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More meat, milk and eggs by and for the poor

Profiles of milk-producer groups in the More Milk in Tanzania project, Tanga

Johannes Osarya (ILRI), Julius Githinji (ILRI), Eline Nkya
(Heifer International) and Monata Lucas (Heifer
International)

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MAZIWA
ZAIDI

More Milk in Tanzania (MoreMilkIT)



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Patron: Professor Peter C Doherty AC, FAA, FRS

Animal scientist, Nobel Prize Laureate for Physiology or Medicine–1996

Box 30709, Nairobi 00100 Kenya
Phone +254 20 422 3000
Fax +254 20 422 3001
Email ilri-kenya@cgiar.org

ilri.org
better lives through livestock

ILRI is a CGIAR research centre

Box 5689, Addis Ababa, Ethiopia
Phone +251 11 617 2000
Fax +251 11 667 6923
Email ilri-ethiopia@cgiar.org

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We extend our appreciation to all Maziwa Zaidi implementing partners and collaborators including local government authorities and value chain actors, especially dairy producers, input and service providers, and milk traders for their cooperation.

Foreword

Smallholder dairy farming is growing in Tanzania at a rate of 6% per year, with estimated 190,000 farmers. Despite the fact that smallholder dairy farming is widespread in different parts of Tanzania where the climate is conducive, the supply of milk and milk products in these regions has not kept pace with the rapid increase in the human population. Productivity in existing smallholder dairy herds is constrained by the small size of farms, the distance of these farms from markets, animal health and reproductive problems, and lack of good quality animal feeds in sufficient quantities, especially during the dry season.

The More Milk in Tanzania project has been working with smallholder farmers in the five districts of Lushoto, Bumbuli, Handeni, Mvomero, and Kilosa, in the regions of Tanga and Morogoro. The project has worked with 30 producer groups; with each group being the foundation of a dairy market hub (DMH). As part of documenting the existence of the groups and increasing their visibility, the project has compiled a profile for each group. The group profiles also contain the results of the producer organizations sustainability assessment (POSA) that were used to gauge the level of sustainability of each group, and rank each group on a scale of one to four, using the following six key dimensions: financial health, access to dairy inputs and services, relationship with external environment, member loyalty, effective and transparent leadership, and management and engagement with the output markets.

This booklet contains vital information on the 30 producer groups. The information was shared with local government authorities (LGAs) at the district level. This information - contained in the profiles - provides a snap shot of the groups. It can be used by stakeholders who want to work with these groups, as it shows the entry point for each group based on the group's level of development.



15 May 2017

Prof Lusato R. Kurwijila, Project Coordinator ILRI/SUA MoreMilkiT Project
Sokoine University of Agriculture, Morogoro, Tanzania

Glossary of terms

AI	Artificial Insemination
BOS	Business Opportunity Seminar
Faida MaLi	Faida Market Link, a local non-governmental organization
LGA	Local Government Authority
MoreMilkIT	More Milk in Tanzania, a four-year project funded by Irish Aid and implemented by ILRI
Olelili	A Maasai word for grazing land protected in wet season and being used during the dry season by lactating cows, young and sick ones while others are moved away to look for pastures and water
PO	Producer Organization
TZS	Tanzania Shillings

Introduction

The International Livestock Research Institute in collaboration with Heifer International Tanzania, Faida Market Link, Sokoine University of Agriculture, and Tanzania Dairy Board has implemented the Irish Aid-funded More Milk in Tanzania project in Lushoto, Bumbuli, and Handeni districts in Tanga region, and Mvomero and Kilosa districts in Morogoro region. The project set out to pilot dairy market hubs (DMH), an approach to dairy value chain development that strengthens linkages between milk producers and other value chain actors. The project has facilitated the formation and registration of 27 milk producer groups, and worked with three existing groups to operationalize the concept of dairy market hubs. Efforts to grow dairy market hubs have included, among other things, the participatory formulation of site-specific plans for the 30 producer groups.

A site-specific plan documents the activities needed to establish a dairy market hub in a given project site. The plan highlights the fundamental challenges facing milk producers in a particular project site, the potential solutions, and the resources needed to execute the solutions. It is from these plans that project activities for each site were drawn. The plans include some challenges and activities that are not directly within the scope of the 'Maziwa Zaidi' projects, but which the groups can address with their own initiatives and/or perhaps in cooperation with the local governments. The plans are therefore blueprints for the groups' future engagements with other projects outside of Maziwa Zaidi. The inclusion of the roles of local governments also points to the possibility of achieving continued support from the local governments. As such, the plans provide a basis for the groups' long-term organizational development strategies and sustainability.

Attached to each group's site-specific plan is a group profile. The profile provides detailed information about the group including membership segregated by gender, registration status, achievements, and areas requiring immediate support. The plans and profiles have been handed over to local government authorities (LGAs) in the five districts to enable the LGAs continue strengthening and monitoring the growth of the groups. Livestock officers from LGAs at the village and district levels have been at the forefront in implementing activities stipulated in the site-specific plans. The LGAs highly appreciate the efforts made by MoreMilkIT project in facilitating the development of these groups and have pledged to continue supporting the development of the groups. This will include working with the groups in the future to implement dairy and other livestock-related development projects.

Profiles of milk producer farmer groups in Lushoto and Bumbuli districts

Wena farmer group

1. Wena Cattle keepers' Group (also known as Uwanazawe Group) is in Bumbuli District Council that was recently split out of Lushoto District. The village has 220 local cattle and 230 improved cattle all reared semi-intensively or intensively. The group was registered on 5 November 2013 and assigned registration number HW/LT/UV/03013, and had 118 members (82 males, 36 female). It was formed by dairy producers in the village with support of the MoreMilkiT Project to ease access to inputs and services.
2. The group has a committee of nine members; three are female. The group members sell their milk individually to the chilling plant, and does not currently bulk milk.
3. Wena group is currently practicing check-off system with service providers in the provision of the following: maize bran, sunflower seed cake, mineral lick (Super Macklic), veterinary drugs, clinical services, and artificial insemination.
4. During site-specific planning the group identified low knowledge on animal husbandry as a challenge, and they were trained on pasture establishment and management, breeds, feeds and feeding, calf rearing, diseases and diseases control. The group were provided with pasture seeds which they planted on a farm and will harvest seeds from this farm and distribute to members.
5. **Significant changes:**
 - (a) After the project linked the producers with service providers and received training on animal husbandry producers reported that milk has more than doubled for some members due to additional use of concentrates, water and minerals
 - (b) The group collected funds to acquire improved cattle but later refused to continue with the idea after a delay in linkage with livestock farms
6. **Challenge:**

The group members believe that low milk yield by their cattle is due to inbreeding. The milk collection centre lacks a generator and prevents producers from delivering evening milk to the centre.
7. **Needs for follow up:**
 - a) Establish the claim of inbreeding and promote use of artificial insemination.

- b) The group had previously collected funds to acquire improved dairy cattle but facilitation of the group to acquire these cattle is yet to happen successfully. There is need to clarify what costs they would pay versus other support that may be provided (e.g. transport from the LGA). Miscommunication about additional support they could get has delayed accomplishment of this request.

Producer organization summary data for Wena

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	7.50	39.47
Access to dairy inputs and services	16.00	11.50	71.88
Relationship with external environment	3.50	2.00	57.14
Member loyalty	10.00	7.00	70.00
Total PO score	76.50	28.00	36.60
Stage	<i>Stage II</i>		

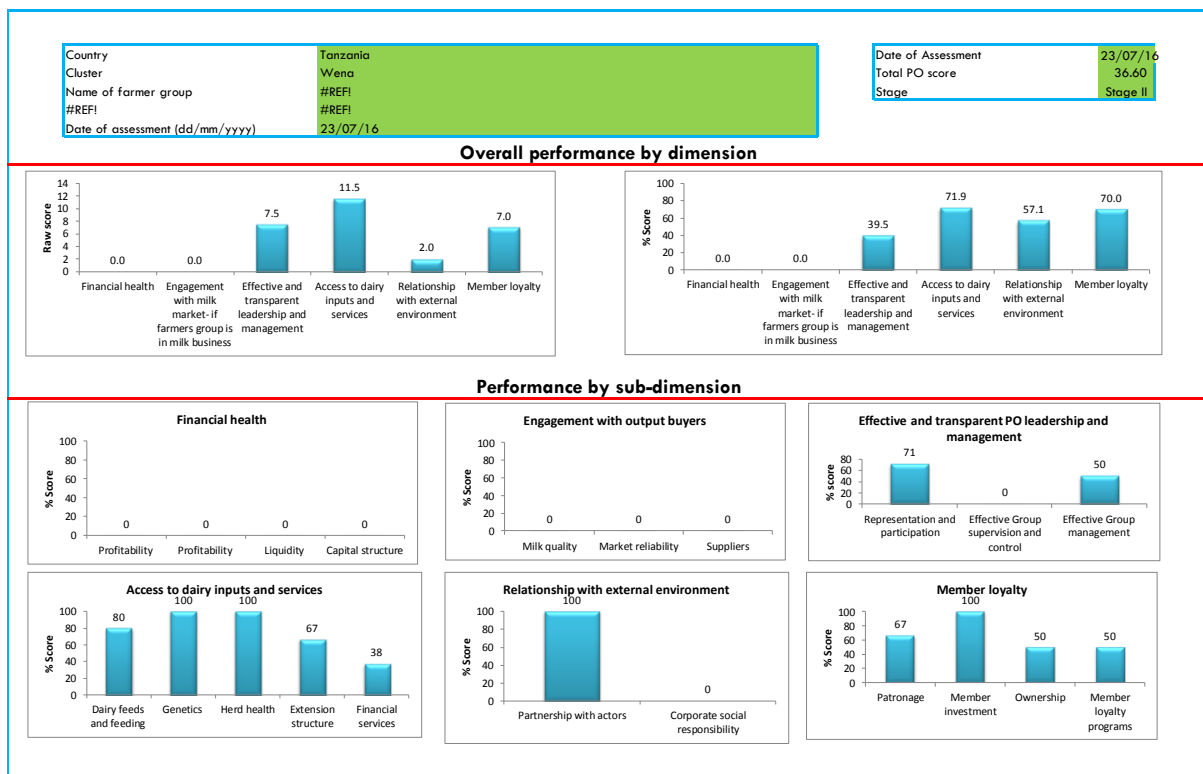
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	36.60
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

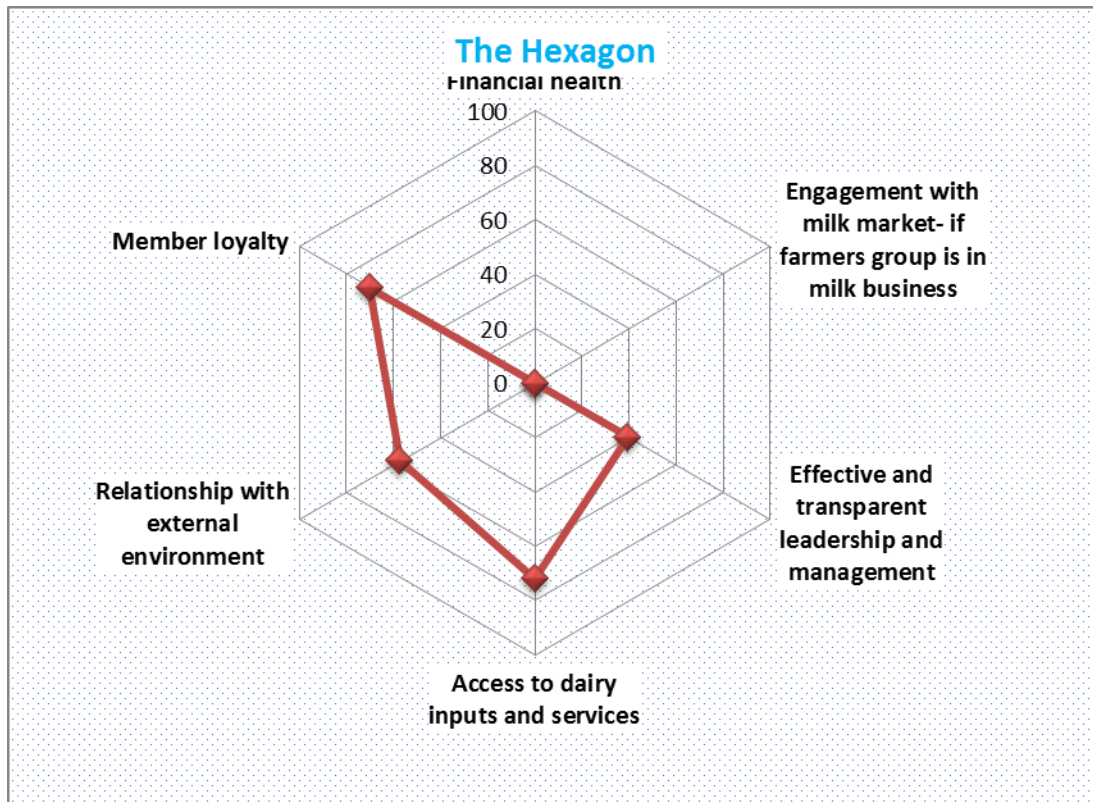
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	5.00	71.43
	Effective Group supervision and control	7.00	-	-
	Effective Group management	5.00	2.50	50.00
Total		19.00	7.50	39.47
Access to dairy inputs and services	Dairy feeds and feeding	5.00	4.00	80.00
	Genetics	2.00	2.00	100.00
	Herd health	2.00	2.00	100.00
	Extension structure	3.00	2.00	66.67
	Financial services	4.00	1.50	37.50
Total		16.00	11.50	71.88
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	-	-
Total		3.50	2.00	57.14
Member loyalty	Patronage	3.00	2.00	66.67
	Member investment	3.00	3.00	100.00
	Ownership	2.00	1.00	50.00
	Member loyalty programs	2.00	1.00	50.00
Total		10.00	7.00	70.00
PO Total		76.50	28.00	36.60

Producer organization analysis charts for Wena



The hexagon for Wena producer group



Mwangoi farmers group

1. UWAMWA is a primary cooperative located in Mwangoi village, Lushoto district. The cooperative was registered on 21 May 2010 and assigned registration number HW/LS/UV/517. It currently serves 80 small-scale milk producers (32 male, 48 female).
2. UWAMWA collects milk from producers and sells it to Tanga Fresh Ltd. Producers are paid every two weeks for the milk supplied. Most producers have between one and five improved dairy cattle.
3. The cooperative provides concentrate feed to its members on a check-off basis, and has a nitrogen tank for semen storage.
4. During the site-specific planning exercise, the group identified lack of dairy breeds, insufficient feeds during the dry season, limited access to other physical inputs and working capital, lack of adequate knowledge and skills on dairy cattle husbandry, business management, and low milk prices as key challenges to milk production. They received training on fodder production and preservation, and disease control.
5. They also received training on animal husbandry, breeding, simple gross margin analysis, and dairy business management.
6. In addition, the project has facilitated the cooperative in signing a contract with an input supplier, and artificial insemination service provider.
7. Mwangoi village is one of the three currently fully functioning dairy market hubs and exemplifies the sort of hubs that the project envisages in intensive systems.
8. The cooperative has grown in strength over the years partly because of the commitment of its members, the organizational development support it has received from various industry stakeholders, and the certainty of its milk market that has been assured by Tanga Fresh Ltd.
9. **Significant change:**
After training on breeds and breeding, Mwangoi group members decided to send one person to Arusha to learn on artificial insemination (AI), currently they have a focal person within the village who is doing AI on daily basis. On top of that the AI to group members is done free when the cattle are on heat. This resulted in many group members to use AI service as a result in Mwangoi there are more improved cows hence more milk yield. It was reported that the milk production in Mwangoi has increased from 4.5 litres to 9.6 litres per day due to improvement on animal husbandry practices.

10. Challenges

Group leaders visited the multiplication farms identified by Faida MaLi in Moshi. However, they did not find suitable cattle for buying at the time of the visit, and are still looking for cattle from other sources.

