Edible Oil Subsector in Tanzania

A Brief Presentation

31st July 2012

Netherlands Development Organisation

SNV Connecting People's Capacities
Presentation structure

1. Sector context
2. Why is SNV in oilseeds?
3. Subsector constraints and issues to be addressed
4. Theory of change and intervention logic
5. What did SNV do to make change happen? and Results
## Sector Context: Key Features

<table>
<thead>
<tr>
<th>Feature</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy dependent on agriculture:</td>
<td>28% GDP, 80% employment, 30% NFEE</td>
</tr>
<tr>
<td>Agriculture is predominantly smallholder</td>
<td></td>
</tr>
<tr>
<td>85% of poor people live in rural areas and rely on agriculture</td>
<td>primary source of income (SAGCOT, 2011)</td>
</tr>
<tr>
<td>60% of people who are active in agriculture are women</td>
<td></td>
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<tr>
<td>83% of youth employment is in agricultural sector</td>
<td></td>
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<tr>
<td>Agriculture accounts for 95% of the food consumed</td>
<td></td>
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<tr>
<td>Agriculture is underdeveloped</td>
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</tbody>
</table>
Sector Context: Historical Perspectives


- Govt control of crop selection
- Govt labelling - cash/food & major/minor
- Weak private sector
- Govt. influenced cooperatives (failure)

Continued Government Control/Influence 1995+

- Legacies: continued production focus, govt. influence on cooperatives & marketing
- Political influences in policy development and implementation
Context: Political Economy

- Government - business elite informal alliances
- Limited industry/farmers influence on policy
- Weak strategic leadership
- Systems creating opportunity for rent seeking
Context: Opportunities

- Conducive policy framework
- Commitment of Commission for Africa Agriculture Development
- Kilimo Kwanza, a home-grown, private sector-led initiative
- 44 million hectares of arable land
  Only 24% utilised.
- SAGCOT Investment worth $2.1 billion
  +$1.3 billion grants and loans
- Emerging agri-business private sector

- (National Vision 2025, MKUKUTA)
- Agriculture Sector Development Strategy
- Catalysing private investment over a twenty year period
- Commercialising smallholder production
Why is SNV in oilseeds (sunflower and Sesame) sub-sector?

Potential for impact: income, employment

4 million farmers growing oilseeds - potential for increased productivity

Climate smart agriculture (sesame, sunflower)

Processing capacity potential
Growing demand

Veg. oil – global consumption projections

Source: OECD/FAO
Domestic Market?

Demand =350,000MT Vs 90,000MT

Domestic Market substitution – Palm Oil - Tanzania

Source: FAO, 2007
### Tanzania’s increasing sunflower seed production (‘000’tons)

<table>
<thead>
<tr>
<th>Country</th>
<th>2006/07</th>
<th>2007/08</th>
<th>2008/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russian Federation</td>
<td>6,750</td>
<td>5,650</td>
<td>7,400</td>
</tr>
<tr>
<td>EU-27</td>
<td>6,502</td>
<td>4,771</td>
<td>6,950</td>
</tr>
<tr>
<td>Ukraine</td>
<td>5,300</td>
<td>4,200</td>
<td>6,300</td>
</tr>
<tr>
<td>Argentina</td>
<td>3,500</td>
<td>4,650</td>
<td>3,630</td>
</tr>
<tr>
<td>Turkey</td>
<td>850</td>
<td>700</td>
<td>850</td>
</tr>
<tr>
<td>Tanzania</td>
<td>87</td>
<td>188</td>
<td>419</td>
</tr>
<tr>
<td>Others</td>
<td>6,910</td>
<td>7,225</td>
<td>8,291</td>
</tr>
<tr>
<td>World total</td>
<td>29,812</td>
<td>27,196</td>
<td>33,421</td>
</tr>
</tbody>
</table>

Source: FAO, 2010
Subsector Constraints

Institutional issues

- Highly uncoordinated actors
- No farmer participation in price setting (sesame)
- Poorly developed input supply systems
- Multiple taxation system
- Alliances: government-business-cooperative
- LGA plan and budget overlooks edible oils
- East Africa Community customs compliance
  2009/10 10% tariff on imported crude palm oil was reduced to zero (RLDC, 2012).
- Limited support from TFDA/TBS to certify domestic oil quality

Functional issues

- Outmoded agricultural practices, poor quality and mixed seeds
- Focus on increasing production and NOT oil content (market driver)
- Processing at 30% of installed capacity

