

Tanzania SERA: Enabling Policy Environment for Agricultural Sector Growth
Contract No. 621-C-00-11-00003-00
YEAR 1 WORK PLAN



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**Year 1 Work Plan
October 1, 2011-September 30, 2012**

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ABBREVIATIONS AND ACRONYMS

ACT, Agriculture Policy Consortium
AICAD, African Institute for Capacity Development
ASDP, Agriculture Sector Development Program
ANSAF, Agriculture Non-State Actors Forum
BoT, Bank of Tanzania
CAADP, Comprehensive Africa Agriculture Development Programme
COP, Chief of Party
DCOP, Deputy Chief of Party
EAC, East Africa Community
EAGC, East Africa Grain Council
ESRF, Economic and Social Research Foundation
FAO, Food and Agriculture Organization
FtF, Feed the Future
GDP, gross domestic product
GoT, Government of the Republic of Tanzania
ILS, International Land Systems
IR, Intermediate Result
IT, information technology
LoC, Letter of Collaboration
M&E, monitoring and evaluation
MLI, Market Linkages Initiative
NACP, National Agricultural Policy Consortium
NFRA, National Food Reserve Agency
PM, Prime Minister
PMO, Prime Minister's Office
PMP, Performance Management Plan
RATIN, Regional Trade Intelligence Network
REPOA, Research on Poverty Alleviation
RFP, request for proposal
RUDI, Rural Urban Development Initiatives
RLDC, Rural Livelihood Development Company
SAGCOT, Southern Agriculture Growth Corridor of Tanzania
TAHA, Tanzania Horticulture Association
TCCIA, Tanzania Chamber of Commerce Industry and Agriculture
TIB, Tanzania Investment Bank
TIC, Tanzania Investment Center
TNBC, Tanzania National Business Council
TPSF, Tanzania Private Sector Foundation
TRA, Tanzania Revenue Authority
USAID, U.S. Agency for International Development
VAT, value-added tax

Introduction

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

The vision for this project is twofold: to improve the policy and regulatory environment for agriculture growth and to build a group of public sector institutions, advocacy organizations, and individuals capable of performing rigorous policy analysis in support of evidence-based advocacy and policy reform. At the conclusion of the project, we expect USAID will leave behind a legacy of enabling the GoT to initiate, develop and utilize evidence-based research in policy decisions and implementation, empowering local research and private sector advocacy groups to more effectively use analysis and strategic communications to lobby for change, and building national partnerships that create consensus around agriculture policy and monitor the impacts of policy.

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

Tanzania SERA: Enabling Policy Environment for Agriculture Sector Growth

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

Tanzanian Agriculture Policy Environment for Agriculture Sector Growth

In February 2010, Booz Allen conducted an assessment of the policy, regulatory, and institutional environment for doing agribusiness (AgCLIR), and in April 2010, we analyzed the specific regulatory constraints to the growth of two important food crops, maize and rice. Based on these two assessments, it is clear that while Tanzania has great potential in the agriculture sector, the business environment falls short of what is required to support sustained growth. Uncertainty in the policy environment undermines the efficiency of critical value chains and increases transaction costs throughout the agriculture system from farm to market. Specifically, Tanzania’s uncertain policy environment inhibits access to credit for agriculture production and processing, and land complexities and gender biases discourage productive investment. Ineffective commercial dispute resolution and blunt trade policy instruments like export bans, import tariffs, and price controls increase the cost of doing business and inflate retail prices paid by Tanzanian consumers. Many problems stem from two root causes: (1) reformers do not have enough data-based evidence, or the skills to produce it, to make the case for important policy changes; and (2) the private sector lacks the means to advocate effectively and the evidence to make their case for regulatory reform. When these two conditions are addressed, change can happen, and can happen relatively quickly.

The long-term regulatory strategy for Tanzania needs to focus on delivering better products at lower costs. This means having access to credit and inputs, having a transparent and efficient market, and having dependable suppliers and efficient infrastructure for moving and storing commodities; most important, it also means having clear and positive incentives for investment in agriculture. Now is the time to articulate and implement this strategy.