11. Needs for follow up:

A failed visit to dairy farms in Moshi to obtain dairy cattle due to miscommunication between the sellers and potential buyers. This needs to be followed up to ensure those who need improved cattle are facilitated to obtain them.

Producer organization summary data for Mwangoi

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	8.00	80.00
Engagement with milk market- if farmers group is in milk business	18.00	14.00	77.78
Effective and transparent leadership and management	19.00	9.00	47.37
Access to dairy inputs and services	16.00	14.00	87.50
Relationship with external environment	3.50	3.50	100.00
Member loyalty	10.00	3.50	35.00
Total PO score	76.50	52.00	67.97
Stage	<i>Stage IV</i>		

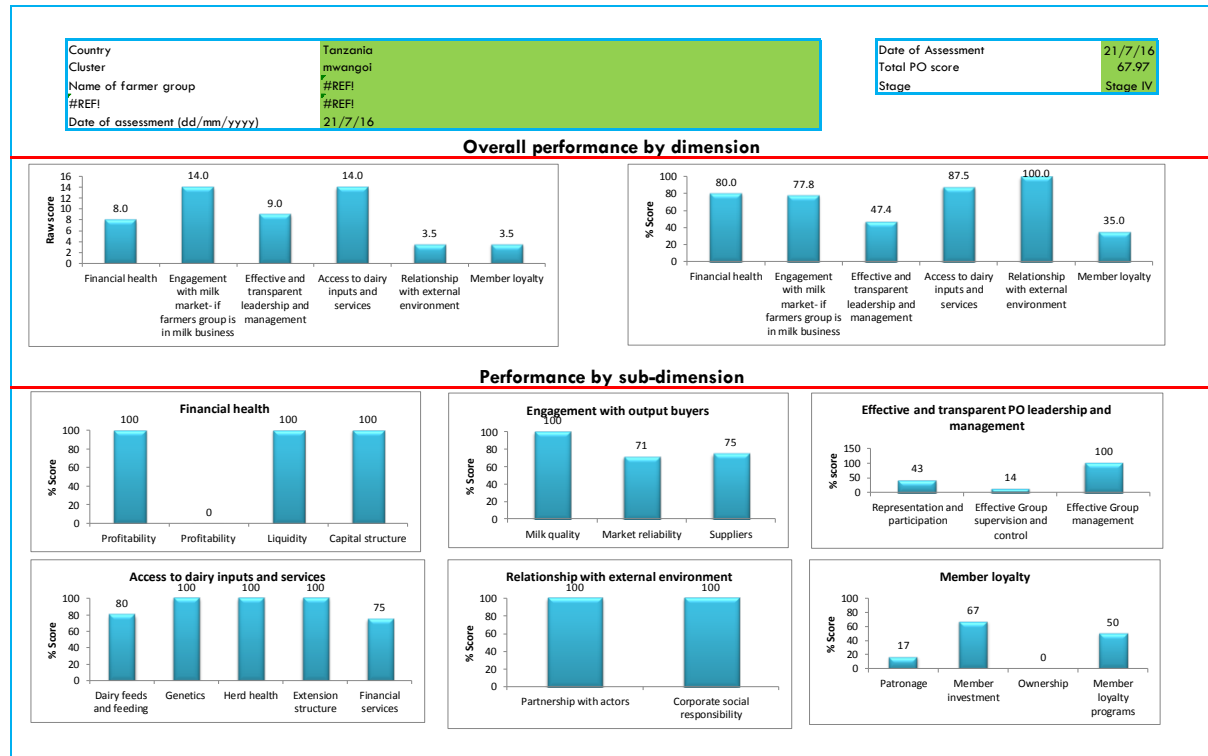
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	67.97
Stage II	21-40	
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

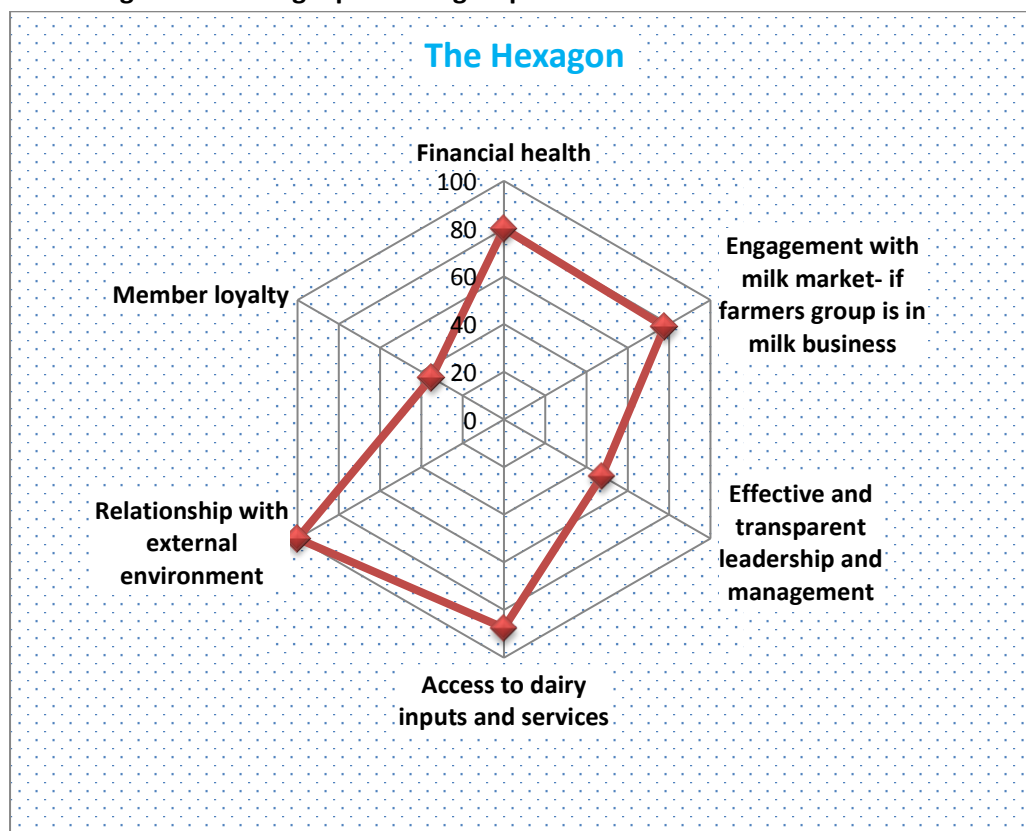
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	3.00	100.00
	Profitability	2.00	-	-
	Liquidity	2.00	2.00	100.00
	Capital structure	3.00	3.00	100.00
Total		10.00	8.00	80.00
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	3.00	100.00
	Market reliability	7.00	5.00	71.43
	Suppliers	8.00	6.00	75.00
Total		18.00	14.00	77.78
Effective and transparent leadership and management	Representation and participation	7.00	3.00	42.86
	Effective Group supervision and control	7.00	1.00	14.29
	Effective Group management	5.00	5.00	100.00
Total		19.00	9.00	47.37
Access to dairy inputs and services	Dairy feeds and feeding	5.00	4.00	80.00
	Genetics	2.00	2.00	100.00
	Herd health	2.00	2.00	100.00
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	3.00	75.00
Total		16.00	14.00	87.50
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	1.50	100.00
Total		3.50	3.50	100.00
Member loyalty	Patronage	3.00	0.50	16.67
	Member investment	3.00	2.00	66.67
	Ownership	2.00	-	-
	Member loyalty programs	2.00	1.00	50.00
Total		10.00	3.50	35.00
PO Total		76.50	52.00	67.97

Producer organization analysis charts for Mwangoi



The hexagon for Mwangoi producer group



Viti farmer group

1. This group is located at Viti village, Lushoto district in Tanga region. It is also known as Umoja wa Wafugaji Shume (UWASHU). It was registered on 23 January 2014 and assigned registration number HW/LT/UV/196. The group is managed through an elected board consisting of nine members; two of the members are women. It serves 54 members (43 male, 11 female), keep improved dairy cattle intensively, and sell milk to Tanga Fresh Ltd.
2. The group bulks and chills milk in a collection centre located in the village. Producers are paid their dues fortnightly.
3. The group identified low knowledge in animal husbandry as their main constraint especially about appropriate breeds and breeding, feeding, calf rearing, disease control, milking techniques, pasture /fodder conservation, and housing.
4. The group were trained on group development and entrepreneurship skills, gross margin calculation of producing a litre of milk, and record keeping.
5. **Significant change**
With the facilitation of the project, the group has signed contracts with BDS providers and cash-constrained members are currently able to access inputs and services on check-off basis.
6. **Need for follow up:**
The group is still requesting for further animal husbandry training especially inbreed and breeding, feeding, calf rearing, disease control, milking techniques, pasture/fodder conservation, and housing.

Producer organization summary data for Viti

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	6.00	60.00
Engagement with milk market- if farmers group is in milk business	18.00	15.00	83.33
Effective and transparent leadership and management	19.00	9.00	47.37
Access to dairy inputs and services	16.00	12.50	78.13
Relationship with external environment	3.50	3.50	100.00
Member loyalty	10.00	5.50	55.00
Total PO score	76.50	51.50	67.32
Stage	<i>Stage IV</i>		

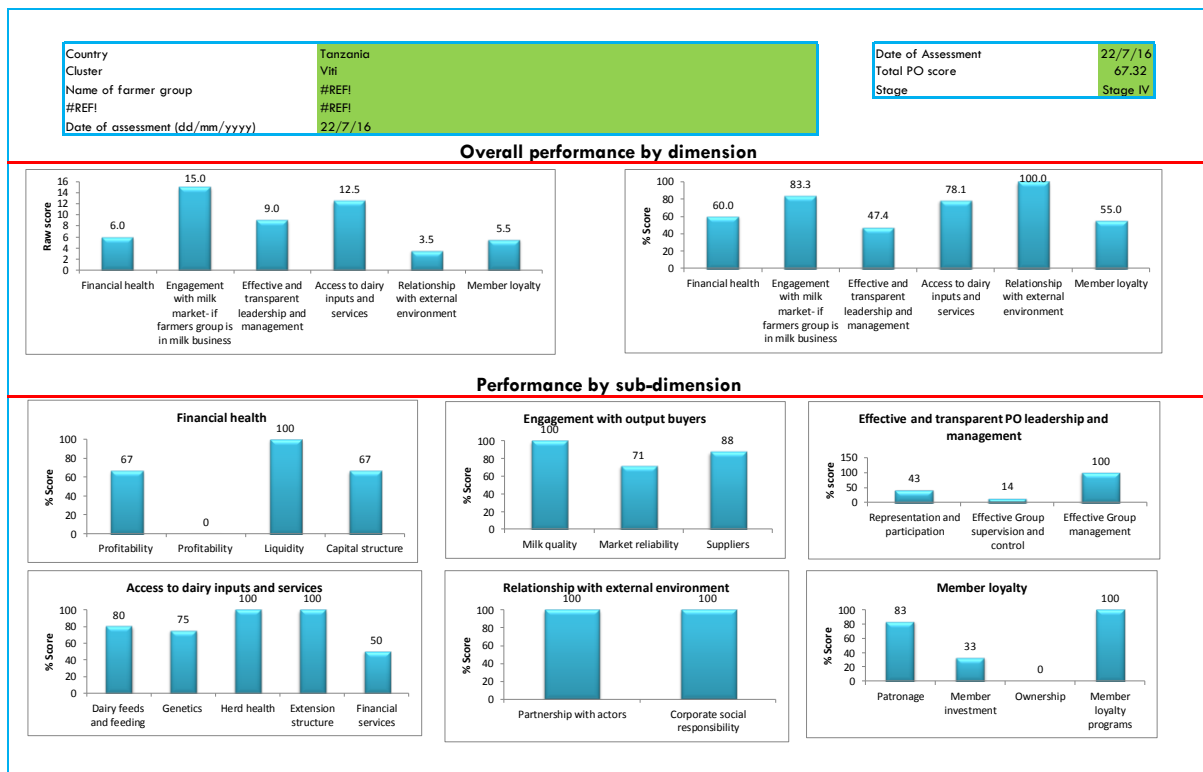
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	
Stage III	41-60	
Stage IV	61-80	67.32
Stage V	81-100	

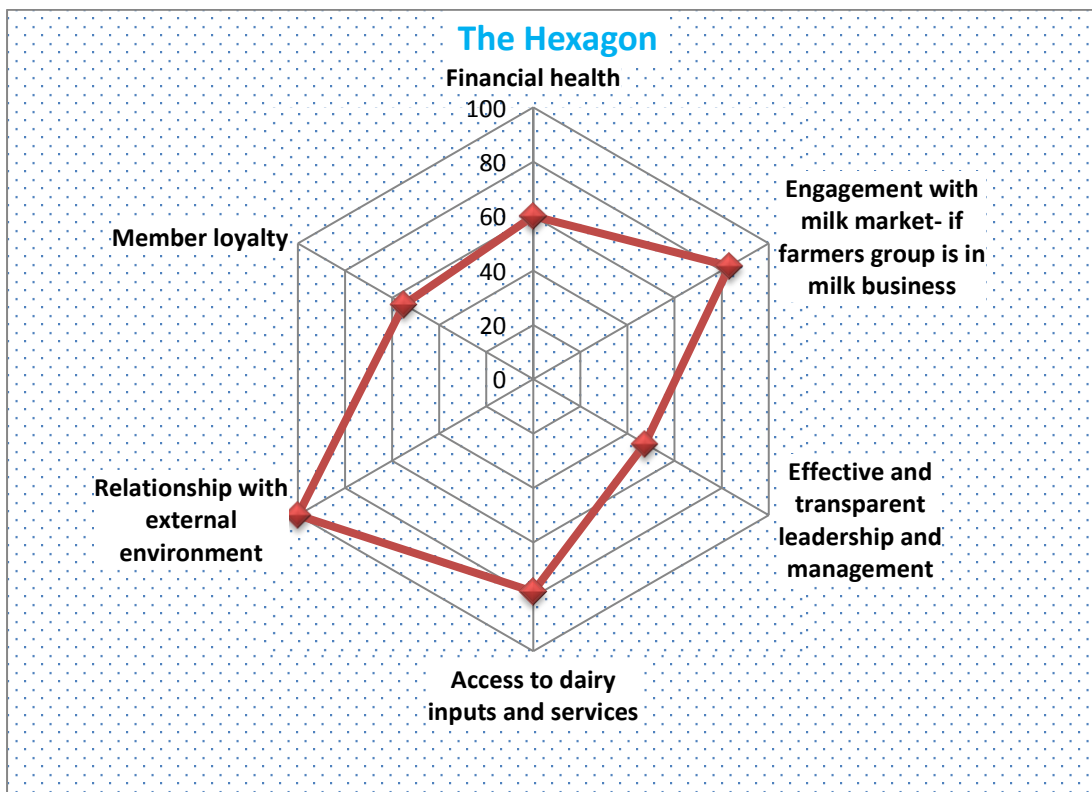
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	2.00	66.67
	Profitability	2.00	-	-
	Liquidity	2.00	2.00	100.00
	Capital structure	3.00	2.00	66.67
Total		10.00	6.00	60.00
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	3.00	100.00
	Market reliability	7.00	5.00	71.43
	Suppliers	8.00	7.00	87.50
Total		18.00	15.00	83.33
Effective and transparent leadership and management	Representation and participation	7.00	3.00	42.86
	Effective Group supervision and control	7.00	1.00	14.29
	Effective Group management	5.00	5.00	100.00
Total		19.00	9.00	47.37
Access to dairy inputs and services	Dairy feeds and feeding	5.00	4.00	80.00
	Genetics	2.00	1.50	75.00
	Herd health	2.00	2.00	100.00
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	2.00	50.00
Total		16.00	12.50	78.13
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	1.50	100.00
Total		3.50	3.50	100.00
Member loyalty	Patronage	3.00	2.50	83.33
	Member investment	3.00	1.00	33.33
	Ownership	2.00	-	-
	Member loyalty programs	2.00	2.00	100.00
Total		10.00	5.50	55.00
PO Total		76.50	51.50	67.32

Producer organization analysis charts for Viti



The hexagon for Viti producer group



Mbuzii farmer group

1. This group is located at Mbuzii village in Lushoto district. The group is also known as Bahati group. It was legally registered on 20 April 2014 and assigned registration number HW/LT/UV/24, with 60 members (25 male, 35 female).
2. The members practice intensive dairy farming with two to five dairy cattle per household. The group expressed low animal management knowledge especially on breeds and breeding, diseases and diseases control as well as lack of knowledge on pasture establishment and preservation. Thus, the project trained group members on group development as well as on animal husbandry.
3. A pasture demo plot was established in the village through which beneficiaries got the pasture seeds which they are planting at their homes.
4. In this village there is a milk trader Manka Kimaro who was trained on business planning during a business opportunity seminar facilitated by the project. She collects milk from group members and sells to Umoja wa Wafugaji Lushoto (UWALU). She also practices check-off system for obtaining inputs on credit with her producers.
5. The group has also signed a contract with one input service provider of concentrate feeds on a check-off system.
6. **Significant change:**
After training on animal husbandry some members reported a doubling in milk production.
7. **Need for follow up:**
Establish the claim of inbreeding and facilitate an appropriate method involving AI or bull service.

