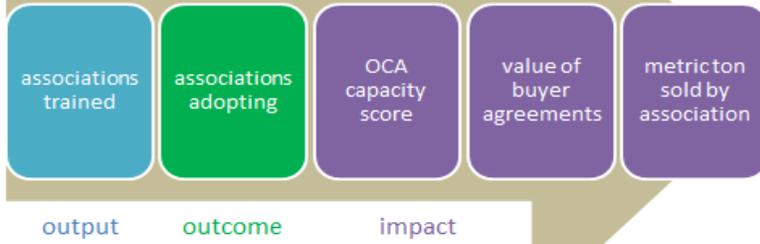


ASSOCIATIONS



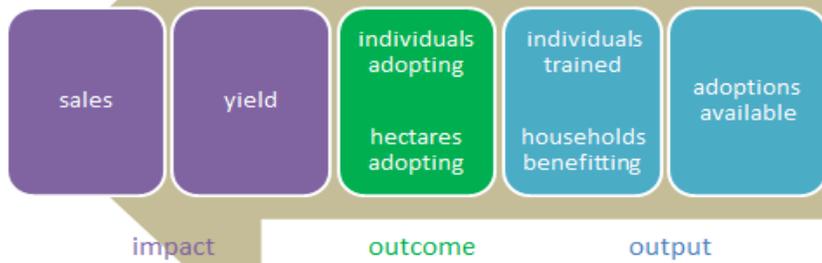
Tanzania (NAFAKA)

Trip Report

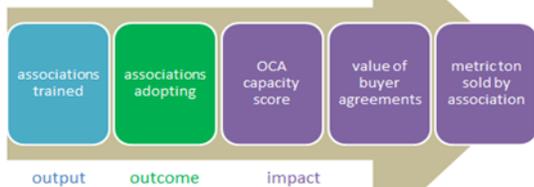
PRODUCTIVITY

Feb 11-15, 2013

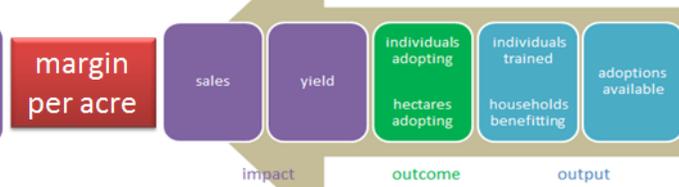
William Sparks



ASSOCIATIONS



PRODUCTIVITY



margin per acre

MONDAY

- Reviewed PMP with Hamisi (M&E)
 - There have been some changes to the PMP since the annual planning session
 - There were 26 indicators at the planning session (counting 2 and 2b separately)

 - 7 removed
 - (#1) Per capita expenditures (proxy for income)
 - (#2b) Vulnerable households
 - (#9) Number of members of producer organizations
 - (#12) Number of demo plots
 - (#17) Number of user hits on MIS
 - (#23) Number of firms showing higher profitability
 - (#25) Number of SILC groups formed

 - 4 added
 - Yield
 - Total beneficiaries
 - Amount saved by SILC groups
 - Households with home gardens

 - 26 original indicators – 7 removed + 4 added = 23 indicators

 - I did not see “MT sold by associations” on the quarterly report. Hamisi said that this was an oversight and that it was still an indicator.
 - Hamisi says that there is a discussion with USAID to add back two indicators (#2b Vulnerable Households) and (#9 Number of members of producer organizations). Vulnerable households was to now be collected as a disaggregate for total households, but USAID is asking if it should be an independent indicator.
 - I am waiting to get a PMP with the final LOP targets for each of these indicators

- Reviewed five training questions with Hana (Training Coordinator). We discussed how these questions could be used to check the logic and assumptions of training activities.

