Needs Assessment for Members of TOAM

May – June 2017

eMJe Consult Tanzania Ltd
Table of Contents

Acknowledgements .................................................................................................................. 4

Abbreviations .......................................................................................................................... 5

Executive Summary .................................................................................................................. 6

1 Introduction ............................................................................................................................ 9
  1.1 Study Objectives .................................................................................................................. 9

2 Methodology .......................................................................................................................... 10
  2.1 Workshops with TOAM Members ....................................................................................... 10
  2.2 Interviews with Non-Members ........................................................................................... 11
  2.3 Farmer SMS Survey ............................................................................................................ 11
  2.4 Data Analysis and Reporting .............................................................................................. 12

3 TOAM Members ................................................................................................................... 12
  3.1 Overview .............................................................................................................................. 12
  3.2 Companies ........................................................................................................................... 13
  3.3 Farmers/Farmer Groups ....................................................................................................... 14
  3.4 NGOs ..................................................................................................................................... 15

4 TOAM Services ..................................................................................................................... 16
  4.1 Overview .............................................................................................................................. 16
  4.2 Training ................................................................................................................................ 17
  4.3 Information Sharing ............................................................................................................. 18
  4.4 Market Linkage .................................................................................................................... 18
  4.5 Networking ........................................................................................................................... 19
  4.6 Trade Exhibitions and Exposure Visits ................................................................................ 19
  4.7 PGS Certification ................................................................................................................ 20

5 Members’ Critical Needs ....................................................................................................... 20
  5.1 Overview .............................................................................................................................. 20
  5.2 Market Development ........................................................................................................... 20
  5.3 Awareness, Information and Communication ..................................................................... 22
  5.4 Lobbying and Advocacy ....................................................................................................... 23
  5.5 Capacity Building and Training ......................................................................................... 24
  5.6 Certification Support ........................................................................................................... 25
  5.7 Research and Development ............................................................................................... 25
  5.8 Networking .......................................................................................................................... 25
  5.9 Operationalise TOAM Zanzibar .......................................................................................... 27
6 Farmer SMS Survey Findings .......................................................................................................................... 27
6.1 Overview ................................................................................................................................................. 27
6.2 Most Significant Challenges ...................................................................................................................... 28
6.3 Most Needed Services ............................................................................................................................... 30
6.4 Services Requested of TOAM .................................................................................................................. 32
7 Stakeholder Recommendations and Opportunities for Collaboration ....................................................... 34
7.1 Non-member Stakeholder Recommendations .......................................................................................... 34
7.2 Opportunities for Collaboration .............................................................................................................. 36
  7.2.1 Value Addition of Sunflower with UNIDO .......................................................................................... 36
  7.2.2 R&D with SUA ................................................................................................................................. 37
  7.2.3 R&D with MVIWATA ....................................................................................................................... 37
  7.2.4 ‘Vision Zanzibar’ with the Ministry of Agriculture in Zanzibar ............................................................ 38
  7.2.5 Organic Spices with ZSTC ................................................................................................................ 38
8 Conclusion ...................................................................................................................................................... 39

Annexes ............................................................................................................................................................. 40
Annex 1: Terms of Reference .......................................................................................................................... 40
Annex 2: Methodology and Tools .................................................................................................................... 42
Annex 3: Work Plan ........................................................................................................................................... 53
Annex 4: List of Persons Consulted ................................................................................................................ 54
Acknowledgements

We would like to sincerely thank Mr. Jordan Gama, Chief Executive Officer (CEO) of the Tanzania Organic Agriculture Movement (TOAM), Mr. Saidi Singo, TOAM Organic Guarantee Systems Officer, and the remaining TOAM team, for organizing the workshops and inviting all participants that attended in Morogoro, Zanzibar and Kilimanjaro.

We extend our sincere appreciation to all TOAM members that actively and openly participated in the workshops, all of whom tirelessly work towards realising TOAMs ultimate goal of promoting organic agriculture (OA) in Tanzania. Special thanks to Ms. Janet Maro of Sustainable Agriculture Tanzania (SAT), Mr. Khamis Mohammed of TAZOP Ltd, and Mr. Richard Mhina of Floresta Tanzania, for arranging the workshop venues and meals, as well as providing other helpful assistance.

We are also very grateful to the non-member stakeholders consulted at the Agricultural Council Tanzania (ACT), the Agricultural Non-State Actors Forum (ANSAF), Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA), Participatory Ecological Land Use Management (PELUM), the Sokoine University of Agriculture (SUA), the Tanzania Trade Development Authority (TanTrade), United Nations Industrial Development Organization (UNIDO), Zanzibar State Trading Corporation (ZSTC) and the Zanzibar Ministry of Agriculture. We thank them for sparing their precious time to share inputs on their engagements with TOAM, as well as providing informative insights on the essential services that would serve TOAM members and the OA sector as a whole.

We would also like to graciously thank Pia Michel of Pia Michel Consulting—with whom eMJee Consult enjoyed collaborating on during an earlier engagement with TOAM—and who was the source of many of the methodologies employed in this study.

Last, but certainly not least, we would like to express our gratitude to the Andreas Hermes Akademie (AHA) for making this study possible. We hope that it will be valuable to TOAM in their future endeavours, for which we wish them all the best.
Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACT</td>
<td>Agricultural Council Tanzania</td>
</tr>
<tr>
<td>AfrONet</td>
<td>African Organic Network</td>
</tr>
<tr>
<td>AHA</td>
<td>Andreas Hermes Akademie</td>
</tr>
<tr>
<td>ANSAF</td>
<td>Agricultural Non-State Actors Forum</td>
</tr>
<tr>
<td>B2B</td>
<td>Business-to-Business</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CEZOSOPA</td>
<td>Central Zone Sunflower Oil Processors Association</td>
</tr>
<tr>
<td>CISU</td>
<td>Civil Society in Development</td>
</tr>
<tr>
<td>EOs</td>
<td>Extension Officers</td>
</tr>
<tr>
<td>FFLG</td>
<td>Farmer Family Learning Group Project</td>
</tr>
<tr>
<td>GMOs</td>
<td>Genetically Modified Organisms</td>
</tr>
<tr>
<td>GS1-TZ</td>
<td>GS1 (TZ) National Ltd</td>
</tr>
<tr>
<td>ICS</td>
<td>Internal Control Systems</td>
</tr>
<tr>
<td>KATI</td>
<td>Kizimbani Agricultural Training Institute</td>
</tr>
<tr>
<td>LGAs</td>
<td>Local Government Authorities</td>
</tr>
<tr>
<td>MDAs</td>
<td>Ministries, Departments and Agencies</td>
</tr>
<tr>
<td>MVIWATA</td>
<td>Mtandao wa Vikundi vya Wakulima Tanzania</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-Governmental Organisations</td>
</tr>
<tr>
<td>OA</td>
<td>Organic Agriculture</td>
</tr>
<tr>
<td>OD</td>
<td>Organic Denmark</td>
</tr>
<tr>
<td>PELUM</td>
<td>Participatory Ecological Land Use Management</td>
</tr>
<tr>
<td>PGS</td>
<td>Participatory Guarantee System</td>
</tr>
<tr>
<td>PPP</td>
<td>Public Private Partnerships</td>
</tr>
<tr>
<td>PPRA</td>
<td>Public Procurement Regulatory Authority</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
</tr>
<tr>
<td>SAT</td>
<td>Sustainable Agriculture Tanzania</td>
</tr>
<tr>
<td>SIDO</td>
<td>Small Industries Development Organisation</td>
</tr>
<tr>
<td>SUA</td>
<td>Sokoine University of Agriculture</td>
</tr>
<tr>
<td>SUZA</td>
<td>State University of Zanzibar</td>
</tr>
<tr>
<td>TABIO</td>
<td>Tanzania Alliance for Biodiversity</td>
</tr>
<tr>
<td>TanTrade</td>
<td>Tanzania Trade Development Authority</td>
</tr>
<tr>
<td>TBS</td>
<td>Tanzania Bureau of Standards</td>
</tr>
<tr>
<td>TCU</td>
<td>Tanzania Commission for Universities</td>
</tr>
<tr>
<td>TFDA</td>
<td>Tanzania Food and Drug Authority</td>
</tr>
<tr>
<td>TOAM</td>
<td>Tanzania Organic Agriculture Movement</td>
</tr>
<tr>
<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
</tr>
<tr>
<td>ZBS</td>
<td>Zanzibar Bureau of Standards</td>
</tr>
<tr>
<td>ZSTC</td>
<td>Zanzibar State Trading Corporation</td>
</tr>
</tbody>
</table>
Executive Summary

Tanzania Organic Agriculture Movement (TOAM) is an umbrella organization comprising of 80 members. TOAM endeavours to enable sustainable livelihoods and ecologically-sound agricultural development by: (i) providing sustainable and useful services to its members; and (ii) promoting the development of organic agriculture (OA) in Tanzania. TOAM, with the support of the Andreas Hermes Akademie (AHA), commissioned a needs assessment of TOAM members in order to inform a strategic planning process and assist the development of new services. Ultimately, this process aims to ensure that TOAM: (i) provides evidence-based support to their members; (ii) attracts new members to the movement; and (iii) strategically furthers the Tanzanian OA sector as a whole.

The needs assessment aimed to understand: (i) TOAM members and their activities; (ii) the specific needs of TOAM members in terms of services that can be provided by the organization; and (iii) the services that would make other organizations in the Tanzanian organic sector join TOAM.

Findings on TOAM

TOAM members highlighted that TOAM facilitates: (i) OA training; (ii) the sharing of OA information; (iii) market linkage; (iv) networking amongst OA actors; (v) exposure visits amongst farmers and attendance at trade fairs/exhibitions; and (vi) organic certification and participatory guarantee systems (PGS) initiatives. Members appreciate that the quality of TOAM services are good, and TOAM is viewed as the appropriate body to provide (or facilitate the provision of) these services. However, the overall sentiment is that the frequency of service provision is inadequate. Consequently, the members are keen to receive more frequent, consistent and strategic support from TOAM.

Recommendations for TOAM

Following a reflection of: (i) TOAMs current services; (ii) members’ pains (i.e. frustrations, fears and obstacles); and (iii) members’ gains (i.e. desired results and indicators of success), TOAM members identified the following eight critical needs:

1. Market Access and Development

Market access and market development are key to the success of organic farmers in Tanzania. The key needs for TOAM to address are:
   - Provision of reliable and up-to-date market information.
   - Establishment of local OA marketplaces, in particular: (i) opening of organic shops in three key Tanzanian cities; (ii) placement of Tanzanian organic products in existing supermarkets; and (iii) organising farmers’ markets or facilitating participation in existing marketing forums.
- **Linkages to reliable buyers** e.g. through: (i) facilitating attendance at trade fairs and exhibitions; (ii) exploring market prospects, promoting members’ products and networking with potential buyers; and (iii) maintaining an online marketing platform where producers can advertise products, buyers can express needs and dealings can be simplified.
- **Local value addition** to increase revenues from organic products.

2. **Awareness, Information and Communication**

Awareness, information and communication is a critical cross-cutting need to ensure the recognition, appreciation and proliferation of OA. In this TOAM is well placed to:
- Conduct an **awareness raising campaign** mainstreamed throughout all activities, delivering messages that are tailor-made for the target audience—be it farmers or policymakers—to lay the ground for behaviour change and policy development.
- Raise **producer and processor awareness** on the benefits of OA in view of increasing the volume of organic products.
- Grow local demand by educating consumers to recognise and appreciate organic products.
- Use a wide variety of **channels** for maximum awareness creation.

3. **Lobbying and Advocacy**

As the principal mouthpiece of the OA movement in Tanzania, TOAM must consistently **engage with Government** to lobby and advocate for policies and regulatory frameworks that recognise and support OA. This may include:
- Developing an **advocacy strategy** that provides a structured approach for effective engagement with the relevant public ministries, departments and agencies (MDAs) to influence sustainable change by tackling key sector issues and bottlenecks.
- Taking every opportunity to articulate the case for OA, and making a point to **engage in forums** where the agenda does not necessarily align with OA principles.

4. **Capacity Building and Training**

**Capacity building of key sector actors** is critical to advancing the movement because: (i) a basic understanding of OA is essential to compelling decision makers to effect constructive change; and (ii) value chain actors require certain capacities to successfully fulfil their functions. The key needs for TOAM to address are:
- Regular training for member organizations. For this purpose, a **training needs assessment** and an **annual training plan** needs to be developed. Cost-efficient training delivery could be established by linking up with existing OA training providers and sourcing OA experts from within the TOAM membership.
- More frequent **exposure visits** for members e.g. among farmers and to events/exhibitions/fairs.
- **Institutional development and organisational strengthening** of member organizations including project and grant proposal writing, developing business plans, strategic planning and fundraising.