[Partnerhips]://AKF SNV Partnership\SCANNED_PAPER_CLIPS.docx
Constraints: Price setting in sesame seeds

- Sesame price based on Regional Task Force (Regional tender board); Regional Business Council (RBS) discusses & sets indicative minimum price (banks, 2AMCOs, cooperatives central/local govt, government agencies, consumer associations).
Import substitution affects GDP = MV + Ex - Imports

**Imports:**
- 8 Million MT in 2002 (worth TZS 4.4 billion) to 606 Millions MT in 2008 (worth TZS 694 billion)

**Exports:**
Issues to be addressed

Enabling environment

• POLICY
  • Weak governance and accountability - lack of transparency
  • Weak coordination between actors
  • Lack of industry/farmer participation in policy issues
  • Weak oversight in local government
  • Inadequate local government service delivery (extension, input supply..)

Production level:

• Low production levels and productivity
• Fragmented and inadequate input supply systems

Processing level:

• Weak capacity to organise adequate seed supply
• Poor investment preparedness
Sunflower Value Chain Map

Source: RLDC, 2008
Sesame Value Chain Map

Source: Bennett, 2008
Geographical areas and why?

- Semi-arid areas
- Grains do not perform well
- Economically poor
- Chronically food deficient (USAID)
- Less USD 0.15 a day
- Sunflower main cash crop
Successful oil seed VCD development is market driven and realizable in connecting existing dynamics (local drivers, engagements, networks, demand, ‘energy’) focusing on promotion of inclusive business in oilseed production and processing as a business, and improving the governance and policy issues within the subsector.

SNV’s contribution is based on tailoring our capacity development services to tapping local needs and directions in order to stimulate opportunities and incentives amongst oil seeds actors and maximize sustained, commercially viable and pro-poor oil seeds VCD.
Oilseeds Value Chain Result Chain Logic 2008

- **Inputs**
  - Strategy
  - HR
  - Finance

- **Outputs**
  - Producer Group Strengthening
  - Value Chain Finance
  - Market Intelligence

- **Outcomes**
  - Improved performance of producer groups in terms of organizing and managing group members
  - Improved performance of alternative financial institutions in meeting the expectations of value chain segments
  - Improved performance of oilseeds producers and processors to analyze and understand information for business growth and equity

- **Actors**
  - Year 1-2
  - Year 2-3
  - Year 3-4

- **Economically Active Poor**
  - Increased Production
  - Increased Incomes
  - Increased Employment

- **Impact**
  - Economic Growth
  - Increased Economic Equity

- **SNV**
  - Connecting People's Capacities
Oilseeds Result Chain Logic 2012

Contribute to at least 20,000 households deriving income of more than USD 1/day/acre from increased oilseeds productivity through improved agronomic practices (was USD 0.64/day/acre in 2011) and create 14,000 employment in oilseeds subsector in Dodoma, Manyara, Lindi, Mtwara, Mbeya-Singida, Iringa, Morogoro, Rukwa and Ruvuma.

Improved performance of Edible Oilseeds actors

- Improved performance of processes to access reliable supply of oilseeds from producers through inclusive business.
- Improved performance of edible oilseeds enterprises (producers and processors) in collective access to BDS through alliances.
- Improved governance of edible oilseeds alliances to influence policy change.

- Established win-win contract farming between producers and processors.
- UMA MEME, CEZOSOPA like enterprises established in 9 region of Tanzania.
- Developed financial institutions & Agro-dealers database and linkages with BDS enterprises.
- Processing are investment ready.
- Evidence based research in collaboration with other actors facilitated.

- Facilitate contract farming arrangement between producers groups and processors.
- Facilitate establishment of CEZOSOPA, UMA MEME like enterprises in 9 regions.
- Map alternative financial institutions, processors & Agro-dealers in Tanzania.
- Prepare 10 processes to be investment ready.
- Conduct documentary films for advocacy.
- Conduct policy benchmarking for addressing governance issues.

- Facilitate establishment of TEOSA chapters in 9 regions of Tanzania.
- Broker resources for TEOSA for advocacy skills.
- Train countdown oversight in coordinating oilseeds at extension services delivery.

Facilitate participatory video/documentary films

SNV provides direct advisory services, use of local capacity builders and partners’ services delivery.
Why shift in intervention logic?

