

### ANNUAL WORK PLAN: ACTIVITIES

Name of Organization: National Cooperative Business Association (NCBA)

Cooperative Agreement No.: FAO-A-00-000014-00

Period: 06/01/97 – 05/31/98

Modified 1/98

|   | Q1 | Q2 | Q3 | Q4 |
|---|----|----|----|----|
| <b>A. PROGRAM PURPOSE</b>   |    |    |    |    |
| <b>To support the development of cooperative systems overseas</b>   |    |    |    |    |
| <b>1. Design and develop innovative approaches to encourage development and growth of cooperative systems overseas. (Describe proposed activities by focus country, indicate in which Quarter they will occur):</b> |    |    |    |    |
| <u>Mali/West Africa</u>   |    |    |    |    |
| a. Strengthen the internal capacity of 3 Malian indigenous cooperative development organizations (ICDOs) ICDOs have offices in Bamako, but serve co-ops in rural central and western Mali                           |    |    |    |    |
| • conduct organizational assessment; determine key areas requiring technical assistance   | X  |    |    |    |
| • conduct feasibility study and establish dateline data   | X  |    |    |    |
| • assist ICDOs develop strategic planning, develop business plan,   | X  | X  | X  |    |
| • assist ICDOs with financial & accounting systems, monitoring & information systems  |    |    | X  |    |

|  | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> |
|--|-----------|-----------|-----------|-----------|
| b. Develop the training capacity and programs of ICDOs to deliver services to their members and clients  |           | X         | X         |           |
| c. Build linkages among and between the IDCOs  |           |           | X         | X         |
| d. Establish ICDO microenterprise capability; ICDOs deliver business development services (BDC) to their Cooperative and group enterprise clients  |           | X         | X         | X         |
| <u>Nicaragua</u>   |           |           |           |           |
| a. Met with boards and managers of cooperatives and cooperative associations to develop the concept of business development unit which would channel new business opportunities to cooperatives. Cooperatives to be served are located in rural areas of central-west Nicaragua. | X         | X         |           |           |
| b. Undertake organizational assessment to develop information on whether to locate the unit with an existing organization or establish as independent entity; make decision by end of Q3   |           | X         | X         |           |
| c. Develop a strategic and a business plans for the business development unit  |           |           |           | X         |
| <u>Indonesia</u>   |           |           |           |           |
| a. Assist the board and management of Puspets Luwu Co-op in South Sulawesi develop a business plan and budget for the marketing of coffee production. The co-op is located in South Sulawesi   | X         |           |           |           |
| b. Establish market contacts for co-op's coffee production with brokers and buyers from both international and domestic markets  |           | X         | X         |           |
| c. Technical assistance on production to increase the quality and yields; harvest and post harvest handling  | X         | X         | X         | X         |
| d. Within the co-op, establish export marketing services   |           | X         | X         |           |
| e. Sell increased production for export and to local markets, increased returns to producers   |           |           |           | X         |
| f. Provide microenterprise business development services to member co-ops  |           | X         | X         | X         |

|   | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> |
|---|-----------|-----------|-----------|-----------|
| <u>Africa Linkages for ICDOs</u>  |           |           |           |           |
| a. Assist POSDEV (regional membership organization ) to develop it operating budget and negotiate subcontract for technical assistance and financial support            | X         |           |           |           |
| b. Assist POSDEV recruit for, hire and train staff  | X         | X         |           |           |
| c. Help the management and staff develop a strategic plan and a business plan   |           | X         |           |           |
| d. Develop a financial plan and strategy; contacts with donor community   |           | X         | X         |           |
| e. Prepare and submit proposals for cooperative and group enterprise development projects   |           |           |           | X         |
| f. Plan and hold the annual meeting of member organizations   |           |           |           | X         |
| <b>2. Amount of technical assistance, training and advisory services delivered to host-country partners (Describe technical assistance and training to be provided)</b> |           |           |           |           |
| <u>Mali</u>   |           |           |           |           |
| a. Workshops, seminars and on-the-job training will be provided to 3 ICDOs in the following:  |           |           |           |           |
| • strategic and organizational planning   | X         | X         | X         | X         |
| • professional development, team building, human resource mobilization  |           |           |           |           |
| • business planning, cost benefit analysis, market assessment, cash-flow  |           |           |           |           |
| b. Staff resources – 160 person days involving 3 staff members  | X         | X         | X         | X         |
| c. Travel – 7 trips   | X         | X         | X         | X         |
| 4 Ouagadougou to Bamako (CLUSA Deputy Director/Africa)  |           |           |           |           |
| 2 Nairobi to Bamako (CLUSA Director/Africa)   |           | X         | X         |           |
| 1 Washington to Bamako (CLUSA HQ staff)   |           |           | X         |           |

