

Phase one developed a holistic understanding of the current internal and external operating environment of ACT, and began a review of the organization's Vision and Mission. Specific tasks completed during this phase included stakeholder interviews, an environmental scan and the First Strategic Planning Workshop. Working closely with the ACT secretariat, the consultants interviewed 20 ACT stakeholders, and developed a strengths, weaknesses, opportunities and challenges (SWOC) analysis. This information was presented at the First Strategic Planning Workshop on October 5, 2012. Workshop participants (Annex 5) included the members of the strategic planning committee, the board of directors, members of the secretariat and external stakeholders. The workshop concluded with clearly defined next steps and commitments for the finalization of Mission and Vision and the development of strategic goals, objectives and activities in Phase Two.

Phase Two included a combination of remote support and direct facilitation. The project team provided remote support to ACT strategic planning committee to finalize the Mission and Vision and returned to Dar es Salaam to lead and facilitate the Second Strategic Planning Workshop on November 2-3, 2012. Participants validated the new Mission and Vision, identified key goal areas for ACT for the next five years, and developed objectives and targets to achieve the goals. Participants included members of the strategic planning committee, the board of directors and the ACT secretariat. The workshop concluded with commitments to continue to provide remote support for the review and finalization of lobby and advocacy goals and activities and the draft strategic plan. A third and final workshop for the review and finalization of the strategic plan

took place on December 15, 2012. Members of the strategic planning committee facilitated the workshop with remote support provided by the consultants. Feedback from the third workshop was incorporated in the Strategic Plan. The Draft Strategic Plan will be reviewed by the board of director in Q2 and presented at the Annual General Meeting of the ACT membership on January 12, 2013.

Tasks Completed in Q1:

- Draft of ACT's Second Strategic Plan.

Tasked Planned for Q2:

- Finalize the Strategic Plan.
- Review of the Institutional Capacity Building Action Plan.
- Identify follow-on activities for continued support.

Resources:

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

Key Partners:

- SERA will continue to work to develop potential partnering opportunities with the 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 United States Government (USG) assistance.

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

Significant process was made in the finalization of the SOW (Annex 3) for the establishment of a Food Basket Methodology for measuring food requirements and availability. SERA project is continuing our collaboration with USDA Economic and Research Service (ERS) for this activity. In October 2012, the team leader from the USDA traveled to Dar es Salaam for three days to investigate the feasibility of developing a district level food basket methodology for measuring food requirements and availability. The USDA ERS consultant met with the director of the Department of Food Security and members of the early warning unit and Dr. Vedasto Rutachokozibwa from the Food and Agriculture Organization (FAO). The meetings helped

determine institutional awareness and understanding of a food basket approach, the availability of data and potential collaboration opportunities with other development partners.

The SERA Project provided USDA ERS consultant with available market and price data to determine the feasibility of developing a methodology at the district level, and concluded that the data required for district level analysis is not available. As a result, USDA ERS proposes to investigate the feasibility of calculating the cost of a representative food basket at the regional level.

In December, USDA ERS submitted a revised proposal (Annex 3). The workplan proposes travel to Tanzania in early Q2 of Y2 to conduct an in-depth analysis of the feasibility of a food basket approach to measuring food requirements and availability. Working with DFS counterparts, the ERS team will travel to two regions, one maize surplus producer and one deficit producer to meet with officials involved in data collection. The objective is to validate food basket estimates and gather price data from key markets in the regions. This information will be used to calculate the cost of a representative food basket as well as estimate food requirements and availability using the new methodology.

Tasks Completed in Q1:

- Draft SOW and workplan for the establishment of a Food Basket Methodology for measuring food security.
- Preliminary assessment of prices, income, and consumption data currently available to gain a more accurate production estimate of the food security at the sub-national level.

Tasks Planned for Q2:

- Select regions to participate in the in-depth analysis and development of food basket methodology.
- Travel to two regions in Tanzania by the USDA ERS team and DFS staff to meet with regional and district officials, collect data and calculate the cost of representative food baskets for each region.

Tasks Remaining in Y2

- Construct a regional or district food basket on a trial basis to determine feasibility (Q3).
- Present feasibility finding for review/revision and adoption (Q3).
- Develop capacity building program for transition to the new methodology (Q4).

Resources:

- Marialyce Mutchler.
- Nancy Cochrane, Cheryl Christensen, USDA ERS.

Key Partners:

- DFS, USDA, Food and Agriculture Organization.

Milestones:

- In-depth analysis of food basket methodologies completed (Q1-Q2).
- Currently available data assessed (Q1-Q2).
- New methodology piloted and evaluated (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

In Q1 Y2, the SERA project began implementation of the Zanzibar DFSN Capacity Building Action Plan (Annex 6). Specific support is being provided toward meeting Capacity Building Action Plan *Objective 1: Improved organizational systems and internal management structure to respond to internal and external needs*. Step one to meet this objective is a Mid-Term Assessment of the Zanzibar Food Security and Nutrition Program (2008).

The Mid-Term Assessment began in Q1 Y2 and is conducted in two phases. Phase one is a review of FSND documents, mapping of DFSN Program activities to lead stakeholders, review of secondary research and identification key stakeholder for interviews. Phase two is two rounds of primary and secondary stakeholder interviews, and drafting of the report.

This activity is led by the SERA Institutional Capacity Building component leader with in-country support and contributions from the USAID Feed the Future Mwanza Bora project and remote support from an organization capacity building expert.

Due to unforeseen travel delays, final interviews and the completion of the report are delayed to Q2 Y2.

Activities towards the development of a Memorandum of Understanding (MOU) between USAID SERA and FAO regarding the support for the implementation of the Early Warning System Framework in Zanzibar did not occur in Q1 due to delays in the finalization of the United Nations One Program for Zanzibar. This activity is now planned for Q2.

Tasks Completed in Q1:

- Assessment of the implementation of the Food Security and Nutrition Program started.

Tasks Planned for Q2:

- Finalize the Food Security and Nutrition Program Assessment.
- Review of the DFSN Monitoring and Evaluation Plan.

- Complete the stakeholder and environmental analysis.
- Initiate draft strategic and implementation plan.
- Organize and facilitate the Strategic Implementation Planning Workshop 1.
- Finalize memorandum of understanding of collaboration with the FAO regarding the support for the implementation of the Early Warning System Framework.

Remaining Tasks Planned for Y2

- 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, USAID Feed and Future Mwanza Bora Project, FAO.

Milestones:

- MOU of collaboration with the FAO regarding the support for the implementation of the Early Warning System Framework finalized (Q1 changed to Q2).
- 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.

B. Institutional Assessments and Capacity Building Action Plans

TASTA has been identified as a potential partner for Y2. TASTA will also receive capacity building support from the Bill & Melinda Gates Foundation (BMGF). SERA project will work in collaboration with BMGF to leverage resources and avoid duplication of efforts.

The MAFSC Policy and Planning Department (PPD) was considered for support in Y1. However, many of the capacity building needs identified in the SERA Rapid Institutional Assessment are being met through the FAO/USDA joint *Strengthening Agriculture Statistics* program. At this time, SERA does not have any plans to directly engage the PPD and will monitor activities and seek to identify opportunities for collaboration.

Tasks Planned for Q2:

- Meet with BMGF regarding capacity building support to TASTA.

Key Partners:

- TASTA, BMGF.

Milestones:

- Institutional review and assessment for TASTA completed (Q2).

Intermediate Results:

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

2. CAPACITY BUILDING FOR INDIVIDUALS

Individual capacity building for policy research and analysis includes the continuation of the Policy Seminar Series with iAGRI, and the teaching of an eight-week Policy Analysis Course in Zanzibar. New activities discussed in Q1 seek to leverage existing programs and identify targeted opportunities for individual capacity enhancement through partnership with other FtF activities.

A. Policy Seminar Series at Sokoine University

The four teams are preparing their research for the policy seminar series at Sokoine University and the four policy papers funded jointly by SERA and iAGRI are planned to be at seminars in Q2 and Q3.

Tasks Planned for Q2:

- Present policy seminars.

Key Partners:

- iAGRI, Sokoine University.

Milestones:

- Seminar papers presented Q2 and Q3.

Intermediate Results:

- Contribute to IR 8.2.3 Number of Policy Seminars Conducted.

B. Policy Analysis Course

The SERA project's support to individual capacity building included the teaching of a policy analysis course in Zanzibar. The policy analysis course was taught to 20 students enrolled from various government ministries in Zanzibar. The course was taught by the SERA COP and Junior Policy Analyst and consisted of three hours of lecture and skills training per week for eight weeks (Annex 7). The course focused on analyzing policies in order to inform decision makers and improve policies. Topics covered in the course included problem identification, characteristics of good policies, the impact of vested interests, analyzing policies, the

importance and source of data, analyzing data and presenting results, and advocating for policy change. Examples were taken from the SERA policy analysis and advocacy activities. Students were divided into small teams and required to identify a policy to analyze from their own work experience. Each team prepared a concept note, policy paper and PowerPoint presentation of their policy analysis. The final class required each team to present their analysis to their invited supervisors and was followed by a graduation ceremony and awarding of certificates of completion. Of the 14 students who completed the course evaluation, 12 reported that the course was very beneficial to their work activities. 17 students completed the course, with two dropping out and one advancing to another position which prevented him from completing the course.

Tasks Completed in Q1:

- Taught an 8-week Policy Analysis Course.

Resources:

- Don Mitchell, Aneth Kayombo.

Key Partners:

- Ministry of Agriculture of Zanzibar.

Milestones:

- Course completed as scheduled.

C. Field Extension Officer Training

The SERA Project began discussions with DFS, the Feed the Future's Monitoring and Evaluation (M&E) Project and the USDA's National Agricultural Statistics Service on the development of an appropriate training program for data collection methods and tools specific to the data needs of the MAFSC DFS. The training program would focus on field extension officers and agriculture data collectors.

Meetings with DFS indicated a clear preference for technology-based solutions. As a result, the SERA Project and FtF M&E are discussing possible technology solutions and linkages to the Unified Base Line Study activity. Specific data needs will be identified through the work of USDA SERA team as part of their development of a food basket methodology.

Changes in the approach to this activity will delay tasks identified in the Year 2 Workplan, and those revised tasks and milestones are presented below.

Tasks:

- Draft SOW in collaboration with MAFSC, leveraging the work and knowledge of other FtF implementing partners and other donors (Q3-Q4).
- Identify appropriate consultants to develop the training modules (Year 3).
- Pilot the training in two districts (Year 3).

Resources:

- Marialyce Mutchler, Don Mitchell, Alex Mkindi, Aneth Kayombo.
- Nancy Cochrane, Cheryl Christensen, USDA ERS.
- Expat STTA.
- Local STTA.

Key Partners:

- MAFSC, USDA, FtF M&E.

Milestones:

- SOW prepared and approved, and partners identified and committed (Q3-Q4).
- Training materials developed (Year 3).
- Training in two districts conducted (Year 3).

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

The SERA and iAGRI Projects began discussions about the feasibility of supporting a series of policy roundtable events to engage policy research professionals, students and institutions in policy dialogue. This activity would seek to support institution's efforts to attract and retain emerging leaders, through formal policy roundtable events engaging universities, think tanks and non-governmental organizations (NGOs).

Tasks Completed in Q1:

- Met with iAGRI to discuss follow-on support activities.

Tasks Planned for Q2 and Q3:

- Develop concept note and identify potential partner institutions and individuals (Q2).
- Determine potential topics and create draft roundtable format (Q2/Q3).
- Initiate logistic and media arrangements for the first roundtable discussion (Q2/Q3).

