



2020-2021 Annual Report



**Stimulating growth in Tanzanian agricultural
value chains through markets development**

Making Markets Work for the Poor (M4P)





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LIST OF Abbreviations

ABP	Annual Business Plan
ACT	Agricultural Council of Tanzania
AMCOS	Agricultural Marketing and Cooperative Societies
AMDT	Agricultural Markets Development Trust
BCP	Business Continuity Plan
BDS	Business Development Services
BEE	Business Enabling Environment
BMOs	Business Member Organisations
CAADP	Comprehensive Africa Agriculture Development Programme
CAPEX	Capital Expenditure
CB	Common Beans
CEO	Chief Executive Officer
COVID-19	Corona Virus Disease 2019
DCED	Donor Committee for Enterprise Development
DPs	Departments, Government
ESRF	Economic and Social Research Foundation
FOs	Farmer Organisations
GAP	Good Agronomic Practices
GDP	Gross Domestic Product
GENO	Geno Services Ltd, Human Resource consultant

GIYI	Gender Integration and Youth Inclusion
GoT	Government of Tanzania
GOVTZ	Government of Tanzania
HRAO	Human Resources and Administration Officer
ICT	Information Communication Technology
KMC	Knowledge Management and Communication
KM	Knowledge Management
M&E	Monitoring and Evaluation
MDAs	Market Development Analysts
MIS	Management Information System
MSMEs	Micro, Small and Medium Enterprises
MFs	Market Facilitators
MRM	Monitoring and Results Measurement
MSMs	Market Systems Managers
MSD	Market Systems Development
M4P	Making Markets Work for Poor
NEPAD	New Partnership for Africa's Development
OCP	OCP (T) Ltd, fertilizer supplier in Tanzania
PAG	Policy Analysis Group
PPEs	Personal Protective Equipment
PC	AMDT's Procurement Committee
PHM	Postharvest Management

PIC	AMDT's Programme Investment Committee
QDS	Quality Declared Seed
QFP	Quality Foods Product Ltd
RUDI	Rural Urban Development Initiative
SCA	Systemic Change Area, AMDT's Intervention Entry Point
SDGs	United Nations' Sustainable Development Goals
SDC	Seed Development Company
SEIDA	Small Enterprises Institutional Development Associates
SHFs	Smallholder Farmers
SDMs	Service Delivery Models
SSCO	Senior Strategic Communication Officer
SLT	Senior Leadership Team
TADB	Tanzania Agriculture Development Bank
TDB	Tanzania Dairy Board
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TC	AMDT's Technical Committee
TPSF	Tanzania Private Sector Foundation
TARURA	Tanzania Rural and Urban Roads Agency
URT	United Republic of Tanzania
VC	Value Chain

Glossary

Term	Definition
Making Markets Work for the Poor (M4P) approach	A set of principles, frameworks, and good practices that guide both analyses of market systems and development of interventions, which bring about pro-poor change
Pro-poor Contractual Arrangement	An agreement between farmers and processing/marketing firms for the production and supply of agricultural produce under forward agreements, frequently at predetermined prices
Gender Transformative Approach	A gender programming approach that goes beyond the symptoms of gender inequality and addresses the underlying social norms, attitudes, behaviors, and systems. It entails critical diagnostics of and addressing such to reduce existing societal gender gaps
Market Systems Change	A change aimed at increasing efficacy and inclusivity of the system by supporting functions and rules performance that ultimately improve the poor's terms of participation within such system
Systemic Change Area	A change targeted in a market system or a component of a market system

Productive Poor	These are AMDT target beneficiaries - Women, men, and youth involved in smallholder agricultural economy – whether as smallholder farmers, or in other agricultural on-farm and off-farm economic activities as self-employed or employed wage earners. Their earning cap is classified as of those <i>under severe poverty</i> - between US\$0.74/day and those occasionally living <i>above the poverty line</i> with earning cap of about US\$1.25/day
Market Facilitator	A development agency and selected market players in partnership with AMDT to stimulate market system changes, but strategically tasked with remaining outside the market system they are intervening in. Where they may not be directly partnering with AMDT, they might coordinate their activities with AMDT
Market Actor	Any organization or individual in the private sector, public sector, civil society, community groups, social enterprise, academic or research institute that interacts or influences a market system but that is not sustained by donor financing
Women and Youth Empowerment	Women and Youth are considered economically empowered when they have both <i>access to resources and decision-making power</i> that provide them options to advance economically. AMDT recognizes that the factors, power relations and dynamics affecting women and youth are different and contextual, and therefore invest in enhancing and uplifting them through economic empowerment