Producer organization summary data for Mbuzii

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	8.50	44.74
Access to dairy inputs and services	16.00	13.00	81.25
Relationship with external environment	3.50	3.50	100.00
Member loyalty	10.00	8.00	80.00
Total PO score	76.50	33.00	43.14
Stage	<i>Stage III</i>		

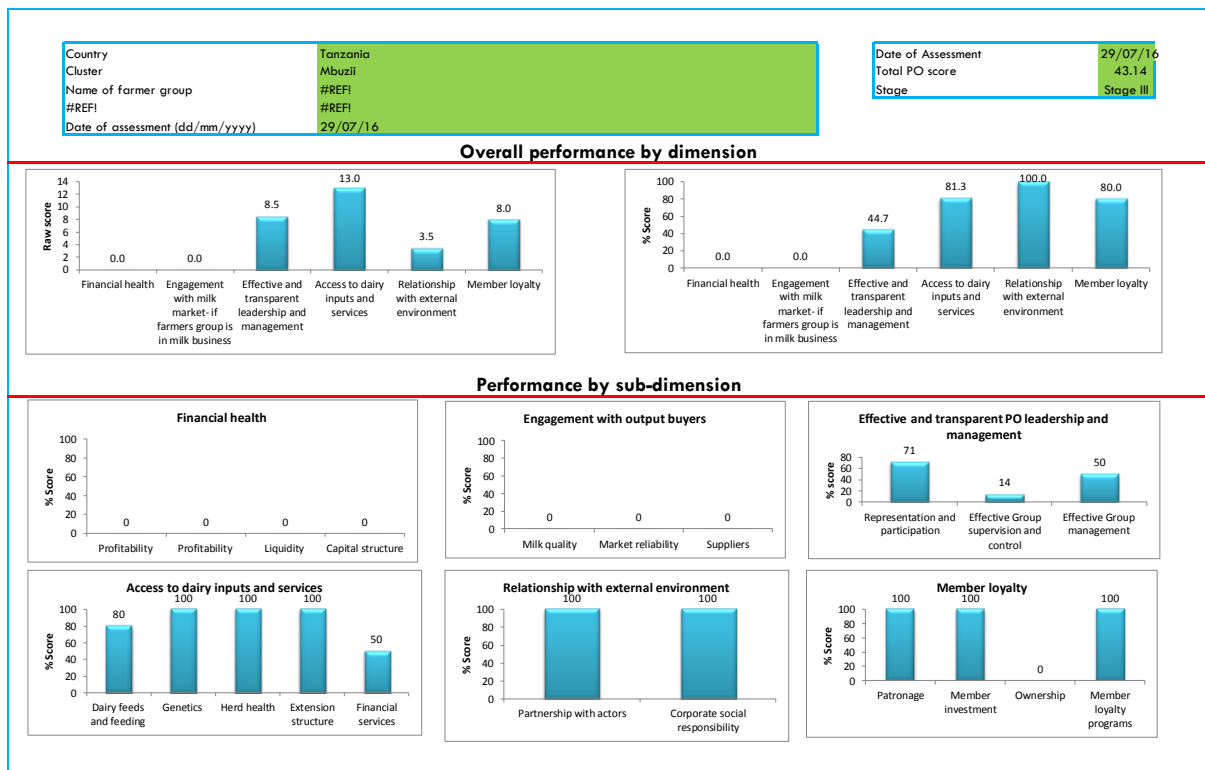
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	
Stage III	41-60	43.14
Stage IV	61-80	
Stage V	81-100	

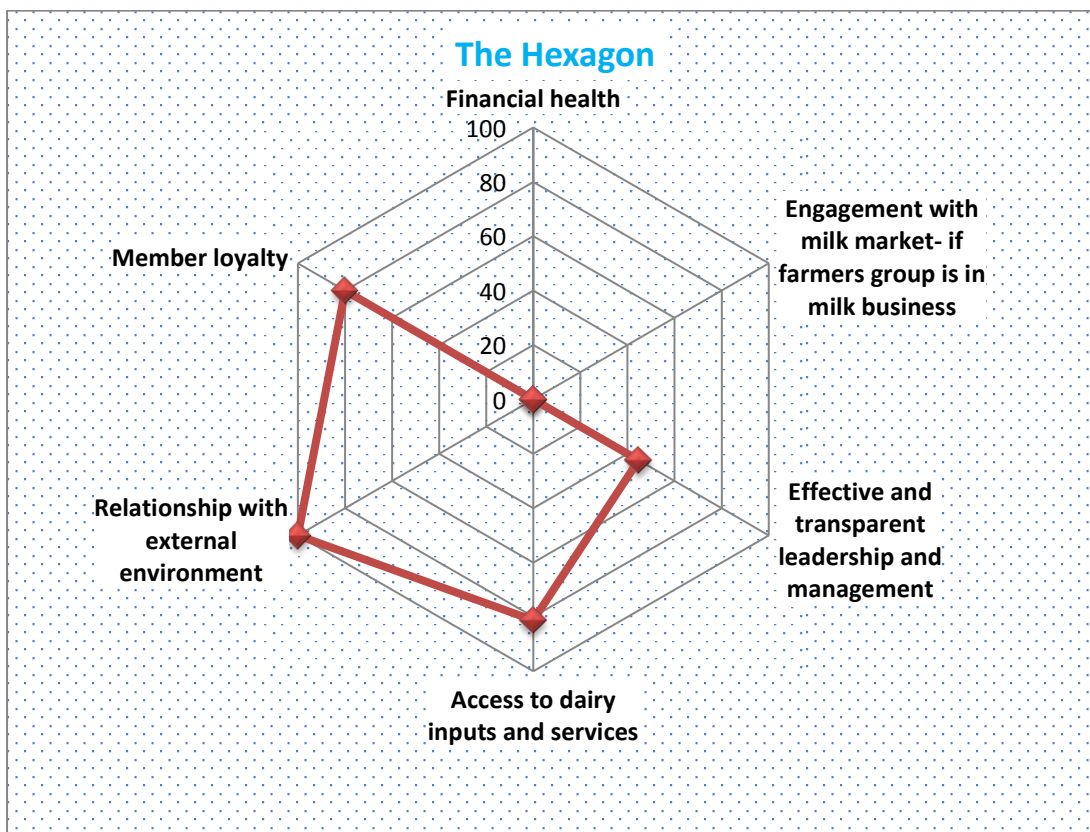
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	5.00	71.43
	Effective Group supervision and control	7.00	1.00	14.29
	Effective Group management	5.00	2.50	50.00
Total		19.00	8.50	44.74
Access to dairy inputs and services	Dairy feeds and feeding	5.00	4.00	80.00
	Genetics	2.00	2.00	100.00
	Herd health	2.00	2.00	100.00
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	2.00	50.00
Total		16.00	13.00	81.25
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	1.50	100.00
Total		3.50	3.50	100.00
Member loyalty	Patronage	3.00	3.00	100.00
	Member investment	3.00	3.00	100.00
	Ownership	2.00	-	-
	Member loyalty programs	2.00	2.00	100.00
Total		10.00	8.00	80.00
PO Total		76.50	33.00	43.14

Producer organization analysis charts for Mbugii



The hexagon for Mbugii producer group



Ubiri farmers group

1. Ubiri 'Maziwa Zaidi' group is also known as UWAU (Umoja wa Wafugaji Ubiri). It was registered on 20 December 2013 and assigned registration number HW/LT/UV/104 - with 87 members (45 male, 42 female).
2. During the site-specific planning, the group identified inadequate knowledge on animal management as the main constraint in their dairy activities. Therefore, the project responded by training group members on group development and on animal husbandry especially on pasture establishment and preservation, feeding, breeds and breeding, diseases and diseases control, and calf rearing. Pasture demo plots were established in the village and the group members got the pasture seeds which they planted in their homes/farms.
3. **Significant change:**

As a result of trainings, the milk production has increased (doubling in some cases). A number of group members sell milk to individual milk traders, so the project trained a few of these traders (e.g. Yusuph Kingazi and Waziri Juma) on business planning and how to better serve the producers they collect milk from. The two traders are practicing check-off system to their producers.
4. **Follow up:**

Some signed contracts with service providers are inactive and this needs follow up to find out the reasons.

Producer organization summary data for Ubiri

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	7.00	70.00
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	11.50	60.53
Access to dairy inputs and services	16.00	7.00	43.75
Relationship with external environment	3.50	2.00	57.14
Member loyalty	10.00	4.20	42.00
Total PO score	76.50	31.70	41.44
Stage	<i>Stage III</i>		

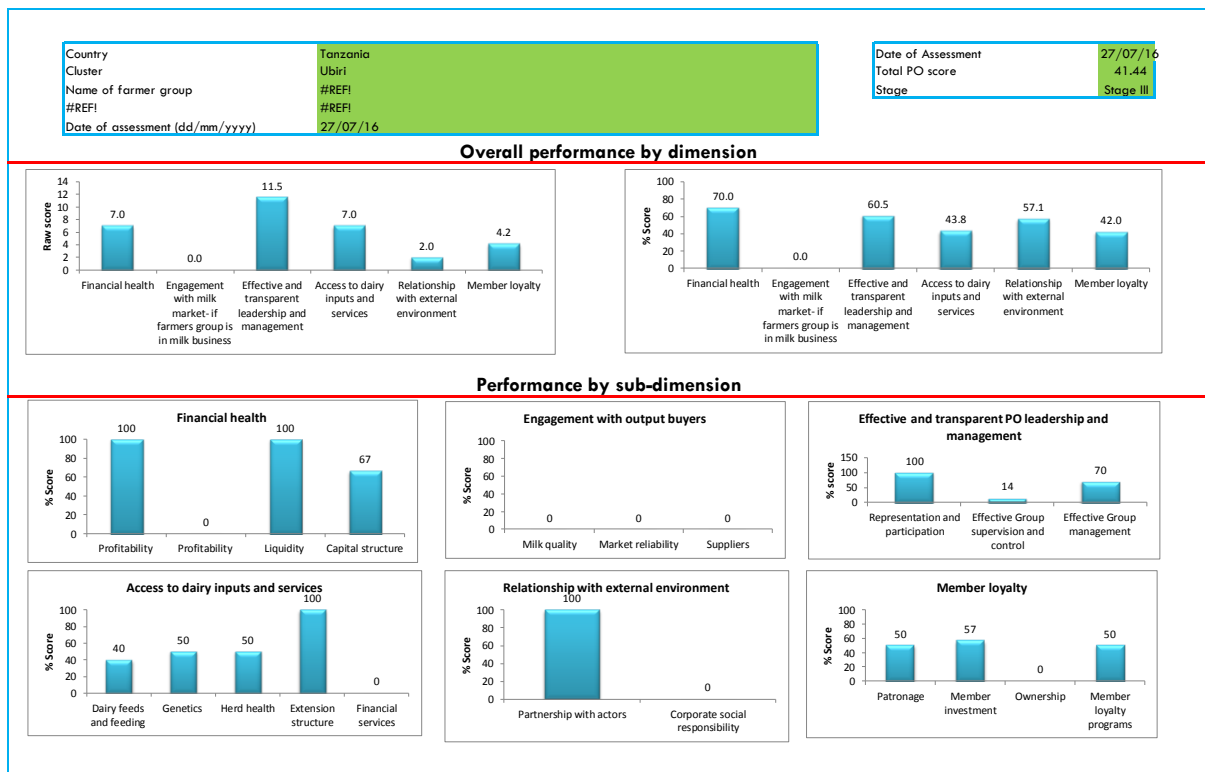
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	
Stage III	41-60	41.44
Stage IV	61-80	
Stage V	81-100	

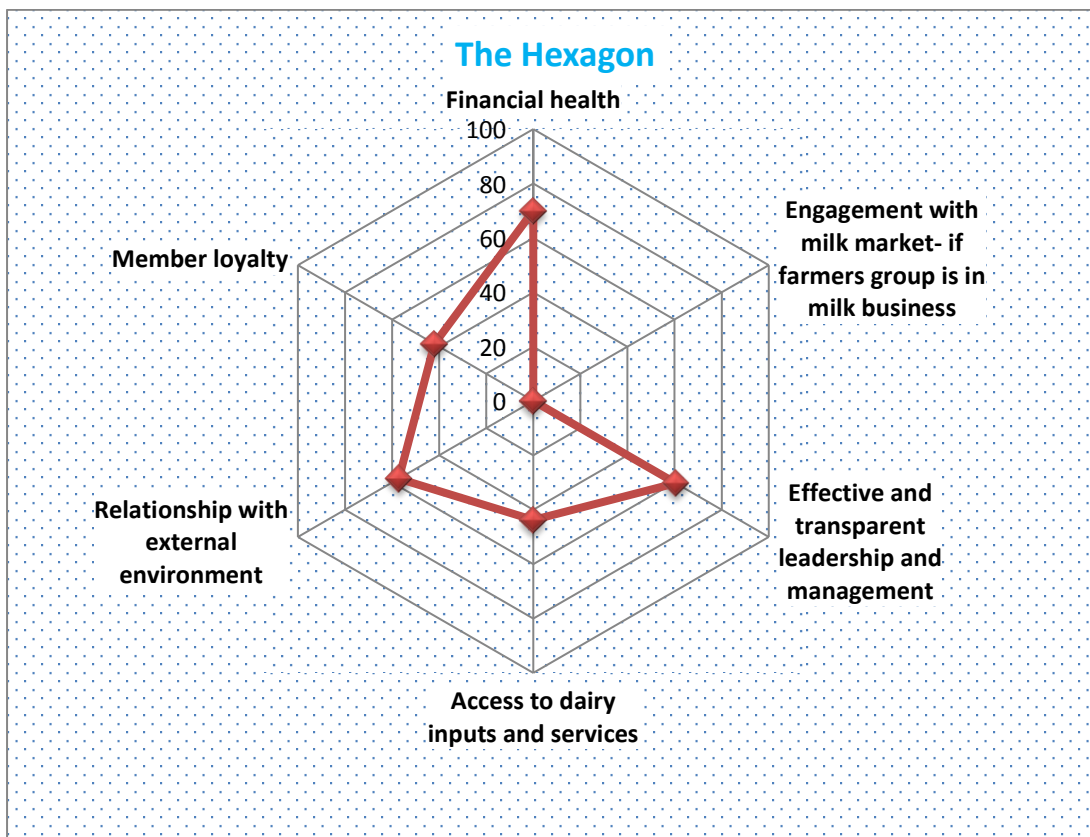
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	3.00	100.00
	Profitability	2.00	-	-
	Liquidity	2.00	2.00	100.00
	Capital structure	3.00	2.00	66.67
Total		10.00	7.00	70.00
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	7.00	100.00
	Effective Group supervision and control	7.00	1.00	14.29
	Effective Group management	5.00	3.50	70.00
Total		19.00	11.50	60.53
Access to dairy inputs and services	Dairy feeds and feeding	5.00	2.00	40.00
	Genetics	2.00	1.00	50.00
	Herd health	2.00	1.00	50.00
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	-	-
Total		16.00	7.00	43.75
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	-	-
Total		3.50	2.00	57.14
Member loyalty	Patronage	3.00	1.50	50.00
	Member investment	3.00	1.70	56.67
	Ownership	2.00	-	-
	Member loyalty programs	2.00	1.00	50.00
Total		10.00	4.20	42.00
PO Total		76.50	31.70	41.44

Producer organization analysis charts for Ubiri



The hexagon for Ubiri producer group



Ngulwi farmers group

1. This group is also known as UWANGU (Umoja wa Wafugaji Ngulwi) and is in Ngulwi village in Lushoto district. It was officially registered on 20 December 2013. Its registration number is HW/LT/UV/62 and it has 80 members (48 male, 32 female). They practice intensive system of dairying.
2. During site-specific planning the group identified low knowledge on animal husbandry, record keeping and gross margin analysis as the constraints in dairy production. Therefore, the project responded by training the group members on pasture establishment and preservation, feeds and feeding, diseases and diseases control, breeds and breeding, calf rearing, record keeping as well as gross margin analysis for one litre of milk.
3. **Significant change:**
The group members are appreciating the role of training as it significantly increased the level of milk production among members.
4. **Challenge:**
Activating signed but inactive service contacts with various service providers, possibly with a check-off system with individual milk traders as well.
5. **Follow up:**
The group aspires to collectively bulk and sell their own milk. The group should be facilitated to do a cost-benefit analysis on whether the available milk volumes and the competing in milk marketing can make this viable at the moment.

