

PD-ABM-753

99085

END OF TOUR REPORT

CLIVE DREW

**Agricultural Economist/Farmer Organization
Specialist**

**Chemonics International Consulting Division
2000 M Street N.W., Suite 200
Washington, D.C. 20036**

Under the

**COMMERCIAL AGRICULTURAL PRODUCTION AND
MARKETING PROJECT**

Contract No. 6450-0229-C-00-9019

January, 1995

END OF TOUR REPORT CLIVE DREW

ITINERARY

- 12/14, 1994: Travel, Salinas CA to Chemonics HO, Washington, D.C.
- 12/15 - 12/16, 1994: Consultations with Candace Conrad, William Slocum and Susan Cohn-Child. Briefings on remaining activities under the CAPM project extension, budget. ST administrative details attended to.
- 12/16 - 12/18, 1994: Travel, Washington, D.C. to Swaziland, with layover in Johannesburg due to flight schedules.
- 12/19 - 01/06, 1995: CAPM field office. Consultations with CAPM team, USAID (Jack Royer and Steve Goertz), Hhohho FO steering committee, William Slocum. Carry out consultancy activity on Plan of Work, FO business plans and sustainability workshop.
- 01/06 - 01/07, 1995: Travel, Swaziland to Salinas, CA via Johannesburg and Washington, D.C. .

LEVEL OF EFFORT

20 Days, including travel and holidays.

SCOPE OF WORK

Attached as Appendix A

ACCOMPLISHMENTS AND ISSUES

1. PLAN OF WORK (POW)

It would have been preferable for the sustainability workshop to precede the POW so the final year could focus on perceived areas of deficiency, or bridging for other support to become operational.

Primary focus for the consultancy was developing a schedule for close-out activities.

Attached is Appendix B.

Prospects for extending CAPM for any reasonable period of time beyond November 30, 1995 are

fairly remote. The reality of closing down the project - meaning a phasing out of technical assistance and dealing with all of the administrative and logistical details of closing out the project - must be conveyed to all parties.

There is only one solution to easing the burden of close out - start early.

2. SUSTAINABILITY WORKSHOP

Further progress was made in bringing this activity to fruition.

Attached is Appendix C

Actually, quite an amount of effort had already been made in planning the workshop agenda. It is now a matter of making it happen.

We have proceeded to finalizing the list of participants, selecting a date and venue and selecting a facilitator and working group coordinators.

This is the last remaining award fee target under CAPM.

3. FO BUSINESS PLANS

Bob Olson had made a first cut at preparing the business plans and CAPM TAs (Gene McAvoy, etal) had worked with the FOs in developing break-even budgets for assessing packhouse fees for the Winter 1994 season.

Attached are Appendices D and E

These business plans are drafts only

It will be important for the societies to have an elected committee to finalize the business plans. Since the societies are new, the business plans will need to be updated after there is a track record of some real world operating experience.

Working with the steering committees of the societies in developing their plans was a very useful training exercise for the committees in having to think seriously about the business aspects of running the society in a post-CAPM mode.

In looking at the cash flow budgets, charging a fee of E 4.00/lug (or equivalent) would require a throughput of about 2,000 tons/year through the packhouse to break even. This is the reality of the post-CAPM world.

4. TRAINING PLANS

These are still subject to what is approved under the POW

5. TEAM STRATEGY PLANNING/REVIEW SESSIONS

Most of the team were on annual leave during the period of the consultancy. Sessions were held with the COP.

APPENDIX A

SCOPE OF WORK

4

SHORT TERM CONSULTANCY
AGRICULTURAL ECONOMIST/FARMER ORGANIZATION SPECIALIST

**COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING
PROJECT
MALKERNS RESEARCH STATION**

BACKGROUND

The final year for the current phase of the CAPM project will be very critical for increasing the likelihood that farmer organizations will be in a position to survive after the project is completed. Significant progress has been achieved during the past season in operation of packsheds and the development of farmer cooperatives. However, major activities must still be carried-out, including; finalization of registration of the cooperatives, transfer of full management activities to the organizations, training of committee members and general membership, identification and development of marketing linkages, improvement of packshed operations, providing for the sustainability of programmed production, etc.

