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END OF TOUR REPORT

Prepared for: USAID/SWAZILAND

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Under the
COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
Contract No. 645-0229-C-00-9019

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A. Marketing Information

1. CAPM Interface with the MAU

a. MOAC's Marketing Advisory Unit (MAU) currently collects and distributes fresh vegetable wholesale prices at NAMBoard's Swaziland Fresh Produce and municipal markets at Mbabane, Mahlanya and Manzini twice weekly. The unit has no plans to collect prices from South African markets. This implicitly assumes an import substitution strategy for Swazi producers. However, MAU reported wholesale prices can be used by CAPM as one indication of the level of prices Swazi vendors are offering for commodities important in the domestic market such as tomato, cabbage and onion.

2. CAPM and The SFPM

The SFPM is the logical place for accumulating sufficient produce from the associations for 25-ton shipments to the RSA markets. It is the most likely institution to offer a degree of advice on "programming production". However, such a service would be available to all growers and could not provide the one-on-one follow up technical production advice with individual growers provided under CAPM. It is also the most likely institution for acquiring and distributing market price information from regional markets. But its market information is not likely to cover Swazi municipal markets.

Therefore, a combination of MAU and SFPM marketing information services will be needed post-CAPM.

CAPM now holds regular meetings with SFPM staff. I did not attend any during this consultancy. However, I know MAU and SFPM have a long history of coordinating their activities and have participated in many of them. I suggest MAU be included in the CAPM-SFPM meetings.

SFPM is in the process of reorganizing. While the final outcome is not known, it seems likely that there may be changes in the commission system and the basis for fees paid by the agents. These may increase competition at the market and make buyers located there more interested in marketing CAPM growers output locally and in the RSA.

3. RSA Market Prices

The CAPM office receives daily market price reports from the Pretoria and Durban markets since 1991. Similar data has been requested from the Johannesburg market. These reports cover trading in major crops and do not include all the crops of potential interest to CAPM associations may be interested. The Pretoria and Durban daily price reports have been retained in loose leaf binders, one for each market each year. The Durban prices for tomatoes have been followed closely since the

redirection of the project. A very wide chart showing Durban tomato prices hangs in the CAPM conference room. Other analyses of the behavior of vegetable prices over time including some computer drawn charts appear in various reports. There are said to be available various spreadsheet reports on one the MAC's but this consultant has not devoted the time that would be necessary to find out if they are accessible and relevant.

4. Computerization of RSA and Swazi Price Data

a. Input

Following up on need expressed by the ST MOS here at the beginning of my work, I prepared a user-friendly data input system for entering daily vegetable market prices in computer files. This enables a clerk with basic computer skills to record the prices. It was proven to work practically by CAPM's office clerk. She was able to record all of the daily Pretoria and Durban prices for GR1 tomatoes 1991 to date during intervals between her other work.

The input system runs on the DOS operating system. It is interactive. A program written in the GWBASIC language asks the operator a series of questions to specify the market, crop, year and month. It uses the answers to the questions to create a BAT file creates which creates a monthly spread sheet file or calls up an existing one. The beginning and end of the month and the day of the week corresponding to the date are calculated by the computer program using an algorithm based on the Julian date stored in the computer. All the operator has to know to retrieve previously entered prices and file the price data entered in the spreadsheet is how to activate the "INPUT" and "SAVE" macros.

She/he then simply enters the price opposite the date. The operator leaves Saturdays and Sundays ¹ blank, enters "H" for holidays and "N" for price not available. The two weekend days are removed before creating annual files when the option to update the annual file is exercised.

The GWBASIC program creates coded names to identify a data file for each month for each crop each month for each market. Files are named according to Year, month, market, crop. For example, File name for Durban (D), GR1 Tomatoes (Crop 1), February 1994 is "94FEBD01. The suffix ".csv" is added to the file name automatically.

The INPUT macro command "Alt-I" retrieves data previously entered data in the monthly file. The SAVE macro command, "Alt-

¹ Included to remind the operator which for which days in the month prices or an explanation is needed.

S", in the programmed spread stores a the monthly data as a spread sheet file and a comma-separated value file for each data file name. The latter are ASCII files that can be read by a spreadsheet or word processing program.

It is important that the DOS machines be upgraded at least to a "486" processor chip and the memory increased. You don't have to buy new machines. This is so the marketing staff can carry out its functions of presenting market information to the lay reader in a clear and understandable way and carrying its responsibilities for market analysis called for in the project design. Graphics capacity and access to the laser printer is also necessary. The current Chemonics standard is Lotus 123 with a Wysiwyg add-on.