Project Mobilization and Work Planning

On June 27, the SERA team participated in a day long work planning workshop. The team came to consensus on priority activities, tasks, and timing and assigned resources and point people, and milestones for the year. Work began in July with a small team consisting of Don Mitchell (COP), Alex Mkindi (Senior Policy Advisor), Mary Kabatanga (Office Manager) and Jack Meena (Communications Specialist). The team undertook a number of activities to familiarize themselves with issues and meet with key partners and stakeholders. Yair Baranes, the consultant working on Secured Transactions, spent two weeks in September re-starting the work following the original effort begun under Booz Allen's BizClir project. Jack Meena departed the project in mid-September in favor of a position at a government ministry and will need to be replaced. The first year work plan will extend from October 1, 2011 to September 30, 2012 and will coincide with the USAID fiscal year.

The SERA project has three major components:

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

Component 1 Activities: Policy Research and Reform

1. Food Security

Background: The Government of Tanzania identified improving food security as a key long term development objective of its 2005-2010 National Strategy for Growth and Poverty Reduction (MKUKUTA), and food security continues to be a major challenge. It is closely related to poverty, with the poor most likely to suffer food insecurity. But despite rapid real GDP growth of 7% per year during 1999-2009, poverty remains high especially in rural areas where 38% of households live below the basic needs poverty line compared to 16% in Dar es Salaam and 25% in other urban areas. According to the *Poverty and Human Development Report 2009* poverty in Tanzania is anchored in the widespread reliance on small-scale agriculture with approximately 75% of the population depending on under-developed smallholder primary agricultural production. This is reflected in the larger share of the rural population (24%) reporting that they often had a problem meeting their household food needs compared to 15% of urban households according to the *Tanzania Demographic and Health Survey 2010*. Thus, the challenge in meeting the food security needs of Tanzania is to provide food security for the poorest and most vulnerable populations without jeopardizing the economic growth potential of the remaining poor who tend to live in rural areas and depend on agriculture as their main source of income.

Tasks on Food Security:

- Prepare a Concept Note for a Food Security Program for Tanzania with REPOA and discuss with GoT (*October*) –Don Mitchell and Alex Mkindi with input from Andy Temu.
- Design terms of reference for research on a food security program (*November-December*) – Don Mitchell and Alex Mkindi.
- Engage consultants to begin research on key aspects of food security program (*December-January*).

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- Consultant studies undertaken and completed (*January-July*).
- Propose alternative policy instruments to address the food security concerns of the GoT that will be more effective and less market distorting than current policies (*July-September*)- Don Mitchell and Alex Mkindi .

Resources:

- Don Mitchell
- Alex Mkindi
- Andrew Temu
- Short-term research consultants to be identified

Milestones:

- Concept Note prepared and discussed with GoT (*October*)
- ToR designed and consultants engaged (*November-December*).
- Analysis undertaken and completed (*January-July*).
- Policy alternatives identified and documented in a paper to GoT that can become the basis of further action such as a cabinet paper (*July-September*).

Key Partners: REPOA will be a key partner on this activity from helping to design the food security research program to guiding the analysis and using the analysis as evidence for future advocacy platforms to convince the GoT of the potential and benefits of a food security program.

2. Trade Policy

Background: Trade policy is critical to the success of investments in the SAGCOT region and policies need to be harmonized and predictable. One of the most critical and pressing issues for producers and traders of food crops in the SAGCOT region and beyond are the export controls periodically put in place by decree from the Ministry of Agriculture, Food Security and Cooperatives (MAFC). Such export bans reduce producer's incentives, increase the risk of stockholding, and discourage investors in SAGCOT. In addition, there is often wide variance between the national policy and the local government's interpretation or implementation of the policy resulting in confusion and inconsistent regulations.

