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## AFRICARE, INC.

### SMALL-SCALE AGRIBUSINESS MATCHING GRANT

### SECOND PERIODIC REPORT

AUGUST 1, 1986 - JULY 31, 1987

Submitted to the

Agency for International Development

Office of Private Voluntary Co-operation

Executive Director  
C. PAYNE LUCAS

"Improving the quality of life in rural Africa through the development of  
water resources, increased food production and the delivery of health services"

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## SUMMARY

Africare has completed the second year of a three year Matching Grant program intended to enhance the level and quality of programming of small-scale agribusiness in Niger, Mali, Senegal, Zambia and Zimbabwe. This year, significant progress has been made in increasing the level of activity under this program after a very slow start in the first year. Thirteen agribusiness programs have been or are currently in the process of being funded (compared with only four at the time of the report last year). Another fourteen projects have been favorably assessed, and are in various phases of preparation or are awaiting funding from private donors.

One area of concern addressed this year was the scale of projects to be included under the program. By limiting projects funded under the program to the \$5,000 to \$50,000 range, Africare would have excluded larger projects of equal quality which assist small agribusiness in participating countries. This would also serve as a disadvantage to Country Representatives who, for reasons of administrative economy, prefer to develop larger projects. Consequently, several of the new projects, while still focusing on the establishment and assistance to small agribusiness units, are above the \$100,000 mark. Thus while the anticipated numbers of agribusiness units assisted will be met, this will be done under the umbrella of significantly fewer sub-projects.

The single most important area requiring attention under the program is in upgrading the intensity and frequency of technical and management support to sub-projects to increase the probability of successful enterprise start-up and of long-term sustainability. This support to sub-project holders is likely to be required beyond the life of the current three year program, and may take the form of increased national and international training sessions, on-site training and workshops, inter-project visits and field days. This also suggests an increased level of staffing in-country management training staffing and greater use of local technical resources.

An evaluation of the program is to be conducted by independent consultants in August 1987, and recommendations will be incorporated in the final year's work plan, and in follow-up activities.

While program expenditures of AID and privately raised matching funds are still behind anticipated levels at the end of the second year, it is anticipated that with the large number of projects to be funded in the third year, all obligated AID funds will be expended and matching funds raised and disbursed by the end of the project.

## I. BACKGROUND TO GRANT AND PROJECT CONTEXT

1. Purpose, Approach and Capability. The historical and contextual background to the Agribusiness Matching Grant is described at length in the first annual report to FVA/PVC. The key elements are listed in summary below:

- \* Economic reform in many African countries in recent years has presented new opportunities for small farmers and rural entrepreneurs involved in, or wishing to become involved in small scale agribusiness activities.
- \* Africare has traditionally brought private resources to bear in supporting these activities, but is interested in enhancing its in-house capacity to assess, implement and track income-generating projects in the agricultural sector. Matching funds from FVA/PVC would enable Africare to achieve these goals while increasing the actual volume of funds available to directly support African farmers.
- \* Specific needs of farmer groups to be assisted under this program include: business management and planning assistance, financial and material assistance for start-up or expansion, technical assistance, information on local technical support, increased interaction among local agencies and organizations and agribusiness project holders.

The Small-Scale Agribusiness Program was initiated on August 1, 1985 and is currently entering its third year of implementation.

2. Need for External Funding. At the local level, Africare has implemented this program in the five participating African countries in direct cooperation and coordination with host national technical services charged with support of agriculture and rural enterprise. While these services and agencies are normally understaffed, overworked and under-capitalized, they play a major role in the development and support of most projects included under the agribusiness program. At the project level, beneficiaries are anxious to make the requisite in time and labor, and in material resources available to them. Nonetheless, external financial assistance is usually required for the start-up of small agricultural enterprises because adequate sources of credit are not normally extensively available for capital investments and initial operating expenses, and because the technical assistance required during early phases of start-up is greater than can normally be provided locally. At the PVO level, this external assistance enables Africare to engage the staff it will require to enhance its long term programming of income generating agriculture.

## II. PROJECT METHODOLOGY

1. Summary of Approach. Africare's approach under this program is outlined in detail in the first annual report to FVA/PVC. To summarize, Africare has initiated this program in five African countries which have shown a commitment to private sector development through policy reform. In staying with established Africare procedures and regulations, responsibility for project development and assessment, for local funds disbursement and for project monitoring remains with the Resident Representative of each country. To enhance Representatives' capability to assess and monitor agribusiness projects, Africare stationed Agribusiness Specialists in Dakar, Senegal and in Harare, Zimbabwe. Regional Agribusiness Specialists are responsible (1) for financial and commercial analysis of proposals for feasibility prior to inclusion under the Agribusiness Program, (2) for monitoring projects to minimize technical and management problems and (3) for the coordination of training and technical assistance to project participants. Technical backstopping and program level tracking is provided by the Washington-based Agribusiness Program Manager.

Under this program, it was anticipated that approximately 45 small scale agribusiness projects would be directly funded in the range of \$5,000 to \$50,000. Approximately 25 person days of training would be provided in each of years 2 and 3. Expenditures for materials and their transport were projected to reach \$600,000, and revolving credit to selected projects would come to another \$200,000.

2. Program Accomplishments. At the time of the last report (June 27, 1986), the program was substantially behind anticipated programming levels, four projects having been approved for funding under the program, and a number of additional projects were either in the assessment or design phases. At the end of the second year (July 31, 1987), agribusiness programming has increased to include thirteen sub-projects. Because of economies of scale sought by Africare field staff, projects have tended to be larger than anticipated. Thus, while it is apparent that the projected number of agribusiness projects (45) to be funded under the program was higher than the actual number of date, we are much closer to where we expected to be in terms of expenditures.

During the second year of the program, Africare conducted a regional seminar for participants in the Southern Region (Zambia and Zimbabwe) as anticipated, however in the Western Region, geographical dispersion of projects and linguistic and cultural heterogeneity and varying degrees of literacy of participants rendered a regional workshop less feasible. More informal training sessions were conducted by the Regional Agribusiness and host country technical service staff in its place.

### III. MONITORING AND EVALUATION

1. Program Refinements. As was alluded in the first report, it has become apparent that number of agribusiness "projects" funded under the program would not be as much of an indicator of project effectiveness as the number of self-sustaining enterprises to be established. The groups with which Africare works under this program are similar in that they all have a formal basis for organization and a past track record. They nonetheless vary in size, organizational structure and purpose of the organization. In some cases, the group may be a business or production unit requiring a single set of business records and central decision-making capacity. In other cases the form of organization may be a confederation of family or sole proprietors incorporated on a formal basis to achieve economies of scale.

While an estimate of 45 projects envisioned in the original design of this project was based upon the former group model, it became rapidly apparent that the latter kind of project was no less important in terms of supporting the private sector, income-generating agricultural development. These projects are normally of a larger scale and fall outside of the range established in the project design, but they are a real component of the agribusiness programming within each of the participating Africare country programs. In many cases these are preferred by our Resident Representatives because they provide a basis for assisting farmers at a lower project development and administration cost per beneficiary.

Thus while some of the budgets of projects included in the program are indeed larger than those foreseen in the original agribusiness program design, Africare has not changed its focus upon assistance to small scale agribusiness operators. It is anticipated that the same number of farmers and entrepreneurs will be assisted under this modified criterion as under the original design.

This aside, the original criteria (listed in the Grant Agreement) by which prospective projects to be funded under the program remain unchanged. Additionally, we continue to be concerned with gathering sufficient data at the onset of the project to determine the effectiveness of the technical and material assistance, establishing benchmarks of project progress and establishing monitoring and evaluation plans for agribusiness projects on an individual basis.

2. Evaluation. At the end of the second project year, a mid-term evaluation conducted by independent consultants is under way. The evaluation scope of work is included in Annex E.

#### IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

##### Zimbabwe

Africare/Zimbabwe programming in agribusiness has been steady during FY87 with anticipated levels of programming being achieved. Several projects have been completed and there is a constant flow of new projects into the pipeline. During the year, representatives from Zimbabwe agribusiness projects participated in the regional workshop in Blantyre, Malawi coordinated by the Regional Agribusiness Specialist.

##### Chioneso Cooperative Project

Description: Construction of a boundary fence, one year's lease of a tractor, and the up-grading of the record keeping system, for the Chioneso Farming Cooperative Society near Mutare. This is intended to lead to improved use of the land granted by the Government in 1983, increased production and improved management skills, and ultimately, enhanced credit worthiness.

Budget: \$14,271

Status: The project has been completed. The Regional Agribusiness Specialist helped the co-operative to up-grade their record-keeping system. During the 1986 season, production of maize and flu-cured tobacco generated an incremental increase of ZD27,904. Follow-up will continue.

##### Tasangana Transport Cooperative

Description: To provide a medium weight vehicle to Tasangana Cooperative to address the transportation bottle-neck existing in the Hurungwe/Karoi area of Zimbabwe. The cooperative will serve the agricultural transport needs of area cooperatives and individual farmers.

Budget: \$52,538

Status: The truck has been procured and the District Cooperative Officer and The Regional Agribusiness Specialist are working with the cooperative members to assure adequate controls and procedures. In addition to transport of maize, the co-operative has contracted shipments with commercial fertilizer companies. It is successfully covering operating costs and is making regular payments to a capital replacement fund. While project funds for capital items and working capital have been fully disbursed, Africare will continue to monitor performance and provide technical assistance where needed.

### Bedza Kusema Piggery

Description: In two phases, to work with a women's co-operative in the Masvingo Province to build up a herd of 22 breeding sows, to install the infrastructure necessary for proper hygiene and herd management, and to provide training in book-keeping and business management.

Budget: \$30,801

Status: The group has recently completed the first cycle of swine production and has sold their first pigs to COLCOM, the pork marketing parastatal. One concern raised is the cutback in the allocation of guaranteed purchases by COLCOM due to a growing supply of pork in Zimbabwe. While this is not an immediate danger for Bedza at its current scale, this situation will have to be closely monitored as the operation grows, and alternate marketing outlets explored.

### Murombe Piggery

Description: Assistance to the co-operative of the Murombe Resettlement Scheme in the reconstruction of an existing piggery, purchase of feed, medicines and initial breeding stock for the project. Provision of technical and management assistance.

Budget: \$12,549

Status: The construction of the piggery continues. The third group of pigs-in-gelt has been purchased. The Regional Agribusiness Specialist and local commercial farmers have been providing technical and management assistance. Poor management abilities and lapses in feed supplies have hampered the program from operating at full capacity. In FY88, an expert farmer in swine production from the US under the VOCA program will work with the co-op. The group has also embarked on a maize production scheme to minimize the effects of external feed shortages.

### Zimbabwe Pipeline Projects for FY88:

#### Zuvarabuda Agricultural Cooperative Project

Description: The Zuvarabuda co-operative in the Hurungwe District of Mashonaland West Province, has been granted assistance to overcome three constraints to village-based agricultural production--lack of capital for equipment and inputs and skills to manage a cooperative enterprise. The project provides a variety of agricultural inputs, seeds, fertilizers on a loan basis. Crop sales will support future seasons and will be used to establish a revolving credit fund to support the efforts of other small scale production projects in Zimbabwe.

Budget: \$29,775

## Cooperative Maize Mills

Description: Assistance to five cooperatives seeking to start grain milling businesses in rural areas of high demand for these services. Five cooperatives have been selected from fifteen candidates on the basis of evidence of good organization and management, a minimum market of 1000 families, and the absence of competing mills in operation in the vicinity. Each co-operative group will receive training in mill maintenance and business management.

Budget: \$99,845

## Zamazama Maize Mill

Description: Assistance to a women's co-operative in the start-up and operation of a grain milling business. Maintenance and business management training. The above site selection criteria also apply.

Budget: Approx. \$20,000

## Zambia

The Agribusiness Program in Zambia has one active project during FY87--VIS Maize Mills--but shows particularly promising prospects for FY88.

## VIS Maize Mills

Description: To establish a revolving loan fund through Village Industry Services (a local PVO) to assist small-scale farmer groups to establish maize milling enterprises. Eight groups will receive a grinding mill and will participate in a training program for mill operations. VIS will purchase a four-wheel drive pick-up and spare parts.

Budget: \$82,014

Status: The equipment has been procured and has been distributed to the eight cooperatives. Workshops have been conducted to train operators and managers in maintenance, book-keeping and business management. Some initial mechanical problems have been identified and remedied, but these suggest a need for a more intensive training effort at the beginning of the project and mechanical monitoring during early stages of implementation.

Zambia Project Pipeline FY88:

Gwembe Valley Agricultural Project

Description: Assistance to 500 small-scale farmers in the Lake Kariba area to re-establish their livelihood in the wake of dislocations caused by war and commercial development. The project will support farmers' groups with improved extension services, credit, agricultural inputs and marketing.

Budget: \$205,227

Makowa Sunflower Project

Description: This project will assist a group of 27 farmers to enter into the production of sunflower seeds in conjunction with operation of small-scale oil presses for sale on local markets. Training will include extension in sunflower production, maintenance of equipment and business management.

Budget: Approx. \$20,000

Mwinilunga Edible Oil

Description: Provision of assistance in the production of sunflower through the local agricultural service, provision of credit funds for inputs, establishments of hand-powered oil-pressing equipment for 7 producer's primary societies via the Cooperative Union to increase the supply of edible oil in the Northwestern District.

Budget: Approx. \$368,000

Senegal

Agribusiness activity in Africare/Senegal program continued to expand at a proportionately greater rate than in the other two participating Sahelian programs. This in part, may be attributed to the residence of the Regional Agribusiness Specialist in Dakar, but also reflects the emphasis placed in the Senegal program on smaller income generating agricultural projects. Africare continued to work with local Senegalese agencies and organizations including the Food Technology Institute, the Center for Rural Expansion and others.

## Thiagar Rice and Vegetable Production

Description: The Rehabilitation of existing 47 ha. of irrigated rice and the development of and an additional 5 ha. vegetable and fruit garden for a cooperative of 306 on the Senegal River in the St. Louis region. Africare is providing support in the form of equipment, infrastructure and financial and management training in collaboration with local Senegalese services.

Budget: \$61,516

Status: All infrastructure and training has been completed. Pump and irrigation equipment arrived too late to cultivate rice for the 1986 season, but an alternate crop of tomatoes for sale to distributors and to a local processing plant proved highly successful. The co-operative is currently entering its second production season. Africare is continuing project monitoring and technical input as required.

## N'Dame-Lo Irrigated Agriculture

Description: Assistance of 80 village women in the start-up of dry-season gardening. Africare is providing funds for wells, agricultural inputs, technical and business advisory support.

Budget: \$56,564

Status: The project was delayed by discovery of inadequate water at the initial site. Well construction is underway at a newly selected site, and training of women in bookkeeping and simple accounting is being conducted.