- Reviewed the USAID OCA provided by Hamisi

- Discussed project activities and my TOR with Lee (COP)

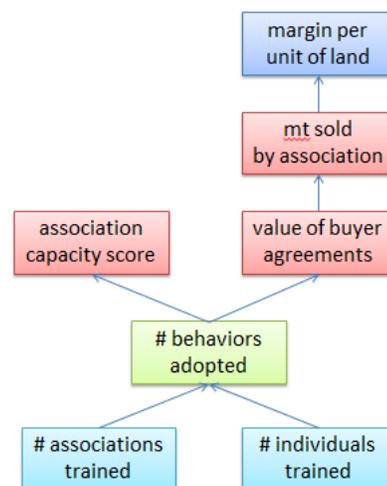
- Drove out to Morogoro from Dar with Hana and Hamisi

TUESDAY (associations)

- Met with association training team
 - Manjori, Rudi Team (Lameck, Mathew, Grace), Betty, Hamisi, Hana, Harriet (day one), Silas (half of day one)
 - Terry from MVIWATA was not present due to a pending contract waiting for approval
- We established our goals for the two days:
 - Harmonize training
 - Define clear content
 - Ensure coordination and consistency of training
 - Link training to M&E results
- We also decided to stay focused on the rice associations that we were formed. We set aside activities in the maize areas (Kiteto, Kongwa), progressive farmers and the Dakawa water user association. The rice associations receiving training:

Region (firm)	Formed in Year One	Formed in Year Two	Total Formed
Ifakara (RUDI/Lameck)	12	18	30
KPL (AV/Manjori)	10	--	10
Mvomero (MVIWATA/Terry)	6	8 (?)	14
KVTC	--	6	6
TOTAL	28	32	60

- We created a results framework for association training activities using PMP indicators (see chart to right).
 - Team could only identify one indicator for training (# people trained). We discussed the importance of having indicators defined prior to a training. Although we are asked to conduct trainings, we will be evaluated by the impact.
 - We identified seven indicators. The ultimate impact indicator (margin per unit of land) would be the intersection with the technical training activities.



- We then reviewed the USAID OCA tool to identify those questions that were relevant to first-level associations. As the OCA is intended for all levels and types of organizations, the team identified

19 (out of 45) that applied to associations. We had not yet received the detailed survey for one of the sections (Organizational Management, 8 questions). There is a possibility that we will reduce the total further after reviewing the detailed survey once received from The Mitchell Group (the organization conducting M&E for Tanzania Feed the Future). These 19 are listed below:

1. Governance (4 questions)
 - vision, organizational structure, board responsibility, legal status
 2. Administration (1 question)
 - operational policies
 3. Financial Management (6 questions)
 - systems, controls, documentation, audit, reporting, cost share
 4. Organizational Management (8 questions) – *note: detailed survey not available*
 - strategic planning, workplan development, change management, knowledge management, stakeholders, sustainability, communication, decisions
- Another 10 questions were identified for apex organizations, agricultural marketing cooperatives (AMCOs) in the maize areas, and the Dakawa water user association.
 1. Governance (1 question)
 - succession planning
 2. Human Resources Management (8 questions)
 - job descriptions, recruitment/retention, staffing levels, policies, time management, salary documentation, salaries/benefits, performance mgmt.
 3. Program Management (1 question)
 - linkages/network
 - We discussed a baseline for all of the associations. Since they are all new associations, we determined that they would have scored a '1' on all questions. We decided that the first year cooperatives (28 in total) would be surveyed after the harvest of the second year (harvest is in June/July) to assess any changes in their capacity score. We discussed the use of 'clickers' in conducting this survey.
 - We then set to identify the specific adoptions we wanted to see from associations after the training. We did this by reviewing the M&E results framework we had created and used the questions identified with the OCA survey. Our initial list of association adopted practices:
 1. Using a vision/mission statement to define priorities
 2. Following a clear organization structure
 3. Ensuring management committee is fulfilling responsibilities
 4. Remaining fully registered and legally compliant
 5. Updating operational procedures
 6. Following clear processes with controls and documentation
 7. Conducting annual audit