Resources:

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

Key Partners:

- iAGRI, Uongozi Institute.

Milestones:

- Concept note developed, institutions and individuals identified (Q2).
- Roundtable topics and format adopted (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.

COMPONENT III ACTIVITIES: ADVOCACY AND COMMUNICATIONS

There were five core activities planned for the first quarter. Besides the development of a project website and the consolidation of the project's advocacy activities into an electronic newsletter, three activities were related to the recent studies conducted to assist the GoT explore policy options and alternatives to the cereals export ban. In relation to this, it was planned to translate the project's Export Ban Policy Brief into Kiswahili, publish an opinion-editorial (Op-Ed) on the same and to transform this work into captivating multimedia products that could be deployed through various fora such as workshops/conferences or streamed on a website. Three activities - translation of the project's Export Ban Policy Brief into Kiswahili, publication of an Op-Ed on the same, and the designing of an electronic newsletter - were carried forward to the subsequent quarter owing to time limitations.

In addition to the activities mentioned, a Branding Implementation and Marking Plan for the SERA project was finalized and will be adhered to in ensuring the successful implementation and impact of the project. The document demonstrates that the team fully understands and will rigorously 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.

1. PROJECT WEBSITE

A RFP for the SERA website was sent to potential companies and two proposals were received. The contract was awarded to Opt Media Information Solutions (OMIS) and they completed a prototype of the SERA website during Q1. The website will be finalized and populated in Q2 and launched when approved.

Tasks Planned for Q2 and Q3:

- Complete development of SERA website (Q2).
- Obtain approval from FtF (Q2).
- Launch website (Q3).

Resources:

- Nicodemus Odhiambo Marcus.
- OMIS.

Key Partners:

- USAID FtF personnel.

Milestones:

- Website launched (Q3).
- Website maintained (Q3-Q4).

Intermediate Results:

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

2. POLICY BRIEFS

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. The translation of the Export Policy Brief into Kiswahili was not completed in Q1 and will be undertaken in Q2.

Tasks Planned for Q2:

- Translate Export Ban Policy Brief into Kiswahili.

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 (Q2).
- Land Compensation Policy Brief published (Q4).

Intermediate Results:

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

3. ELECTRONIC NEWSLETTER

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. The development of the newsletter was not completed in Q1 and will be shifted to Q2.

Tasks Planned for Q2:

- Design electronic newsletter template.
- Compile stories and features.
- Circulate newsletter electronically.

Resources:

- Nicodemus Odhiambo Marcus.

Key Partners:

- USAID FtF personnel.

Milestones:

- Newsletter designed (Q2).
- 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

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. The plan to publish the Op-Ed on the Export Ban was not accomplished and is no longer planned due to very large media coverage already given to the activity.

Resources:

- Nicodemus Odhiambo Marcus.

Key Partners:

- Tanzania Editors Forum (TEF), IPP Media.

Milestones:

- 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

During the quarter, video footage, pictures and audio testimonies were also compiled for the SERA Policy Analysis Course conducted on the archipelago of Zanzibar. Likewise, these materials will be transformed into small multimedia products that will be also disseminated through different formats. A multimedia piece was developed showcasing compelling third party testimonies of farmers and traders in the Southern Highlands of Mbeya attesting to the positive trade-offs after the government acting on SERA's advice desisted last year from imposing an export ban on cereals. In the multimedia, farmers report of purchasing land, fertilizer, oxen, power tillers, and motorcycles with their maize earnings and several reported building houses. Many report using the increased earnings from maize to pay school fees for their children and those of relatives. The multimedia piece, the first of several that have been planned, was showcased at last year's Feed the Future Partner's Meeting held in Dar es Salaam.

Tasks Completed in Q1:

- Interviewed farmers, traders, exporters about the impact of the export ban.
- Developed videos for website on impacts of the export ban.
- Shot and edited 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

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. The activities planned were not completed in Q1 and will take place in Q2.

Tasks Planned for Q2:

- Conduct a needs assessment for the training, identifying parameters and intended beneficiaries.
- Identify potential beneficiaries.

Resources:

- Nicodemus Odhiambo Marcus.
- Partner organizations.

Key Partners:

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

Milestones:

- Needs assessment conducted (Q2).
- Training seminar implemented (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.

CROSS CUTTING ISSUES

Important cross cutting issues for FtF and the SERA Project include poverty alleviation, and gender issues, and many activities of the SERA Project directly affect those issues. The lifting of the maize export ban, which was directly credited to the 'clear and convincing' evidence provided by the SERA Project by Prime Minister Pinda¹ has direct impacts on poverty alleviation and gender since most farmers are women and poverty is primarily concentrated in rural areas where agriculture is the most important source of livelihoods. Measurement of these impacts is planned to be undertaken jointly by the SERA Project and the FtF's M&E Project but those results will not be available until Q2 or Q3 at the earliest. However, interviews with farmers, traders, and laborers in rural communities in the Mbeya region suggest significant impacts.

The lifting of the export ban in January 2012 by the MAFC allowed traders from northern Tanzania and Kenya to return to the southern highlands to buy maize after being absent since August of 2011 when the maize export ban became effective. Maize prices rose by about 20 percent according to local traders when the export ban was lifted. The GoT did not impose the export ban following a poor harvest in 2012 in the southern highlands and farmers benefited from higher prices during the harvest season from May to July. On average, farmers in the region reported selling their maize at 200-250 Tsh/kg in 2011 compared to 400 Tsh/kg during the 2012 season. This price increase allowed farmers to purchase inputs and equipment, lease additional land, and improve their houses according to farmers interviewed. Women farmers reported benefiting directly and they were able to pay school fees for their children as well as invest in their farms. Wages for agricultural activities such as bagging and loading maize for storage or transport increased by 20-30 percent and that offset the increase in maize prices for wage employees who were net maize buyers. Although measured impacts on poverty and gender are not yet available, it appears that poverty rates declined in the region and incomes of women increased. The GoT has strongly defended its decision to lift the export ban and its intention to continue to allow exports in the future. That should allow poverty rates to continue falling, more children to be educated, and the incomes of women to rise.

COLLABORATION

The SERA Project has collaborated with other FtF implementing partners and other stakeholders working to improve policy and build capacity in the agricultural sector. This includes jointly sponsoring the Policy Seminar Series at Sokoine University with FtF implementing partner iAGRI, working with FtF implementing partner NAFKA on research on the impacts of the export ban, working with the Mwanza Bora Nutrition Project on the FSN Program Assessment in Zanzibar and planning a multi-year study to measure the impacts of the lifting of the export ban with FtF implementing partner TMG. In addition, the SERA Project is continuing to work closely with the USDA's ERS in supporting the MAFSC's Department of Food Security. The SERA Project has also developed a closer working relationship with SAGCOT following the appointment of a new Executive Director and has recently assisted them with activities related to seed policy. The SERA Project has also worked directly with AGRA, ANSF, EAGC, and FAO and these working relationships continue on important policy issues and capacity building activities.

CHALLENGES AND CONSTRAINTS

Data quality and the timeliness of data availability continue to be challenges both on the mainland and in Zanzibar. The SERA Project continues to meet regularly with the Joint FAO-USDA mission and receive updates on the implementation of the Strengthening Agricultural Statistics activity.

Access to government counterparts continues to be a challenge given competing priorities and limited time of highly qualified officials. The SERA Project continues to work closely with USAID Tanzania on this issue

MANAGEMENT AND STAFFING

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

PERFORMANCE MANAGEMENT PLAN RESULTS PROJECT YEAR 2

Table 1. USAID Standard Indicators and Required if Applicable Indicators

Indicator		Year 2 Target	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Actual	Quarter 4 Actual	Total Actual	Life of Contract Target	Comments
IR 4.5.2-35 Percent change in the value of intra-regional trade in targeted agriculture commodities (RiA)	Maize	10%	N/A					30%	Reported semi-annually and annually
	Rice	10%	N/A					30%	
IR 4.5.2-30 Number of MSMEs including farmers, receiving USG assistance to access loans (S)	Medium							2,400	Activities that contribute to this indicator are planned for Year 3
	Small	0	N/A	N/A	N/A	N/A	N/A	350	
	Micro							250	
IR 4.5.1-24 Number of policies/regulations/administrative procedures in each of the following stages of development (S)								11	
• Stage 1: Analyzed		4	0					12	Delayed to Q2
• Stage 2: Drafted and presented for public/stakeholder consultation		6	0					12	None planned in Q1
• Stage 3: Presented for legislation decree		3	0					8	None planned in Q1
• Stage 4: Passed/ approved		2	0					7	None planned in Q1
• Stage 5: Passes for which implementation had begun		0	N/A					7	None planned in Year 2

Table 2. Project/Custom Level Indicators

Indicator	Baseline	Disaggregation	Year 2 target	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Actual	Quarter 4 Actual	Total Actual	Comments
IR 8.2.1. Number of individuals who have participated in USG support training activities	N/A	<i>Continued</i>	400	8				1700	
		<i>New</i>		44					
IR 8.2.2 Number of institutions receiving USG assistance		<i>Continued</i>	N/A	2				15	
		<i>New</i>	3	6					
IR. 8.2.3. Number of Policy Seminars conducted	N/A		3	0				9	None planned in Q1
IR. 8.2.4 Number of Communications Products	N/A		3	0				18	Delayed to Q2
IR. 8.2.5 Number of hits/visits to the SERA website.	N/A		2,000	0	0			9,000	Planned in Q2
IR. 8.2.6 Total number of SERA mentions in the press and social media.	N/A		12	0				40	Planned activity cancelled
IR 8.1.1.1. Number of research outputs	N/A		2	0				7	Planned in Q2
IR. 8.1.3.2 Volume of improved seed available in domestic market	26,545 tons	N/A	0	N/A				36,000 tons	Data tracked annually

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

Tanzania SERA: Enabling Policy Environment for Agricultural Sector Growth

Year 2 Quarterly Report 1: October 1, 2012 – December 31, 2012

FINANCIAL SUMMARY

	Oct-12	Nov-12	Dec-12	YR 2 - Q1 Total	Contract Cumulative
Reimbursable Costs	\$114,427	\$298,198	\$83,647	\$496,272	\$1,966,167
Fee	\$8,739	\$22,982	\$6,690	\$38,411	\$146,836
Reimbursable Costs plus Fixed Fee	\$123,166	\$321,180	\$90,337	\$534,683	\$2,113,003
Contract Cumulative	\$1,701,486	\$2,022,666	\$2,113,003		

ANNEXES

ANNEX 1: SOW – LAND ALLOCATION AND COMPENSATION STUDY

Concept Note and Scope of Work for a Land Allocation and Compensation Study Tanzania SERA Policy Project of USAID Feed the Future Initiative¹ November 15, 2012

Global interest in acquiring farm land by investors has been enormous since the commodity price spike of 2008 and more than 70% of the large scale land allocations to investors have been in Africa according to the World Bank. Ethiopia, Mozambique, and Sudan, for example, have transferred millions of hectares of land to investors in recent years. Tanzania has also allocated large tracts of land to foreign investors, such as American company, AgriSol, for food crops and biofuels production (AgriSol, 2012). Tanzania and many other African countries may view this increased interest in land as an opportunity to increase incomes, economic growth, and export earnings; provide additional food crops for local consumption; and as a new source of government revenues from land leases or equity stakes in new investments. However, in order for Tanzania and other African countries to actively participate in the renewed interest of investors in acquiring farmland, a secure right to land that is free of conflict must be made available to investors in a timely manner. Such allocations of land to investors often displace local populations and lead to on-going land use conflicts, especially when the current land users and local communities are not adequately consulted or fairly compensated. The challenge is to identify land allocation approaches and compensation and benefits sharing schemes that balance the rights of current land users and the opportunities for economic growth and other benefits in a way that is sustainable and appropriate for African countries. This is even more of a challenge when property rights are not clearly defined as is usually the case in Africa.