2007 - 2009: Shift from demand orientated approach - supporting producer group strengthening, *value chain finance* and bringing actors together (coordination)

2010-2012: To impact orientated approach - linking producers and processors (*inclusive business*) + *impact investment* + creating alliances for policy advocacy
<table>
<thead>
<tr>
<th>What has SNV done?</th>
<th>Issues to be addressed</th>
<th>What SNV has done</th>
</tr>
</thead>
</table>
| Enabling environment | • Weak governance and accountability  
• Weak coordination between actors  
• Lack of industry/farmer participation in policy issues  
• Weak oversight in local government  
• Inadequate local government service delivery (extension, input supply..) | Establish and strengthen alliances (producers, processors, producer/processor) to strengthen industry voice at local/national level on policy and service delivery issues  
Generate specific information on legal and regulatory issues |
| Production | • Low production levels and productivity  
• Fragmented and inadequate input supply systems | Promotion of inclusive business  
Impact investment |
| Processing | • Weak capacity to organise adequate seed supply  
• Poor investment preparedness | Strengthen capacities of service providers  
Knowledge development |
What has SNV done (cont)

- Establishing and strengthening of alliances of edible oilseeds actors.

- Conducted series of multi-stakeholder dialogues-OMSF

- Facilitated Strategic plan for OMSF

- Brokered funds and expertise
  - RTA/IFAD – publication of agronomic practices
  - BEST-AC- Research, advocacy skills

- Facilitated establishment of TEOSA

- Making documentary films as case in point for evidence based advocacy

- Organized for Alliance Action Learning events
What SNV has done

- Establish and strengthening capacity of producer groups and AMCOs
  - Produced and shared a booklet in good agronomic practices in sunflower and sesame (2009).
  - Trained 97 producer groups (2950 producers) in Contract farming arrangements, 2011/12
  - Conducted training to 17 AMCOs members on the issues of warehouse receipt system and participating in price setting, 2010
What SNV has done?

- Establishing and strengthening processors alliances actors
  - Processors (CEZOSOPA 8-40)/ UMAMBE (45)
    - Training in developing business plans
    - Training in computerised accounting

- Facilitated development of Strategic plan
- Brokering funds for CEZOSOPA and UMAMBE members
  - CRDB TZsh 970mill
- Conducted external evaluation to CEZOSOPA to inform progress
What has SNV done: Promotion of inclusive Business

Contract farming facilitation covering 7383 households
What has SNV done: Impact investment advisory services to selected processors

2009, Facilitated 6 processors (Songela Invest, Rig investment, Nyemo Investment, Seiko Investment, Afrifarm Enterprises, FITCO) to access equity financing – Small Enterprises Assistance Fund-SEAF) to review their business plans.

In 2011, facilitated 4 processors to meet with financial lenders during the FAST fair in Arusha (Root Change, InReturn).

Conducted Impact Investment Reverse Fair for connecting MSK to investors (2012).
What has SNV done: Knowledge development:

Generating specific information on legal and regulatory issues

- 2011, conducted agriculture policy benchmarking for 6 Councils

- Sesame Policy and practice benchmarking

Organized (ANSAF, MMA) for Alliance Action Learning event 2010

- How to activate local markets
What has SNV done: Strengthening capacities of service providers to the sector

- LCBs assessment, screening and selection
- LCBs and clients reflection on VCD, 2010
- LCB Round Table Meeting SNV Way (Dec, 2011)
- Coached and accompanied LCB. ref. ROSDO, PHEDEA, Songela, IRDP, Faida Mali
- LCB insights sharing on the implications of being an LCB (AGM, 2010).
## Clients

