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| Annual Report 2023 | December  December | |
| PROMOTION OF INTEGRATED DEVELOPMENT AND RELIEF SERVICES (PIDERS) | | Annual Implementation Report |

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| Back ground:Promotion of integrated development and relief services (PIDERS) is an national organization working to build a prosperous rural Tanzania We help farmers to increase their harvests, build their incomes and sustain natural resources, partnering with governments and the private sector to find effective ways to fight poverty.  We work closely with local communities, who actively participate in all the decisions about our work.  **Typically**, our staff is from the local area, can speak the local language and have a deep understanding of the local context.  PIDERS has been supporting farmers to become self-sufficient here since 2008. Our teams work with a variety of stakeholders, including smallholder farmers, women and SMEs focusing on oilseeds such as sesame and sunflower, poultry farming, horticulture and business development.  We help farmers in dry regions of Tanzania to build their resilience to climate change. We equip sorghum growers with the skills and resources they need to boost their productivity, incomes and access to profitable markets and consequently, improve their food security and nutrition.  **Our mission**  To promote sustainable agricultural practices, strengthen markets and protect the environment in rural Tanzania  **Our vision**  A resilient rural Tanzania where people and the environment thrive.  **Our values**   * + **EXPERT:**Expertise and insightful evidence-based solutions are at the heart of everything PIDERS does.   + **GROUNDED:**Our teams and partners work closely with local communities, engaging them in every level of decision-making.   + **IMPACTFUL:**We deliver long-lasting change for farmers, their families and the environments they live in.   + **BOLD:** We model innovative approaches and are not afraid to challenge strategies that are failing  INTRODUCTIONBackground and Context Tanzanian sunflower producers and processors are well-positioned to meet growing domestic demand for cooking oil – estimated to be upwards of 500,000 MT. The sunflower value chain is inclusive and accessible to economically vulnerable demographics, offering competitive margins across the value chain. Sunflower production can support farmers to build resilience against climatic and economic shocks while incentivizing downstream investment in the value chain. Challenges * **Markets:** There is poor organization and coordination among farmers, processors, and their respective membership organizations – which limit or even hinder access to bundled services.  * **Processing:** Low technical, operational, and financial management capacity among processors deflates utilization and stifles demand.  * **Production:** Low agronomic productivity: extension system is fragmented and services are not embedded within embedded market actors and service providers.  Some of the systemic constraints which continue to hold back the productive poor to sustainably participate in sunflower value chain include:   1. Limited access to agricultural friendly loans so that they can invest in relevant inputs. 2. Lack of adequate supply of improved seeds. 3. Limited access to pro-poor market linkages due to unstructured and unregulated market systems. 4. Inadequate business development services (BDS) support from relevant service providers.   Most smallholder farmers (SHFs) still struggle to meet conditions for business engagement. Challenges observed from these systemic constraints include:   1. Lack of access to inputs: Agro-dealers are in towns and peri-urban areas, so it is difficult for rural farmers to access inputs. This also increases the cost to procure seeds and other inputs. 2. Seed affordability: high prices for hybrid seed make farmers uninterested or unable to use it. 3. Low seed quality: germination issues with some seed varieties makes farmers lack confidence in hybrid/ improved seed. 4. Unavailability of seed during planting seasons: agro-dealers are not stocking enough seed in their shops, because they are not sure whether farmers will buy seed (ie testing the market), so it is not available for purchase when farmers need it.  Opportunity In Tanzania, around 6% of the land that is under agriculture production is being used for the production of sunflower[1](#_bookmark0). Sunflower is mostly produced by about 1,000,000[2](#_bookmark1) smallholder farmers in 19 out of the total 30 regions of Tanzania, but production is mainly concentrated in the Central Corridor and the Southern Highlands. Just like in other regions, sunflower production in Singida and Manyara is dominated by smallholder farmers. The *Market System Assessments* conducted by PIDERS and other players i through the Agriculture Markets Development Trust (AMDT) facilitation show that, sunflower production is highest in Dodoma region, followed by Singida and Manyara    Photograph By PIDERS-Tanzania  There are hundreds of SME sunflower seed processors with installed capacity ranging from  4.5 to 18 MT per day (24 hours). However, most of them are not processing more than 1 to 2 MT daily, due to limited raw materials, often caused by inadequate working capital. All SMEs produce semi-refined/filtered cooking oil, more or less of the same quality, and sell it locally (mostly retail) and/or to buyers in Arusha, Moshi, Dar es Salaam (mostly wholesale) and other urban and peri-urban areas.  