8. Distributing financial reports routinely
 9. Documenting cost share
 10. Providing routine communication to members
 11. Making training materials available to all members
 12. Having gender balance on committees and membership
 13. Honoring agreements
 14. Making mutually beneficial agreements
 15. Following a marketing plan
 16. Facilitating a dispute resolution process
 17. Supporting active committees
 18. Conducting member recruitment activities
 19. Hosting routine and active member meetings
 20. Adhering to constitution (bylaws)
 21. Using centralized storage for aggregation
 22. Keeping environmental documentation on aggregation practices
 23. Maintaining quality control of product
 24. Reviewing management self-assessment
 25. Following a business plan
 26. Using a marketing information system
- We then divided into groups to review the existing association training materials to determine which behaviors were adequately addressed with the existing content. Each group reviewed one of the existing four modules (leadership, marketing, operations, records). They were given a sheet of paper to identify the three items below.
 1. GOOD: List the topics from the above list of 26 behaviors that are adequately covered in the training manual. For example, if “Supporting Active Committees” is sufficiently covered in your manual, write the number “17” under the category of GOOD.
 2. SO-SO: List the topics from the above list of 26 behaviors that are somewhat covered in the training manual, but could be improved. For example, if “Conducting member recruitment activities” is mentioned, but there are no activities to train attendees, then the number “18” would be listed under the category of SO-SO.
 3. REMOVE: Each training module has approximately 8 chapters. If one of the chapters does NOT address any of the above behaviors, then write the number of that chapter under the category of REMOVE.
 - Each group reported out. We marked our original list of 26 behaviors for those that were GOOD and SO-SO in their coverage within the training materials. On a separate flipchart, I maintained a summary for each module, showing GOOD, SO-SO and REMOVE for each module. I also had a line for ADD. We reviewed the remaining behaviors that were NOT addressed by any of the modules. We decided if which behaviors could be added to an existing module. We listed this behavior number under ADD for that module. The results:
 -

- LEADERSHIP
 - GOOD: 1, 2, 3, 10, 16, 17, 19, 20
 - SO-SO: --
 - REMOVE: --
 - ADD: 4
- MARKETING
 - GOOD: 13, 14, 15, 23, 26
 - SO-SO: --
 - REMOVE: --
 - ADD: --
- RECORDS
 - GOOD: 6, 7, 9
 - SO-SO: --
 - REMOVE: --
 - ADD: 8
- OPERATIONS:
 - GOOD: 5, 12, 18, 19, 23, 25
 - SO-SO: --
 - REMOVE: --
 - ADD: 11, 21, 22, 24

(Note: this chart reflects the final changes after an additional on Wednesday.)

- There were several items identified as SO-SO. However, they were considered GOOD in a different module. Therefore, we removed anything marked SO-SO if it was named as GOOD in another module. This removed all the SO-SO items.
- There were no chapters identified for removal.
- We confirmed the training parameters:
 - 15 people from a cooperative; 2 cooperatives trained at a time
 - Each module is for 2-3 days
 - Modules are delivered every two weeks
- We defined tomorrow's agenda to be:
 - Hamisi to present M&E life of project target for association indicators
 - Estimate the time to deliver the content
 - Adjust the content to fit the training time frame
 - Creating a training schedule and identify trainers
 - Define how to coordinate training with productivity, SILC, VBAA and other trainings
 - Create a 'construction schedule' to create/translate content and train trainers
 - Discuss contracting needs for RUDI and MVIWATA

WEDNESDAY (associations)

M&E Indicators

- We began with a review of the targets for 2013 for our indicators. What was listed in the last quarterly report:
 - # associations trained: 77
 - # associations adopting: 77
 - association capacity score: blank
 - buyer agreements: 30 agreements for \$300,000
 - MT sold: inadvertently omitted from report
- # associations trained
 - We are currently working with 60 associations through this season. Therefore, we will not achieve the 77. We have asked Hamisi for the life-of-project total so that we can plan accordingly to achieve the overall target.
- # associations adopting
 - Since we have identified 26 core behaviors, we believe that every association will adopt at least one new behavior (and, hopefully, a majority of the new behaviors). Therefore, this indicator total should match the previous indicator of associations trained.
- association capacity score
 - The USAID OCA uses a four point scale. The lowest score is a '1' (there is not a 'zero'). Simply put: 1=complete non-performance; 2=somewhat; 3=mostly; 4=high performance. We have identified 19 questions that are relevant to associations. Therefore, a new association starts with a score of 19 (a score of 1 for each question). It is our current target to achieve an average of 2 for all associations. We may revise these upward if we achieve this target quickly. However, as this is a new instrument, we will remain conservative.
- buyer agreements
 - Hamisi explained that the basis of the target was that each association would form an agreement with an average value of \$10,000 each. \$10,000 roughly equals 160 bags (100kg per bag; 1 bag = 100,000TSH) for each cooperative. 160 is also near the average for number of members for a cooperative, and each member is encouraged to sell one or two bags through the cooperative. This would result in a total of 4,800 bags (160 bags x 30 associations), or 480 MT.
 - However, this may be an aggressive goal when compared to last year's performance. Last year, the ten KPL associations had agreements with KPL for the 130 MT sold. Lameck estimated that 20% of the 110 MT sold through his associations had a prior agreement. This is a combined total of approximately 150 MT sold. Therefore, this would be a significant increase to move from 150 MT in year one to 480 MT in year two.
 - Further, this number seemed unrealistic when compared to the indicator 'MT sold' which had 240 MT sold in year one, and a projected 50% increase to 360 MT sold in year two. Having agreements for 480 MT while only projecting to sell 360 MT was not logical.