Appendix C describes the system in more detail.

B. Farmers' Organization Training

1. Use of STRIDE Resources

An initial round of three one-day training sessions were scheduled for February. The subject was the legal options available for registering a farmers' organization. These were to be held in each of the 3 areas with CAPM-assisted farmers' organizations. STRIDE assisted in starting the training program and designing the agenda.

The first was held at Siphofaneni. A local attorney and the regional MOAC Co-op person from Siteki were the principal trainers and a BMEP person was facilitator. SiSwati was used throughout the training event. At the end of the day the Siphofaneni-Sithoboela group decided to organize as a Co-operative society under Swazi law.

This first training event actually consisted of four meetings that should be classified as training. The event discussed above was preceded by separate sessions with the farmers from Siphofaneni and those from Sithoboela. Following these the groups decided to form one organization. Subsequently the attorney spent a day going over the provisions a constitution for a cooperative society under Swazi law with the nine members of the organizing committee.

This event demonstrated the efficacy of training that is tied to something the group needs to decide, that is led by a skilled facilitator and is conducted in a language all the farmers can easily understand.

A second training session was held at Vuvulane. The third scheduled for the Northern RDA was postponed by the farmers there until their payments issues are resolved.

I suggest that STRIDE assistance and resources can best be used in the near term, i.e. through June 1994 as follows: (1)

VUVALANE FARMER ORGANIZATION MEETING

"22/2/94"

1000 OPENING

1030 STATUS OF DEVELOPMENT OF THE GROUP

1045 OPTIONS FOR ORGANIZATION OF THE PACKHOUSE
ENTERPRISE C. J/ LITTLER

1145 GROUP DISCUSSION

1230 NEXT STEPS

Farmer organization Workshop

Siphofaneni
Wednesday, 16 February 1994

<u>Time</u>		
10:00	Opening	MOAC CAPM
10:30	Review Norms & Meeting objectives.	S. Ndwandwe
10:45	General Discussion: Why do we want to organize	S. Ndwandwe
11:15	Small Group Discussion: What are the characteristics of a good organization? (e.g.,) legal & financial aspects)	S. Ndwandwe
12:00	Small Group Report outs	S. Ndwandwe
13:00	Lunch	
14:00	Presentation: Characteristics of Coops, Associations, and Limited Liability Companies?	C.J. Littler J. Ngcamphalala
14:30	Small Group Discussion: What are the Pros & Cons of the organizations from your experiences and under-standing?	S. Ndwandwe
15:15	Small Group Report Outs	S. Ndwandwe
16:00	Review of Basic Constitution & Articles of Association	C.J. Littler J. Ngcamphalala
16:30	Selection of Interim Committee: Its Purpose, time to complete task, etc.	CAPM

CAPM Estimated Training Days & Costs

Training Area	No. Participants	No. Subgroups	No. Trainers	Duration (Days)	No. Sessions	Total Days	Person Days	Daily Cost
Group Norm Setting: A	100	4	4	0.5	1	0.5	50	\$1,585
Group Norm Setting: B	50	2	2	0.5	1	0.5	25	\$793
Group Norm Setting: C	35		2	0.3	1	0.3	10.5	\$346
Group Visioning: A	100	4	4	0.5	1	0.5	50	\$1,585
Group Visioning: B	50	2	2	0.5	1	0.5	25	\$793
Group Visioning: C	35		2	0.3	1	0.3	10.5	\$346
Group Goal Setting: A	100	4	4	0.5	1	0.5	50	\$1,585
Group Goal Setting: B	50	2	2	0.5	1	0.5	25	\$793
Group Goal Setting: C	35		2	0.3	1	0.3	10.5	\$346
Group Decision Mking: A	100	4	4	0.5	2	1	100	\$3,170
Group Decision Mking: B	50	2	2	0.5	2	1	50	\$1,585
Group Decision Mking: C	35		2	0.3	2	0.6	21	\$692
Membership Roles: A	100	4	4	0.5	2	1	100	\$3,170
Membership Roles: B	50	2	2	0.5	2	1	50	\$1,585
Membership Roles: C	35		2	0.5	2	1	35	\$1,153
Membership Respon.: A	100	4	4	0.5	2	1	100	\$3,170
Membership Respon.: B	50	2	2	0.5	2	1	50	\$1,585
Membership Respon.: C	35		2	0.5	2	1	35	\$1,153
Leadership Respon.: A	100	4	4	0.5	2	1	100	\$3,170
Leadership Respon.: B	50	2	2	0.5	2	1	50	\$1,585
Leadership Respon.: C	35		2	0.5	2	1	35	\$1,153
Meeting Mgt: A	100	4	4	0.5	2	1	100	\$3,170
Meeting Mgt: B	50	2	2	0.5	2	1	50	\$1,585
Meeting Mgt: C	35		2	0.3	2	0.6	21	\$692
Assoc. Principles: A	100	4	4	0.5	2	1	100	\$3,170
Assoc. Principles: B	50	2	2	0.5	2	1	50	\$1,585
Assoc. Principles: C	35		2	0.3	2	0.6	21	\$692
Communications: A,B,C	30		2	0.75	9	6.75	202.5	\$10,685
Meeting Mgt: A,B,C	30		2	0.75	9	6.75	202.5	\$10,685
Assoc. Principles: A,B,C	30		2	0.75	9	6.75	202.5	\$10,685
Bookkeeping: A,B,C	30		2	1	9	9	270	\$14,220
Finance Mgt: A,B,C	30		2	1	9	9	270	\$14,220
Auditing: A,B,C	30		2	1	9	9	270	\$14,220
Payment Systems: A,B,C	30		2	1	9	9	270	\$14,220
Assoc. Laws: A,B,C	30		2	0.5	9	4.5	135	\$7,110
Totals						81	3147	\$138,220