High demand for sunflower oil has facilitated importation of cheaper oil products which distort market prices causing the sunflower sold by farmers to be uncompetitive. Due to the availability of imported and cheaper cooking oil, which is mostly palm oil but sometimes blended, these SMEs face marketing constraints.  There is a market shift to double refined oil in Tanzania, which is bio fortified with nutrients and vitamins, as a result of improved purchase power by (urban) customers and increasing awareness by customers of its assumed health benefits. Moreover, there is potential of exporting double refined oil that is meeting all the health, safety and traceability standards and requirements[3](#_bookmark2). The Government of Tanzania is strongly promoting double refined cooking oil, as laid down in its sunflower sector development strategy (draft, version 29.01.2016) and there are various (local) Government programs that will be providing financial support (eg ASDP II) to those engaging in this value adding industry. Also, its regulatory bodies like the Tanzania Food and Drug Authority  (TFDA) and the Tanzania Bureau of Standards (TBS) are in the forefront of enforcing this policy. Possibility to initiate contractual relationship between existing SHF/ Farmer Organizations (FOs) and SME processors and/or off takers who are actually the main buyers of sunflower grains Some smallholder farmers and farmer organizations (FOs) have been receiving seeds on credit during planting seasons through contractual arrangements with off-takers and processors. The majority of these farmers reported to be happy with the model; however, in some instances others defaulted to payback their seed loan.  The AMDT PIDERS 2021 pilot phase report for Singida shows that there are **32,265 (13,339 female) and 5455** youth smallholder sunflower farmers organized into 915 farmers’ groups mobilized to-date. Out of this, **632** groups have been registered with the Community development office (LGA) as CBOs, while 101 are registered by regional cooperative registry offices as AMCOS. Similarly, Farm Africa’s 2020 report shows that in the neighboring region of Manyara there are **13,064 farmers** mobilized in **267 FOs** from Manyara, where with strategic effort these farmers are well positioned to engage in business with sunflower buyers. Under contractual arrangements, some of the FOs can be linked to a number of market actors and service providers to acquire productive bundled services such as **credit seeds** or **seed loans** from sunflower processing businesses such as Pyxus Tanzania Limited, Singida Sunshine, Sekenke Kwetu, JJ Oil Mills and Nuru Oil Mills. Existing sunflower value chain financing opportunities from financial service providers There are several financial service providers, including commercial banks like TPB, TADB, NMB and CRDB which provide loans to some of the FOs related to sunflower farming, especially for inputs such as seed and fertilizer. However, formal financial institutions require collateral and rigorous financial processes that make credit difficult to access for many smallholder farmers, and smallholder farmers and SMEs often do not qualify for the loans offered by the financial providers.  Where commercial loan financing is not available or accessible, there is a possibility for FOs to mobilize their internal resources and opt to became SACCOS or AMCOS which provide credit inputs or VLSA based farmer groups. Because AMCOS and SACCOS are formally registered and recognized by the government and maintain historical production and sales records, these groups can also be linked with financial services providers to receive credit for inputs, where individual farmers would not qualify for such financing. The groups can be trained on business management packages and financial skills to enable better record keeping and to enhance their access to formal credit channels and improve repayment rates.  **Extension services delivery and coordination by local government extension officers** There is at least one extension officer in each ward (an administrative sub-unit of each district which is made up of one or more villages) which makes it easy for extension planning, delivery and coordination at the local level, as most of the agricultural extension services are mainly offered by the government through the District Agricultural, Irrigation and Cooperative Officers (DAICO) office. In terms of extension service delivery, there are also a significant number of agro-dealers selling agro-inputs and together with local government extension officers, agronomists from input suppliers and buyers like Pyxus have been providing extension advisory services to smallholder farmers  High