5. **Certification Support**

Certification is central to the success of OA. The key needs to be addressed are:
- **Simplification and facilitation of organic certification**, including third-party certification and participatory guarantee systems (PGS), which are currently complex and costly to attain.
- Producers and processors to access new markets and fetch better prices. This is closely linked to ensuring an increased volume and visibility of certified products on the market.
- A local base of certification experts and inspectors, as well as building capacity on the different types and methods of certification in order to enable the payoffs of certification.

6. Research and Development

The essential needs are:
- Localised OA research and development (R&D); and
- Evidence-based awareness raising, advocacy and lobbying, training and capacity building, etc.

In this TOAM is well placed to:
- Serve as the main OA information hub and the key promoter of the sector.
- Partner with relevant research institutions and training institutes to: (i) identify critical R&D gaps; (ii) design programs to address these gaps; (iii) establish demonstrations, field trials, farmer field schools, etc.; and (iv) document and disseminate OA best practices and case studies.

7. Networking and Coordination

Networking is imperative to raising the profile of OA and building mutually-beneficial relationships between key sector players to maximise impact. In this, TOAM is well placed to:
- Establish associations or clusters (e.g. by member location, member type or product produced) to facilitate more interaction and collaboration.
- Facilitate members to attend trade exhibitions and fairs for more direct interaction between producers, processors and buyers.
- Grow its membership base to become the unified voice of the OA sector. Potential new members include journalists, training institutes, academia, faith- based organisations (FBOs) and more producer groups.

8. Operationalise TOAM Zanzibar

- The priority of members in Zanzibar is to operationalise the newly registered Zanzibar chapter of TOAM by setting up an office, recruiting the required staff and beginning activities in line with TOAMs strategic plan.
- TOAM Zanzibar aims to advocate for the island to become entirely organic in an effort known as ‘Vision Zanzibar – Organic Island’.

Ultimately, while TOAM is well-positioned to support its members in many aspects with regard to their needs, it is neither feasible nor reasonable to expect TOAM to fulfil all of these needs. A process is required whereby key roles and responsibilities are clarified within TOAM, as well as among key sector players. This is foreseen to result in a cascading hierarchy of duties from the African Organic Network (AfrONet), to the national TOAM, down to mid-level organizations (businesses, non-governmental organisations, community-based organisations, etc.), farmer groups and the farmers themselves. The overall aim is to establish a system of synergistic cooperation whereby all key players fulfil their function, which will ensure the full spectrum of needs of the OA sector are addressed.
1 Introduction

Tanzania Organic Agriculture Movement (TOAM) is an umbrella organization aiming to: (i) provide sustainable and useful services to its members; and (ii) promote the development of organic agriculture (OA) in Tanzania. TOAM consists of 80 members\(^1\) including various types of institutions and organizations such as farmer groups and cooperatives, NGOs, organic operators, companies, distributors, researchers and trainers. TOAM views development of the organic farming sector as a crucial factor for sustainable livelihoods, and envisions establishing a vibrant, sustainable and mutually beneficial organic sector in Tanzania.

TOAM currently works with the Andreas Hermes Akademie (AHA)—the main training institution of the German food and agricultural sector—in strengthening its own capacities. One key capacity is the provision of services to its membership. Only if TOAM provides such services, will members be enabled to fulfil their mandate, be willing to remain TOAM members and pay their fees, or indeed, will new members be inclined to join the movement.

AHA has been supporting TOAM in a strategy development process, during which the necessity of a needs assessment arose. This study aims to inform TOAMs upcoming strategic plan in order to ensure that the development of services is rooted in the verified needs of TOAM members and the OA sector as a whole. The assessment is foreseen to serve as the basis of a workshop planned for July 2017, during which TOAM will be coached in identifying and developing two new services for their members.

1.1 Study Objectives

The needs assessment aimed to understand the following key questions:

a) What are the specific needs of the members in terms of services that can be provided by TOAM?
b) What are the potential services that would make other organizations in the organic farming sector of Tanzania join TOAM?

The study also endeavoured to collect background information on the:

c) Types of TOAM members;
d) Services these organizations are providing their members;
e) TOAM services provided to date;
f) Members' perceptions of the currently provided services;
g) Types/characteristics of organizations that are potential new members of TOAM; and
h) Potential services that would serve the OA sector as a whole, without specifically targeting members.

\(^{1}\) Source: Membership Status Update 2006.
2 Methodology

The assessment employed the following three methods of data collection:

- **Workshops**
  - TOAM Members

- **Interviews (Non-members)**
  - Key Agricultural Stakeholders
  - Collaborators of TOAM

- **SMS Survey**
  - Farmers (TOAM ICS and PGS Groups)

*Figure 1: The two methods employed during the study and the respective stakeholders targeted.*

The tools employed during these three methods of engagement are provided in Annex 2. In addition, Annex 4 provides a comprehensive list of all the persons consulted.

2.1 Workshops with TOAM Members

Three needs assessment workshops were conducted in different locations to gather in-depth insight from a total of 20 TOAM members. Given the large geographic spread of members across Tanzania, TOAM selected these locations as focal points for geographically-clustered members, as outlined in Table 1. Furthermore, Figure 2 illustrates a detailed breakdown of the participants by their location of origin.

*Table 1: Workshop locations and origin of participants.*

<table>
<thead>
<tr>
<th>#</th>
<th>Workshop Location</th>
<th>Workshop Participants (TOAM Members)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Morogoro Town, Morogoro</td>
<td>Seven participants from Morogoro, Dar es Salaam, Iringa and Masasi</td>
</tr>
<tr>
<td>2</td>
<td>Stone Town, Zanzibar</td>
<td>Six participants from Zanzibar and Pemba</td>
</tr>
<tr>
<td>3</td>
<td>Moshi, Kilimanjaro</td>
<td>Seven participants from Kilimanjaro, Arusha and Tanga</td>
</tr>
</tbody>
</table>

TOAM invited three types of members to attend the workshops: companies, farmers/farmer groups and NGOs. These three types were chosen because they make up the majority of the membership base. While the objective was to strive for a representative sample with equal participation of these groups, unfortunately this was not achieved due to the absence of a farmer group and NGO in Morogoro. Ultimately, 50% of the workshop participants were from companies, 30% from NGOs and 20% were farmers, as depicted in Figure 3.
2.2 Interviews with Non-Members

To complement the workshops, semi-structured interviews were conducted with key agricultural stakeholders (non-members) and TOAM collaborators in Morogoro, Zanzibar and Dar Es Salaam, as outlined in Table 2. These interviews served to: (i) explore the OA sector and its needs as a whole; and (ii) gather expert opinion on the potential actions that would best serve existing members as well as attract new ones. Existing collaborators were met to explore past engagements and opportunities for continued co-operation.

Table 2: Non-member stakeholders consulted by location.

<table>
<thead>
<tr>
<th>Location</th>
<th>Stakeholders Consulted (Non-members)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morogoro</td>
<td>Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA)</td>
</tr>
<tr>
<td></td>
<td>Participatory Ecological Land Use Management (PELUM)</td>
</tr>
<tr>
<td></td>
<td>Sokoine University of Agriculture (SUA) (by email)</td>
</tr>
<tr>
<td>Zanzibar</td>
<td>Zanzibar Ministry of Agriculture, Natural Resources, Livestock and Fisheries</td>
</tr>
<tr>
<td></td>
<td>Zanzibar State Trading Corporation (ZSTC)</td>
</tr>
<tr>
<td>Dar es Salaam</td>
<td>Agricultural Council Tanzania (ACT)</td>
</tr>
<tr>
<td></td>
<td>Agricultural Non-State Actors Forum (ANSAF)</td>
</tr>
<tr>
<td></td>
<td>Tanzania Trade Development Authority (TanTrade)</td>
</tr>
<tr>
<td></td>
<td>United Nations Industrial Development Organization (UNIDO)</td>
</tr>
</tbody>
</table>

2.3 Farmer SMS Survey

Due to the fact that the farmer voice was not as strongly represented during the workshops, a short SMS survey consisting of three questions was deployed in Kiswahili to collect further insights. Farmers
constitute the base of the agriculture sector, therefore, identifying and serving their needs is crucial to the OA movement. The SMS survey was sent to over 200 farmers, from which 120 SMS responses were received from a total of 52 farmers (20 female; 25 male; 7 unknown). The farmers that were involved in the survey belong to ICS and PGS groups. Some of these groups were formed by TOAM, while others were formed by TOAM members. These groups have all received OA training and certification support from TOAM.

2.4 Data Analysis and Reporting

All workshop flipcharts and interview notes were electronically processed to enable thematic coding of recurring issues, which in turn simplified analysis of overarching trends. The assessment findings are structured as follows in the succeeding sections:

Section three captures data gathered on the TOAM members themselves, namely their activities, the obstacles they face and their aspired results. The findings are presented by member type (i.e. companies, farmers/farmer groups and NGOs) because clear distinctions emerged between them.

Section four outlines the services TOAM is currently providing its members as communicated by the members consulted. It also captures the members’ perception of each service, and a brief account of their reasoning. This section is presented by service type, as a clear set of services emerged from the data irrespective of member type (with some notable distinctions highlighted where relevant).

Section five presents the eight critical needs put forth by the members. The information presented is based on two key discussions, namely: (i) members’ suggested improvements to existing TOAM services; and (ii) members’ review of their major pains and gains (i.e. challenges and aspirations) to identify the key areas where TOAMs assistance is most needed.

Section six provides a synthesis of the farmer SMS survey results. It captures the surveyed farmers’ greatest challenges, most significant needs and the support they desire from TOAM.

Lastly, section seven outlines the recommendations put forward by the non-member stakeholders consulted, as well as potential areas for future collaboration.

3 TOAM Members

3.1 Overview

TOAM consists of 80 members\(^2\), which TOAM has classified into 11 categories by member type as depicted in Figure 4. TOAMs three most dominant types of members—companies, farmers/farmer groups and NGOs—were included in this study, as outlined in section 2.1. 75 percent of TOAM members are paying, while 25 percent are non-paying. Since 20 members were consulted, this study captures the views of 25 percent of the membership. This section outlines the activities of these three dominant member types and provides a summary of their respective pains and gains.

\(^2\) Source: Membership Status Update 2006.
3.2 Companies

Ten companies shared the activities they undertake with regard to OA value chains, which include:

- training farmers on organic practices, entrepreneurship and/or contract farming;
- facilitating contract farming;
- providing financial support in the form of credit/loans;
- providing seeds and planting materials;
- maintaining records on farmers and loaned products;
- providing extension and advisory services;
- organising organic certification;
- conducting internal inspections and facilitating external inspections;
- developing and managing Internal Control Systems\(^3\) (ICS) for quality control;
- buying organic products from farmers;
- transporting and delivering goods;
- processing and adding value to products;
- marketing organic products; and/or
- selling/exporting organic products.

On a systemic level, companies also claim to be educating consumers and conducting lobbying and advocacy to influence key issues pertaining to the OA sector and the business environment.

The succeeding Figure 5 outlines the companies’ pains and gains. Pains refer to frustrations, fears and obstacles, while gains are desired results and indicators of success. They are listed as ranked by the workshop participants, with the most serious pains, and most necessary gains, on top.

---

\(^3\) IFOAM defines an Internal Control System (ICS) as “the part of a documented quality assurance system that allows an external certification body to delegate the periodic inspection of individual group members to an identified body or unit within the certified operator. This means that the third-party certification bodies only have to inspect the well-functioning of the system, as well as to perform a few spot-check re-inspections of individual smallholders.” Source: [http://www.ifoam.bio/en/internal-control-systems-ics-group-certification](http://www.ifoam.bio/en/internal-control-systems-ics-group-certification).
3.3 Farmers/Farmer Groups

The four farmer representatives consulted during the workshops engage in organic farming, organic beekeeping and/or organic livestock keeping. These farmers hold leadership positions within their respective farmer groups. These groups claim to be:

- producing organic products;
- providing training on organic farming practices;
- providing seeds, organic fertilizer and pesticides;
- facilitating extension services;
- advising farmers;
- conducting regular meetings and/or farmers’ visits to assess crop progress;
- harvesting, saving and sharing seeds;
- conducting internal inspections in line with ICS; and/or
- seeking markets for produce.

