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Balancing Quick Wins with Sustainability: Feed the Future's NAFKA Project in Tanzania

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Lee Rosner is the Chief of Party on the USAID-funded SFSA Task Order, Tanzania Staples Value Chain Project NAFKA. Rosner has over 30 years' experience in international development, 19 as Chief of Party. He has administered USAID contracts and cooperative agreements in a variety of sectors including rural competitiveness, agribusiness and microenterprise/SME development, NGO capacity building, democratic governance and civil society development, grants management, and HIV/AIDS prevention. Rosner has served long-term assignments in Bolivia, Guatemala, Nicaragua, Colombia, Romania, Tanzania, Liberia, Mozambique and Uganda; he is currently posted in Dar es Salaam.

Roadmap

- Overview
 - FtF Tanzania
 - NAFAKA: The Basics
 - Geographic Focus
 - Results Framework
- Challenges and Constraints
- The *Value Chain Facilitation* Approach
- Entry Point Strategy and Quick Wins
- Looking Forward: Year 2 and Beyond



USAID/Tanzania Feed the Future Program

8 Projects under the FtF Umbrella:

- Value Chains: rice, maize
- Value Chain: horticulture
- Nutrition
- Processing
- Policy
- Infrastructure
- Research and Training
- Horticulture
- Monitoring and Evaluation

NAFAKA: Feed the Future Map



Rice (USAID)



Maize (USAID)



Horticulture (USAID)



Food for Progress
Dairy Development
Program (USDA)



Processing (USAID)



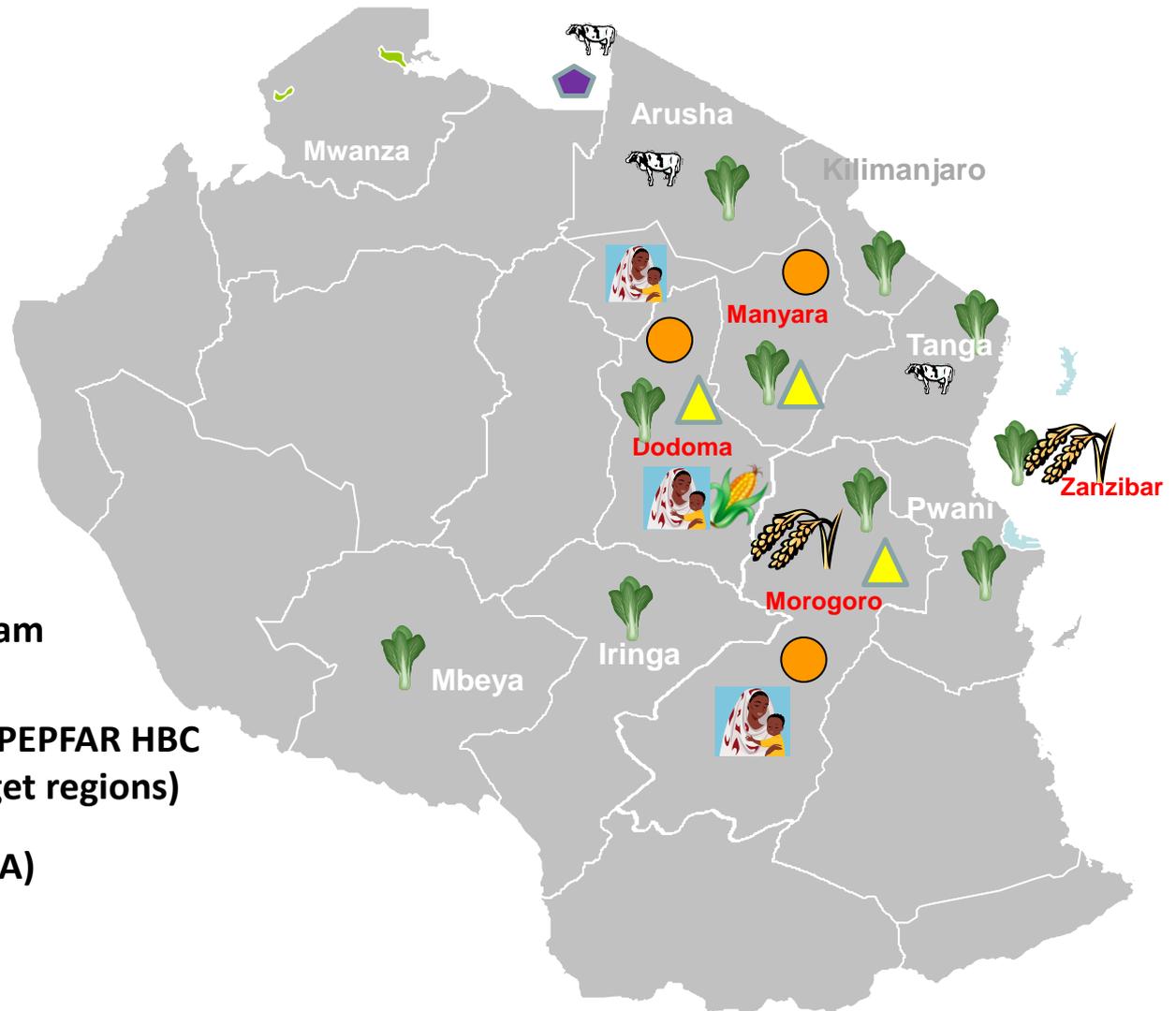
Flagship Nutrition Program



HIV and Infant Feeding (PEPFAR HBC
and OVC Partners in target regions)