<table>
<thead>
<tr>
<th>Client</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>African Enterprise Challenge Fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>65,1</td>
<td>65,1</td>
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<tr>
<td>Agricultural non State Actors Forum</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,5</td>
<td>-</td>
<td>5,5</td>
</tr>
<tr>
<td>Agriculture market Dev. Sys. Prog</td>
<td>97,3</td>
<td>44,2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>141,5</td>
</tr>
<tr>
<td>Central Zone Sunflower Processors</td>
<td>-</td>
<td>16,9</td>
<td>193,5</td>
<td>195,5</td>
<td>300,6</td>
<td>706,5</td>
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<tr>
<td>Fairtrade Labelling organisation</td>
<td>-</td>
<td>106,5</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>106,5</td>
</tr>
<tr>
<td>FAIDA-MALI</td>
<td>21,8</td>
<td>30,2</td>
<td>2,1</td>
<td>-</td>
<td>-</td>
<td>54,1</td>
</tr>
<tr>
<td>Farm Africa</td>
<td>18,6</td>
<td>4,6</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>23,3</td>
</tr>
<tr>
<td>Ilulu Cooperative Society</td>
<td>-</td>
<td>-</td>
<td>119,8</td>
<td>149,0</td>
<td>97,6</td>
<td>366,4</td>
</tr>
<tr>
<td>Lay Volunteer International Associa</td>
<td>-</td>
<td>14,3</td>
<td>25,2</td>
<td>5,0</td>
<td>-</td>
<td>44,4</td>
</tr>
<tr>
<td>Manyara Agricultural Initiative</td>
<td>39,5</td>
<td>107,3</td>
<td>160,7</td>
<td>73,7</td>
<td>34,3</td>
<td>415,5</td>
</tr>
<tr>
<td>Manyara region Civil Society</td>
<td>13,9</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>13,9</td>
</tr>
<tr>
<td>Masasi-Mtwara Cooperative Union Ltd</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>95,5</td>
<td>130,1</td>
<td>225,6</td>
</tr>
<tr>
<td>Mount Meru Millers</td>
<td>-</td>
<td>-</td>
<td>122,6</td>
<td>10,0</td>
<td>-</td>
<td>132,6</td>
</tr>
<tr>
<td>Mwiwata Morogoro</td>
<td>20,0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>20,0</td>
</tr>
<tr>
<td>Oilseeds Multi-stakeholder Forum</td>
<td>196,3</td>
<td>319,3</td>
<td>213,8</td>
<td>-</td>
<td>-</td>
<td>729,3</td>
</tr>
<tr>
<td>Oilseed-TZ Northern</td>
<td>-</td>
<td>25,5</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>25,5</td>
</tr>
<tr>
<td>Stoas-CBDIF Africa Foundation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>24,0</td>
<td>2,0</td>
<td>26,0</td>
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<tr>
<td>Tanzania Agriculture of Partnership</td>
<td>-</td>
<td>-</td>
<td>19,9</td>
<td>-</td>
<td>-</td>
<td>19,9</td>
</tr>
<tr>
<td>Tanzania Edible Oil Seeds Association</td>
<td>140,2</td>
<td>142,6</td>
<td>305,5</td>
<td>-</td>
<td>-</td>
<td>588,3</td>
</tr>
<tr>
<td>TCCIA</td>
<td>121,1</td>
<td>80,3</td>
<td>39,8</td>
<td>40,5</td>
<td>25,3</td>
<td>201,3</td>
</tr>
<tr>
<td>UMAMBE</td>
<td>-</td>
<td>-</td>
<td>47,6</td>
<td>101,0</td>
<td>52,9</td>
<td>201,4</td>
</tr>
</tbody>
</table>