Most land in Africa is considered to be “state land” and those who cultivate the land or use it for other livelihood activities often have tenuous and informal claims to the land. The state may expropriate the land and allocate it to investors and the existing land users and local communities are often permanently displaced. In some cases, local communities may agree to give up their land in order to benefit from future employment opportunities, improved infrastructure and social services, or other compensation. However, investments are not always successful and local communities can be left worse off as the recent case of Sun Biofuels demonstrates. Sun Biofuels was a UK based company that acquired more than 8,000 hectares of land in Kisarawe district of Tanzania for biofuels production in 2008, but the company declared bankruptcy in 2011 amid charges by local villagers that they had not been fairly compensated (Tanzania Guardian, 2011). Although local villagers were consulted and agreed to provide land to Sun Biofuels, the eleven villages that provided their land have now lost their jobs working for Sun Biofuels and permanently lost their land which has now been sold to another investor. Some of the land has been cleared of native vegetation and several thousand

¹ The SERA Policy Project is a USAID funded project that is part of the Tanzania Feed the Future Initiative. It is implemented by Booz Allen Hamilton and the Chief of Party, Don Mitchell, can be reached at email: don.mitchell@tzsra.com.

hectares are planted to jatropha that is not being tended. The compensation agreed between Sun Biofuels and the villagers included cash payments and the promise of future employment (FAO, 2010), but no recourse for the local community in case of bankruptcy. An alternative approach has been proposed by EcoEnergy, a Swedish company developing a sugar cane plantation in Bagamoyo, Tanzania. It has proposed giving a 25% equity share in the company to the national government in exchange for a long-term land lease (Carstedt, 2012). This approach has also reportedly been used in South Africa and has generated considerable interest from the Tanzanian government.

These two Tanzanian examples provide very different approaches of foreign investors to obtaining land and providing compensation for long-term land leases. Sun Biofuels dealt directly with local communities and provided cash compensation to villagers for the productive assets on the land, while EcoEnergy proposes to provide an equity stake in the company to the national government in exchange for a long-term land lease. In the case of Sun Biofuels, the land was previously village land and it was voluntarily provided to the company. In the case of EcoEnergy, the land was previously a government cattle ranch and will be provided by the government. In both cases, the local communities bordering the land allocated to investors expect(ed) to get employment in the new ventures as well as improved infrastructure and social services such as schools and clinics.

Many other land allocation approaches and compensation schemes are being used in Africa and in many cases they seem to lack transparency, fair compensation to local communities and individuals, and any recourse if the investment fails. In Ethiopia, for example, a 50-year lease on 250,000 hectares of land was reportedly made to, Karuturi Global Company, for an annual payment of US\$2.50 per acre by the Minister of Agriculture (Pearce, 2012, p6). In another approach, compensation in Zambia is reported to be usually in the form of resettlement on alternative land, support through community projects, and inputs or compensation for dwellings and crops (Deininger and Byerlee, 2011, p108). When land is leased for low annual payments to government, the revenue from the lease provides little incentive or resources to improve infrastructure, and when local populations do not have an on-going stake in the investment they have little incentive to support the venture and conflicts are more likely. Failure to provide recourse in the event the venture fails places the risk on the local community.

Many African countries do not allow direct transactions between local people and investors without first expropriating the land purportedly to clear the land of existing land rights, assemble large tracts of land for investors, and protect land owners from predatory investors. However, this precludes consideration of joint ventures that could allow more active participation of villagers and when land is expropriated, there is potential for state abuse of power and conflict of interests because the benefits of expropriated land often go to individuals. Peru uses an alternative approach to expropriation that seems to offer useful lessons for Africa. Land is auctioned, and property values are determined in a court proceeding. This makes investors compete for land and results in leases that more nearly reflect market

values. This approach has apparently not inhibited agricultural growth, since Peru's agro-exports have been expanding by about 8% per year making it one of the largest exporters in the world. More than 70% of the land used by the sector in Peru has been acquired through auction rather than expropriation. Safeguards were put in place that contributed to the success of the auction, including: 1) a significant down payment to eliminate speculators and ensure serious investors, 2) making business plans public in order to quickly disseminate information on the profitability of agricultural ventures and stimulate competition for auctioned land, and 3) the review of proposals by technical experts to ensure some level of economic viability. Other countries have used auctions for leasing state lands, including Ukraine and Ethiopia (Deininger and Byerlee, 2011, p110). Fiji provides another potentially useful example for African countries. Land is owned in common by villages and clans but can be leased to investors for annual cash payments. When the lease expires, the land reverts to the owners. Native Americans have similar rights and lease land on a short-term basis for agricultural uses.

The level of compensation or benefit sharing is critical for livelihood outcomes of those affected. Compensation should, at a minimum, cover the loss of land, buildings, and other improvements, as well as the disturbances or loss of livelihoods. It should include not only owners or current occupants, but also those with secondary rights to the resources such as pastoralist who may use the land for grazing in certain seasons. Fair compensation is important to the investor as well, because without local support an investor may face regular encroachments, theft, and vandalism that raise production costs. That is why compensation that provides an annual lease or on-going services to local communities may be preferred to one-time cash payments. And when investments fail, leased land should be returned to the local community.

The procedures for allocating land to investors are also critical and in many cases cannot be separated from compensation. Local communities who give up their land need to be consulted and the land should not be expropriated for investors. Investors should receive land that is free of conflict with local populations over land rights, and the investor should receive the land in a timely manner. Sun Biofuels, for example, spent four years negotiating with local villagers before obtaining the rights to the land and during this period it was uncertain that it would ever obtain the land. Most investors are unlikely to be willing to engage in such protracted and uncertain land negotiations. Governments also have much to gain from a fair and transparent land allocation and compensation system because it will attract more serious investors and result in land lease payments that better reflect market value and produce sustainable lease revenues. A good policy, legal, regulatory and institutional framework can minimize risks and maximize benefits from large-scale investments involving land. However, shortcomings in the legal and regulatory framework, together with weak capacity for implementation and enforcement reduce the extent to which land related investments provide local benefits and contribute to broader development. They may also foster conflict and reduce a country's attractiveness for serious investors. The terms of the lease are also importance, with long-term leases of 50 years or more providing little opportunity to change the lease to reflect changing economic conditions.

The Tanzanian Minister of Lands, Housing and Human Settlements, Professor Anna Tibaijuka, has said that a newly created Land Authority will be responsible for ensuring that people whose land is taken by government or investors in Tanzania will be handsomely compensated according to world standards (Tanzania Daily News, 2012). But, what are world standards in compensation? Who should be compensated, who should pay compensation, and how much should be paid? Do existing laws in Tanzania provide for compensation, and if so, are these laws adequate? Does the law provide adequate and effective recourse in cases where compensation is not paid, negotiated benefits are not provided, or investors declare bankruptcy? Since the funds to pay compensation must usually come, directly or indirectly, from the specific investment project the level of compensation is closely tied to the method of land allocation. An auction system, for example, would most likely raise more funds that could be used for compensation than would either government expropriation and allocation of land, or direct investor negotiations with local communities. The object of the Land and Compensation Study would be to answer some of these questions. Two approaches that are potentially useful for African countries are the auction system used in Peru and previously tried in Ethiopia, and the equity for land approach proposed by EcoEnergy in Tanzania and used in South Africa. Other approaches may also be useful to consider such as the land allocation system used in Fiji and by Native Americans that allows local communities to retain ownership of lands while leasing them to investors. The experience of European countries such as Denmark, England, and Sweden during a similar phase of socio-economic development could also be instructive.

The objectives of the Land Allocation and Compensation System Study are:

- to identify existing laws and regulations that provide for compensation of local communities and individuals who give up their land for investors in Tanzania and selected other African countries and to consider their effectiveness;
- to identify the types of land allocation and compensation approaches that are being used in the Africa region and the level of compensation that is being provided to local communities and individuals who give up their land for investors in agriculture;
- to identify alternative land allocation and compensation approaches being used in other regions that may be appropriate for African countries to consider adopting and prepare case studies of best practices or innovative approaches in order to inform decision makers in Tanzania and other African countries of potential land allocation and compensation approaches they may want to consider.

Scope of Work for Land Allocation and Compensation Study

The Land Allocation and Compensation Study is intended to inform Tanzanian government officials, other decision makers, and stakeholders of land allocation and compensation approaches being used in the Africa regions. The study will include a review of existing laws governing allocation and compensation of land in selected African countries (including Tanzania), examples of the various types of land allocation and compensation approaches being used in the region, and a review of best practices and innovative approaches being used in Africa or in other regions. A brief literature review of the experience of selected European

countries such as Denmark, England and Sweden during a similar period of socio-economic development will also be undertaken. Case studies of potentially transferable approaches will be prepared and the applicability to countries in the Africa region considered. The consultants preparing the study are expected to meet with Tanzanian land use experts to exchange ideas and share knowledge and information. The study is expected to be useful for other countries in the region and countries in other regions as well as for Tanzania.

Specific Tasks

Review and summarize the academic and development literature on land allocation and compensation schemes when land is either taken for use by government or allocated to investors to determine the types of compensation schemes used and the level of compensation being provided. Special focus should be given to the Africa region, but evidence from other regions should be included when it contributes useful examples that might benefit the Africa region. A review of approaches used in selected European should be included.

Identify and review existing laws and regulations that provide for compensation of local communities and individuals who give up their land for investors in selected African countries in order to determine whether such laws are adequate and effective. This should include a review of customary land titles issued by villagers in Tanzania.

Identify best practices in land allocation and compensation schemes and the legal, regulatory, and enforcement mechanisms that are required to support these practices. Potential cases to consider include the auction of public lands to private investors as currently done in Peru, and the system of cash lease of communal lands used in Fiji. Document the benefits of such approaches, and the problems encountered in implementing and operating these programs.

Prepare case studies of best practices in land allocation and compensation to inform African decision makers of methods of allocating land to investors and the levels of compensation provided to local communities and individuals who give up their land for investors. The case studies should include a review of the policy, legal, regulatory and institutional framework and the potential of using such systems in African countries.

Timeframe and Travel

The Land Allocation and Compensation Study is expected to take 60 days of an international land allocation and compensation consultant and 20 days of a local consultant. A two week trip to Tanzania is envisioned to undertake field work, review existing laws and meet with land experts in the government, academia, donor community, and private sector. Two one week trips are envisioned to develop case studies of innovative and potentially transferable land allocation and compensation approaches in the region or elsewhere. A final trip of one week to Tanzania to present results at a national workshop will be required. The study should be undertaken during a four month period immediately following the awarding of the contract and would ideally be completed by end-April 2013.

Deliverables

The deliverable from the Land Allocation and Compensation Study will be a report detailing the results of the study and recommendations to the Government of Tanzania on approaches to Land Allocation and Compensation that it may consider based on experience of other countries in the region and elsewhere. The report should be presented to the government and other stakeholders at a national workshop before the end of the six month study period and a final report will be due 30 days later that is ready for publication.