A well thought-out Plan of Work will be important to enable the project team to achieve as much as possible during the coming year. The team has a good vision of what must be done, however time constraints demand that priorities be established. In addition, strategies for achieving the objectives will need to be planned carefully.

A meeting of key participants to discuss issues affecting sustainability of the organizations is being planned for early in 1995. For this to achieve maximum success it will be important to involve the right people and identify the issues carefully. Preliminary planning for this must be completed soon.

Business plans for the organizations have been prepared in draft form. These must now be updated using information from the past season and be made working documents for the organizations to use in planning for the future.

The current work load for the CAPM team is extremely heavy. On-going activities in key areas, such as registration of the cooperatives and election of committees, require much attention and are crucial for future success. Additional support in preparing a POW, planning for a sustainability workshop, and completing

5

plans for the Farmer Organizations are important at this critical time. Input from an outside consultant with experience in farmer organizations would also be desirable at this time for reviewing strategies with the team. For these reasons approval for a consultant for a four week period is being requested.

LIST OF DUTIES

The consultant will be responsible to the Chief of Party and interact with other team members as necessary. Some tasks which the consultant will work on include:

- Assist in developing and putting together the final year Plan of Work. This will involve using outlines for activities already developed and assisting in developing specific strategies through involvement in team discussions.
- Assist in planning for a sustainability workshop. This will include helping to identify a facilitator, composing a list of participants, developing the program, and planning for team presentations to introduce the various topics.
- Produce completed business plans for the two farmer organizations using drafts which have been started during the past year and information from the past season.
- Review training plans which are being developed for the farmer organizations and provide input as appropriate.
- Participate in team strategy planning/review sessions, providing insights from an outside source.

DURATION AND TIMING OF ASSIGNMENT

The period for the consultancy will be about four weeks, beginning on approximately 15 December 1994 and ending 4 January 1995.

QUALIFICATIONS

The consultant must have experience working with farmer organizations and small-scale production. He must have experience in developing training materials, business plans, and project planning in general. A degree in Agricultural Economics is desired.

CONSULTANT DESIRED

Chemonics is proposing Clive Drew for this position. Mr. Drew is an Agricultural Economist who has experience in the southern African region, working with farmer organizations.

APPENDIX B

CAPM PLAN OF WORK, December 1, 1994 to November 30, 1995

CLOSE-OUT ACTIVITIES

CLOSE-OUT ACTIVITIES

ACTIVITY	RESPONSIBLE PERSON	TARGET DATE	1	2	3	4	5	6	7	8	9	10	11	12
Formal notification to Chemonics staff of termination of employment or change of appointment	COP, PS	31-May												
Formal notification to local-hire staff of termination of employment	COP	31-May												
Formal notification to FOs of phase-out of technical and financial support	COP	15-Feb												
Determine leave schedules and outline policy, including unused leave position	COP, HO, POA	31-May												
Review contract/local regulations for termination notification and severance payment	Atty, POA	31-Mar												
Prepare budget for close-out obligations - airfares, shipments, perdiem, severance, etc.	COP, PA, POA	31-Mar												
Notify all service contractors and lessors of termination dates, reconcile outstanding obligations	POA	30-Aug												
Notify all subcontractors of PACD and request timely final billings, including NICRA adjustments	HO	30-Sep												
Review contract, and amendments, for completion of all requirements	PS, COP	15-Mar												
Request from Contracts Officer a list of any information needed prior to project closing	PS, COP	15-May												

CLOSE-OUT ACTIVITIES

ACTIVITY	RESPONSIBLE PERSON	DUE DATE	STATUS
Request from USAID mission a list of any information needed prior to project closing	PS, COP	15-May	[REDACTED]
Request from GOS (MOAC, NAMB, COOPS) a list of any information needed prior to project closing	COP	15-May	[REDACTED]
Review project files, and complete if necessary:			
a. personal employment contracts	PA	30-Nov	[REDACTED]
b. AID approvals of appointments and salaries	PA	30-Nov	[REDACTED]
c. travel authorization	PA	31-Aug	[REDACTED]
d. short-term assignment authorizations	PA	31-Aug	[REDACTED]
e. approvals for major expenditure	PA	30-Nov	[REDACTED]
f. waivers for purchase of non-U.S. commodities, transportation etc.	POA	30-Nov	[REDACTED]
g. home leave and R&R approvals and waivers	PA / POA	30-Nov	[REDACTED]
h. personnel timesheets and leave records	PA / POA	30-Nov	[REDACTED]
i. all reports required by the contract	PA	30-Sep	[REDACTED]
j. commodity procurement records and inventories for accountable property	PA	30-Sep	[REDACTED]
k. mission orders and memos	PA	30-Nov	[REDACTED]
l. updated emergency locator information for all team members	PA	30-Nov	[REDACTED]

