



Organizational Capacity Assessment Of Farmers Associations in Morogoro, Dodoma and Manyara Regions NAFAKA Activity

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NAFAKA STAPLES VALUE CHAIN ACTIVITY

Organizational Capacity Assessment of Farmers Associations in Morogoro, Dodoma and Manyara Regions

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LIST OF ACRONYMS

ACDI/VOCA	Agricultural Cooperative Development International/ Volunteers in Overseas Cooperative Assistance
AGM	Annual General Meeting
AKIRIGO	Association of Kilombero high quality Rice Growers
CGA	Cereal Growers Association
FFS	Farmer Field School
KPL	Kilombero Plantation Limited
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania
N/A	Not Applicable
NAFAKA	Kiswahili word literary translated means Grains
NFRA	National Food Reserve Agency
NGO	Non-Governmental Organizations
NMB	National Micro finance Bank
OCA	Organizational Capacity Assessment
OD	Organization Development
PLC	Public Limited Company
SACCOS	Savings and Credit Cooperative Society
SRI	Systemic Rice Improvement
TRACE	formerly Training and Consultancy Centre
USAID	United States of Agency for International Development
UWAWAKUDA	Ushirika wa wakulima wado wadogo wa umwagiliaji mpunga Dakawa
VBA	Village-based Agricultural Advisor
VICOBA	Village Community Bank
WFP	World Food Program
WOPATA	Women Poverty Alleviation in Tanzania
WRS	Warehouse Receipt System

FOREWORD

The team TRACE Consultants would like to recognize the contribution of people and institutions that facilitated the production of this report. By and large, the assessment team would like to thank the management of NAFKA for trusting us to do this interesting exercise.

Profound and earnest gratitude should go to the NAFKA staff based in Morogoro who worked with us in the refinement of the translated Organizational Capacity Assessment (OCA) tool from English to Kiswahili, pre-testing of the tool and giving us technical advice in the course of the assessment of the 62 farmers' associations. Particular appreciation should also go to the NAFKA contact persons based in villages of the four districts of Mvomero, Kiteto, Kilombero and Kongwa. The NAFKA contact persons gave us a helping hand in locating where the respondents were and in fixing the timetable in a flexible manner.

The assessment team would like to thank all farmers who availed time for self-reflection and assess their own associations, particularly the leaders who worked hard to organize the venue and invite fellow farmers. Farmers were very instrumental in generating the required information without which this report would have not been produced.

Last but not least we thank the NAFKA team who gave us very invaluable comments during the feedback meeting which was held in Morogoro at NAFKA offices. Their comments have helped us a lot in shaping this report.

Trace Consultants take full responsibility for all errors and omissions in this report.

EXECUTIVE SUMMARY

Developing agriculture value chains, reducing poverty and strengthening the capacity of farmers' associations are the main focus of NAFKA. The organization has been supporting smallholder farmers to get organized in order to make them competitive in the market place and engage effectively with other value chain actors. During the last three years, NAFKA has supported farmers in value chains of rice and maize to form groups and farmers' associations. Over those years NAFKA has supported 125 associations out of which 112 have been formalized and registered. At a higher level 10-20 farmer associations have joined to form Apex associations. The farmer organizations at both levels have the role to provide services to their members. During the last three years, NAFKA has been building the capacity of these associations through training and other integrated approaches.

NAFKA decided to assess the internal capacity of the farmers associations to establish their strengths and areas of improvement in order to make them effective and sustainable. 62 out of 112 formalized associations were picked for the capacity assessment exercise. These associations are located in Mvomero district (15 Associations), Kilombero district (40 Associations), Kongwa district (1 Association), Kiteto district (5 Associations) and 1 Cooperative society in Mvomero district.

NAFKA contracted TRACE OD Facilitation and Capacity Building Centre to undertake the assessment in a systematic and participatory manner through a process of self-reflection using the OCA tool developed by NAFKA. The OCA tool is simple and user friendly and focuses on 6 components for organizational effectiveness, namely: governance, operations and management, human resource development, financial management, business service delivery and external relation. In each component there are sub-components or elements which were the focus of the assessment.

From the assessment it was clear that majority of the associations are performing well in governance and operations and management components. It was noted that the associations are not doing very well in the remaining four components i.e. human resource development, financial management, business service delivery and external relations. However, there is a great variation between associations and societies; in most cases the latter are stronger than the former. Generally speaking, the associations are relatively young, started 2 – 3 years ago. According to the stages of the association development designed by NAFKA, the associations are in stage 4 and 5 which is, respectively, strengthening of associations/ capacity building and service delivery. UWAWAKUDA and CGA Kongwa which were established more than six years ago and therefore seem to be relatively strong and basically the former is a cooperative society as opposed to associations.

Based on the findings of the assessment the following are some of the interventions that could improve the performance of the farmers associations and the society;

1. Capacity building on leadership skills and how to manage farmers' associations. Moreover, the associations and societies should develop strategic orientation within the context of the farmers.
2. Capacity building of farmers associations and the society on policies related to finance and personnel and on how to prepare simple personnel and accounting manuals.

3. While the farmers' associations are waiting for an appropriate situation to employ, they should develop a strategy for motivation of members and training program for them. The purpose is to make members be more effective and to improve their performance.
4. The farmers associations should have capacity building on the following disciplines:
 - a. resource mobilization and fund raising
 - b. budgeting
 - c. book keeping and financial monitoring
5. Facilitate the introduction of warehouse receipt systems (WRS) to support collective marketing and at the same capacitate farmers on negotiation and contracting skills. There is also a need to capacitate the associations on how to prepare operational/business plans within the context of farmers.
6. The associations should be encouraged and challenged to liaise and forge linkages with government agents; input suppliers, buyers, privates sector, NGOs, financial institutions etc. Also there is a need to develop a publicity strategy and build the capacity of the associations on lobbying and advocacy in order to improve further their performance.
7. Sensitize farmers associations on climate change and its effects on environmental degradation

I. BACKGROUND INFORMATION

NAFAKA Project

NAFAKA focuses on developing agriculture value chains, reducing poverty and strengthening the capacity of farmers' associations. NAFKA has been supporting smallholder farmers to get organized in order to make them competitive in the market place and engage effectively with other value chain actors. During the last three years, NAFKA has supported farmers in value chains of rice and maize to form groups and farmers' associations. Over those years NAFKA has supported 125 associations out of which 112 have been formalized and registered. At a higher level 10-20 farmer associations have joined to form Apex associations. The farmer organizations at both levels have the role to provide services to their members. During the last three years, NAFKA has been building the capacity of these associations through training and other integrated approaches.

NAFAKA decided to assess the internal capacity of the farmers associations to establish their status quo i.e. their strengths and areas of improvement to make them effective and sustainable. 62 out of 112 formalized associations were picked for the capacity assessment exercise, which is about 55.4% of the total associations supported by NAFKA. These associations are located in the following geographic areas: 15 Associations in Mvomero district, 10 Associations in Kilombero district (Mang'ula Cluster), 11 Associations in Kilombero district (Mlimba Cluster), 9 Associations in Kilombero district (Ifakara Cluster), 10 Associations in Kilombero district (KPL Exclusive zone), 1 Association in Kongwa district, 5 Associations in Kiteto district and 1 Cooperative society in Mvomero district.

TRACE was contracted by NAFKA to undertake the assessment of the 62 farmer's associations in a systematic and participatory manner through a process of self-reflection using the OCA tool developed by NAFKA. The OCA tool is simple and user friendly and focuses on 6 components for organizational effectiveness, namely: governance, operations and management, human resource development, financial management, business service delivery and external relation. In each component there are sub-components or elements which were the focus of the assessment.

This report is a summary of findings and recommendations of the Organization Capacity Assessment for all the **62 farmers associations**. It gives the general views of the findings based on the six components for organizational effectiveness. It should however be remembered that separate detailed reports were prepared for each farmer association.

Bye and large, the assessment team would like to thank the management of NAFKA for trusting us to do this interesting exercise.

Purpose of the capacity assessment

The main objectives of the present Organizational Capacity Assessment exercise were to:

- a) Assess the organizational capacity of the 62 farmers' organizations
- b) To establish the capacity needs and thereby provide tailor- made support that will make these association sustainable at the end of the project in 2017.
- c) To come up with recommendations on the Capacity Building Action Plan.

2. METHODOLOGY

The approach

The approach used in the organizational capacity assessment of the farmers associations was the same in all villages. In each village we were given a contact person who is working closely with NAFKA/MVIWATA. Upon meeting with our host we paid a courtesy call to the village government and informed them of our purpose of meeting with the farmer's associations. Thereafter we met with the representatives of the farmer's associations. We started by introducing ourselves and the purpose of meeting with them. This was followed up with the introduction of the OCA tool. Farmers were informed that in order to understand well their association and get capacity to do the OCA they had to understand purpose and how scores are done.

Having understood the tool, participants were split into two groups. The first group comprised of the executive committee (leadership) and the second were for the association's ordinary members.

An assessment was done by each individual in a group basing on the 6 components of the OCA tool. It was emphasized during the scoring that farmers had to give reasons for the score they choose. An average score was taken from each individual to get an agreed group final average for each element and subsequently for the entire component. Since the average scores only provide a quantitative assessment of the status of each sub component/element, farmers were asked to give reasons for the scores they had given. From the average scores all the 6 components were put in an ascending order from the high scores to the lowest meaning the latter needs urgent attention. However, farmers were asked to give their priorities by looking on the existing situation of their association.

Although the organizational capacity assessment of farmers' associations was accomplished successfully, but there were some limitations that made the exercise difficult to be undertaken.

Firstly, the assessment was carried out at the time of preliminary elections by different political parties in preparation for the coming national elections in October this year. Citizens in the country, farmers included were busy and not easy to get them.

Secondly, farmers were engaged in threshing paddy which they had harvested and piled in the field. They were worried about stray animals that had started grazing close to their fields.

Thirdly, communication was probably the major limitation and had different scenarios. The visit by the assessment team was not communicated earlier to different authorities. So some leaders of the associations were reluctant to receive the assessment team and in some instances dubbed as conmen. The other scenario was that some leaders of the farmers association did not do their job properly even in situations

where the team communicated to them early through their cell phone numbers. Some of the association leaders went to Nane Nane celebrations in Morogoro without proper delegation regarding the assessment. Furthermore, some of the cell phone numbers of contact persons obtained from NAFKA were incorrect. The situation was exacerbated by lack of communication networks in some villages.