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ANNEX 2: REPORT – FIELD TRIP TO THE SOUTHERN HIGHLANDS

A field trip to the southern highlands was undertaken by the SERA² Policy Project from November 5-10. The objectives of the field trip were to investigate the food security situation in the region and concerns raised by MAFSC officials about the impact of higher maize and paddy prices. In particular, Ministry officials had expressed concern that farmers were not benefiting from the reported high prices and that the high prices would lead to food shortages in producing areas as farmers sold all their maize or paddy and failed to keep adequate stocks for household use. The field trip included the Director (for part of the field trip) and a staff member from the Department of Food Security of MAFSC, two regional agricultural officers, and four SERA staff. It was focused on the Mbeya region. Meetings were held with groups of farmers in four villages (Isansa, Iwalanje, Kingili, Senjele), three meetings were held with traders (Mbeya, Tunduma, and Mlowo), and millers/traders were interviewed in Kyela. Several meetings were also held with district agricultural officers and officials.

The main findings of the field trip were:

- Maize and paddy prices in the Mbeya region during harvest were about double those of last year due to lower production caused by the widespread selling of fake fertilizer and seeds, and in some cases, poor growing conditions.
- Farmers did benefit from the higher prices and on average received about 400 Tsh/kg for maize compared to about 200-250 Tsh/kg in the previous season, and about 700 Tsh/kg for paddy compared to 400 Tsh/kg in the previous season.
- Farm households reported that they have kept adequate stocks for home use and they did not sell all their maize or paddy in response to high prices. In response to the question, they unanimously said that they would never sell all their stocks and that their villages are food secure. They said, they also have many foods not just maize or paddy.
- Wages in the Mbeya region have increased by 20-30% due in large part to higher crop prices and this partially offsets the impact of higher maize and paddy prices for households that are net food buyers. Higher wages were reported by both farmers and traders and appear widespread.
- The higher maize and paddy prices have benefited farmers and villagers and allowed them to make new investments and pay school fees. Examples given of new investments included power tillers, oxen for ploughing, fertilizer, and renting of land for farming. Many farmers also reported expanding or building houses with the earnings from the higher prices.
- The lifting of the export ban by the GoT on September 6th occurred after most farmers had sold their maize and paddy and primarily benefited traders.
- Farmers and traders oppose the export ban, and farmers say they will increase production if the borders remain open.

² The SERA Policy Project is a USAID funded project that seeks to improve the agriculture business environment by undertaking research on important policy issues such as the impact of the food crops export ban in order to inform the GoT of policy impacts.

- NFRA buying was reduced by the high maize prices as farmers continued to sell to traders for higher prices than those offered by NFRA. Traders were also critical of NFRA buying practices.

Maize prices in the Mbeya district have about doubled compared to last year due to lower production that resulted from the sale of fake fertilizers and seeds to farmers. Poor growing conditions may also have contributed to reduced production in some areas. The price increases occurred during the May-July harvest season, and the lifting of the export ban on September 6th contributed to further price increases in October and early November. Since this area is a major producing area, most villagers are farmers and they retain some of their production for their own use. They said that they keep enough maize or paddy for their family needs and they do not sell everything and then buy back later in the season. Those maize farmers who are buying maize are said to be those that had a poor harvest and they are purchasing food for their families during the coming year. The farmers interviewed in the four villages were adamant that they do not have hunger in their villages and that they have kept adequate food supplies for their family needs. As one farmer in Isansa Village in Mbozi district said “Food is Life and no farmer will sell everything.” The field trip found no evidence that high maize or paddy prices have encouraged farmers to sell all their maize or paddy without keeping adequate supplies for family needs.

In contrast to the assurances from the farmers interviewed that they would never sell all their maize or rice, regional and district government officials and traders expressed that belief. The Mbeya Regional Commissioner, Mr. Abbas Kandoro, said he has already received reports of good producing areas such as Mbozi, Momba and Mbarali districts that traders took advantage of the lifting of the export ban and carted away large stocks out of the region leaving the area and the country vulnerable. He said that this type of situation could not be allowed to continue insisting that imposition of export permits was an appropriate mechanism for regulating trade and ensuring food security for the country. He claimed that many families had been left exposed this year after farmers sold all their stocks on the crest of good prices that had been offered by traders. The Administrative Secretary in Mbozi expressed similar views and said that a public food security education program was needed to teach farmers how much food to store for their own use and that should be followed with mandatory inspection and enforcement. Traders in Tunduma also expressed a similar view, saying that farmers had sold all the maize and there was none left in the villages. This was later found to be not true, with farmers in Isansa village reporting stocks of 27 tons (verified by visit to their warehouse) remaining to be sold in addition to household stocks for family use. Farmers in Iwalanje village reported holding even larger maize stocks yet to be sold in addition to household stocks. Rather than being taken advantage of by traders, farmers seemed to be following very prudent marketing strategies of selling some at harvest and holding some for sales later in the season.

Despite the concern that higher maize and paddy prices would lead farmers to sell their maize and paddy and then later need food aid, the higher prices seem to have had substantial benefits such as increased investments in land and animals, and increased school enrolment

and attendance. One village used the additional earnings from maize sales to finish construction of a village dispensary. A teacher in Iwalanje village reported that school enrolment has increased 50% this year because of the higher maize and paddy prices. Wages in the villages and towns have also increased in response to the higher maize prices and this offsets some or all of the maize and paddy price increases for those villagers who are not large farmers and must buy food. However, almost all villagers are farmers and they produce some food for their family and often work for other farmers in exchange for food.

NFRA buying has been affected by the higher maize prices because its buying price has not been competitive and has not been adjusted quickly to changing market conditions. NFRA has bought only 40 thousand tons according to the Department of Food Security in MAFSC and carried over 66 thousand tons from the previous season. Initially NFRA set a buying maize price of 350 Tsh/kg, but farmers were selling to traders for 400 Tsh/kg and they did not sell to NFRA. Then NFRA raised its maize buying price to 500 Tsh/kg, but farmers were selling for 550 Tsh/kg to private traders. NFRA buying practices require approval in order to change the buying price and those approvals often fail to keep pace with a rising market.

Prices of Maize and Paddy in Mbeya

Maize prices during the harvest period of June-July rose in the Mbeya region due to the decline in production caused by the widespread sale and use of fake fertilizer and seeds. According to numerous traders and farmers, prices during June and July were 350-450 Tsh/kg of maize compared to 200-250 Tsh/kg in the previous season. For example, Michael Sichale, a farmer in Mbozi, reported selling his maize for 400 Tsh/kg in July compared to the 220 Tsh/kg he received the previous year. Traders in Tunduma confirmed these prices and it appears that many farmers sold maize in the range of 350-450 during June and July. Prices rose to 465-500 during August and September and then to 620-630 by early November. Some farmers are still holding large stocks in hopes of further price increases. Paddy prices in Kyela district were 600-750 Tsh/kg during the May-July harvest compared to 400 Tsh/kg in the previous year. Production in Kyela was not affected by the use of fake fertilizer and seeds, but growing conditions were poor and that led to lower paddy production. Maize and paddy farmers reported that they had never before received such high prices.

Wages in Mbeya District

The higher maize and paddy prices have led to wage increases for field work, bagging, and loading of maize for transport. This cushions the impact of higher maize prices for those farmers and households who are net buyers of maize. For example, farmers in Iwalanja village reported paying 35,000 Tsh for preparing one acre for planting compared to 25,000 Tsh in the previous season. Traders in Mlowo reported paying 600 Tsh to pack and load a bag of maize, compared to 500 Tsh in each of the prior two seasons. Farmers in Senjele village reported that day wages in their village have increase to 5,000 Tsh from 3,000-4,000 Tsh in the previous season. The ward extension agent in Kyela reported that the wage for weeding paddy fields had increased from 80,000-100,000 Tsh/acre last year to 100,000-150,000 Tsh/acre this season.

These wage increase exceed inflation and offset some or all of the increase in maize and paddy prices for households that depend on wage earnings.

Investments and Other Benefits from Higher Maize and Paddy Prices

The benefits to maize producing villages and households of higher maize prices during the 2012 season appear to be substantial. Farmers in the villages reported purchasing land, fertilizer, oxen, power tillers, and motorcycles with their maize earnings and several reported building houses. Many reported using the increased earnings from maize to pay school fees for their children and those of relatives. One woman maize farmer in Senjele reported investing in a tailoring business, another reported purchasing half an acre for farming, while a third reported renting two acres. The ward extension agent in Kyela reported that many paddy growing households had improved their houses and some has constructed new homes. Evidence of home construction was apparent in all areas.

Export Ban and Export Permits

Most farmers and traders know that the export ban has been lifted, but they have not received any official announcement and they don't know if it will be re-introduced. If farmers knew that borders were to remain open, they say they would expand maize and paddy production. A traders in Mlowo village said that uncertainty about whether there would be an export ban discouraged him from buying more maize this year and now he wishes he had. Export permits are still required and traders in Mlowo said they are difficult to get even when the ban has been lifted. Some Government officials, such as the Administrative Secretary in Mbozi, think that the GoT should regulate exports while farmers and traders oppose such actions.

ANNEX 3: SOW (DRAFT) – FOOD BASKET ESTIMATION

Food Basket Analysis as a Tool to Measure the Impact of Price Shocks on Food Security in Tanzania: a Concept Note

Overview

Between July 2011 and October 2012, USDA's Economic Research Service (ERS) undertook a detailed assessment of the information system in place to measure food needs and availability in Tanzania. This was done as part of an analysis of Tanzania's ban on maize exports that was coordinated by the USAID SERA Project during the spring of 2012. We found that a major factor leading officials to impose export bans or restrictions was a lack of basic information on the supply and demand of maize in the country. Production estimates are unreliable, and the methodology used to estimate food needs tends to overestimate the importance of maize in the population's diet.

Data from the 2008/09 National Panel Survey (NPS), carried out by the National Bureau of Statistics with World Bank support, suggest considerable dietary diversity among the population. Survey results show that dietary composition varies between urban and rural and across income groups. Results also suggest considerable variation in the calorie share of maize across regions. The share of maize is much lower in regions identified as deficit producers of maize—root vegetables and bananas make up a larger share of calories consumed. Furthermore, the share of maize in food expenditures is also low in these regions, meaning that a spike in maize prices may not trigger extreme food insecurity if other prices remain constant.

The system currently in place attempts to measure food availability, but not access. ERS proposes to investigate the feasibility of calculating the cost of a representative food basket as a means to measure access and thus strengthen the capacity of the Ministry of Agriculture, Food Security and Cooperatives (MAFSC) to provide early warning of an impending food crisis. Using calorie shares from the NPS, one can calculate the quantities of basic foods needed to provide a healthy diet of 2100 calories per day. Then one multiplies these quantities by local market prices to compute the monthly cost of that basket. The cost of that basket can then be compared with monthly incomes. If the cost of the basket is over 50 percent of per capita income, then one can conclude that there are widespread problems with food security.

MAFSC has expressed interest in learning more about this approach. Initially, officials indicated a desire to estimate a food basket a few key districts. It is unlikely that the necessary district-level data are available, but it may be possible to do the calculations at the regional level. Even at the regional level, data are somewhat problematic, and further assessment is needed to determine the feasibility of calculating a regional food basket. The NPS divides the country into eight zones, each encompassing two to three regions, and the results are significant only at the zonal level. Retail prices are in principal collected from the major markets in each district, but the accuracy of those data is open to question. It is not clear whether income data broken down by region are available.