|   | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> |
|---|-----------|-----------|-----------|-----------|
| <u>Nicaragua</u>  |           |           |           |           |
| a. Technical assistance and workshops will be provided to the business unit in the following          |           |           |           |           |
| • business development, market identification, product costing, contract negotiations                 | X         | X         | X         | X         |
| • business skills, client relationships and accountability, contract and grant management, compliance |           |           |           |           |
| b. Staff resources – 50 person days – 1 staff and 1 consultant  | X         |           | X         |           |
| c. Travel – 2 trips   | X         |           |           |           |
| Washington to Managua (1 HQ staff & 2 CLUSA Board volunteers)   |           |           |           |           |
| Madison to Managua (1 consultant)   |           |           | X         |           |
| <u>Indonesia</u>  |           |           |           |           |
| a. Technical assistance and training will be provided to Puspets Luwu Co-op in the following:         |           |           |           |           |
| • business development, market identification, product costing, contract negotiations                 | X         | X         | X         | X         |
| • business skills, client relationships and accountability, contract management, compliance           |           |           |           |           |
| • financial resource mobilization and management  |           |           |           |           |
| b. Staff resource – 90 person days – 2 staff  | X         | X         | X         | X         |
| c. Travel – 6 trip  | X         | X         | X         | X         |
| Klaten, Java to South Sulawesi (CLUSA Program Director)   |           |           |           |           |
| Washington to South Sulawesi (HQ staff)   |           |           | X         |           |
| Jakarta to South Sulawesi (consultant)  |           |           |           | X         |

|  | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> |
|--|-----------|-----------|-----------|-----------|
| <u>Africa Linkages for ICDOs</u>   |           |           |           |           |
| a. Technical assistance and training will be provided to POSDEV in the following: <ul style="list-style-type: none"> <li>• professional development, team building, human resource mobilization</li> <li>• business planning, cost benefit analysis, market assessment, cash-flow</li> <li>• financial resource mobilization and management</li> </ul>   | X         | X         | X         | X         |
| b. Staff resources – 90 person days – 2 staff  | X         | X         | X         | X         |
| c. Travel – 5 trips  |           | X         |           | X         |
| Nairobi to Accra (CLUSA Director/Africa)   |           |           |           |           |
| Ouagadougou to Accra (CLUSA Deputy Director/Africa)  |           |           | X         |           |
| Accra to Bamako (POSDEV staff)   |           |           | X         | X         |
| <b>3. Income-generating business linkages and methodologies introduced to ensure sustainability of local organizations and their programs.</b> (Describe the activities designed to build a business-like approach and move towards sustainability )   |           |           |           |           |
| <p>Each of the different types of organizations has distinct requirements to be financially self-sufficient and able to sustain the provision of services to members and clients. CLUSA’s training and technical assistance package has 7 main elements and is designed to provide a tailor-made response to the needs of individual organizations. The 7 components are: (1) strategic and organizational planning (2) professional development (3) business planning (4) business development (5) business skills, (6) financial resource mobilization and (7) systems development and management.</p> |           |           |           |           |