Producer organization summary data for Ngulwi

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	5.50	28.95
Access to dairy inputs and services	16.00	5.00	31.25
Relationship with external environment	3.50	2.00	57.14
Member loyalty	10.00	3.20	32.00
Total PO score	76.50	15.70	20.52
Stage	<i>Stage I</i>		

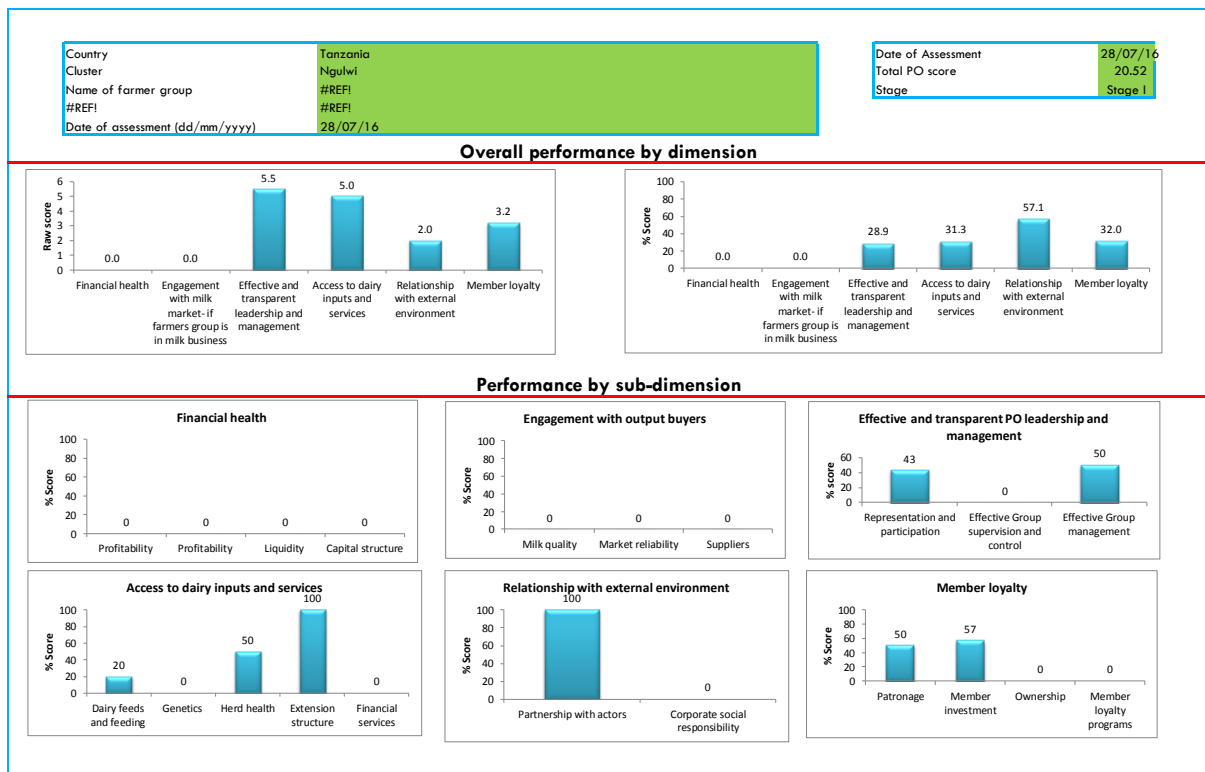
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	20.52
Stage II	21-40	
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

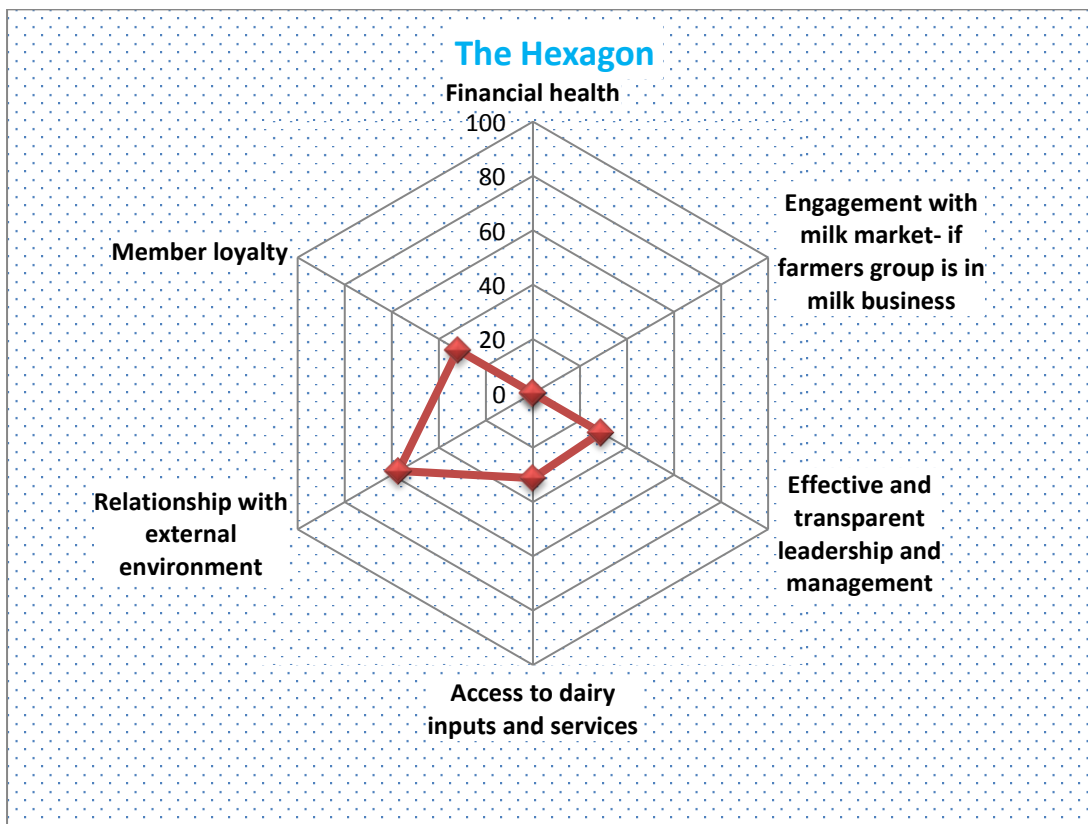
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	3.00	42.86
	Effective Group supervision and control	7.00	-	-
	Effective Group management	5.00	2.50	50.00
Total		19.00	5.50	28.95
Access to dairy inputs and services	Dairy feeds and feeding	5.00	1.00	20.00
	Genetics	2.00	-	-
	Herd health	2.00	1.00	50.00
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	-	-
Total		16.00	5.00	31.25
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	-	-
Total		3.50	2.00	57.14
Member loyalty	Patronage	3.00	1.50	50.00
	Member investment	3.00	1.70	56.67
	Ownership	2.00	-	-
	Member loyalty programs	2.00	-	-
Total		10.00	3.20	32.00
PO Total		76.50	15.70	20.52

Producer organization analysis charts for Ngulwi



The hexagon for Ngulwi producer group



Lwandai farmers group

1. The group is also known as MWAMKO group. It is located at Lwandai village in Lushoto district. It was registered on 11 March 2014, and has the registration number HW/LT/UV/12. It had 90 smallholder farmers (55 male, 35 female).
2. During site-specific plans the group identified low knowledge on animal husbandry as the constraint which hinders their dairy production. In response to this the project empowered the group members on animal husbandry skills: shed construction, feeding, and diseases and diseases control, alongside training on group development.
3. Currently the group members are utilizing the animal husbandry knowledge to improve cattle management in the area.
4. **Follow up:**
Few group members requested assistance during the purchase of improved dairy cattle but previously identified dairy farms from where to source these animals have no dairy cattle for sale at this time.

Producer organization summary data for Lwandai

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	7.50	39.47
Access to dairy inputs and services	16.00	8.00	50.00
Relationship with external environment	3.50	-	-
Member loyalty	10.00	3.00	30.00
Total PO score	76.50	18.50	24.18
Stage	<i>Stage II</i>		

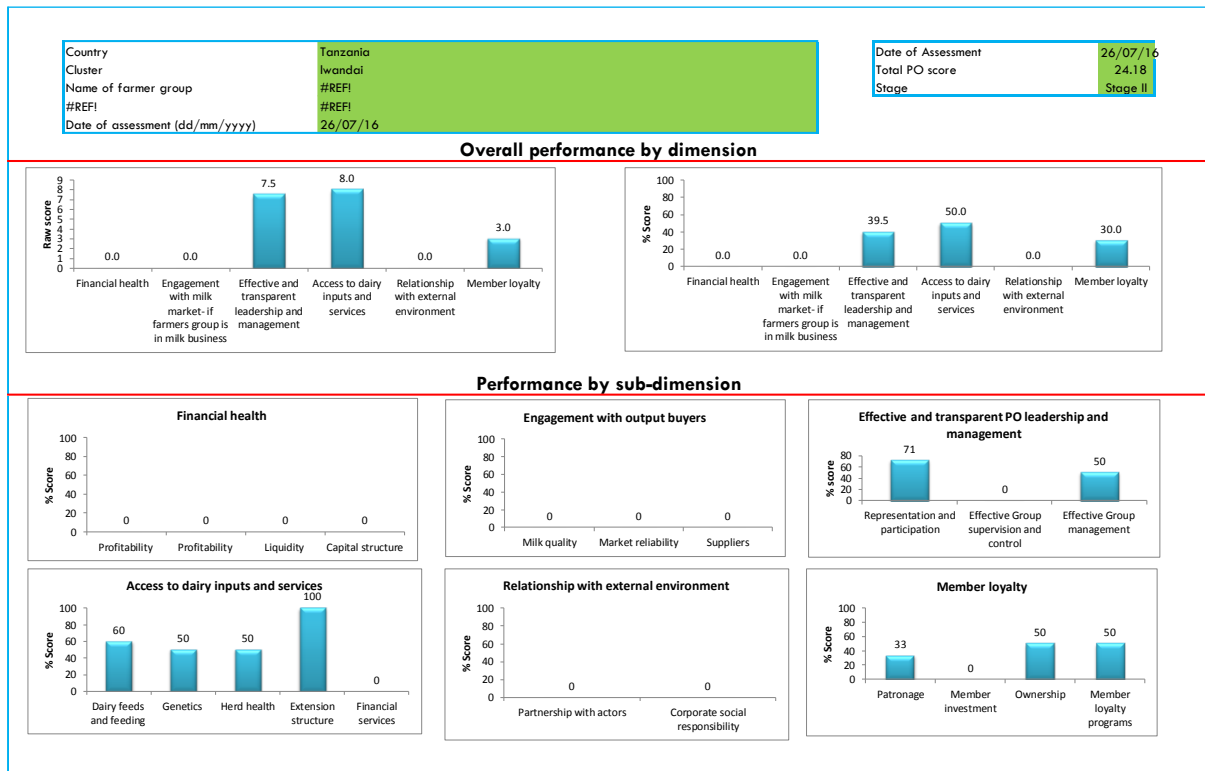
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	24.18
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

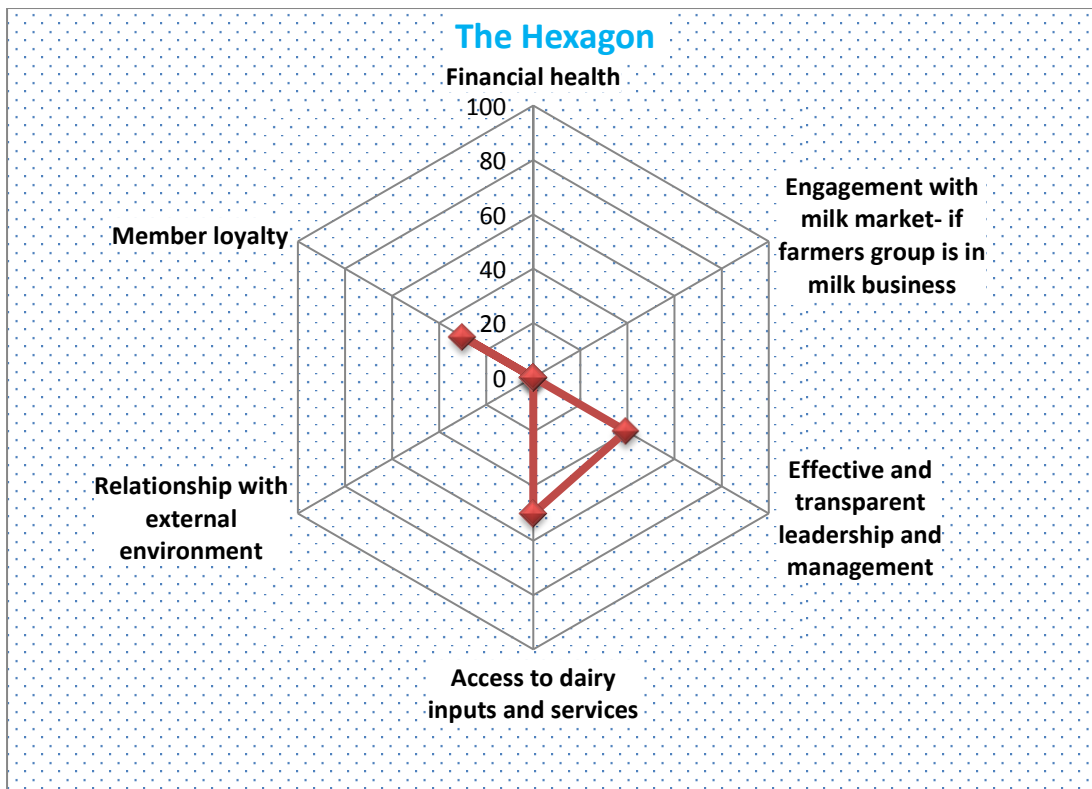
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	5.00	71.43
	Effective Group supervision and control	7.00	-	-
	Effective Group management	5.00	2.50	50.00
Total		19.00	7.50	39.47
Access to dairy inputs and services	Dairy feeds and feeding	5.00	3.00	60.00
	Genetics	2.00	1.00	50.00
	Herd health	2.00	1.00	50.00
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	-	-
Total		16.00	8.00	50.00
Relationship with external environment	Partnership with actors	2.00	-	-
	Corporate social responsibility	1.50	-	-
Total		3.50	-	-
Member loyalty	Patronage	3.00	1.00	33.33
	Member investment	3.00	-	-
	Ownership	2.00	1.00	50.00
	Member loyalty programs	2.00	1.00	50.00
Total		10.00	3.00	30.00
PO Total		76.50	18.50	24.18

Producer organization analysis charts for Lwandai



The hexagon for Lwandai producer group



Kwemashai farmer group

1. This group is in Kwemashai village in Lushoto district. It was registered in community development department on 12 December 2013, and assigned registration number HW/LT/UV/50. It has 176 members (73 male, 83 female).
2. Low knowledge on animal husbandry and lack of business skills were identified as challenges, during site-specific plans. The project trained the group on animal husbandry, especially pasture establishment and preservation, feeds and feeding, breeding, diseases and diseases control, calf rearing, and business skills (record keeping, gross margin analysis).
3. The result of these trainings to group members has improved animal management, compared to non-group members.
4. Group members are currently selling milk to a trader who was trained during a business opportunity seminar facilitated by the project (Waziri Juma) who practices a check-off system mode of payment.
5. **Significant Change:**
Through the training conducted on animal husbandry group members reported a significant increase the milk production.
6. **Challenge:**
Group members reported inbreeding of cattle because of using only two bulls available in the village. Artificial Insemination (AI) is relatively expensive at TZS 10,000 - 25,000 per service. Therefore, only few people afford to use the AI.
7. **Follow up:**
Facilitate the group to explore affordable AI services.