Farmers had difficulties in conceptualizing the OCA tool. Time was needed for the assessment team to explain the essence and content and the scoring process of the tool. But once farmers understood the essence and the components and subcomponents within the tool it was easy for them to score.

Despite the limitations mentioned above the exercise of assessing the farmers' association was done and completed as per schedule. The assessment team had to adapt to the prevailing situations by for instance engaging very few farmers in the assessment process.

The assessment team would like to thank all farmers who made time to assess their own associations, particularly the leaders who worked hard to organize the venue and invite fellow farmers. Last but not least the team would like to thank NAFKA for trusting them to do this interesting exercise.

3. ORGANIZATIONAL CAPACITY ASSESSMENT TOOL

ABOUT OCA

Organizational Capacity Assessment refers to a systematic process of assessing performance of an organization like farmers association in relation to the set out components appearing in the OCA tool. The outcome in terms of findings and recommendation are used to develop and implement interventions that are tailor-made to address key issues that need attention so as to improve the organization's effectiveness.

Components of the OCA tool

As mentioned above the OCA Tool prepared by NAFKA focus at six components of organizational development. These components include Governance, Operations and Management, Human Resource Development, Financial Management, Business Service Delivery and External Relations. The assessment is based on the sub components or elements which are given in each component. Each element is rated using the scale of 0-5, where 0 is non-existent, 1 the lowest and 5 the highest. The interpretation of the scores is as shown in the table below:

Table 1: Scoring rates for each element in the component categories

Raw score	Interpretation
N/A	Not Applicable- is where what is being assessed is not relevant or nonexistent to the farmer's association
1	The association is functioning at a very basic level. What has been assessed requires urgent attention to ensure the long term survival and credibility of the farmer's association
2	The farmer's association is improving and developing some capacity. It needs, however, more attention in specific areas to reach a higher standard and also to maintain high performance
3	The farmer's association is functioning adequately, but it still needs improvement on certain aspects
4	The farmer's association is functioning well, but there is no guarantee that good performance could be sustained in a long time. Improvement need to be made to sustain performance
5	The farmers association is fully functioning and is at high level of maturity. This can be sustained over a long period of time. Effort must be made to maintain performance at this level.

In order to be effective, an association has to have certain components performing at certain agreed-upon standards. Each of the components may reach these standards at different times. For example, an association may have weak *external relations* but still be providing *good governance*.

4. FINDINGS

4.1. Introduction

In this general analysis of OCA findings the 62 farmers associations and the cooperative society have been clustered into different zones where they are located. These zones are: **Mlimba zone** (11 farmers associations), **Ifakara zone** (9 farmers associations), **KPL exclusive zone** (10 farmers associations), **Mang'ula zone** (10 farmers association), **Mvomero zone** (16 farmers associations) and **Kiteto zone** (6 farmers associations). UWAWAKUDA, which is an acronym for 'Ushirika wa Wakulima Wadogo Wadogo Kilimo cha Umwagiliaji Mpunga Dakawa' is included in the summary for Mvomero zone while 'Chama Cha Wazalishaji NAFKA Kongwa' is included in Kiteto zone in this general analysis.

4.2 The basis of the analysis

For ease of analysis of the outcome we have further categorized the results into three categories as shown below:

Categories of score rate

1. 0 -35% = needs immediate attention (applies to associations that scored less than 3)
2. 36 -70% = is on average doing well but needs improvement on a wider scale (applies to associations that scored between 3 – 4)
3. 71 -100%= Acceptable, needs minor attention (applies to associations that scored more than 4)

Furthermore, within the context of the OCA tool developed by NAFKA, the six components are defined as follows:

1. Governance is the capacity of organizational leaders to inspire, prioritize, make decisions, provide direction and innovate.
2. Operations and management is the capacity of a producer organization to implement key organizational functions.
3. Human resource development is a capacity of a producer organization to help members to develop their personal and organizational knowledge, skills and abilities.
4. Financial management is the capacity of a producer organization to manage the finances of a business or organization in order to achieve financial objectives.
5. Business service delivery is the capability of the producer organization to offer services to members efficiently and in line with other service providers.
6. External relation is the capability of an organization to have formal relationships and partnerships with other bodies and organizations and being able to manage the external environment.

4.3 Farmers who participated in the assessment

Table 2 below shows the number of farmers, disaggregated by sex, who participated during the assessment using the OCA tool.

A total of 603 farmers, 44% being females, took part in the assessment. The plan was to have at least 15 farmers from each association to be engaged in the assessment, thus a total of 930 farmers, 50% being females. So nearly 65% of the targeted farmers were reached. Majority of them were from Mvomero cluster probably because the assessment was last done in this cluster so there was ample time to inform farmers about the exercise.

Table 2: Participation of farmers in the assessment

Name of the cluster	Number of farmers who took part in the assessment			
	Males	Females	Total	% of female
Mang'ula	68	46	114	40
Mlimba	70	59	129	46
Ifakara	31	41	72	57
KPL exclusive	59	31	90	34
Mvomero	93	80	173	46
CGA Kongwa	9	5	14	36
UWAWAKUDA	8	3	11	36
Grand total	338	265	603	44

In terms of leadership, all associations have female leaders, holding various positions like chairpersons, vice chairpersons, secretaries and treasurers. It was noted that nearly 90% of the leaders holding position of treasurer were females. From the calculations of farmers who participated in the assessment, it was observed that over 40% of the leaders in the associations were females.

Unfortunately the facilitators of the assessment process did not record the age of the farmers who participated in the assessment. However, the facilitators observed that there participants who could not read and write and had to be supported by the facilitators during the assessment.

4.4 General information of the Farmers' Association

Membership: Generally all associations started as groups for improving knowledge and skills in agricultural production. These groups were popularly known as Farmer Field Schools (FFS). Later on, with support of NAFKA the groups were transformed into associations. They were then formalized and registered either in the Ministry of Home Affairs or at District Council level as Community Based Organizations. In the process of the assessment it was discovered that three associations have also registered as Trusts. Some associations have double registration for instance Mkangawalo and Mgudeni. Legally associations are not allowed to own assets and therefore if they are to own assets they are compelled to register as trusts as well.

40% of the associations indicated that membership had either increased or remained the same. The reasons attributed to the increased membership include good leadership, benefits accruing from training, collective marketing and getting better price and increased number of villages working with NAFKA. It was noted that CGA Kongwa membership increased from 135 in 2011 to 2,632 (1,195 fe) in 2015 whereas membership in UWAWAKUDA has reached an optimum number of 842 meaning that they do not accept new members because of the limited land area (an individual member is given a maximum of 12 acres equivalent to 4.8 hectares).

On the other hand, it was reported that 60% of the associations have experienced decline in membership. The situation was worse with Milama and Mvomero associations where membership dropped from 55 farmers to 13 farmers and from 30 farmers to 7 farmers respectively. General reasons given include unmet expectation of farmers such as getting credit for inputs, better market outlet for their produce, getting working facilities (computers, power tillers, printers, photocopiers, warehouses etc) which were promised by NAFKA.

The assessment team noted that the membership fee is Tshs. 1,000 per member and the annual subscription fee ranges from Tshs. 500 - 1,000. On the whole the associations have limited source of revenue they mainly depend on members fees and subscriptions because they have limited financial resource base. The situation is aggravated by the declining number of members.

Bank Accounts: All the farmers associations assessed have either opened bank accounts or at an advanced stage of opening one. It was noted that many associations prefer to open bank accounts at NMB and CRDB Bank PLC. Few of them keep their money into banks via SACCOS or VICOBA. Towela farmers association has entrusted Kilimo cha Yesu Company to keep their money. It was noted however, that the bank accounts are dormant because of ineffective financial transactions resulting from low income. Some of the associations such as Mngeta have attempted to get loan from banks e.g. CRDB Bank Limited but failed due to stringent conditions such as collateral security.

Working facilities (Computers and printers): It was observed that about 23% of the farmers associations possess computers, printers and photocopiers which were provided by NAFKA. We noted, however, that in some associations (e.g. Mpanga and Ngalmila) were given these facilities without due consideration on power supply. In the case of Ngalmila farmers association it was decided that computer and photocopier be moved to NAFKA office located at Mlimba where there was power supply with the purpose of generating income.

From our observations we noted that majority of associations are not using computers for financial information management of the association instead they are using such facilities for business purpose though it is not lucrative due to the remote location of villages. However, at Mngeta and Mofu they are relatively getting a sizeable number of customers due to the good location and existence of some institutions like secondary schools, churches etc.

Information sharing and feedback systems: In all farmers associations that were assessed it was noted that the main mechanism of sharing information is through meetings which are conducted according to the constitution of the respective association. The meetings are also used as a forum for giving each other feedback, which cannot be effective due to inadequate freedom of expression. As facilitators we did not establish the effectiveness of the meetings in sharing information.

Conflict management: During the assessment we noted that there are mechanisms for resolving conflicts, these include presence of disciplinary committees, provision of a clause in the constitution, discussing about conflicts in meetings. However, it was reported that there was no serious conflicts among members of the farmer associations to justify the use of the above stated mechanisms. But on the other hand, it is possible that they did not reveal the truth because of lack of trust on the facilitators as external persons.

Environmental conservation: Some pockets in Mvomero and Kiteto clusters are semi-arid and drought-stricken caused by the effects of climate change resulting mainly from human activities for example over-grazing because pastoralists have moved in these areas in big numbers causing conflicts with crop producers. The introduction of sim sim in Mlimba and Ifakara clusters has resulted into environmental destruction due to clearing of land which is claimed to be the basic requirement for sim sim production.

The assessment team noted that in all associations assessed, there was no strategy for environmental conservation although farmers seem to understand the consequences of environmental degradation and climate change. However, in the KPL Exclusive Zone there is a package on paddy production that addresses issues on environment. This package is called Systemic Rice Improvement (SRI) which emphasizes the use of improved seeds, use of fertilizer, spacing and innovating weeding control practices. This is a package which is now recommended for use in all paddy growing areas in the country.

Service Delivery: It was observed that service to members focused into two areas i.e. facilitating procurement of inputs and marketing of the members' produce. In case of CGA Kongwa it has been very successful in collective marketing. The associations usually collect produce from members and sell through National Food Reserve Agency (NFRA) and World Food Program (WFP) although the former is sometimes not reliable in effecting payments. The society has good link with the District Business Council whose chairperson is the District Commissioner. The Memorandum of Understanding between NAFKA and CGA Kongwa regarding the former providing grant to the latter did not bear fruits as was expected resulting into disappointment of the members.