## Saam N'Jaay Animal Fattening

Description: The project is aimed at increasing the income of a village youth group through investment in livestock, feed and shelters, technical and enterprise management assistance.

Budget: \$8,075

Status: The project has been funded and is currently in process of initial implementation.

### Dieynaba Cisse Agroforestry

Description: Assistance to a young men's group in the Koalack region of Senegal to establish an irrigation perimeter and invest in inputs for the production vegetables and tree crops in a 2 ha. garden. Technical and management assistance provided.

Budget: \$4,487

Status: The development of the 2 ha. garden and orchard, as well the construction of a well and catchment basin has been completed. The first season's production was carried out. Africare is providing continuing technical support and continued monitoring the group's progress.

### Diamweli Agroforestry

Description: Provision of financial and technical assistance for the development of six hectares of irrigated vegetable gardens and orchards for three young men's groups in the Koalack region.

Budget: \$19,076

Status: Wells have been constructed and gardens and orchards have been established at three different 2 ha. sites. The gardens are currently under production.

### Thies Region Fruit and Vegetable

Description: Support the self-help efforts of groups from two villages in the Thies Region by expanding and ameliorating the villagers' two hectare vegetable gardens.

Budget: \$54,590

Status: Improvements and construction of wells and installation of windmill-driven irrigation systems have been completed. Gardening materials have been purchased and distributed. Vegetable production is underway.

### Senegal Pipeline Projects FY88

#### Ndiedieng Farmers' Confederation

Description: To assist 6 villages with 12 "producers' groups" of 240 farmers in the Ndiedieng area to improve their economic well-being and to slow rural exodus. Two activities will be developed in each village; mix-cropped wood lots, and cattle and sheep fattening.

Budget: \$85,389

Kassack Sud Irrigated Rice Production

Description: To assist a village group in the area of Ross-Bethio to develop and rehabilitate a fifty hectare irrigated rice farm, and improve management skills.

Budget: \$88,000

Richard Toll Women's Irrigated Rice

Description: To enable a women's group of Richard Toll on the Senegal river to develop a 50 hectare rice farm and to provide technical and management assistance.

Budget: \$81,763

Mali

Agribusiness programming in Mali during the first year of the program was hindered by demands upon the Resident Representative's time from existing larger projects. In FY87, three new projects were developed, one of which has been initiated and the other two of which await donor funding.

Ouolu Ouolo Irrigated Agriculture

Description: Construction of a stone dam to retain water primarily for onion production for the 40 to 50 gardeners living in this village.

Budget: \$50,709

Status: The barrage has been constructed to a level of 1.5 meters in time for the raining season, assuring an adequate supply of water for the first year's production. Villagers are working under with local technical assistance and a local hire.

Mali Pipeline Projects FY88

Dioro Irrigated Vegetable Production

Description: To intensively develop four hectares of land for vegetable production of the Ton Villageois of Dioro near Segou.

Budget: \$60,000

## Ganganiberi & Kessoukoure Grain Storage

Description: Assistance to farmers in the Mopti Region of Mali to increase their financial returns on grain production through improved storage facilities.

Budget: \$80,000

## Niger

The key focus under the Agribusiness Program in Niger during the year was implementation of the Diffa Department project cluster. In addition, the Regional Agribusiness Specialist visited Niger to assess and make technical recommendations for the start-up of the Farak Sheep Herding Project. A number of other projects, including Kargui, Karra and Niabere were evaluated and found not to be suitable for inclusion under the Agribusiness Program on the grounds of excessive costs to justify the benefits. While the program was slow in starting up during the first year, it is rapidly reaching previously anticipated levels. Additional agribusiness programming is expected in the final program year and beyond.

Diffa Department: Dia, Gueskerou, Garoua

Description: The construction of dikes, intake valves and canals to store water from the seasonal Komadougou River in a reservoir to irrigate dry season crops for three village co-operatives (this was originally submitted as three separate projects, but was combined at the request of the donor for the purposes of administrative and implementation economy).

Budget: \$182,405

Status: Construction of irrigation infrastructure is currently underway, with the first season's production to begin in September.

## Niger Pipeline Projects FY88

### Farak Sheep Herding

Description: To assist the Tuareg women to increase the productivity of the sheep herds in the Agadez region of Niger, and to provide technical and management assistance.

Budget: \$56,325

## V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTER/SUPPORT FUNCTIONS

As was reported in the first annual report, it was suggested that one of the causes of the slow program start-up was the unrealistically demanding guidelines for the assessment, development and implementation of the projects to be funded under the program. They may have had the unintended effect of discouraging Africare Representatives from submitting projects under the agribusiness program. By early in the second year of the program, some of the more unrealistic conditions for funding were relaxed (formal business financial statements including balance sheet, income statement and statement of change in financial position) in recognition that requirements would have to be tailored to the capabilities of the enterprise managers in the areas of literacy and numeracy.

Concurrently, progress was made in sensitizing participating Representatives on the importance of commercial analysis of agricultural income generating projects recommended in the Agribusiness Guidelines both in terms of making stronger and more easily funded proposals, and in terms of initiating activities which are truly sustainable in the long run. This has been witnessed in a higher number of specific requests for the assistance from program Agribusiness Specialists during the design phases of potential income generating agricultural projects.

While overall monitoring of the program is the role of the Agribusiness Program Manager, enforcement of its provisions in project design and implementation is the responsibility of the Africare Development Team constituted of Washington Program Management staff representing a wide variety of technical backgrounds. The Development Team reviews project proposals submitted from field offices for technical, logistical and financial soundness, and over the past year has more actively insisted on proper assessment of potential agribusiness projects and on the inclusion of adequate provision for training and oversight. It is also encouraging that agricultural projects from country programs not included under the Agribusiness Program are receiving the same attention. This more exacting review of the commercial sustainability has resulted in a number of requests for design revisions and for supplementary information supporting proposal claims of project sustainability, and it will clearly result in an increasing quality of new agricultural project submissions across the board.

## VI. FINANCIAL ANALYSIS

1. Financial Overview. The Project Financial Overview and PVO Organizational Financial Overview are appended as Annexes A and B.
  
2. Expenditure Analysis. A review of the expenditures for the first and second years of the program reflects the slow start-up of the program reported in the narrative of this and the preceding report. The table for the first year's expenditure in Annex A shows that while start-up management costs were roughly within targeted ranges, direct project expenditures were only 21% of those budgeted. By the end of year two, there was a significantly higher level of activity in project development, and the final year's projection reflects the expected expenditures for projects already designed and in the pipeline. Consequently, while the final year's anticipated expenditures are roughly equal to those of the first two years, Africare has little concern that it will be able to reach anticipated total levels of activity.
  
3. Letter of Credit. Drawdowns on Africare's letter of credit are conducted on a bi-weekly basis corresponding to its employee pay schedule, and in anticipation of program expenditures. These drawdowns are summarized on a monthly basis on the Federal Cash Transaction Report (SF-272), and are reconciled on a quarterly basis through the Financial Status Report (SF-269). Slower than anticipated drawdowns for this program are explained in its slow start-up, but these are expected to reach programmed levels during the third year.
  
4. Fund-raising for the matching element of this program follows Africare's overall strategy for raising money on most small- and medium scale projects. Africare recognizes a preference on the part of private donor institutions to fund specific projects rather than to provide general support. Consequently Africare has concentrated its efforts in raising matching funds through direct appeals for the support of specific agribusiness projects. Under this strategy, after a project has been reviewed for soundness by the Washington-based Development Team, and a recommendation has been made that the project be included under the Agribusiness Program, the proposal is normally submitted to an individual donor or group of donors for funding consideration. In a few cases, particularly in Southern Africa, Africare is able to supplement its direct appeal funds with donation of local currency for specific or general use from U.S. corporations operating in those countries. Particularly during the third year, some funding for projects may come from other

bilateral donor agencies.

5. While at the end of year two, Africare has spent approximately \$85,000 more in AID program funds than in private matching funds, it is anticipated that privately funded pipeline project costs will constitute the greater part of expenditures during the third year and therefore will bring total program expenditures up to those anticipated in the project proposal. Africare will nonetheless monitor its matching expenditures during the final year and report to FVA/PVC in the event that expenditures are not being incurred as expected.

## VII. LESSONS LEARNED AND LONG TERM PROJECT IMPLICATIONS

The following observations are offered with the proviso that most of the projects funded under the program have at present only been through a single business cycle, and many others have only recently started operations. By the end of the third year, we will have a clearer sense of the major lessons which would impact upon future programs with similar objectives.

1. Costs and Benefits. A preliminary indication from the agribusiness projects funded under this program is that it is very easy to overestimate the stream of expected benefit which will accrue to a project from a set of investments. This would not appear to be the result of an intent on the part of project holders and technical staff to make proposals more attractive to donors--we have tried to incorporate in our analyses realistic provision for drops in prices, reductions of markets, etc. Rather, there appears to be more of a tendency to underestimate the cost stream of a project, particularly due to initial inefficiencies of new business start-up and management.

2. Institution Building. This is only an ancillary goal of this program. In most cases, we directly collaborate with local government services or non-governmental organizations which support agribusiness and rural enterprise. Clearly, members of these institutions and our own technical staff mutually benefit from interaction on technical issues related to agribusiness projects. However it is also clear that to have an optimal impact on developing the capabilities of these institutions, we would have to bring to bear training and support resources for this purpose. Approaches would include the assignment of short and long term staff to these institutions, in-service training for institutional staff, and the assignment of counterpart staff to work in tandem with expatriate technical staff (either within or outside of the institution).

Even if this were within the scope of the current project, we would offer the caveat that the development of human resources available to an institution is only one element of institutional development. This broader activity not only implies investment in developing the leadership, management and planning capabilities of organizations, and it suggests the building of enormous commitment to the mission of the institution from all stakeholders, including sponsors, members and clients.

3. Sustainability. At the project level, it is becoming increasingly apparent that while an appraisal of the financial and commercial prospects of an enterprise is essential to ensure that a proposed enterprise is feasible, it is by far most important that the management capabilities of the project holders be strong enough to overcome the numerous problems which are

certain to arise. Poor management skills have contributed to the slower than anticipated start-up of some of the agribusiness projects funded under the program. While management training has been an element of the agribusiness program, with two Regional Specialists covering project assessment and monitoring project in five countries, and with only four workshops planned, it is becoming apparent that a more extensive plan of management assistance, both formal and informal, is required.

We anticipate up-grading the intensity of management training during any follow-up to the current program, and supplementing the activities of the Regional Agribusiness Specialists. It is expected that local hire management training specialists provide ongoing training to enterprises managers through national and local management seminars and frequent on-site follow-up sessions.

5. Local Participation. Local initiation of project proposals is one of the key criteria for funding projects under this program. Without the determination of need at the local level, there can be no assurance of any level of sustainability.

6. Leadership Development. Evidence of strong leadership is one of the criteria applied to the selection of the enterprises funded under this program. It is recognized, however, that leadership is defined in local terms, and leaders normally possess a number of qualities which are relevant in the social, cultural and political context of the local group. These qualities may, but do not necessarily, include literacy numeracy and basic business management skills. Thus while we have a mandate to assist in the development of these latter skills, leadership development in its more general sense is outside the scope of our activities under this program.

7. Innovation and Technology Transfer: During the first two years of this program, technology transfer has been effected through a variety of vehicles:

a. Africare Technical and Program Staff. Africare staff are expected to network with other agencies and organizations in the field to learn of their experiences with new and old technologies under a variety of circumstances. While they cannot be expected to be intimately familiar with the full range of technologies available for village level enterprise, they nonetheless are expected to identify sources of the required information within the country if it exists. The Agribusiness Program Manager has also been able to serve as an internal resource person on available technology.

Periodic meetings of Africare regionally or even continent-wide to share experiences with appropriate technologies would also likely be fruitful. Africare's regional agribusiness seminar

in 1987 was instrumental in stimulating the introduction to Zambia (through a project currently in the pipeline) of a new oil seed press which can facilitate edible oil production at the village level.

b. Inter-Project Communication. Clearly the informal interaction of entrepreneurs at the Regional Seminar had a technology transfer impact particularly in comparing swine raising and grain milling techniques, but Africare hopes to stimulate more informal interaction by facilitating inter-project visits and field days. This may be of particular use in the initial stages of project design when the prospective enterprise operators know what they would like to do, but are not aware of the wide range of technical options available to them for achieving their goals. More frequent national level workshops may also contribute to this end, particularly in pointing project holders towards local sources of technical information.

c. Host Country Technical Staff and Technology Units: In almost all countries, we have sought to make use of local resources for the diffusion of appropriate technologies. Host country technology research and diffusion units--often associated with a local university--enjoy varying levels of support from their governments and vary in the range and quality of the information they provide, and the human and material resources available to them. While support of these units would be outside the scope of the present program, bilateral and multilateral donor funds would be well spent in assisting these facilities to be self-supporting.

d. Short Term Technical Assistance: Africare field and technical staff support of projects could be substantially enhanced with the judicious use of short term technical consultants. In some cases, we may be able to refer technical problems to local or even international technical assistance services (an example is our expectation to bring in a VOCA swine specialist to provide assistance to our piggery projects in Zimbabwe). At other times, problems could be addressed through short term consultancies by local technical specialists or even by successful local businessmen.

8. Policy Implications: While policy reform is not an explicit objective of this program, a key assumption for the success of projects under this program was a policy environment in which small scale agribusiness would be fostered. There are indications at this point that while liberalization of the economies continue, this will be a slow process. This is not so much because the right policy decisions are not being made, but because it takes some time for the rationale for the policy shifts to be completely digested and appreciated by the bureaucracies which must implement them, and even by the

individuals in the private sector who will ultimately benefit from them. Consequently, we feel that it is important to take a long view in evaluating the correctness of policy reform, while maintaining our commitment to its premises.

9. Collaboration/Networking with Other Agencies: Africare encourages the sharing of information, and at times, the pooling of resources with other international agencies and organizations with common objectives. The structure of our organization and the high degree of responsibility Africare delegates to its Country Representatives makes networking with other agencies most effective at the country level. The different distribution of international organizations in each country and the varying approaches of each of our representatives governs the extent and quality of this interaction. Africare is nonetheless active in local and international consortia of PVO's and development agencies. Additionally, in countries where the Peace Corps is active, we have found that collaboration with individual volunteers in the management and supervision of specific projects has been quite productive, particularly in Senegal and Mali. Africare encourages its representatives to pursue and deepen these contacts.

10. Replication Potential: Because this program does not constitute a major departure from the normal programming procedures under which Africare operates, it could be easily replicated by any organization seeking to enhance the quality of its programming in small-scale enterprise development or rural enterprise development. The key consideration include the level of expatriate technical staffing required to generate a noticeable increase in the quality of agribusiness programming which will generate increased private donor funding thereby covering the additional staffing costs. This cycle under which the new technical staff would ultimately pay for itself, is likely, however to be of a longer duration than the three years originally forecast for this program.