Producer organization summary data for Kwemashai

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	8.50	44.74
Access to dairy inputs and services	16.00	7.50	46.88
Relationship with external environment	3.50	3.50	100.00
Member loyalty	10.00	2.70	27.00
Total PO score	76.50	22.20	29.02
Stage	<i>Stage II</i>		

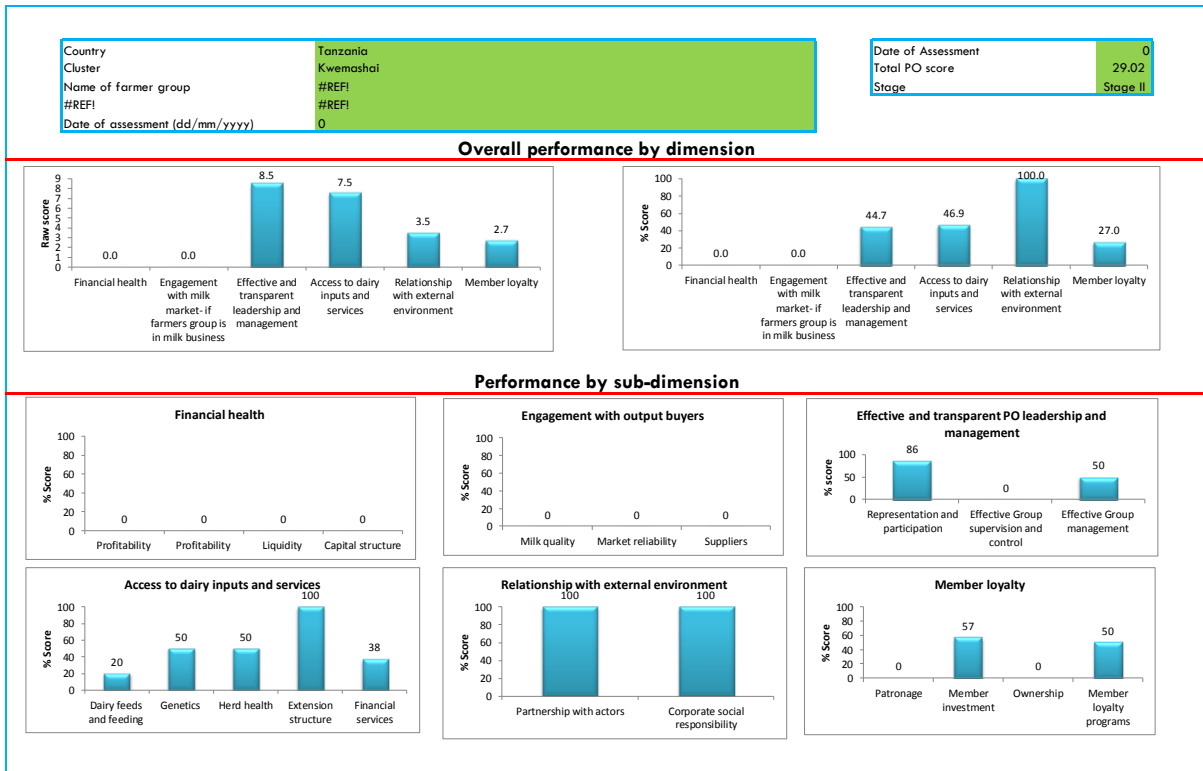
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	29.02
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

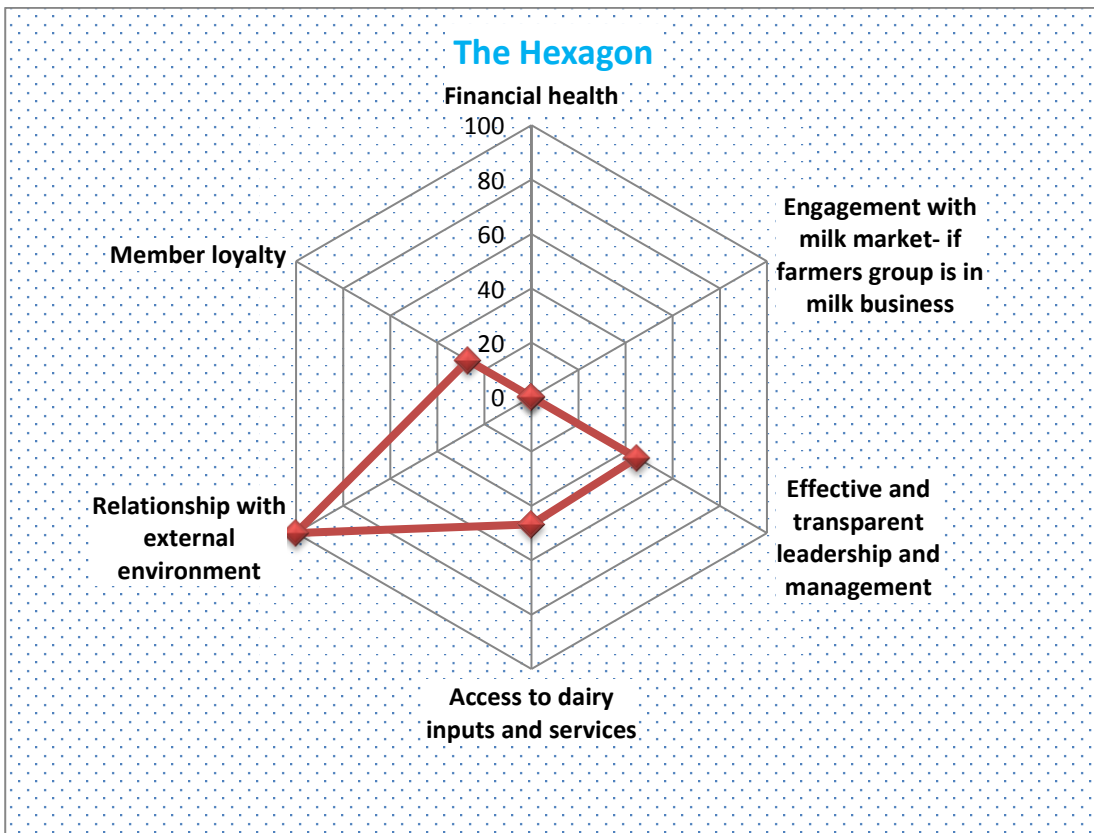
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	6.00	85.71
	Effective Group supervision and control	7.00	-	-
	Effective Group management	5.00	2.50	50.00
Total		19.00	8.50	44.74
Access to dairy inputs and services	Dairy feeds and feeding	5.00	1.00	20.00
	Genetics	2.00	1.00	50.00
	Herd health	2.00	1.00	50.00
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	1.50	37.50
Total		16.00	7.50	46.88
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	1.50	100.00
Total		3.50	3.50	100.00
Member loyalty	Patronage	3.00	-	-
	Member investment	3.00	1.70	56.67
	Ownership	2.00	-	-
	Member loyalty programs	2.00	1.00	50.00
Total		10.00	2.70	27.00
PO Total		76.50	22.20	29.02

Producer Organization analysis charts for Kwemashai



The hexagon for Kwemashai producer group



Profiles of milk producer farmer groups in Handeni

Kweditilibe farmer group

1. The 'Maziwa Zaidi' Kweditilibe group is in Kweditilibe village, Handeni district. It was registered on 21 November 2013 and comprises of 79 members (42 male, 37 female), who mostly practice the extensive cattle feeding system. The group's registration number is HW/HD/UV/0259.
2. 46 members of the group are active. The rest dropped out as their expectation of being given dairy cattle was unmet.
3. The group has five leaders; two of the leadership positions are held by women. 30% of active members are women.
4. Farmers in this group typically own indigenous cattle whose productivity is very low. However, they often have excess milk to sell because of their large herds.
5. The group identified inadequate knowledge of cattle husbandry with respect to milk production, limited grazing land, high prevalence of animal diseases, shortage of water, and lack of improved dairy breeds as major impediments to achieving higher milk production.
6. The project trained the group members on animal husbandry (fodder production and cattle feeding in general, disease and disease control, breeds and breeding methods). Other trainings related to business development skills were provided.
7. The group has contractual agreements with an input supplier and artificial insemination service provider.
8. **Significant change:**
The group members appreciate the potential role of strong business-to-business linkages, renders support to the project's hypothesis that the concept of dairy market hubs can be successfully applied to marginal dairy farmers and cattle keepers. Currently the group members are selling milk to trained traders.
9. **Follow up:**
Follow up is needed to ensure the signed contacts with servicer provider are active. The milk producers also requested follow up to ascertain whether Tanga Fresh Ltd. can install a cooling tank in the nearby area (Kwanjugo); the nearest cooling tank at the moment is in Handeni town, which is very far from their village in Kweditilibe.

Producer organization summary data for Kweditilibe

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	8.50	44.74
Access to dairy inputs and services	16.00	4.00	25.00
Relationship with external environment	3.50	3.50	100.00
Member loyalty	10.00	5.00	50.00
Total PO score	76.50	21.00	27.45
Stage	<i>Stage II</i>		

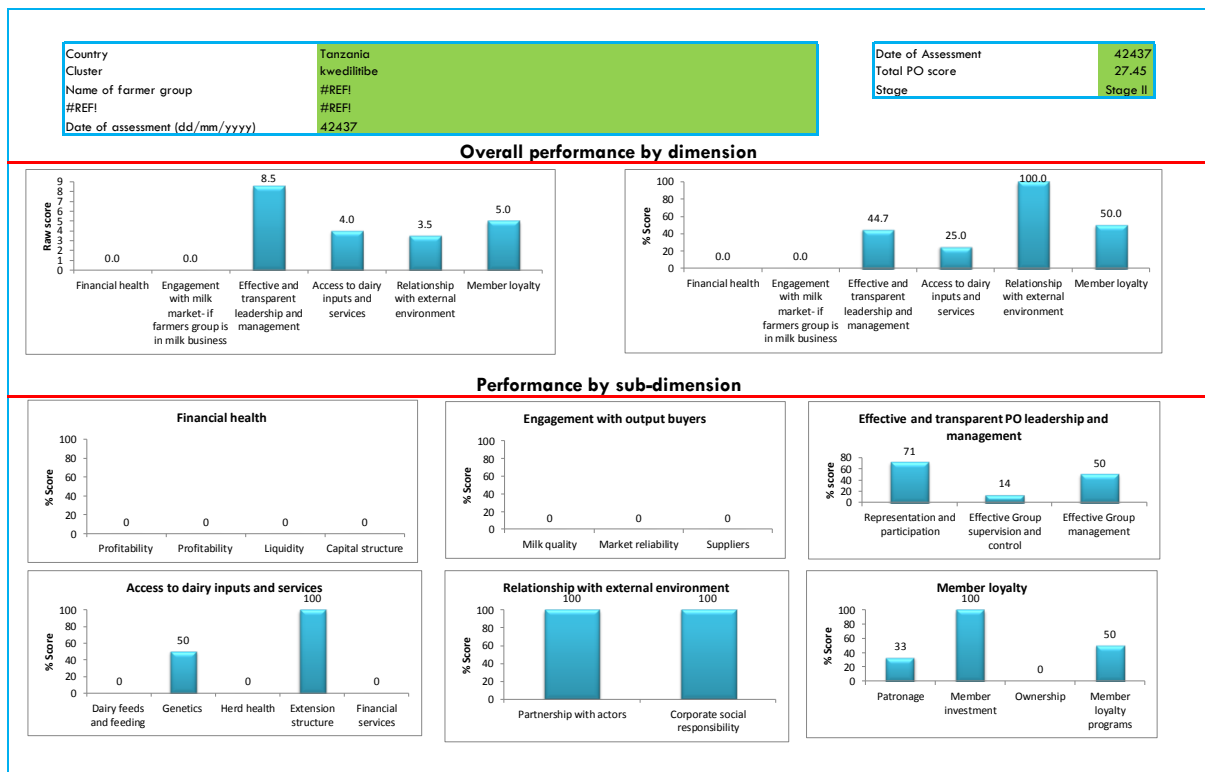
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	27.45
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

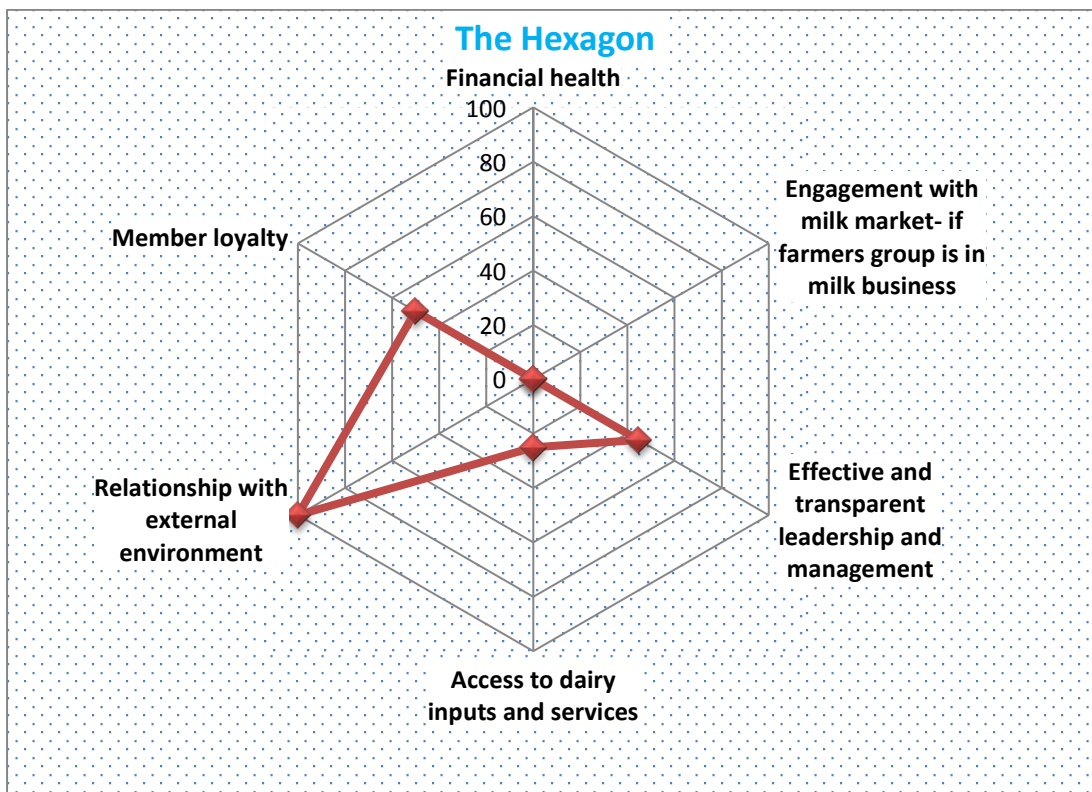
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	5.00	71.43
	Effective Group supervision and control	7.00	1.00	14.29
	Effective Group management	5.00	2.50	50.00
Total		19.00	8.50	44.74
Access to dairy inputs and services	Dairy feeds and feeding	5.00	-	-
	Genetics	2.00	1.00	50.00
	Herd health	2.00	-	-
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	-	-
Total		16.00	4.00	25.00
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	1.50	100.00
Total		3.50	3.50	100.00
Member loyalty	Patronage	3.00	1.00	33.33
	Member investment	3.00	3.00	100.00
	Ownership	2.00	-	-
	Member loyalty programs	2.00	1.00	50.00
Total		10.00	5.00	50.00
PO Total		76.50	21.00	27.45

Producer organization analysis charts for Kweditilibe



The hexagon for Kweditilibe producer group



Masatu farmer group

1. The group is in Segera Ward of Handeni District along the Segera-Moshi Highway.-The group was registered in 2013, and assigned registration number HW/HD/UV/0311. It has the highest number of youth (aged below 45 years old) in leadership positions. Currently the group has 75 members (40 male, 35 female).
2. Masatu group members have received tailor-made trainings according to their site-specific plan in the following areas: animal husbandry, entrepreneurship skills (focus on sources of capital), gross margin calculation of producing a litre of milk at Masatu, record keeping, dairy farming business environment, and group dynamics.
3. **Significant Changes:**
Group members mostly raise indigenous zebu cattle with 2-3 litres per cow, most of which is consumed in the household. However, few group members have started improving the cattle hence increased milk production. For example, the group chairman has increased the production where he sells his milk to Tanga Fresh Ltd. in Korogwe township.
4. **Follow up:**
The main challenge with the group is the signed contract which is not working well.