Tasks on Export Ban:

- Gather information on national policy and local policy implementation. Interview key stakeholders to understand all the background on the policy and implementation of the regulation. (October-November) – Alex Mkindi and Don Mitchell.
- Organize a half or full day workshop with stakeholders who are affected by any export controls or inconsistent export policy. This would include representation from producers, traders, stock holders, consumers, logistics/transport providers, and key members of the GoT. The SERA team will work with REPOA and ACT to identify important stakeholders and to help shape the agenda. The goal of the workshop will be to invite stakeholders to air grievances and get buy-in and consensus for further analysis and advocacy. We anticipate this workshop will be held in Arusha given that the producers and traders along the northern border with Kenya are particularly affected this season. (October-November) – Don Mitchell, Alex Mkindi, Mary Kabatanga, REPOA, ACT, Dr. Temu will facilitate.
- Design terms of reference for research. (*November*) – Team
- Conduct analysis on export control, the impact on producers, traders, consumers, and investors. This will be a combination of desk research, secondary data collection, and primary data collection. (*January – March*) – TBD, team plus consultants or local researchers from Sokoine.
- Organize follow up workshop to share results (*April*).

- *Propose alternative policy instruments to address the food security concerns of the GoT that will be more effective and less market distorting.*

Resources:

- Don Mitchell
- Alex Mkindi
- Mary Kabatange
- Andrew Temu
- Short-term research consultants

Milestones:

- Stakeholders meeting held (*October-November*).
- ToR designed and consultant engaged (*November-December*).
- Analysis undertaken and completed (*January-March*).
- Follow up workshop to share results held (*April*).
- Policy alternatives identified and documented in a paper to GoT that can become the basis of further action such as a cabinet paper (*MayMarch*).

Key Partners: REPOA and ACT will be a key partner on this activity from helping to organize their members to attend the workshop, guiding the analysis and using the analysis as evidence for future advocacy platforms to convince the GoT to clarify, amend, or end export controls and streamline consistency of implementation at the local level.

3. Inputs Policies

Background: Access to high quality inputs is essential to raising productivity and improving competitiveness of the agricultural sector and the success of investments in SAGCOT. Among the most important inputs are seeds, fertilizer, agri-chemicals, and machinery. The SERA project will endeavor to improve access to high quality inputs at internationally competitive prices. The initial efforts will focus on improving the availability of high quality seeds, while other inputs will receive focus later in the year. The Ministry of Agriculture recently held a stakeholders workshop in Arusha to discuss the status of the seed industry in Tanzania, and concluded that there is a lack of high quality seeds available in the country due to restrictive import regulations and government control of breeder and foundation seed production domestically. The workshop highlighted the need for a detailed examination of the seed value chain, economics, and regulatory restrictions and this will be taken up as the first task of SERA project on inputs.

Tasks:

- Meet with head of Seed Unit in MAFC to discuss current seed policy, need for reforms, and program of work to reform seed policy (October) – Don Mitchell and Alex Mkindi.
- Seek buy-in from MAFC and support from World Bank (*October-November*) - Don Mitchell and Alex Mkindi.
- Develop Terms of Reference for a seed value chain analysis in collaboration with the Ministry of Agriculture and the World Bank. (*November-December*)
- Hire international seed industry expert to conduct value chain analysis and industry map teamed with Tanzanian seed industry professional. (*January-March*)
- Share findings with MAFC and wider stakeholder audience as appropriate through a follow-up workshop co-sponsored by the MAFC. (*April*)

Resources:

- Don Mitchell
- Alex Mkindi
- International seed expert
- Tanzanian short-term consultant

Milestones:

- Meeting with MAFC Seed Unit.
- Terms of reference drafted
- Value chain analysis completed and disseminated
- Workshop held to discuss seed policy reform

Key Partners: This activity will be performed in close collaboration with the MAFC, TASTA, and partners such as the World Bank.

4. Credit to Smallholders and SMEs

Background: Credit is essential to most investments and delivering credit to small and medium scale enterprises 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 government and held in common by local communities. Other assets such as machinery have been used as collateral in other countries, but not in Tanzania because the legal structure and registry to record liens against such assets have not been developed. The SERA project will work to ameliorate this situation by completing the legal requirements and registry for the Secured Transactions system which is in development. Capacity to use this system will then be developed through training on the use of the system. This will primarily help small and medium scale enterprises who own moveable assets that can be used as collateral. Efforts will also be made to improve access to credit for smallholder farmers by helping farmers to obtain title deeds (see Activity 5).