- Thus, this indicator will use the same projected increase (50%) that is being used for the 'MT sold' indicator. The target for 2013 will be 225MT (a 50% increase on the prior year amount of 150MT).
- The M&E team will conduct a survey in May for the 28 year one associations to determine if they have any informal or formal buyer agreements. We drafted a survey that would be used for this purpose.
- MT sold
 - There does not appear to be any targets set for this indicator. It was estimated that there were 240 MT sold in 2012 (130 by KPL associations, 110 by RUDI associations). MVIWATA was not present to share MVOMERO results; people at the training believed that there had not been any collective sales in that region.
 - Using the 50% increase, we projected 360 MT as a target. This would include the 225MT to be defined in agreements (as explained in the previous indicator).
 - Hamisi will follow-up with the associations to collect a copy of the records showing the reported sales last year.

Content Review

- We reviewed the content to estimate the time it would take to deliver the content.
 - Leadership: 2 days
 - Marketing: 3 days
 - Records: 2 days
 - Operations: 3 days
- We decided to move association behaviors #21 and #22 from marketing into operations. These association behaviors related to the aggregation and storage processes. We also decided to move financial reporting to members from operations up to recordkeeping.
- We also decided to present a simplified results framework to associations to explain the intended achievements after the training. We will also provide a list of the 26 desired behaviors for a successful association to all members, or at least post the list in a prominent space at the association.

Training Schedule

- RUDI will conduct a refresher training for year one associations with the remaining funds they have on their current contract. They will re-emphasize with the associations the development of buyer agreements. RUDI has expressed dissatisfaction with the long process (over a year?) to modify the existing award.
- RUDI will train the year two associations under the new contract to start, hopefully, at the beginning of April. MVIWATA and KPL will train their associations beginning in April.
- We will use February and March to complete the localization and translation of the remaining materials.
- In the first week of April, we will conduct a comprehensive Training of Trainers for approximately 20 trainers and staff from RUDI, MVIWATA, KPL and ACDI/VOCA.

- Hana and I created an action list (at end of this report).
- It is unclear at this moment as to who will train KVTC in association management. Manjori has offered to conduct the training, but he may not be able to devote the thirty training days needed. Therefore, we will explore using local STTA to conduct the training. We can use the same trainers that RUDI uses to conduct association development training. Hana will explore what is needed to hire this staff on an as-needed basis.

Training Coordination

- Numerous trainings occur in the same village with little communication or coordination with other training activities. Trainings include demo farms, VBAs, SILC and cross-cutting topics.
- We are proposing that all trainings are coordinated through Hana.
- There would be a simple three step process:
 - 1. Trainer notifies Hana of an intended training
 - 2. Hana meets with Trainer to review 5 training questions (listed at end of report)
 - If anything is unclear, Hana calls in Harriet for assistance
 - 3. Hana reviews master training schedule with trainer to identify conflicts
 - If two trainings will occur in the same village either at the same time or in quick succession, Hana will facilitate a meeting between the two trainers to amend the training schedule to minimize negative consequences on the beneficiaries