On the other hand, UWAWAKUDA does not engage in collective marketing but rather encourage each member to look for market outlet. This works well because of the diverse nature of members. Some of members are retired government officers with good market contacts thus helping smallholder farmers who are members to UWAWAKUDA.

As for the rest of the farmers associations there have been attempts to do collective marketing, in some cases through MVIWATA, but unfortunately did not bear the desired fruits. The stumbling block has been getting reliable buyers and lack of warehouse for storing of members' produce. The other challenge has been on low production as a result of unreliable weather conditions. Lack of pro-poor marketing policies in the country e.g. in 2013 the government allowed importers to bring in cheap rice from Thailand which lowered prices. Farmer's dependence on agriculture as the main source of income compels them to sell crop produce at lower price in order to cover for the basic needs.

Middlemen are well informed on the prevailing market prices of crop produce in the country and are well informed on the costs and benefits of their business as opposed to smallholder farmers who do not know how much it costs to produce a kilo of paddy. In such circumstances farmers are always in a disadvantaged position when negotiating and contracting. The only breakthrough for smallholder farmers is adequate training on record keeping, contracting, negotiation skills and establishment of warehouse receipt systems (WRS).

In terms of supply of agricultural inputs there have been some attempts to purchase them in bulk through linkage to agricultural input suppliers. For example, Mwaya Farmers Association was linked by NAFKA to a company known as Tanzania Opportunity Limited which supplied those inputs on credit. Unfortunately

the chemicals (herbicides) were fake. Although the association instituted legal measures for compensation but this has not materialized apparently because of poor contracting.

The motivating factor for the farmers to join in associations is reliable and good market and affordable prices of inputs. As mentioned earlier lack of these factors tend to increase number of members withdrawal from the association.

4.5 Comprehensive analysis of findings

4.5.1 Kilombero District Zone

As mentioned earlier the Kilombero district Zone includes four clusters, namely: Mang'ula, Mlimba, KPL exclusive and Ifakara. The majority of the farmers associations supported by NAFKA are located in this area.

Figure 1 below indicates a summary of farmers associations at different percentage range of score rates for the six components in Kilombero District Zone.

In terms of governance all farmers associations in Mang'ula and KPL exclusive clusters had score rates in the range of 71-100%, whereas in Mlimba and Ifakara clusters respectively about 72% and 89% of the farmers associations had score rates in the range of 71-100%. This means the farmers associations were faring well as far as governance was concerned. Leaders are indeed committed in directing the associations while respecting the constitution.

The situation was different as regards to operations and management whereby all farmers associations (100%) in the KPL cluster scored in the range of 71-100% followed by Mlimba cluster (63% of the associations) and Ifakara clusters (44% of the associations). No farmers association in the Mang'ula cluster scored within the range of 71-100% in this component. This means KPL exclusive cluster is the only cluster which is doing well in operations and management. In Ifakara cluster about 56% of the farmers associations scored within the range of 0 - 35% showing poor performance in the component.

In human resource development, 20% and 18% of the farmers associations respectively in KPL exclusive and Mlimba clusters scored within the range of 71-100%; no association scored more than 3 in the other clusters i.e. Ifakara and Mang'ula. 100%, 89%, 80% and 73% of the farmers associations respectively in Mang'ula, Ifakara, KPL exclusive and Mlimba clusters scored within the range of 0 - 25%. This entails that there is a lot to be done regarding improvement in this component.

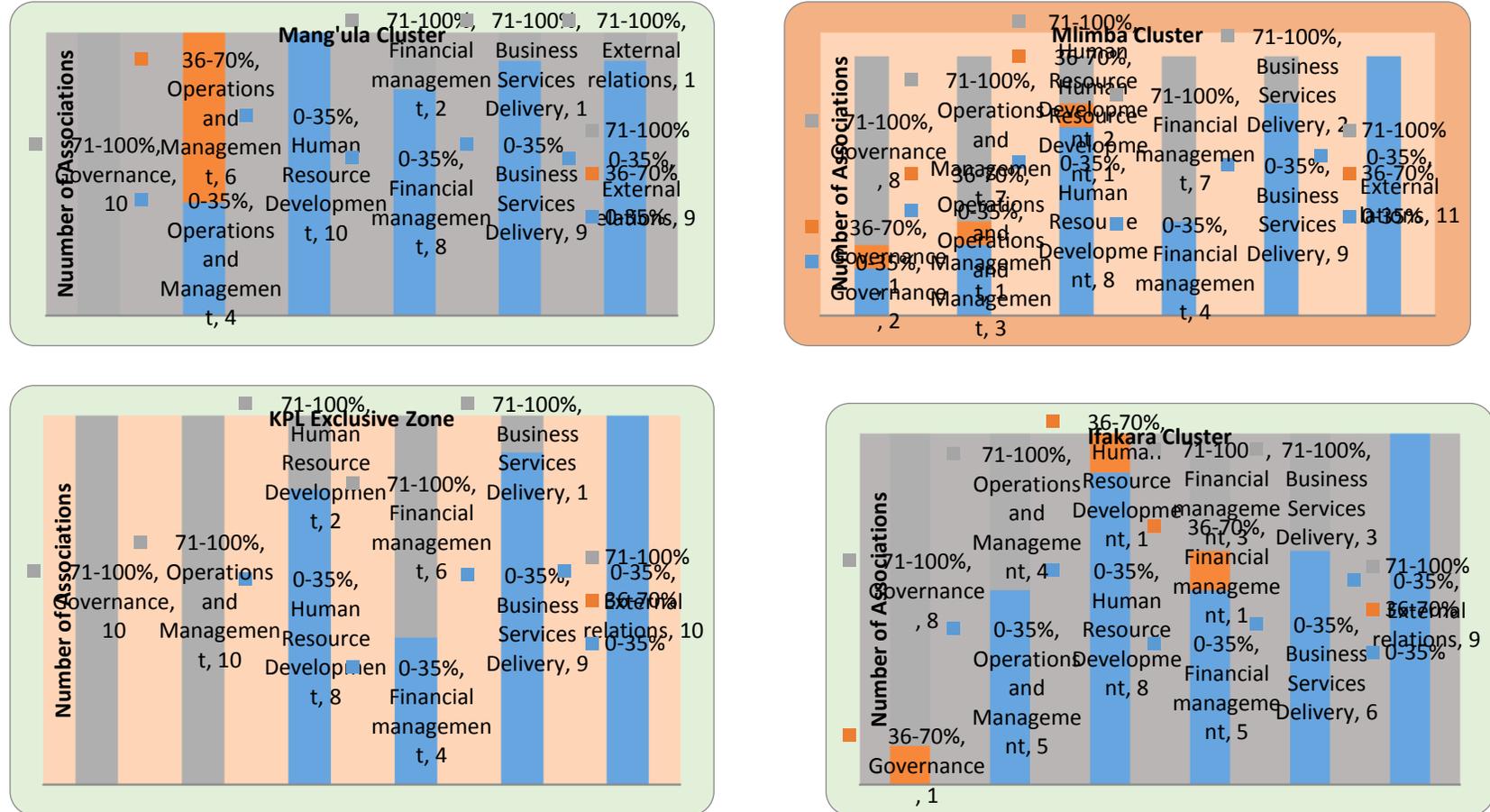
Regarding financial management, 64%, 60%, 33% and 20% of the farmers associations respectively in Mlimba, KPL exclusive, Ifakara and Mang'ula clusters had scores within the range of 0 – 35%. This means the first two clusters are somehow doing well in this component. Farmers associations in Mang'ula cluster performed poorly because 80% of the farmers associations scored in the range of 0 - 35%, followed by those in Ifakara cluster with 55%.

90%, 90%, 82% and 67% of the farmers associations in Mang'ula, KPL exclusive, Mlimba and Ifakara clusters respectively scored in the range of 0 – 35% in the component of business service delivery. This means most of the farmers associations in this zone need to develop strategies to improve service delivery to members

and other service providers. This is unfortunate because business service delivery is the core purpose of the associations.

The situation is worse in the component of external relations as almost all farmers associations in all clusters of the Kilombero District Zone scored in the range of 0 – 35%. This is not surprising because business service delivery of a farmers' association is usually very much linked to external relationship with stakeholders.

Figure 1: Summary of farmers associations at different % range of score rates for the six components in Kilombero District Zone!



¹ Inside each histogram is the number of Farmer Associations in each cluster depicting scores in the range 0 – 35%, 36 - 70% and 71 – 100%(see 4.2 above for interpretation)

Table 3, which is shown on the next page, indicates a summary of common issues, both positive and negative, in each component assessed in the four clusters of Kilombero District Zone i.e. Mlimba, Mang'ula, KPL exclusive and Ifakara clusters.

As noted earlier all farmers associations in the four clusters performed well in the governance component based on the score rates percentages i.e. most of them had a score rate in the range of 71 – 100% showing acceptable level of performance with minor areas that need attention. The table below indicates the good attributes of the farmers associations towards good performance in that component. As it can be seen in the table each good attribute (strength) has a percentage of associations that mentioned that particular attribute. Generally good attributes mentioned in the governance component include: high spirit of voluntarism; existence of constitution, existence of the executive committee, active and committed leaders; good mobilization of members, attempting to get loans from financial institutions, elections are held democratically and gender balance in leadership.

The effect of good leadership can be evidenced in Mkangawalo Farmer Association as shown in the case study below.

Mkangawalo Farmers Association case study

Leadership is crucial in making the farmers associations very strong – Mkangawalo farmers association is worth noting. The chairperson of the association, is so active and has managed to mobilize members to start constructing a godown with an office using own resources. Members have agreed to contribute two bags of paddy each to support the construction of the godown. They have already a site and have bought enough bricks to start the construction this year.

Notwithstanding the general good performance in this component, there are areas of improvement that could help the farmers associations to perform even better. These areas of improvement (weaknesses), which also show percentage of associations that mentioned that particular weakness, include: governance and leadership skills; working facilities; strategic orientation; and financial resource. ***So some of the interventions to improve further the situation could be: capacity building on leadership skills and resource mobilization including entrepreneurship skill; and strategic orientation process.***

It should be noted that the percentage of the associations that mentioned particular strength or weakness have been shown in all components in the whole document.