NOTES

1. Cost estimates based on ICT (Low) rates, except for leadership training wherein ICT (High) rates are used to estimate trainer fees
2. Membership: Location A: N=100; Location B: N=50; Location C: N=35
3. Leadership (Including Gov't Reps): N=10 per location. As shown above, these estimates assume that leaders from the three locations will be travel to attend workshops together. This increases transport costs for participants, but reduces trainer fee and transport charges. Joint workshops should result in greater learning and networking benefits.

COOPERATIVE DEVELOPMENT CENTRE TRAINING PROGRAMME FOR THE YEAR, 1994

NAME OF COURSE	TYPE OF PARTICIPANTS	NO. OF PARTICIPANTS	SPONSOR	DURATION	
				FROM	TO
Induction Course	Coop new Recruits	15	CODEC	01.02.94	25.02.94
Introduction to CMPP	Coop Staff, Movement & Gov.	30	CODEC	15.02.94	
Savings & Credit Man.	Employees of Savings & credit	20	CODEC	07.03.94	18.03.94
CCU Board Seminar	Board Members	7	CCU	22.03.94	24.03.94
Coop Management for Cane Growers	Madlenya, Ndobandoba & Magwanyana	30	CODEC	27.03.94	30.03.94
Handicraft Seminars	Members	40	CODEC	12.04.94	14.04.94
Savings & Credit Supervisory	Committees	25	CODEC	06.05.94	07.05.94
Refresher Course for Depot Managers & Maize Marketing	Depot Managers	60	CODEC	16.05.94	25.05.94
Khutsala Poultry Seminar	Members	60	CODEC	24.05.94	25.05.94
Savings and Credit Management	Credit Committees	25	CODEC	18.06.94	19.06.94
Lanagengane F.C. Seminar	Committee	7	CODEC	29.06.94	31.06.94
Vuvulane F.C. Seminar	Committee	7	CODEC	04.07.94	06.07.94
CCU BOARD Training Tour	CCU Board Members	7	Swd. Gov.	25.07.94	29.07.94
CCU Restructuring & Insurance Seminar	Delegates	80	CCU	11.07.94	15.07.94
Savings & Credit Educ. Seminar	Delegates	25	CODEC	19.08.94	20.08.94
Level III Course	Secretary Managers	15	CODEC	03.09.94	23.11.94
Personnel Management	Committees	40	CODEC	03.12.94	04.12.94

for initial training of newly hired FAAs, (2) to conduct a familiarization visit for all members to the SFPM and a municipal market (Manzini or Mahlanga), (3) initial training of the Committee on the business and technical aspects of running a fresh produce packhouse and (4) a visit to a RSA packhouse for committee members.

The programs for all member of the CAPM team are "front loaded" with many activities that must be completed by the time of winter harvests. So there will be limits on how much formal training can be fitted in during the first three months under the extension.

2. Hands-on Training OTJ Training and the Operations Manuals

The most important training will be the daily OJT training provided to co-op Secretaries and Packhouse Managers during the 1994 winter season. At the same time development of training materials by the MOS and FOA for training events can be added to the associations' operations manuals. I see the training and the creation of the manuals as mutually reinforcing and ongoing throughout the project extension. The manuals will provide guidance for managers and staff during the season and at the end of the projects operations manuals in handbook form will be a means for sustaining the associations post-CAPM,

3. Business and Technical Training Topics

The following topics are all related to achieving the updated CAPM project outputs during the period of the project extension.