AMDT profile

“ **A long-term facilitative partner of markets development in Tanzanian agricultural economy** ”

Agricultural Markets Development Trust was established in 2014 by the Governments of Denmark, Sweden, Ireland, and the Switzerland in cooperation with Tanzania to facilitate large scale systemic change in the country's agricultural value chains. The Trust envisions an Agricultural Economy where *the productive poor, particularly women, youth and men in Tanzania have increased and sustained income and employment opportunities*. KPMG are the current Trustees while the Trust's is funded by Sweden and Denmark.

Over the last five years AMDT has been pioneering in Tanzania an approach known as *Making Markets Work for the Poor/Market Systems Development (M4P/MSD)* to stimulate systemic changes to target market systems in selected agricultural value chains. By partnering with the Government, Private Sector, the Civil Society and other relevant stakeholders, this markets development synergy is aimed at broad and sustained impact on the livelihoods of mostly smallholder farmers while increasing the competitiveness of agricultural MSMEs.

AMDT has a strong strategic pivot towards pro-poor growth. As a facilitative national partner, it supports Market Facilitators and Market Actors in implementing a diverse set of innovative interventions that:

- Are based on diagnosed constraints and with clear pro-poor opportunities.
- Are well coordinated to enhance the leveraging of investments targeting similar outcomes.
- Stimulate the development of inclusive, competitive, and resilient agricultural market systems leading to sustained benefits and impacts towards productive poor livelihoods.

The Trust's main goal is to increase *incomes, employment opportunities and sustainable livelihoods* for people living in poverty, particularly marginalized groups such as women and youth in Tanzania. Purposely, The Trust targets the productive poor women, men, and youth involved in smallholder agricultural activities, the majority of which are based in rural areas.

Vision

An agricultural sector where productive poor women, men, and youth in Tanzania have increased and sustained income and employment opportunities.

Mission

Our mission is to unleash large scale systemic change in the agricultural market systems that are critical for the productive poor in the agriculture sector.

Objectives

Outcome1: Smallholder farmers and related MSMEs are more able to compete and prosper in selected agricultural markets (i.e., supporting functions are improved)

Outcome2: The enabling environment is improved in agricultural value chains (i.e., rules, norms, regulations, policy, information/knowledge, coordination, and trust).

Strategic Pillars

Market Facilitation

The aim of AMDT's market facilitation interventions is to build the capacity and incentives among target market actors so as to bring about sustained large scale pro-poor changes in the selected market systems.

Strategic Advice

Where AMDT will facilitate and leverage the influence and capacities of selected partners and stakeholders to enable the improvement of the business environment for the benefit of the productive poor and agricultural MSMEs. Work under this pillar will focus on the following:



Advocacy Support



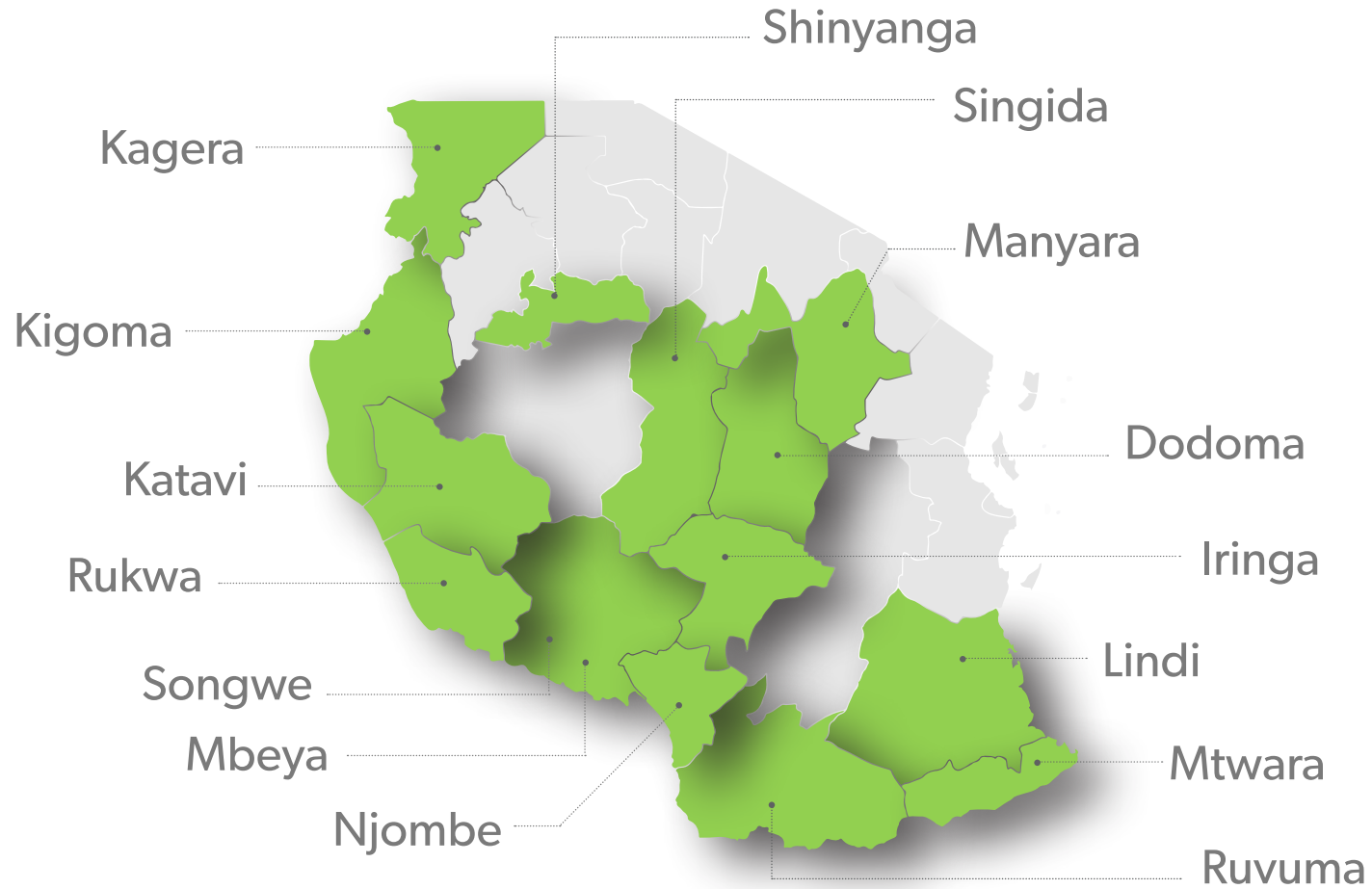
Knowledge Management



Strategic Coordination

AMDT programme footprint

Project locations over the years



NOTE FROM THE CHIEF EXECUTIVE OFFICER

AMDT current value chains



Maize covers **Iringa, Ruvuma and Mbeya**



Sunflower covers **Dodoma, Manyara Singida, Songwe, Tanga, and Morogoro**



Pulses covers **Rukwa and Manyara**

For years, agricultural production has been the backbone of Tanzania's economy. The vast sector is the largest employer and provider for the nation's food security needs as well as source of industrial raw materials and a large chunk of exports. The sector's GDP currently stands around 30%, a third of the national GDP and supports a whopping 65% of Tanzania's active labor force.

Aligning AMDT with national agricultural priorities

AMDT's vision of *an agricultural economy where the productive poor women, men and youth in Tanzania have increased and sustained income and employment opportunities* resonates with national aspirations towards the sector as emphasized in the *Agricultural Sector Development Programme II (ASDP II)*. They both hinge on increased efficacy and productivity, commercialization, smallholder income improvement, national food and nutrition

Charles Ogutu
Executive Officer



security as well as a base for graduating Tanzania into an industrial economy. Specifically, AMDT in its mission targets *unleashing large scale systemic change in the agricultural market systems that are critical for the productive poor in the country*.