As for operations and management component the only farmers associations that performed well are those in the KPL exclusive cluster followed by Mlimba cluster. The strengths that have contributed to relatively

good performance in these two clusters include: operational systems and procedures are strictly followed; good information sharing through use of cell phones; good structure of the associations, attempted collective marketing; and decisions are done in a participatory manner through AGM. Mang'ula cluster on the other hand, performed badly in this component and the weak points that require improvement are: inadequate capacity to prepare business plan; no own office premises; inadequate working facilities; and boundary of authority in the association is not known. ***The most important intervention that could help the farmers associations to improve performance could be capacity building on how to manage farmers associations.***

All four clusters are not doing well in the human resource development component despite some little strength of commitment of members, presence of a committee to deal with conflicts and meetings held as per the constitution requirement. Additionally, there exists Village-based Agricultural Advisors (VBAs) who guarantee sustainability. The main weak points that need attention are: lack of mechanism to motivate and train members; membership is dropping because farmers do not know the benefits of being in the association; membership is inadequate to make the associations strong. ***It is important therefore to sensitize farmers on how associations are managed (group dynamics).***

Regarding financial management component, the clusters in which the farmers associations are doing relatively well are Mlimba and KPL exclusive. The strong points that make the farmers associations perform comparatively well in this component are: funds are managed well because the books of account are in place and being used effectively; income and expenditure statements are prepared and presented in AGM; have bank account and money banked promptly; and have good internal control system. Nevertheless the farmers associations have to work on the following areas with a purpose of improving performance in this component: inadequate capacity to prepare budgets and book keeping; inadequate financial resource base; weak internal control mechanism. Furthermore, accounting procedures are not documented; and lack of transparency for some associations. ***An appropriate intervention to improve performance of farmers association in this case could be capacity building on resource mobilization and fund raising, budgeting and book keeping.***

Although all clusters did not do well in the business service delivery component but have some strong points which include: good system of feedback to members on quality of service delivered; few associations use computers to keep financial management information; some associations are able to identify market outlets and their requirements. Otherwise the farmers associations need to address the following weaknesses so as to make them improve performance on this component: low access to market; no strategy on lobbying and advocacy; lack of warehouse to support collective marketing. ***In this context the most important strategies would be to introduce warehouse receipt systems (WRS) to facilitate collective marketing and capacitate farmers on negotiation and contracting skills.***

Though, as discussed earlier, almost all farmers associations in the four clusters had score range of 0 -35% in the external relations component but there are good attributes that are worth mentioning. The strong points (strengths) of the associations include: good working relationship with the local government authorities; issues of natural resources management taken into account though not adequately; successful advocacy to prevent importation of rice in the country; relating well with AKIRIGO, WOPATA and Ifakara Apex. On the other hand, there are areas of improvement that need to be addressed to ensure better performance of the farmers associations in this component. These areas of improvement include: business link with

other business service providers; strategy on lobbying and advocacy; knowledge on negotiation skills and how to prepare contracts, limited interaction with government agents and management of natural resources. ***To this end, the intervention required is capacity building on contracting, negotiation and networking skills is therefore needed, together with a publicity strategy. Additionally, farmers need to be sensitized on management of natural resources.***

Table 3: Summary of common issues (strengths and weaknesses) in each component from each farmer's association assessed in the clusters of Kilombero District Zone

a) Mlimba Cluster

Component	Positive issues (strengths)	Negative issues (weaknesses)	Suggestion (recommendation)
Governance	<ul style="list-style-type: none"> • 100% of the associations have members who have high spirit of voluntarism • 100% of the associations have committed executive committee and leaders who actively mobilize members • 20% of the associations have attempted to get loans from financial institutions • 100% of the associations have gender balance in leadership • 100% of the associations hold elections democratically 	<ul style="list-style-type: none"> • 40% of the associations have inadequate knowledge on governance • 20% of the associations have members who are sometimes passive and a bit skeptical • 30% of the associations have inadequate working facilities • 20% of the associations do not have good representation in leadership • 40% of the associations have members who do not know the mission statements of their associations • 20% of the associations have low accountability in their associations • 10% of the associations have inadequate knowledge on leadership skills 	<ul style="list-style-type: none"> • Assist associations to develop strategic orientation • Capacity building on project design, leadership skills and managing farmers associations • Capacity building on resource mobilization and fund raising
Operations and management	<ul style="list-style-type: none"> • 100% of the associations have constitutions which are followed • 100% of the associations have systems and procedures although not documented • 100% of the associations have good organizational structure • 90% of the associations have rented offices 	<ul style="list-style-type: none"> • 100% of the associations have inadequate market information system • 100% of the associations have low capacity on how to prepare business plan • 20% of the associations have members who do not know authority at different levels in the structure • 10% of the associations have members who feel that the associations are too young to have many committees • 100% of the associations have some members who are passive because of unmet expectations of getting loans • 50% of the associations registered concerns that it is expensive to rent offices 	<ul style="list-style-type: none"> • Capacity building on business plan within the context of farmers • Training on market information system • Sensitize associations on how to manage farmer's associations

Human resource development	<ul style="list-style-type: none"> • Meetings are held as per the constitution • 100% of the associations have committees to resolve conflicts • 100% of the associations have Village-based Agricultural Advisors (VBAs) 	<ul style="list-style-type: none"> • There is no mechanism to motivate and • 95% of the associations have no employed staff 	<ul style="list-style-type: none"> • Sensitize associations on how to manage farmer's associations
Financial management	<ul style="list-style-type: none"> • 100% of the associations have of books of account and are managing well their funds • 100% of the associations prepare income and expenditure statements and present at AGM • 100% of the associations have bank accounts and bank money promptly 	<ul style="list-style-type: none"> • 100% of the associations have inadequate knowledge on budgeting • 100% of the associations have weak financial resource base • 100% of the associations have accounting procedures which are not documented • 10% of the associations have weak internal control mechanism 	<ul style="list-style-type: none"> • Capacity building on resource mobilization, budgeting and book keeping
Business service delivery	<ul style="list-style-type: none"> • 50% of the associations use computers to keep information • 50% of the associations have attempted to market crop produce collectively 	<ul style="list-style-type: none"> • 100% of the associations have low access to market • 90% of the associations have no strategy on lobbying and advocacy • 100% of the associations have no warehouses to support collective marketing • 90% of the associations have no business link with other service providers 	<ul style="list-style-type: none"> • Introduce WRS to facilitate collective marketing
External relations	<ul style="list-style-type: none"> • 40% of the associations have good working relationship with the local government authorities • 30% of the associations take into account issues of natural resources management 	<ul style="list-style-type: none"> • 50% of the associations have weak relationship with government agents • 100% of the associations indicated that the trainings on lobbying and advocacy were not adequate • 90% of the associations have no written business agreement with the private companies • No strategy to protect natural resources 	<ul style="list-style-type: none"> • Capacity building on contracting, negotiation and networking skills • Refresher capacity building on lobbying and advocacy

b) Mang'ula Cluster

Component	Positive issues (strengths)	Negative issues (weaknesses)	Suggestion (recommendation)
Governance	<ul style="list-style-type: none"> • 100% of the associations have fair gender consideration in leadership • 100% of the associations their leaders hold meetings regularly as required by the constitution • 90% of the associations have good membership representation in leadership • 100% of the associations are legally registered and have constitutions • 100% of the associations have committee that provide overall policy direction and oversight • 85% of the associations hold democratic elections • 90 % of the associations adhere to the guidelines as stipulated in the constitution 	<ul style="list-style-type: none"> • 40% of the associations have members who do not know the mission statements of their associations • 30% of the associations have members who are passive • 20% of the associations have leaders who have inadequate knowledge on leadership and good governance • 100% of associations have no strategic focus and membership retention strategies 	<ul style="list-style-type: none"> • Capacity building on leadership skills and good governance • Assist associations to develop strategic orientation
Operations and management	<ul style="list-style-type: none"> • 100% of the associations have operational systems and procedures which are being used • 100% of the associations make participatory decisions in meetings • 70% of the associations have good internal information sharing mechanism 	<ul style="list-style-type: none"> • 100% of the associations have inadequate capacity to prepare business plan • 82% of the associations have no own office premises • 40% of the associations have inadequate working facilities • 20% of the associations do not understand the separation of authority in the farmer's association's structure 	<ul style="list-style-type: none"> • Develop information management system • Capacity building to develop simple and user-friendly business plan within the context of farmers • Assist farmers to determine requirement of basic working facilities and link them to relevant sources
Human resource development	<ul style="list-style-type: none"> • 90% of the associations have member who are committed • 100% of the associations have committees to deal with conflicts 	<ul style="list-style-type: none"> • 100% of the associations have no training program for members • 90% of the associations have inadequate membership to make them strong 	<ul style="list-style-type: none"> • Guidelines for motivating members should be developed and implemented.

			<ul style="list-style-type: none"> • Develop a performance evaluation tool for members
Financial management	<ul style="list-style-type: none"> • 100% of the associations have books of accounts and accounting procedures which are being used • 100% of the associations have treasurers who are keen in keeping books of account • 60% of the associations have special committees to conduct internal auditing • 100% of the associations have bank accounts 	<ul style="list-style-type: none"> • 100% of the associations have inadequate capacity to prepare budgets • 100% of the associations have inadequate financial resource base • 40% of the associations have weak internal control system 	<ul style="list-style-type: none"> • Provide capacity in book keeping including budgeting • Conduct a training on resource mobilization and fundraising
Business service delivery	<ul style="list-style-type: none"> • 30% of the associations have good system of feedback to members on quality of service delivered 	<ul style="list-style-type: none"> • 100% of the associations have no warehouse for produce storage • 100% of the associations have low access to market 	<ul style="list-style-type: none"> • Mobilize enough capital from members for the purpose of constructing warehouses • Encourage establishment of WRS • Capacity building on value chain development
External relations	<ul style="list-style-type: none"> • 40% of the associations have good working relationship with the local government authorities • 30% of the associations take into account issues of natural resources management • 30% of the associations have good interaction with government agents • 30% of the associations have successfully advocated for prevention of importation of rice in the country 	<ul style="list-style-type: none"> • 40% of the associations have weak business link with the private sector and NGOs • 100% of the associations have inadequate knowledge on how to prepare contracts 	<ul style="list-style-type: none"> • Association needs to develop a publicity strategy. • Capacity building in negotiation, contracting and networking skills