CLOSE-OUT ACTIVITIES

ACTIVITY	RESPONSIBLE PERSON	TARGET DATE	P	S	M	T	W	T	F	S	S	O	N
Finalize records and files (contract and amendments, subcontracts, personnel, authorizations, approvals, PILs, leases, commodities, reports, training, targets, consultants, financial records, correspondence) :													
a. coordinate with HO records	PA	31-Aug											
b. coordinate with HO records	PA	31-Aug											
c. Purge files, including computer files	Team	30-Nov											
d. Transfer relevant documents to USAID	COP	30-Nov											
e. Transfer relevant documents to GOS	COP	30-Nov											
f. Shipment to HO	PA	30-Nov											
g. Review by HO and prepare for audit purposes	HO	30-Nov											
h. Transfer to archives	HO	30-Nov											
Preparation of TA End-Of-Tour Reports:													
a. prepare outline	PS, COP	30-Apr											
b. review SOWs with TAs	COP	30-Apr											

CLOSE-OUT ACTIVITIES

ACTIVITY	RESPONSIBLE PERSON	TARGET DATE	J	F	M	A	M	J	J	A	S	O	N
c. monitor progress in their preparation, review drafts	COP, M&E	30-Sep											
d. extract information for Project Final Report	COP, M&E	31-Oct											
e. schedule exit interviews	COP, Team	15-Nov											
f. submit reports to USAID	COP	30-Nov											
Preparation of Project Final Report:													
a. prepare outline	PS, COP	31-Mar											
b. assemble materials	Team	30-Jul											
c. develop a timetable	PS, COP	31-Mar											
d. assign responsibilities	PS, COP	31-Mar											
e. monitor progress in its preparation	PS, COP	31-Oct											
f. submit report to USAID	PS, HO	15-Nov											
Prepare other reports , as required:													
a. quarterly reports	COP, Team	30-Sep											
b. other reports specified by Contracts Officer	COP	31-Oct											
Coordinate with USAID plans for end-of-project evaluation, if any	PS, COP	30-Apr											
Coordinate with USAID plans for a GAO audit, if any	PS, COP	30-Apr											

2

CLOSE-OUT ACTIVITIES

ACTIVITY	RESPONSIBLE PERSON	TARGET DATE								S	O	N
Termination of TA post privileges:												
a. housing	COP	30-Nov										
b. complete inventory of AID and project provided furnishings	COP, PA	30-Nov										
c. TLQA timetable, amounts, reservations, payment	PS, COP, POA	30-Nov										
d. utilities, including deposits	COP, PA, POA	30-Nov										
e. health unit	COP, POA	30-Nov										
f. Accommodation exchange	COP, PA, POA	1-Nov										

CLOSE-OUT ACTIVITIES

ACTIVITY	RESPONSIBLE PERSON	TARGET DATE	S	O	N
g. pouch	COP, PA, POA	30-Nov			
h. project vehicles	COP, PA, POA	30-Nov			
i. office facilities	COP, PA, POA	30-Nov			
j. termination for storage of HHE	PS, COP	30-Nov			
k. education allowances	COP, PA, POA	30-Nov			
l. guard service	COP, PA, POA	31-Oct			
m. radios, rapid response	COP, PA, POA	30-Nov			
Termination of TA fringe benefits:					
a. health insurance	HO, COP, POA	30-Nov			
b. life insurance	HO, COP, POA	30-Nov			
c. savings and profit sharing	HO, COP, POA	30-Nov			
d. DBA and SOS insurance	HO, COP, POA	30-Nov			