## VIII. RECOMMENDATIONS

1. Project Leadership: There is a need to turn a greater focus to the ongoing management training of project participants to avoid start-up and operational problems. This might entail bringing on additional local hire staff at the country level (1) to assure a constant level of attention to training needs of project holders and (2) to facilitate project holders' access to host country and other agencies which provide management training to ensure continuing support beyond the life of the project. This may also entail a higher level of formal training through national and regional workshops for project participant to facilitate the exchange of ideas and experiences and to increase the flow of technology transfer. It is unlikely that these changes can be implemented completely and with lasting effect within the final year of the program, so it is important that these elements become part of any enhancement design for the program.

2. Country and Local Leaders: There is a need for greater investment of resources in the support of small-scale agribusiness. Areas requiring concentrated attention include the management training of small entrepreneurs, the provision of information on business opportunities in-country and of technology available for those enterprises, and the development of credit windows intended specifically to fund small rural enterprises. At the policy level, it is critical that country leaders continue the policy reform which they have initiated. Despite the initial pressures these measures place on prices and popular availability of goods, leaders must take a long view and remain firm in their resolution to create an environment more conducive to private sector development.

3. Donors: Similarly, donors seeking to have an impact in this area should be prepared to take a long range perspective for the support of policy reform. For programs such as this, it is likely that a horizon of five years is more realistic for maximizing the benefits to rural entrepreneurs through enhanced PVO programming.

## **ANNEXES**

ANNEX A  
 FINANCIAL PROFILE OF PROJECT  
 YEAR 1

A. BUDGETED VERSUS ACTUAL EXPENDITURES

Project Elements	Budget	AID Expend	Budget	PVO Expend
Direct Program Costs				
- Small Project Grants	\$47,000	\$19,243	\$252,420	\$45,000
- Training	150	399	0	0
- Other Direct				
Program Management				
- Staff Personnel	52,080	54,982	20,550	30,000
- Travel	29,650	7,294	10,085	2,500
- Other Direct		2,066		8,000
Evaluation	0		0	
Indirect Costs	28,091	19,196	59,240	18,600
	<u>\$156,971</u>	<u>\$103,181</u>	<u>\$342,295</u>	<u>\$104,100</u>

B. SOURCES OF PROJECT FUNDS (EXPENDITURES)

AID Matching Grant	\$103,181
PVO Private Cash	96,100
Host Government Contrib.	8,000
Total	<u>\$207,281</u>

YEAR 2

A. BUDGETED VERSUS ACTUAL EXPENDITURES

Project Elements	AID		PVO	
	Budget	Expend	Budget	Expend
Direct Program Costs				
- Small Project Grants	\$110,000	\$86,397	\$189,420	\$125,000
- Training	11,650	10,890	0	0
- Other Direct				
Program Management				
- Staff Personnel	62,496	74,933	14,485	\$37,000
- Travel	25,650	41,990	9,213	2,500
- Other Direct		5,715		8,000
Evaluation				0
Indirect Costs	41,227	51,196	48,445	39,480
	<u>\$251,023</u>	<u>\$271,120</u>	<u>\$261,563</u>	<u>\$211,980</u>

B. SOURCES OF PROJECT FUNDS (EXPENDITURES)

AID Matching Grant	\$271,120
PVO Private Cash	203,980
Host Government Contrib.	8,000
Total	<u>\$483,100</u>

YEAR 3 (PROJECTED)

A. BUDGETED VERSUS ACTUAL EXPENDITURES

Project Elements	AID		PVO	
	Budget	Expend	Budget	Expend
Direct Program Costs				
- Small Project Grants	\$114,000	\$149,860	\$185,420	\$333,000
- Training	11,650	15,000	0	0
- Other Direct				
Program Management				
- Staff Personnel	64,319	70,000	16,689	\$40,000
- Travel	39,172	15,000	8,417	6,000
- Other Direct		3,000		8,000
Evaluation	35,250	25,929		0
Indirect Costs	47,573	66,909	47,400	90,960
	<u>\$311,964</u>	<u>\$345,698</u>	<u>\$257,926</u>	<u>\$477,960</u>

B. SOURCES OF PROJECT FUNDS (EXPENDITURES)

AID Matching Grant	\$345,698
PVO Private Cash	469,960
Host Government Contrib.	8,000
Total	<u>\$823,658</u>

\* Supplement provided by FVA/PVC for mid-term evaluation. Not matched

LIFE OF PROJECT

A. BUDGETED VERSUS ACTUAL EXPENDITURES

Project Elements	AID		PVO	
	Budget	Expend	Budget	Expend
Direct Program Costs				
- Small Project Grants	\$271,000	\$255,500	\$627,260	\$503,000
- Training	23,450	26,289	0	0
- Other Direct	0	0	0	0
Program Management				
- Staff Personnel	178,895	199,915	51,724	107,000
- Travel	94,472	64,284	27,715	11,000
- Other Direct	0	10,781	0	24,000
Evaluation	35,250	25,929	0	0
	0	0	0	0
Indirect Costs	116,891	137,301	155,085	149,040
	<u>\$719,958</u>	<u>\$719,999</u>	<u>\$861,784</u>	<u>\$794,040</u>

B. SOURCES OF PROJECT FUNDS (EXPENDITURES)

AID Matching Grant	719,999
PVO Private Cash	770,040
Host Government Contrib.	24,000
Total	<u>\$1,514,039</u>

## ANNEX B:

## AFRICARE FINANCIAL PROFILE

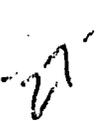
	1986	1987	1988 (PROJECTED)
A. Program Expenditures			
Small Project Grants	\$8,355,836	\$11,327,656	\$9,232,293
Leadership Training			
Sectoral Strategy Dev.			
Disaster Relief			
Evaluation			
Program Management	2,061,527	2,668,670	2,215,751
Indirect Costs *			
TOTAL WORLDWIDE PROGRAM	\$10,417,363	\$13,996,326	\$11,448,044

\* Indirect costs included in global expense figures.  
Approved AID rates are 24.9% of direct costs for Level I expenditures, and 12.9% for Level II expenditures. A flat rate of 24% is charged to privately raised funds.

	1986	1987	1988 (PROJECTED)
B. Sources of Funds			
AID Matching Grant	230,000	230,000	260,000
Private			
- Cash	5,336,286	3,491,728	3,044,267
- In-Kind	1,078,443	2,126,318	
Host and Other Government			
- Cash	316,281	161,820	
- In-Kind			
Other AID Grants	3,310,229	7,102,814	8,143,777
Other US Govt.	-	-	
Other	220,535	220,786	
TOTAL	10,491,774	13,333,466	11,448,044

ANNEX C:

AFRICARE PROJECT REPORTING INFORMATION



**PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS**

**PROJECT INFORMATION**

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

**Project Purpose:** Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

**COUNTRY INFORMATION**

Country

Zimbabwe

Location in Country (Region, District, Village)

Murombe Piggery

Musengezi

PVO Representative's Name

Ms. Lucile M. Thomas

Local Counterpart/Host Country Agency

OCCZIM, Agritex

**COUNTRY FUNDING INFORMATION**

YEAR	1986	1987	1988		
AIDS	\$1,443	\$4,583	\$6,523		
PVOS	\$0	\$0	\$0		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$1,443	\$4,583	\$6,523		

Purpose (If other than project purpose)

Assistance to the co-operative of the Murombe Resettlement Scheme in the reconstruction of an existing piggery, purchase of feed, medicines and initial breeding stock for the project. Provision of technical and management assistance.

Status

The construction of the piggery continues. The third group of pigs-in-gelt has been purchased. The Regional Agribusiness Specialist and local commercial farmers have been providing technical and management assistance. Poor management abilities and lapses in feed supplies have hampered the program from operating at full capacity. In FY88, an expert farmer in swine production from the US under the VOCA program will work with the co-op. The group has also embarked on a maize production scheme to minimize the effects of external feed shortages.

**FOR OFFICIAL USE ONLY**

PVOTYPE

SUBPROJ

APPN

FUNDTYPE

CNTRY CODE

TECHCODE

PROJOFFC

NONADD1

NONADD2

AID 1550-11 (8-85)

PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS

PROJECT INFORMATION

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

Project Purpose: Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

COUNTRY INFORMATION

Country

Zimbabwe:  
Chioneso Cooperative Project

Location in Country (Region, District, Village)

Mutare

PVO Representative's Name

Ms. Lucie M. Thomas

Local Counterpart/Host Country Agency

OCCZIM, Agritex

COUNTRY FUNDING INFORMATION

YEAR	1986	1987	1988		
AIDS	\$0	\$0	\$0		
PVOS	\$14,271	\$0	\$0		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$14,271	\$0	\$0		

Purpose (If other than project purpose)

Construction of a boundary fence, one year's lease of a tractor, and the up-grading of the record keeping system, for the Chioneso Farming Cooperative Society near Mutare. This is intended to lead to improved use of the land granted by the Government in 1983, increased production and improved management skills, and ultimately, enhanced credit worthiness.

Status

The project has been completed. The Regional Agribusiness Specialist helped the co-operative to up-grade their record-keeping system. During the 1986 season, production of maize and flu-cured tobacco generated an incremental increase of ZD27,904. Follow-up will continue.

FOR OFFICIAL USE ONLY

PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADDI	NONADD2

AID 1550-11 (8-85)

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**PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS**

**PROJECT INFORMATION**

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1986

AID Project Officer's Name

Marguerite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

**Project Purpose:** Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

**COUNTRY INFORMATION**

Country

Zimbabwe:

Tasangana Transport Cooperative

Location in Country (Region, District, Village)

Hurungwe/Karoi

PVO Representative's Name

Ms. Lucile M. Thomas

Local Counterpart/Host Country Agency

OCCZTM

**COUNTRY FUNDING INFORMATION**

YEAR	1986	1987	1988		
AIDS	\$0	\$52,531	\$0		
PVOS	\$0	\$0	\$0		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$0	\$52,531	\$0		

**Purpose (If other than project purpose)**

To provide a medium weight vehicle to Tasangana Cooperative to address the transportation bottle-neck existing in the Hurungwe/Karoi area of Zimbabwe. The cooperative will serve the agricultural transport needs of area cooperatives and individual farmers.

**Status**

The truck has been procured and the District Cooperative Officer and The Regional Agribusiness Specialist are working with the cooperative members to assure adequate controls and procedures. In addition to transport of maize, the co-operative has contracted shipments with commercial fertilizer companies. It is successfully covering operating costs and is making regular payments to a capital replacement fund.

**FOR OFFICIAL USE ONLY**

PVOTYPE

SUBPROJ

APPN

FUNDTYPE

CNTRY CODE

TECHCODE

PROJOFFC

NONADD1

NONADD2

AID 1550-11 (8-85)

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**PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS**

**PROJECT INFORMATION**

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

**AID OBLIGATION BY AID:FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

**Project Purpose:** Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

**COUNTRY INFORMATION**

Country

Zimbabwe:

Bedza Kusema Piggery

Location in Country (Region, District, Village)

Masvingo

PVO Representative's Name

Ms. Lucile M. Thomas

Local Counterpart/Host Country Agency

OCCZIM

**COUNTRY FUNDING INFORMATION**

YEAR	1986	1987	1988		
AIDS	\$0	\$0	\$0		
PVOS	\$3,038	\$27,773	\$0		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$3,038	\$27,773	\$0		

Purpose (If other than project purpose)

In two phases, to work with a women's co-operative in the Masvingo Province to build up a herd of 22 breeding sows, to install the infrastructure necessary for proper hygiene and herd management, and to provide training in book-keeping and business management.

Status

The group has recently completed the first cycle of swine production and has sold their first pigs to COLCOM, the pork marketing parastatal. One concern raised is the cutback in the allocation of guaranteed purchases by COLCOM due to a growing supply of pork in Zimbabwe. While this is not an immediate danger for Bedza at its current scale, this situation will have to be closely monitored as the operation grows, and alternate marketing outlets explored.

**FOR OFFICIAL USE ONLY**

PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

AID 1550-11 (8-85)

**PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS**

**PROJECT INFORMATION**

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

**Project Purpose:** Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

**COUNTRY INFORMATION**

Country Zambia VIS Maize Mills	Location in Country (Region, District, Village) Countrywide
PVO Representative's Name Jordan Holtam	Local Counterpart/Host Country Agency Village Industry Services

**COUNTRY FUNDING INFORMATION**

	1986	1987	1988		
YEAR					
AIDS	\$0	\$62,320	\$19,711		
PVOS	\$0	\$0	\$0		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$0	\$62,320	\$19,711		

Purpose (If other than project purpose)

To establish a revolving loan fund through Village Industry Services (a local PVO) to assist small-scale farmer groups to establish maize milling enterprises. Eight groups will receive a grinding mill and will participate in a training program for mill operations. VIS will purchase a four-wheel drive pick-up and spare parts.

Status

The equipment has been procured and has been distributed to the eight cooperatives. Workshops have been conducted to train operators and managers in maintenance, book-keeping and business management. Some initial mechanical problems have been identified and remedied, but these suggest a need for a more intensive training effort at the beginning of the project and mechanical monitoring during early stages of implementation.

**FOR OFFICIAL USE ONLY**

PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

AID 1550-11 (8-85)

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PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS

PROJECT INFORMATION

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1986

AID Project Officer's Name

Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

**Project Purpose:** Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

COUNTRY INFORMATION

Country

Senegal: Thiagar Rice  
and Vegetable Production

Location in Country (Region, District, Village)

St. Louis

PVO Representative's Name

Walter Williams

Local Counterpart/Host Country Agency

Centres d'expansion rurale

COUNTRY FUNDING INFORMATION

YEAR	1986	1987	1988		
AIDS	\$35,000	\$11,807	\$14,709		
PVOS	\$0	\$0	\$0		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$35,000	\$11,807	\$14,709		

Purpose (If other than project purpose)

The Rehabilitation of existing 47 ha. of irrigated rice and the development of and an additional 5 ha. vegetable and fruit garden for a cooperative of 306 on the Senegal River in the St. Louis region. Africare is providing support in the form of equipment, infrastructure and financial and management training in collaboration with local Senegalese services.

Status

All infrastructure and training has been completed. Pump and irrigation equipment arrived too late to cultivate rice for the 1986 season, but an alternate crop of tomatoes for sale to distributors and to a local processing plant proved highly successful. The co-operative is currently entering its second production season. Africare is continuing project monitoring and technical input as required.