c) KPL Exclusive Cluster

Component	Positive issues (strengths)	Negative issues (weaknesses)	Suggestion (recommendation)
Governance	<ul style="list-style-type: none"> • 100% of the associations have leaders who are generally committed, creative and active • 100% of the associations have gender balance in leadership • 100% of the associations have constitutions which are being adhered to • 100% of the associations have motivated members because they get agricultural inputs loans • 100% of the associations have high spirit of voluntarism 	<ul style="list-style-type: none"> • 100% of the associations have inadequate knowledge and skills on how to manage farmers associations, project design and leadership • 100% of the associations have inadequate resources for running of the associations • 10% of the associations have a feeling that there are too many committees leading to authority interferences • 20% of the associations have members who do not understand the mission of their associations • 100% of the associations have inadequate representation in leadership positions 	<ul style="list-style-type: none"> • Capacity building on project design, leadership skills and managing farmers associations • Capacity building on resource mobilization and fund raising • Facilitate a process on future orientation of the association
Operations and management	<ul style="list-style-type: none"> • 70% of the associations have operational systems and procedures which are strictly followed • 90% of the associations have good information sharing through use of cell phones • 100% of the associations have attempted collective marketing • 100% of the associations make decisions in a participatory manner through AGM 	<ul style="list-style-type: none"> • 100% of the associations have limited capacity to prepare business plan • 10% of the associations indicated had no network for cell phone communications • 100% of the associations have no reliable buyers of the farmer's produce • 20% of the associations have low level of accountability 	<ul style="list-style-type: none"> • Capacity building in preparing business plan and value chain development
Human resource development	<ul style="list-style-type: none"> • 100% of the associations conduct AGMs as per their constitutions • 40% of the associations have are conflict resolution committees 	<ul style="list-style-type: none"> • 100% of the associations have no mechanism for motivating and training program for members • 10% of the associations have members who are passive and have high expectations 	<ul style="list-style-type: none"> • Capacity building on the preparation of business plan • Guidelines for motivating members should be developed and implemented. • Develop a performance evaluation tool for members

		<ul style="list-style-type: none"> • 30% of the associations have members who do not know why they joined with the association • 60% of the associations have low number of the membership • 100% of the associations have no capacity to prepare business plan 	
Financial management	<ul style="list-style-type: none"> • 100% of the associations have books of accounts and are being used effectively • 100% of the associations have income and expenditure statements that are prepared and presented to AGM • 20% of the associations have good internal control system • 100% of the associations have bank account 	<ul style="list-style-type: none"> • 10% of the associations have insufficient knowledge in book keeping • 100% of the associations are weak in terms of financial resource base • 100% of the associations have inadequate capacity in budgeting 	<ul style="list-style-type: none"> • Capacity building on book keeping, budgeting and resource mobilization
Business service delivery	<ul style="list-style-type: none"> • 20% of the associations have a good feedback mechanism for getting information on quality of services delivered to members by the association • 10% of the associations have started to construct warehouses • 100% of the associations are able to identify market outlets and their requirements 	<ul style="list-style-type: none"> • 90% of the associations have no warehouse • 100% of the associations have low access to market 	<ul style="list-style-type: none"> • Encourage introduction of WRS in associations • Capacity building on value chain development
External relations	<ul style="list-style-type: none"> • 10% of the associations have good working relationship with the local government authorities • 10% of the associations take into account issues of natural resources management 	<ul style="list-style-type: none"> • 80% of the associations have a weak link with the private sector and NGOs • 100% of the associations have inadequate knowledge on how to prepare contracts 	<ul style="list-style-type: none"> • Association needs to develop a publicity strategy. • Capacity building in negotiation, contracting and networking skills

d) Ifakara Cluster

Component	Positive issues (strengths)	Negative issues (weaknesses)	Suggestion (recommendation)
Governance	<ul style="list-style-type: none"> • 89% of the associations have active and committed executive committee with leaders who are open for suggestions and criticisms (in fact one member of the association is a leader in the Ifakara Apex) • 100% of the associations have constitution which are being followed • 89% of the associations have good gender balance in leadership 	<ul style="list-style-type: none"> • 78% of the associations have inadequate knowledge on leadership and project design • 22% of the associations are not holding meetings regularly • 11% of the associations are not satisfied with members representation in leadership • 44% of the associations feel that there are too many committees causing interference in authority • 33% of the associations sense that the visions are not shared • 11% of the associations indicated that some committee members are passive 	<ul style="list-style-type: none"> • Capacity building on leadership and project design skills
Operations and management	<ul style="list-style-type: none"> • 100% of the associations have good organization structure • Decisions are made through meetings in a participatory manner by 100% of the associations • 22% of the associations are sharing information mainly through cell phones 	<ul style="list-style-type: none"> • 11% of the associations indicated that have Inadequate working facilities • Operational systems and procedures not adequately internalized and not documented by 33% of the associations • 78% of the associations have Inadequate capacity to prepare business plans • 11% of the associations have no office premises 	<ul style="list-style-type: none"> • Capacity building to develop simple and user-friendly business plan within the context of farmers • Assist farmers to determine requirement of basic working facilities and link them to relevant sources
Human resource development	<ul style="list-style-type: none"> • 56% of the associations have committee to deal with conflicts • 22% of the associations have employed security guards at their office premises • 44% of the associations have members who understand the benefits 	<ul style="list-style-type: none"> • 100% of the associations have no motivation scheme and training program for members • 67% of the associations have inadequate membership to make them strong • 11% of the associations have passive members passive because of some unmet expectations 	<ul style="list-style-type: none"> • Prepare and implement member's motivation scheme

	<p>of being a member of an association</p> <ul style="list-style-type: none"> • 78% of the associations hold meetings held as per the constitution for the constitution 		
Financial management	<ul style="list-style-type: none"> • 89% of the associations have books of accounts and are using them 	<ul style="list-style-type: none"> • 100% of the associations have inadequate knowledge on how to prepare budgets • 100% of the associations have weak financial resource base • 44% of the associations indicated that they do not have good transparency system • 44% of the associations have inadequate internal control mechanisms • 11% of the associations have limited knowledge on book keeping 	<ul style="list-style-type: none"> • Capacity building in resource mobilization, budgeting and book keeping
Business service delivery	<ul style="list-style-type: none"> • 22% of the associations practice collective marketing is practiced though not at high level 	<ul style="list-style-type: none"> • 89% of the associations do not have warehouse to store crop produce and inputs • 89% of the associations experience low access to market • 11% of the associations have inadequate working facilities • 33% of the associations have no feedback mechanism on the quality of service delivered to members by the association 	<ul style="list-style-type: none"> • Introduce WRS to encourage collective marketing • Capacity building on value chain development
External relations	<ul style="list-style-type: none"> • 11% of the associations are relating well with AKIRIGO, WOPATA and Ifakara Apex • 11% of the associations participated in advocacy on preventing rice importation in the country • 11% of the associations have members sensitized on management of natural resources 	<ul style="list-style-type: none"> • 67% of the associations have do not interact well with government agents • 11% of the associations have inadequate knowledge on how to prepare contracts 	<ul style="list-style-type: none"> • Capacity building on contracting, negotiation and networking • Association needs to develop a publicity strategy.

	<ul style="list-style-type: none">• 11% of the associations have trainee members on lobbying and advocacy• 22% of the associations have good working relationship with the agricultural extension workers		
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4.5.2 The Mvomero and Kiteto Districts zones

The Mvomero and Kiteto Districts Zones include clusters of Mvomero and Kiteto.

Figure 2 below is a summary of farmers associations at different percentage range of score rates for the six components in Mvomero and Kiteto Districts Zones. As it can be observed from the figure, 40% of the associations in Kiteto cluster and 20% in Mvomero cluster scored in the range of 71 – 100% in the governance component. This means the two clusters are relatively not doing well in this component.

In terms of operations and management the two clusters fared poorly because 93% and 80% of the associations in Mvomero and Kiteto clusters respectively scored in the range of 0 – 35%. This situation is not good for the growth and sustainability of an association because in principle, a strong farmer association should have well-established operational systems and procedures.

Likewise the farmers associations in Mvomero and Kiteto clusters did not fare well on the human resource development component. This is because all of them scored in the range of 0 – 35%. This again, is an unfortunate situation because human resource is key to the growth and development of any farmer's association.

As regards to financial management component all farmers associations in Mvomero and Kiteto in the two clusters scored in the range of 0 – 35% indicating that this component needs special attention because financial management is the heart and blood stream of any association. Furthermore, it was noted that farmers associations lack clear and implementable strategies to mobilize resources both internally and externally.

The assessment also indicated that all associations in the two clusters scored in the range of 0 – 35% in the business service delivery component. The core business of the farmers association is to deliver satisfactory business services to stakeholders so this component requires special attention in order to attract and retain members.

The situation on external relations is similar to the business service delivery component in the sense that the farmers associations in the two clusters in Mvomero and Kiteto district zones did not perform well because again all of them scored in the range of 0 – 35%. Ideally, farmer's associations are operating in the environment where there are many other organizations and institutions. To this end, in order for them to be successful they should have good interactions and relationships with the environment in which they operate.

Figure 2: Summary of farmers associations at different percentage range of score rates for the six components in the Mvomero and Kiteto Districts