ERS is proposing a trip in early 2013 to carry out an in-depth assessment of the feasibility of a food basket approach to measuring food security. Together with MAFSC counterparts we will choose two regions to investigate, possibly one surplus maize producer and one deficit producer. We will then visit each region and meet with regional and district officials who are involved in data collection. The objectives will be to validate the food basket estimates derived from the NPS and attempt to gather a reasonable set of prices from key markets in the two regions. With that information, we will calculate the cost of a representative food basket for the two regions. The visit will conclude with a presentation of our findings to key Tanzanian Government officials. Based on feedback, we will develop a proposal for further capacity building.

This analysis will be done in close coordination with other donors working on related issues. In particular, we will coordinate with local capacity building activities planned under the Muchali Framework, which is seeking to improve district level data collection.

Background: Current System Focuses on Distribution of Maize

Under the current system, the Food Security Department of MAFSC conducts semi-annual surveys to food needs and availability in districts already identified as vulnerable to production shortfalls. These are identified on the basis of reports from the regional and district Disaster Management Committees.

The Crop Monitoring and Early Warning Unit of MAFSC's Food Security Department estimates food availability and requirements for each district to identify those with a deficit. The Unit forecasts production of ten basic food crops: maize, rice, sorghum, millet, rice, pulses, cassava, bananas and two kinds of potatoes. Production and requirements for each commodity are converted into a maize equivalent, and the total deficit or surplus is reported as a maize equivalent. Total requirements are derived from a norm of 2,100 calories per person per day converted to maize equivalent. These requirements are allocated among the ten food categories according to a formula developed a number of years ago with assistance from FAO. It is assumed that the calorie shares of these ten food items are the same throughout the country.

In March and August a team visits the districts where the vulnerable villages are located to conduct a Rapid Vulnerability Assessment (RVA). The team consists of MAFSC staff, representatives from the Prime Minister's Office, the Ministry of Livestock Development and Fisheries (MLDF), the Tanzania Food and Nutrition Center, FAO, WFP, World Vision, Oxfam, and other NGOs. The team selects three villages in each district, and, in consultation with village leaders, groups village households into three wealth categories: "resource weak", "moderate", and "food secure". The team then interviews 12 households in each of the three villages, chosen such that all three wealth groups are represented. The questionnaires administered by the team include a wide range of questions covering household crop and livestock production, sales of production, prices received, food availability, and coping strategies. Nutritionists on the

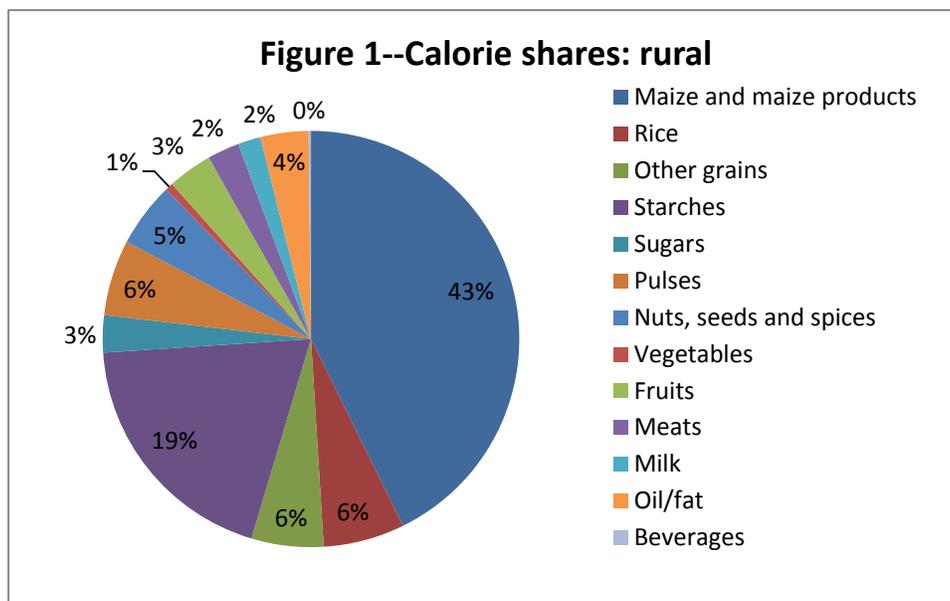
team select a sample of 100 children and conduct anthropomorphic measurements as an estimate of nutritional status.

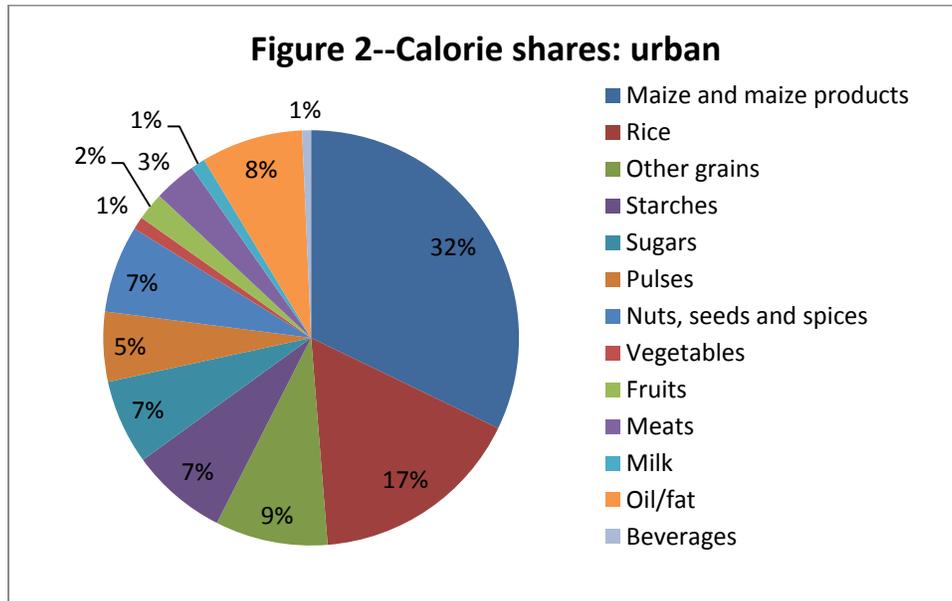
On the basis of the Department’s analysis, the Disaster Management Committee of the Prime Minister’s Office determines which villages should receive food aid and how much. The Office then orders NFRA to deliver maize to the villages in need. Households identified as resource weak receive the maize for free, while those identified as moderate pay 50 shillings per kg (compared to a market price of 350-400 shillings per kg. during the period of the field visit).

Procedures for Estimating Food Needs May Over Estimate Shortages of Maize

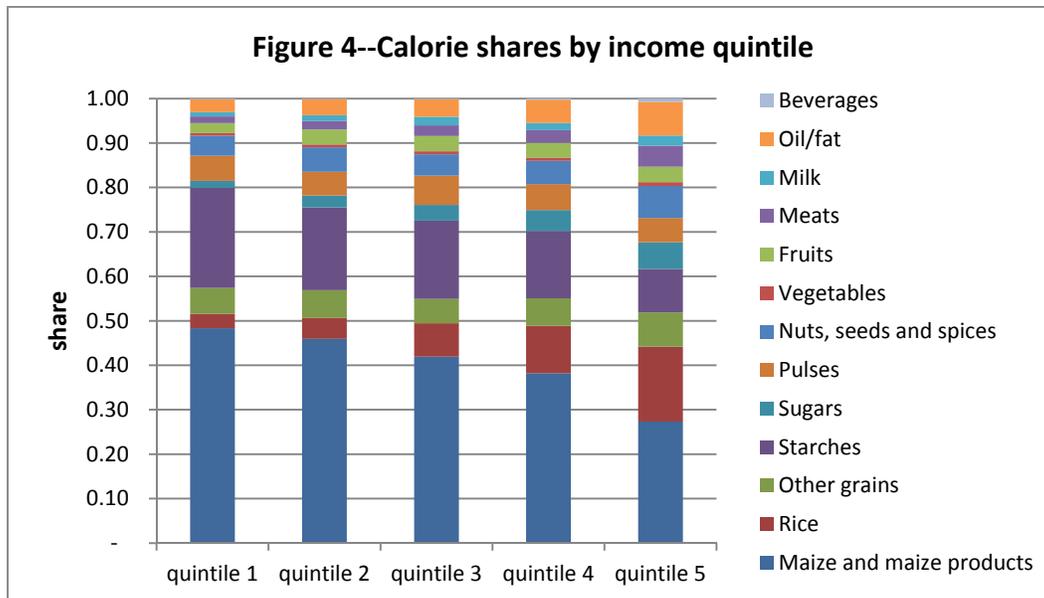
The current approach to food security assessment, where the gap is expressed in maize equivalent tends to overstate the amount of maize required. Several officials and other experts we interviewed during our earlier trips pointed this out as a weakness in the assessment of food needs. There was general agreement that while maize is an important part of the Tanzanian diet, people consume many other foods as well. Furthermore, there is considerable diversity in diets across regions and income groups. Not all regions favor maize, but turn to other foods as dietary staples. A number of districts showing shortfalls in maize production actually had surpluses of other foods.

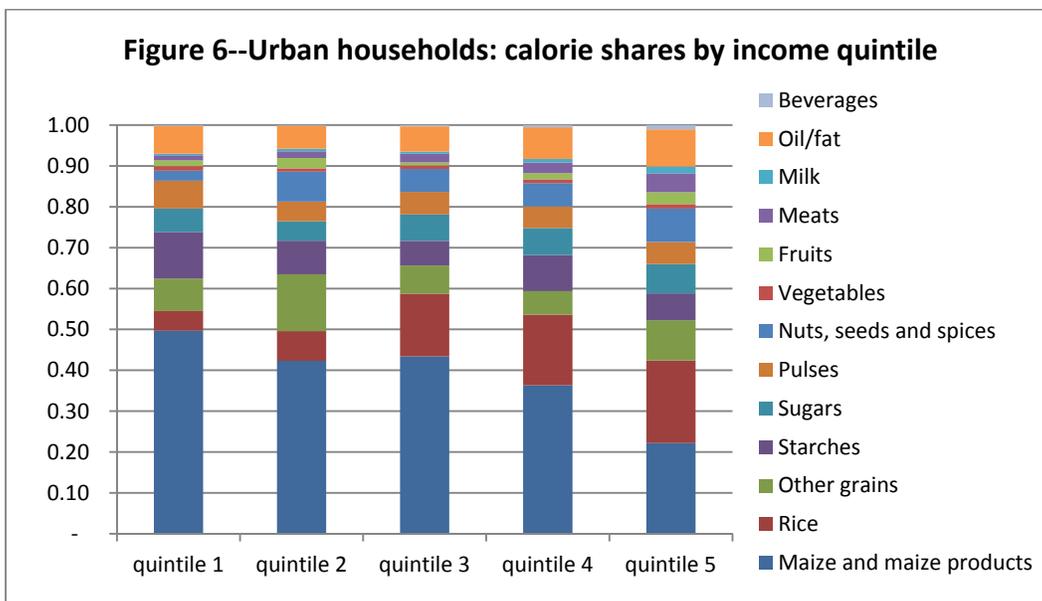
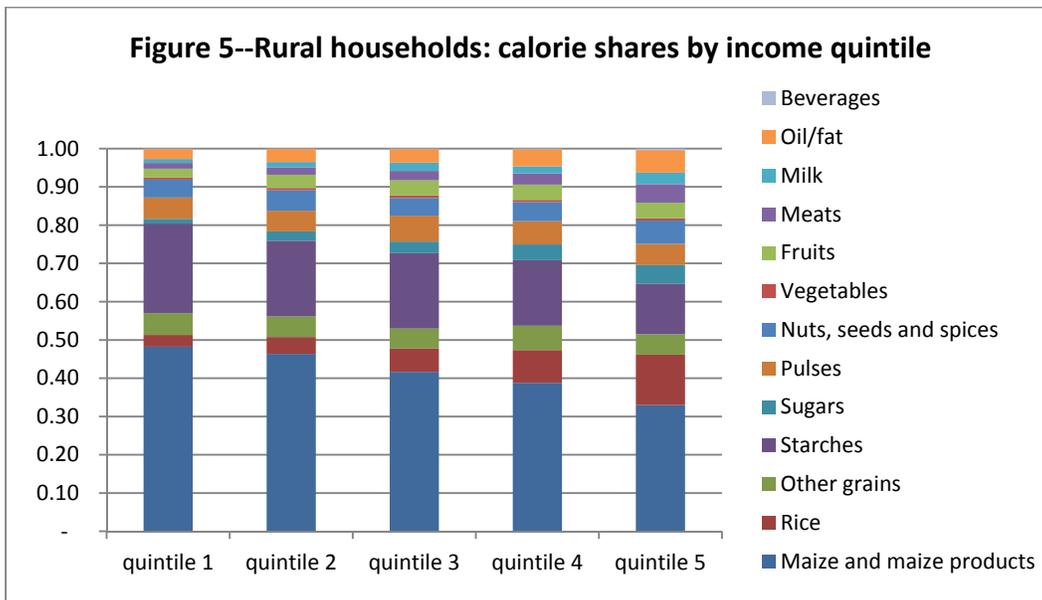
The results of the 2008/09 NPS, confirmed the existence of dietary diversity. According to survey results, maize accounted for about 40% of calories consumed nationally, but the survey showed significant differences in consumption patterns for urban and rural populations, as well as across regions. Maize accounted for a slightly higher share of calories (43%) in rural areas, while it was significantly less important in Dar and other urban areas.