Producer organization summary data for Masatu

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	6.00	31.58
Access to dairy inputs and services	16.00	4.00	25.00
Relationship with external environment	3.50	3.50	100.00
Member loyalty	10.00	8.00	80.00
Total PO score	76.50	21.50	28.10
Stage	<i>Stage II</i>		

Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	28.10
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

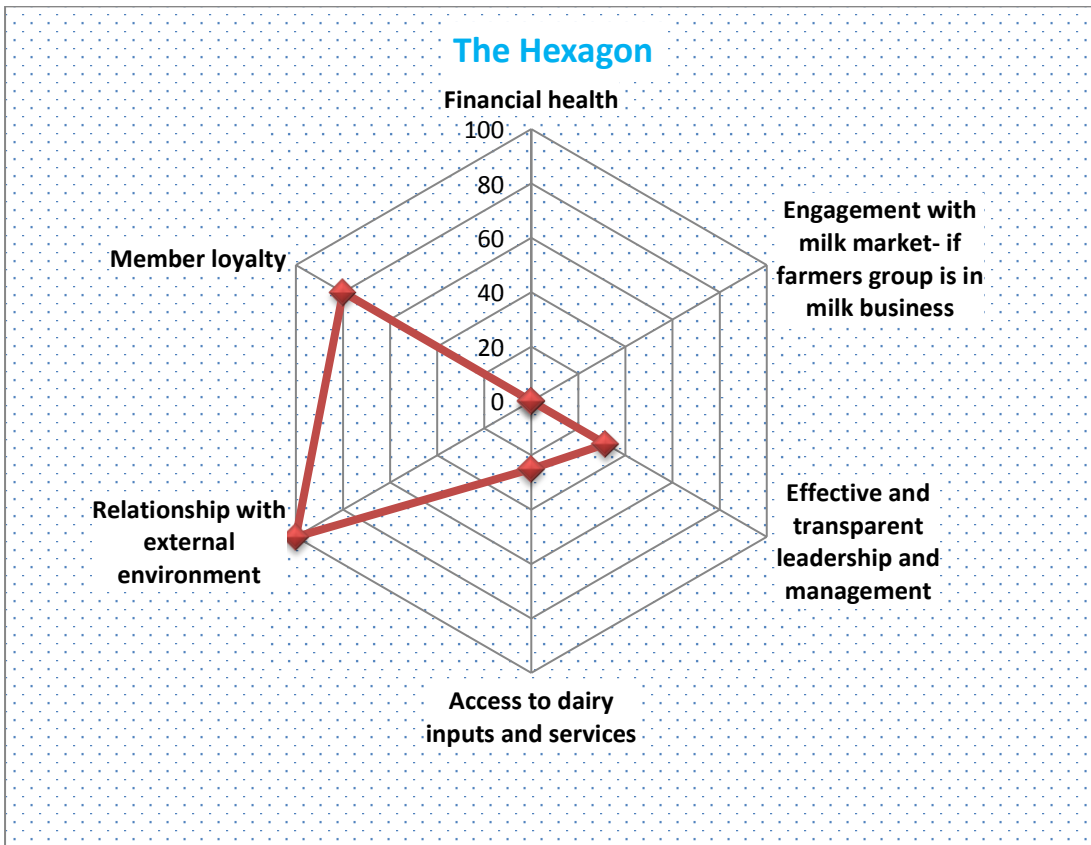
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	4.00	57.14
	Effective Group supervision and control	7.00	-	-
	Effective Group management	5.00	2.00	40.00
Total		19.00	6.00	31.58
Access to dairy inputs and services	Dairy feeds and feeding	5.00	1.00	20.00
	Genetics	2.00	-	-
	Herd health	2.00	-	-
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	-	-
Total		16.00	4.00	25.00
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	1.50	100.00
Total		3.50	3.50	100.00
Member loyalty	Patronage	3.00	1.50	50.00
	Member investment	3.00	2.50	83.33
	Ownership	2.00	2.00	100.00
	Member loyalty programs	2.00	2.00	100.00
Total		10.00	8.00	80.00
PO Total		76.50	21.50	28.10

Producer organization analysis charts for Masatu



The hexagon for Masatu producer group



Kwediyaamba farmer group

1. This group was registered with the assistance from Maziwa Zaidi project on 27 November 2013, and assigned registration number HW/HD/UV/0298. It had 88 members (46 male, 42 female) at the time of registration. Currently the group has 36 members (17 male, 19 female). The others dropped out as their expectation of being given dairy cattle was unmet.
2. The group members identified low knowledge on animal husbandry as their main constraint. They therefore received training on animal husbandry i.e. pasture establishment and preservation, feeding, breeds and breeding, calf rearing, and diseases and diseases control to strengthen their animal husbandry skills.
3. **Significant change:**
The training helped them improve animal management; after training they started to feed their cattle with concentrates, for example. A recent follow up done by Heifer International shows that the milk production has increased significantly due to improved cattle management which is a result of training on animal husbandry. They also report death of calves has decreased due to knowledge on calf rearing.

“Before the training I had high incidences of calf death but after the training on calf rearing, feeding, diseases control has made me improve my cattle management skills which resulted in the decrease in death of calves, initially 4 calves out of 7 died but after training and improvement only 1 calf died, I thank the project for the training which helped us in reducing the death rate of calves.” - Zuberi Masingisa

4. **Follow up:**
Follow up is needed to the signed contract to be functional.

Producer organization summary data for Kwediyamba

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	10.50	55.26
Access to dairy inputs and services	16.00	7.00	43.75
Relationship with external environment	3.50	2.00	57.14
Member loyalty	10.00	4.00	40.00
Total PO score	76.50	23.50	30.72
Stage	<i>Stage II</i>		

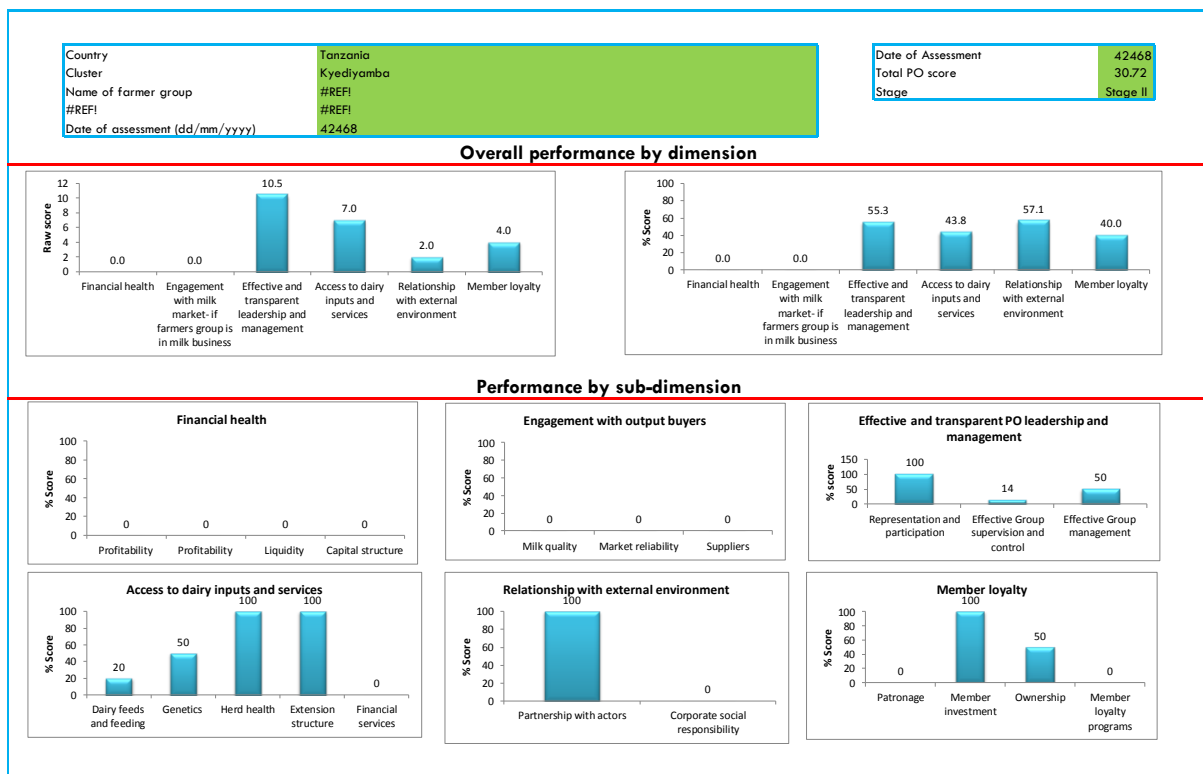
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	30.72
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

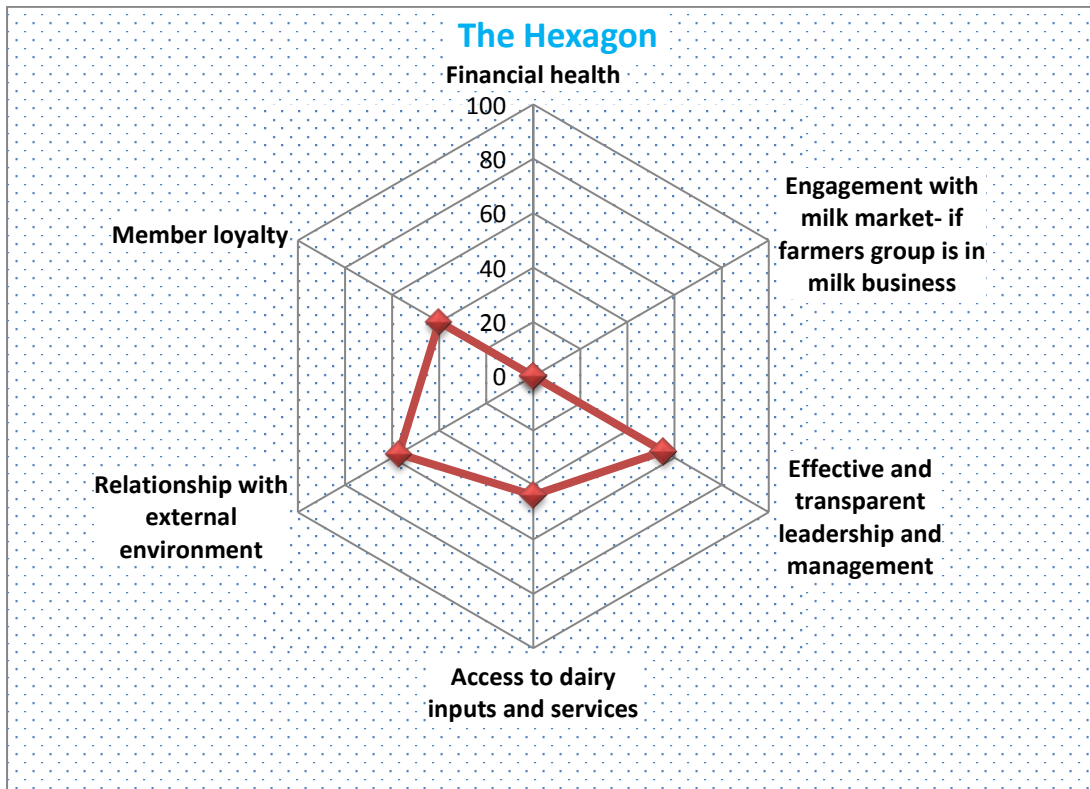
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	7.00	100.00
	Effective Group supervision and control	7.00	1.00	14.29
	Effective Group management	5.00	2.50	50.00
Total		19.00	10.50	55.26
Access to dairy inputs and services	Dairy feeds and feeding	5.00	1.00	20.00
	Genetics	2.00	1.00	50.00
	Herd health	2.00	2.00	100.00
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	-	-
Total		16.00	7.00	43.75
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	-	-
Total		3.50	2.00	57.14
Member loyalty	Patronage	3.00	-	-
	Member investment	3.00	3.00	100.00
	Ownership	2.00	1.00	50.00
	Member loyalty programs	2.00	-	-
Total		10.00	4.00	40.00
PO Total		76.50	23.50	30.72

Producer organization analysis charts for Kwediyamba



The hexagon for Kwediyamba producer group



Kwabaya farmer group

1. The group was formed with the assistance of Maziwa Zaidi project and registered on 8 November 2013. The group's registration number is HW/HD/UV/0179. It had 70 members (36 male, 34 female) at the time of registration. The group currently has 26 active members (20 male, 6 female) and is managed by a committee of 7 members; 2 are women. The others dropped out because their expectation of being given dairy cattle was unmet.
2. The group identified low knowledge on animal husbandry as their challenge; the project addresses it by training farmers on breeds and breeding, feeding, calf rearing, diseases and diseases control. Because of training cattle keepers are now using concentrates and minerals to feed their cattle, they also preserve pasture for their cattle to be used during dry season.
3. The group had TZS 120,000 in its bank account as of mid 2016.
4. **Challenge:**
Major challenge facing the members is low production due to low genetic potential of breeds kept.
5. **Needs for follow up:**
The group complains about low price of milk. There are also land disputes between sedentary crop farmers and livestock keepers.