FOR OFFICIAL USE ONLY

PVOTYPE

SUBPROJ

APPA

FUNDTYPE

CNTRY CODE

TECHCODE

PROJOFFC

NONADD1

NONADD2

AID 1550-11 (8-85)

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**PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS**

**PROJECT INFORMATION**

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

**Project Purpose:** Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

**COUNTRY INFORMATION**

Country

Senegal:  
N'Dame-Lo Irrigated Agriculture

Location in Country (Region, District, Village)

Thies

PVO Representative's Name

Walter Williams

Local Counterpart/Host Country Agency

Centres d'expansion rural

**COUNTRY FUNDING INFORMATION**

YEAR	1986	1987	1988		
AIDS	\$0	\$1,940	\$24,624		
PVOS	\$0	\$1,169	\$28,831		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$0	\$3,109	\$53,455		

**Purpose (If other than project purpose)**

Assistance of 80 village women in the start-up of dry-season gardening. Africare is providing funds for wells, agricultural inputs, technical and business advisory services.

**Status**

The project was delayed by discovery of inadequate water at the initial site. Well construction is underway at a newly selected site, and training of women in bookkeeping and simple accounting is being conducted.

**FOR OFFICIAL USE ONLY**

PVOTYPE

SUBPROJ

APPN

FUNDTYPE

CNTRY CODE

TECHCODE

PROJOFFC

NONADD1

NONADD2

AID 1550-11 (8-85)

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**PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS**

**PROJECT INFORMATION**

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

**Project Purpose:** Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

**COUNTRY INFORMATION**

Country

Senegal:  
Saam N'Jaay Animal Fattening

Location in Country (Region, District, Village)

Thies

PVO Representative's Name

Walter Williams

Local Counterpart/Host Country Agency

Centre d'expansion rural

**COUNTRY FUNDING INFORMATION**

YEAR	1986	1987	1988		
AIDS	\$0	\$0	\$0		
PVOS	\$0	\$0	\$8,075		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$0	\$0	\$8,075		

Purpose (If other than project purpose)

The project is aimed at increasing the income of a village youth group through investment in livestock, feed and shelters, technical and enterprise management assistance.

Status

The project has been funded and is currently in process of initial implementation.

**FOR OFFICIAL USE ONLY**

PVOTYPE

SUBPROJ

APPN

FUNDTYPE

CNTRY CODE

TECHCODE

PROJOFFC

NONADD1

NONADD2

AID 1550-11 (8-85)

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PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS

PROJECT INFORMATION

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

**Project Purpose:** Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

COUNTRY INFORMATION

Country

Senegal:  
Dieynaba Cisse Agroforestry

Location in Country (Region, District, Village)

Kaolack

PVO Representative's Name

Walter Williams

Local Counterpart/Host Country Agency

Centres d'expansion rural

COUNTRY FUNDING INFORMATION

YEAR	1986	1987	1988		
AIDS	\$0	\$0	\$0		
PVOS	\$0	\$3,674	\$813		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$0	\$3,674	\$813		

Purpose (If other than project purpose)

Assistance to a young men's group in the Koalack region of Senegal to establish an irrigation perimeter and invest in inputs for the production vegetables and tree crops in a 2 ha. garden. Technical and management assistance provided.

Status

The development of the 2 ha. garden and orchard, as well the construction of a well and catchment basin has been completed. The first season's production was carried out. Africare is providing continuing technical support and continued monitoring the group's progress.

FOR OFFICIAL USE ONLY

PVOTYPE

SUBPROJ

APPN

FUNDTYPE

CNTRY CODE

TECHCODE

PROJOFFC

NONADD1

NONADD2

AID 1550-11 (8-85)

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PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS

## PROJECT INFORMATION

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

## AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

Project Purpose: Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

## COUNTRY INFORMATION

Country

Senegal:  
Diamweli Agroforestry

Location in Country (Region, District, Village)

Kaolack

PVO Representative's Name

Walter Williams

Local Counterpart/Host Country Agency

Centres d'expansion rurales

## COUNTRY FUNDING INFORMATION

YEAR	1986	1987	1988		
AIDS	\$0	\$0	\$0		
PVOS	\$0	\$8,404	\$10,672		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$0	\$8,404	\$10,672		

Purpose (If other than project purpose)

Provision of financial and technical assistance for the development of six hectares of irrigated vegetable gardens and orchards for three young men's groups in the Koalack region.

Status

Wells have been constructed and gardens and orchards have been established at three different 2 ha. sites. The gardens are currently under production.

## FOR OFFICIAL USE ONLY

PVOTYPE

SUBPROJ

APPN

FUNDTYPE

CNTRY CODE

TECHCODE

PROJOFFC

NONADD1

NONADD2

AID 1550-11 (8-85)

**PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS**

**PROJECT INFORMATION**

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

**Project Purpose:** Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

**COUNTRY INFORMATION**

Country	Location in Country (Region, District, Village)
Senegal: Thies Region Fruit and Vegetable	Thies
PVO Representative's Name	Local Counterpart/Host Country Agency
alter Williams	Centres d'expansion rurales

**COUNTRY FUNDING INFORMATION**

YEAR	1986	1987	1988		
AIDS	\$0	\$4,807	\$26,113		
PVOS	\$0	\$29,161	\$0		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$0	\$33,968	\$26,113		

Purpose (If other than project purpose)

Support the self-help efforts of groups from two villages in the Thies Region by expanding and ameliorating the villagers' two hectare vegetable gardens.

Improvements and construction of wells and installation of windmill-driven irrigation systems have been completed. Gardening materials have been purchased and distributed. Vegetable production is underway.

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PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS

PROJECT INFORMATION

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1986

AID Project Officer's Name

Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

Project Purpose: Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

COUNTRY INFORMATION

Country

Niger:

Dia, Gueskerou, Garoua

Location in Country (Region, District, Village)

Diffa

PVO Representative's Name

Olu Karib

Local Counterpart/Host Country Agency

Agricultural Engineering

COUNTRY FUNDING INFORMATION

YEAR	1986	1987	1988		
AIDS	\$0	\$0	\$0		
PVOS	\$0	\$96,571	\$85,833		
INKIND	\$0	\$0	\$0		
LOCAL	\$0	\$0	\$0		
TOTAL	\$0	\$96,571	\$85,833		

Purpose (If other than project purpose)

The construction of dikes, intake valves and canals to store water from the seasonal Komadougou River in a reservoir to irrigate dry season crops for three village co-operatives (this was originally submitted as three separate projects, but was combined at the request of the donor for the purposes of administrative and implementation economy).

Status

Construction of irrigation infrastructure is currently underway, with the first season's production to begin in September.

FOR OFFICIAL USE ONLY

PVOTYPE

SUBPROJ

APPN

FUNDTYPE

CNTRY CODE

TECHCODE

PROJOFFC

NONADD1

NONADD2

AID 1550-11 (8-85)

PVO PROJECT REPORTING INFORMATION  
ON AID SUPPORTED PVO PROJECTS

## PROJECT INFORMATION

Name of Organization

Africare, Inc.

Project Number

938-0266

Grant/Contract Number

PDC-0266-G-S-5068-00

Start Date (MM/DD/YY)

August 1, 1985

End Date (MM/DD/YY)

July 31, 1988

AID Project Officer's Name

Marguerite Potee

## AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1986	\$ 230,000		\$
1987	\$ 230,000		\$
1988	\$ 260,000		\$
	\$		\$

Project Purpose: Matching Grant to work with farmer groups, cooperatives, credit unions and other rural organizations to promote the development of small scale agribusiness in Senegal, Mali, Niger, Zambia and Zimbabwe. Over a three year period, approximately 45 small scale agribusiness projects will be funded in the \$5,000 to \$50,000 range. Under the project, two agribusiness specialists are based in Senegal and Zimbabwe to help Africare Resident Representatives develop, assess and review proposals. These specialists will also conduct management and technical seminars for representatives of project participants as well as for those of local NGO's and services with Africare collaborates.

## COUNTRY INFORMATION

Country

Mali:

Ouolu Irrigated Agriculture

Location in Country (Region, District, Village)

Mopti

PVO Representative's Name

Rabihah Mateen

Local Counterpart/Host Country Agency

Agriculture, Community Devel.

## COUNTRY FUNDING INFORMATION

YEAR	1986	1987	1988		
AIDS	\$0	\$13,130	\$7,579		
PVOS	\$0	\$0	\$30,000		
INKIND	\$0	\$0			
LOCAL	\$0	\$0			
TOTAL	\$0	\$13,130	\$37,579		

Purpose (If other than project purpose)

Construction of a stone dam to retain water primarily for onion production for the 40 to 50 gardeners living in this village.

Status

The dam has been constructed to a level of 1.5 meters in time for the raining season, assuring an adequate supply of water for the first year's production. Villagers are working under with local technical assistance and a local hire.

## FOR OFFICIAL USE ONLY

PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

AID 1550-11 (8-85)

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# Africare

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Telephone (202) 462-3614 • Telex 64239

## ANNEX D:

### REGIONAL SMALL-SCALE ENTERPRISE SEMINAR

MAY 17-22, 1987

BLANTYRE, MALAWI

BISHOP JOHN HURST ADAMS  
African Methodist Episcopal Church

WILEY A. BRANTON, Esq.  
Partner, Sidley & Austin

HON. WALTER C. CARLINGTON, Director  
Howard Univ. Dept. of Intl. Affairs

REV. DR. YVONNE R. CHAPPELLE  
Minister, Unitarian Universalist Southeast  
Congregation, Washington, D.C.

HON. DICK CLARK  
Senior Fellow, Aspen Institute

GEORGE A. DALLEY, Esq.  
Counsel/Staff Director  
Congressman Charles Rangel

LAWRENCE P. DOSS  
Partner, Coopers & Lybrand

REV. DAVID H. EATON  
Senior Minister  
All Souls Church, Washington, D.C.

HON. WALTER FAUNTROY  
U.S. House of Representatives

NANCY M. FOLGER  
Children's Defense Fund

GEORGE W. HALEY, Esq.  
Washington, D.C.

JAMES M. HARKLESS, Esq.  
Labor Arbitrator

HON. JAMES A. JOSEPH, President  
The Council on Foundations

COLBERT I. KING  
Executive Vice President  
Riggs National Bank

WILLIAM KIRKER, M.D.  
Honolulu, Hawaii

DELANO E. LEWIS, Esq.  
Vice President, C & P Telephone

GEORGE I. LYTHCOTT, M.D.  
Dean, City University of New York  
Medical School

CLARA J. McLAUGHLIN, Chairman & CEO  
East Texas Television Network

WILLIAM F. McSWEENEY, President  
Occidental International Corp.

ETHEL L. PAYNE  
Columnist/Commentator

REV. DR. MARSHALL L. SHEPARD, JR.  
Minister, Mt. Olivet Tabernacle Baptist Church  
Philadelphia, Pennsylvania

OSWALDENE E. WALKER, M.S., D.D.S.  
Silver Spring, Maryland

HON. CURTIN WINSOR, JR.  
Chairman, Winsor Pittman Co.

JOHN L. WITHERS, Ph.D.  
USAID Director to  
Ethiopia and India (Ret.)

.....  
**Executive Director**  
C. PAYNE LUCAS

"Improving the quality of life in rural Africa through the development of  
water resources, increased food production and the delivery of health services"

Report on  
Africare's Regional  
Small Scale Enterprise Seminar  
May 17-22, 1987

Africare's first Scale-Scale Enterprise Seminar was held in Blantyre, Malawi during the week of May 17, 1987. The seminar was attended by representatives of SSE projects supported under two USAID grants: Small-Scale Agribusiness Matching Grant (Grant Number 938-0266) and Malawi Rural Enterprise and Agribusiness Development Institutions Project (Grant Number 612-0214). Participants represented a broad cross section of small-scale enterprises from Zimbabwe, Zambia and Malawi including livestock and poultry production, small-scale transport, grain milling, and manufacturing. A number of representatives of business support groups and financial intermediaries from those three countries also attended (see attachment 1).

The goal of the seminar was to enhance the participants' awareness of need for sound management planning and to provide them with an opportunity to develop specific management plans for their own enterprises. It was also intended to provide a forum for the exchange of ideas on management issues and problems common to the diverse enterprises represented.

The methodology of the seminar included a management case study and on-site visit, small discussion and working groups, presentations by representatives of financial intermediaries and business support agencies and finally, problem-specific lectures and discussions on special topics of interest chosen by the participants.

The seminar was officially opened on Monday morning by Mr. Nkosi, Undersecretary of the Malawian Ministry of Trade, Industry and Tourism. The initial session was devoted to an introduction of the seminar format and methodology, and to brief presentations by the participants of their enterprises, problems they were encountering and their expectations from the seminar. It was evident from the presentations that while enterprises were different, there were number of common management concerns. It was also evident however that the scale, types of organization of the enterprises, levels of experience of the entrepreneurs, and indeed the ideological and policy environments from which they came were in some cases widely divergent. The greatest differences were between the Malawian entrepreneurs which were sole proprietors of their enterprises, and participants from Zimbabwe who were largely cooperative leaders. Some initial exchanges on the relative merits of cooperative business and individual entrepreneurship were interesting and instructive, but also could have proved divisive if pursued too extensively.

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Consequently discussion facilitators adopted a strategy of emphasizing common concerns rather than differences for the duration of the seminar.

The afternoon session was devoted to a presentation by Mr. Chiponda, a piggery operator located in Luchenza in the Southern Region of Malawi who is currently receiving funding from Indefund. Mr. Chiponda outlined the history of his enterprise, his reasons for getting involved, the business cycle he follows and the major management issues and problems he faces. This presentation provided background for the field visit to the farm to take place the next day and an initial introduction to reviewing management plans.

On Tuesday morning, the participants travelled to Zinga Pig Farm and were given a detailed tour of the operation. They asked questions about his management system, and offered suggestions during the tour and in a discussion session at Mr. Chiponda's house afterwards. They also had an opportunity to sample his pork products.

The afternoon session, back in Blantyre, was devoted to small group sessions. The groups were charged with outlining the major management components of Zinga Pig Farm based upon their observations. It became apparent during these sessions that while the participants from business advisory institutions had much to offer in the group discussions, their presence tended to stifle participation from the entrepreneurs themselves. In later group discussions, advisors and entrepreneurs were separated to facilitate relevant unhindered discussion. This move appears to have had its desired effect.

Wednesday morning group discussions focused on refining entrepreneurs' understanding of management planning as it related to their own enterprises. They were asked to identify the management components of their own operations and review these management issues in their small groups. Business advisory participants were asked to outline appropriate strategies for assisting entrepreneurs to develop management plans. Advisors and entrepreneurs were later brought together, and entrepreneurs were given an opportunity to outline the areas and types of assistance which they deemed most relevant. The effectiveness of this exercise was mixed, as it was difficult in some cases to get advisors out of their "advisory modes."