At AMDT, and specifically in the three agricultural value chains we focus on (*sunflower, maize and pulses*), the business enabling environment strategies are aligned with and complement national efforts regarding stimulating growth in the agriculture sectors. AMDT continued to work with and engaged the government at all levels during the implementation of its *Annual Business Plans*. For example in sunflower sector, AMDT has collaborated with the Ministry of Agriculture on dialogues about developing the sunflower sector as a strategic commercial crop and foundation for unlocking the oilseeds edible sub-sector in Tanzania.



At the last mile, AMDT targets to improve the livelihood of smallholder farmers.

In Operations, the focus during the year was on:

Recruitment of Staff: Aligned with the Transitional Action Plan, AMDT management conducted an analysis to determine core skills and competencies required for Market Development, Monitoring and Results Measurement, Knowledge Management and Communications and Human Resources as well as other supporting staff positions. The process was completed in time and majority of the core positions were filled.

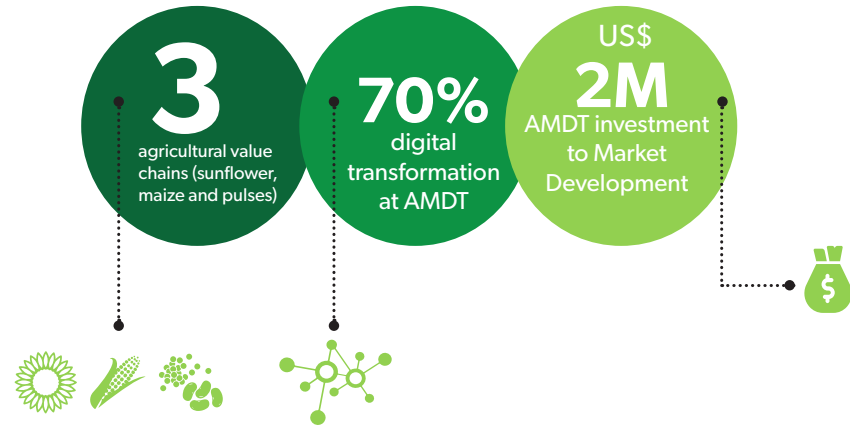
M4P Backstopping: Refresher and basic M4P understanding sessions were introduced and were conducted in-house to enhance AMDT staff understanding of the M4P approach, particularly focusing on new team members. In addition, a similar session was conducted for Market Facilitators.



The year in review

Our programme operations for the year 2020/2021 were highly affected by COVID-19 outbreak, which limited our Market Facilitators interactions. For this reason, AMDT was obliged to review its working environment, particularly how we engage with key stakeholders. This necessitated digital transformation within operational space and adoption of national and scientific standard operating procedures and protocol for COVID-19.

Internally, during the year AMDT focused more on strengthening its core business processes. These include testing for validity and potential upscaling of key market systems solutions. In line with this, AMDT strengthened its systems and structures, including aligning its workforce accordingly. The digital transformation at AMDT is estimated complete by 70%.



In value chains development, which is the core business of AMDT, the focus was on piloting several solutions aimed at addressing diagnosed systemic constraints in the sector we are working on. These include key market systems that directly touched productivity and income which contributed to improvements of livelihoods of smallholder farmers in the regions. These market systems are:

- ✓ Seed system
- ✓ Extension services
- ✓ Agricultural technology services
- ✓ Contract farming, and
- ✓ Financial services

Also, two crosscutting components of *business enabling environment* and *gender/youth integration* focused in facilitating transformation of agriculture through its interventions.