**TOTAL**: 528,5 642,5 1,191,6 842,3 1,013,4 4,112,6
## Local Capacity Builders (LCBs)

<table>
<thead>
<tr>
<th>LCB Name</th>
<th>Assignment</th>
</tr>
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<tbody>
<tr>
<td>1  Promotor of health and education association (PHEDEA)</td>
<td>Capacity strengthening of sunflower Commercial Farmers Groups (CFGs) and facilitate MSPs for establishing the alliances of Sunflower actors and enterprises in Chunya districts, Mbeya Region, 2011</td>
</tr>
<tr>
<td>2  Songela Investment Co. Ltd</td>
<td>Facilitating knowledge development and institutional framework for contract farming between 2,500 sunflower producers and processors in Singida Region, 2011 and 2012</td>
</tr>
<tr>
<td>3  Rural Oriented Sustainable Development Organisation – ROSDO</td>
<td>Capacity strengthening of sesame Agricultural Marketing Cooperatives (AMCO) and facilitate MSPs for influencing policies and regulations on marketing of sesame in Lindi and Mtwara Regions, 2010-2011. -Mapping of Sesame Actors, 2012</td>
</tr>
<tr>
<td>5  Economic and Rural Development Community Initiative</td>
<td>Mapping of Alternative Financial Service</td>
</tr>
<tr>
<td>6  Institute of Rural Development Planning – IRDP</td>
<td>Evaluation of capacity strengthening of CEZOSOPA, 2011. Mapping of sunflower actors in Ruvuma and Rukwa Regions</td>
</tr>
<tr>
<td>8  Group Consulting Company</td>
<td>Capacity strengthening of CEZOSOPA members in business planning and conducting quick scan for up scaling sunflower value chain in Iringa, 2010.</td>
</tr>
<tr>
<td>10 Economic and Social Research Foundation</td>
<td>Sesame Policy Benchmarking in Lindi and Mtwara, 2012</td>
</tr>
<tr>
<td>11 Tanzania Grassroot Oriented Development (TAGRODE)</td>
<td>Facilitate Establishment of TEOSA-Chapter and CEZOSOPA Model in Iringa.</td>
</tr>
<tr>
<td>Name of Partner</td>
<td>Strategic relevance</td>
</tr>
<tr>
<td>-----------------------</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Round Table Africa</td>
<td>Research and information dissemination on sunflower and sesame issues.</td>
</tr>
<tr>
<td>FAO</td>
<td>Collaborating in the design of up-scaling sunflower value chain development in the SACGOT regions in line with the Southern Highlands Food System Project.</td>
</tr>
<tr>
<td>NARI-Naliendele</td>
<td>Conduct research on quality sesame seeds and agronomic practices.</td>
</tr>
<tr>
<td>BEST-AC</td>
<td>Funding to civil society organisation engaged in business policy dialogue.</td>
</tr>
<tr>
<td>VECO-Tanzania</td>
<td>Collaborating in developing sunflower Commercial Farmer Groups in Chunya District</td>
</tr>
<tr>
<td>ANSAF</td>
<td>Forum where members share experiences and information on matters related to agriculture development.</td>
</tr>
<tr>
<td>MUVI Programme</td>
<td>Implementing sunflower value chain development in Iringa and Njombe.</td>
</tr>
<tr>
<td>FLO</td>
<td>Developing knowledge on fair trade arrangements</td>
</tr>
<tr>
<td>STOAS/RLDC/LVIA</td>
<td>Collaborative sharing of information and experiences to enrich one another on issues of edible oilseeds</td>
</tr>
<tr>
<td>AcT</td>
<td>Collaborate in developing capacity of advisors on how to apply Outcome Mapping as a tool for tracking progress in systems approach.</td>
</tr>
<tr>
<td>IFAD</td>
<td>Knowledge development in multi-stakeholder facilitation</td>
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</tbody>
</table>
Results I:  Improved capacity clients/actors -TEOSA

Capacity to Act and commit
- OMSF took the challenge and established Tanzania Edible Oilseeds Actors Alliance (TEOSA) to influence for edible oil policies.

Capacity to relate
- Coordinating its members (CEZOSOPA TASUPA) in communicating with the MITM (paper, March 2012) for joint resolutions –National budget task force.
- Mobilizing resource for evidence based Advocacy work (RTA, BEST-AC)
  -Website, research, advocacy skill training
Result 1: Improved performance  -TEOSA

- Capacity to achieve coherence and deliver
  - Jointly lobbied the parliament to check import duty on edible oil.
  - Packaging materials for locally processed products will be imported without tax (see Financial act Schedule 44 (e) of 2011).

Communicating with outside world

The Guardian, February 2102
Results 1: Improved Capacity of clients/actors

- **CEZOSOPA/UMAMBE**

  *Capacity to act and commit*

  7 edible oil processing enterprises engaging in contract farming
  97 smallholders groups (4883 producers).

- Processors committing resources to engage extension staff.

  *Capacity to relate*

  - Processors attracting investments: from CRDB, FINCA, NBC (TZsh 1 billion, 2011).
  - Processors partnering with LGA in the provision of extension service to farmers engaged in contract.

  *Capacity to adapt and self renew*

  - Increase confidence to face TFDA/TBS for certification
  - Faced TRA on regulatory issues.
Result 1: Improved performance-CEZOSOPA

**Capacity to deliver**

Oil quality improved to Barcode standard.

- Out of 10 processors who attended financial recording keeping, half of the businesses are producing Financial records (MMA, 2011).

- Increased seed supply for processing through contract farming from 30% to 60% utilization.
Result 1: Improved capacity of clients/Actors - Producers

Capacity to act and commit

Producer 2780 in Lindi and Mtwara are jointly negotiating, through 17 AMCOs, with 6 LGAs to claim space for price setting issue.

Producers, through AMCOs, are debating openly and protesting against unclear warehouse receipt system and multiple taxation.