|   | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> |
|---|-----------|-----------|-----------|-----------|
| <p>a. <u>Mali ICDOs</u>: Financial sustainability for the ICDOs will require a mix of revenue sources which include fees for service, contracts to provide cooperative development services, and grants. From the package of CLUSA training services, the focus for ICDOs will be:</p> <ul style="list-style-type: none"> <li>• business planning, cost benefit analysis, market analysis and business skill development</li> <li>• financial resource mobilization, fee structure, contract negotiation, grant management</li> </ul> | X         | X         | X         | X         |
| <p>b. <u>Nicaraguan business unit</u>: financial sustainability will depend of fees and commissions from brokering business deals for its member co-ops and clients. TA focus will be:</p> <ul style="list-style-type: none"> <li>• market identification, market information, product identification and development</li> <li>• cost-benefit analysis, cash flow projections, business planning, financial management</li> </ul>   | X         | X         | X         | X         |
| <p>c. <u>Indonesian marketing co-op</u>: financial sustainability is linked to the co-op's ability to market its member's coffee production. TA will focus on:</p> <ul style="list-style-type: none"> <li>• production, increasing yields, improving quality, initial processing</li> <li>• market identification, developing buyer contacts and contract negotiation, credit</li> </ul>  | X         | X         | X         | X         |
| <p>d. <u>African linkages</u>: the African ICDO network will need to rely on member fees, contracts and grants to provide its financial support. TA will focus on:</p> <ul style="list-style-type: none"> <li>• strategic and business planning, information and accounting systems, monitoring/evaluation</li> <li>• identification of donors, program development, bid and proposal</li> </ul>  | X         | X         | X         | X         |
| <p><b>4. Number of long-term partnerships established with local cooperative partners to strengthen their capacities and sustainability.</b></p>  |           |           |           |           |
| <p>a. <u>Mali</u>: partnerships established with 3 African ICDOs</p>  | X         | X         | X         | X         |
| <p>b. <u>Nicaragua</u>: partnership with 4 cooperative associations</p>   | X         | X         | X         | X         |
| <p>c. <u>Indonesia</u>: partnership established with 1 marketing co-op</p>  | X         | X         | X         | X         |

|  | <u>Q1</u> | <u>Q2</u> | <u>Q3</u> | <u>Q4</u> |
|--|-----------|-----------|-----------|-----------|
| d. <u>African linkages</u> : partnership established with 1 ICDO network organization and its 10 member organizations  | X         | X         | X         | X         |
| <p><b>5. Support of program development activities and services of indigenous cooperatives to meet the needs of local beneficiaries.</b> (Describe the activities which ensure co-ops and ICDOs develop services in response to member needs)</p> <p><u>All Countries</u></p> <p>In all cases, CLUSA works with cooperatives, ICDOs cooperative associations, member-owned enterprises and other forms of group business in that ensures responsiveness to member needs. Throughout the training and technical assistance offered by CLUSA the following are stressed:</p> <ul style="list-style-type: none"> <li>• democratic governance and control by members</li> <li>• transparent management</li> <li>• member needs assessment</li> </ul> | X         | X         | X         | X         |
| <p><b>6. Contacts made in host countries to implement policy changes and the development of a more positive climate for cooperative systems.</b> (Describe the activities )</p> <p>No activities planned in Year One</p>   |           |           |           |           |

|   | Q1 | Q2 | Q3 | Q4 |
|---|----|----|----|----|
| <b>7. Contacts made with USAID Representatives/Missions. (Describe the activities)</b>  |    |    |    |    |
| a. <u>Mali</u> : meet with Economic growth Strategic Objective Team   |    | X  |    | X  |
| b. <u>Nicaragua</u> : maintain close relationship with Mission project staff; brief Program Office as a part of each country visit      | X  |    | X  |    |
| c. <u>Indonesia</u> : have Mission officials visit project site; brief Mission Program Office   | X  |    | X  |    |
| d. <u>West Africa Linkages</u> : brief Mali Mission as a part of each project visit; provide information to Regional Development Office |    | X  |    | X  |

|   | Q1 | Q2 | Q3 | Q4 |
|---|----|----|----|----|
| <b>B. PROGRAM PURPOSE</b><br><b>To strengthen the capabilities of U.S. cooperative development organizations (CDOs) to support international development on a sustainable basis</b>               |    |    |    |    |
| <b>1. Professionalizing management systems and technical capacity of U.S. CDOs to support cooperative development activities internationally. (Describe Activities)</b>                           |    |    |    |    |
| a. implement accounting system which allows for project budgeting and reporting   | X  | X  |    |    |
| b. continued evolution of CLUSA Approach – increased focus on organizational sustainability and commercial activity   | X  | X  | X  | X  |
| c. increase micro-finance capacity through the SEEP Network   | X  | X  | X  | X  |
| <b>2. Building organizational commitment of U.S. CDOs and their membership to support international cooperative development activities. (Describe Activities)</b>                                 |    |    |    |    |
| a. bring international cooperative development issues to the NCBA Board through the International Development Committee   | X  | X  | X  | X  |
| b. publish articles on the importance and impact of international cooperative development in NCBA’s monthly newspaper, <i>Cooperative Business Journal</i>  | X  | X  | X  | X  |
| c. provide materials for NCBA members to make presentations to their hometown co-ops or other civic or church groups on the importance and impact of economic development through co-ops overseas |    | X  |    | X  |
| <b>3. Number of volunteers engaged in support of program delivery in the field. (Describe Activities)</b>   |    |    |    |    |
| a. 5 volunteers to work with co-ops in Nicaragua and El Salvador  |    | X  |    |    |
| b. 1 US co-op to host co-op leaders from Central American co-ops  |    |    | X  |    |