As for Monitoring and Results Measurement, efforts in 2020/21 targeted strengthening of AMDT monitoring infrastructure including data quality assurance and building analytical capacity of staff and program implementers on monitoring, analysis, and reporting of systemic changes. Key achievements during the year are:

- AMDT Monitoring and Results Measurement processes strengthened in compatibility with the global DCED Standards.
- Began the digitalization of Monitoring and Results Measurement System which focuses on capturing results at the last mile. This task is ongoing into FY 2021/22



Investment

AMDT invested slightly over USD 2 million for its Market Development in 2020/21 against available resources amounting to USD 2.7million. The funds covered core programme activities in value chains development.

Market Development Systems

Seed system



Extension services



Agricultural technology services



Contract farming



Financial services





2020-2021

KEY RESULTS

190K
beneficiaries
reached in
Sunflower
sector

against a
target of
150K

The Trust is concluding Phase One of operations which took five years and a bridging period of one year. While transitioning towards a more focused programme approach, AMDT invested adequately on knowledge generation and documentation from its first strategic period which will form the basis for future Annual Business Plans and investment.



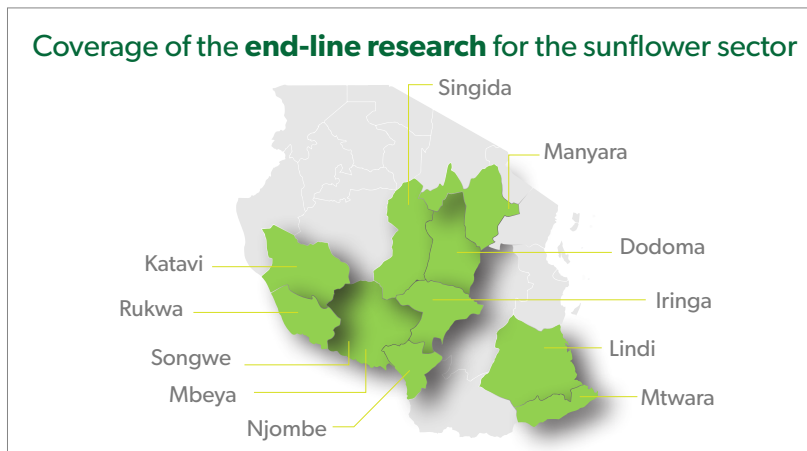
Sunflower sector

Sunflower is the lead oilseeds crop in Tanzania. For more than five years AMDT has supported interventions aimed at transforming the sector's value chain into a pillar of the cooking oil industry in the country. Results of these efforts are highlighted below.



Sunflower end-line survey

AMDT conducted a comprehensive sector study and completed its report in 2020/21. The end-line research revealed some key results, insights and lessons for the sector vis-à-vis overall AMDT role in Tanzania's agricultural economy. The study report has been published and shared publicly at various sector platforms and on AMDT's website. Generally, the research indicates a beneficiaries' reach of 190,000 smallholder farmers against a target of 150,000. This is an interesting development in one of the most sought-after commercial crops in Tanzania now.

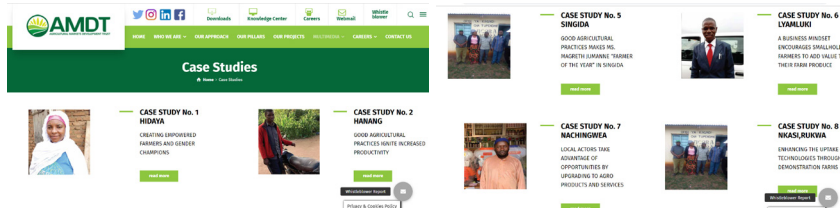


Sunflower is the major source for cooking oil in Tanzania. It is produced widely around the country.



Documentation of Sunflower Case Studies

Tracking results/impact in sunflower value chain: AMDT documented 16 sunflower case studies that evidence the changes recorded in the communities reached by AMDT-facilitated interventions. The cases are published on AMDT website www.amdt.co.tz. Their content includes lessons that can be adopted by smallholder farmers, touching issues such as empowering women in communities, benefit of public-private partnerships (PPP) and contract farming.



Market Systems

Lessons from interventions and changes within the targeted market systems revealed an increased adoption of the models introduced by the AMDT particularly within the *seed systems*. There has been a recorded growing demand for improved seeds compared to its supply as communities reached by AMDT interventions internalized that improved seeds lead to higher yields and therefore higher income to their households.