CLOSE-OUT ACTIVITIES

ACTIVITY	RESPONSIBLE PERSON	TARGET DATE	J	F	M	A	M	J	J	A	S	O	N
Provide checklists to employees of personal close-out activities and advise on non-liability of Chemonics or USAID for outstanding obligations	PS, COP	31-Mar											
Obtain approvals for international travel	COP, PA	30-Sep											
Make airline and hotel (if any) reservations, procure tickets	COP, POA	30-Sep											
Shipping procedures for office files and expat TA air freight and ocean freight:													
a. review allowances under the contract and other Handbook provisions	PS, COP, PA	31-Mar											
b. source a reputable freight forwarder	COP, HO	31-Jul											
c. schedule surveys and pack-out dates, revise budget	COP, POA, Team	31-Oct											
d. complete necessary export/import documents	COP, POA, Team	31-Oct											
e. establish payment procedure	COP, POA	30-Nov											
f. advise HO Procurement for tracking purpose	COP, Team	30-Nov											
g. arrange for transferring HHE from storage, if required	Team	30-Nov											
Notify employees of change in work permit/visa status	COP, POA	30-Nov											
Prepare letter of reference / employment / verification / performance evaluations for team	COP	30-Sep											

CLOSE-OUT ACTIVITIES

ACTIVITY	RESPONSIBLE PERSON	TARGET DATE	J	F	M	A	M	J	J	A	S	O	N
Conduct final personnel evaluation, copy to personnel file	COP, PS	Nov-30											
Schedule EOT medical exams, submit reports to health unit	COP, Team	15-Oct											
Obtain approvals for sale of personal property	COP, Team	30-Oct											
Assemble all information on project property:													
a. approval and procurement files	PA, COP	30-Sep											
b. handover documents	PA, COP	31-Oct											
c. loss reports, insurance claims	PA, POA, COP	31-Oct											
d. disposition agreements with USAID	PA, COP	31-Oct											
e. prepare commodities for handover, including repairing, maintenance services, replacements, spare parts, warranties, registration and ownership certificates, etc.	COP, Team	31-Oct											
f. schedule inventory verification and handover dates	COP, PA	31-Oct											
g. handover of remaining commodities	COP, PA	30-Nov											
h. complete statement of inventory in contractor's possession	COP, POA, HO	30-Nov											
i. finalize documentation on inventory	COP, POA, HO	30-Nov											

12

CLOSE-OUT ACTIVITIES

ACTIVITY	RESPONSIBLE PERSON	TARGET DATE																		
Submit to Contracting Officer any claims based upon liability of Chemonics to third parties arising from contract performance	PS, COP	30-Nov																		
Assign any refunds, credits, rebates or interest due to USAID Controller's Office, copy Contracts Officer	PS, COP, POA	30-Nov																		
Resignation of CAPM membership on other MOAC committees	COP	15-Sep																		
Vacate offices, storage areas etc., complete inventory and acknowledgment of same, handover keys	COP, PA	30-Nov																		
Determine with USAID and GOS disposition of utility services, telephone, etc. at EOP	COP, POA	30-Sep																		
Disconnect or transfer utilities, telephone, P.O. box, etc., obtain final billing, pay cash and obtain receipt	COP, POA	30-Nov																		
Complete payroll change forms	HO, POA, Team	31-Oct																		
Process final timesheet	HO, POA	30-Nov																		
Process final CAPM payroll payments	HO, POA	30-Nov																		
Final expense reports from TAs	HO	30-Nov																		
Prepare and submit interim final invoice	HO	30-Nov																		
Prepare and submit final invoice	HO	30-Nov																		

APPENDIX C

CAPM SUSTAINABILITY WORKSHOP

CAPM SUSTAINABILITY WORKSHOP PROGRAMME

Prepared in Association with:

United States Agency for International Development

and

**The Ministry of Agriculture and Cooperatives
Mbabane, Swaziland**

Prepared by:

**Chemonics International Consulting Division
2000 M Street N.W., Suite 200
Washington, D.C. 20036**

Under the

**COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
Contract No. 6450-0229-C-00-9019**

January, 1995

OBJECTIVES AND SCOPE

The workshop will be tightly focussed on the primary actors that are critical to the success of commercial horticulture promoted by the CAPM project. These are the Khulumela-Kwenta Vegetable Marketing Co-operative Society LTD (KK) and the Hhohho Fruit and Vegetable Co-operative Society (HFV) and the Encabeni Fresh Produce Market. The objective is to determine a strategy for strengthening and sustaining these organisations since support under the CAPM project will end in November 1995.