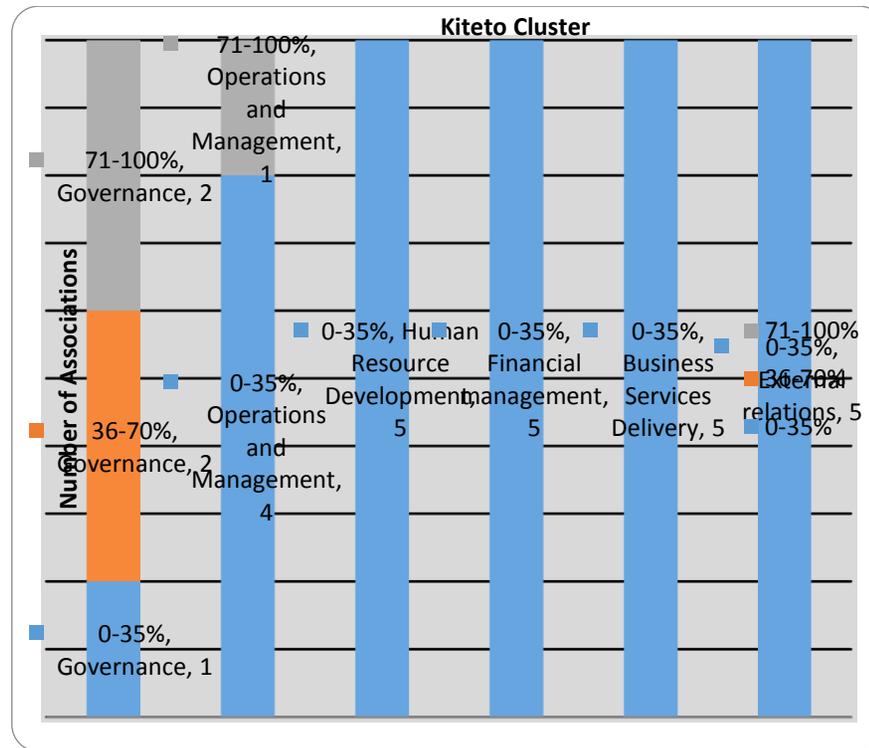
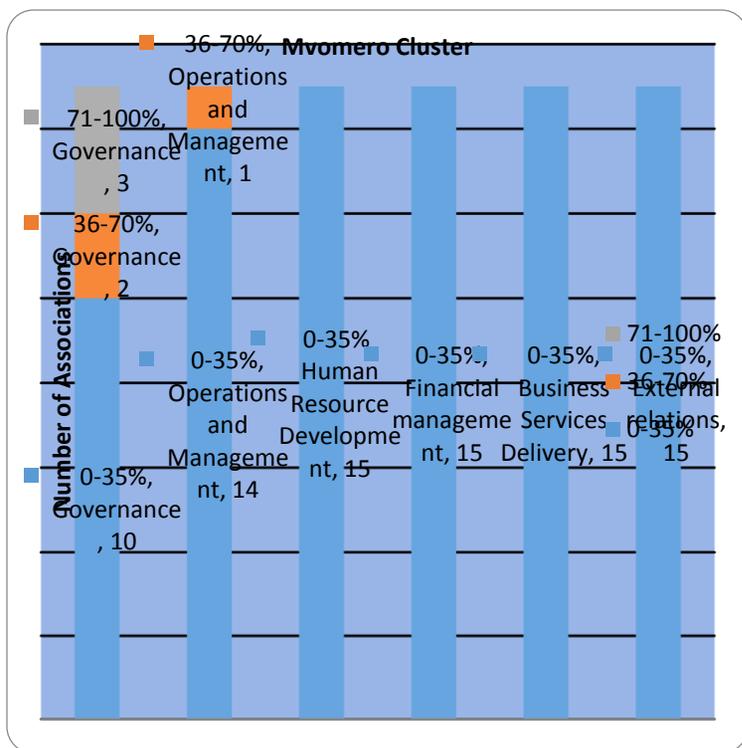


Table 4, which is shown on the next page, shows a summary of common issues in each component from all farmers associations assessed in Mvomero and Kiteto District Zone.

The strong points (strengths), as far as governance component is concerned, in Mvomero and Kiteto clusters include: good gender balance in leadership; high spirit of voluntarism; executive committee is accountable and listens to members; democratic elections and meetings are held using the constitution; good representation of members in leadership positions. The areas of improvement that need to be worked on in this component are: members lack knowledge on leadership skills and how to manage farmer associations; members are a bit passive and not attending meetings; mission is not known to the members; women not confident enough and working facilities are insufficient. In order to improve the performance of the associations in this zone **there is a need to train members on, leadership skills, strategic orientation and how to manage associations.**

Mvomero and Kiteto clusters are not doing well as regards to the operations and management components since majority scored in the range of 0 – 35% as indicated in the previous discussion. However, the associations in the two clusters can capitalize on the existing strengths, which include: decisions are made by members during AGM; good mechanism of sharing information; most of the associations use cell phones to communicate to members. The most important areas that need attention to improve performance are: no own office premises; insufficient working facilities; Information system not well developed; low capacity to develop business plan; structure not clear causing interferences on roles and responsibilities. To make the associations perform even better in this component there is **a need to capacitate them on how to prepare a business plan within the context of farmers and on how to develop various policies related to finance and personnel.**

The farmers associations in the Mvomero and Kiteto clusters are not performing well in the human resource development component. The most important areas of improvement are: no mechanism to motivate staff and members; no training program for members because of limited resources; and it seems members are not clear why they joined membership and their contribution is therefore minimal. **What is needed, therefore, is a motivation package and a development plan for members to improve their performance.**

Farmers associations in the Mvomero and Kiteto clusters are not doing well in the financial management component. The areas of improvement that need to be addressed include: accounting procedures not documented; weak financial resource base; no capacity to prepare budget; inadequate knowledge on the use of books of account/book keeping for some associations; inadequate internal control mechanism. To improve performance of the farmers associations there is **a need to capacitate them on how to develop various policies related to financial management and regulations and on resource mobilization.**

In the business services delivery component Mvomero and Kiteto clusters are not doing well. The areas that need to be addressed in order to improve performance of the farmers associations in this zone include: Lack of warehouse to facilitate collective marketing; low access to market; no business link with the private sector; weak feedback mechanism on the quality of services delivered

to members; and no business plan. The situation would improve tremendously if **WRS is introduced and if a strategy to publicize the associations would be developed and implemented.**

The strengths of the farmers associations regarding the component on external relations in the Mvomero and Kiteto Zone are: good working relationship with government agents like NRFA; good cooperation with the local government authorities, good working relationship with NGOs; good linkage with MVIWATA. However, there are areas of improvement that need to be addressed. These weaknesses include: advocacy and lobbying not adequately done; no strategy to protect natural resources leading to environmental degradation in the area. There is a need **to develop a publicity strategy and build the capacity on lobbying and advocacy in order to improve further the performance of the associations and societies in the zone. Additionally, sensitize farmers on the management of natural resources.**

Table 4: Summary of common issues (strengths and weaknesses) in each component from each farmer's association assessed in the clusters of Mvomero and Kiteto District Zone.

a) Mvomero Cluster

Component	Positive issues (strengths)	Negative issues (weaknesses)	Suggestion (recommendation)
Governance	<ul style="list-style-type: none"> • 20% of the associations have good gender composition • 100% of the associations have high spirit of voluntarism • 60% of the associations have executive committee which are very active • 33% of the associations hold democratic elections • 100% of the associations have constitutions and are adhered to • 50% of the associations are holding meetings as per the constitution • 40% of the associations have good representation of members in leadership positions 	<ul style="list-style-type: none"> • 100% of associations have members who lack knowledge on how to manage associations • 50% of the associations have members who are a bit passive and do not attend meetings • 100% of the associations have members who do not know missions of their associations • 60% of the associations have inadequate knowledge on governance and leadership skills • 7% of the associations have women who are not confident enough • 70% of the associations have no working facilities 	<ul style="list-style-type: none"> • Capacity building on leadership skills and on how to manage farmers association
Operations and management	<ul style="list-style-type: none"> • 73% of the associations have operational systems and procedures which are followed • 50% of the associations make decisions during AGM • 13% of the associations have good mechanism of sharing information • 33% of associations have strategy on collective marketing 	<ul style="list-style-type: none"> • 80% of associations have no own office premises • 50% of the associations have members who do not attend meetings • 100% of the associations have no capacity to prepare business plan • 70% of the associations have Insufficient working facilities • 100% of the associations have no warehouses 	<ul style="list-style-type: none"> • Capacity building on business plan within the farmers context

Human resource development	<ul style="list-style-type: none"> • 100% of associations have committees to manage conflicts 	<ul style="list-style-type: none"> • 100% of the associations have no employed staff • 87% of the associations have members who are not clear why they joined the associations • 100% of the associations have no system for motivation and training program for members 	<ul style="list-style-type: none"> • Develop a motivation package for members
Financial management	<ul style="list-style-type: none"> • 53% of the associations have books of account and are being used 	<ul style="list-style-type: none"> • 87% of the associations have neither accounting procedures nor they are documented • 100% of the associations have weak financial resource base • 100% of the associations have no capacity to prepare budget • 20% of the associations have inadequate knowledge on the use of books of account/book keeping 	<ul style="list-style-type: none"> • Capacity building on how to develop various policies related to financial management and regulations.
Business service delivery	<ul style="list-style-type: none"> • 30% of the associations rely on MVIWATA to get market of their produce 	<ul style="list-style-type: none"> • 100% of the associations have no warehouse • 100% of the associations have low access to market • 100% of the associations have no business link with the private sector • 60% of the associations have no feedback mechanism on the quality of services delivered to members 	<ul style="list-style-type: none"> • Introduce WRS to facilitate collective marketing
External relations	<ul style="list-style-type: none"> • 30% of the associations have good cooperation with NGOs and local government authorities 	<ul style="list-style-type: none"> • 100% of the associations have no advocacy and lobbying strategy 	<ul style="list-style-type: none"> • Develop publicity strategy for the associations • Capacity building on lobbying and advocacy

	<ul style="list-style-type: none"> • 33% of the associations sell their produce to NFRA • 30% of the associations have good linkage with MVIWATA 	<ul style="list-style-type: none"> • 100% of the associations have no strategy for protecting natural resources 	
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b) Kiteto Cluster

Component	Positive issues (strengths)	Negative issues (weaknesses)	Suggestion (recommendation)
Governance	<ul style="list-style-type: none"> • 100% of the associations have executive committees that are accountable and often listen what members say about the association • 80% of the associations have good gender balance on leadership 	<ul style="list-style-type: none"> • 100% of the association have low knowledge on how to manage farmers associations • 100% of the associations have members who do not understand clearly the missions of their associations 	<ul style="list-style-type: none"> • Capacity building on how to manage farmer's association
Operations and management	<ul style="list-style-type: none"> • 80% of the associations have operational systems and procedures that are followed as per the constitution • 90% of the associations have members who use cell phones to communicate 	<ul style="list-style-type: none"> • 100% of the associations have Low capacity to develop business plan • 20% of the associations have no clear organizational structures causing interferences on roles and responsibilities • 100% of the associations have no own office premises • 90% of the associations have no well developed information system 	<ul style="list-style-type: none"> • Capacity building on how to develop business plan • Capacity building on how to develop various policies related to finance and personnel.
Human resource development	<ul style="list-style-type: none"> • 40% of the associations hold meetings regularly 	<ul style="list-style-type: none"> • 100% of the associations have no employed staff • 100% of the associations have no motivation and training program for members 	<ul style="list-style-type: none"> • Develop and implement motivation scheme

		<ul style="list-style-type: none"> • 20% of the associations have members who do not understand why they joined the associations 	
Financial management	<ul style="list-style-type: none"> • 60% of the associations have books of account and are used promptly 	<ul style="list-style-type: none"> • 100% of the associations have no documented accounting procedures • 100% of the associations have weak financial resource base • 20% of the associations have no internal control mechanism • 100% of the associations are not preparing budgets 	<ul style="list-style-type: none"> • Capacity building on how to develop various policies related to financial management and regulations.
Business service delivery	<ul style="list-style-type: none"> • 20% of the associations are practicing collective marketing of member's produce though the volume is small 	<ul style="list-style-type: none"> • 100% of the associations have no business plan • Inadequate capital • 100% of the associations have low access to market • 100% of the associations do not have warehouses 	<ul style="list-style-type: none"> • Introduce WRS in the association to encourage collective marketing
External relations	<ul style="list-style-type: none"> • 40% of the associations have good working relations with local government authorities 	<ul style="list-style-type: none"> • 100% of the associations have low ability to do lobbying and advocacy • 100% of the associations have no strategy to protect natural resources 	<ul style="list-style-type: none"> • Capacity building on lobbying and advocacy

4.5.3 CGA Kongwa and UWAWAKUDA

CGA Kongwa and UWAWAKUDA are treated separately because they are at high level and are basically the latter is cooperative society rather than farmers associations. Figure 3 below is a summary of different percentage range of score rates for the six components in CGA Kongwa and UWAWAKUDA. CGA Kongwa and UWAWAKUDA scored in the range of 71 - 100% in the governance component. This is because the leaders are visionary and are strategically leading their organizations.