Producer organization summary data for Kwabaya

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	-	-
Access to dairy inputs and services	16.00	6.00	37.50
Relationship with external environment	3.50	2.00	57.14
Member loyalty	10.00	1.50	15.00
Total PO score	76.50	9.50	12.42
Stage	<i>Stage I</i>		

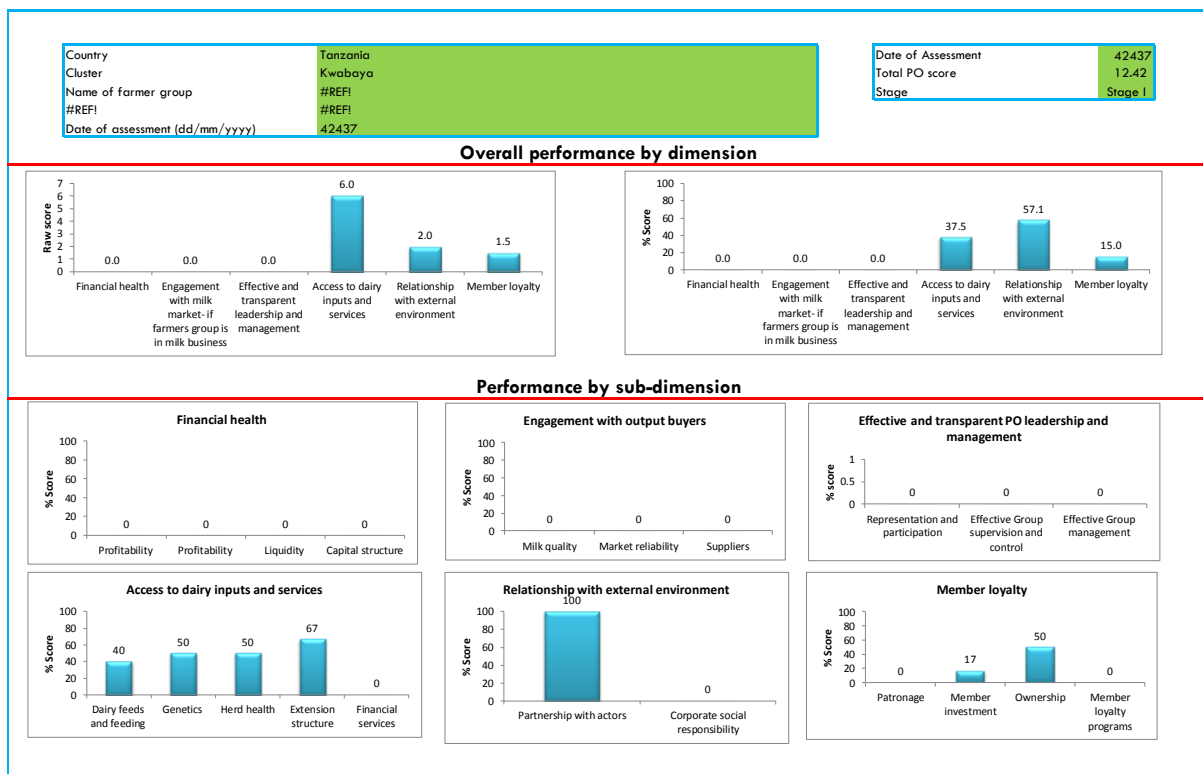
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	12.42
Stage II	21-40	
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

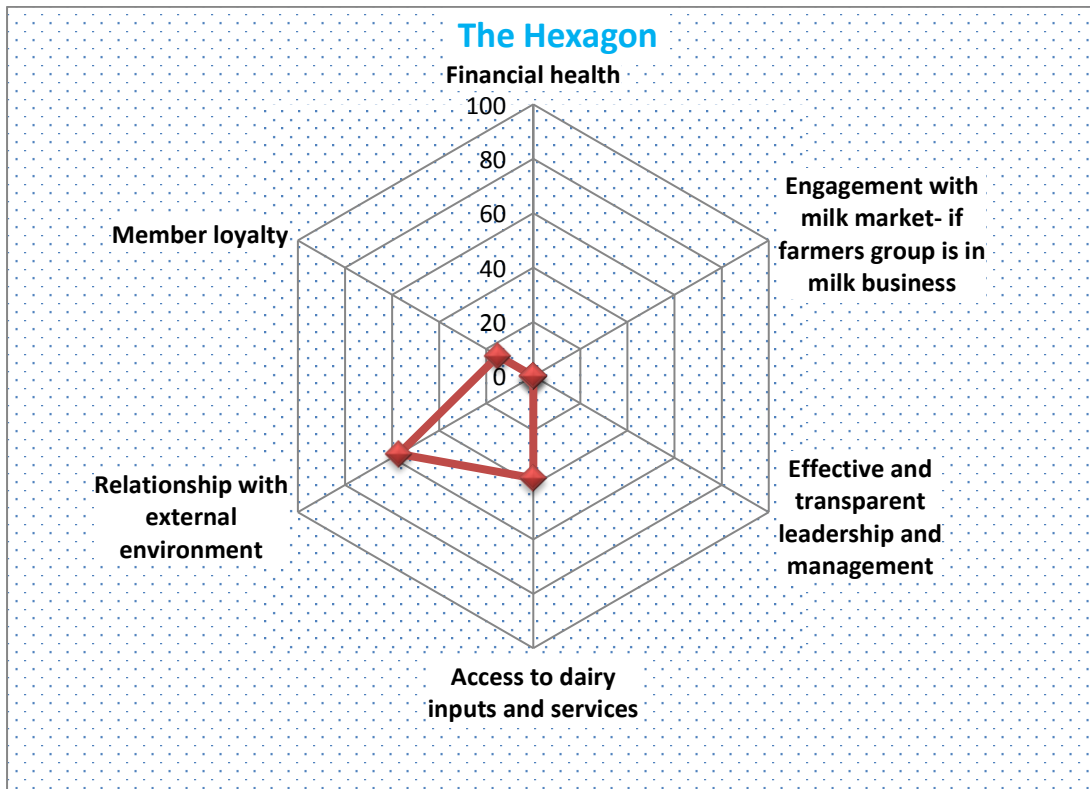
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	-	-
	Effective Group supervision and control	7.00	-	-
	Effective Group management	5.00	-	-
Total		19.00	-	-
Access to dairy inputs and services	Dairy feeds and feeding	5.00	2.00	40.00
	Genetics	2.00	1.00	50.00
	Herd health	2.00	1.00	50.00
	Extension structure	3.00	2.00	66.67
	Financial services	4.00	-	-
Total		16.00	6.00	37.50
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	-	-
Total		3.50	2.00	57.14
Member loyalty	Patronage	3.00	-	-
	Member investment	3.00	0.50	16.67
	Ownership	2.00	1.00	50.00
	Member loyalty programs	2.00	-	-
Total		10.00	1.50	15.00
PO Total		76.50	9.50	12.42

Producer organization analysis charts for Kwabaya



The hexagon for Kwabaya producer group



Kibaya farmer group

1. This group was registered on 17 April 2014. Its registration number is HW/HD/UV/0517. The group was established with the aim of increasing milk production. Currently the group has 39 members (19 male, 20 female), and a committee of three people, including one woman.
2. During site-specific planning the group identified low knowledge on animal husbandry as the constraint on milk production which results in low productivity.
3. The project trained group members on group development to strengthen the group. Members also had training on animal husbandry - on pasture establishment and preservation, and breeds and breeding - to help them improve their milk production.
4. A demo plot established in the village facilitated access to improved pasture seeds for planting.
5. **Challenge:**
Lack of water during dry season, and low milk production from local breeds.
6. **Need for follow up:**
Resolution of land disputes.

Producer organization summary data for Kibaya

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	8.50	44.74
Access to dairy inputs and services	16.00	5.00	31.25
Relationship with external environment	3.50	3.50	100.00
Member loyalty	10.00	4.20	42.00
Total PO score	76.50	21.20	27.71
Stage	<i>Stage II</i>		

Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	
Stage II	21-40	27.71
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

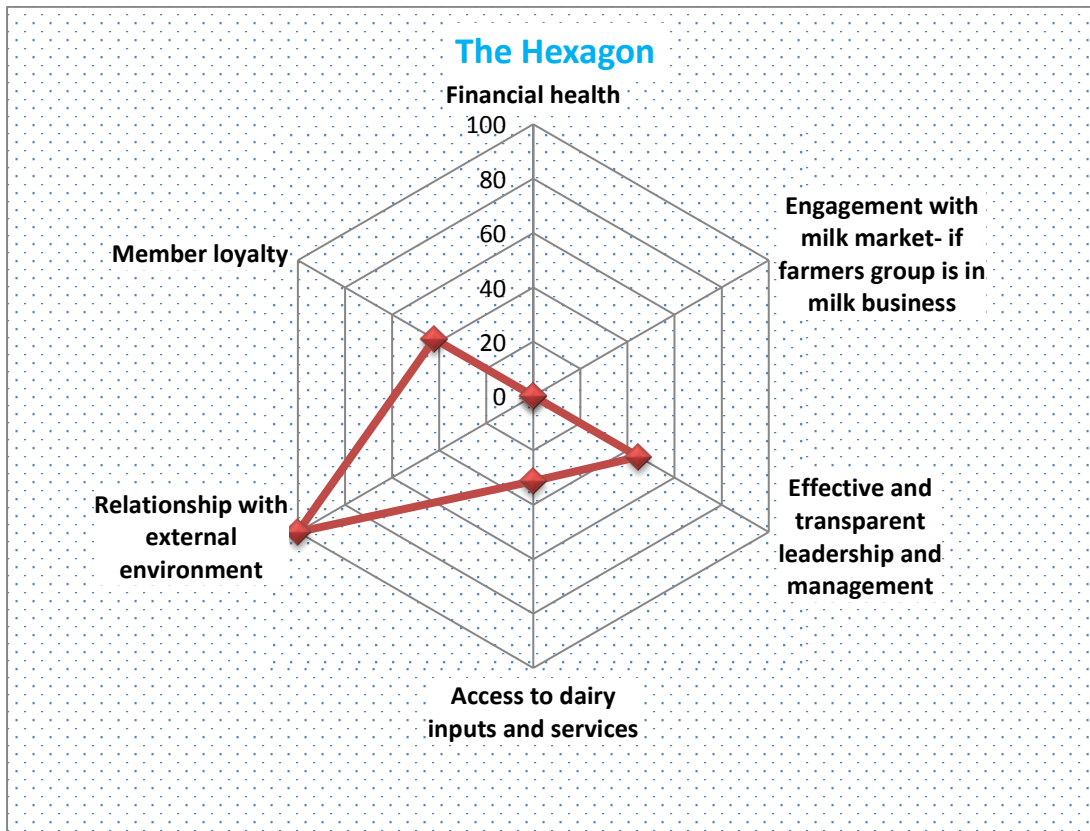
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	5.00	71.43
	Effective Group supervision and control	7.00	1.00	14.29
	Effective Group management	5.00	2.50	50.00
Total		19.00	8.50	44.74
Access to dairy inputs and services	Dairy feeds and feeding	5.00	-	-
	Genetics	2.00	-	-
	Herd health	2.00	2.00	100.00
	Extension structure	3.00	3.00	100.00
	Financial services	4.00	-	-
Total		16.00	5.00	31.25
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	1.50	100.00
Total		3.50	3.50	100.00
Member loyalty	Patronage	3.00	1.50	50.00
	Member investment	3.00	0.70	23.33
	Ownership	2.00	1.00	50.00
	Member loyalty programs	2.00	1.00	50.00
Total		10.00	4.20	42.00
PO Total		76.50	21.20	27.71

Producer organization analysis charts for Kibaya



The hexagon for Kibaya producer group



Msomera farmer group

1. This 'Maziwa Zaidi' Msomera group was registered on 6 January 2014, and assigned registration number HW/HD/UV/0429. It had 82 members (46 male, 36 female). Currently the group has 35 members; around 60% of the active members are women. They practice extensive grazing system.
2. The group identified inadequate knowledge on animal husbandry as their main constraint in cattle management. Thus, the project trained them on animal husbandry including breeds and breeding, calf rearing, feeding, and diseases and disease control and pasture establishment and preservation.
3. **Challenge:**
Low milk production due to inbreeding and low price for milk are the challenges facing the livestock keepers in the area.
4. **Need for follow up:**
The group requested for the assistance on installation of cattle troughs to store water to feed animals.

Producer organization summary data for Msomera

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	5.00	26.32
Access to dairy inputs and services	16.00	3.00	18.75
Relationship with external environment	3.50	2.00	57.14
Member loyalty	10.00	3.70	37.00
Total PO score	76.50	13.70	17.91
Stage	<i>Stage I</i>		

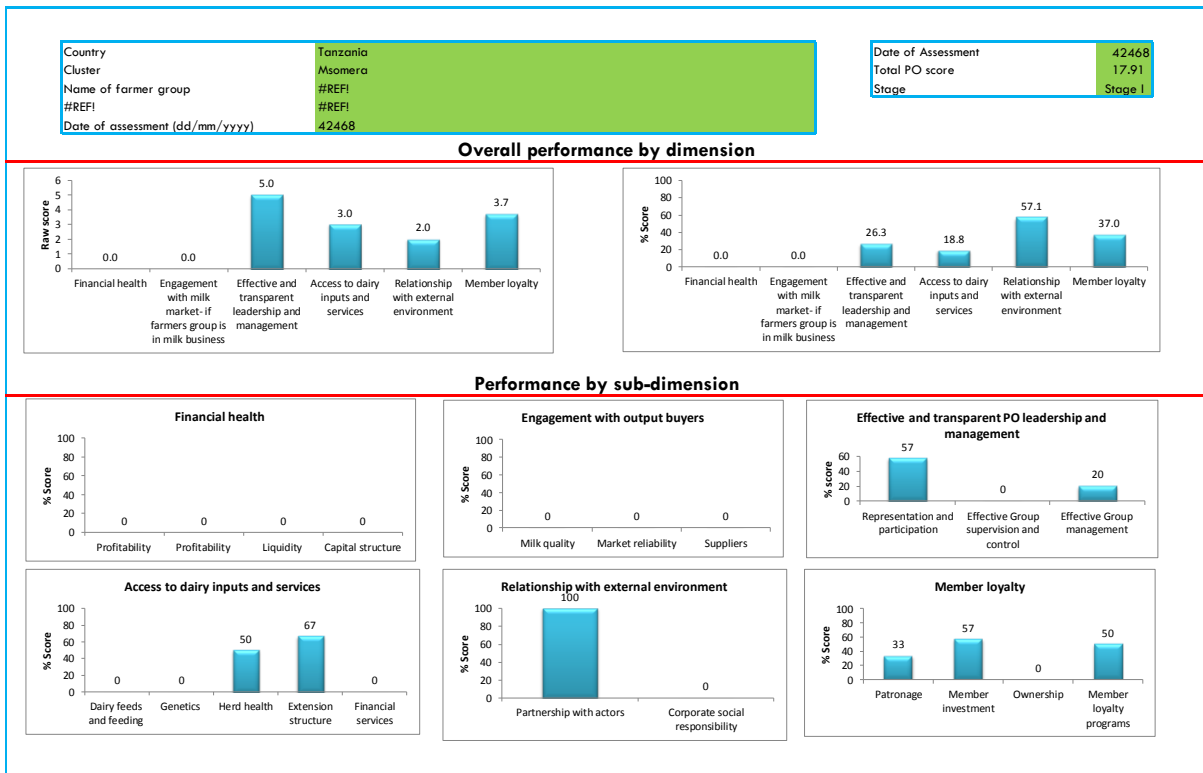
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	17.91
Stage II	21-40	
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