|  | Q1 | Q2 | Q3 | Q4 |
|--|----|----|----|----|
| <p><b>4. Efforts made to broaden the development resource funding base of U.S.CDOs, and to enhance long-term sustainability of cooperative development activities overseas. (Describe Activities)</b></p> <p><u>World-wide</u></p> <p>a. develop and present to the NCBA International Development Committee a long-term funding strategy</p> <p>b. assessment and analysis of including commercial activity to generate revenue to support development</p> <p>c. develop and submit 1 proposal for funding from non-USAID source</p> <p>d. travel – Cawley and Alrutz</p> | X  | X  | X  | X  |
| <p><b>5. Project partnerships implemented with other U.S. CDOs. (Describe Activities)</b></p> <p>a. Explore opportunity to work in rural finance project with WOCCU</p>  |    |    | X  |    |
| <p><b>6. Monitoring and evaluation activities undertaken to document impact of program on host-country beneficiaries. (Describe Activities)</b></p> <p>Quarterly monitoring and Assessment with project partners</p> <p>a. Impact of CLUSA’s work with ICDOs in Mali, Nicaragua, Indonesia</p> <ul style="list-style-type: none"> <li>• number of clients served</li> <li>• number of services offered</li> <li>• membership desegregated by gender</li> <li>• number of new grants/contracts/business generated</li> <li>• reserves</li> </ul>                            | X  | X  | X  | X  |

|  | Q1 | Q2 | Q3 | Q4 |
|--|----|----|----|----|
| <p>b. Impact of ICDO's work with member co-ops in Mali, Nicaragua, Indonesia</p> <ul style="list-style-type: none"> <li>• number of members served</li> <li>• number of services offered to members</li> <li>• amount of capital secured for business activities from external sources (banks, donors)</li> <li>• amount of capital secured for business activities from internal sources (equity, profits)</li> </ul>   | X  | X  | X  | X  |
| <p>c. Impact of CLUSA's work with the African Linkages Organization</p> <ul style="list-style-type: none"> <li>• fully registered, by laws, operating procedures, policies and systems in place</li> <li>• financial base including revenue generated from services and development contracts/grants</li> <li>• number of proposals developed and submitted</li> <li>• number of affiliated organizations and number of clients served</li> <li>• number of services offered to members and to donors</li> </ul> | X  | X  | X  | X  |
| <p>7. Outreach made to Cooperative community and U.S. public, to increase awareness about cooperative development overseas.</p> <p>Describe:</p> <p>a. NCBA Board members to make 5 presentations to hometown co-ops and/or civic or church groups</p> <p>b. Articles about US foreign assistance – focusing on people-to-people cooperative development efforts in NCBA's paper, <i>CBJ</i></p>   |    | xx | x  |    |
| <p>8. Follow-up contacts made with overseas Cooperative partners to strengthen organizational capacities to ensure their sustainability.</p> <p>Describe: Other than on-going contact as described above – no other activities scheduled in year 1</p>   | x  | x  | x  | x  |