The situation is more or less the same in the operations and management component since both organizations scored in the range of 71 – 100%. This means they have relatively well established operational systems and procedures that help to efficiently and effectively run the organizations. Regarding the human resource development component CGA Kongwa scored in the range of 0 – 35% while UWAWAKUDA scored in the range of 71 – 100%. This means that the former has a weak human resource base and therefore needs to be strengthened.

Both CGA Kongwa and UWAWAKUDA scored in the range of 71 – 100% in the financial management component meaning that their performance in that component is relatively good. The two cooperative societies need to maintain this state of affair because it helps to build trust among members.

On the other hand, CGA Kongwa scored in the range of 71 – 100% in the business service delivery component as opposed to UWAWAKUDA which scored in the range of 0 – 35%. During the assessment it was noted that UWAWAKUDA had members who are very diverse in terms of marketing experience. Because of this phenomenon each member is marketing his/her produce individually. Apparently this is contrary to the principles of running cooperatives which usually encourage collective marketing.

CGA Kongwa performed fairly well compared to UWAWAKUDA in the external relations component; as the former scored in the range of 36 - 70% and the latter in the range of 0 – 35%. Individual marketing of paddy which is practiced in UWAWAKUDA reflects on the relationship of the cooperative society with the external environment. In this case individuals have better external relationships than the cooperative society as an organization.

Figure 3: Summary of different percentage range of score rates for the six components in CGA Kongwa and UWAWAKUDA

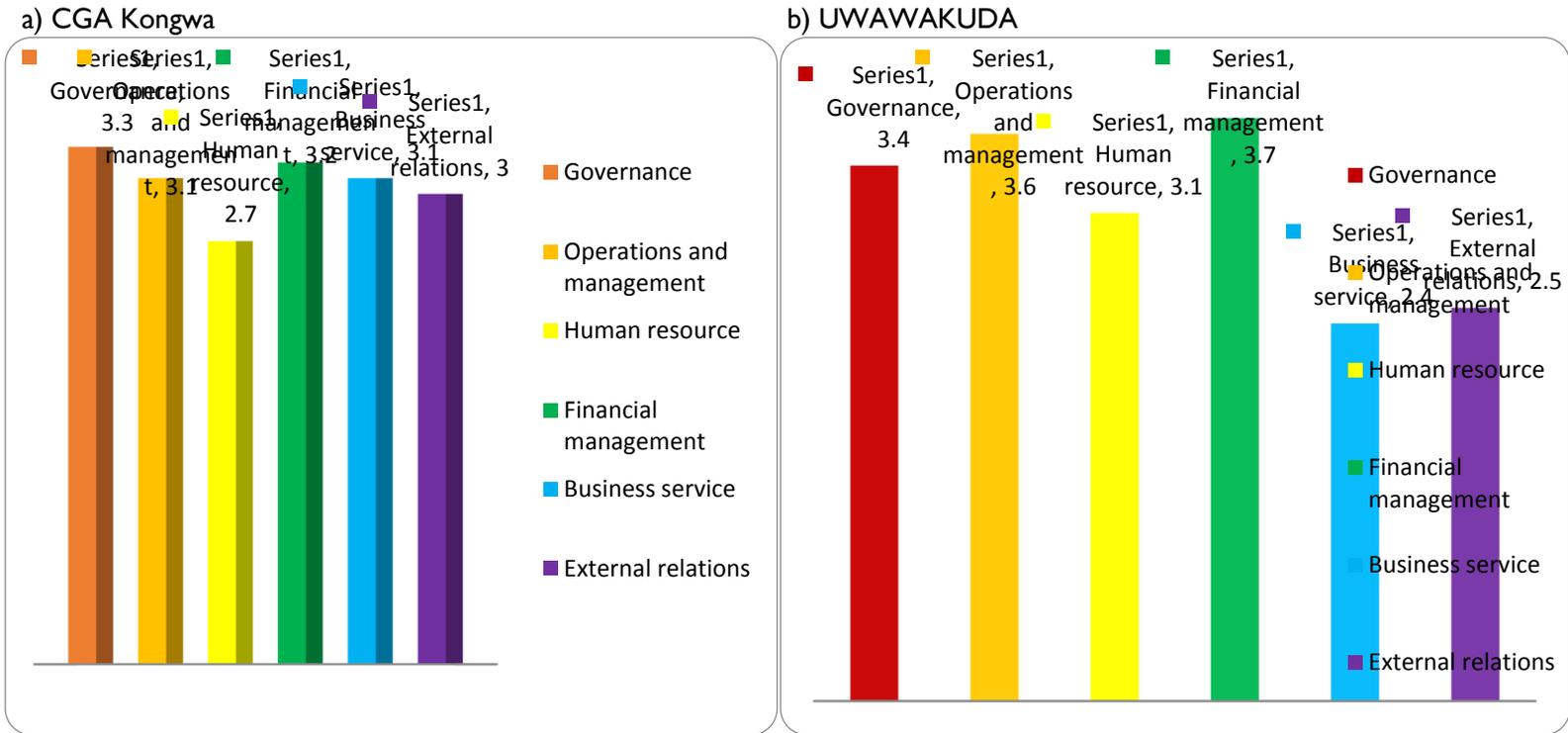


Table 5 which is shown on the next page, shows a summary of common issues assessed in each component for CGA Kongwa and UWAWAKUDA.

The strengths as far as governance component is concerned, in CGA Kongwa and UWAWAKUDA are: leadership is active, creative and gives strategic direction and at the same time there is separation of roles between governance and management. However, the two organizations have some areas of improvement, which are: representation of group and individual members to the leadership of the cooperative society is not sufficiently equal and some members have low formal education and therefore not visionary. To improve the performance of the cooperative societies **there is a need to train members on leadership skills, strategic orientation and how to manage organizations.**

As for the operations and management component, CGA Kongwa and UWAWAKUDA are performing well with scores in the range of 71 – 100% (refer to discussions above). The strengths that make these organizations perform relatively well are: systems and procedures exist and are highly respected and followed; and business plans are prepared by the societies although some of the plans are too ambitious and not easy to implement because of limited resources. The fact that membership is at individual level helps to enhance commitment and accountability of leaders and members. However, the organizations are weak in the following areas: inadequate knowledge on how to prepare business plans, some members do not participate in decision making because they do not attend meetings; vision and mission of the organization are not known. To make the organizations perform even better in this component there is **a need to capacitate them on how to prepare a business plan, on concepts of organization management and on how to prepare personnel and accounting manuals for cooperative societies.**

UWAWAKUDA and CGA Kongwa performed relatively well in the human resource development component. The contributing factors include: the societies have employed staff and the recruitment process is transparent. This helps to distinguish clearly the roles of governance and management and thus promoting accountability in the organizations. The two organizations are weak in the following areas: there is neither motivation mechanism for members and staff nor a training program because of limited resources, members are not clear why they joined membership and their contribution is therefore minimal. There is a **need, therefore, to put in place a motivation package and a development plan for members to improve their performance.**

CGA Kongwa and UWAWAKUDA performed well as far as the financial management component is concerned. The good attributes are: funds are well taken care of because books of accounts are in place and being used; budgeting is done (by the board) though not in a participatory manner; budgets are approved by members during AGM. However, the organizations need to improve in the following areas: increase requisite working tools e.g. computer, financial resource base diversification. To further improve performance of the organizations there is a **need to capacitate them on how to develop various policies related to financial management and regulations and on resource mobilization.**

CGA Kongwa performed well in business service delivery component compared to UWAWAKUDA. The former organization has a relatively assured market as its crop produce are sold through NRFA and WFP. UWAWAKUDA however is disadvantaged because each individual member has to look for market of crop produce. The organizations are weak in the following areas: there is no link with other service providers in the private sector and there is no reliable market. The situation would improve if **WRS is introduced and if a strategy to publicize the associations would be developed and implemented.**

CGA Kongwa performed relatively well compared to UWAWAKUDA in the external relations component. The strengths of the organizations in this component include: good working relationship with government agents like NRFA, good working relationship with NGOs, there is written contract agreement with private sector and the government agents play an advisory role to the society. The organizations need to work on the following areas: lobbying and advocacy, protection of natural resources and business link with service providers. To improve performance of the organizations there is a need **to build capacity on lobbying and advocacy and prepare and implement a publicity strategy for the organizations.**