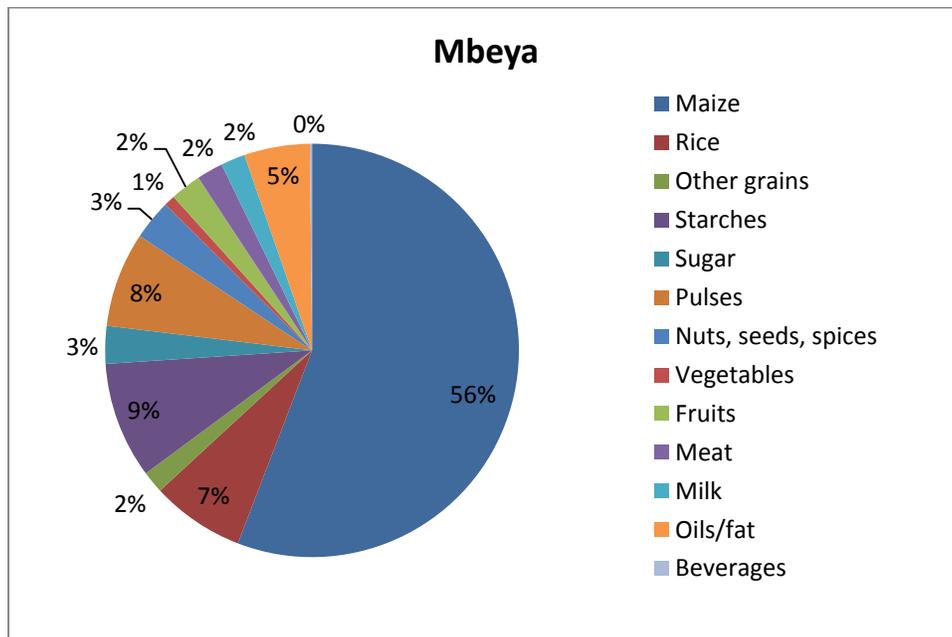
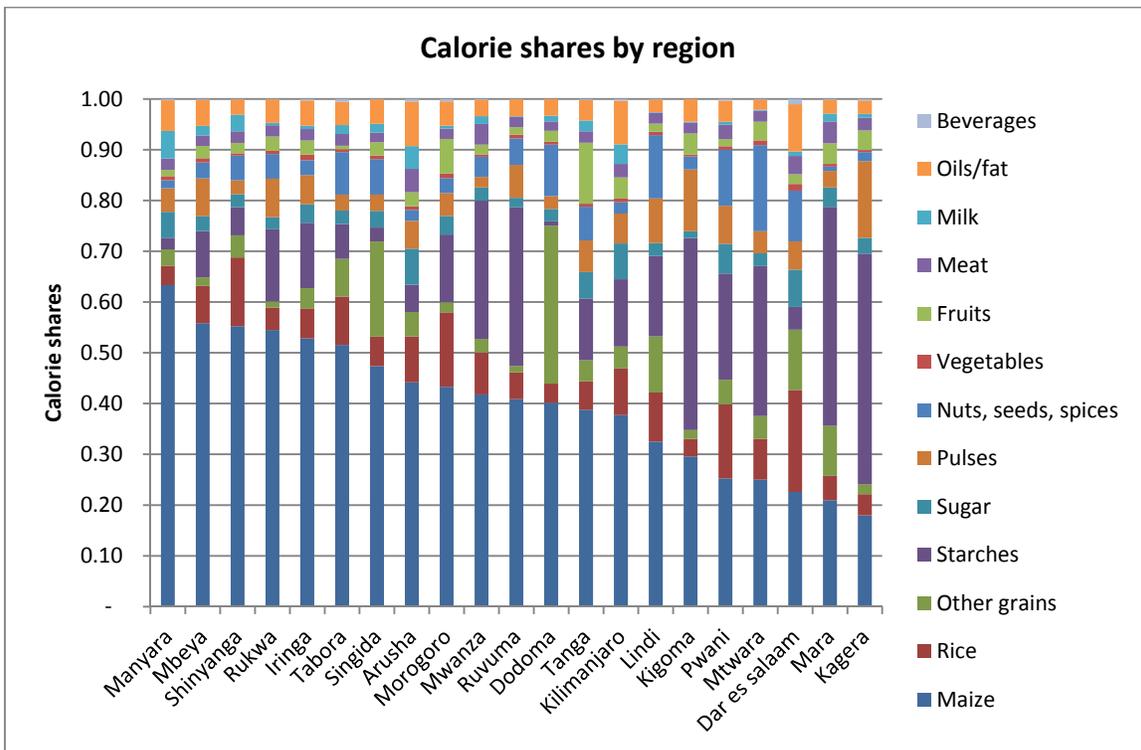


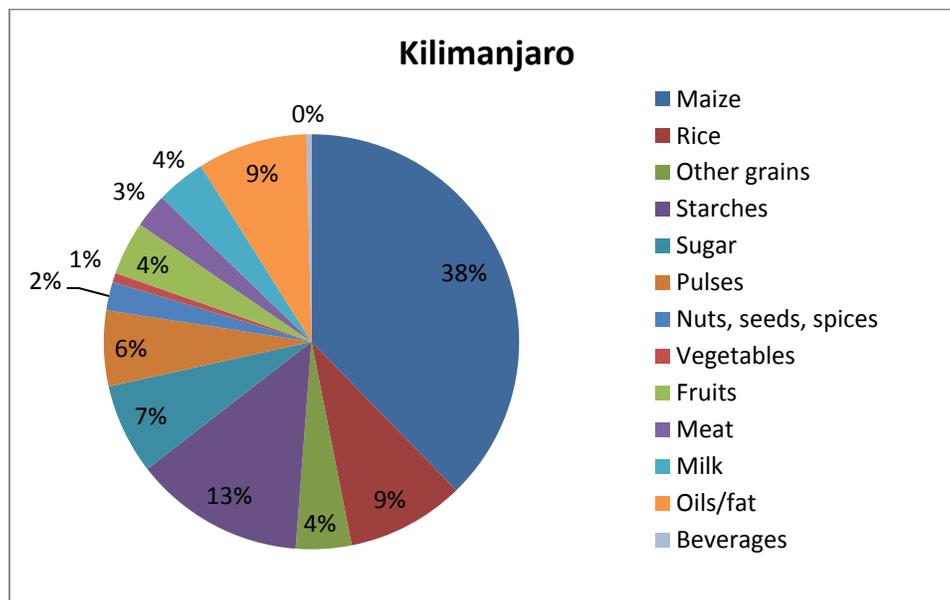
The calorie share of maize also declines significantly as income rises. The wealthier quintiles consume more rice, meat, fruits and vegetables and less maize (Figures 4-6). The decline in the share of maize as income rises is particularly sharp for urban households, but can be observed in rural households as well.





While the NPS is only significant at the national level, examination of individual regions suggests considerable dietary diversity across regions, with particularly sharp differences between surplus maize producing and deficit regions. The data shown below cannot be considered statistically significant, but the general patterns shown in the charts have been corroborated by Tanzanian officials involved in the food security surveys.





In the surplus maize producing regions of the Southern Highlands (e.g. Mbeya) maize makes up a substantial share of calories consumed in a typical diet. On the other hand, in maize deficit regions, maize comprises a much smaller share of the diet, and the people rely more on starches (cassava, potatoes) and pulses.

Because maize is a relatively cheap source of calories, the share of maize in food expenditures is low throughout the country, averaging 23 percent across all rural households and as low as 10 percent in some of the maize deficit regions. It is important to keep this fact in mind. One of the indicators used in MAFSC's early warning system is the local price of maize. If there is a spike in the maize price in any given district, that price is marked in red and is considered a sign of an emerging food security problem. However, if other prices remain stable, a spike in maize prices may not be such a cause for alarm.

Food Basket Analysis as an Alternative Tool to Measure Food Access

It is possible to measure changes in access to food through the calculation of the monthly cost of a representative food basket. Using calorie shares from the NPS, one can calculate the quantities of basic foods needed to provide a healthy diet of 2100 calories per day. Then one multiplies these quantities by local market prices to compute the cost of that basket. The cost of that basket can then be compared with monthly incomes. If the cost of the basket is over 50 percent of per capita income, then one can conclude that there are widespread problems with food security.

If income data can be broken down by quintile or decile, then one can use this method to calculate differences in food access among income groups. If weekly or monthly price data are available, one can track changes in food access over time.

This approach measures access to food, but not availability. Nor does it yield any information on nutritional indicators. But the current emphasis of MAFSC on measuring food availability by region and district is fraught with problems. For one thing, as noted in the USDA 2011 assessment of Tanzania's data collection systems, there are serious doubts about the accuracy of production data collected by extension agents. There are even more serious problems with current estimates of stocks and inter-regional trade. We hope that in the next two years or so, with assistance from USDA's National Agricultural Statistics Service (NASS) and other donors, Tanzania will be able to collect more accurate production data and calculate a more accurate food balance. But the food basket approach will be a useful tool in the meantime to get a better picture of food access.