Tasks:

- Meet with key stakeholders to gain support for continued work on the legal structure and development of the registry for the Secured Transactions System (*October-November*)- Yair Baranes, Don Mitchell and Alex Mkindi.
- Prepare and enact the necessary legislation to provide the legal structure for the Secured Transaction system (*November-March*) Yair Baranes.
- Complete the software to register liens on moveable assets (*January-March*) - Yair Baranes.
- Hold a workshop to build awareness of the benefits and use of the Secured Transactions system (*April*).
- Conduct training on the use of the registry, though direct contact and online training (*April-September*) - Yair Baranes
- Operationalize the Secured Transaction system by launching the commercial version for use by financial institutions (*September*) Yair Baranes.
- Monitor implementation and make adjustments to the legal structure and registry as needed and continue training on improvements and use of the Secured Transactions system (*September*)- Yair Baranes.

Resources:

- Yair Baranes
- Don Mitchell
- Alex Mkindi

Milestones:

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- Meeting with key stakeholders held (*October-November*)
- Necessary legislation to establish the legal structure prepared (*November-December*).
- Legislation approved and gazette (*January-March*)
- Software for Secured Transactions registry completed and installed (*March*).
- Workshop to introduce Secured Transactions system held (*April*)

Key Partners:

- Ministry of Finance
- Central Bank of Tanzania
- Ministry of Justice

While the SERA project will focus most of its efforts on the previous activities (Food Security, Trade Policy, Inputs Policy, and Credit), other important policy issues will be monitored and analysis undertaken as resources permit and opportunities emerge. These will include Land Policy, Improving Markets, Tax Policies, and Nutrition and Food Fortification.

5. Land Policy

Background: Only one-quarter of the land suitable for cropping in Tanzania is actually used to grow crops, while the land not cropped is often used for other livelihood activities by people with informal rights, despite existing land laws that vest use rights of the land in villages and the GOT. In order for land to be more intensively used, and to encourage greater capital investment into the productivity of the land, it is essential to enable current land users to have a level of certainty that they can reap the benefits of their investment. To mitigate land use conflicts and provide more certainty to the usufruct rights in practice within the SAGCOT region, the project will seek to elucidate the current land policy framework – in theory and in practice – to encourage land titling throughout the SAGCOT region. Land titling provides current users with formal land rights and allows them to use their title to obtain investment credit or surrender their land to investors for negotiated compensation. The SERA project will work with the USAID Feed the Future team and partners to encourage increased land titling as a way of securing the rights of existing land users and reducing land use conflicts for investors.

Tasks:

- Investigate land use issues in Tanzania and current efforts to title land.
- Coordinate with USAID Feed the Future activities on land issues.
- Meet with SAGCOT Center, TIC, Ministry of Lands and other GoT organizations to learn of their current activities to secure land for investors in the SAGCOT.
- Meet with stakeholders and advocacy groups to identify important issues and concerns
- Identify best practice land policies in the region and see if they can guide policy in Tanzania
- Prepare an issues paper on land policy for discussion with the GoT
- Advocate for policy changes or expanded use of existing land titling practices

Resources:

- Don Mitchell
- Alex Mkindi
- Short-term consultants to be identified

Milestones:

- Best practice land policies in region documented
- Issues paper prepared and presented to GoT

Key Partners:

HAKI ARDHI, ACT, SAGCOT Center.

6. Improving Markets

Background: Markets for agricultural commodities in Tanzania often lack transparency, have extreme price fluctuations due to the lack of adequate storage, do not adequately compensate quality, and have weak price discovery. Correcting these weaknesses will require large investments, policy changes, and more predictable policy interventions by GoT. Markets are also often distorted by government activities, and the GoT establishment of the Cereals and Other Produce Board in 2009 to regulate cereals trade and participate in commercial trading of cereal crops raises new concerns about such distortions. The GoT has established the board to solve perceived problems in the market but perhaps does not have an adequate understanding of alternative solutions that do not involve active market participation. The SERA project will seek to understand the problem and present evidence for alternative solutions while defining a more constructive role for the Cereals and Other Produce Board. Following this activity, the SERA project will work to improve agricultural markets by focusing on the warehouse receipts system, exploring the potential of a commodity exchange, and working to ensure policy stability.