In addition, AMDT's *bundled service model* continues to improve the agricultural input supply value chain, with more last mile actors increasingly adopting the model to offer *extension services* to farmers. On another development, *contract farming* highly benefited smallholder farmers to access input credits from processors and buyers while assuring them of the rewarding output markets.



Seed System

The seed market system is the key driver for AMDT interventions especially in sunflower and pulses value chains due to its specific focus on production improvement. In sunflower sector, several testing of innovative seed delivery models were piloted including *bundling seeds with inputs credits* under the *pro-poor contractual arrangement*. This resulted in increased seed uptake in the project areas, and most likely linked to AMDT interventions. This also increased community awareness and knowledge on improved seeds in project areas.

On seeds distribution logistics, several approaches were introduced including through *bundling with input credits schemes* through village-based agents. This is directly linked to seeds demand and accessibility with evidence of gradual increase against a low supply thus inhibiting availability to farmers. During 2020/21, the demand for *improved hybrid seeds* has also significantly increased, while the affordability of some of the imported hybrid seeds remained a challenge for most smallholder farmers.



Seeds production is the key driver of Tanzania's agricultural sectors.

There is also a growing interest among seeds and fertilizer companies to channel their products through the *farmer-supplier pipeline* used by agro-dealers and processors. More companies continue to participate in the piloting of the different models and sub-models introduced by the programme such as the *village-based agents and aggregators*. In the next financial year plan, AMDT will commission specific studies to track these developments in the seed market systems to collect evidence on their effectiveness and potential scalability and sustainability.



Extension Services

Some notable emerging systemic changes in Agricultural Extension Market Systems have been recorded in five sunflower projects associated with various innovations which were piloted in the project areas. The introduced models of extension services delivery with notable changes recorded include *embedding the extension services* with a product offer. For example agro-inputs dealers providing these services as part of a strategy of adding value to their products such as seeds and fertilisers as a model introduced and piloted. In the *buyer (off-taker) extension model* the off-taker provides extension services as part of quality assurance.

In sharing of best practices in agribusiness, *farmer-to-farmer engagement* was encouraged whether through their organisations or individually. Basic and crucial knowledge about modern farming methods still lack traction in farming communities mostly because of limited resources to facilitate such. These include those related to mobility and bringing together farmers, particularly in rural areas. In areas where this has worked, an external force was involved as support and as a result increased uptake of modern farming practices for smallholder farmers were recorded (for example organic sunflower farming in four districts of Dodoma region).

At national level, AMDT participated in a high-level national sunflower sector meeting in Singida region where the presence and participation of the Prime Minister of Tanzania emphasized the government's commitment to revolutionize the biggest oilseeds crop in the country. Among the key issue tabled was the nationwide plan to improve public extension services in the agricultural sectors. During the discussions, it was agreed that a pilot be conducted in three regions of Dodoma, Simiyu and Singida.

In recognition of AMDT's experience of the vast terrains in the sunflower sector value chain, the government requested its support, particularly in piloting *market-based extension system solutions* in the Central regions and in facilitating replication efforts of the proven model by the Ministry of Agriculture in Simiyu and possibly other regions. This was done through capacity enhancement of public extension system by offering *re-skilling and up-skill of extension officers*. The tried and tested model will be replicated countrywide.



Agricultural Technology Markets

An increasing trend of use and promotion of *mechanisation* and other *easy to adopt agricultural technologies*, particularly in farming was recorded. For example AMDT-facilitated handheld planters through its partners continue to gain community acceptance among many smallholder farmers. Their affordability, user-friendly nature and agility in the rural setting give them an edge at the market. In the sunflower sector, AMDT partners promoted simple and easy to adopt technologies for production for women such as cost friendly planters, threshers, post-harvest storages and mechanisation in farming.



Mechanisation is key in medium and large scale agricultural production.