The extent to which this can be done in Tanzania depends on data availability. It is probably not possible to calculate the cost of a food basket at the district level, but it may be possible to calculate it by region. For that, the following data will be necessary: per capita consumption broken down by region, regional market prices, and regional income data. All these are somewhat problematic in Tanzania. In particular:

- As noted above, the NPS data are not statistically significant at the regional level. Instead, the Survey divides the country into eight "zones", and data at the zone level are said to be significant. We don't yet know if the regions that have been grouped into zones are similar in their dietary preferences. We will need to consult with Tanzanian experts to determine this.
- Availability of market price data is uncertain. Monthly wholesale prices of major crop products are available from the Ministry of Industry and Trade for 18 markets. But this system covers a limited number of crops and does not collect prices of some important foods in the food basket. Moreover, the accuracy of some of these prices is open to question. For example, there are wide variations in bean and potato prices that cannot be explained by a lack of market integration. We suspect that the price reporters may not all be reporting the same quality and variety.
- The Weekly Retrieval System (WRS) administered by the MAFSC Department of Food Security includes a report (WRS-4) of weekly retail prices from district markets. Reportedly, WRS-4 reports prices from one market in each district for the nine crop products monitored by the unit. But we have been told that not all districts send in these reports and many of those that do send them by post, which leads to considerable delays in receiving the information. Furthermore, since these prices are reported by district extension agents, the reliability is open to question. Livestock prices are said to be available from the Ministry of Livestock Development and Fisheries.
- Income data by quintile are available from the World Bank, but only at the national level. There are no data on income distribution by region, and we don't know whether data on average incomes by region can be found. Thus it may be necessary to assume that the income distribution is the same in all regions, which is probably not the case.
- The results of the 2010/11 NPS are now available, and ERS is currently in the process of analyzing these data. We will see if the results are significantly different from the

2008/09 survey. If they are, we will try to identify the underlying factors that may have contributed to the changes.

Going Forward

We are proposing a follow-up visit to Tanzania early in calendar 2013 to do an in-depth assessment of the feasibility of a food basket approach to measuring food security. Before this visit, we will complete a preliminary analysis of the 2010/11 NPS.

The food basket methodology is intended to supplement and not necessarily replace the information currently being collected to identify vulnerable districts and villages. Using this method, officials can better estimate the impact of a sudden spike in maize prices on the population's access to food.

In consultation with MAFSC staff, we will select two regions to investigate—possibly one surplus maize producing region and one deficit producing one. We will do an in-depth analysis of each of the selected regions, using available data to estimate the cost of a representative food basket in those regions.

We would then:

1. Estimate a food basket for each region based on the NPS. Based on calorie shares, we will estimate the number of grams of each major food consumed in the region that would be needed to satisfy a daily requirement of 2100 calories. Since a substantial portion of the Tanzanian population consumes less than 2100 calories per day, we can calculate an alternative “representative” food basket of 1800 calories or so.
2. Together with MAFSC staff, we will visit each of the two regions identified and meet with regional and district officials and experts to validate the food basket estimates. We would ask them if the food basket makes sense to them based on what they know about local food consumption and make adjustments based on their input.
3. Take a detailed look at the retail prices from the district markets in each region. We will meet with staff of region and district offices to find out what price data the offices keep. We will try to meet with some of the price reporters—both those reporting to MIT on regional wholesale markets and those reporting retail prices to MAFSC. The objective would be to learn exactly which products are being monitored and the methods used to collect the prices. We hope that by the end of these discussions, we will have a set of representative prices that can be used to calculate the food basket.
4. On the basis of our findings in each region, we will calculate the cost of a representative food basket, compare it to income levels, and see how the cost has changed over time. We can then determine if this method can help paint a more accurate picture of the food security situation.

We will coordinate at every step with other donor-funded projects addressing issues connected with Tanzania's food security information system. In particular, under the Muchali Framework, being developed with assistance from FAO, a series of local capacity building activities is being planned to improve information collection at the local level. We will look for ways to coordinate our work with this project. To the extent that this training leads to better information, the food basket analysis will be more robust. This framework also draws in other major players in Tanzania's information system, such as the MLDF and MIT, and we will need to consult with these entities.

We will plan to organize a briefing to present our results to Tanzanian Government officials, USAID and other donors, and local NGOs that are interested. Based on feedback, we will put together a plan for further capacity building. However, we may need to find a new funding source before undertaking a serious program of capacity building.

ANNEX 4: SOW – ACT STRATEGIC PLANNING

I. Overview

Tanzania SERA 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. The Agricultural Council of Tanzania (ACT) is the agricultural private sector apex organization in Tanzania. ACT has been selected as a key non-state actor in the policy and regulatory environment for agriculture growth. 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.

The vision of ACT is: “To be the most effective private sector apex organization pursuing the prosperity of all Tanzania agricultural stakeholders.”

The Mission Statement of ACT is:

- To unite and strengthen the private organizations in agriculture for rapid development including its modernization and commercialization;
- To actively undertake participative and consultative lobbying and advocacy role on key private sector agricultural issues on behalf of members and stakeholders;
- 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.

The overall strategic objective of ACT is to have vibrant and competitive private sector agriculture in place. The main strategic objectives are as summarized below:

1. ACT institutional capacity strengthened,
2. Enabling business environment for agriculture developed,
3. Private agricultural sector organizations strengthened,
4. Linkages between ACT and relevant agriculture stakeholders strengthened.

ACT will receive support through targeted activities to improve policy analysis capabilities, evaluate the 2008-2012 strategic plan, and support the development and implementation of ACT's Second Strategic Plan.

II. Purpose

This activity is to execute the strategic planning process for ACT's Second Strategic Plan. This activity will result in the creation of ACT's second strategic plan, including a monitoring and evaluation, an implementation plan, and recommendations for a business strategy.

III. Approach and Methodology

The report for the ACT Study Tour to Zambia and Malawi and the Evaluation of the First Strategic Plan will be key inputs. The plan will include an examination of ACT's external operating environment, an evaluation of its current member and members' needs, and a review of ACT's organizational structure.

IV. Tasks to be performed

Illustrative tasks to be performed include:

- To analyze the ACT Strategic Plan 2008-2012 document and its implementation progress in terms of achievements and challenges;
- To review the mission and vision of the ACT Strategic Plan 2008-2012 to pursue development objective more broadly;
- To review ACT's operational plans, organizational documents, and financial management systems;
- A detailed evaluation of current operations including, roles and responsibilities of the Board of Directors, Board Committees, Secretariat and all staff;
- An analysis of ACT operations and organizational structure and its relationship to the execution of the Strategic Plan goals and objectives;
- Strategic interviews with key beneficiaries, board members, members, staff and stakeholders, including SAGCOT and other membership organizations.

V. Team Structure and Responsibility

- **Team Leader** will create and implement the work plan that will meet the objectives of the SOW and include the tasks listed above. This includes identifying necessary background research and interview candidates and other stakeholders, meetings with the ACT BoD, members and the secretariat, and drafting the final report.
 - *Qualifications:* Organizational Development expert with experience working with NGOs and Associations in East Africa. Agriculture sector experience preferred.
 - The Team leader will report to the Deputy Chief of Party, or her designee for the duration of this activity.
- **Organizational Development Specialist** will work with the Team Leader to create and implement the work plan that will meet the objectives of the SOW and include the tasks

listed above. This includes identifying necessary background research and interview candidates and other stakeholders, meetings with the ACT BoD, members and the secretariat, and drafting the final report.

- *Qualifications:* Organizational Development expert with experience working with NGOs and Associations in East Africa. Agriculture sector experience preferred.
- **Capacity Building** expert(s) will work with the team leader to identify and conduct interviews and analyze ACT BoD, Secretariat, members, and other stakeholders.

VI. Responsibility of ACT

ACT will provide the following:

- All relevant documentation, data and information regarding the execution of assignment;
- Arrange for consultative meetings with relevant stakeholders;
- Avail full time technical personnel from ACT to assist in the execution of the assignment;
- Assist in any matter arising that is within the capacity of the client to respond.

VII. Period of Performance

The estimated timeframe for this activity is 15 weeks to start on/about September 1, 2012. Please see attached, Notional Work Plan, for more details.

VIII. Deliverables

- Evaluation of the First Strategic Plan
- New Strategic Plan, including implementation strategy.

ACT Strategic Planning Notional Work Plan

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
	Understanding the Environment, Strategic Plan Evaluation, and Mission/Vision	Data Analysis and Workshop Planning	Goals, Objectives and Strategy Development	Deliverable Writing and Refinement	Delivery and Presentation
Timing	Sept 3 – 28 (4 Weeks, 100%)	Oct 1-19 (3 Weeks, 50%)	Oct 22 – Nov 2 (2 Weeks, 100%)	Nov 5 – 23 (3 Weeks, 50%)	Nov 26 – Nov 30 (1 Week, 100%)
Location	Tanzania	D.C.	Tanzania	D.C.	Tanzania
Key Tasks	<ul style="list-style-type: none"> Finalize scope of work/kickoff meeting Conduct stakeholder Interviews (Internal and External) Analyze and draft Environmental Scan Document Evaluate previous Strategic Plan Develop and conduct Mission and Vision Workshop in Week 4 	<ul style="list-style-type: none"> Work remotely with client to iterate on mission and vision Review feedback from ACT stakeholders Prepare materials for Phase 3 	<ul style="list-style-type: none"> Review Mission and Vision with ACT Conduct Goals, Objectives, and Strategies Workshop Review all plan materials with ACT Leadership Begin deliverable writing 	<ul style="list-style-type: none"> Work remotely with client to iterate on goals, objectives and strategies Incorporate feedback from ACT into draft strategic plan Implementation and communication plan writing Prepare final presentation for ACT leadership 	<ul style="list-style-type: none"> Brief final deliverables to ACT for feedback Incorporate feedback into drafts Discuss future implementation Address communication needs of the organization

ANNEX 5: LIST OF PARTICIPANTS TO THE ACT STRATEGIC PLANNING WORKSHOPS

Name	Position	5 – 6 Oct	4 – 5 Nov	15 Dec
Mr. Salum Shamte	ACT Board Member		✓	
Dr. Sinare Y. Sinare	Strategic Planning Committee/ ACT Board Member		✓	
Hellen Usiri	ACT Board Member	✓	✓	✓
Jacqueline Mkindi	ACT Board Member		✓	
Khalid Debenge	ACT Board Member		✓	
Devengwa Mmari	ACT Board Member	✓		
Amani Temu	Strategic Planning Committee	✓	✓	✓
Halima Chande	Strategic Planning Committee	✓	✓	✓
Jones M. Sikira	Strategic Planning Committee/ Tea Association of Tanzania	✓		✓
Esther Joseph Mabira	Kiwangwa Women Agriculture Group	✓		
Brown Ole Suya	Olduvai Seed Co Ltd	✓		
Edmon Marik	Tanzania Milk Processors Association	✓		✓
Ahadiel Mbughu	Tanzania Federation of Cooperatives			✓
Harold Mally		✓		
Asha Mbogoro	BEST AC	✓		
Janet Bitegeko	Strategic Planning Committee/ ACT Secretariat	✓	✓	✓
Mark Magila	TAP Secretariat	✓	✓	
Susan Masagasi	ACT Secretariat	✓	✓	✓
Saidi S. Saidi	Strategic Planning Committee/ ACT Secretariat	✓	✓	✓
Cleophas Rwechungura	ACT Secretariat	✓	✓	✓
Laetitia William	Strategic Planning Committee/ ACT Secretariat	✓	✓	✓
Renatus Mbamilo	Strategic Planning Committee/ ACT Secretariat	✓	✓	✓
Marialyce Mutchler	SERA Project	✓	✓	
Elizabeth Mkumbo	REPOA	✓	✓	
Angella Motto	Klwangwa Women Group	✓	✓	
Khalid Ngassa	ACT Secretariat		✓	✓
Milly Sanga	ACT Secretariat		✓	✓
Neema James	ACT Secretariat		✓	✓
Jackson	ACT Secretariat		✓	✓
Michael Kaunga	ACT Secretariat		✓	✓
George Owen Kyejo	Small Holder Tea association	✓		
Regina Mongi	ANSAF	✓		
Alex Mkindi	SERA USAID	✓		
Raphael Ngalondwa	Sisal Association of Tanzania	✓		
J. A. Banturaki	COPEDEC	✓		
Solomon Baregu	ESRF	✓		
Sam Msimbira	TASGA	✓		
Rosemary Davis	Tanzania Youth Agricultural Foundation	✓		
Total Participants		28	22	17

ANNEX 6: SOW – ASSESSMENT OF THE ZANZIBAR FOOD SECURITY AND NUTRITION PROGRAM

I. Overview

Tanzania SERA assists the United Republic of Tanzania and Zanzibar 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.