The succeeding Figure 6 outlines these farmers’ pains and gains, ranked with the most serious pains, and most necessary gains, on top.
3.4 NGOs

The six NGOs consulted are involved in various activities in support of farmers within the OA sector, including:

- registering and monitoring the progress of farmers;
- providing training⁴;
- sharing information and exchanging ideas⁵;
- establishing demonstration plots, farmer field schools and/or nurseries;
- facilitating extension and/or advisory services;
- providing soft loans, organic inputs, tools and/or equipment;
- facilitating seed exchanges;
- organising farmers exchange visits and OA exhibitions (including farmers’ markets);
- establishing ICS;

---

⁴ e.g. including on OA principles and practices, conservation agriculture, vermiculture, agroforestry, biogas production, livestock keeping, medicinal plants, PGS, propagation of fruits, etc.

⁵ e.g. through conferences, forums, meetings, seminars, workshops, religious forums, banners, brochures, flyers, leaflets, magazines, reports, letters, email, media, social media (Facebook, Twitter, WhatsApp), newsletters (e.g. monthly), physical visits, phone, skype, etc.
- performing quality assurance and control processes;
- facilitating product value addition;
- conducting market research of local and international markets; and/or
- linking producers to buyers.

On a systemic level, NGOs also engage in raising awareness on the benefits of OA, as well as lobbying and advocating for policies that support the sector.

Figure 7 outlines the pains and gains of these NGOs, ranked with the most serious pains, and most necessary gains, on top.

**Figure 7: Gains and pains as communicated and ranked by NGO workshop participants.**

4 **TOAM Services**

4.1 **Overview**

TOAM services assist members in performing their roles and responsibilities. Workshop participants were asked to list and rank the services provided to them by TOAM. A point system was developed
to calculate an overall score for each service based on the number of times the service was listed, and the ranking ascribed to it (from “most helpful” to “least relevant/needs improvement”). As such, higher scores correspond to services that were received most and ranked positively (see Figure 8).

![Figure 8: Ranking of services provided by TOAM in order of most cited and helpful first.](image)

This section outlines each service, and provides the members’ perspective based on a five-point rating scale.

### 4.2 Training

Seven members communicated that TOAM provides training to build their capacity. The training content is good and members’ knowledge has increased as a result. Past training content includes: basic OA principles, ICS, value chain development, Participatory Guarantee Systems (PGS), etc. All members, however, stated that the frequency of training is insufficient and inconsistent. For example, some had received two trainings per year (Morogoro farmers), some had only received one training in the past two years (Zanzibar farmers), while others had never received any training (Kilimanjaro and Zanzibar companies). Some companies mentioned the training content was random and not necessarily based on their needs.

![Figure 9: Perception of TOAMs service: training in OA.](image)
4.3 Information Sharing

Six members stated that TOAM is an information hub and portal. There were, however, diverging views on this service, with perceptions ranging from very good to poor. The shortcoming seems to be the low frequency of dissemination, as opposed to the quality of information being shared. There were also mixed feelings about the TOAM website, with some sharing praise while others commented that it is shallow, needs updating and lacks information. TOAM was also encouraged to use diverse communication channels to share information more extensively, including social media. Information on marketing and pests and disease management is desired, among others.

TOAM also provides training materials and resources for members to use. These include existing leaflets, guides, posters and information on OA standards, which were deemed as good and helpful. It was requested that training content be developed for animal husbandry.

4.4 Market Linkage

Six members shared that TOAM aids market linkage. Providing market information and facilitating market linkage were expressed as a crucial service required from TOAM. This is because the local market for OA products is not well-developed and linking up to both national and international buyers is challenging. While most members found TOAMs market-related services acceptable, concerns were raised that market information is seldom provided and an OA marketing platform is lacking. One company also commented that often buyers’ needs are communicated to members, however, these are not necessarily based on members’ products and are therefore irrelevant to them. They expressed preference for the reverse approach i.e. for TOAM to seek markets for their products.

Ultimately, a combination of both is needed in order for organic producers to better understand market demands for future reference, while also securing buyers for their current products.
4.5 Networking

Five members noted TOAMs networking function. As the national umbrella organisation for promoting the proliferation of OA in Tanzania, networking and playing a coordinating role is considered an essential responsibility of TOAM. Members appreciate the current practice of meeting once per year and said that there is a core group of committed members that are loyal to TOAM and the cause. However, it was said that TOAMs networking and coordination function could be improved and communication channels must be strengthened. It was also commented that cooperation between members is limited, which results in missed opportunities for collaboration e.g. by location, member type or products engaged in.

4.6 Trade Exhibitions and Exposure Visits

Six members highlighted that TOAM facilitates: (i) participation in local and international trade visits and exhibitions; and (ii) exposure visits between members and farmers for cross-learning. While select members have benefited from activities relating to this service, several also voiced their discontent with not being included in, or informed of, such events. A recurring comment was that only TOAM attends trade fairs and exhibitions, while members and producers are not involved. Their general feeling is also that feedback to members on the outcomes of these events is lacking. Furthermore, showcasing the opportunities in OA is challenged by the fact that there are very few certified products to display at such events.

With regard to exposure visits, while they were commended, farmers would like to see them occurring more often than the current average of about once per year.
4.7 PGS Certification

Three members singled out PGS certification as a key service of TOAM. Participatory Guarantee Systems (PGS) are “locally focused quality assurance systems... [that] certify producers based on active participation of stakeholders and are built on a foundation of trust, social networks and knowledge exchange”\(^6\). The development of PGS is seen as an alternative and complementary tool to third-party certification, which works well in local situations and enables small-scale farmers to access organic markets for improved livelihoods. It can also be seen as a stepping stone to meeting third-party certification requirements. TOAM is responsible for facilitating PGS in Tanzania and ensuring its recognition by Government and the relevant authorities. The general opinion is that PGS is complicated, insufficiently supported and the process is very expensive.

5 Members’ Critical Needs

5.1 Overview

After reflecting on their activities, pains and gains—as well as the existing services provided by TOAM—the 20 consulted TOAM members expressed the following eight critical needs, the final one being specific to Zanzibar:

![Critical Needs Chart]

Figure 14: Perception of TOAMs service: PGS certification.

![Critical Needs Chart]

Figure 15: Summary of critical needs as put forth by TOAM members.

5.2 Market Development

Developing the market for organic products, receiving more market information and facilitating linkages to reliable buyers, were consistently put forth by members as critical needs from TOAM

because lacking market access is a serious constraint of producers and traders. The participants provided several suggestions in this regard.

There are two types of organic farms in Tanzania: (i) certified organic farms producing for national, regional and international markets; and (ii) informal organic farms producing for subsistence and local markets. Naturally, the former type is better positioned to capitalise on the benefits of OA by fetching premium prices for certified products, accessing more lucrative markets, and, as a result, increasing incomes. In order for this to happen, and to grow the OA sector in Tanzania as a whole, general consensus is that certification support is needed to increase the overall number of certified producers and products (see section 5.6 for more).

A key prerequisite for accessing markets is reliable and up-to-date market information. Members request TOAM to support them by:
- conducting market research;
- exploring market prospects;
- networking with potential buyers;
- marketing members’ products;
- indicating market prices; and
- sharing information on producers, products, traders and buyers.

Methods suggested to improve the dissemination of market information include TOAMs website, SMS, social media, email, and newsletters (monthly or quarterly).

Several ideas were put forth regarding developing markets for OA products. To begin, raising consumer awareness on the many benefits of OA is a prerequisite for growing demand locally (see section 5.3). Members would also like to see the establishment of designated organic market places. For instance, the idea was put forth to establish organic shops in up to three locations across Tanzania e.g. Arusha, Dar es Salaam and Zanzibar. Since this is a capital-intensive proposition, and perhaps risky in the short term given the local organic market is not yet well-established, there are other options that may be more feasible in the meantime. These include: (i) approaching existing supermarkets to showcase Tanzanian organic products in a designated space; (ii) establishing a system whereby customers can order a weekly box of fresh organic produce that is delivered to key pick up points; and/or (iii) organising or encouraging participation in existing farmers’ markets (e.g. monthly Oysterbay Farmers Market in Dar es Salaam).

Another idea put forward to support market linkages was to create and maintain a dynamic and user-friendly database of key market actors and aspects (e.g. producers, products, traders, buyers, prices, etc.), and thereby establish an online platform for sharing market information and enabling sales.

---

7 Supported by the European Union (EU), CEFA and the World Food Programme (WFP) (farmersmarketdsm@gmail.com)
Considering that TOAM has already established a marketing platform on its website\(^8\)—where producers can indicate the availability and price of their products, and buyers can communicate their needs—perhaps not all members are familiar with the tool and its functionality yet, or it is not sufficiently meeting their needs. This tool should be reviewed and revived to ensure its effective operation.

**Trade fairs and exhibitions** also provide a platform to raise the visibility of TOAM, TOAM members, and organic products. Moreover, they enable contact between producers and buyers. Members, especially farmers, expressed great desire for more inclusion in such events as they see them as an opportunity to have face-to-face meetings with buyers. It was also suggested to organise national or regional/zonal organic exhibitions for the same reasons.

Encouraging and facilitating **value addition** was stressed for its critical importance in increasing the potential revenue from organic products locally, as compared to exporting raw organic products for value addition elsewhere. It was also stressed that value addition is not only about ensuring organic processing techniques, but also effective packaging, branding and marketing. It was suggested to collaborate with the Tanzania Bureau of Standards (TBS), Zanzibar Bureau of Standards (ZBS), Tanzania Food and Drug Authority (TFDA), the Small Industries Development Organisation (SIDO) and GS1-TZ\(^9\) on value addition issues.

5.3 **Awareness, Information and Communication**

Awareness raising was repeatedly cited as a cross-cutting issue central to all activities implemented by TOAM because it is critical for the recognition, appreciation and proliferation of OA in Tanzania. Unfortunately, awareness on the basics and benefits of OA remains insufficient, as reflected in the dominant agricultural discourse, which posits industrialised farming as necessary for development.

Awareness raising campaigns can be defined as organised communication activities which aim to: (i) **create awareness** on particular topics e.g. characteristics of OA; (ii) **instigate behavioural change** among the targeted groups e.g. farmers, consumers, policymakers, etc.; and (iii) emphasise the **focus on beneficial outcomes** e.g. better health, environmental protection, food sovereignty, etc. It is important for all messages to be packaged in ways that appeal to the intended audience—be it farmers or policymakers—to ensure that they are easy to understand, identify with, and put into action.

---

8 ‘Marketplace’: [http://www.kilimohai.org/marketplace/for-sale/?L=0](http://www.kilimohai.org/marketplace/for-sale/?L=0)

9 GS1 is an internationally established organization responsible for the provision of bar codes, traceability services, e-commerce and other trade related issues. GS1 (TZ) National Ltd is a Tanzanian company registered by the business society in Tanzania as a way to improve traceability and add value to their products: [http://www.gs1tz.org/](http://www.gs1tz.org/)
Methods to raise awareness are manifold and should be mainstreamed throughout TOAM activities. Members suggested **various channels for awareness raising** including social media (e.g. Instagram, Twitter, WhatsApp, Facebook), national and local/community radio stations, television, print media (e.g. newspapers, magazines, leaflets, brochures, etc.), events (e.g. exhibitions, fairs, workshops, seminars, demonstrations) and so forth. A key issue put forth for awareness raising was the need to sensitise the public not only on the added value of purchasing and consuming organic products, but also familiarise them with the organic mark so that genuine organic products are recognised as such.

Ultimately, successful awareness raising campaigns also increase the overall visibility of TOAM and its members from the local through to the national level, ensuring that it is the enabler of, and mouthpiece for, the OA movement in Tanzania.

### 5.4 Lobbying and Advocacy

In line with awareness raising priorities, members emphasised the need for TOAM to **engage with Government** by lobbying and advocating for policies and regulatory frameworks that recognise and support OA. Participating in different policy review forums to advocate for constructive reforms requires active involvement with several State bodies including the ministries, departments and agencies (MDAs) in agriculture, trade, environment and health. Priorities of the members include:

- the inclusion of OA in national agricultural policies and agendas;
- the inclusion of OA in the national curriculum;
- developing a national OA development strategy;
- campaigning against genetically modified organisms (GMOs);
- simplifying tax structures and export regulations to reduce fees, perhaps even with special consideration for organic products;
- importing, fairly regulating and promoting organic inputs;
- establishing OA focal points/desks at the Ministries of Agriculture (mainland and Zanzibar);
- the recognition of PGS and third-party certification schemes; and
- the recognition of organic products by TBS, ZBS and other regulatory bodies.