The workshop will concentrate on the ability of the FOs to sustain their internal functions and to reach out to buyers and specialised agribusinesses, such as input suppliers. The workshop will attempt to identify private and public sector institutions and donors that support commercial horticultural production and suggest a role they can best perform.

CAPM SUSTAINABILITY WORKSHOP PARTICIPANTS

Sustainability rests primarily with those directly engaged in producing and marketing fresh produce in the project areas. These include the growers, the co-operative societies, their respective committees and management, the Encabeni market management and its agents and other buyers. Private sector supporters of small-scale commercial horticulture, such as input suppliers and financial institutions, will also be represented. Some attention will also be devoted to public sector institutions that can directly assist in supporting sustainable commercial horticulture. These include Swazi Development and Savings Bank representatives and the MOAC field officers from the Department of Agriculture and Extension and the Co-operatives Development Centre operating in the areas where CAPM is supporting FOs and farmers. They also include MOAC officers at the national level, such as National Subject Matter Specialists, Malkerns Research Station scientists, Marketing Advisory Unit staff and representatives from the Horticultural Campaign Committee. The University of Swaziland/Luyengo (UNISWA) and NAMBoard will be invited to participate.

Interested NGOs and international donors will also be invited to participate.

Following is a list of invitees, and who is expected to participate in the Working Group sessions:

AFFILIATION/NAME**WORKING GROUP #****CAPM TEAM MEMBERS**

Doyle Grenoble, Chief Of Party/Horticulturist
Gene McAvoy, Farmer Organization Specialist
Jabulani Sifundza, Production Advisor
Elliot Mavimbela, Farmer Organization Advisor
Lyle van der Wath, Marketing Specialist
Ezrom Dlamini, Agribusiness Field Advisor
Boniface Dlamini, Agribusiness Field Advisor
Themba Magagula, Field Assistant
Cornelius Dlamini, Field Assistant
Richard Magagula, Field Assistant
Mojgan Derakhshani, Project Assistant
Linda McCreesh, Receptionist/Secretary
Linda Rust, Accountant/Personnel Manager
Antony Sim, Data Management Specialist
Candice Conrad, Vice President, Chemonics International

CAPM WORKING GROUP MEMBERS

Patrick Lukhele, Director of Agr. / MOAC
Wilson Ginindza, Comm. of Coop. / MOAC
Dickson Khumalo, Snr. Ag. Officer / MOAC
Sifiso Nyoni, Market. Advis. Unit / MOAC
Sam Dlamini, Econ. Analys. & Plann. / MOAC
Steve Goertz, Proj. Manager / USAID
C.J. Littler, Lawyer /
Dumile Sithole, Market Manager / NAMBoard
Oscar Mamba, Manager / Swazibank
Dough Gama, /MRS
Thandi Lupupa / NSMS Horticulture
Sibusiso Mhlabane, Chairman / NRDA
Patrick Dlamini, Chairman / Siphobela /Sithobela
Nonhlanhla Thwala, Snr. Plann. Officer / MEPD
Manager, Swazibank/Piggs Peak
Buik Mndawe, Swazibank/Piggs Peak

KK COOPERATIVE REPRESENTATIVES

Patrick Dlamini
Makhaya Ndzimandze
Samuel M. Mamba
Micah Dlamini
Johannes Tsabedze
Mthinini Dlamini
Elijah Matsenjwa
Philmon Masango
Churchill Mngomezulu

HFV COOPERATIVE REPRESENTATIVES

Sibusiso Mhlabane
Abednigo Mhlanga
James Manana
Stephen Ginindza
Petros Similane
Mboziwa Gule
Elijah Gule
Vusi Mtsetfwa