Wednesday afternoon was devoted to presentations by Adam Mponda of the Malawian Union of Savings and Credit Cooperatives, and Tony Wilce of Development of Malawian Traders Trust on the uses of financial and management plans in evaluating the businesses of loan applicants and existing clients. This was followed with a discussion of the use of cash flow analysis in determining the feasibility of business plans. Participants were asked to work out cash flows for their business in the evening.

On Thursday morning, there was review of the cash flow concept as it applied to the specific businesses represented at the seminar, then there was an extended question and answer period to address other concerns the participants had. Areas covered included pricing, product line, promotion, and distribution.

The seminar was closed on Thursday afternoon after a summary ~~of the areas covered~~. Participants were encouraged to refine the management plans they had developed during the course of the seminar, and it was indicated that follow-up assistance would be provided by Africare agribusiness program staff in the course of regular project visits. Participants were encouraged to contact the seminar organizers if they had additional questions or problems in the course of implementing their business plans. Regardless, Africare staff will visit participants at a later date to determine what reinforcement is required.

The participants evaluated the seminar, and these evaluations are provided in attachment 3. Evaluations were for the most part positive. Among the salient recommendations:

- \* Several felt that the seminar should have been longer.
- \* It was suggested that more than one site visit would have provided a better sense for common management problems.
- \* A Zimbabwean participant felt that much of what was discussed was not relevant to the Zimbabwean system. Another felt that another seminar should be held in Zimbabwe.
- \* Another suggested that a single seminar not mix sole entrepreneurs and cooperatives.
- \* One participant would have liked more handouts.

While Africare may sponsor a similar international seminar in a year's time, it may be most effective to focus on in-country seminars grouping participants of similar backgrounds and enterprise types.

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ATTACHMENT 1:

SEMINAR PARTICIPANTS

- |     |   |          |
|-----|---|----------|
| 1.  | Emmanuel Walima<br>Village Industry Service       | Zambia   |
| 2.  | M.P.K.J. Theu<br>MUSCCO                           | Malawi   |
| 3.  | Abisha Mabvudza<br>Tangenhamo Cooperative         | Zimbabwe |
| 4.  | A. Machiri<br>AFRICARE                            | Zimbabwe |
| 5.  | J.J.J. Sonani<br>DEMATT                           | Malawi   |
| 6.  | G.S.T. Chikuni<br>MUSCCO                          | Malawi   |
| 7.  | Ms Vai Lungu<br>Village Industry Services         | Zambia   |
| 8.  | Angela Banda<br>Village Industry Services         | Zambia   |
| 9.  | G.C.L. Mubanga<br>Village Industry Services       | Zambia   |
| 10. | Adamu N.S. Mphonda<br>MUSCCO                      | Malawi   |
| 11. | L.O. Chaponda<br>Zinga Farm                       | Malawi   |
| 12. | Mrs. E.D. Nachamba<br>Mbambaya Farm & Maize Mills | Malawi   |
| 13. | Member Mushai<br>Tasangana Cooperative            | Zimbabwe |
| 14. | K. Changwasha<br>AFRICARE                         | Zimbabwe |
| 15. | D.H. Chiwalo<br>MUSCCO                            | Malawi   |
| 16. | M.E. Sani<br>Malawi Government (observer)         | Malawi   |
| 17. | Shadreck Lungu<br>Village Industry Services       | Zambia   |
| 18. | R. Chinyowa<br>Marombe Piggery Project            | Zimbabwe |
| 19. | Isaiah Dokotera<br>Marombe Piggery Project        | Zimbabwe |

22. Hawkins Kalambo  
Indefund Malawi
23. Henry Corbett  
MUSCCO Malawi

ATTACHMENT 2:  
PARTICIPANT EVALUATIONS

Questions:

1. What did you expect to get out of this seminar? To what degree were your expectations met?
2. What changes would you have made in the seminar program or in the way it was conducted?
3. What did you like most about the seminar?
4. What did you like least?
5. What suggestions do you have for the development of future seminars?
6. Please provide any additional comments you would care to make concerning this seminar.

GOLDEN C.K. CHIRWA - GEP SHOE CO LTD - MALAWI

1. I expected to learn business management in general and financial management in particular and the seminar did meet my expectations in the sense that the main management requirements were discussed and the main management requirements were discussed and the main management tools highlighted. Its the management tools and how to use them that matters the business profitable and these were covered thoroughly.
2. I would have changed the way the seminar was conducted by having added another project visited apart from Mr Chpondas to enable participants see the similarities in the management tools required despite the difference in the nature of the other project. And I would have introduced at some stage that you have already existing business hold discussions in their small groups and new one on their own and get reports back from each group for comparison purposes.
3. WHat I liked most was the chance given to the participants to get involved in the discussion themselves thereby learning from one another.
4. The lunch break were too long.
5. For future seminars I would be happy to get the period of the seminar extended to 5 days in order to have more practical visits to various institutions and maybe introduce certain small exercies to see if the participants picked up anything from each place visited which not helping that business. So that the owner can be helped hence help others not to make similar mistakes.

ABISHA MABVUDZA - ZIMBABWE

1. a) I was expecting to learn about business and agricultural management.

b) Yes I did.

Because we did learn how to manage business and its problems and where to get help if needed.

2. I was not to change it, because it was conducted the way I wanted myself.

3. I like the way the participants were participating.

4. A) I like such seminars to be done always if possible

b) Also the learning part of it was good.

5. I would suggest if seminars in future should give handout for us to keep on studying.

6. Yes, I did get some particularly on today's part.

1. I expected to learn some aspects of financial management. This was met in the seminar, because I can now make some financial plans. This is done by preparing a cash flow and doing some marketing investigations.
2. There was nothing wrong with the way the seminar was conducted so I would have changed nothing.
3. I liked the following the most:
  - Promotion strategy
  - Demand analysis
  - Product analysis
  - Balancing or playing around with the formula:  $\text{Income} - \text{Price} \times \text{unit of goods}$  in order to get maximum profit
4. Nothing
5. I would like to have at least two examples of small scale businesses rather than the only one we had with Zinga Farm.
6. I got some help in that the particular aspects of business that I did not understand, are now quite clear.

G.S.T. Chikuni - MUSCCO - Malawi

1. I expected to learn managements and management planning, which the seminar met. I have also learned more than what I was expecting, mainly in connection with pig farming. I have also learned and gained much in keeping books for my pig farm including cash flows.
2. The seminar was alright except that time was short (days) as the subject in business study is a wide one. However all points in connection with management planning and financial institutions have been covered.
3. Seminar covered most all points which I wanted, such as:
  - a) Management planning
  - b) Cash flow, that is income and expenses
  - c) Marketing, that is searching for markets, sales promotion, and getting alternating ways of getting markets.
4. I liked mostly on cash flow and finding for markets.
5. I suggest if the arrangements of such seminars should be of two weeks and programmes of all subjects daily could be given to all participants in advance.
6. I have got all what I wanted and the seminar has helped me a lot.

1. I expected to learn how I could improve business.  
Yes, the seminar has met this expectation. Since I was selling one commodity in my shop, the seminar has taught me to think about other items which can also be sold in the shop so that the turnover should be increased.
2. I do not think it is necessary to change the way how the seminar was conducted because it gave opportunity to every participant to express his/her views on his or her business undertakings.
3. What interested me most is the marketing research and monitoring the business activities.
4. What I liked least is the piggery business because it is too involving.
5. My suggestion to future seminars is to conduct them in two groups: a) individual business undertakings and (b) co-operatives/cooperations.
6. Yes, most of my problems have been solved.

## SEMINAR EVALUATION

21st May 1987

1. Production marketing and management systems. The areas were well covered especially taking care of the entrepreneurs.
2. Nothing could have been done to change, but only to improve it.
3. The unlimited interaction of ideas.
4. The pace at which the ideas were flowing.
5. Participant preparation for the seminar.
6. The seminar was entirely helpful to all the participants.

**MEMBER MUSHAI - TASANGANA TRANSPORT COOPERATIVE - ZIMBABWE**

1. I expected to learn business management, financial control and how to make the business succeed instead of failing.

The seminar met the expectation because the very aspects of management planning and financial borrowing and control have been thoroughly explained. Especially the experts from various financial institutions play a constructive role on this score. Also the participation of the business-owner enabled the seminar to be constructive and useful.

2. As pointed above there would no need to have ways to change the seminar because the way the seminar was conducted satisfied me.

3. The most important part I liked about the way the seminar was conducted was the concept that every member had to contribute either by questions or explanation to the issues under discussion.

4. What I liked least was that when some members are contributing they do not speak aloud which leads to some of their points being missed by the members who were supposed to gain from their contributions.

5. SUGGESTIONS:

1. The organisers of the seminars should prepare an agenda and give to participants before the seminar starts.

2. The names of the participants should be written in bold letters and in front of every participant so that by the end of the seminar we would, all be knowing each participant.

6. I have got real help to apply to our cooperative.

1. I expected to gain some insight into the problems and prospectives of small-medium scale business people in Malawi. This expectation was met very well.
2. I think the mixture of small and large group sessions was good. I wish there could have been a better way to exchange information, clearly and briefly among the various small groups.
3. I liked the mixture of entrepreneurs and advisors. This helped bring out good points and supplied some different perspectives. Working through the management skills as they relate to the Zinga Farm project was one of the most interesting. It clearly brought to light some difference in opinion on how to approach managing a business.
4. I think the session focused too much on the in and outs of obtaining funding rather than effectively managing the business for its own sake. Also some of the small groups seemed unfocused. However, I think this was more a function of the way these business people operate rather than a beneficiary on the part of the Africare staff.
5. Effective for monitoring on existing business s/b discussed ways to spot in the business after its in . This could be bookkeeping or other types of rural keeping.

**RALPH CHINYOWA - ZIMBABWE**

1. I expected to learn about how to plan for a particular project in order to make sure it's successful when implemented. Also to secure funding with either donors or banks. I also expected to learn from other people's views on how to decide on what kind of projects one would engage oneself and succeed. I also wanted to see several case studies of different kinds of projects in the country

The seminar met the most part of my expectations in that I shared with people of three countries ways of planning for a project and securing funds for it. But only one kind of business concern was visited by us. I expected more than one.

2. I feel it was well conducted. I also feel more of the last days staff was to have been presented in detail. Since all the people had involvements with one business or another. I enjoyed it most.

3. What I enjoyed most was the last part of the seminar on the cash flow aspect. I feel I can easily get involved in any good money generating project but if I am not well versed with the cash flow technics, then I might fail. The positive attitude of the organisers is what I also enjoyed. Participants were quite open and frank with each other. Despite the differences in the types of economics followed by our three countries, we worked well and shared ideas.

4. There was no time to relac and learn about the country we had visited.

5. I have attended several workshops on projects in my country and always thought I had had enough knowledge on how to start a project, plan it and run it. But I have learnt that there is still more to do and to learn especially when you meet with people who have met with problems and successes with their own projects. I surely have learnt a lot.

ISAIAH DOKOTERA

1. I expected to learn about business management especially about running a pig project. Well, the seminar have just let me into great happiness just because my problems were solved.
2. Well, infact there is nothing I can criticize in this seminar. Everything to me has been clarified.
3. I have admired Mr Zinga about his pig project. So I can just say, I liked the discussions about pig rearing most, although there are others which have interested me.
4. Trying to balance all the branches of this seminar, all the other branches are in the same category i.e. they all weigh the same beside pig rearing business which I do consider as the most interesting part of the seminar.
5. Since I have grasped the concept of running different types of business, I think the on coming seminars should be held in Zimbabwe. This is because by that time we will have improved our business in such a way that our guests will be satisfied and pleased by our efforts or appreciation.
6. I had problems in how to run a business such as how to attract customers, how to calculate profits, income and expenses. Well, I can just say all of my problems have been met. I cant mention them all because they are so many.

A. MACHIRI - ZIMBABWE 21.5.87

1. a) I expected to learn about the way how in Zimbabwe work is being run in line with the Govt. policy of Zimbabwe. The two countries Zambia and Malawi their Govt. policies are more or less the same.
- b) The seminar did not meet this expectation. As I have said earlier on that because of Govt. policies which differs in the way of implementation of work. In Zimbabwe we work with farmers who work collectively.
2. The seminar should have been organized separately excluding Zimbabwe which has different policies of working.
3. I liked most about the seminar to learn about how the two countries Zambia and Malawi works.
4. I liked best on budgeting and running of business records.
5. See No. 2 question
6. I did get help to know how problems should be solved.

1. I expected to learn how other people organise such seminars what kind of problems entrepreneurs face and how one can go about helping entrepreneurs.

The seminar did meet the expectations through discussions within the seminar and outside discussions.

2. I could have increased time for both group discussions and presentations, especially where entrepreneurs discuss their problems with promoters.

3. Group discussions.

4. Red-tape in procedure for entrepreneurs to obtain some financial assistance.

5. Give more guideline to participants at the time of group discussions so that their discussions may be within the intended area.

1. I would like to learn more management.
2. The seminar was good all the way.
3. I would like to attend the seminar again to be knowing more
4. In future we could like to send one of our member to go to the course of soap making.
5. When entrepreneur and have some particular problems we go to the village industry services.

1. I expected to learn a lot in business management which I have Yes, because that was the main subject we have been dealing with.
2. I wouldnt change the way the seminar was conducted, because I expected group discussion which we did have.
3. The mmost part I liked was when we were divided in groups we were given advice to listen to our problem and advice on how to cope with it.
- 4.
5. Kamanga Family Club members wishes to express their profound gratitude to Africare through Village Industry Service of Zambia. However, if Africare could sponsor another one but with more skills and personnel, we shall be most grateful. If funds were available, our club would like to make clothese, soap and do some welding and electircal clothes. The family has fully trained members within the family. What is needed is resources.

Secretary Angela Kamanga

ZINGA PIG FARM LIMITED

INTRODUCTION

Pig production has been for a long time both on small and large scale, by individuals and Companies like Admarc. Commercially, this industry has been declining annually because of many factors.

Since 1976, there has been a remarkable decline in the number of pigs offered on the market. For instance, Cold Storage Company Limited purchases of pigs from producers have dropped. This decrease in supply is attributed to two main factors:-

- (a) Most commercial pig producers buy feed from Grain and Milling Company Limited and the feed quality was poor, expensive and sometimes not available to producers.
- (b) The pig industry was hit in 1979 with the outbreak of the African Swine Fever, that resulted in substantial losses of pigs on most farms in Malawi. This was due to poor hygiene in most farms.

Now the situation has changed as Grain and Milling Company Limited has improved the quality of the feed and availability. Secondly, most of the pig producers have gone into manufacturing their own feeds in order to overcome the problems of shortages, quality and also improve the profitability of their pig farms.

