

## PROCEEDINGS OF THE CONSULTATIONS TO DEVELOP THE ESFROMA MARKETING MODEL, STRATEGY AND ACTION PLAN

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From 8<sup>th</sup> to 11<sup>th</sup> June 10 staffs of the ESFROMA Implementing Organizations (GLOFA, URDT, CK, TOAM) converged at les Foyer de Charite Centre for Spiritual retreats at Namugongo, Kampala, for consultative engagements on developing the ESFROMA Marketing Model, Strategy, and Action Plan. The process was organized by KOFLEC and the consultations led by Mr. Chariton Namuwoza, the CEO, NOGAMU. The Marketing Model, Strategy, and Action Plan is meant to replace the ESFROMA draft marketing strategy which has been in place for a while.

Drawing from the experience of NOGAMU and other organic marketing practitioners KOFLEC, using participatory methodologies led the ESFROMA IOs to develop a unique marketing model, strategy, and action plan. This is built on the existing organic marketing practices and is aligned to the FFLG approach. The consultative meeting reviewed the ESFROMA draft marketing strategy which has guided the marketing function for a number of years. Guided by this draft marketing it was noted that the ESFROMA programme had registered several achievements; these include organizing organic farmers into FFLGs, Marketing Associations, and cooperatives that are engaged in selling of perishables and semi-processed products e.g. coffee, cocoa, maize, etc.; some few MA are adding value to their products but are not certified organic by UNBS, Kilimohai and PGS; promotion of organic marketing by the ESFROMA IOs; and identification of the high potential local organic market as well the export market. However, these markets remain largely untapped. Other shortcomings of the draft organic marketing strategy include: the organic farmer institutions are not yet well organized; the MAs/Cooperatives mostly selling perishables, semi-processed products eg coffee, cocoa, maize, etc; limited value addition causing limited shelf life; uncompetitive organic products from farmers (not well packaged, branded, labeling as organic etc); un certified organic products; limited consumers awareness (Gap between producer & consumer); and undifferentiated price between Organic and non-organic.



Drawing on the experience of implementing the draft ESFROMA marketing strategy several recommendations for the comprehensive marketing strategy can be adduced. Such include re-organizing and strengthening the organic farmer institutions; identifying more organic selling points for the organic products;

**Photo:** Organic FFLGs show case some of the organic products

capacitating MAs in value addition, packaging, branding, labeling and supporting them to get certification of organic products. Other recommendations include increasing consumer awareness (closing gap between producer & consumer), differentiating price between Organic

and non-organic products; intensifying campaigns for eating health foods; and engaging local governments, partners & stake holders through exhibitions & other promotional campaigns.

The ESFROMA marketing strategy is based on the National Organic Agriculture Policy (Uganda), and the Tanzania National Ecological Organic Agriculture Strategy and contributes directly to Uganda's 4<sup>th</sup> National Development Plan (NDPIV) Strategy of increasing Agricultural Production & Productivity. This is because Uganda and Tanzania are key players in organic agriculture on the African Continent. Uganda has 404,246 Certified Organic Farmers (FiBl, 2025), making it the first in Africa, and second in the World. The country has 505,310 Ha and an average Acreage - 1.25 Ha under organic agriculture. On the other hand Tanzania has 148,607 Certified Organic Farmers (Third in the world) with 278,467 Ha under organic agriculture. Globally the importance of organic farming continues to grow steadily. The global market for organic products reached 136.4 billion euros in 2023. The European market recorded the strongest growth. The United States retained its position as the largest market (59.0 billion euros), followed by Germany (16.1 billion euros) and China (12.6 billion euros).

The strengths of the ESFROMA partnership to engage in organic marketing are immense. They include vast expertise comprised of the ESFROMA structure, staffing (18 OA specialists, 27 Master Facilitators, 150 External Facilitators, 144 internal Facilitators); farmers organized in over 740 FFLGs, MAs and cooperatives; MoUs with Government and Local Governments; and a robust ESFROMA management and M&E system. The organic marketing landscape in Uganda and Tanzania is constrained by limited and Inconsistent Supply - Low Production and Productivity; Weak Farmer Institutions; Inadequate Storage, Logistics/Transportation, Points of Sale etc.; Low Value addition and Processing; Market Information Asymmetry – Pricing, Buyers; High Cost of Certification & Low Compliance Capacity - Standards; and poor packaging, branding and Communication. However several opportunities for organic marketing abound. These include a large number of (unregistered / uncertified) organic farmers; a large acreage (about 500,000Ha) available for organic farming; an in-house organic certification mechanism (Kilomohai, PGS, and Kabera) augmented by national standards by UNBS and TBS, shifting trends in consumption as more people want to feed healthy, and a burgeoning global organic market. However, there are also some threats which include inability to adhere to compliance/Legal and policy regulations; climate change and declining soil fertility; increased pests and disease burden; market Volatility; and Non-Tariff Barriers (NTB).



The consultant illustrating the marketing processes relevant for the organic FFLGs

The ESFROMA Marketing Strategy will base on a critical analysis of Porter's Five Forces model and leverage the 4Ps (Product, Price, Place, Promotion), and the other 3Ps People (Talent, Skills), Packaging (Quality, Catchy) and Process (Efficiency etc). It will focus on practical issues including context specificity, sustainable production for the market, and promotion of health eating habits. Basing on this the key issues in the strategy will include increased market-led production of organic products, certification, incentives for organic marketing by smallholder producers, market information, access to organic markets, market volatility, promotion of organic products, the relevance of the ESFROMA IOs in organic marketing, and expansion of the organic marketing infrastructure including identification of more points of sale.

The proposed ESFROMA marketing models include the Cooperative Model, the MAs/Groups-PGS, and the exporter-Farmer led model.



Photo: The team after the write shop of the Marketing strategy at Kyoto Namugongo