Tasks:

- Gather additional information regarding activities and objectives of the Cereals and Other Produce Board.
- Work with partners including ACT, EAGC, and ANSAF to develop evidenced-based alternative solutions and document these alternatives in a paper addressed to the GoT and advocates for the board.
- Examine the performance of the warehouse receipts system for maize.
- Explore the potential of a commodity exchange and review the performance of commodity exchanges in the region.
- Review the international research on the impact of policy uncertainty on private stockholding and interview traders and stockholders in Tanzania to compare with their experience

Resources:

- Don Mitchell
- Alex Mkindi
- Mary Kabatange

Milestones:

- Background paper on the Cereals and Other Produce Board and proposed alternatives to market activities in support of smallholders.
- Background paper on the performance of the warehouse receipts system in Tanzania completed
- Issues paper prepared and presented to the GoT

Key Partners:

- ACT, EAGC, ANSAF

7. Tax Policies

Background: Taxes on the agricultural sector are not equally or equitably applied and are often left to the discretion of local communities. This has led to the same crop cess being applied to some agricultural commodities multiple times as they are transported across district borders to markets. This discourages

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production of crops such as maize and rice that are marketed in the major population centers such as Dar es Salaam. The SERA project will work with the Prime Minister's Office and Local Governments to limit collection of commodity cesses to the district of production. Unfair application of certain taxes has also been identified as a disincentive to the agricultural sector. For example TRA has the policy of collecting VAT on improved seeds sold to farmers despite the VAT exemption on agricultural commodities. TRA has ruled that seeds are not agricultural commodities for consumption, and clarification is needed from the Ministry of Finance on the proper treatment of such inputs.

Tasks:

- Meet with ACT to review the results of their survey of taxes on the agricultural sector
- Interview selected local governments to determine what taxes they collect and their collection practices.
- Interview traders and transporters of maize and rice to determine the extent of local tax collection.
- Compare taxes on the agricultural sector with taxes on other sectors.
- Prepare a background paper on the impact of local taxes on agriculture.
- Discuss the background paper with the GoT.

Resources:

- Consultant to be identified
- Don Mitchell
- Alex Mkindi

Milestones:

- Background paper on local taxes prepared and presented to the GoT

Key Partners:

- ACT

8. Nutrition and Food Fortification Regulations

Background

Improving nutrition and increasing the amount of fortified food produced in the country is a focus for Feed the Future and the sole responsibility of several of SERA's sister projects including the Nutrition Project and Market Based Solutions. SERA will support the nutrition goals by supporting analysis and reform with regard to national food fortification policies and strategies. National food fortification standards for cooking oil were approved in July while, standards for maize flour and wheat flour were approved in December 2010. National food fortification standards for the above commodities were gazetted by the Ministry of Health and Social Welfare (MOHSW) in June 2011. Standards are now legal but completely voluntary. There is some concern within government that the medium and small scale millers will not be able to conform to the law. The SERA project will support fortification regulations for oil, wheat and maize flour as appropriate after becoming familiar with the issues.

Tasks:

- Meet with USAID and World Bank nutrition leaders and other stakeholders including the other USAID projects, GoT, civil society, and the private sector to understand the status of the issues, what has already been accomplished and what still needs to be done. Determine the best way to engage the government in order to require food fortification.
- Explore what additional low cost high impact activities can be supported by SERA.

Resources:

- Don Mitchell
- Alex Mkindi

Milestones:

- Familiarization with issues undertaken
- Plan to engage with GoT completed.