Contract Farming

The contractual arrangements between the smallholder farmers and off takers (buyers) are the primary entry point for AMDT interventions in all its three value chains. This is the central pillar for AMDT to achieve sustainable, large scale and inclusive systemic change. The *pro-poor contractual arrangements* have always been meant to leverage each partner's resources into facilitating a more competitive and inclusive market linkages where farmers are at the centre.

Success cases were recorded where contractual arrangements between the smallholder farmers and the buyers have continued to improve *market linkages* and benefited the smallholder farmer. As a result of these contracts, more farmers continued to access reliable, better markets for their produce, while enjoying the *bundled services* which comes with the agreements as a standard embedded service package.

On the other hand, the processors have also benefited on assured access to timely raw materials from farmers. This reduced their transaction costs while improving their business competitiveness.



Financial Services

The most notable trend recorded on this, has been an increasing interest and acceptance of *accessing financial services as an embedded component* within the bundled package that farmers receive under the *contract farming arrangement*. AMDT has observed an increasing interest of other key players in the wider financial sector. Notably, some major banks have shown interest to explore this in collaboration with AMDT in reaching smallholder farmers through AMDT's market facilitators as intermediaries.



Business Enabling Environment

AMDT efforts in 2020/21 were directed towards strengthening of the Business Member Organisations capacity in advocacy and supporting dialogue at different levels linking the public and private sectors. AMDT participated and facilitated several events, such as: 1) the Annual Agricultural Policy Conference, 2) Parliamentary Committee for Agriculture, Water and Land Meeting, and 3) the National Sunflower Consultative Meeting.

AMDT hosted and facilitated the National Sunflower Consultative Meeting which resulted in a position paper which was later presented to the Parliamentary Committee.



Gender and Youth Integration

AMDT facilitated several gender mainstreaming and transformation sessions and workshops in 2020/21 to ensure women and youth inclusion, and particularly engender key intervention components and operations at AMDT. These include:

- A training session to familiarize staff from six Market Facilitators (BRITEN, RUDI, Farm Africa, and Care International in Tanzania) on AMDT's gender transformative approach.



Practical learning is one of women's preferred method of knowledge and experience transfer.



More women are engaged in agricultural production than processing in Tanzania.

- AMDT staff gender training to provide them with relevant knowledge, skills and values that will equip them on integrating gender in the specific AMDT program components and make them more aware of the relevance of Gender and Youth inclusion in their work
- AMDT workshop with over 60 women and youth from nine regions (Dar es Salaam, Manyara, Dodoma, Singida, Iringa, Lindi, Rukwa, Mbeya and Morogoro) which reflected on and identified specific constraints facing youth and women in agribusiness and available opportunities for women and youth.

Audited Financial Reports



The Chairperson
Programme Investment Committee
Agricultural Markets Development Trust
7th Floor, GEPP Tower, New Bagamoyo Road
PO Box 71054
Dar es Salaam
Tanzania

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AGRICULTURAL MARKETS DEVELOPMENT TRUST

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Agricultural Markets Development Trust, set out on pages 19 to 48 which comprise the statement of financial position as at 30 June 2021, statement of profit or loss and other comprehensive income, statement of cash flows, and statement of changes in equity for the year ended 30 June 2021 and summary of significant accounting policies as well as other explanatory notes.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Agricultural Markets Development Trust as at 30 June 2021, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Report on Other Legal and Regulatory Requirements

In our opinion, proper accounting records have been kept by Agricultural Markets Development Trust and the financial statements referred to in the preceding paragraphs are in agreement with the accounting records and have generally complied with the requirements of Trustees' Incorporation Act, [CAP 318 R.E 2002].

The engagement partner on the audit resulting in this independent auditor's report is Christopher Mageka.