An **advocacy strategy** is required to effectively influence policy issues, and members were unsure whether TOAM has a formal advocacy strategy. For instance, the Agriculture Non-State Actors Forum (ANSAF), has been employing BEST-Dialogue’s five-step advocacy model, which includes: “(i) identifying the issues; (ii) understanding the issues through research; (iii) developing responses and proposals including compelling recommendations; (iv) influencing policy makers at the appropriate level; and (v) following-up and monitoring progress to ensure that agreements are put into practice”\(^{10}\). Indeed, there are several frameworks available that could guide TOAM in carrying out a more structured and strategic advocacy campaign.

---

5.5 Capacity Building and Training

Capacity building of key actors in the OA sector is seen as critical to progressing the movement. A basic understanding of OA is undoubtedly fundamental for those with policymaking power since an appreciation for OA is required for decision makers to be compelled to effect constructive change. Furthermore, value chain actors such as producers, processors and traders, require capacity building to ensure they are equipped with the necessary knowledge to successfully fulfil their function in the value chain. Lastly, on the demand side, awareness raising among consumers is key to ensuring market pull for OA products (see section 5.3). Unfortunately, capacity gaps amongst these key actors are currently preventing the OA movement from gathering the desired momentum.

Members would like to see an increased number of trainings on average per year (e.g. two to four). Fields of interest include: (i) basic OA principles and conservation agriculture; (ii) organic standards; (iii) ICS (iv) PGS and third-party certification; (v) marketing; (vi) quality management and control; (vii) pest and disease management; and (viii) herbal plant awareness. It was suggested to develop a training plan with periodic trainings throughout the year based on a training needs assessment. Furthermore, linking up with existing OA training providers\(^{11}\), partnering with members (including companies), and sourcing OA experts from within the TOAM membership, were all recommended to support cost-efficient training delivery. Facilitating the training of extension officers in OA practices was also proposed for the added value of increasing outreach because they are well-positioned to transfer the knowledge on to their constituencies.

Exposure visits also provide a good opportunity for cross learning and capacity building of farmers. Members, especially farmers, expressed desire for three visits per year, which would enable farmers from different regions to interact with each other and learn from successful OA practices.

With regards to NGO members, capacity building in the form of institutional development and organisational strengthening was deemed as critical to enabling them to fulfil their functions in support of the OA sector. Key competency gaps include project and grant proposal writing, business plan development, strategic planning and fundraising.

Since financial resources are the most likely barrier to training frequency, it was recommended that TOAM applies for more grants. Preparing a structured training plan or capacity building program, and identifying those institutes and/or technical OA experts equipped to carry out these trainings, may assist in seeking funds. Members are also keen for sponsored opportunities to participate in international OA trainings.

\(^{11}\) e.g. SATs Farmer Training Centre, the Practical Permaculture Institute in Zanzibar, etc.
5.6 Certification Support

Companies and NGOs expressed that more commitment, efforts and resources are required to encourage, simplify and facilitate PGS. Farmers expressed that there are very few organised groups and there is a need to mobilise, organise, train and follow up on farmers to create a critical mass of certified producers.

Third-party organic certification is very difficult to attain due to the: (i) strict standards that must be respected; (ii) ICS that must be in place; and (iii) high costs associated with carrying out mandatory inspections, which sometimes requires experts to be sourced internationally. It was recommended that TOAM encourages local professionals to be trained as inspectors for international organic certifications. TanCert was proposed as one option in this regard as facilitating their international accreditation may also help to ensure their existence. Furthermore, it was also encouraged to support the uptake of the East African Organic Product Standard (EAOPS)\(^\text{12}\), which is the harmonized OA standard within the East African Community. TOAM is advised to ensure clarity on which standard(s) are the most relevant, practical and beneficial, and align their services with these.

5.7 Research and Development

As the flag-bearer of OA in Tanzania, TOAM must establish itself as the main OA information hub, as well as the key promoter and facilitator of OA research and development (R&D). R&D is a vital foundation for ensuring that all TOAM activities are evidence-based, which is particularly essential during awareness raising campaigns, advocacy and lobbying efforts, as well as stakeholder training and capacity building. Members recommend TOAM to engage in R&D-related activities such as:

- regularly following-up with members to identify R&D gaps;
- partnering (either directly, or via members) with relevant research institutions to address R&D gaps;
- partnering (either directly, or via members) with relevant training institutes to establish demonstration plots, field trials, farmer field schools, etc.;
- documenting OA best practices and case studies of successful OA; and
- frequently disseminating OA research findings, best practices, case studies, etc.

5.8 Networking

Networking is critical to raising the profile of OA and building productive relationships between key players to maximise impact. Key networking activities highlighted by members include:

- mobilising and organising farmers into farmer groups;
- linking producers to financial institutions to access their credit services;
- connecting farmers and farmer groups to companies;

\(^{12}\) The EAOPS was adopted by the East African Community in April 2007 and thereby became an official standard for Burundi, Kenya, Rwanda, Tanzania and Uganda.
- linking producers and companies/traders to buyers;
- connecting NGOs to development partners and potential projects; and
- facilitating public private partnerships (PPP).

Since there are no meetings or existing structures to enable co-operation among similar members, several members suggested establishing associations or clusters to facilitate more interaction and collaboration. For example, these clusters could be by: (i) location e.g. zonal; (ii) member type e.g. companies, farmer groups, NGOs; or (iii) products e.g. horticulture, spices, seaweed, etc. This could ease the burden on TOAM since currently all networking is done by and through TOAM. Clusters would enable members with similar interests and challenges to take more responsibility in synergising amongst themselves. It was advised for such clusters to hold quarterly forums.

Existing members also recommend that TOAM actively endeavours to grow its membership base to ensure that it becomes the nationally recognised voice of the OA sector. Suggested groups of potential new members include journalists, training institutes, academia, and faith based organisations (FBOs). However, it was cautioned that when engaging with FBOs it must remain clear that TOAM is a non-denominational entity. Furthermore, it was said that increasing the number of producer groups within the membership would help increase overall OA productivity. In addition, developing and publishing a database of existing organic farmer groups would assist companies who are often challenged by limited supplies of organic products.

Members would like TOAM to facilitate the inclusion of representatives from the membership in trade exhibitions (e.g. nane nane, saba saba and others, including those held internationally) to allow for more direct interaction between producers and potential buyers. Since securing a stand at trade fairs, and inviting member representatives is costly, communicating the details beforehand, and the outcomes afterwards, must be a priority to ensure that those unable to attend still feel included and informed. Increasing efforts in certification is also seen as crucial to having more certified products for exhibiting. As there are no national OA trade fairs or exhibitions, an idea was put forth to hold one such event per year in collaboration with others such as TanTrade and SIDO. In the same vein but on a smaller scale, it was said that workshops to showcase organic products that are packaged and labelled would be of value to demonstrate samples, share experiences and discuss challenges (preferably twice per year). Members also aspire towards having dedicated OA trade fairs and exhibitions.

Members with websites expressed interest in being linked to the TOAM website, which is not currently the case although a page for members exists13. Members without websites are keen to have

---

13 Under “About Us” section: http://www.kilimohai.org/about-us/members/?L=0
one and it was asked whether TOAM might be able to facilitate initial website development at a small cost.

5.9 Operationalise TOAM Zanzibar

The greatest priority of TOAM members in Zanzibar is **fully operationalising the Zanzibar chapter** of TOAM. As of December 2016, TOAM is registered in Zanzibar, though it is not operational yet. The Zanzibar Ministry of Agriculture appears to have assured office space. The proposed way forward is setting up an office, recruiting staff (e.g. CEO; marketing, advocacy and technical OA experts; administrator) and implementing the TOAM strategic plan in Zanzibar. It was mentioned that perhaps a review of the constitution is necessary to delineate the role and structure of TOAM Zanzibar.

The overall impression of members in Zanzibar is that they have been mostly neglected by TOAM. The notable engagement of TOAM appears to be the Farmer Family Learning Group (FFLG) Project, which is supported by Civil Society in Development (CISU) and Organic Denmark (OD), and where TOAM and UWAMWIMA (a TOAM member) are the local implementing partners. TOAM Zanzibar endeavour to replicate the successes of this project by seeking further support from development partners. There are also big aspirations in the form of 'Vision Zanzibar – Organic island', which is a movement to advocate for Zanzibar to be entirely organic. A workshop is planned for late 2017 to promote OA and Vision Zanzibar with politicians and other stakeholders.

6 Farmer SMS Survey Findings

6.1 Overview

The short SMS survey deployed to farmers asked for their feedback on three key aspects, namely: (i) their greatest challenges; (ii) their greatest needs; and (iii) the most helpful services they expect of TOAM. Since SMS technology only allows for short responses, in-depth information is not available for the aspects presented in this chapter. Nevertheless, it provides a good indication of the overall pains and needs of the surveyed farmers', and ensures the farmer voice is better represented in this study. The needs are presented as they were communicated by the farmers, and it must be noted that it is not realistic to expect TOAM to fulfil all of these needs. Irrespective, it is very evident that there is a significant overlap between the critical needs put forth by the TOAM members, and those stemming from the grassroots level. Indeed, the following needs feature strongly within the farmers’ responses: (i) capacity building and training; (ii) market development; (iii) awareness, information and communication; and (iv) certification support.

---

14 Translated from Kiswahili to English.
6.2 Most Significant Challenges

51 responses were received to the first SMS survey question, which asked farmers to convey their three greatest challenges in organic farming (see figure 16).

Figure 16: A synthesis of the farmers’ greatest challenges in organic farming.

Poor market access was the most frequently cited challenge, which refers to the lack of (guaranteed) markets for farmers’ products. Several farmers also highlighted the absence of an organic-specific market. Two farmers detailed that they were lacking a market for ginger, while one farmer expressed the same for pineapple. Furthermore, two farmers also commented that market crop prices are low, and even falling, while another lamented about the low price of crops considering the labour intensity of OA.

Drought was the second most common obstacle, with many farmers expressing that lacking rains are a severe problem. One farmer mentioned that this has led to food shortages, while another said it challenges the process of making compost. The closely related phenomenon of climate change, is also negatively impacting farmers (fifth-most cited challenge), with one respondent specifying that it
affects farmers’ understanding of seasons. Unpredictable **weather**, and weather-induced damage to crops, was also mentioned by three farmers (ranking seventh).

**Pests and diseases**, and the lack of **agricultural working tools**, are tied as the third most significant challenges. The former destroy farmers’ crops, and one farmer indicated that they are hard to control with biopesticides\(^\text{15}\). The term ‘agricultural working tools’ was used broadly by many respondents, however, one farmer highlighted that the dependence on the hand hoe is an impediment. Moreover, two farmers expressed the absence of a sprayer (for pesticides) and gumboots respectively. One farmer also stated that he is disadvantaged by a lack of **working animals**.

Deficiencies in **capital** and **biopesticides** were the fourth-most communicated obstacles. Farmers often suffer on account of lacking financial resources, and one farmer said that: “many stakeholders are interested in organic farming but lack the ability to buy tools and inputs”. One respondent also stated that organic farming is expensive. Farmers expressed that they lack biopesticides, and four farmers stated the following regarding biopesticides: (i) they limit growing space for vegetables; (ii) those that control diseases such as fungus are unavailable; (iii) there is a lack of education on how to use them; and (iv) there is insufficient research on them. In addition, two farmers stated the frustration in lacking **pesticidal plants** and **botanical extracts**\(^\text{16}\) respectively.

The fifth-most cited challenges include poor access to **quality seeds** and **quality inputs**. With regards to seeds, farmers said they are challenged by lacking, poor quality, and the absence of local, seeds. Quality inputs are also deficient, which refer to biopesticides, seeds and **organic fertilisers**, among others. The **market dominance of synthetic agro-inputs** was also put forth as a frustration by one farmer, while another mentioned the lack of **farmyard manure**.

Also in fifth place, farmers expressed the challenge in lacking OA **capacity and training** opportunities. This includes a lack of knowledge and education on organic farming, as well as insufficient support in capacity development. One farmer expressed: “in our locality, sensitisation on organic programmes has been weak, resulting in low motivation”. Furthermore, another farmer stated: “neighbouring farmers who are not aware of organic farming are disturbing me”.