MINISTRY OF AGRICULTURE AND COOPERATIVES

Milicent Malaza, Research Officer, Sociologist
Magalala Ngwenya, Senior Agric. Officer
Samson Dlamini, Senior Agric. Officer
Jetro Ngcamphala, Senior Cooperative Officer
Sipho Dlamini, Senior Cooperative Officer
Sipho Nxumalo, Deputy Commissioner of Cooperatives
George Day, Marketing Advisory Unit
Absolon Dlamini,
A.A. Mvukali, Regional Marketing Officer / Hhohho

Extension

Thankie Gama, Project Manager	North
Dan Dlamini, Extension Officer	North
Jabulani Zwane, Project Manager	Siphofaneni
Nicholas Dlamini, Extension Officer	Siphofaneni

MALKERNS RESEARCH STATION

Paul Mkhatchwa, Chief Research Officer

USAID

Valerie Dickson-Horton, Mission Director
Jack Royer, Programs Officer
David Martella, Regional Agri. Advis. / USAID/REDSO/ESA
Robert McColaugh, Agr. & Natural Resources Dev. Officer / BOT.
Don Foster-Gross, A/Chief, PGDO
Jamie Raile, Project Manager, Private Sector

NAMBoard

Aubrey Shongwe, Chief Executive Officer

UNIVERSITY OF SWAZILAND - Luyengo Campus

Barnibas Dlamini, Dean
Greenman Masina,

NGOs

John Pape - Swaziland Farmer Development Foundation

OTHER DONORS?????

John Gowar, IFAD\Coordinator , MOAC
Peter Bechtel, Near East Foundation
Peter Oates, EEC Micro Projects
Tim Donnay, APCD, Peace Corp
Michael Lotem, Israeli Embassy
Bob Leverington, Program Advisor, ODA

SUPPORT SERVICES

Congress Vilakati ,SAS
Angus McCloud, SAS.
Paul Davidson, Fresh-Pack
Mariano Brazas, Gastaldi
John Weatherson, ADAS
Ezekiel Phiri, Agro-Industr. Advis. / SGBT
Spencer Dlamini, Ag. Manager, TIBIYO

WORKSHOP FACILITATOR

Peter Venter, Facilitator, Coopers & Lybrand
Dlnky Pillay, Assistant, Coopers & Lybrand
Thabo Mkone, Assistant, Coopers & Lybrand

CAPM SUSTAINABILITY WORKSHOP

TUESDAY 21 FEBRUARY 1995

- 13:00 ARRIVAL & REGISTRATION & TEA
- 14:00 OPENING PRAYER
- 14:10 OPENING ADDRESS - Ministry of Agriculture & Co-operatives Official
- 14:20 COMMENTS FROM USAID
Jack Royer - Acting Director
- 14:30 COMMENTS FROM CAPM
Doyle Grenoble - Chief of Party
- 14:45 WORKSHOP FORMAT AND PROCEDURES
Peter Ventor - Facilitator
- 15:00 WORKING GROUPS
- 15:30 REFRESHMENTS
- 16:00 GROUP DISCUSSION
- 17:30 END OF FIRST DAY

WEDNESDAY 22 FEBRUARY 1995

- 8:00 FACILITATOR
- 8:30 PLENARY PRESENTATION TOPICS 1 & 2 OF THE DAY BEFORE
- 9:30 GROUP DISCUSSION TOPICS 3& 4
- 10:30 REFRESHMENTS
- 11:00 DISCUSSION CONT.
- 12:00 PRESENTATIONS TOPICS 3 & 4
- 12:40 WRAP UP AND CLOSING REMARKS
- 13:00 LUNCH

WORKING GROUP TOPICS

There shall be four working groups, with participants pre-assigned to a group. Allocation is based on the participant's area of expertise/interest. This also keeps the groups relatively uniform in size.

Each working group will be headed by a Working Group Facilitator, who will be from the CAPM team.

The Workshop Facilitator will be a roving facilitator and check on progress amongst the four working groups.

Each Working Group Facilitator will present a short paper (less than 5 minutes) which will provide the setting for the group discussion.

The Working Group Facilitator will then take a lead role in guiding the group through a discussion of:

- Current status
- Sustainability strategy, short run and long run
- Plan of action - who, what, when and where
- Areas requiring further outside support

The results of the discussion shall be synthesised and summarized on a flip chart by the Working Group Facilitator for presentation in the afternoon plenary session and for write-up and inclusion in the Workshop Proceedings.