Quality sunflower seed Photograph By PIDERS  Hybrid sunflower seed – Hysun 33 MARKET ANALYSISDemand for sunflower seeds and oil in global markets The global sunflower oil market is forecasted to witness a compound annual growth rate (CAGR) of 5.67% during the forecast period (2020-2025)[4](#_bookmark3). Sunflower oil has high demand in developing countries, as it is healthy and cheaper than most of its counterparts. The growing sunflower oil consumption is offsetting declines for palm, cottonseed, and rapeseed oil, globally. Europe being the largest consumer of the crop, the region imports a considerable volume of sunflower oil to meet the exceeding product demand. A large share of around 85% of the total European imports is derived from Intra-European trade,  with Romania, Spain, Bulgaria, France and Hungary being major suppliers[5](#_bookmark4). The application of sunflower oil is being increasingly used in personal care products, with giant players of the market incorporating sunflower oil in their clean-label and sustainable products. For instance, in April 2019, L’Oréal launched a sustainable beauty brand, Seed Phytonutrients[6](#_bookmark5), a beauty brand using organic sunflower seed oil. Fluctuating prices of other vegetable oils drives the demand Sunflower oil is witnessing an upsurge in the global market, mainly driven by the fluctuating/unstable prices of other vegetable oils, such as palm oil, soybean oil, and others. The fluctuating prices often affect the overall sales of the end-user products; thus, firms are inclining toward stable-priced options like sunflower oil to utilise them for various purposes.  The manufacturers of snacks are readily opting for sunflower oil due to its capability to impart healthier properties to the products at a comparatively lower cost than olive oil. Moreover, the snack industries are choosing sunflower oil as a convenient alternative to palmolein oil as it does not require any kind of additional heating in cold temperature conditions, thus reducing the cost required for putting extra heating setup, unlike for palmolein oil, which has a higher freezing point.  Sunflower oil also provides cost-effective solutions in other industries as well. Sunflower oil is rich in essential fatty acids and helps moisturize, regenerate, and condition the skin.  Thus, it is considered for a variety of skin care products due to its lower pricing as compared to other nourishing oils, like organ oil, almond oil, and olive oil. Additionally, it is also used as the primary vegetable oil in bath oil and body oil formulations[7](#_bookmark6). Sunflower market in Tanzania Sunflower is mostly produced by smallholder farmers in Tanzania, and around 1,000,000[9](#_bookmark8) smallholders produce sunflower each season. These farmers cultivate 1.7 acres on the average, with production of about 500kg per farmer. There is a high but unknown number of small oil millers that crush the grains with an inexpensive but inefficient technology. They do not achieve the TBS standard, but can supply the larger oil processors with crude sunflower oil and cake. There are five large oil mills in Tanzania, including one solvent extraction and five oil refineries. They have very modern technology and sufficient capacity to meet the demand for refined sunflower oil and processed cake.  Singida region, which is the second largest sunflower producing region in Tanzania has a total of 175 processing industries, out of which two are large, seven are medium and 166 are small scale processors. For sunflower processing, the region has two large processing plants, three medium and 115 are small processing facilities. Distribution by district shows that Iramba district is the leading with 45 processors followed by Singida Rural with 29, Singida Urban with 22, and Ikungi and Manyoni with eight each.  Sunflower market potential and opportunities are highly perceived in the following aspects: DEMAND-LED GROWTH The sunflower seed market is mainly driven by domestic consumption. Tanzania's share of the world's total sunflower seeds' exports in 2019 was less than 1%[10](#_bookmark9). Tanzania is ranked 75th in world exports of sunflower seeds. Tanzania's top export markets for sunflower seeds are Malawi, Burundi, China, the Netherlands and Kyrgyzstan. The main sunflower related export business for Tanzania is sunflower cake,[11](#_bookmark10) which is mainly exported to India and Kenya.  The market for cooking oil is growing among Tanzanian consumers, with an estimated annual demand of 400,000 - 570,000[12](#_bookmark11) MT. However, more than half of demand is met through imported palm oil – committing $80 million of Tanzania’s foreign currency reserves on something that can be produced domestically. Sunflower processors throughout Tanzania have responded to the growing demand and earn reliable profits through value addition: under optimal conditions, margins can reach 18% among small-scale processors.