Component 2 Activities: Individual and Institutional Capacity Building

1. Institutional Assessment and Capacity Building

Background: The SERA project’s institutional capacity building activities will focus on several organizations that are critical to the success of SAGCOT, either as advocates for policy change or as organizations or institutions that are important to the success of SAGCOT. These could include the National Food Reserve Agency (NFRA) because of its importance in efficiently distributing emergency food supplies (and thereby reducing the reliance on export bans), and land titling efforts in the MAFC as a way to support providing conflict-free land to investors. Other likely candidates include the Data Unit of the Policy and Planning Department of the MAFC because of its responsibility for collecting data on the agricultural sector that is essential to policy research. We will conduct a two phase assessment, the first to select the key institutions from a list of potential institutions and the second to identify strengths and weaknesses and develop custom capacity building plans with two to three organizations.

Tasks:

Phase 1:

- Develop a list of potential institutions including but not limited to ACT, RUBADA, Data Unit of the Ministry of Agriculture, NFRA, local governments in the SAGCOT region, and the Regional Administration and Local Government (RALG)
- Develop criteria by which to select institutions including importance to SAGCOT, ability to develop meaningful plans, willingness to participate in the program.
- Select two to three institutions for in-depth assessments and capacity building plans

Phase 2:

- Assess capacity and efficiency in each major functional area of the organization (leadership and management, Finance and accounting, HR, communication or advocacy, marketing, strategic planning, operations)
- Assess change readiness profiles by examining each organization against 7 key (see chart) elements:
 - Problem identification: Organization has clearly identified the problem they are trying to address or function they seek to perform
 - Strategy and vision: Strategy and approach is aligned with the problem or function



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- Resource allocation: Human, financial, and property resources support the strategy
- Implementation planning: short, medium, and long-term objectives are clearly laid out
- Stakeholder participation
- Change management
- Performance management

Resources:

- Bill Kedrock
- Daniel Mgwhira
- Short-term BAH consultants
- Short-term Tanzanian consultants

Milestones:

- Target institutions selected (*October-December*).
- Capacity building assessments completed (*January*).
- Custom capacity building plans developed (*February-March*).

Key Partners: Each targeted institutions will participate in their custom capacity building plans.

2. Capacity Building for Policy Research and Analysis

Background: Building local capacity to do policy research and analysis is essential to the continuing impact of the SERA project. Without developing such local capacity, policies will continue to be developed without adequate understanding of the impacts and without data intensive and facts-based analytics. Since building policy research capacity is a long-term activity, the SERA project will follow a multifaceted approach, including encouraging agricultural policy research at Sokoine and other universities and research organizations in Tanzania, exploring the support for co-sponsoring an annual workshop on agricultural policy with the MAFC, sponsoring seminars by international experts working in the region, and hosting interns interested in working on agricultural policy issues as part of their graduate programs. The objective is to strengthen interest in agricultural research and the use of such research in policy making.

Tasks:

- Meet with the administration of Sokoine University to enlist their support for increased agricultural policy research and follow that with a seminar to the faculty of agricultural economics to explain the FtF Initiative and invite research proposals on agricultural policy (*October*).
- Meet with other research institutions including the University of Dar es Salaam and REPO to gauge their interest in participating in agricultural policy research (*October-December*).
- Sponsor research seminars at Sokoine and other participating institutions on a quarterly or thrice yearly basis to allow researchers to present the results of their policy analysis (*October-September*).
- Invite international experts on agricultural policy to present seminars on recent research when they are traveling within the region (*October-September*).
- Host a MS level student from Sokoine to join the SERA team to finish their thesis on a topic of interest to policy makers (*October-September*).

Resources:

- Don Mitchell

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- Andrew Temu
- David Kraybill (OSU project)
- Alex Mkindi

Milestones:

- MOU signed with Sokoine University to host seminar series
- Initial seminar held at Sokoine University to present FtF, the opportunity to prepare research papers Initial seminar held with research from Sokoine faculty
- International expert seminars hosted
- Student intern engaged

Component 3 Activities: Advocacy and Communications

1. Project Communications Strategy

Background: Each project in the Feed the Future portfolio needs to have a project level communications strategy and brand that fits into the larger Feed the Future communications plan.