INNOVEX Auditors
Certified Public Accountants
Dar es Salaam
Christopher Mageka, CPA - PP



Date 26/11/2021

AGRICULTURAL MARKETS DEVELOPMENT TRUST FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2021

	Notes	2021 USD	2020 USD
ASSETS			
Non-current assets			
Property and equipment	5(a)	224,428	106,219
Right of use asset	5(b)	92,716	76,262
		<u>317,144</u>	<u>182,481</u>
Current assets			
Receivables from market facilitators	6	-	371,121
Inventory – Repossessed items from MFs	20	40,708	-
Other receivables		697	2,993
Cash and cash equivalents	7	619,660	473,913
		<u>661,065</u>	<u>848,027</u>
Total		<u>978,209</u>	<u>1,030,508</u>
FUNDS AND LIABILITIES			
Non-current liabilities			
Capital grant	8	181,256	77,455
Long term lease liability	30	9,881	29,959
		<u>191,137</u>	<u>107,414</u>
Current liabilities			
Capital grant	8	176,596	105,026
Accounts payable	9	166,210	192,039
Payable to market facilitators	10	80,056	335,803
Deferred grants	11	283,222	261,481
Short term lease liability	30	80,988	28,745
		<u>787,072</u>	<u>923,094</u>
Total		<u>978,209</u>	<u>1,030,508</u>

TOTAL FUNDS AND LIABILITIES
The notes and related statements on page 23 to 48 form an integral part of these financial statements. The financial statements on pages 19 to 22 were approved and authorized for issue on 15 November 2021 and were signed on its behalf by:

Eric W. Khaemba
Director, KPMG Advisory Ltd - the Registered Trustee

The Independent Auditors' report is on pages 16 to 18.

AGRICULTURAL MARKETS DEVELOPMENT TRUST FINANCIAL STATEMENTS

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 USD	2020 USD
REVENUE			
Grants income	12	2,186,615	5,156,745
Other income	21	5,047	1,126
Gross Revenue		<u>2,191,662</u>	<u>5,157,871</u>
EXPENSES			
Salaries and wages	13	457,378	761,826
Human Resources Cost	14	36,741	31,092
Trust oversight and financial management	15	416,313	428,920
Motor vehicle expenses	16	13,572	18,039
Office running cost	17	62,575	64,272
Governance costs	18	112,083	180,058
Audit expenses	19	18,770	79,856
Travel expenses		8,900	6,622
Market development - maize	23	-	32,266
Market development - sunflower	23	702,610	3,222,125
Market development - pulses	23	-	59,338
Strategic advice pillar	24	103,067	173,393
Depreciation	5(a)	37,918	39,550
Amortisation of right of use asset	5(b)	41,619	29,521
Interest on lease liability	30	19,531	19,557
Provision for impairments	6	157,645	-
Exchange loss		-	1,523
Bank charges		2,940	4,913
		<u>2,191,662</u>	<u>5,157,871</u>
Total expenses		<u>2,191,662</u>	<u>5,157,871</u>
Surplus		-	-
Taxation	31	-	-
Surplus after tax		-	-
Other comprehensive income		-	-
Total comprehensive income for the year		-	-

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Eric W. Khaemba
Director, KPMG Advisory Ltd - the Registered Trustee
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AMDT Team



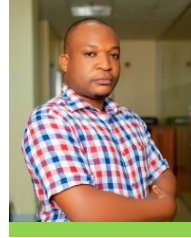
Charles Ogutu
Executive Officer



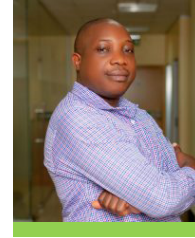
Godwin Mende
Head of Operations



William Kihigwa
Finance Manager
(ABA Alliance)



Abdul Lungato
Deputy Finance
Manager



Athumani Zuberi
Programme Manager
Results Measurement



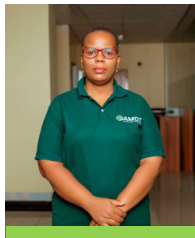
Amanyise Luvanda
Market Development
Analyst



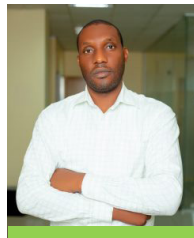
Clarence Chitemi
Market Development
Analyst



Tertula Swai
Advocacy and
Dialogue Specialist



Mary Kalavo
Gender and Youth
Specialist



Mejooli Mollel
Finance Officer
Grants Management



Juliana Nganyagwa
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Administration Officer



Eliza Nchagwa
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Frank Mrina
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