[13](#_bookmark12) Tanzanian farmers, traders, and processors have a strong foundational infrastructure for aggregation, trade, and processing and are well-positioned to scale in response to the growing demand for sunflower oil. SME-DRIVEN GROWTH With relatively low barriers to entry, small- and medium-sized enterprises (SMEs) – particularly youth and women – are driving investment in infrastructure for aggregation and sunflower processing, driving up installed capacity. The most impactful means of scaling up domestic processing is by increasing efficiency, productivity, and yield among SME processors, creating new demand for sunflower seed among the smallholder farmers who supply them. If incentives for farmers and processors are well-aligned, they will increase investment, wages (on- and off-farm), and income – driving inclusive economic growth throughout rural Tanzania. RESILIENCE TO ECONOMIC AND CLIMATIC THREATS Sunflower has a high tolerance to drought and erratic weather, and therefore it offers a climate-resilient opportunity suitable for production across most of Tanzania’s agro- ecological zones. Crop diversification will offer multiple revenue streams for farmers and their families, stabilizing income and building resilience against economic shocks. With improved market information and linkages to structured buyers – including local SMEs and regional off-takers – farmers will be positioned to negotiate increasingly favorable sales terms. ACCESSIBLE AND INCLUSIVE Sunflower production is accessible to those with limited capital to invest, and can cost around TZS 200,000 (USD $87) per acre to cultivate, which is less or equivalent to maize production. Therefore, smallholder farmers are drawn to the low costs of production, comparatively high gross margins, and reliable domestic market. Sunflower serves as an entry-level crop for economically-marginalized demographics to engage in a structured, low- risk value chain. It offers a pro-poor, inclusive opportunity for youth and women to scale up and branch out into high-value markets. |

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| **Goal**  Facilitate systemic change that leads to increased sustainable income and employment opportunities for productive poor men, women and youth across the sunflower value chain in Manyara and Singida regions.  **Purpose**  To empower stakeholders across the sunflower value chain especially productive smallholder farmers (SHFs) to benefit from increased income and employment through growing service and product demand within the targeted market systems. Through experience-based technical assistance, performance-based business advisory services, and strategic capacity and resource investments, Farm Africa will adapt lessons and innovations developed and tested in the previous phases, especially with key business-oriented service providers, to contribute towards sunflower value addition, strengthening trade linkages and market-led production for productive poor SHFs.  **Key systemic constraints**   * **Lack of business development and entrepreneurship support:** Low capacity of FOs to sustainably manage their businesses and provide last mile services. * **Limited access to financing for sunflower value chain actors:** Access to financing for smallholder farmers and SME processors is limited. * **Unreliable marketing of sunflower:** Linkages to domestic and export markets are inefficient, underdeveloped and poorly coordinated. * **Inadequate access to Rural Advisory Services:** Related to above, service providers’ lack of incentive to embed these services into their normal implementation causes low adoption of GAPs by farmers resulting into low productivity. * **Inadequate channels of quality, affordable and easily accessible inputs:** Lack of incentives for market actors to invest in supply and distribution causes farmers to recycle seeds and not use fertiliser;   **Project outcome and Outputs**  Farm Africa is facilitating different market actors and service providers to influence systemic changes in the sunflower market systems and improve efficiency of actors in performing their functions that provide solutions for addressing selected systemic constraints surrounding sunflower value chain. The project’s interventions aim to create incentives to different market actors, including smallholder farmers to invest in sunflower farming through demand driven input and output markets for sunflower goods/ products and services with expected **Outcomes and outputs as follows**:  **Outcome 1: Improved sunflower marketing and business growth among farmers and processors through better systemic planning, investment, and coordination**  **Output 1.1:** - The 20 targeted SME processors and at least 150 FOs with 7000 farmers (linked to financial institutions, receive BDS, develop business plans and apply for loan/ credit (Access to Finance)  **Output 1.2 –** 7,000 SHFs and 250 FOs access real time market information, skills in good governance and sign sales contracts to increase aggregation volume and selling to processors through formal trading arrangements (Access to markets and value addition)  **Outcome 2: Increased sunflower productivity through market-led production among SHFs**  **Output 2.1/Activities –** 10,000 SHFs increased access to market-based extension services and technologies delivery by