Poor **transport infrastructure** negatively impacts farmers because farms are far away from their homes/villages, and it is time-consuming to transport organic fertilisers to farms. Lacking **irrigation infrastructure** was also mentioned as a detriment, with one farmer emphasizing the absence of a **water tank** as a challenge. The lack of **communication infrastructure** was also bemoaned by one farmer.

\(^{15}\) Biopesticides are mostly approved organic inputs manufactured through industrial processes.

\(^{16}\) Botanical extracts are solutions made from pesticidal plants.
The problems expressed with regard to organic regulations, certification and labelling include the certification process itself, as well as the fact that: (i) farmers do not have packaging with the organic mark; and (ii) few producers follow organic regulations. Furthermore, the awareness and promotion of OA is low, which is problematic because: (i) organic products have not been sufficiently promoted to Tanzanian consumers yet; and (ii) there is little knowledge and awareness of organic products and their value. One farmer also stated that there is little sector cooperation between Government and farmers.

Challenges pertaining to poor soil fertility and environmental degradation were also highlighted by three farmers. Furthermore, with regard to land access, one farmer complained of the inability to access sufficient land, while another stated he is unable to afford renting land for organic production (presumably to increase the area farmed). Finally, one farmer also raised the challenge of farmer-pastoralist conflicts.

6.3 Most Needed Services

33 responses were received to the second SMS survey question, which asked farmers to list the three services that would be most helpful to them in organic farming (see figure 17).

![Figure 17: A synthesis of services that would be most helpful to the farmers in organic farming.](image-url)
The following is a ranked list of the farmers’ most desired services (including additional information where relevant), with the needs most frequently cited, on top:

1. **Capacity and training** in line with the following:
   - frequent and practical trainings on organic farming (6 farmers);
   - education and sensitisation on OA (5 farmers);
   - technical advice (2 farmers);
   - education on climate change (1 farmer);
   - capacity development to increase incomes and expand areas of production (1 farmer);
   - frequent visits (1 farmer);
   - training on making biopesticides (1 farmer); and
   - training on use of quality seeds (1 farmer).

2. Access to **quality seeds** at the right time.

3. Guaranteed **market access** with good prices for organic products.

4. **Agricultural working tools**, including:
   - sprayer for biopesticides (1 farmer);
   - plough (2 farmers); and
   - machinery for processing ginger (1 farmer).

5. **Irrigation infrastructure**, including:
   - water pumps (3 farmers);
   - money maker water pump (1 farmer);
   - petrol water pump (1 farmer); and
   - drip irrigation system (1 farmer).

6. **Capital**, in terms of:
   - accessing capital/loans (3 farmers);
   - money to hire farm labour during the planting season (1 farmer); and
   - money to hire farm labour for weeding (1 farmer).

6. Availability of, and access to, **biopesticides** to fight pests and diseases.

7. Availability of **quality inputs** and retailers that sell organic inputs.

8. Provision of **greenhouses**.

8. Access to sufficient **organic fertilizer**.

8. **Post-harvest handling** methods/technologies to:
   - safely store organic produce (1 farmer); and
   - dry and store ginger (2 farmers).

8. **Transport infrastructure**, including:
   - animal driven carts for transporting manure (3).

8. **Working animals**.

9. Support with **organic regulations, certification and labelling**, including:
   - packaging with the organic mark; and
- the organic certification process.

10. Raise awareness amongst society/consumers to **promote** organic products.
10. Availability of **botanical extracts** to fight pests and diseases.
10. Facilitate good **crop prices** for organic products as compared to middlemen.
10. Facilitate **exposure visits** among farmers.
10. Availability of **farmyard manure**.

10. **Land access:**
   - “to get my own farm and stop renting” (1 farmer).
10. Availability of **pesticidal plants** and their seeds to fight pests and diseases.
10. **Sector cooperation** between farmers, government and NGOs.
10. Availability of **water well**.

6.4 Services Requested of TOAM

36 responses were received to the third SMS survey question, which asked farmers to state the one service they most desire from TOAM (see figure 18).

![Figure 18: A synthesis of the most important services the farmers would like to receive from TOAM.](image)

The following is a ranked list of the farmers’ expectations of TOAM (including additional information where relevant), with the needs most frequently cited, on top:

1. Facilitate development of **capacity and training** opportunities, including:
   - education on OA (5 farmers);
   - “regular and practical training on organic agriculture” (7 farmers);
- training on preserving fertility (1 farmer);
- training on use of quality seeds (1 farmer);
- tools to enable the training of others on OA practices (1);
- TOAM to visit frequently (2 farmers); and
- TOAM to continue collaboration (1 farmer).

2. Provide **agricultural working tools**, in general, and specifically:
   - new OA technologies (1 farmer);
   - machinery to process cassava (1 farmer);
   - ox-driven plough (1 farmer); and
   - power tiller (1 farmer).

3. Facilitate **market access** in terms of:
   - guaranteed markets (2 farmers);
   - market linkages (5 farmers);
   - organic-specific markets (2 farmers); and
   - a common marketplace for organic farmers and their produce (1 farmer).

4. Improve timely access to **quality seeds**, in general, and specifically:
   - climate resilient seed varieties (1 farmer);
   - fast maturing seed varieties (1 farmer);
   - improved seeds e.g. Mesia Sorghum variety (1 farmer); and
   - sunflower seeds (1).

5. Facilitate **irrigation infrastructure**, in general, and specifically:
   - Moneymaker brand water pumps (2 farmers);
   - water pump (1 farmer);
   - water tank (1 farmer); and
   - water storage ponds (1 farmer).

6. Facilitate access to **capital**, including:
   - the provision of loans (2 farmers);
   - “adequate facilitation fees to attend events and participate in activities” (1 farmer); and
   - the provision of “all things needed to grow organic at the right time” (1 farmer).

6. Provide **greenhouses** e.g. for pest and disease control.

7. Organise **exposure visits** to other organic farmers nationally and internationally.

7. Ensure **information sharing** with regards to:
   - weather, especially rains (1 farmer);
   - market data for crops (1 farmer); and
   - research on export market (1 farmer).

7. Support in **organic regulations, certification and labelling**.

7. Improve **transport infrastructure** by:
   - providing means of transporting manure (1 farmer);
- providing means of transport e.g. bicycle (1 farmer); and
- upgrading the road (1 farmer).

8. Provide **biocides**.

8. Facilitate reduced prices for **quality inputs** and establish shops that sell organic inputs nearby to farmers.

8. Facilitate the digging of **water wells**.

9. Facilitate **extension services** by ensuring extension officers are in closer proximity to farmers.

9. Facilitate **farmer linkage** amongst organic producers.

9. Include farmers in all OA matters to ensure **sector cooperation**.

9. Facilitate the building of a **water tank** for water storage.

7  **Stakeholder Recommendations and Opportunities for Collaboration**

This section outlines recommendations put forward by the non-member stakeholders interviewed. Subsequently, potential areas for future collaboration are outlined.

7.1 **Non-member Stakeholder Recommendations**

A. Many stakeholders expressed that agriculture in Tanzania is largely organic (albeit not certified) due to the limited financial resources of producers. Many farmers also seem to have maintained confidence in their traditional methods, however, this is changing as a result of large corporates investing heavily to break into the Tanzanian market (e.g. Monsanto, Yara, etc.). At the Government level, the national discourse on agricultural development is predominantly rooted in increasing production by whatever means necessary, with industrialised agriculture and chemical inputs put forth as the only way to achieve this. Often this paradigm is also framed within the narrative that industrialised agriculture is necessary to ensure food security. Given this landscape, it is more pertinent than ever for TOAM to lead a strong and unified OA movement to ensure the recognition and proliferation of OA in Tanzania.

B. **TOAM should embark on a more intensive campaign for awareness creation.** It was advised to make greater use of print, television, radio and social media, as well as to document and disseminate evidence-based case studies that highlight the tangible benefits of OA. Developing the following was suggested to bolster such a campaign: (i) briefs on what OA is, and what it is not; (ii) briefs on key policy issues and procedures; and (iii) briefs on key commodities (e.g. cashew, coffee, cocoa, etc.) and how organic production has had positive results (e.g. fetching premium prices, improving productivity, augmenting farmer livelihoods, improving food security, etc.). All materials should be made available in both English and Kiswahili. See section 5.3 for more information.
C. TOAM should **support local R&D** to: (i) evidence the advantages of OA in the Tanzanian context; (ii) develop the most efficient methods of organic production; and (iii) find organic solutions for challenges frequently experienced by Tanzanian farmers. While studies conducted in other countries can be indicative to a certain extent, they cannot substitute for locally-conducted research. Partnering with training institutes and higher learning institutions such as the Sokoine University of Agriculture (SUA), Mzumbe University, the State University of Zanzibar (SUZA) and the Kizimbani Agricultural Training Institute (KATI), were suggested in this regard. The prospect of partnering with international institutions should also be encouraged. See also section 5.7.

D. TOAM should make a point of participating in as many **agricultural forums** as possible, and should not shy from particular engagements even if the agenda does not necessarily align with their principles. Every sectoral meeting should be viewed as an opportunity to: (i) participate in pertinent discussions; (ii) articulate TOAMs case for OA; and (iii) encourage behaviour change among those who do not already directly support the OA agenda. Only engaging with existing OA proponents is a missed opportunity to raise awareness and grow the movement.

E. In its **campaign against GMOs**, TOAM should gather evidence to ensure there is a clear research-based understanding of how GMOs affect the environment, producers, consumer health and so forth. This evidence-based approach should also be employed in efforts to ensure policies recognise traditional seeds and knowledge, as well as any other advocacy-based actions in the future.

F. The provision of **market information** and **facilitation of market linkages** is crucial to ensuring that organic production is profitable. Many aspects were stressed as essential to this aspect, as outlined in section 5.2.

G. TOAM should demonstrate leadership in the organic sector by tackling the many unresolved issues with **organic certification**. This includes identifying the major bottlenecks, simplifying certification procedures, ensuring the recognition of standards by Government MDAs and promoting certification. See also section 5.6.

H. **Raising consumer awareness** is seen as pivotal in creating a local market for organic products. Key selling points should include improved health, taste and environmental stewardship. A key example of where a clear distinction is widely acknowledged between a traditional and modern consumable is the preference for local chicken over broilers. While broilers are cheaper because they are raised rapidly via industrialised methods, local chicken is ultimately the consumers’ preference.
I. **Organic alternatives to chemical inputs** must be tested, promoted and made readily available on the local market. A review of the chemicals currently available, and a summary of appropriate organic alternatives, is beneficial to informing this process. Private sector actors will have to either produce or import such products, and ensure they are registered and approved by the relevant authorities. For instance, the Public Procurement Regulatory Authority (PPRA) has a key role to play as they are mandated to regulate the import of inputs. As such, they have the power to both ban harmful products as well as push for safer alternatives.

J. Extension officers are generally more familiar with commercial agriculture and thus encourage producers to engage in conventional farming practices such as the application of artificial inputs. There is therefore a need to **train extension officers in OA** so that they educate and empower farmers to produce organically.

K. TOAM is recommended to join forces with the Tanzania Alliance for Biodiversity (TABIO) as they have similar interests and activities, and it is not well-understood why they are a separate entity. TOAM should establish itself as the flag bearer of OA as opposed to diluting its efforts by creating spin-offs.

### 7.2 Opportunities for Collaboration

#### 7.2.1 Value Addition of Sunflower with UNIDO

On issues of value addition, TOAM has been in contact with UNIDO—the “agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability”\(^{17}\). UNIDO supports industrial development by: (i) assisting in the set-up of new industries; and (ii) supporting existing industries that are not producing to capacity. The former requires large amounts of capital and takes time to reap results, while the latter improves on existing infrastructure to help increase industrial output in terms of both quality and quantity within a shorter period of time.

UNIDO would like to engage with TOAM in value addition of organic sunflower in Tanzania. While conventionally-farmed sunflower products are unable to compete with large sunflower industries internationally, UNIDO sees great potential in the niche market for high quality organic sunflower products. This is due to many promising factors, including:

- sunflower is a priority sector within the Ministry of Agriculture;
- much of the sunflower in Tanzania is already grown organically, though not certified;
- certified organic sunflower is approximately twice as profitable as conventionally grown crop;

\(^{17}\) [http://www.unido.org/who-we-are/unido-in-brief.html](http://www.unido.org/who-we-are/unido-in-brief.html)
- CEZOSOPA\textsuperscript{18}, an association of sunflower processors in Dodoma, is already well-established and can be supported to pursue organic processing; and
- UNIDO has replicable experience with organic refining of sunflower in Ethiopia.