WORKING GROUP 1: FARMER ORGANISATION AND MANAGEMENT

(Day 1, Gene/Elliot)

The KK and HFV organisations are newly formed co-operative societies. Does the committee have the necessary training in conducting its affairs? Can it meet its objectives outlined in the by-laws? How can the society expand membership and get its members to patronise it? What are the options for generating revenue. What are the respective roles, responsibilities of committee members and the society's Secretary. Is this the same person as the packshed manager?

The packshed is pivotal to the functioning of the society. High volume of throughput is critical to maintaining low unit costs of operation and attracting buyers. Skilled management is needed to operate the packshed, maintain accurate records and accounts, and to assist with aspects of production, harvesting, post-harvest handling and marketing. What are the duties, qualifications and selection process for managers? What is reasonable compensation for these skill levels? extend of bookkeeping by the co-operatives internally or hired from accounting firm? What future support is needed? Who can provide it? How can this be meshed with support CAPM is now giving during the remaining LOP? Do computers have a role for FO record keeping or management activities?

WORKING GROUP 2: PRODUCTION SERVICES

(Day 2 Jabulani/Gene)

Production of a sufficient volume of quality produce to operate the packshed is key to the overall viability of the operation, and the survival of the co-op society. Efforts must be made by the committee to solicit additional members, expansion in acreage devoted to horticultural crops, a long growing (harvest and pack) season and double cropping in the summer with mixed vegetables to extend the season of use at the packshed. How can the committee accomplish these goals? How can it increase patronisation by members? What are realistic target levels for throughput?

The co-operatives have commenced procurement and delivery of production inputs on their own initiative. However, access to certain specialised inputs is not readily available locally, but sourcing will need to be maintained. Can the societies access inputs at a cost advantage to members? What are the risks? What type of linkage is required between input suppliers and the societies?

Under CAPM, the farmers have been following a system of Programmed Production. Is it desirable to maintain this activity? What technical advice and information systems should come from co-operative field agents and what should be forthcoming from public sector agencies? Can expectations be met?

WORKING GROUP 3: MARKETING SERVICES

(Day 1, Lyle/Jabulani)

CAPM has supported sales representation by identifying buyers, maintaining contact and assisting in buyer contacts and sales negotiations. Can the co-operatives continue this activity? Are there other options for selling produce?

The project has been a source for gathering, analysing and disseminating market information. What market information is actually relevant for the co-operatives and their members? How will it be provided in a timely manner? What roles will the FO, Marketing Advisory Unit, Encabeni and NAMBoard have?

Transport is a necessary factor of production for transporting produce from field to packshed, packshed to market, for collection of inputs and for providing mobility for co-operative and MOAC production and marketing advisors. Can farmers continue to rely on subsidised transport from NAMBoard? How can private transport become involved? Is truck ownership by FOs feasible? How can extension advisors effectively service their clients? Packaging, Communication, Price Establishment mechanism.

WORKING GROUP 4: PUBLIC AND PRIVATE SECTOR SUPPORT TO SMALL FARMER ORGANIZATIONS

(Day 2, Elliot / Lyle)

The small-scale farmer has to be organised into a group setting to enter commercial horticultural marketing. There are various lessons learned and constraints associated with forming and strengthening FOs. Should the CAPM model be expanded into other areas? What are the criteria for selecting eligible areas to receive support? What are the key aspects of an association that require strengthening? Why Co-ops? What NGOs or donors are interested in supporting the effort?

Post workshop, what entities should come together on a formal or ad hoc basis to address the recommendations?

PROCEEDINGS/RECOMMENDATIONS

The facilitator, with CAPM team and USAID input, will prepare the Sustainability Workshop Proceedings, including an outline of pertinent CAPM initiatives, key requirements for sustainability and roles of various parties, and recommendations.

After being approved by the CAPM project and USAID the proceedings will be circulated to appropriate parties.