FIVE TRAINING QUESTIONS

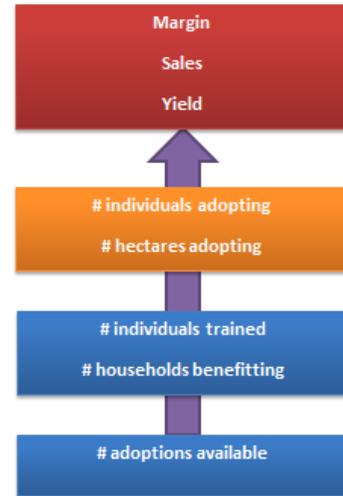
- 1. Can you give a BRIEF OVERVIEW of the training?**
 - Who is trained, and how are they selected?
 - How often is the training and how long is each session?
 - How many people are at each session?
 - Who does the training?
 - What materials are used by facilitators and attendees?
 - What considerations have been made for women?
- 2. What are the SPECIFIC and OBSERVABLE behavior changes to happen after this training?**
- 3. Which OUTPUT and OUTCOME indicators from the PMP will be achieved?**
 - How will you measure these indicators?
 - What is your anticipated contribution to this indicator for this specific training?
- 4. What is the COST of the training?**
 - What is the return on investment (cost per indicator unit) that you are achieving?
- 5. Why do you think this training FORMAT is effective for achieving these indicators?**
 - What other formats were considered?

THURSDAY (productivity)

Present: Henry, Abel (FIPS), Richard J, Richard/Filbert/Tesha (IFDC), Hana

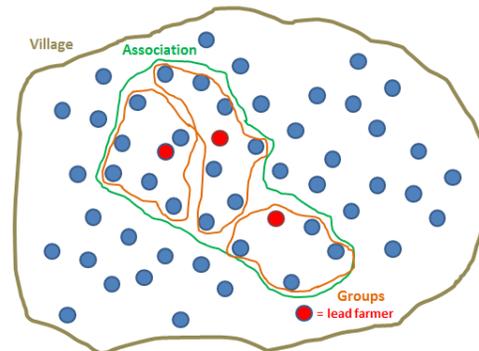
Absent: Beatrice

- We began the day with a discussion of our objectives for the day. We agreed that we wanted to REVIEW, DEFINE and COORDINATE training activities. There was general consensus that there was a lot of overlapping training in the same villages.
- I began by asking for the staff to name the indicators related to our productivity training. The group named most of the indicators. We taped them to the wall (see diagram on right).
- We then listed the productivity trainings that were in progress. We decided to review each of the trainings listed below:
 - Lead Farmer demonstrations
 - VBAA demonstrations
 - Seed production
 - Agrodealer training
 - Progressive Farmers



Lead Farmer demonstrations

- We created a village on flip chart (similar to diagram shown). Within a village, there is an association. Within an association, members form training groups. The project has agronomists that either train the lead farmers directly, or trains agrodealers to train lead farmers. There is no training content, no training schedule, and no accurate reporting of productivity cascade training.
- The available individuals for training are:



Area	Villages	Agronomists	Agrodealers
Kilombero	30	1	4 (1 dealer : 9 villages in Mlimba) (1:6 in Ifakara) (1:5 in Ifakara) (1:8 in Mangula)
KPL	10	5	--
MVOMERO	14	1 (FIPS, was MVIWATA)	1
KVTC	6	1	--
KONGWA	21	1 (currently hiring)	--
KITETO	20	1 non-agronomist	Help from DALDOs

- We then discussed our confidence level in the consistency of a message being passed down from Nafaka → Agronomist → Agrodealer → Lead Farmer → Farmer → Family. We did an activity where I whispered a written message to the first person at the table. This person whispered it the next and so on. The last person announced the message, and then I read the actually message. It was a completely different message. We discussed creating written tools to ensure consistency of message for our cascade training chain.
 - Agronomist: We decided that we would create a manual with two elements. First, the manual would provide *technical* instructions for the adoptions we selected. Second, the manual would provide *teacher* instructions to help agronomists deliver the message in a memorable manner.
 - Agrodealer: The agrodealers would receive the same manual as the agronomist.
 - Lead Farmer: The Lead Farmer will received STICKS. This STICKS will also track the adoptions of those trained using the dashed circle methodology.
 - Farmer/Family: The farmer will receive a laminated business card with a list of the desired adoptions. An encouraging message or project/donor logo will be on the other side of the card.
- We had a discussion about the specific behaviors we wanted to cascade to farmers. We recognized that we couldn't impart all '100 skills' that agronomists know. Instead, we needed to focus on a specific set of skills that would have the greatest influence on a farmer's yield. We selected the following skills and grouped them into three delivery sessions:

Session 1	Session 2	Session 3
1. Use improved seeds	5. Manage water	8. Harvest appropriately
2. Prepare land	6. Weed fields	9. Store properly
3. Use fertilizer	7. Control pests	
4. Space seeds		

- We further discussed the balance of simplifying but not without losing the strength of the original message. We agreed that these 9 skills would have impact, and would most likely survive the travel down our cascade training chain.
- By grouping the skills into three sessions, an agronomist and agrodealers can establish a clear schedule for delivery.
- We discussed the simplification of demo plots. Rather than show varying degrees of fertilizer usage and different fertilizer/seed combinations, we agreed to make a simple OLD vs. NEW comparison to make the difference clear to observers. There are currently 445 demo plots.

VBAA demonstrations

- VBAAAs create demo plots within associations and outside associations.
- Within the associations, there are lead farmer trainings and VBAA trainings. They are training on the same content. It was agreed that lead farmers and VBAAAs would jointly provide training on the first session (use improved seeds, prepare land, use fertilizer, space seeds), and that the VBAA would use the lead farmer demo site within the association.
- VBAAAs will be given the manual that will be developed for agronomists and agrodealers.
- The VBAA will also establish a demo site outside of the association.

- We discussed counting of trainees. It is recognized that the project is providing multiple training to the same individuals (association, productivity, savings). It is recognized that the VBAA and Lead Farmer are jointly training association members, and that this double counting will be corrected by NAFKA M&E before reporting up to USAID. However, these farmers trained will be reported by both the Lead Farmers and by FIPS for their own internal reporting and fulfillment of obligations. FIPS, of course, will train significantly more people outside of associations.

Seed Production

- IFDC is seeking to grow certified seeds on 100 acres, and QDS on 30 acres this season. This will be done in approximately 20 villages and involved about 50 farmers. They are supporting TANSEED to conduct this training and technical support to farmers. IFDC has all of the training materials, and will make them available to NAFKA for branding and storage.
- Farmers participating in the seed program may or may not be members of associations.

Agrodealer Training

- There is a training next week to train trainers. These trainers will train 74 agrodealers that currently provide services in NAFKA-supported villages. The TOT and agrodealers manuals already exist. We will collect them for branding and storage. The two goals of the training are to improve the technical assistance provided by agrodealers to customers (farmers), and to improve the ability of agrodealers to manage their business.

Progressive Farmers

- This was one of the more in-depth discussions. There was confusion as to the goals of this initiative. Silas and Harriet engaged in the meeting to discuss the approach.
- A progressive farmer (PF) receives a \$2,000 grant, and is asked to train 20 farmers. Most PFs are in an association which already has a cascade training model. Thus, who is PF to train? Now that the program has expanded from 8 to 50 PFs, there are also some emerging challenges between the members that received these grants and those that didn't. Also, we are asking if we want PFs to provide the same training as Lead Farmers (LF).
- We stepped back and thought of the desired objective of PF: to create commercial farmers. The grant is to help PFs invest in commercial technologies. We don't want PFs to train on the nine skills discussed earlier. Instead, we want them to showcase these new commercial technologies to other potential adopters. This can expand the investment and adoption of these technologies. Therefore, rather than train 20 other farmers, we would like the PFs to establish a network of 20 other pre-commercial farmers who may be ready to invest in these technologies. These PF networks can be linked to equipment and other service providers through NAFKA activities.
- As of now, we see LFs training smallholder farmers on primary techniques. We see PFs establishing a network of pre-commercial farmers to showcase 'secondary' techniques.

- For the future, we don't see a reason as to why PFs should come from associations. It is assumed that associations that are most homogenous in their needs and abilities will have the most success in aggregating their resources and output. A PF within an association could potentially disrupt the homogeneity.

Association Trainings

- We discussed the format and timing of the association trainings. A training schedule will be published so that all productivity training is aware when associations (and lead farmers) will be engaged with association training.

Timing

- May: all training materials (manuals, STICKS, skill cards, signage) ready
- June: training of trainers
- July: train lead farmers in all villages from all three years (two current, one new)

FRIDAY

- Drove back from Morogoro to Dar to debrief Lee Rosner, COP.