However, given that its core business is supporting industrial development, UNIDO does not directly engage with farmers. Therefore, it seeks to partner with TOAM to facilitate the mobilisation and organic certification of sunflower producers in Dodoma, with future potential to scale up to Manyara, Singida and Iringa. Concurrently, UNIDO would support CEZOSOPA in meeting the necessary standards for certified organic processing. UNIDO is keen to pursue this opportunity with TOAM and would be ready to source funding for such a project to go ahead.

7.2.2 R&D with SUA

SUA has recently developed a PhD programme in Agroecology during which TOAM was one of the external stakeholders invited to contribute to its improvement. The curriculum is scheduled to be presented to the Senate of SUA for approval in June 2017 and thereafter be submitted to the Tanzania Commission for Universities (TCU) for approval. This program is the first of its kind in the country and is set to offer exciting opportunities for R&D in OA. Therefore, potential collaboration with SUA includes research, joint development and dissemination of OA support materials, establishment of an organic resource centre (perhaps at SUA) and guest lecturing for awareness raising.

7.2.3 R&D with MVIWATA

MVIWATA is currently embarking on its new strategic plan (2017 – 2021) in which it endeavours to partner with agricultural institutes and academic institutions to engage students in researching key topics relating to sustainable agriculture. As a farmers’ organisation, their focus is to ensure that the research topics are sourced from farmers themselves. MVIWATA is also in the process of testing different local rice seed varieties and traditional planting practices on demonstration plots. These engagements endeavour to inform awareness raising campaigns and advocacy-based activities with policymakers. The strong emphasis on promoting research is based on the underlying tenet: “no research, no right to speak”. Given that MVIWATA and TOAM have a shared interest in promoting sustainable agriculture, MVIWATA sees potential to team up, pool resources and jointly push the agenda in overlapping areas such as their R&D agenda.

\textsuperscript{18}CEZOSOPA—the Central Zone Sunflower Oil Processors Association—is a strong coalition of sunflower processors based in Dodoma that UNIDO already has experience with. They are particularly well-positioned to pursue organic processing because they have recently acquired 75 hectares of land in Chamwino district, where 25-30 processors are expected to establish themselves in new facilities.
7.2.4 ‘Vision Zanzibar’ with the Ministry of Agriculture in Zanzibar

The principal secretary (PS) of the Ministry of Agriculture in Zanzibar is currently pursuing a PhD in OA and is a strong supporter of ‘Vision Zanzibar: Organic Island’. The PS is thus well-positioned to support the proliferation of OA in Zanzibar, and TOAM should capitalise on the prime opportunity of having an OA champion within Government. However, the PS stressed that he alone cannot drive the OA agenda, and there must be a strong external push from stakeholders and advocacy groups. He therefore underscored the critical importance of creating local demand for organic products as well as facilitating workshops with relevant Government entities—including the Ministry of Health, Ministry of Lands, Water, Energy and Environment (LWEE) and other local government authorities (LGAs)—to build capacity on OA across all levels of Government. These engagements should highlight the environmental, economic, and health benefits of OA, juxtaposed against the dangers of conventional agriculture on delicate island ecosystems such as Zanzibar.

7.2.5 Organic Spices with ZSTC

The Zanzibar State Trading Corporation (ZSTC) is authorised as the sole buyer of cloves. While all cloves are grown organically by default, very few farmers are certified and thus their cloves cannot be marketed as such. However, there is one company, Zenji Spices, which is third-party certified to produce organic spices such as cloves, chillies, cinnamon and black pepper. Zenji engages directly with approximately 100 certified farmers, who subsequently sell organic cloves to ZSTC. Zenji then buys back their cloves as they are the only company certified to export organic cloves. While ZSTC is certified by TanCert, they are not currently certified by an internationally-accredited body thus they are unable to market organic cloves. Naturally, this is a significant missed opportunity. Indeed, organic cloves are between 10 to 16 percent more profitable on the market, and organic farmers receive between 18 to 25 percent more income for certified cloves.

Currently, the majority of ZSTC spices are sold to markets in Asia, where there is minimal demand for organic spices. However, there is great demand for organic spices in European markets, which ZSTC would like to tap into. To make this happen, ZSTC is keen to engage with producers directly in the organic value chains of at least four spices, including cloves. In fact, in late 2016 they signed a Memorandum of understanding (MoU) with a Danish company, Ganefryd, who agreed to assist them in mobilising producers and seeking European markets for certified products. ZSTC in turn agreed to ensure they attain the necessary certification to facilitate this. However, currently there appears to have been a break-down in communication and the initiative has not progressed any further. As ZSTC is interested in pursuing organic spices, they would appreciate TOAMs support in guiding them through the necessary processes.
8 Conclusion

This exploration of needs was undertaken with the purpose of informing TOAMs ongoing strategic planning process and ensuring the relevance of TOAMs service delivery to its members. The study highlights the: (i) eight key areas in which members expressed their expectation for TOAM support; and (ii) aspects non-member stakeholders view as critical to growing TOAMs membership base and developing the OA sector as a whole. The report thereby provides an evidence-based framework for organizational development and strategic and financial planning purposes. It is also a key tool for fundraising, as donors can be assured that the organisations’ programming is guided by a robust understanding of its members’ needs and the OA sectors’ requirements.

In order to ensure that all support to the OA sector is a collective and harmonised effort, there is a need to clarify roles and responsibilities. This includes, on the one hand, the roles and responsibilities of the three key organs of TOAM i.e. the members (represented in the General Assembly), the Board and the Secretariat. On the other hand, this includes the many other key players in the Tanzanian OA sector: from the Pan-African AfrONet, to the national TOAM, to mid-level organisations (such as businesses, NGOs, community- and membership-based organisations, etc.) down to farmer groups and the farmers themselves. Furthermore, there is a key distinction to be made between the services a national body such as TOAM should provide to its member organizations, and the services these organizations should in turn be providing to their grassroots members. It is therefore of the utmost importance that all actors find and fulfil their functions to promote OA in a collaborative effort.

This study provides as a solid foundation on which to lead the discussion, and serves to ensure the trajectory of support respects and aligns with the formally identified needs of the sector. TOAM, having established itself as the mouthpiece of the OA movement in Tanzania, is well positioned to lead a unified effort based on a coherent, strategic and cooperative approach.
Annexes

Annex 1: Terms of Reference

Terms of References

Needs Assessment for members of TOAM

1.0 Project Description and Objectives

Tanzanian Organic Agricultural movement (TOAM), which is located in Dar es Salaam, aims to provide sustainable and useful services to its members. The national umbrella organization for organic agriculture represents 115 different groups of small-scale farmers, NGOs or businesses.

TOAM currently works with AHA, the main training institution of the German food and agricultural sector, in strengthening its own capacities. One key capacity is the provision of services to its members. Only if TOAM provides such services will members be prepared to remain members, pay their fees, or indeed new members to join the organization.

For the purpose of developing new pertinent services for its members and the organic sector in Tanzania, TOAM wishes to conduct a Needs Assessment of members and some key players of the organic sector, which are yet to join the organization. Key elements to understand are

a) What are the specific needs of the members in terms of services that can be provided by TOAM? Disaggregate these needs by relevant categories, i.e. types of member organizations, different regions of Tanzania, different types of farmers as members of these organizations, etc.

b) What are the potential services that would make other organizations in the organic farming sector of Tanzania join TOAM?

The study should also include some background information on

c) Types of members characterized by location, types, etc.

d) What services do these organizations provide to their members?

e) Types / characteristics of organizations that are potential new members of TOAM?

f) What services are provided to date?

g) How the members think about the already provided services?

h) Potential services that would serve the sector as a whole, without being specifically targeted at specific member organizations.

The study will first be used as the basis for a workshop planned for July 2017, in which TOAM will be coached in identifying and developing 2 new services for their members. It will be shared with the members and also be used for future services to be developed.

2.0 Methodology
The consultant is asked to develop a methodology and process for the needs assessment, respecting the wide geographic and typological spread of members over Tanzania, and the limited time and budget.

3.0 Process, tasks and content of the assignment

Pre-contract:
- Develop an efficient methodology for the needs assessment
- Device a work plan and budget
- Discuss with AHA and TOAM, and adjust it to their suggestions and standards.

Expected result
- Report highlighting results in words, tables and graphics. Interpretation of responses by consultant.
- Presentation of the results at the July workshop

4.0 Preparations from AHA and TOAM

The consultant will be briefed both by TOAM and AHA. A list of members and their contact details is available as Excel table and will be shared. TOAM will inform the members about the study and the consultant.

5.0 Timing and duration

The offer should be shared with AHA by 25th of March 2017.
The needs assessment should be ready by end of May 2017.
Annex 2: Methodology and Tools

Introductions and Defining the Terms
(30 mins)

Purpose of the visit
• TOAM currently works with AHA, the main training institution of the German food and agricultural sector, in strengthening its own capacities.
• One key capacity is providing services to members. Only if TOAM provides such services will members be prepared to remain members, pay their fees, or indeed attract new members.
• To develop new services for its members and the organic sector in Tanzania, TOAM wishes to conduct a needs assessment of members and some key players of the organic sector that are yet to join the organization.

Consultant Introductions
• Joy Butscher
• Salangat Ole Mako

Defining the Terms
What is a need?
A need is a discrepancy or a difference (gap) between what there is, or the current state regarding the group or situation in question, and what there should be, or the desired state.

What is a needs assessment?
A needs assessment attempts to identify such gaps, to analyse their nature and causes and to establish priorities for future actions.

![Diagram: Desired State vs. Current State]

Desired State

\[
\text{Gap between “what is” and “what should be”} = \text{NEED}
\]
Exercise 1: Exploring Services

*Part One: Identifying Services*  
(1.5 hours)
Divide participants by member type.  
On flipchart paper divided into four quarters, use Post-it notes to brainstorm on:

| Type of member: (e.g. NGO, company/trader, farmer group, farmer, individual, please specify) |
| What services do you provide to your members/customers? (Everything you do/ have to do.) | How do you interact with your members/customers? (e.g. through what channels; how often) |
| What services does TOAM provide you with? | How do you interact with TOAM? (e.g. through what channels; how often) |

*Part Two: Evaluating Services*  
(1.5 hours)
Re-arrange the Post-it notes of TOAM services (from part one) on a new flipchart by ranking them in order of helpfulness, with the most helpful at the top.

Next, for each service, rate the quality of service as either ‘Very Good’, ‘Good’, ‘Acceptable’, ‘Poor’ or ‘Very Poor’.

Provide any suggestions on how each service might be improved.

<table>
<thead>
<tr>
<th>Services</th>
<th>Perception of Service</th>
<th>Suggested Improvement(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most helpful</td>
<td>Very Good, Good, Acceptable, Poor, Very Poor</td>
<td>At least two improvements for each service.</td>
</tr>
<tr>
<td>Less relevant / Needs improvement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Exercise 2: Tasks, Pains and Gains

Part One: Brainstorming Tasks, Pains and Gains
(1.5 hours)

On flipchart paper and using Post-it notes, participants will brainstorm tasks, pains and gains as follows:

<table>
<thead>
<tr>
<th>TASKS</th>
<th>PAINS ☑</th>
<th>GAINS ☑</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everything you do/ have to do.</td>
<td>What are your biggest frustrations? What obstacles stand in your way? What are your fears? Bad results, risks, problems, weaknesses (internal), threats (external) e.g. frustrations, fears, negative social impact, mistakes, lacking knowledge, etc.</td>
<td>What do you truly want or need to achieve? How do you measure success? How could you achieve your goals? Results you want to achieve, clear advantages you are looking for, strengths (internal), opportunities (external) e.g. saving time, money effort, risk, positive social impact, quality</td>
</tr>
<tr>
<td>Context? Content?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Example:
Part Two: Ranking Tasks, Pains and Gains
(0.5 hours)

In the real world, there is never enough money to meet all needs. The term assessment therefore indicates that it is not just a question of developing a wish list of needs. Rather, we must examine the nature, urgency and priority of needs.

Accordingly, participants will now rank and re-organize the previously brainstormed tasks, pains and gains as follows:

<table>
<thead>
<tr>
<th>TASKS</th>
<th>PAINS</th>
<th>GAINS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important</td>
<td>Serious</td>
<td>Necessary</td>
</tr>
<tr>
<td>Not important</td>
<td>Small</td>
<td>Nice to have</td>
</tr>
</tbody>
</table>

Example:
Exercise 3: Unpeeling Top Tasks, Pains and Gains
(2 hours: Time permitting)

The top tasks, pains and gains will capture the TOAM members’ most important activities, biggest hurdles and greatest potentials. As resources are limited, it is important to focus on these top priorities and unpeel them to delve deeper into the associated needs.