Tasks:

- Develop scope of work for project communications strategic planning (*July-August*)
- Conduct brief project stakeholders analysis to understand appropriate messages(*September-October*)
- Develop project brand, website, and key project messages (*September-October*)
- Liaise with other FTF projects to have a comprehensive and unified message (*July/August*)
- Collaborate with USAID FTF communications personnel to ensure that the project message fits into overall FTF communications strategy (*July-September*)

Resources:

- Jack Meena
- BAH Communications Consultant

Milestones:

- Project communications strategy developed and approved (September-October)
- Project branding strategy developed (September-October)

Key Partners: USAID FTF personnel and other FTF projects and implementing partners will be key partners in this activity. SERA will also collaborate with the SAGCOT PR team and ACT to ensure that the SAGCOT communications plan is in sync with the SERA strategy.

Support SAGCOT PR team with communications messages

Background: SAGCOT through ACT and a PR team will be responsible for the SAGCOT messaging but the SERA team will provide support and capacity building for communications as necessary.

Tasks:

- Interview Communications Specialists and hire suitable candidate (October)
- Develop SERA communications plan in coordination with SAGCOT plan (*October-November*).
- Provide any capacity building or support for the SAGCOT/ACT team as necessary (*Ongoing*).

Resources:

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- Communications Specialist to be identified
- BAH Communications Consultant

Milestones:

- SAGCOT/ACT PR team meeting held

Key Partners: SAGCOT, ACT, and the PR firm hired to support SAGCOT communications will be key partners.

Develop specific advocacy plans around particular policy issues

Background: Each policy issue addressed above could require an associated advocacy and communications plan once the research and analysis has been done. Depending on the issue, the SERA team will work with an appropriate Tanzanian partner organization such as ACT, or SAGCOT, to develop specific issues based advocacy and communications plans to disseminate research and analysis and push for evidenced-based reform.

Tasks:

- Identify which policy issues will be carried forward into advocacy and communications plans (*October/November*)
- Identify key partner organizations to be out in front of lobbying and advocacy efforts (*December/January*)
- Develop issue specific advocacy campaigns with partner organizations (*February – Ongoing*)

Resources:

- Jack Meena
- Partner organizations

Milestones:

- Advocacy issues identified
- Advocacy campaigns developed and launched

Key Partners: Key partners in this effort will be the public face of advocacy campaigns. ACT, EAGC, MVIWATA, and SAGCOT are likely candidates for partners in advocacy campaigns. Depending on the issue, the Government of Tanzania may need support in communicating a position or standing by a policy decision made for the SAGCOT region.

Project Mobilization and Operations Activities

Mobilization is currently underway.

Office Space

Tasks:

- Identify permanent office space on peninsula (*Completed*)
- Lease approved and signed (*October-November*)
- IT wiring (*October*)
- Project website and email addresses (*October*)
- Office furniture (*October*)
- Office build out if necessary (*December-January*)

Project Finances

- Project bank account (*November*)
- Project accounting procedures (*November*)
- Expense policies (*October*)
- Petty cash policies (*October*)

Personnel

- Short-term labor contracts (*Completed*)
- Long-term labor contracts (*November*)
- Don's Allowances and procedures for LQA – Start Sept 1 (*October*)
- Personnel policy manual (*October*)
- Local benefits packages – research, quotes, selection, purchase, enrollment (*October-November*)
- Legal counsel on labor law (*October-November*)
- Work and residence permits (*October-November*)

Project Systems

- Project/company registration (*November-December*)
- Accounting systems (*October*)
- Vehicle purchase (*December*)
- Staff meetings (*October and ongoing*)
- Personnel and office policies (*October*)

Equipment Purchases

- Computers (*November*)
- Office equipment (*November*)
- Office furniture (*November*)
- Vehicle Ordered (*November*)

Resources:

- Mary Kabatange
- Violane Konar-Leacy
- Don Mitchell

Milestones:

- Registration complete
- Office lease signed
- Policies and systems in place
- Equipment and vehicles procured