| <b>SUBGRANT</b><br><b>A. PROGRAM PURPOSE</b><br><b>To support the development of cooperative systems overseas</b>  | <b>Q1</b>                             | <b>Q2</b>  | <b>Q3</b>  | <b>Q4</b>  |
|--|---------------------------------------|--|--|--|
| <p>1. Subgrantee's implementation of innovative activities overseas.</p> <p>Describe (Proposed activities by focus country, indicate in which Quarter they will occur):</p> <p>a. establish project Advisory Board, identify potential national and local-level co-op partners</p> <p>b. meet with co-op membership and Boards to explain program; assess interest and potential commitment to be involved</p> <p>c. negotiate scope-of-work with co-op partners</p> <p>d. do feasibility analysis on cattle raising by small-scale farmers; review results with Advisory Committee</p> <p>e. assess cattle feed situation; identify nutritional needs during rainy and dry seasons; develop alternatives using locally available materials; run seminars on cattle feed with farmers</p> <p>f. develop technical assistance and training plan for service delivery</p> <p>g. recruit, hire, train local artificial insemination technicians</p> <p>h. develop and present seminars on how to determine the costs cattle production for small-scale farmers</p> <p>i. develop artificial insemination delivery services including procurement and importing of equipment; importing and distribution of semen; cost recovery</p> <p>j. meet with organizations that are potential sources of financing for small-scale farmers</p> <p>k. develop and maintain appropriate contacts with USAID, Ministry of Agriculture, cattle association officials</p> <p>l. monitor project progress; assess impact; make necessary programming adjustments</p> | <p>xxx</p> <p>x</p> <p>x</p> <p>x</p> | <p>xx</p> <p>xxx</p> <p>xx</p> <p>xx</p> <p>x</p> <p>xx</p> <p>x</p> <p>x</p> <p>x</p> | <p>xx</p> <p>xxx</p> <p>x</p> <p>xxx</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> | <p>xx</p> <p>xxx</p> <p>xx</p> <p>xxx</p> <p>xx</p> <p>x</p> <p>x</p> <p>x</p> |

|   |                              |                            |                            |                            |
|---|------------------------------|----------------------------|----------------------------|----------------------------|
| <p>2. Subgrantee's initiation and strengthening of field partnerships.</p> <p>Describe:</p> <p>a. number of long term partnerships established with local co-ops to strengthen their capacity</p> <p>b. assess potential for long-term commercial relationships with local co-op partners</p> <p>c. investigate potential for relationship with Wisconsin partners; potential source of project support</p> <p>d. establish relationships with Partners of the Americas' farmer to farmer program</p> |                              |                            | <p>x</p> <p>x</p>          | <p>xx</p> <p>x</p>         |
| <p><b>SUBGRANT</b></p> <p><b>B. PROGRAM PURPOSE</b></p> <p><b>To strengthen the capabilities of U.S. cooperative development organizations (CDOs) to support international development on a sustainable basis</b></p>   | <p><b>Q1</b></p>             | <p><b>Q2</b></p>           | <p><b>Q3</b></p>           | <p><b>Q4</b></p>           |
| <p>1. Strengthening of international capabilities for cooperative development by Subgrantee.</p> <p>Describe:</p> <p>a. Professionalize management systems and technical capacity to undertake international work</p> <p>b. develop capability on USAID financial monitoring and reporting requirements</p> <p>c. develop monitoring and evaluation capability for international development activities</p>   | <p>x</p> <p>xxx</p> <p>x</p> | <p>x</p> <p>x</p> <p>x</p> | <p>x</p> <p>x</p> <p>x</p> | <p>x</p> <p>x</p> <p>x</p> |
| <p>2. Subgrantee's own staff and resources mobilized to implement the program.</p> <p>Describe:</p> <p>a. technical advisory personnel among membership and within HQ</p> <p>b. materials and information on herd improvement and AI</p> <p>c. contacts for sources of materials and supplies</p>   | <p>x</p> <p>x</p>            | <p>x</p> <p>x</p>          | <p>x</p> <p>x</p> <p>x</p> | <p>x</p> <p>x</p> <p>x</p> |

|  |   |   |   |   |
|--|---|---|---|---|
| <p>3. Strengthening Subgrantee's management systems and international technical capabilities to meet needs to support cooperative development activities overseas.</p> |   |   |   |   |
| <p>Describe:</p>   |   |   |   |   |
| <p>a. develop and institute system to monitor and report project expenses on a monthly basis within the requirements for a USAID grantee</p>                           | x | x | x | x |
| <p>b. develop systems for support of overseas project personnel</p>  | x | x | x | x |
| <p>c. establish and maintain contacts and relationships with other CDOs</p>  | x | x | x | x |