Accordingly, the participants will identify the top three tasks, pains and gains. These will then be unpeeled in line with the corresponding question:

1. For each prioritized task, brainstorm on: “What do I need to carry out this task”?
2. For each prioritized pain, brainstorm on: “What do I need to resolve/relieve this pain?”
3. For each prioritized gain, brainstorm on: “What do I need to ensure this gain”?

Factors to be considered during each unpeeling exercise:

<table>
<thead>
<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Key Resources</th>
<th>Positive impacts</th>
</tr>
</thead>
</table>
| The most important groups of people or organizations (to be) involved | The most important things that must be done | The most important assets required:  
• Physical e.g. buildings, vehicles, machines, systems, etc.  
• Intellectual e.g. knowledge, partnerships, etc.  
• Human  
• Financial | Social and environmental benefits |

Conclusion: Critical Needs
(At least 1 hour)

In light of the whole process that the participants have undertaken, they should now be in a good position to discuss their most critical needs.

Key question: What are your most critical needs from TOAM?

Sourcing input from everyone, at least 5 overarching needs will be noted on a flipchart using Post-it notes.

Subsequently, these 5 will be ranked in order of importance and listed as such on a flipchart.

Lastly, each critical need will be discussed and unpeeled to highlight the key aspects/activities that are critical to realizing this need. (Each contribution gets its own Post-it on the flipchart).
| **Type of member:** (e.g. NGO, company, farmer group, etc.) |
| **Aina ya mwanachama/Uanachama:** (m.f Shirika lisilo la kiserikali, Kampuni, Kikundi cha wakulima, n.k) |
| **Who are your members/customers:** |
| **Wanachama/wateja wako ni akina nani:** |

| **What services do you provide your members/customers?** |
| (Everything you do/have to do.) |
| **Unatoa huduma gani kwa wanachama/wateja wako?** |
| (Kila kitu unachofanya/unapaswa kufanya.) |

| **How do you interact with your members/customers?** |
| (e.g. through what channels, how often) |
| **Unawasiliana/kuhusiana vipi na wateja/wanachama wako?** |
| (m.f kwa njia zipi, mara ngapi) |

| **What services does TOAM provide you with?** |
| **Ni huduma zipi mnazopata kutoka TOAM?** |

<p>| <strong>How do you interact with TOAM?</strong> |
| (e.g. through what channels, how often) |
| <strong>Mnawasiliana/kuhusiana vipi na TOAM?</strong> |
| (m.f kwa njia zipi, mara ngapi) |</p>
<table>
<thead>
<tr>
<th>SERVICES</th>
<th>PERCEPTION OF SERVICE</th>
<th>SUGGESTED IMPROVEMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>HUDUMA</td>
<td>MTAZAMO WA HUDUMA</td>
<td>MAPENDEKEZO YA MABORESHO</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most helpful</td>
<td>Very Good</td>
<td>At least two suggestions per service</td>
</tr>
<tr>
<td>Yenye manufaa zaidi</td>
<td>Good</td>
<td>Walau mapendekezo mawili katika kila huduma</td>
</tr>
<tr>
<td>Less relevant/ Needs improvement</td>
<td>Acceptable</td>
<td></td>
</tr>
<tr>
<td>Yenye manufaa kiasi/ Inahitaji maboresho</td>
<td>Poor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very Poor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nzuri sana</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nzuri</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inaridhisha</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dhaifu</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dhaifu sana</td>
<td></td>
</tr>
<tr>
<td>TASKS</td>
<td>PAINS 😞</td>
<td>CHANGAMOTO/MAUMIVU 😞</td>
</tr>
<tr>
<td>-------</td>
<td>---------</td>
<td>---------------------</td>
</tr>
<tr>
<td><strong>MAJUKUMU/SHUGHULI</strong></td>
<td>What are your biggest frustrations?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What are your fears?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What obstacles stand in your way?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>e.g. bad results, risks, problems, weaknesses (internal), threats (external), negative impacts, mistakes, etc.</td>
<td></td>
</tr>
<tr>
<td><strong>Kila kitu unachofanya/ unapaswa kufanya</strong></td>
<td>Changamoto zako ni zipi?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unaogopa nini?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kuna vizuizi vipi mbele yenu/yako?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>m.f matokeo mabaya, hatari, matatizo, madhaifu (ya ndani), changamoto (za nje), madhara, makossa n.k</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GAINS 😊</th>
<th>MANUFAA/FAIDA 😊</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What results do you want to achieve?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>How could you achieve your goals?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>How do you measure success?</strong></td>
<td></td>
</tr>
<tr>
<td>e.g. benefits, advantages, strengths (internal), opportunities (external), etc.</td>
<td></td>
</tr>
<tr>
<td><strong>Mnataka kutimiza matokeo gani?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Mnawezaje kutimiza malengo yenu?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Mnapimaje mafanikio yenu?</strong></td>
<td></td>
</tr>
<tr>
<td>m.f Mafaa, faida, fursa (nje), Nguvu zenu (ndani) n.k</td>
<td></td>
</tr>
<tr>
<td>TASKS</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>MAJUKUMU/SHUGHULI</td>
<td></td>
</tr>
<tr>
<td>MAUMIVU</td>
<td></td>
</tr>
<tr>
<td>GAINS</td>
<td></td>
</tr>
<tr>
<td>MANUFAA/FAIDA</td>
<td></td>
</tr>
<tr>
<td>PAINS</td>
<td></td>
</tr>
<tr>
<td>CHANGAMOTO/</td>
<td></td>
</tr>
<tr>
<td>MAUMIVU</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Important</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Muhimu</strong></td>
</tr>
<tr>
<td>Not important</td>
</tr>
<tr>
<td><strong>Sio muhimu</strong></td>
</tr>
<tr>
<td>Serious</td>
</tr>
<tr>
<td><strong>Zito</strong></td>
</tr>
<tr>
<td>Small</td>
</tr>
<tr>
<td><strong>Ndogo</strong></td>
</tr>
<tr>
<td>Necessary</td>
</tr>
<tr>
<td><strong>Inayohitajika</strong></td>
</tr>
<tr>
<td>Nice to have</td>
</tr>
<tr>
<td><strong>Nzuri kuwa nayo</strong></td>
</tr>
</tbody>
</table>
**TASKS:** What do I need to carry out this task?

**PAINS ☹️:** What do I need to resolve this pain?

**GAINS ☑️:** What do I need to ensure this gain?

---

**MAJUKUMU:** Nahitaji nini kutekeleza majukumu?

**CHANGAMOTO ☹️:** Nahitaji nini kutatua changamoto?

**MANUFAA ☑️:** Nahitaji nini kuhakikisha manufaa haya?

---

<table>
<thead>
<tr>
<th>KEY PARTNERS</th>
<th>KEY ACTIVITIES</th>
<th>KEY RESOURCES</th>
<th>COSTS</th>
<th>POSITIVE IMPACTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>WASHIRIKA WAKUU/MUHIMU</td>
<td>SHUGHULI MUHIMU/KUU</td>
<td>RASILIMALI MUHIMU/KUU</td>
<td>GHARAMA</td>
<td>MATOKEO CHANYA</td>
</tr>
<tr>
<td>The most important groups of people or organizations to be involved.</td>
<td>The most important things that must be done.</td>
<td>The most important assets required: Physical Intellectual Human Financial</td>
<td>The incurred costs and required finances.</td>
<td>Social and environmental benefits.</td>
</tr>
<tr>
<td>Makundi ya watu au mashirika muhimu kuhusishwa</td>
<td>Mambo muhimu yanayotakiwa kufanywa</td>
<td>Rasilimali muhimu zinazohitajik: Inayoshikika Taaluma</td>
<td>Gharama zilizotumika na fedha zinazohitajika</td>
<td>Manufaa ya kijamii na kimazingira</td>
</tr>
</tbody>
</table>

---

The most important groups of people or organizations to be involved.

**Makundi ya watu au mashirika muhimu kuhusishwa**

The most important things that must be done.

**Mambo muhimu yanayotakiwa kufanywa**

The most important assets required: Physical Intellectual Human Financial

**Rasilimali muhimu zinazohitajik: Inayoshikika Taaluma**

**Watu Fedha**

**Gharama zilizotumika na fedha zinazohitajika**

**Manufaa ya kijamii na kimazingira**
Checklist for Key Agriculture Sector Stakeholders

About TOAM

- Are you familiar with TOAM? How do you know them?
- In which way do you collaborate?
- What do you know about them?
- Successes?
  - What made it a success?
  - What evidence do you have that indicates it is a success?
  - What were the critical factors for success?
  - What exactly did they do to make it a success?
- Challenges?
  - What was blocked by the challenge(s)?
- What services do you think they should be providing their members?
- What would be the added value of these services?
- Do you think they are able to provide these services in terms of funds and capacity?
- In what area of expertise or competency do they need to be strengthened?
- What types of organizations might be potential new members of TOAM?
- What would be the added value for them to become members?

General about OA

- What is the status of OA in Tanzania?
  - Successes?
  - Challenges?
- What is needed to support OA in Tanzania?
- What services could serve the OA sector in Tanzania as a whole?

Farmer SMS Survey

Question 1:
What are your three greatest challenges in organic farming?

*Ni zipi changamoto kubwa kwako kwenye kilimo hai?*

Question 2:
Which three services would be most helpful to you in organic farming?

*Ni huduma zipi tatu muhimu ambazo zinaweza kukusaidia kwenye kilimo hai?*

Question 3:
What is the most important service you would like to receive from TOAM?

*Ni hudima ipi muhimu ambayo ungependa TOAM wakupatie?*
## Annex 3: Work Plan

<table>
<thead>
<tr>
<th>Task</th>
<th>JB</th>
<th>SM</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pre-Contract</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Submission of proposal including methodology, work plan and budget.</td>
<td>-</td>
<td>-</td>
<td>27&lt;sup&gt;th&lt;/sup&gt; March 2017</td>
</tr>
<tr>
<td>2. Discuss proposal with AHA and TOAM, and make adjustments according to feedback. Finalise geographic focus, members to include and work plan.</td>
<td>-</td>
<td>-</td>
<td>By 21&lt;sup&gt;st&lt;/sup&gt; April</td>
</tr>
<tr>
<td>3. Signing of contract.</td>
<td>-</td>
<td>-</td>
<td>By 21&lt;sup&gt;st&lt;/sup&gt; April</td>
</tr>
</tbody>
</table>

#### Phase I: Field Preparation

<table>
<thead>
<tr>
<th>Task</th>
<th>JB</th>
<th>SM</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Develop toolkit for the needs assessment workshops and questionnaire for other stakeholder consultations.</td>
<td>2</td>
<td></td>
<td>By 28&lt;sup&gt;th&lt;/sup&gt; April</td>
</tr>
<tr>
<td>5. Introduction of second consultant to the assignment and alignment on approaches and tools.</td>
<td>0.5</td>
<td></td>
<td>By 8&lt;sup&gt;th&lt;/sup&gt; May</td>
</tr>
</tbody>
</table>

#### Phase II: Field Engagement

<table>
<thead>
<tr>
<th>Task</th>
<th>JB</th>
<th>SM</th>
<th>Due Date</th>
</tr>
</thead>
</table>
| 6. Workshops held in three locations:  
   a. Morogoro, Tanga and DSM  
   b. Zanzibar and Pemba  
   c. Arusha and Kilimanjaro | 2 | 6 | 9<sup>th</sup> May  
  11<sup>th</sup> May  
  16<sup>th</sup> May |
| 7. Meet agriculture sector stakeholders in workshop locations:  
   a. Morogoro: MVIWATA, PELUM, SUA  
   b. Zanzibar: Ministry of Agriculture, ZSTC | | | 8<sup>th</sup> May  
  12<sup>th</sup> May (morning) |
| 8. SMS survey developed based on workshop findings to be sent to (remaining) TOAM members. | 1 | | 22<sup>nd</sup> May – 2<sup>nd</sup> June |
| 9. Meet key agriculture sector stakeholders in Dar es Salaam (ANSAF, ACT, FAO, TanTrade and UNIDO). | 1 | | 15<sup>th</sup> – 19<sup>th</sup> May |