Food for Education (USDA)



NAFAKA - Staples Value Chain Project: The Basics

- 5 year, \$30 million USAID investment to develop the rice and maize value chains in Tanzania
- “NAFAKA” means “grain” in kiSwahili
- Focus Regions:
 - Approximately 80% of resources to Morogoro and the rice value chain (SAGCOT region)
 - Approximately 20% of resources to the maize value chain in Dodoma and Manyara; and rice activities in Zanzibar
- Forms part of USAID/Tanzania’s overall Feed the Future program in Tanzania

NAFAKA: SAGCOT MAP



80% of FtF resources will be concentrated in the Southern Agricultural Growth Corridor of Tanzania (SAGCOT)

NAFAKA: Objectives

To sustainably reduce food insecurity, hunger and poverty, NAFAKA is:

- Improving competitiveness and productivity of rice and maize value chains.
- Facilitating improved domestic and regional trade.
- Increasing benefits to women and youth.
- Enhancing rural household nutrition by promoting women-focused value chain development.

Feed the Future and NAFKA's Abbreviated Results Framework

Sustainably reduce poverty and hunger

Inclusive Agricultural Sector Growth

Improved Nutritional Status

Improved Agricultural Activity

Expanded Markets and Trade

Increased investment in Agriculture and Nutrition (iAgri, MBS)

Improved Enabling and Policy Environment for Ag and Nutrition (Sera Project)

Nutrition Flagship Program

Adoption of new farming techniques

Reduced waste in rice and maize supply chain

Diversification and strengthening of rice/maize service market

Reduced barriers for smallholder participation in markets

Increased utilization of ag financial services by VC actors

RED - direct result for NAFKA

YELLOW - Indirect result for NAFKA

Key Systemic Constraints

- Policy and regulatory environment
- Markets
- Processing
- Production
- PHH/Storage/Collection
- Infrastructure and transport costs
- Access to finance
- Access to inputs

Challenges to Implementation

- **Major project challenge**: how to deliver quick wins and numerical results without undermining sustainability
- Balancing competing pressures for:
 - (a) fast start-up, “quick wins,” results, aggressive implementation, increasing burn rates; and
 - (b) adherence to a more deliberate and systemic Value Chain Facilitation approach
- Coordinating activities on the ground with multiple FtF activities
- USAID compliance requirements can constrain ability to respond quickly to business opportunities when they arise (i.e., waivers, rules for sub-contracts and grants, etc.)

The Facilitation Approach

NAFAKA is committed to using a “facilitation” approach to sustainability, characterized by:

- Light-touch
- Ownership
- Relationships
- Leverage
- Sustainability
- Demonstrate, scale-up, exit



To this end we are:

- Working through local organizations and stakeholders (RUDI, MVIWATA, KATC, YOSEFO)
- Engaging the private sector (YARA, KPL, Syngenta, TARIPA/SAGCOT)
- Developing relationships between value chain actors (buyers, traders, input suppliers, millers, financial institutions, producer organizations)
- Focusing on gender integration, environmental considerations, BCC

Year One Identified Entry Points

- Kilombero Rice Plantations (Kilombero) Outgrower Scheme
- UWAWAKUDA Water Users Association (Mvomero) – Farmer Owned Irrigated Rice Scheme
- Rain-fed rice Producer Associations in Kilombero and Morogoro
- Agricultural Productivity via Input Dealers in Kongwa and Kiteto (Maize)
- Tanzania Rice Partnership (TARIPA)
- Gender, Nutrition, Environmental Considerations



SUCCESSSES TO DATE

- Rapid start-up, serving 4,600 farmers one year into implementation
- 104 demonstration plots currently in process
- Active support for key SAGCOT private investor (KPL) and rice buyer
- Facilitating the formation/strengthening of 72 producer associations
- Active Tanzania Rice Partnership (TARIPA) coordination role
- 8 progressive farmer grants currently under implementation
- Coordination with other FtF partners:
 - UWAWAKUDA (infrastructure, nutrition, horticulture);
 - Regional trade study (policy);
 - Soils testing and analysis (research and training).
 - Farmer-to-Farmer program (CNFA)
 - Monitoring and Evaluation (FtF M&E project)
- Collaboration with JICA, FAO, P4P/WFP, Yara, Syngenta, Peace Corps

Looking Forward: Year 2 and Beyond

Years 1-2

- Project funded Field Agronomists
- Demonstration Plots Facilitated by Project
- Focus on Ag. Productivity, Assn. Development



Years 2- 5

- Taken on by private sector (KPL, input providers)
- Facilitated by Input-Dealers and Private Sector
- Increased focus on PHH, markets
- Using Innovation Fund to Buy Down Risk (lead farmers, warehouse rehab, IT applications, etc.)



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