encouraging the collective efforts among the LGA extension staff and private partners (i.e. Training of Trainers (ToT), action planning and reflection meetings) (Climate-smart agriculture practices and technologies/Post-Harvest Management/Rural Advisory Services)  **Output 2.2 –** 12,000 SHFs and 250 FOs have enhanced access to improved seeds and other farm inputs through formal arrangements and bulk procurement (Access to improved sunflower seeds to women, men, and youth SHFs)  **Table 1: Market Actors and Service Providers engaged in a course of September 2022 – Dec 2023**   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **SN** | **Name** | **Roles** | **Level of Engagement** | **Business Incentives** | | **1** | Broad Band Solution/Mezzanine | Offers bundle services i.e. Inputs, Extensions & Aggregation. | Official project market actor, currently introduced to LGA’s and Farmers. | Sales input packages and aggregate Sunflower grains. | | **2** | PIDERS | Provide Business Development Services. | Official project market actor, fully in project implementation | Sales Business Development Services i.e. Access to Finance and access to Market. | | **3** | Local Government Authorities (LGA’s) | Delivers inputs, extensions and offers enabling environment. | Official market player and fully operating and others are project VBA’s. | Sales inputs under subsidy scheme & VBA’s Commissions. | | **4** | Financial Institutions e.g. Banks | Delivers banking services to farmers/SMEs. | Project works with NBC, CRDB, TADB and NMB banks | Sales financial products | | **5** | Input companies/organizations | Distributes inputs to project farmers. | Project works with Advanta, Bytrade, Zamseed, ASA, YARA, Minjingu, local agro-dealers. | Sales inputs i.e. Seeds and Fertilizers | | **6** | Ayegro group Limited | Provide soil testing and analysis service | Company works with a project as a player | Sales soil testing and analysis service | | **7** | Insurance companies | Offers crop insurance services | Project works with Acre Africa through BB/Mezzanine farm input packages and also started initial engagement with National Insurance Cooperation (NIC) for upcoming season. | Sales crop insurance packages | | **8** | Imara Tech | Manufacture and supply Multi Crop Thresher machine (MCT) | Worked in collaboration with BB/Mezzanine for PHH technologies awareness to SHFs. | Sales MCT machine | | **9** | Food Information Tanzania (FIT) | Good Manufacturing Practices (GMP) and compliance BDS consultant | Worked with PIDERS to deliver GMP and compliance service to SME processors | Provide BDS on GMP and compliance | | **10** | PPTL | Manufacture and supply PHH Kits (tarpaulins and hermetic bags) | Represented by its agent (L & AF) for PHH technologies awareness to SHFs and partners/agro-dealers. | Sales PHH kits | | **11** | L & AF General | Distribute PHH Kits SHFs and agro - dealers | Worked in collaboration with BB/Mezzanine for PHH technologies awareness to SHFs. | Sales PHH kits | | **12** | Buyers/off-takers  (CPB, Mount Meru Millers, FAAJO Co. Ltd, BB/Mezzanine, Ali Juma Co. Ltd and SME processors) | Sunflower grains aggregation/Off-taking | Project identified and engaged both off-takers and buyers for sunflower grains, oils and cakes. | Purchase grains, oils and cakes from farmers and SME processors. | |

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| 1. **Overall Summary of Achievements during the Project period** |
| * 1. **Project Work plan status (how far targets have been achieved)** |
| *[A summary of key physical (non-financial) results, preferably in bullet form for the quarter, focusing on the proposed and implemented market systems]*  **Intervention Area # 3: Access to Extension services, Climate-smart agriculture practices and technologies**  Promote access to mechanizations services and related technologies (Activity 2.1.2): Farm Africa through PIDERS has successfully conducted B2B meetings by linking financial institutions (banks) with SMEs processors and farmer organizations. The project good relationship with FIs resulted to identification of three farmers currently benefited from NBC bank –Babati branch by receiving a tractor loans. Moreover, these farmers where later profiled as mechanization service providers in Kiteto and Babati districts in which farmers linked so as to access mechanization services in production season 2022/2023/24.  **Intervention Area # 4: Stimulating the markets for improved Sunflower seeds varieties**  **Farmers’ mobilization and engagement with service providers (Activity 2.2.2**): Through awareness meetings and campaigns by service providers a business case for ASA with an actual total of 2,169MT seeds demand (Singida demanded 1,263MT and Manyara 906MT) was established. In collaboration with regional governments the actual demand communicated to Agriculture Seeds Agency (ASA) in which for Singida a total of 395 MTs of Subsidy purified Record C1 distributed by 31st December 2022. Again Broad band/Mezzanine company have already supplied a total six (6) MT of Hybrid Hysun 33 seeds variety to 72 VBAs in Singida (4MTs) and in Manyara (2MTs). The company managed to recruit more than 250 farmers with a total of 1,800 Acres to access input package with hybrid seeds & subsidized fertilizers in which no fertilizer distributed to farmers by 31st December 2022.  **Support access to critical demand-driven farm inputs (Activity 2.2.3):**  Farm Africa through PIDERS and Broadband Solution/ Mezzanine facilitated government to deliver a total of 1,045 MTs of subsidy fertilizer to farmers in Singida (967 MTS) and Manyara (78 MTs).  **Organise and coordinate provision of Rural-based extension advisory service (RAS) (Activity 2.1.1):** Farm Africa through Mezzanine and in line with government extension officers coordinated seasonal preparations where awareness on Sunflower production calendar conducted and supported circulating available extension tools in project areas such as GAP guideline book/manual and production calendar developed by government in collaboration with AMDT support. |
| * 1. **Performance measures** |
| *[Highlight performance metrics that occurring in various the market functions -with them one can track to determine if target objectives and goals are being met. E.g., engagements, uptake, production, costs, scope]*  **Table 6: QII summary of Project Interventions Work Plan** |
| * 1. **Financial status against work plan** |
| *[Highlight expenditure against planned budget per activity with narrative on variance]* |
| 1. **Intervention assessment (Self-Assessment by Market Facilitators)** |
| * 1. **Operational Assessment**   *[Are activities on track and targeting the right beneficiaries, who are the beneficiaries of the activities and who are the partners in implementing the activities, are activities being executed effectively, are the right facilitation tactics being used? Highlight any key learning.] Focus on Relevance, Effectiveness, Efficiency, Impact, Sustainability*  Implementation of project specific activities are on track and targeting the right beneficiaries as this was an evidence base to the project sustainability where Government initiatives take the lead during coordinating systemic intervention areas of both priorities between government and a project such as access to extension services, improved Sunflower seeds and fertilizers. Furthermore, from performance matrix the project is achieved by 141% which is good indications of activities being executed effectively and efficiently. There was a low pace for a Broad band/mezzanine to onset field operation and it’s a company compliance issues which now sorted and implementation are underway.   * 1. **Financial Assessment**   *[ Assess the performance of the project financially and the proper utilization of funds]*  In the course of October to December 2022 the spending relates to planned budget with a burn rate of 23% over lifetime project budget (Section 2.3) |
| 1. **Key risks, Challenges, Lessons Learnt, and Action Plan** |
| * 1. **Key risks and challenges during the Quarter** |
| |  |  |  |  |  | | --- | --- | --- | --- | --- | | *S/N* | *Description of risk* | *Likelihood*  *L/M/H[[1]](#footnote-2)* | *Impact*  *L/M/H* | *Action planned/taken to mitigate the risks* | | *1* | *Last season Government standard seeds distorted the image of Government purified RECORD (C1) seeds distributed this season under subsidy scheme.* | *M* | *M* | *Awareness creation to farmers on the quality difference as purified RECORD (C1) has attached with TOSCI verification code.* | |  |  |  |  |  | | *S/N* | *Description of challenges* | *Impact*  *L/M/H* | | *Action planned/taken to mitigate challenges* | | *2* | *TADB bank not willing to give agriculture loans to FOs and AMCOS as the past experience shows the defaulting rate is high* | *H* | *M* | *FOs and AMCOS to be equipped with financial and loan management skills before applying for loans. Link FOs and AMCOS to another potential banks with special agribusiness pack with minimum loan securities such as NMB bank, NBC bank. Link SME processors with TADB banks as the past experience shows they are less defaulters.* | | *3* | *High cost of Sunflower Hybrid seeds (Hysun 33/Aguara 4 & 6 i.e TZS 48,000/= to 50,000/= per KG.* | *M* | *M* | *Farmers to cultivate hybrid seeds in an acre to two acres where they will maximize management to increase productivity per small area which in turn will increase income.* | | *4* | *Importation of crude palm oil* | *H* | *H* | *-------------* | |
| * 1. **Lessons learnt** |
| * Strong willingness shown by 90% of project farmers to the use of improved sunflower seeds particularly Hybrid Hysun 33 seeds as they found profitable compared to local varieties. * Processors willingness to practice purchase contract with Farmer Organizations and AMCOS so as to be secured with enough raw materials. * FO members shown interest to purchase Broad band/Mezzanine input package as they found affordable and bundled with structured and profitable market. |

1. L/M/H refers to the ranking of the risk or positive factors on with respect to probability or likelihood that the risk of factor will materialize and the intensity/magnitude of their occurrence (impact) on the scale of L (Low), M (Medium) and H (High) [↑](#footnote-ref-2)