ZINGA FARM AND SPONSORS

LOCATION

Zinga farm is situated 3 miles from Luchenza Trading Centre in Mulanje district about 30 miles from Blantyre. It is on a 12 acre leased land where the pig unit is - an ideal place for pig production because it is isolated from the villages.

SPONSOR

Mr. Lewis O. Chaponda is the sponsor of the industry. A prominent Malawian businessman in Blantyre who worked with Southern Bottlers Limited from 1958 as a Sales Manager and ended up as a Marketing Manager in 1974. Two years later, he started his pig unit with 4 sows. Now the unit has 48 sows, 79 piglets, 62 weaners, 85 slaughters and 2 serving boars. The management's aim and goal is to have 100 sows.

NEW DEVELOPMENTS

The management hopes to renovate and extend pig buildings, to have a borehole pump, tank and electricity. The most needed item among those wanted in the new developments is a Feed Mixer. Animal feeds are expensive at Grain and Milling and prices are going up all the time so much so that farmers are placed in such an awkward situation that their business is not profitable. Grain and Milling being the only Company specialised in animal feeds, no other Company is doing this, farmers have no choice but to still buy from them.

Therefore, a Feed Mixer would ease the problem.

### PERFORMANCE OF ZINGA FARM

The sows farrow twice a year at an average number of 15 piglets per sow. The unit is kept very clean as a result, there has not been any outbreak of diseases.

### MARKET

Products are sold at the following places:-

Cold Storage Company Limited  
Kandodo shops  
P.T.C. shops  
Hotels and Restaurants.

### PROFITABILITY

Profit depends on the number of piglets born per sow per annum. As the sow only incurs fixed costs, this cost is absorbed by contribution gained from the sale of piglets produced per sow. If a sow breeds a few piglets, contribution obtained therefrom will be less than the fixed costs and that results in loss. If at one farrow there are, e.g., 15 piglets, contribution gained will be enough to absorb our fixed costs.

Cost control also enables us to make some profit. There are several factors to be considered here.

- (1) Weighing amount of feed given to the pigs. If insufficient amount of feed is given to the pigs, there will be delay in gaining weight. If excess amounts of feed are given, we incur high cost of production. Management therefore ensures that right quantities of feed are supplied at the right time.
- (2) By monitoring farrowing, we are able to control transport costs to the market.
- (3) Employment of cheap labour.

Plans are in the pipeline of purchasing a Feed Mixer which will reduce the cost of feed by a considerable amount.

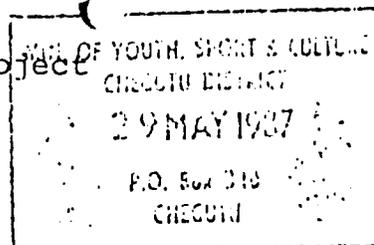
### MANAGEMENT AND LABOUR

There is an overall In-charge of the farm and has several years experience in pig production. He has attended quite a number of courses at Mikolongwe Livestock Centre in Pig keeping. The farm at present has a labour force of about 20 men.

INFORMATION PRESENTED BY: MR. L.O. CHAPONDA

ATTACHMENT 4:  
PRESS COVERAGE

ATTACHMENT 5:  
SUMMARY REPORT ON AGRIBUSINESS SEMINAR  
MR. Ralph Chinyowa, Murombe Piggery Project  
ACRI-BUSINESS SEMINAR



1. MONDAY 18 MAY DAY 1

The seminar started at 8:00 a.m. with a short opening speech from an Under Secretary in the Ministry of Trade Industry and Tourism, Mr Ngai of the Malawi Government. He urged all the participants to learn as much as they could from the seminar so that they could implement all the good ways of starting and running projects in their home areas and countries.

The first day started with each member introducing himself and telling the whole group what kind of project he or she is involved in. Afterwards, questions were asked on how they started their projects and how they run them. Problems were also highlighted by those who faced them. The following are some of the groups that were taking part in the seminar :-

1. VILLAGE INDUSTRIAL SERVICES FROM ZAMBIA

They specialise in setting up and running grinding mills projects in Zambia's Rural Areas.

2. BEVEL FARM OF MALAWIAN TRADERS TRUST IN MALAWI.

This organisation gives management advisory services to Malawi Small to Medium Scale Businesses.

3. PIGGERY FARM PROJECT - SIMBA IN MALAWI

This was a family project in Malawi which was being provided with services by one of the financial organisations set up by the state.

4. TASANKANA CO-OP FROM ZIMBABWE

This group is co-operating in transport and running a grinding mill in Hurungwe.

5. TANGENHANO CO-OPERATIVE FROM ZIMBABWE

This group is an agricultural project in Manicaland that owns a farm on which a number of crops are grown.

6. MALAWI UNION OF SAVINGS AND CREDIT CO-OPERATIVE ORGANISATION

This organisation provides funds to well planned projects in Malawi. The officials helped by teaching participants how they could convince donors and how to run business very successfully.

7. MUROMBE PIGGERY PROJECT FROM ZIMBABWE

This group was represented by one youth project member, Isiah Mokofera and myself. We were learning how to run the piggery project since we had already started.

I gained a lot from the Zinga Farm's representative who answered a lot of our questions especially on the feeds, weaning and medicinal care aspects.

2.

DAY 2 19 MAY 1987

The following day, 19 of May started with a visit to Zinga Farm where the pigs were kept. We were shown around the complex by the owners of the projects who explained everything that was taking place. The project was very smart. It was an eye opener to most of the participants since they did not know that pigs could be kept as smart as the ones at Zinga Farm. I was next to Isiah Dokotera, who said that as soon as we returned, he would encourage his fellow members to keep their pigs just as well as those at Zinga Farm.

During the afternoon of the same day, we broke into mixed groups where we discussed about the project we had visited. In my group, there points raised especially on the facts needed for one to start a project. It was a very interesting session since it provoked a lot of thinking. At the end of group discussion, the following list of facts were summarised in their chronological order :-

e.g. starting a SHOE MAKING PROJECT

1. MARKETING :-
  - (a) find marketing possibilities by talking to people.
  - (b) visit shops in town to find whether they might need shoes for sale.
  - (c) find out from wholesalers if they need shoes.
  - (d) one might need to find out whether one can make contracts with shops in town and other centres in the country.
2. RAW MATERIALS :-
  - (a) what kind of raw materials are needed.
  - (b) can they be found locally.
3. CAPITAL :-
  - (a) with whom can one secure the capital to start the project.
  - (b) if it is a loan, are you sure you are going to convince the bank to give you enough money.
4. TRANSPORT :-
  - (a) are you going to need transport and if so, what type and where are you going to secure one.
  - (b) will you be able to purchase one.
5. PREMISES :-
  - (a) do you need some premises and what type.
  - (b) the location of the premises from your marketing areas.
  - (c) are you going to build yours or buy one.
6. TRAINING :-
  - (a) in management e.g. financial skills.
  - (b) in technical skills.

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- 6.           TRAINING GOVT.....
  - (c)        In the usage of equipment.
  - (d)        source of skills training.
  
- 7.           ENERGY :-
  - (a)        will you need electricity.
  - (b)        will you need fuel - petrol, gas, diesel etc.
  - (c)        are these available locally.
  
- 8.           QUALITIES :-
  - (a)        are members self motivated.
  - (b)        they should be 100% interested.
  - (c)        are they perseverent.
  - (d)        they must be foresighted.
  - (e)        prepared to learn.
  - (f)        go according to government laws.
  - (g)        prepared to take some risk.
  - (h)        employ advice from business consultancies.
  - (i)        employ advice from technical advisers.
  - (j)        meet financial needs of the project.
  
- 9.           COMMITMENT :-
  - (a)        are members fully committed to the project or
  - (b)        they have other commitments e.g. they maybe employed with other businesses.
  
- 10.          RESPONSIBILITIES :-
  - (a)        do members have many responsibilities that may distract them from performing their duties efficiently e.g. extended family responsibilities or employed.
  
- 11.          PRICE OF GOODS
  - (a)        how are you going to price your goods.
  - (b)        will there be a big demand for your product so that you may raise the price.
  - (c)        one needs to work out the cash flow aspect.

A number of questions were asked and they were answered satisfactorily and item (c) on number 11. was to be delt with in full on Thursday 21 May.

3.           DAY 3    20 MAY 1987

We started the day by breaking into discussion groups. We discussed about problems faced in securing loans or financial assistance. We also discussed about problems we were already facing in the projects we had started. Although, there were different types of projects, the problems of marketing was common in most of the projects. The other common problem was that of reimbursing in-pat. costs. In the case of keeping pigs, it was found that by growing most of the feed, costs would be reduced. In certain cases a feeds mixer would be most ideal.

DAY 3 20 MAY 1987 CONT.....

It was also found that many people did not plan properly for their projects as a result they applied for little money which could not meet the requirements. Some people did not have their priorities right in implementing the projects. Some were not fully committed and lacked motivation and things were not done the right way. Some did follow instructions agreed between them and the people or organisations which gave them money. This resulted in some funds or part of loan being withheld until certain conditions have been met.

Later in the day, members from organisations in Malawi that gave loans to projects gave us lectures on how to secure funds from them and from banks to start projects. They said that they were working with other organisations which gave managerial services to these projects especially in the rural areas. Although these were Malawians based groups, or banks, the systems were also similar to the two other countries namely, Zambia and Zimbabwe. The requirements of any of these organisations needed to be followed strictly. This also included the funds donated to projects. All write-ups were to be followed strictly. If ever there was need to divert from the original plan, consultations with the organisations giving the money were needed before implementation.

A lecture on how the organisations which gave advice to the local people was also delivered. It was suggested that there was not such a problem in securing funds as there was in running projects. Most projectors were denigrated as rigid people who did not want to make a full study of their situation before they started their projects. When projects are started, the project members were encouraged to think hard on how they could expand their businesses by either improving the quality of their goods or increase production and looking for better and bigger markets. It was also encouraged to always look for more than one source of raw materials as well as more than one market for project products. An emphasis was made on the financial management and keeping of records.

4.

DAY 4 21 MAY 1987

The whole day was dedicated on financial management lessons. This was given by Mr. F. Moore of Africare. The topic was BANK PLN.

Suggestions from the house were that the following items be included in the balance sheet as expenses:-

- |                            |  |
|----------------------------|--|
| 1. construction            | 2. maintenance/rent                                |
| 3. machinery/spare parts   | 4. wages/return for labour/maintenance allowances. |
| 5. directors               | 7. transport/travel and expenses                   |
| 6. Insurance               | 9. taxes   |
| 8. repayments              | 11. stationery                                     |
| 10. telephones             | 13. ground rates                                   |
| 12. fuel/electricity/water | 15. sales promotions/donations                     |
| 14. training               | 17. staff welfare/protective clothing              |
| 16. entertainment          | 19. licences                                       |
| 18. raw materials          |  |

MAY 4 21 MAY 1987 CORP.....

Every business is geared to making profit from its sales  
Income subtract Expenses = profit

In the case of pigs income maybe calculate as; number of  
pigs x 50 kg per pig x 14,00 per kg of pork.

It is the same as number of units x price per unit. Now the  
profit would be the result of the difference between income and  
expenses. This would also determine a point and expenses. This  
would determine a point known as break-even. This we learnt as  
income = expenses and no profit being made by a project. We  
learnt that when there arose such a situation, the following things  
had to be considered by the project members concerned :-

1.

MARKET ANALYSIS :-

- (a) find out what demand there was for the product being produced.
- (b) also the quantities that may be needed.
- (c) also at what price.

2.

PROMOTION STRATEGY :-

- (a) consider advertising
- (b) making more people aware of what goods are being produced.

3.

DISTRIBUTION STRATEGIES :-

- (a) setting up of distribution channels
- (b) transport to main markets

4.

PRODUCT ANALYSIS :-

- (a) making a slightly different but improved product after one has done no. 1 above.

Whilst one is doing the above, one should also look at ones list  
of expenses and monitor the figures as to whether they are not  
increasing their expenses lest they make a loss. Certain things  
on the expenses list might have to be cut down e.g. items 16,  
entertainment.

To me this was one of the most important lessons since we now have  
a number of functional projects. I am sure I gained vital know-  
ledge.

A number of our questions were answered in full.

The day was closed up by all the members being asked to write down  
what they think they gained from the project. Also what they  
thought would have to be included to their expectation.

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TUESDAY 19 MAY, 1987

REGISTERED AT THE G.P.O. AS A NEWSPAPER

PRICE 25¢

# Government advocates small scale industries

## Fake SB man gets six months

A MAN publicly wept in the Dedza magistrate court when he was sentenced to six months imprisonment with hard labour over the weekend impersonating a member of the Special Branch of the Malawi Police.

Mr. Sydney Nthenda, 25, of Sangala village, in the area of chief Malemia in Zomba was arrested and charged with the offence of impersonating a special branch officer of the Malawi Police, when he invaded Nazareth Rest House at Dedza on the night of April 27 this year.

The court was told by the prosecution that while at the rest house, Nthenda began evicting customers from their rooms demanding their identity documents as well as Malawi Congress Party membership cards.

After being recognised by one of the customers that he was not a policeman, he ran away. He was, however, arrested the next evening in a local bar, according to the evidence given in court.

The accused pleaded guilty and publicly wept in court as the sentence was imposed on him. —  
Times News Agency

## Labour officers seminar opens

THE deputy secretary in the Ministry of Labour yesterday called on the participants and resource persons at a week-long labour officers seminar for the Southern Region to be very objective and open minded in their approach to the deliberations at the seminar.

The deputy secretary made the call when he officially opened the seminar at Kudya Discovery Lodge, Liwonde, in Machinga district.

He told the 28 participants from district and regional labour offices in the South, labour officers from the ministry headquarters, inspector of factories, trade testing and

industrial training offices in the South together with 13 resource persons to learn as much as possible and make any suitable suggestion for the efficiency of the ministry during the week-long seminar.

"It is only through such a climate that we can achieve the objective of the seminar," he emphasised.

The official also appealed to the participants and the facilitators to take the seminar seriously to achieve its objectives.

The seminar will cover among other things financial management, personnel management, labour administration, News Agency

## Help promote child spacing programme

THE government medical officer at Dowa district hospital has called on members of the Dowa District Development Committee (DDC) to help the government promote the child spacing programme.

The medical officer was speaking yesterday at the Red Cross national training centre here when she opened a two-day child spacing orientation seminar for members of the DDC.

She said the Malawi Government and the Life President, had endorsed

the child spacing programme as one way of promoting family health and furthering the development of the country.

The government medical officer said child spacing improved the health of both the mother and the child because the mother is given adequate time to rest in between pregnancies.

"Healthy mothers and children lead to a happy and productive family, and productive families are the wealth of the nation," the medical officer emphasised.