APPENDIX D

BUSINESS DEVELOPMENT PLAN

HHOHHO FRUIT AND VEGETABLE CO-OPERATIVE SOCIETY

H-HOHHO FRUIT AND VEGETABLE MARKETING CO-OPERATIVE SOCIETY

FIVE-YEAR CASH FLOW PROJECTIONS FOR PACKHOUSE ACTIVITY

ROW	ITEM/DESCRIPTION	UNIT	1995	1996	1997	1998	1999
CROP PRODUCTION							
1	Farmers	Number	40	80	90	100	100
2	Average field size	Hectares	0.50	0.55	0.60	0.65	0.65
3	Farmed area	Hectares	20	44	54	65	65
4	Yield:						
5	Winter tomatoes	Lugs/Ha	875	901	928	956	985
6	Summer double crop mixed veg.	Tons/Ha	7.0	7.4	7.7	8.1	8.5
7	Total production:						
8	Winter tomatoes	Lugs	17500	39655	50128	62149	64013
9	Summer double crop mixed veg.	Tons	140	323	417	527	553

HOOHOO FRUIT AND VEGETABLE MARKETING CO-OPERATIVE SOCIETY

FIVE-YEAR CASH FLOW PROJECTIONS FOR PACKHOUSE ACTIVITY

ROW	ITEM/DESCRIPTION	UNIT	1995	1996	1997	1998	1999
RECEIPTS							
10	Winter tomato sales	E 13.00/tug	227500	515515	651658	807935	83217
11	Summer mixed veg. sales	E 0.40/kg	56000	129360	166698	210888	22122
12	Less: Shrinkage	1.0%	2835	6449	8184	10186	1053
13	Less: Provision for bad debts	2.0%	5670	12898	16367	20372	2106
14	Net receipts		274995	625529	793805	988064	102179
EXPENDITURE							
15	Cost of goods sold:						
16	Winter tomatoes	E 9.00/tug	157500	356896	451148	559340	576120
17	Summer mixed veg.	E 0.32/kg	44800	103488	133358	168550	176978
18	Sub-total, COG sold		202300	460383	584506	727890	753098
19	Salaries and wages:						
20	Secretary/packshed manager	E 12,000/yr	12000	12000	12000	12000	12000
21	Packshed supervisor	E 10,800/yr	10800	10800	10800	10800	10800
22	Field agent	E 10,800/yr	10800	10800	10800	10800	10800
23	Bookkeeper	E 7,200/yr	7200	7200	7200	7200	7200
24	Office clerk	E 6,000/yr	6000	6000	6000	6000	6000
25	Labourers - winter tomatoes	E 0.330/tug	5775	13088	16542	20509	21124
26	Labourers - summer vegetables	E 0.015/kg	2100	4851	6251	7901	8296
27	Janitor	E 1,200/yr	1200	1200	1200	1200	1200
28	Watchman	E 3,600/yr	3600	3600	3600	3600	3600
29	Sub-total, salaries & wages		42875	69637	74393	80010	81020
30	Vehicle hire:						
31	Field to packhouse - winter tom.	E 0.75/tug	13125	29741	37596	46812	48010
32	Field to packhouse - summer veg.	E 0.03/kg	4200	9702	12502	15802	16592
33	Packhouse to market - winter tom.	E 0.85/tug	14875	33707	42608	52827	54411
34	Packhouse to market - summer veg.	E 0.04/kg	5600	12938	16870	21069	22122
35	Sub-total, vehicle hire		37800	86088	109376	136309	141135
36	Other expenses:						
37	Insurance	E 1,000/yr	1000	1000	1000	1000	1000
38	Telephone & fax	E 3,600/yr	3600	3600	3600	3600	3600
39	Office stationery & supplies	E 600/yr	600	600	600	600	600
40	Account & audit	E 1,500/yr	1500	1500	1500	1500	1500
41	Repairs & maintenance	E 1,000/yr	1000	1000	1000	1000	1000
42	Electricity	E 3,600/yr	3600	3600	3600	3600	3600
43	Water	E 2,400/yr	2400	2400	2400	2400	2400
44	Committee expense	E 1,500/yr	1500	1500	1500	1500	1500
45	Sub-total, other expenses		15200	15200	15200	15200	15200
46	Miscellaneous and contingency	10% ex. cog	9568	17082	19897	23152	23736
47	Total expenditure		307543	648288	803373	982560	1014188