#### Phase III: Reporting

<table>
<thead>
<tr>
<th>Task</th>
<th>JB</th>
<th>SM</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Data processing and analysis.</td>
<td>2</td>
<td></td>
<td>22&lt;sup&gt;nd&lt;/sup&gt; – 26&lt;sup&gt;th&lt;/sup&gt; May</td>
</tr>
<tr>
<td>11. Produce draft report.</td>
<td>2</td>
<td>0.5</td>
<td>Submit by 5&lt;sup&gt;th&lt;/sup&gt; June</td>
</tr>
</tbody>
</table>
| 12. Produce final report. | 0.5 | | Feedback: 12<sup>th</sup> June  
  Final: 15<sup>th</sup> June |

**Total** | 10.5 | 7 |
### Annex 4: List of Persons Consulted

<table>
<thead>
<tr>
<th>#</th>
<th>Name</th>
<th>Organization</th>
<th>Position</th>
<th>Gender</th>
<th>Phone Number</th>
<th>Email Address</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lina Andrew</td>
<td>MVIWATA</td>
<td>Training Officer</td>
<td>F</td>
<td>0683 540 155</td>
<td><a href="mailto:andrewlina4@gmail.com">andrewlina4@gmail.com</a></td>
<td>Morogoro</td>
</tr>
<tr>
<td>2</td>
<td>Stanslaus Nyembea</td>
<td>MVIWATA</td>
<td>PO &amp; LTO</td>
<td>M</td>
<td>0768 082 304</td>
<td><a href="mailto:nyembeeson@yahoo.com">nyembeeson@yahoo.com</a></td>
<td>Morogoro</td>
</tr>
<tr>
<td>3</td>
<td>Donati Alex Senzia</td>
<td>PELUM</td>
<td>Country Coordinator</td>
<td>M</td>
<td>0754 686 677</td>
<td><a href="mailto:senzia@pelumtanzania.org">senzia@pelumtanzania.org</a></td>
<td>Morogoro</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>John Julius</td>
<td>Temnar Co. Ltd.</td>
<td>Director</td>
<td>M</td>
<td>0762 294 840; 0719 992 378</td>
<td><a href="mailto:jjulius2003us1@yahoo.com">jjulius2003us1@yahoo.com</a></td>
<td>Morogoro</td>
</tr>
<tr>
<td>5</td>
<td>Stephen Kizito</td>
<td>IMTRA Development Trust</td>
<td>Country Coordinator</td>
<td>M</td>
<td>0754 308 420; 022 280 77 07</td>
<td><a href="mailto:imitrailala@yahoo.co.uk">imitrailala@yahoo.co.uk</a></td>
<td>Morogoro</td>
</tr>
<tr>
<td>6</td>
<td>Sabrina Kuyela</td>
<td>CARITAS Mahenge</td>
<td>Gender Coordinator</td>
<td>F</td>
<td>0712 641 394</td>
<td><a href="mailto:sabrikuyela@gmail.com">sabrikuyela@gmail.com</a></td>
<td>Morogoro</td>
</tr>
<tr>
<td>7</td>
<td>Yusufu M. Akuwa</td>
<td>UWAMATAM</td>
<td>Farmer</td>
<td>M</td>
<td>0716 952 758</td>
<td>n/a</td>
<td>Morogoro</td>
</tr>
<tr>
<td>8</td>
<td>Janet Maro</td>
<td>SAT</td>
<td>Director</td>
<td>F</td>
<td>0754 925 560</td>
<td><a href="mailto:janetmaro@gmail.com">janetmaro@gmail.com</a></td>
<td>Morogoro</td>
</tr>
<tr>
<td>9</td>
<td>Charles Bupamba</td>
<td>CTA</td>
<td>Consultant</td>
<td>M</td>
<td>0754 088 238</td>
<td><a href="mailto:charlesbupamba@gmail.com">charlesbupamba@gmail.com</a></td>
<td>Morogoro</td>
</tr>
<tr>
<td>10</td>
<td>Frank Msigwa</td>
<td>FHTC Co. Ltd.</td>
<td>President</td>
<td>M</td>
<td>0754 536 107</td>
<td><a href="mailto:info@highlandsorganictz.com">info@highlandsorganictz.com</a></td>
<td>Morogoro</td>
</tr>
</tbody>
</table>

**Monday, 8 May 2017**

**Tuesday, 9 May 2017**

**Thursday, 11 May 2017**
<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Occupation/Membership</th>
<th>Gender</th>
<th>Contact Number</th>
<th>Email</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Suleiman Hamad Suleiman</td>
<td>Jiwezesha Co Ltd Extension Officer</td>
<td>M</td>
<td>0777 859 457</td>
<td>n/a</td>
<td>Zanzibar</td>
</tr>
<tr>
<td>12</td>
<td>Omar M. Othman</td>
<td>GAFA Prod. Manager</td>
<td>M</td>
<td>0777 428 364</td>
<td><a href="mailto:gafa2008@live.com">gafa2008@live.com</a></td>
<td>Zanzibar</td>
</tr>
<tr>
<td>13</td>
<td>Nachumu Jiw Jiwesha Co  Ltd</td>
<td>Extension Officer</td>
<td>F</td>
<td>0777 478 344</td>
<td>n/a</td>
<td>Zanzibar</td>
</tr>
<tr>
<td>14</td>
<td>Khamis Issa Mohammed</td>
<td>TAZOP LTD Managing Director</td>
<td>M</td>
<td>0773 167 779</td>
<td><a href="mailto:khim64@hotmail.com">khim64@hotmail.com</a></td>
<td>Zanzibar</td>
</tr>
<tr>
<td>15</td>
<td>Ramadhan Abdalla</td>
<td>LACON GmbH Auditor</td>
<td>M</td>
<td>0653 946 183</td>
<td><a href="mailto:office.zanzibar@lacon-institut.org">office.zanzibar@lacon-institut.org</a></td>
<td>Zanzibar</td>
</tr>
<tr>
<td>16</td>
<td>Omar Abdalla</td>
<td>UWAMWIMA Secretary</td>
<td>M</td>
<td>0773 135 453</td>
<td>n/a</td>
<td>Zanzibar</td>
</tr>
<tr>
<td>17</td>
<td>Juma Ali Juma</td>
<td>Zanzibar Ministry of Agriculture, Natural Resources, Livestock and Fisheries Principal Secretary</td>
<td>M</td>
<td>0777 414 574; 024 223 33 20</td>
<td><a href="mailto:j_alsaady@yahoo.com">j_alsaady@yahoo.com</a></td>
<td>Zanzibar</td>
</tr>
<tr>
<td>18</td>
<td>Said S. Mzee</td>
<td>Zanzibar State Trading Corporation (ZSTC) Managing Director</td>
<td>M</td>
<td>0777 435 920</td>
<td><a href="mailto:leishkule@gmail.com">leishkule@gmail.com</a>; <a href="mailto:saidmzee1944@gmail.com">saidmzee1944@gmail.com</a></td>
<td>Zanzibar</td>
</tr>
<tr>
<td>19</td>
<td>Ali S. Mussa</td>
<td>Zanzibar State Trading Corporation (ZSTC) Director of Clove Development Fund</td>
<td>M</td>
<td>0777 488 895</td>
<td><a href="mailto:bogyali2016@gmail.com">bogyali2016@gmail.com</a></td>
<td>Zanzibar</td>
</tr>
</tbody>
</table>

Friday, 12 May 2017
<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Organization</th>
<th>Position</th>
<th>Gender</th>
<th>Contact No.</th>
<th>Email</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Ismail O. Bai</td>
<td>Zanzibar State Trading Corporation (ZSTC)</td>
<td>DoF</td>
<td>M</td>
<td>0777 684 241</td>
<td><a href="mailto:ismailobai@yahoo.com">ismailobai@yahoo.com</a></td>
<td>Zanzibar</td>
</tr>
<tr>
<td>21</td>
<td>Timoth M. Mmbaga</td>
<td>Agricultural Council Tanzania</td>
<td>Director of Policy Planning and Advocacy</td>
<td>M</td>
<td>0784 695 999</td>
<td><a href="mailto:tmmbaga@gmail.com">tmmbaga@gmail.com</a></td>
<td>Dar es Salaam</td>
</tr>
<tr>
<td>22</td>
<td>Susan M. Masagasi</td>
<td>Agricultural Council Tanzania</td>
<td>TAP Field Operations Officer</td>
<td>F</td>
<td>0713 516 845</td>
<td><a href="mailto:smasagasi@gmail.com">smasagasi@gmail.com</a></td>
<td>Dar es Salaam</td>
</tr>
<tr>
<td>23</td>
<td>John J. Fwalo</td>
<td>Tanzania Trade Development Authority (TanTrade)</td>
<td>Senior Trade Officer (Research &amp; Planning)</td>
<td>M</td>
<td>0767 285 252</td>
<td><a href="mailto:jfwalo@yahoo.com">jfwalo@yahoo.com</a></td>
<td>Dar es Salaam</td>
</tr>
<tr>
<td>24</td>
<td>Charles Bonaventure</td>
<td>ECHO</td>
<td>Bwana Shamba</td>
<td>M</td>
<td>0754 992 079</td>
<td><a href="mailto:cbonaventure@echonet.org">cbonaventure@echonet.org</a></td>
<td>Arusha</td>
</tr>
<tr>
<td>25</td>
<td>Cleopa Ayo</td>
<td>GFP Organics</td>
<td>Director</td>
<td>0784 887 599</td>
<td><a href="mailto:ayo@gfporganics.com">ayo@gfporganics.com</a></td>
<td>Arusha</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Wilbert Nyela</td>
<td>KNCU</td>
<td>F.T.S. Manager</td>
<td>M</td>
<td>0754 548 325</td>
<td><a href="mailto:ftsm@kncutanz.com">ftsm@kncutanz.com</a>, <a href="mailto:wilbertnyela@yahoo.com">wilbertnyela@yahoo.com</a></td>
<td>Arusha</td>
</tr>
<tr>
<td>27</td>
<td>Richard Mhina</td>
<td>Floresta TZ</td>
<td>CEO</td>
<td>M</td>
<td>0715 858 354</td>
<td><a href="mailto:director@florestatz.com">director@florestatz.com</a></td>
<td>Arusha</td>
</tr>
<tr>
<td>28</td>
<td>Richard Mcharo</td>
<td>Mcharo Organic</td>
<td>Managing Director</td>
<td>M</td>
<td>0766 247 160</td>
<td>n/a</td>
<td>Arusha</td>
</tr>
<tr>
<td>29</td>
<td>Denis Mahufu</td>
<td>Mambo Coffee Co. Ltd.</td>
<td>Director</td>
<td>M</td>
<td>0787 154 108</td>
<td><a href="mailto:denis@mambocoffeeafrica.com">denis@mambocoffeeafrica.com</a></td>
<td>Arusha</td>
</tr>
</tbody>
</table>

**Tuesday, 16 May 2017**
<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Organization</th>
<th>Position</th>
<th>Gender</th>
<th>Phone Number</th>
<th>Email</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>Jamila Palermo</td>
<td>MESULA</td>
<td>Manager</td>
<td>F</td>
<td>0685 142 705</td>
<td><a href="mailto:info@mesula.org">info@mesula.org</a></td>
<td>Arusha</td>
</tr>
<tr>
<td>31</td>
<td>Audax Rukonge</td>
<td>Agricultural Non-State Actors Forum (ANSAF)</td>
<td>Executive Secretary</td>
<td>M</td>
<td>0787 374 666</td>
<td><a href="mailto:director@ansaf.or.tz">director@ansaf.or.tz</a></td>
<td>Dar es Salaam</td>
</tr>
<tr>
<td>32</td>
<td>Margaret Raphael Ikongwe</td>
<td>TIUMP UNIDO</td>
<td>Head of Unit</td>
<td>F</td>
<td>0754 661 871</td>
<td><a href="mailto:margaretikongwe@yahoo.com">margaretikongwe@yahoo.com</a></td>
<td>Dar es Salaam</td>
</tr>
<tr>
<td>33</td>
<td>Kallunde Pilly Sibuga</td>
<td>Sokoine University of Agriculture (SUA)</td>
<td>Professor of Weed Science and Agronomy, Department of Crop Science and Production</td>
<td>F</td>
<td>n/a</td>
<td><a href="mailto:sibuga@suanet.ac.tz">sibuga@suanet.ac.tz</a></td>
<td>By email</td>
</tr>
</tbody>
</table>