IT IS the policy of the government to encourage the development of small and medium scale industries entrepreneurs through the development of water resources, increased food production and the delivery of health services, the under secretary in the Ministry of Trade, Industry and Tourism said yesterday.

Opening a four day Africare regional seminar on agrobusiness at Ryalls Hotel, the official said this was in line with the objectives of Africare which is to improve the living standards of people in rural areas.

"You are no doubt, aware that the greater population in this sub-region live in rural areas. It is therefore proper and appropriate that the living conditions of these people should be improved," he explained.

He told the 25 participants drawn from Zambia, Zimbabwe and Malawi that the seminar whose purpose is to improve their business skills would help those from financing institutions to assist their entrepreneurs in the development of their businesses.

The seminar would assist businessmen to improve the management of their businesses, he added.

The under secretary said the government was grateful to see that the first regional agrobusiness seminar is being held here. This would help the development of more small and medium scale enterprises in the country, he said.

## from Malawi News Agency

He thanked Africare for its assistance in the development of the rural entrepreneurs and agricultural development projects through the United States Agency for International Development which is assisting Malawi's rural development institutions such as the Investment and Development Fund (Indefund), Small Enterprise Development Organisa-

tion of Malawi (Sedom), the Development of Malawian Traders' Trust (Dematt) and Malawi Union of Savings and Credit Co-operatives (Muscco).

Present at the ceremony was Mr. Frederick Eberhart, the Africare agrobusiness programme manager based in Washington.

Mr. Eberhart is expected to hold discussions with financing institutions and government officials and the resident representative for Africare, Mr. El-dridge Gilbert.

During the seminar participants would concentrate on essential aspects of business management planning and the translation of good management plans into financial cash flows.

## Bank releases 50t coin

Times Reporter

A NEW 50t coin goes into circulation on Monday, May 25, the Reserve Bank of Malawi announced yesterday in a press release.

The Bank said that the new coin will circulate side by side with the current 50t banknote which will also continue to be legal tender.

"The main objective of introducing this coin is to reduce costs since coin money can remain in circulation for a number of years," the press release said.

The Bank said the new coin shows the portrait of His Excellency the Life President on the obverse side, while the reverse side depicts the National Coat of Arms.

Almost the same size as the 20t coin, the new coin is nickel plated and is lighter in weight. It has a round shape and its edges are milled, the Bank announced.

The Bank stressed that the public should not exchange the current 50t notes with the new coins as both would remain in circulation.

**INSIDE YOUR TIMES**

**General Elections candidates introduced**  
(See page 3)

**New trophy on the sports scene**  
(See page 15)

**Plus all your other news and sport**

# Africare seminar was catalyst in developing smallscale enterprises

THE Malawi resident representative for Africare, Mr. Eldridge Gilbert, has said he hoped the four-day agrobusiness seminar which ended recently in Blantyre would help the participants make their business plans a reality.

Mr. Gilbert described the seminar as "a catalyst in the development of smallscale businesses."

He called on the 25 participants who came from Zambia, Zimbabwe and Malawi to implement all the skills learnt from the seminar.

Speaking earlier, Mr. Franklin Moore, Africare course co-ordinator explained that during the seminar different aspects of business management were covered which in-

cluded concentration of business management planning and the translation of good management plans into financial cash flows.

A case study of pig farming was also discussed in light of presentations from the Development of Malawian Traders Trust (Dematt) and the Malawi Union of

Savings and Credit Co-operatives (Muscco).

The seminar was organised by Africare, a non-profit organisation which assists in the development of rural entrepreneurs and agricultural development institution projects through the United States Agency for International Development (Usaid).

A four day Africare southern African regional business development seminar started at Ryalls Hotel in Blantyre on Monday. At the official opening the under secretary in the Ministry of Trade and Tourism stated that it was government policy to encourage the development of small and medium size industries and therefore urged participants—drawn from Zambia, Zimbabwe and Malawi—to make good use of the time they will spend at the seminar. Participants pose for a group picture. —Picture from Information Dept.



Malawi

# Agro-business seminar maps small business strategies

THIRD world countries in general and Africa in particular realised the need of developing small and medium scale agro-based industries with an aim to create local export market.

To that effect the governments have come in and established financial institutions to give loan and advice to such business entrepreneurs, be they farmers or small businessmen in industry and commerce.

Although this help is geared towards increasing the productivity of these agro-industries, there is, nevertheless, one main problem entrepreneurs are still facing: that of poor planning and management, according to the agro-business seminar held in Blantyre from May 18 to 21.

The seminar was organised by Africare, a private organisation in collaboration with the United States Agency for International Development (Usaid) and was attended by small and medium scale businessmen from Zambia, Zimbabwe and Malawi.

"Most of the entrepreneurs

do not see the need of planning" said Mr. Adamu Mphonda, central finance officer of the Malawi Union of Savings and Credit Cooperatives (Musco).

In his presentation, Mr. Mphonda stressed the need for a good lay-out of the loan applicant's plans for his intended projects so as to convince the lenders that he would not only be able to make profits but also to repay the loan.

In case of Malawi, he said, this could be achieved through business and technical assistance from officials of the Development of Malawi Traders Trust (Dematt).

## Thermometer

These officials give advice to small business entrepreneurs in making plans and simple accounting. Mr. Mphonda

pointed out.

"Another problem small businesses face is that of keeping records and understanding them," Dematt's seminar business consultant in the Northern Region, Mr. Jack Sonani, observed.

During the seminar it was explained that the answer to these problems lay in the use of cash flow.

"This is a 'thermometer' for the business to measure expenditure and sales," Mr. Sonani pointed out.

To underline the importance of cash flow in business venture, participants were advised to make estimates of their capital in relation to what they expect to sell and spend so as to determine the profit before starting any business enterprise.

"The aim of competing a cash flow record is to know how much money is going to be spent in a month and also estimate income," explained Mr. Franklin Moore, Africare specialist based in Zimbabwe.

Profit estimates would help the entrepreneurs know what to do when profit is low, he added.

## Main points

The businessman either has to find out ways of increasing production or change the price in the event of low profits, it was explained at the seminar.

But what are the main points to be considered when making a plan of your business in order to be successful?

The seminar discussed four main approaches of considerable importance in answering the problem of planning.

You should know the size of income and if it is

big enough to meet your expenses, the seminar learnt, then comes what Mr. Moore called a "demand analysis."

"Talk to your prospective customers and know their demands," he said.

On this point, Mr. Mphonda from Musco said for those businesses seeking loans from his organisation, it is advisable to hand in applications with a market survey analysis attached to the request for the creditors to consider the loan application.

When the product was on the market, promotion strategy has to be adopted, the seminar emphasised.

"We are making people aware during market promotion, that as business people we have something they need," Mr. Moore told the participants in reference to marketing strategy.

Another important point to remember was for the producer to be able to determine the way different people buy his products, it was further explained at the seminar.

But was the seminar of real benefit to the participants?

"The seminar has been beneficial to me since it has come at a time we are just starting our piggery industry and the knowledge gained here will help our cooperative a lot," Isaih Dokotera, member of Marombe Piggery Zimbabwe commented. —

Malawi News Agency

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Africare



# Africare

Africare House • 440 R Street, N.W. • Washington, D.C. 20001  
Telephone (202) 462-3614 • Telex 64239

**ANNEX E:**

**Scope of Work**

**Program Evaluation**

**Small-Scale Agribusiness Matching Grant**

(Grant No. PDC-0266)

Submitted to

the Office of Private and Voluntary Co-operation

U.S. Agency for International Development

July 21, 1987

- BISHOP JOHN HURST ADAMS  
African Methodist Episcopal Church
- WILEY A BRANTON, Esq  
Partner, Sidley & Austin
- HON WALTER C CARRINGTON, Director  
Howard Univ Dept of Intl. Affairs
- REV DR YVONNE R CHAPPELLE  
Minister, Unitarian Universalist Southeast  
Congregation, Washington, D C
- HON DICK CLARK  
Senior Fellow, Aspen Institute
- GEORGE A DALLEY, Esq  
Counsel/Staff Director  
Congressman Charles Rangel
- LAWRENCE P DOSS  
Partner, Coopers & Lybrand
- DAVID H EATON  
Senior Minister  
All Souls Church, Washington, D C.
- HON WALTER FAUNTROY  
U S. House of Representatives
- NANCY M FOLGER  
Children's Defense Fund
- GEORGE W HALEY, Esq  
Washington, D C
- JAMES M HARKLESS, Esq.  
Labor Arbitrator
- HON. JAMES A. JOSEPH, President  
The Council on Foundations
- COLBERT I KING  
Executive Vice President  
Riggs National Bank
- WILLIAM KIRKER, M.D.  
Honolulu, Hawaii
- DELANO E LEWIS, Esq  
Vice President, C & P Telephone
- GEORGE I LYTHCOTT, M D  
Dean, City University of New York  
Medical School
- CLARA J McLAUGHLIN, Chairman & CEO  
East Texas Television Network
- WILLIAM F McSWEENEY, President  
Occidental International Corp
- ETHEL L PAYNE  
Columnist/Commentator
- REV DR MARSHALL L SHEPARD JR  
Minister, Mt Olivet Tabernacle Baptist Church  
Philadelphia, Pennsylvania
- OSWALDENE E WALKER, M.S., D.D.S  
Silver Spring, Maryland
- CURTIN WINSOR JR  
Partner, Winsor Pittman Co
- JOHN L WITHERS, Ph D  
USAID Director to  
Ethiopia and India (ret)
- Executive Director  
C PAYNE LUCAS

"Improving the quality of life in rural Africa through the development of water resources, increased food production and the delivery of health services"

Handwritten initials or mark.

## CONTENTS

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### Appendices:

- \* Resumes of Evaluation Team
- \* Indirect Cost Rates Agreement

## Background

On August 1, 1985, USAID awarded a Matching Grant of \$690,000 (Grant No. PDC-0266) to implement a three year program to enhance and intensify its efforts in the development of Small-Scale Agribusiness in five African countries: Senegal, Mali, Niger, Zambia and Zimbabwe. The ultimate goal under the program is provide a sustainable basis for participants to increase agricultural production and generate adequate income.

Under the program, Africare anticipated funding approximately 45 income-generating projects in areas including agricultural production, processing, marketing, storage, transport and input manufacture. In addition to direct project funding through grants and through the establishment of revolving credit funds, Africare was to provide technical and business support for project participants through direct individual sessions with full-time agribusiness program staff during site visits and through general business management workshops in the second and third years.

In providing this support, Africare has sought to stimulate broader co-operation among private and governmental staff in the support of agribusiness. At the program level, Africare anticipates that the agribusiness program will lead to an enhanced capability among headquarters and field program staff to critically develop and assess proposals. Additionally, it will provide a basis for the closer tracking of actual benefits generated from agricultural projects.

## Evaluation Methodology and Scope of Work

Following the terms of the Matching Grant Agreement and at the request of the USAID Office of Private and Voluntary Co-operation, USAID and Africare will conduct a joint evaluation of activities under the first two years of the Agribusiness Program.

This evaluation will be conducted by two external consultants and an Africare team member with the cooperation and participation of all Africare headquarters and field staff associated with the program.

The following eight key issues provide the core of the evaluation. In each case, specific attention will be given to the appropriateness of design, effectiveness of execution, constraints and factors contributing to the sustainability of agribusiness projects; and if appropriate, recommendations will be made for refining and enhancing performance in this and future programs. The team will conduct its evaluation with reference to objectively verifiable indicators provided in the project logframe, but it will not confine its review to these indicators.

### 1. Adherence to the project selection criteria.

Indicators: Project proposals (relevant sections addressing criteria); follow-up correspondence after Development Team review requesting or providing supplementary information in satisfaction of criteria.

Means of Verification: Review of above documentation.

2. Integration of business and financial analysis into project development process.

Indicators: Field and headquarters staff understanding of role of analysis in project development process; level of understanding of mechanics of analysis itself.

Means of Verification: Interviews with headquarters and field staff (directors, reps, project managers/officers, counterparts, participants).

3. Attainment of goals of increased food production and/or income among participants at group and/or individual levels.

Indicators: Pre-project and current net income; total production; quantity and value of produce consumed; participant perception of change.

Means of Verification: Interviews with project participants; direct review of business records, if available (quantities of units output, prices received, costs); review of project progress reports.

4. Sub-project Sustainability

Indicators: Participant commitment; participant management capability and adequate organizational structure; enterprise feasibility (financial, market, technical); conducive environment; adequate financial, material and technical resources.

Means of Verification: Site visits; interviews with participants field staff and counterparts; review project records and assessment of future business plans.

5. Adequate business and technical assistance to agribusiness project participants.

Indicators: (1) Technical Visits: Numbers and frequency of technical visits from counterpart and Africare staff; assessments by participants of the quality and utility of advice provided; evidence of operational changes in response to technical assistance; availability of TA when needed; continuing problems not adequately addressed; (2) Workshops: Number of participants in workshops; number of workshops; evidence of adequate curriculum; evaluations by participants; evidence that training integrated into agribusiness operations.

Means of Verification: Review of technical staff and counterpart periodic reports, project activity reports; interviews with Reps technical staff and project officers, counterparts and project participants; site visits (evidence of on-going technical problems); workshop reports; participant evaluations.

6. Evidence of host country involvement.

Indicators: Host country participation in planning, design, technical assistance, training, logistics and

administration.

Means of Verification: Project activity reports, interviews with counterparts, local administrators, participants, Africare staff.

#### 7. Africare Administrative Support

Indicators: Timely review of proposals; timely implementation of projects; headquarters response to staff requests for support; appropriate frequency of monitoring visits by headquarters staff and evidence of administrative or procedural refinements or changes resulting from program or project monitoring visits; adequate level of progress reporting to headquarters and to AID.

Means of Verification: Review of periodic reports to AID, reports from field technical and administrative staff; project correspondence; interviews with headquarters staff, program personnel, field technical and administrative staff.

#### 8. Level and Appropriateness of Expenditures

Indicators: Financial reporting system adequate for reporting requirements of project; Africare meeting matching provision; expenditures made according to standard provisions; reports provided to donor on timely basis.

Means of Verification: Review of Africare financial system; review of individual project and agribusiness program financial reports and projections.

Aug. 15                      Return to U.S.  
Aug. 17-21                  Evaluation write-up.  
Aug 21                      Team submits evaluation to USAID and to  
Africare.

## Rationale for Country Selection

For operational reasons, the evaluation team will limit its site visits to projects in Senegal and Zimbabwe. Given the short time frame in which the evaluation must be completed and submitted, it is clear that only a sample of participating countries may be visited. The portfolio of projects in Senegal and Zimbabwe offer the greatest number of agribusiness projects and the greatest variety of enterprise types. Additionally, most projects in these countries are relatively easily accessible within the 5 working day time frame set for each country.