Zanzibar's Department of Food Security and Nutrition (DFSN) was established in November 2011 as part of the Food Security and Nutrition Act of 2011. The department has three core functions: coordination, capacity enhancement, and monitoring and evaluation of the food security and nutrition situation in Zanzibar. The DFSN is housed within Zanzibar's Ministry of Agriculture and Natural Resources and is responsible for:

- Coordinating food security and nutrition interventions and policies of various government bodies and organizations;
- Compiling and reviewing food security and nutrition work plans and budget proposals and providing recommendations to the Inter-Sectoral Steering Committee (ISSC);
- Monitoring the food security and nutrition situations and evaluating progress toward the implementation of the policies, programs and advise of the ISSC;
- Collaborating with other stakeholders in the management of Zanzibar's Food Reserve;
- Initiating, collecting and disseminating data and information on food security and nutrition;
- Liaising with district level teams to coordinate and monitor district implementation of the Food Security and Nutrition Policy & Program(FSNP&P);
- Facilitating capacity building activities at various levels to promote the understanding and adherence to the right to food principles;
- Serve as the Secretariat to the Food Security and Nutrition Council.

As the newly created government agency dedicated to ensuring the adoption and implementation of the FSNP&P, the Department is a critical partner in the future of Zanzibar food security. The DFSN received support from the FAO, WFP and UNDP under the Zanzibar Food Security and Nutrition Program 2008. A review of the implementation of the Program, the current organizational structure, and the development of an organizational strategic plan, are activities consistent with the SERA projects goals and objectives.

II. Purpose

The purpose of this activity is to conduct an analysis of the different Zanzibar FSN programs of the key line ministries as mentioned in the first schedule of the Zanzibar Food Security and Nutrition Act, Act No.5 of 2011 to assist the Department to understand those involved and develop the necessary relationships needed to fully implement the activities articulated in the Act.

III. Background *The Zanzibar Food Security and Nutrition Program*

The Zanzibar Food Security and Nutrition Policy was adopted in April 2008. It was drafted simultaneously with the Food Security and Nutrition Program to address the most significant underlying causes of food insecurity and malnutrition. The program is intended to contribute toward meeting the goals and objectives of MKUZA while addressing the multiple dimensions of food security and nutrition through

active engagement with a broad selection of stakeholders at the national and sub-national level. The Program is aligned with the FSN Policy goals:

Intervention goals:

- Improved food availability through enhanced domestic food production;
- Improved access to food through enhanced purchasing power of all resource-poor households;
- Improved utilization of adequate, nutritious and quality food to all members of the household; and
- Strengthened social safety nets and emergency preparedness and response.

Cross-cutting goals:

- Harmonized FSN related policies through policy dialogue, advocacy and action planning;
- Enhanced market efficiency, trade and access to credit to micro, small and medium enterprises (MSME) as well as smallholder farmers;
- Strengthened capacity of FSN institutions; and
- Established effective coordination framework and sound management of FSN related interventions.

The Program has four components:

- Component 1: Community interventions for improved food security and nutrition (FSN).
- Component 2: Enhancement of nutrition security and food shocks impact mitigation.
- Component 3: Enabling environment for implementation of FSN intervention.
- Component 4: Program management and coordination.

The Program has received implementation support from the UN One initiative (the FAO, WFP and UNDP). It is a ten-year program, implemented in two five-year phases with the first phase ending in 2012.

IV. Objective:

The overall objective of the assignment will therefore be to conduct an analysis of the impact and coverage of different Zanzibar FSN related programs and activities implemented by the key Ministries as indicated in the First schedule of the Zanzibar FSN Act No.5 of 6th July 2011, Districts and Communities to assist the FSND understand better the FSN landscape as well as well develop necessary relationships needed to effectively implement its functions as stipulated in the ZFSN Act.

V. Approach and Methodology

This activity will take place in two phases. Phase one, relevant documents will be collected from the FSND, Key ministries and districts and thereafter the consultant(s) will review them and map out key activities.

In Phase two, the SERA project team will conduct an assessment of individual ministries and related government agencies activities' to identify cross-reference activities and outputs related to the FSNP and identify primary implementers and other stakeholders. Primary data will be collected through interviews with key informants from key ministries, District Management Committees, Shehia FSN committees, Inter-Sectoral Steering Committee, National Food Security and Nutrition Council and other important stakeholders using the designed data collection tools.

After completing these interviews, a review of goals, activities and outputs, will be included in a final report. That report will provide a detailed summary of the successes, challenges, and obstacles faced during implementation while identifying potential new opportunities and relationships for FSND.

The USAID SERA project will work closely with the FSND on the creation of the TOR work plan to identify key partners and stakeholders. The USAID SERA team will work collaboratively with the USAID Nutrition project to carry out a thorough review of all available program reports and documents and conduct interviews with national, sub-national, and development partner stakeholders.

VI. Tasks to be performed

- Identification of key stakeholders, program reports and background documents with support of FSND;
- Review of available background documentation and map key activities;
- Development of interview questions and methodology;
- Meeting with and interviewing key stakeholders and beneficiaries;
- Preparation of assessment report.

VII. Team Structure and Responsibility

Team Leader

Marialyce Mutchler, DCOP SERA Project (MM)

Qualification: Institutional capacity building professional, experienced in leading teams in program assessments across multiple sectors and stakeholders.

Organizational Development Specialist

Dan Hanson (DH)

Qualifications: Organizational Development expert with experience of working with NGOs and Associations in East Africa.

Specialist – Mwanzo Bora (MB) USAID FTF Nutrition Project

To be determined (TBD)

VIII. Responsibility of FSND

The FSND shall:

- Avail the team with the necessary documents required to conduct the exercise.
- Assign three (3) staff to coordinate with the consultant(s) in carrying out the assignment including mobilization of key informants and ISSC for the final report dissemination.

IX. Timeframe

The assessment will be conducted in Q1 and Q2 of Year 2, October 2012-January 2013.

Task	Dates	Location	LOE	Team members
Kick-off meeting/draft workplan	October 10-11	Zanzibar	4	MM, DH
Document collection and review	October 15-24	Dar	6	MM, MB, DH
Final Workplan	October 19	Dar	2	MM
Stakeholder questions developed	October 24	Dar	6	MM, MB, DH
Key Stakeholders identified	November 5 th	Dar	6	MM, MB, DH
Stakeholder interviews	November 6 th -30 th -	Zanzibar/Dar	25	MM, MB

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Tanzania SERA: Enabling Policy Environment for Agricultural Sector Growth

Year 2 Quarterly Report 1: October 1, 2012 – December 31, 2012

Submit draft assessment report	December 9	Dar	10	MM, MB, DH
Submit final assessment report	January 15	Dar	8	MM, DH

X. Deliverables

- Report reviewing of the Implementation of the Zanzibar Food Security and Nutrition Program, 2008-2013 and recommendations for future food security programming, organization and implementation.

ANNEX 7: SERA POLICY ANALYSIS COURSE OUTLINE

**By Don Mitchell, Ph.D., Chief of Party of SERA Policy Project of USAID Feed the Future³
Assisted by Aneth Kayombo, Junior Policy Analyst, SERA Policy Project
Zanzibar, October-December 2012**

The course will be taught as an eight week course on practical policy analysis that combines lectures and the application of methods and approaches taught in the course to actual problems or topics. The class will meet once per week for 3 hours of lecture, class participation, and skills training. Students will be divided into small teams and each team will complete a policy analysis paper during the course on an important topic that they select from their work activities. Students are not expected to have graduate level training in economics or statistics and the course will focus on using simple techniques and local knowledge to identify policy issues, policy impacts, and present the results in a clear and concise manner. Skills training in MS Word, Excel, and Powerpoint will be provided. Students will be expected to devote one day per week to the analysis of their topic or problem in addition to the class lectures and discussion. Those who successfully complete the course will be given a certificate of completion and will be invited to participate in a graduation ceremony.

Week 1. Introduction and objectives of the course. October 9, 2012

What is policy analysis and what are the objectives? Examples of successful policy analysis that led to policy change. The SERA Policy Project's work on the food crops export ban and resulting policy change. The process: concept note, research, and workshop to stakeholders. Importance of communicating the results-the SERA Policy Brief.

Week 2. Selection of topics or problems to analyse. October 16, 2012

How to identify an import topic to analyse from your own work areas. Important problems often lead to important policies. Sensing opportunities for policy change. Class discussion of potential topics from agriculture, food security, nutrition, and related disciplines. Assignment to identify a topic or problem to analyse and prepare a Concept Note.

Week 3. Writing the introduction and background for the policy paper. October 23, 2012

Presentation of a Concept Note by each team and class discussion. Describing current situation, past performance, market structure, and the economic and political environment. The importance of cross country comparisons, and previous studies in understanding the current situation.

Week 4. Identifying data requirements. October 30, 2012

What data is needed to understand the situation and analyse the policy? Collecting data, organizing, cleaning and presenting the data. Local data sources; BOT, Tanzania Revenue

³ Based on my experience as Professor of Agricultural Economics at Michigan State University (1976-1983), Lead Economist at the World Bank (1983-2009), and Chief of Party of the SERA Policy Project of the USAID Feed the Future Initiative (2011-2012). Reference texts will be Weimer, David L. and Aidan R. Vining, Policy Analysis 5th edition, 2011 and Bardach, Eugene, A Practical Guide for Policy Analysis, 4th edition, 2012.

Authority (TRA), Government Statistics. How to search for data on the internet. International sources of data (World Bank, IMF, FAO, USDA, etc.).

Week 5. Analysing data and preparing data for presentation. November 6, 2012

The importance of understanding exactly what the data measures and its relevance. How to prepare charts and tables to effectively present data. Looking for clues in data. The importance of proper references and accurate descriptions. Collaborating with more experienced researchers.

Week 6. Identifying the policy impacts. November 13, 2012

The importance of economics theory and statistics in identify policy impacts, and how to get help when you need it. What are good policies? What are unintended consequences? How to identify winners and losers from policies.

Mid-course break when students can work on their papers.

Week 7. Recommending Policy Reforms. December 11, 2012

Best versus second best policy change. Identifying allies and opponents of policy change. Policy reform is a process that takes time and is rarely easy.

Week 8. Advocating for Policy Change. December 18, 2012

Providing information and results to government officials in a clear, concise, and timely manner. Supporting policy changes and preventing policy reversals. Other methods of advocating policy change. Presentation of policy papers and PowerPoint of main findings and recommended policy changes.

Course Completion and Graduation Ceremony. December 18, 2012