ACTION ITEMS

ASSOCIATIONS

(H – Hana Shine; W – William Sparks)

1. Leadership

- a. Adding registration info as an appendix H
- b. Activities: W
 - i. Strengthen vision/mission activity
 - ii. Add registration activity
- c. Final Review W, H

2. Marketing

- a. Use new manual, but bring over localized content from previously used marketing material H
- b. Final Review W, H

3. Records

- a. Distribute for comments H
- b. Localize H
 - i. Ha → acre; Birr → TSH; coop → assoc; names
 - ii. Review forms with Silas

4. Activities

- a. Activity: Creating a financial report for members W
- b. Final Review W, H

5. Operations

- a. Circulate for comments H
- b. Activities: W
 - i. Training materials available to members
 - ii. Review/conduct self-assessment
 - iii. Using centralized storage / environment
- c. Localize H
 - i. Ha → acre; Birr → TSH; coop → assoc; names
- d. Final Review W, H

6. Introduction

- a. Explain M&E indicators W
- b. Explain 26 behaviors W

7. Participant Workbooks

- a. Circulate for comments H
- b. Localize H
- c. Translate H
- d. Printing H

8. Branding & Marking

- a. Cover page for facilitator guide H
- b. Cover page for participant workbook H
- c. Create a certificate for association attendees H

9. Supplies

- a. Make list of training supplies (tennis balls, string, etc) W
- b. Purchase H
- c. Provide a packet for each trainer H

10. Training of Trainers

- a. Design ToT session (and Teambuilding session) W
 - i. Create training schedule at session
- b. Select date (notify all early!): tentatively April 3, 4 H
 - i. Block shoulder date for teambuilding
- c. Get William travel approval W
- d. Get attendee list H
- e. Select location H
- f. Print facilitator guides H
- g. Create and print certificates H

11. Other

- a. Communicate to Lee re: W
 - i. RUDI, MVIWATA contracts & KPL, KVTC budgets
 - ii. Proposed approval process
- b. Get local STTA ready to deliver training H
 - i. Get names from Lameck
 - ii. Complete procurement process
 - iii. Invite to TOT workshop
- c. Follow-up with Hamisi to: H
 - i. Add 'MT sold by associations' back into M&E reporting; get LOP target
 - ii. Get and circulate detailed questions on the USAID OCA for the category of Organizational Management
 - iii. Design survey to be conducted every May to measure value of buyer agreements made by associations
 - iv. Design survey to be conducted annually with associations to determine volume sold, as well as total value and number of participating members in the sale

PRODUCTIVITY

(Hana coordinating these activities)

1. Manual

- a. Content (technical and teaching)
 - i. Session 1: use improved seeds, prepare land, use fertilizer, space seeds
 - ii. Session 2: manage water, weed fields, control pests
 - iii. Session 3: harvest appropriately, store properly
- b. Print

2. STICKS

- a. Find a printer
- b. Design front cover
 - i. Top section: wording for certificate
 - ii. Lower section: lines for names, dashed circles
- c. Design back cover
 - i. Get photo for each desired practice
- d. Print

3. Skill Cards

- a. Design cards
 - i. Front: 9 skills
 - ii. Back: USAID logo and/or project inspirational message
- b. Print

4. Signage

- a. Design signs for all VBAA and Lead Farmer sites
- b. Print
- c. Define process for distribution and installation

5. Other

- a. With Hamisi, create chart showing villages and training activities in each village
- b. Define timing for three sessions to be delivered during season
- c. Define simplified demo plot parameters
- d. Get consensus with Joe (others?) on Progressive Farmer goal of developing a network
- e. Inform association team about Productivity approach
- f. Collect and brand three manuals: Seed Manual, Agrodealer TOT & Agrodealer manuals
- g. Add Phone Number to log book of people trained at FIPS demo sties
- h. Confirm with FIPS agreement to do joint training with Lead Farmers within associations
- i. Send weekly Training Coordination report with progress and activities on listserv
- j. Get everyone on listserv
- k. Set date for June TOT event: communicate to appropriate people early!
- l. Meet with BCC to identify areas of collaboration