In contrast, a visit to the projects in Niger--located in the Diffa Department--would entail a minimum overland trip of 3 days each way. Visits to current and planned projects in Mali would entail similar logistical difficulties. Additionally, the projects in Mali and Niger have only recently been started and would not offer the same time depth of activity that those in Senegal and Zimbabwe. Zambia currently has only one active agribusiness project, and a visit to that site does not appear to be cost effective.

All documentation on projects not visited by the team will nonetheless be available for team review and analysis. Agribusiness field staff will be able to provide updates on progress at those projects, and provision has also been made in the budget for telephone interviews with Africare Resident Representatives in those countries not visited.

### Team Composition and Division of Labor

The evaluation team will be composed of three individuals: two independent consultants and a representative of Africare. The team leader, to be determined, when recruitment of the independent consultants is complete, will be responsible for the coordination of information gathering and of the production of the final evaluation document. While each of the independent consultants will be responsible for the coordination of inquiries in four areas covered under the scope of work (section 2), all team members will be expected to contribute to the substance of each area of evaluation as appropriate. An outline of the division of responsibilities follows.

Business/Program Management Specialist (Independent): Will hold an advanced degree in business management or a related field, and will have significant experience in programming of development projects related to business development and administration in Africa. Areas of primary responsibility:

1. Africare administrative support.
2. Levels and appropriateness of expenditures.
3. Integration of business and financial analysis into Africare's programming process.
4. Evidence of host country involvement in programming.

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Agribusiness Specialist (Independent): Will hold and advanced degree in agricultural economics, or one of the agricultural sciences and will have significant experience with agricultural and agribusiness projects in Africa. Areas of primary responsibility:

1. Adherence to project selection criteria.
2. Level and quality of technical and business management assistance.
3. Attainment of goals of increased income and food production.
4. Sub-project sustainability

Agribusiness Specialist/Facilitator (Africare):

Caroline Hoisington holds an M.S. in Agricultural Economics and an M.S. in Soil Sciences, and serves as Africare's Regional Agribusiness Specialist based in Dakar. In addition to facilitating the gathering of relevant information on individual agribusiness projects included under the program, she will contribute to all of the above areas of inquiry.

The Curriculum Vitae of the proposed evaluation team are appended to this document.

Proposed Budget  
Program Evaluation  
Agribusiness Matching Grant  
(Grant No. PDC-0266)

DIRECT COSTS

03	Secretarial Support	\$300
05	Agronomist (19 days x \$240)	4,560
05	Business Mgt. Specialist (19 days x \$240)	4,560
24	Immunizations and Travel Incidentals	200
32	Ground Travel	500
37	Air Transportation (2 round trips)	5,800
38	Subsistence (2 pers. x 25 days x \$100)	5,000
89	Telephone and Telex	250

Subtotal Direct	<u>\$21,170</u>
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INDIRECT COSTS

98	Level I	\$5,483
99	Level II	0

Subtotal Indirect	<u>\$5,483</u>
-------------------	----------------

GRAND TOTAL	\$26,653
-------------	----------

### Explanation of Budget Items

The evaluation budget includes expenses of the two external consultants (the costs of the Africare participant being covered under the Matching Grant) including round trip air travel, remuneration for 19 working days, 25 subsistence days (including weekends abroad), immunizations and travel incidentals, and in-country ground transportation. Provision is made for long distance interviews with Africare Resident Representatives in agribusiness program countries not to be visited. Provision is also made for secretarial services to be used in the production of the final evaluation document.

Indirect costs are based upon a two-tiered system negotiated with USAID: 25.8% charged to salaries, management, and travel costs; and 12.9% charged for commodity procurement. A copy of Africare's overhead agreement with USAID is appended.

BUSINESS MANAGEMENT SPECIALIST

ROBERT BELL

EDUCATION:

Wayne State University, Detroit, Michigan  
"Bachelor of Science in Chemistry" degree (1955)

San Diego State University, San Diego, California  
Completed course work for Master of Science degree  
(Radiochemistry) (1965-66)

Stanford University, Stanford, California  
Master of Business Administration (Finance) degree (1968)

SPECIAL

INTERESTS:

Long-term interests and participation in the selection/packaging and application of mini- and micro- computers for use by small and medium size nonprofit and business organizations. Thoroughly familiar with the application of the principal software packages in word processing, database management, spread sheets, communications (including local area networks) and office automation. Effects adaption of software packages for use in job-specific applications in academic, Government, and industrial settings. Serves as a trainer and resource person for the selection, installation and efficacious use of software and hardware in environments where microcomputers provide a meaningful opportunity for significant productivity improvements in an organization's management, communications, and operating activities.

EXPERIENCE:

Management Consultant (Independent) (July 1985 to Present)  
Develop, implement and/or manage technical and business proposals and operations. Develop, consult with and otherwise assist organizations in the selection, acquisition and implementation of computerized systems for accounting, word processing, database management and other business applications in networked and individual unit(s) environments.

Project Manager, The Omega Group, Inc., (July 1986 to January 1987). Served as manager of several projects which required the review and analysis of activities and documentation related to a designated operation/office and the development of reports for various federal agencies. All of the projects involved significant use of microcomputers and associated software applications. dBASE III PLUS, LOTUS 1-2-3 and the principal wordprocessing programs were included in these applications. The implementation of a project for the ANE Bureau, USAID, involved substantial use of dBASE III Plus.

db

Assistant Instructional Dean, Montgomery College, Takoma Park Campus, Takoma Park, MD, (February to June 1986). Served as Evening Dean for the Campus and was responsible for various other administrative duties as assigned.

Program Manager, Sub-Saharan Africa Program, National Science Foundation, Washington, D. C. (July 1982 to July 1985). Served in a temporary 2-year appointment which was extended to 3-years. Developed, implemented and managed this program which is responsible for the support of meritorious scientific cooperative research projects that link American and foreign scientists in the conduct of proposed collaborative research activities. Developed and maintained relationships with counterparts and personnel in foreign institutions in Sub-Saharan Africa (SSA) responsible for science and technology as well as with embassy representatives in Washington. Additional duties included serving as resource person in the Division of International Programs for the use of the PC, the configuration of PC workstations, and the adaptation of software for use by program officers and support staff; and on the Computer Task Force for the Directorate for Scientific Technological and International Affairs (STIA, one of 7 major organizational units of NSF.) This task force planned office automation, including the selection of PC's, components, and software, for STIA, so as to provide one PC work station for every two employees.

Management Consultant (Independent)

Developed, implemented and/or managed technical and business proposals and operations domestically as well as in countries of Sub-Saharan Africa (February 1976 to July 1982).

President, Training Corporation of America, Inc., Washington, D.C. (1969-76). Company was a prime contractor for manpower/vocational training and drug rehabilitation programs, consultant services and the design, manufacture and sale of electrical and electronic vocational training equipment and programs. Maximum employment exceeded 450 employees plus consultants. Company was a subsidiary of American Standard, Inc., through June 30, 1972, and was an independent corporate entity through January 1976.

Assistant Manager, Special Products Department, American Standard, Inc., New Brunswick, New Jersey (1968-69).

Planner, Convair Division, General Dynamics Corporation, San Diego, California (Summer 1967).

Personnel Representative, Ryan Aeronautical Corporation, San Diego, California (Summer 1963).

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Principal (1964), and Teacher of Science and Mathematics (1963), Agricultural and Technical Assistance Foundation, Los Angeles, California. Assigned to Congo Polytechnical Institute, Sandoa (1963) and Gemena (1964), Zaire.

Spectrographer, General Atomic Division, General Dynamics Corporation, San Diego, California (1957-62).

Chemist/Spectrographer, Convair Division, General Dynamics Corporation, San Diego, California (1955-57).

#### INTERNATIONAL

ACTIVITIES: Over the past 24 years, 25 African countries have been visited for business purposes. The concentration of such visits has been in Sub-Saharan Africa.

#### COMMUNITY

##### ACTIVITIES:

Since moving to Montgomery County in July 1972, active participation and/or membership in professional and community organizations have included the following:

Commissioner, Housing Opportunities Commission of Montgomery County, Maryland (Chairman, past Vice Chairman)

Montgomery County Committee for the Commemoration of Dr. Martin Luther King, Jr. (Past Chairman)

Community Housing Resources Board, Montgomery County (Treasurer)

Faith United Methodist Church, Rockville, MD

American Chemical Society

Society for Applied Spectroscopy

American Association for the Advancement of Science

Stanford University Graduate School of Business Alumni Association (Life Member)

National Association for the Advancement of Colored People

Montgomery County Alliance of Black School Educators

National Alliance of Black School Educators

Africare, Inc. (Life Member)

FAMILY: Wife: Marion L. Bell; 4 Children

# AGRIBUSINESS SPECIALIST

## Resume of Vernon C. Johnson

I. Present Work Activities - Consultant on Economic Development in Africa, Office of Agriculture, Africa Bureau, Agency for International Development (AID), Department of State, Washington, D.C.

- Reason for Leaving: As a policy measure, AID is discontinuing the program under which my work is funded.

- Health - good

## II. Resume

### 2. Education and Work Related Training:

- Attended Elementary and High School, Port Gibson, Mississippi.

- 1940-42 - Southern University, Baton Rouge, La. (College education interrupted because of military service, WWII.)

- 1946-48 - Southern University, Baton Rouge, La. Graduated Magna Cum Laude - B.S. Vocational Agriculture.

1949-51 - University of Wisconsin, Madison, Wisc. M.S. degree in agricultural economics( emphasis, land economics).

- 1951-54 - University of Wisconsin, Madison, Wisc. Ph.D in Agricultural Economics.

- AID work related training - 1) full year Africa Training course, prior to assignment in Africa. One Year ( 1966-67) National War College, Fort McNair, Washington, D.C.

3. Military Experience - U.S. Army, 1942-46, Pacific Theater (WWII), honorable discharge, 1946.

### 4. Work Program

- 1980 - Present - Have Worked almost full time as consultant, Agriculture Office - Africa Bureau (AID) at senior officer level. Work has covered agricultural research, evaluation, program documentation, and other related aspects of AID activities such as close cooperation with 1890 land-grant universities. Most time has been allocated to donor coordination and cooperation where U.S., Canada and five European countries have been working cooperatively so as to coordinate agricultural planning and other donor activities that apply to Sub-Saharan Africa.

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- 1977-80 - Deputy Assistant Secretary, Africa Bureau, Department of State. As incumbent I supervised five high level economists and managed work that covered economic affairs vis. a vis. the U.S. and Sub-Saharan African countries. Retired January 1, 1980.

1973-77 - U.S. AID Director, Tanzania, East Africa. Position required supervision of planning and management of all U.S. supported development projects and the administering of all activities fostered under the U.S. aid program to Tanzania.

1970-73 - U.S. AID Director to Uganda, East Africa. Responsibilities quite similar to those shown for Tanzania, directly above. Phased out U.S. aid program in Uganda during the Idi Amin Regime.

1968-70 - U.S. AID Deputy Director, Nigeria, West Africa. Carried out duties of top management and as deputy filled-in for the Director in what was then AID's largest program in Sub-Saharan Africa.

1967-68 - Officer in charge, Agricultural Office, Viet Nam Bureau(AID), Washington.

1966-67 - In Training, National War College, Fort McNair, Washington. D.C.

1964-66 - Deputy, Agricultural Office, Africa Bureau (AID), Washington

1960-64 - 1) Agricultural economist and agricultural programmer, U.S. Aid mission, Lagos, Nigeria; 2) Agricultural Officer in charge of all agricultural activities for AID, Western Region of Nigeria.

1959-60 - In Training, African studies program, Boston University and overseas.

1957-59 - Agricultural Program Assistant, (AID) New Delhi, India.

1954-57 - Associate Professor and Professor, Agricultural Economics, A&T State University, Greensboro, North Carolina. Headed small department of agricultural economics.

Before 1954 - grew up on cotton farm in Mississippi and assisted with farm work. Schooling and military activities as stated above.

Note: Although I do not speak a foreign language, I have no difficulty getting around in French Speaking Africa. I have visited and observed agricultural activities and problems first-hand in most Sub-Saharan African countries. And, as noted I have also worked closely with other donors and because of this can obtain access to officials in and outside of Africa. I feel that I can make a contribution to a

support office in Washington, but would have no problem with assignments that require travelling overseas. The level of job assignment, e.g team leader or team member is of little concern to me so long as it is within the scope of my competence.

December 12, 1985

**CONTRACT EMPLOYEE BIOGRAPHICAL DATA SHEET**

1. NAME Mr. Bell, Robert	2. CONTRACTOR'S NAME AFRICARE, INC.
	4. CONT.#    5. POSITION
	6.                    7.
9. TELEPHONE NUMBER    10. MARITAL STATUS Married	11. NAMES AND AGES OF DEPENDENT(S)
	N/A
14. CITIZENSHIP    American	

NAME & LOCATION OF INSTITUTION	15. EDUCATION MAJOR SUBJECTS	CREDITS COMP.		TYPE OF DATE OF	
		SEM. HR	QHR	DEGREE	DEGREE
Wayne State University, Detroit, MI	Chemistry, Physics			ES in Chm	1955
San Diego State U., San Diego, CA	Chemistry	33			
Stanford University, Stanford, CA	Business			MBA	1968

16. EMPLOYMENT					
POSITION TITLE	NAME & ADDRESS OF EMPLOYER	FROM	TO	SALARY	PER
Management Cons.	Self-Employed	8/85	Present	260.00	Day
Project Manager	The Omega Group, Inc., 1101 14th, NW 11th Floor, Washington, DC 20005	7/86	1/87	32.50	Hour
Asst. Instl Dean	Montgomery College/Takoma Park Takoma Park, MD. 20895	2/86	6/86	31,000	Year
Program Manager	National Science Foundation 1800 G St., NW., Washington 20550	7/82	7/85	53,177	Year
Management Cons.	Self-employed	4/76	7/82	225.00	Day

17. SPECIFIC CONSULTANT SERVICES				
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS	FROM	TO	DAILY RATE
Management Svcs	National Science Foundation 1800 G ST., NW., Washington, DC 20500	8/85	Present	250.00
Management Svcs.	The Omega Group, Inc. 1101 14th Street, NW., Washington	3/86	4/86	250.00
Management Svcs	Africare, Inc. 1601 Connecticut, NW. Washington 20036	2/80	6/82	175.00

<p>18. LANGUAGE PROFICIENCY</p> <p>EXCEL = EXCEL    Speaking, Reading, Writing, Understanding</p>	<p>19. SPECIAL QUALIFICATIONS</p> <p>See Attached Resume</p>
<p>20. CERTIFICATION</p> <p>To the best of my knowledge, the above facts are true and correct.</p> <p>SIGNATURE <i>Robert Bell</i></p>	<p>DATE 7/20/87</p>