4883 smallholders groups in contract farming arrangement with processing 7 enterprises for accessing embedded service.
Result I: Improved performance- Producers

- **Capacity to deliver**
  - About 7383 using improved seed varieties
    - Record, Jupiter and serena type of sunflower seeds
    - Sesame: Naliendele 92 (White), Ziada 94 (White), Lindi 02, Zawadi 94 (Black)
  - Collectively bargained with processors in price setting in sunflower seeds from 0.33/kg in 2010 to 0.53/kg in 2011
Result II: Enabling environment

Capacity to relate

Ministry of Finance removed VAT on packaging material: Packaging materials for locally processed products will be imported without tax (see Financial act Schedule 44 (e) of 2011).

The government has promised to increased import tariff hopefully to 10%.

At least 4 LGAs (Rwangwa, Chunya, Manyara and Kilwa) have integrated (under ODOP) plan and budget for developing sesame value chain (2012).
Results III: at impact level

• Till 2011, SNV has already contributed to:
  
  - Increased production and productivity
    - Sunflower: from 325kg per acre to 650 kg per acre for 7383 producers
    - Sesame: 250 kg/acre to 500kg per acre for 2780 producers
    - Sunflower: Income per day from USD 0.15 in 2007 to USD 0.7 (2012)
    - Sesame: Income per day from 0.35 in 2009 to USD 1/day/acre
  
  - contributed to the creation of 3,146 additional employment (1888W/1257M) places

• Target: By the end of 2015,
  
  - the numbers to increase to at least 20,000 small holder households (120,000 people)
  
  - Income increase of more than USD 1/day/acre` (USD 0.64/day/acre and 14,000 employment (W/M) places.
<table>
<thead>
<tr>
<th><strong>TIME LINE: Events Breakthroughs and SNV adaptation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Selection of subsectors and conducting subsector studies by MMA informed development of Market Access for the Poor Strategy 2006-2008</strong></td>
</tr>
<tr>
<td><strong>Corporate strategy 2007-2015 focused on pro-poor production income and employment</strong></td>
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<tr>
<td><strong>The Government of Tanzania National strategy for Growth and Poverty Reduction Strategy</strong></td>
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<td><strong>Agreement to Partner with FLO</strong></td>
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<td><strong>Kilimo Kwanza and SAGCOT</strong></td>
</tr>
<tr>
<td><strong>Partner with VECO-TANZANIA and MUVI programme</strong></td>
</tr>
<tr>
<td><strong>Formation of Tanzania edible oilseeds association</strong></td>
</tr>
<tr>
<td><strong>Certification of CEZOSOPA by TBS and TFDA</strong></td>
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<tr>
<td><strong>Collaboration Agreement between SNV and FAO</strong></td>
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<tr>
<td><strong>Agreement between SNV and AcT</strong></td>
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<tr>
<td><strong>MasterCard Foundation</strong></td>
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</table>
Ahaaa moment!: What have we learnt?

1. Engagement of actors in participatory planning and analysis and planning for subsector selection is vital.

2. Proper facilitation of Multi-stakeholder processes can attract relevant actors and private sector participation.

3. Establishment of strong alliances of TEOSA, UMAMBE, CEZOSOPA is effective in voicing actors’ voice and draws attention from both public and private sectors.

4. Mapping of value chain financing institutions provides information to producers and processors to make informed decisions.

5. Working with LCBs triggers innovations for better ways of providing services to our clients. Ref. Songela simplified GFP handbook.

6. Strengthening of commodity associations is key to success.
What have we learnt? Continued…..

7. From a market point of view, the most concerned actors in the value chain, are best positioned to take action to address issues.

8. If actors face common issues are well informed about their rights and responsibilities they gain confidence to take action, ref. AMCOs.

9. Working with LCBs increases coverage, efficiency and effectiveness in delivering advisory practices.
FUTURE: 2012 - 2015

Up-scaling alliances:

- Reinforce commodity associations which includes producer organisations i.e AMCO
- Model of alliance of processors (CEZOSOPA, UMAMBE)
- Strengthen alliances of actors-establishing TEOSA regional chapters
- Impact investment to prepare processors to be investment ready.


Focus on policy and accountability issues in the subsector, including Development Partnerships eg DFID funded AcT program, FAO, BEST-AC

Improve enabling business support in the sector support i-donor BEST-AC program,, IFAD funded MUVI program and VECO Tanzania.

Focus on Alliance Action Learning to increase knowledge sharing and brokering.
Focus on expanding horizon for youth employment in the subsector.
Asante Sana