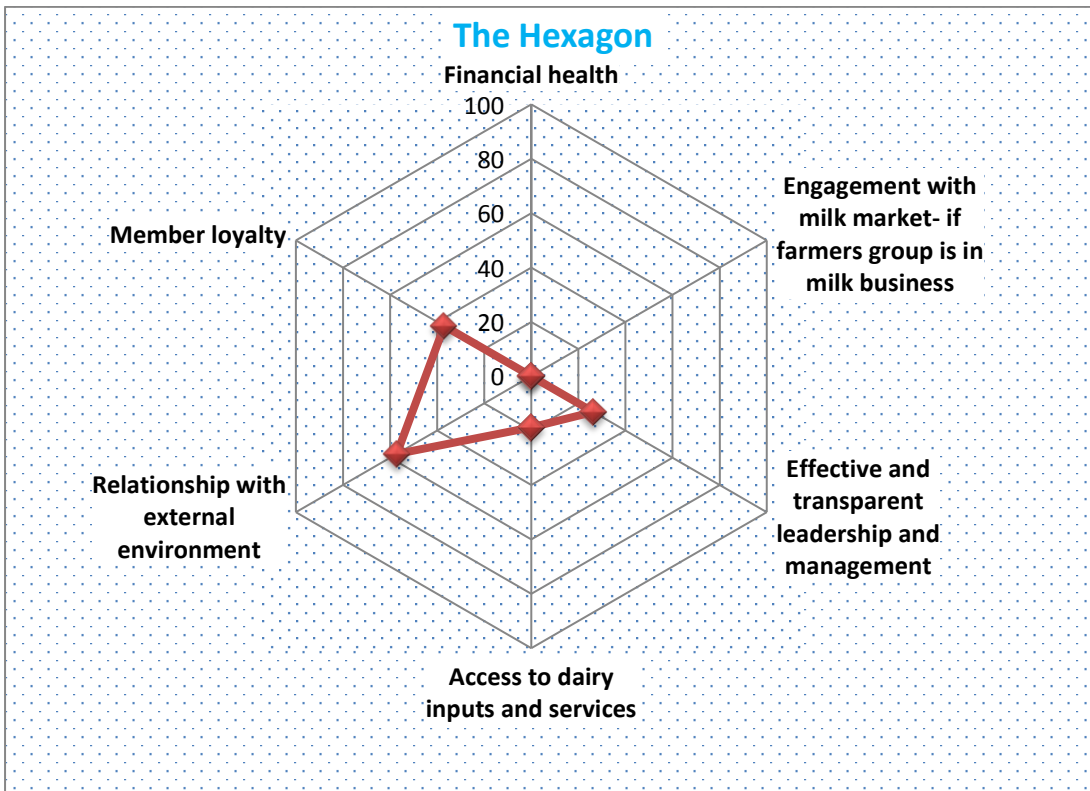
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	4.00	57.14
	Effective Group supervision and control	7.00	-	-
	Effective Group management	5.00	1.00	20.00
Total		19.00	5.00	26.32
Access to dairy inputs and services	Dairy feeds and feeding	5.00	-	-
	Genetics	2.00	-	-
	Herd health	2.00	1.00	50.00
	Extension structure	3.00	2.00	66.67
	Financial services	4.00	-	-
Total		16.00	3.00	18.75
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	-	-
Total		3.50	2.00	57.14
Member loyalty	Patronage	3.00	1.00	33.33
	Member investment	3.00	1.70	56.67
	Ownership	2.00	-	-
	Member loyalty programs	2.00	1.00	50.00
Total		10.00	3.70	37.00
PO Total		76.50	13.70	17.91

Producer organization analysis charts for Msomera



The hexagon for Msomera producer group



Sinden farmer group

1. This is a 'Maziwa Zaidi' group which was registered in Handeni district on 14 April 2014. Its registration number is HW/HD/UV/0493.
2. Currently, the group has 60 members who have fully contributed their shares to the group.
3. The group received training on group dynamics and management and addressed a few issues on animal husbandry which members identified as the constraints during site-specific planning. Therefore, they were trained on breeds, pasture, and feeding.
4. There is demo plot that was established in this village by Maziwa Zaidi for pasture from where group members may access improved pasture seeds for planting in plots in their homesteads.
5. **Challenges:**
 - a) Lack of enough land for grazing
 - b) low milk production resulting from low genetic breed
 - c) lack of enough water during dry season
 - d) low price of milk
 - e) interference of areas which are not reserved for grazing animals
6. **Follow up:**

The group has requested assistance with following up with Tanga Fresh Ltd. to install the cooling tank in their village, because the nearest cooling tank is far away in Handeni town.

Producer organization summary data for Sindeni

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	-	-
Access to dairy inputs and services	16.00	-	-
Relationship with external environment	3.50	2.00	57.14
Member loyalty	10.00	3.50	35.00
Total PO score	76.50	5.50	7.19
Stage	<i>Stage I</i>		

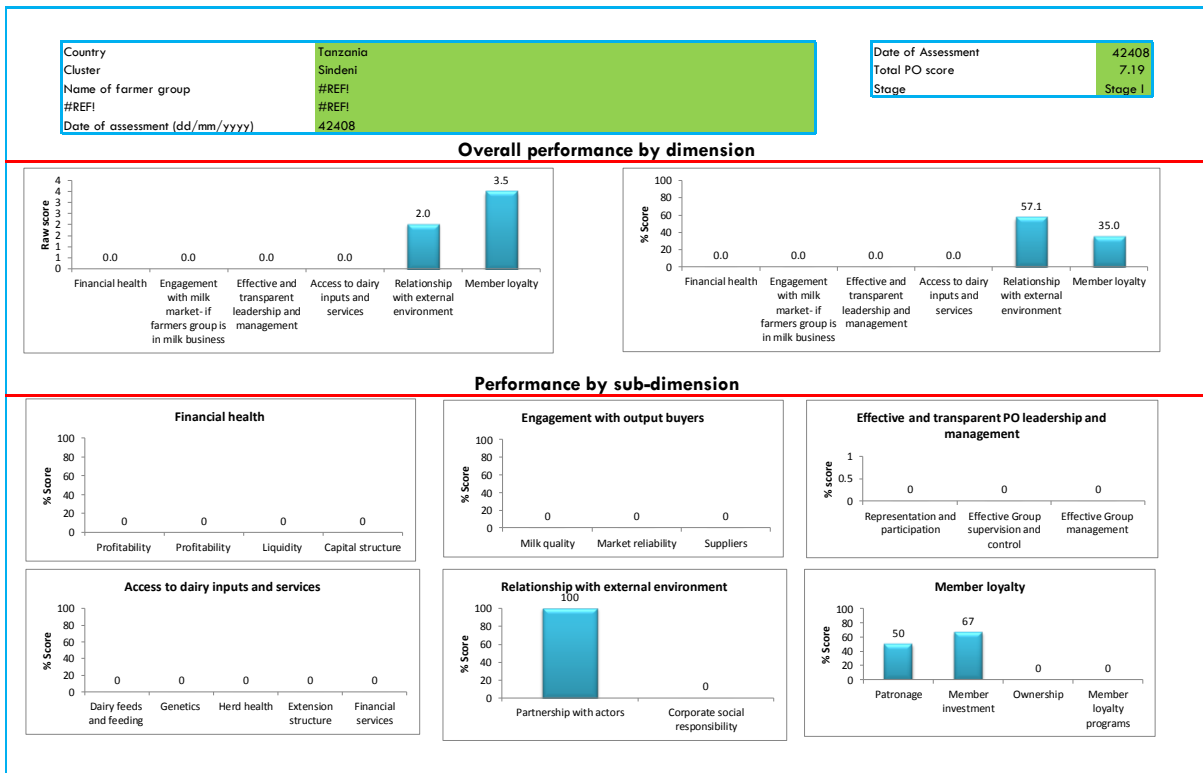
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	7.19
Stage II	21-40	
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

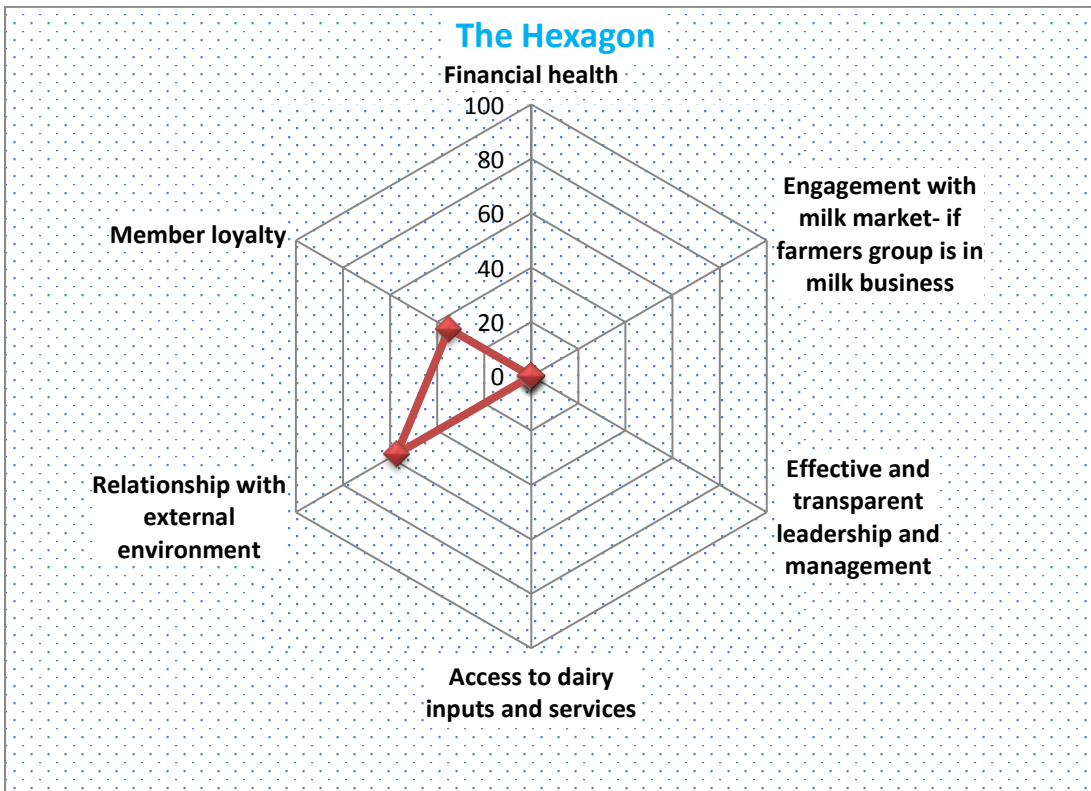
PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	-	-
	Effective Group supervision and control	7.00	-	-
	Effective Group management	5.00	-	-
Total		19.00	-	-
Access to dairy inputs and services	Dairy feeds and feeding	5.00	-	-
	Genetics	2.00	-	-
	Herd health	2.00	-	-
	Extension structure	3.00	-	-
	Financial services	4.00	-	-
Total		16.00	-	-
Relationship with external environment	Partnership with actors	2.00	2.00	100.00
	Corporate social responsibility	1.50	-	-
Total		3.50	2.00	57.14
Member loyalty	Patronage	3.00	1.50	50.00
	Member investment	3.00	2.00	66.67
	Ownership	2.00	-	-
	Member loyalty programs	2.00	-	-
Total		10.00	3.50	35.00
PO Total		76.50	5.50	7.19

Producer organization analysis charts for Sindeni



The hexagon for Sindeni producer group



Konje farmer group

1. This group was registered as a 'Maziwa Zaidi' group which was registered on 14 November 2013, and assigned registration number HW/HD/UV/0223.
2. Initially, there were 54 members, but this number decreased to 30 because expectations members had when joining the group were unmet. 60% of the active members are women. It has three male leaders.
3. The group had received training on group development.
4. The group members identified low knowledge on animal husbandry as the constraint towards milk production. Unfortunately, the group members did not receive training following refocus by the project; to emphasize business linkages and avoid spreading itself too – as was recommended by the project's mid-term review team.
5. Two traders from the village who were trained in business planning buy milk from producers and sell it to Tanga Fresh Ltd. in Handeni town.
6. **Challenges:**
Need for improved breed so as they can improve the productivity and low price milk.
7. **Need for follow up:**
Explore the viability of a milk collection centre in the area, as requested by the group.

Producer organization summary data for Konje

PO Summary data by dimension

Dimension	Maximum score	PO score	Percentage score
Financial health	10.00	-	-
Engagement with milk market- if farmers group is in milk business	18.00	-	-
Effective and transparent leadership and management	19.00	-	-
Access to dairy inputs and services	16.00	3.00	18.75
Relationship with external environment	3.50	-	-
Member loyalty	10.00	2.70	27.00
Total PO score	76.50	5.70	7.45
Stage	<i>Stage I</i>		

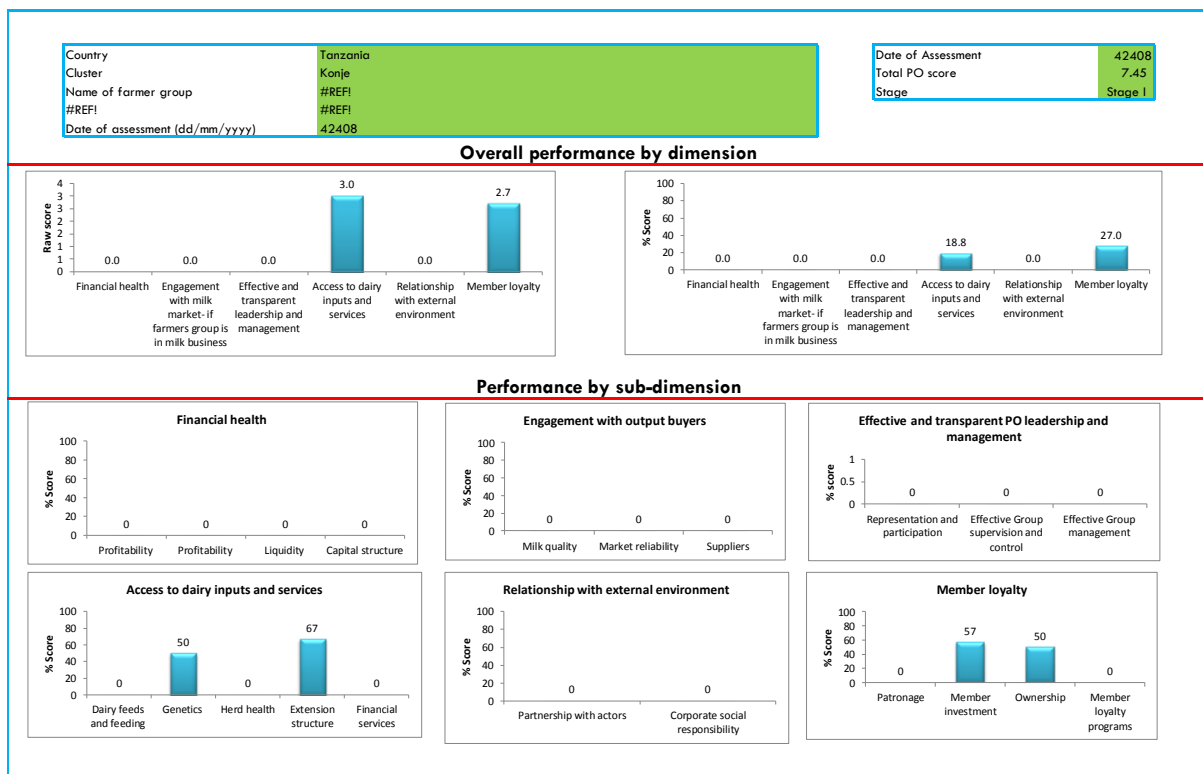
Stage intervals

Stage	Score Range	PO Score
Stage I	0-20	7.45
Stage II	21-40	
Stage III	41-60	
Stage IV	61-80	
Stage V	81-100	

PO Summary data by sub-dimension

Dimension	Sub-dimension	Maximum score	PO Score	Percent score
Financial health	Profitability	3.00	-	-
	Profitability	2.00	-	-
	Liquidity	2.00	-	-
	Capital structure	3.00	-	-
Total		10.00	-	-
Engagement with milk market- if farmers group is in milk business	Milk quality	3.00	-	-
	Market reliability	7.00	-	-
	Suppliers	8.00	-	-
Total		18.00	-	-
Effective and transparent leadership and management	Representation and participation	7.00	-	-
	Effective Group supervision and control	7.00	-	-
	Effective Group management	5.00	-	-
Total		19.00	-	-
Access to dairy inputs and services	Dairy feeds and feeding	5.00	-	-
	Genetics	2.00	1.00	50.00
	Herd health	2.00	-	-
	Extension structure	3.00	2.00	66.67
	Financial services	4.00	-	-
Total		16.00	3.00	18.75
Relationship with external environment	Partnership with actors	2.00	-	-
	Corporate social responsibility	1.50	-	-
Total		3.50	-	-
Member loyalty	Patronage	3.00	-	-
	Member investment	3.00	1.70	56.67
	Ownership	2.00	1.00	50.00
	Member loyalty programs	2.00	-	-
Total		10.00	2.70	27.00
PO Total		76.50	5.70	7.45

Producer organization analysis charts for Konje



The hexagon for Konje producer group