Table 5: Summary of common issues (strengths and weaknesses) in each of the 6 component assessed in CGA Kongwa and UWAWAKUDA Cooperative societies

a) CGA Kongwa

Component	Positive issues (strengths)	Negative issues (weaknesses)	Suggestion (recommendation)
Governance	<ul style="list-style-type: none"> The executive committee is active, creative and gives strategic direction of the association. 	<ul style="list-style-type: none"> Representation of group members to the leadership of the association is not sufficiently equal 	<ul style="list-style-type: none"> Capacity building on strategic orientation of cooperative society.
Operations and management	<ul style="list-style-type: none"> Operational systems and procedures are in place and being used. 	<ul style="list-style-type: none"> Inadequate knowledge on how to prepare business plans. Some members do not participate in decision making because they do not attend meetings. 	<ul style="list-style-type: none"> Capacity building on how to prepare business plan Train members on concepts of cooperative society
Human resource development	<ul style="list-style-type: none"> The association has employed staffs. 	<ul style="list-style-type: none"> No motivation mechanism for them and for members nor is there a training program for them. It seems members are not clear why they joined membership and their contribution is therefore minimal. 	<ul style="list-style-type: none"> Prepare and implement a motivation package for staff and members.
Financial management	<ul style="list-style-type: none"> Funds are well taken care of because systems and procedures are in place and being followed. Budgeting is done but not participatory – some members not involved. 	<ul style="list-style-type: none"> Inadequate working tools needed e.g. computer. The association has low financial resource base 	<ul style="list-style-type: none"> Capacity building on resource mobilization
Business service delivery	<ul style="list-style-type: none"> Crop prices, to some extent, are determined by the association Crop produce sold through NRFA and WFP 	<ul style="list-style-type: none"> The association has not developed a link with other service providers in the private sector. 	<ul style="list-style-type: none"> Develop and implement a strategy to publicize the society
External relations	<ul style="list-style-type: none"> Good working relationship with government agents like NRFA. Good working relationship with NGOs There is written contract agreement with private sector. 	<ul style="list-style-type: none"> Not trained adequately on lobbying and advocacy. Protection of natural resources not taken seriously 	<ul style="list-style-type: none"> Capacity building on lobbying and advocacy.

b) UWAWAKUDA

Component	Positive issues (strengths)	Negative issues (weaknesses)	Suggestion (recommendation)
Governance	<ul style="list-style-type: none"> Executive committee (the board in this case) is very active. Governance and management roles and responsibilities clearly separated. 	<ul style="list-style-type: none"> Some members have low formal education and therefore not visionary Representation of members in leadership of the cooperative society is low. 	<ul style="list-style-type: none"> Training on strategic orientation of the society
Operations and management	<ul style="list-style-type: none"> Operational systems and procedures exist and are highly respected and followed particularly regarding meetings. Business plans are prepared by the society 	<ul style="list-style-type: none"> Vision and mission of the cooperative society not known Some plans are beyond implementation of the cooperative society because of inadequate resources. 	<ul style="list-style-type: none"> Training on how to prepare personnel and accounting manuals for a society.
Human resource development	<ul style="list-style-type: none"> The cooperative society has employed staff and recruitment is transparent. 	<ul style="list-style-type: none"> No mechanism to motivate staff and members No training program because of limited resources. 	<ul style="list-style-type: none"> Prepare and implement a motivation package for members and staff Prepare and implement a development plan staff/member.
Financial management	<ul style="list-style-type: none"> The cooperative society has books of accounts which are being used Budgets are prepared by the board and approved by members during AGM. 	<ul style="list-style-type: none"> The cooperative society is weak on financial resource base. 	<ul style="list-style-type: none"> Capacity building on resource mobilization and fund raising
Business service delivery	<ul style="list-style-type: none"> Members individually look for agricultural inputs. Marketing of crop produce is also done individually 	<ul style="list-style-type: none"> Marketing of crop produce is the major challenge – no reliable market 	<ul style="list-style-type: none"> Introduce WRS with a purpose of enhancing collective marketing
External relations	<ul style="list-style-type: none"> Government agents play an advisory role to the society. There is good working relationship with NGOs. 	<ul style="list-style-type: none"> No business link with service providers 	<ul style="list-style-type: none"> Prepare and implement a publicity strategy for the society.

4.5.4 Overall summary analysis of farmers' associations

This section gives a summary of the analysis per cluster in terms of percentage scores for all six components. These percentages were obtained by adding up percentage scores of each association to get percentage of the particular cluster which has a particular number of associations. These percentages were linked to the stages of association development as per NAFKA standard tool to determine the stage for each cluster.

The stages of the association development as determined by NAFKA project is shown on table 3 below. The OCA exercise was conducted at stage 4 – 5 of association development.

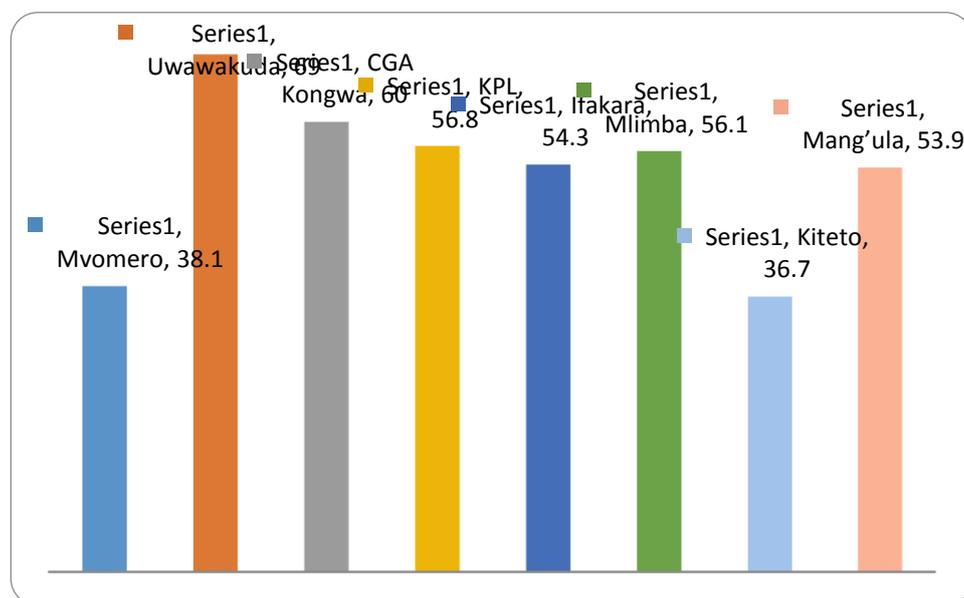
Table 6: Stages of Association Development

S/N	Stages	Time frame
1	Sensitization and Outreach and Group formation	6 months
2	Constitution Development	6 months
3	Registration and formalization	1 year
4	Strengthening of Associations/ Capacity building	2 years
5	Associations Services Delivery to members	+2 years

Source: NAFKA Project, 2014

Figure 3 below indicates the general performance of clusters in percentages. As it can be seen from the figure, UWAWAKUDA has the highest percentage (69%) showing that is the best in terms of performance compared to other clusters. This is followed by CGA Kongwa (60%), KPL exclusive (56.8%) and Mlimba (56.1%). The lowest performing clusters are Kiteto and Mvomero with respective percentages of 36.7% and 38.1%.

Figure 4: Performance of clusters in percentages



The computed total sub components scores for all clusters is 111 whereas the ideal score is 215. If translated in percentage we get 51.6% which shows that the associations are generally performing well.

5 GENERAL CONCLUSIONS AND RECOMMENDATIONS

From the assessment it is clear that majority of the associations are performing well in governance and, to some extent, operations and management. It was noted that the associations are not doing very well in the remaining four components i.e. human resource development, financial management, business service delivery and external relations. However, there is a great variation between associations and the society; in most cases the latter is stronger than the former. Generally speaking, the associations are relatively young, started 2 – 3 years ago. According to the stages of the association development designed by NAFKA, the associations are in stage 4 and 5 which is, respectively, strengthening of associations/ capacity building and service delivery. UWAWAKUDA and CGA Kongwa which were established more than six years ago and therefore seem to be relatively strong.

Based on the findings of the assessment the following are some of the interventions that could improve the performance of the farmers associations and the society in the zones (Kilombero, Mvomero and Kiteto).

Governance

- The analysis has revealed that the leaders have insufficient knowledge on leadership skills and how to manage farmers associations. We therefore recommend that the leaders should be equipped with capacity on leadership skills and how to manage farmers associations.
- Organizations, regardless of their size and nature, farmers associations included, usually are established with a clear purpose which stipulates what it intends to achieve in the long run. This means they must have a vision and mission. Majority of farmers' associations that were assessed seem to have no clear purpose therefore it is recommended that farmers associations develop strategic focus within the context of the farmers.

Operations And Management

- Systems and procedures are very important in running of the farmers associations as they help to share information and enhance accountability.
- The associations that were assessed generally majority seem to have the basic operational systems and procedures which are being followed. However, for some associations it was noted that they have outdated systems and procedures and in some associations the systems and procedures are nonexistent. To this end, capacity building is needed on policies related to finance and personnel and training on how to prepare personnel and accounting manuals.

Human Resource Development

- Associations are made of people and their performance depends on the capacity and capability of the people in it. An effective association has two categories of people namely staff and members for the purpose of enhancing accountability. The majority of assessed associations do not have employed staff making it difficult to have a clear separation of roles between governance and management thus compromising accountability.
- While associations are waiting for an appropriate situation to employ, they should develop a strategy for motivation of members and training program for them. The purpose is to make members be more effective and to improve their performance.

Financial Management

- Financial resource is the lifeline of an association. Such resources are required for purchasing working facilities and other services of the association. Majority of the associations that were assessed are weak on this component; some do not have the requisite books of account and therefore weak internal control system, others have no active bank account, some of them have inadequate knowledge on book keeping, and limited sources of income.
- It is therefore recommended that capacity building is done on resource mobilization and fund raising, budgeting, book keeping and financial monitoring.

Business Service Delivery

- The core purpose of a farmers' association is business service delivery and is the reason why the association exists. Members of the association expect to benefit through improved market systems that are facilitated by the association. Short of that members tend to quit the association.
- Majority of the associations that were assessed are still young they do not have the capacity to handle large volumes of crop produce and agricultural inputs due to low capital and lack of warehouse. Although some associations are linking with the private sector but they do not have the capacity to negotiate and prepare good contracts
- In this context the most important strategies would be to introduce warehouse receipt systems (WRS) to facilitate collective marketing and at the same time capacitate farmers on negotiation and contracting skills. Furthermore, there is a need to capacitate them on how to prepare business plans within the context of farmers.

External Relations

- A farmers' association will be successful and sustainable if, and only if, it operates in harmony with the environment. This entails having good relationship with institutions operating in the surrounding environment and conserving the environment and its natural resources in a sustainable way.
- Unfortunately majority of the farmers' associations assessed were seen to be weak in this component and yet building relationships is very important when doing business. To this end, we recommend that associations should be encouraged and challenged to liaise and forge linkages with government agents; input suppliers, buyers, privates sector, NGOs, financial institutions etc.
- There is also a need to develop a publicity strategy and build the capacity of the associations on lobbying and advocacy in order to improve further their performance.
- Sensitize farmers associations on climate change and its effects on environmental degradation