- o Understanding marketing services and price spreads
- o Control of supplies and product inventories
- o Financial controls and audits
- o Payment collection and distribution system
- o Sorting and grading
- o Produce collection system
- o Bookkeeping and other records
- o Marketing strategy options
- o Use of marketing information
- o Packhouse operations
- o Input procurement

C. Marketing Strategy

With access to water for irrigation, favorable climate, suitable land and capable management small scale farmers have a comparative advantage in producing labor intensive horticultural crops that require timeliness and careful attention to production and post harvest technology. With two seasons of experience and CAPM technical production assistance, The CAPM

growers in the Northern RDA area have significantly increased their ability to produce high quality produce. The major crop is fresh tomatoes. Most of the volume of tomatoes produced in the area for the commercial market has been at field side² in bulk to vendors or in 20 kg. lug boxes to speculators. Beginning last year some were packed in 6.4 disposable containers. But most shipments from the packhouse were in lug boxes to one Durban trader. Small quantities of other crops have been packed on a trial basis.

The marketing strategy of the association now is twofold. One is to diversify among buyers. The other is enable its members to sell to buyers in the domestic and regional market who demand a relatively steady supply of high quality produce. The second requires organization and establishment of a local packing operation. The idea is to add value to the produce grown by the farmers who own the association.

994? Markets in Southern Africa for most if not all vegetables likely to be grown by association members are not necessarily orderly. Not all buyers in the markets are reliable. For the winter 1993 season three buyers have been identified so far. One, B.L. Boodhoo & Sons Limited, is the Durban trader who purchased most of the output last season. They will buy either lugs or smaller boxes, but mostly lugs. The lugs have proven best for the long shipment to Durban. The other two are RSA firms with operations at the Swaziland Fresh Produce Market. Fresh-Pak is based in Capetown. R. Gastaldi is based at the Pretoria wholesale market. A representative of Boodhoo has been in contact with CAPM and also with some Swazi farmers. He has indicated interest in continuing to source from the association on the same basis as last year. Fresh-Pak has furnished CAPM a statement of his requirements for the coming season, part of which the association can supply. Gastaldi has not yet submitted his requirements, but the firm does have the advantage of being able to handle small shipments for export in its own vehicle which is available about once a week.

CAPM can help identify buyers and will continue to do so during the rest of the project. However, identification of marketing opportunities is not something done once and for all by an outsider or in a vacuum. It is a continuing and dynamic process. The principals, namely the authorized representatives of the association, must participate and learn to conduct themselves.

The strategy is to produce throughout the season when the area in Swaziland will have a seasonal advantage because of its climate such as the winter tomato season. Aiming for a brief niche when prices are thought to at their very highest is too risky. There may be no niche in a given year or others may fill it very quickly. Besides a reasonably long run is necessary for

² Aka as "Farm Gate".

FRESHPACK (PTY) LTD

PERIODS 1994

PROJECTED QUANTITIES TO BE MARKETED BY FRESHPACK

NOTE: 1.0 - 1 UNIT = 5 Kg BOX

crtm = carton

2. - 200 x 5 Kg BOXES = 1 PALLET

crtcs = crates

SWAZILAND

SOUTH AFRICA

EK	DATE	5 Kg CL I	5 Kg CL II	5 Kg CL III	20 Kg CRATES	TOTAL Kg	5 Kg CL I	5 Kg CL II	5 Kg CL III	20 Kg CRATES	TOTAL Kg	TOTAL Kg SWAZ+RSA	PALLETS FOR RSA
29	17/07/94		200	400	100	5000	200	400	200	0	4000	9000	4
30	24/07/94		200	400	100	5000	200	400	200		4000	9000	4
AL JULY		0 crtms	400 crtms	800 crtms	200 crtms	10000 kg	400 crtms	800 crtms	400 crtms	0 crtms	8000 kg	18000 kg	8
31	31/07/94		200	400	100	5000	1000	1000	600	0	13000	18000	13
32	07/08/94		200	400	100	5000	1000	1000	600	0	13000	18000	13
33	14/08/94		200	400	100	5000	2000	2000	1000	0	25000	30000	25
34	21/08/94		200	400	100	5000	2000	2000	1000	0	25000	30000	25
35	28/08/94		200	400	100	5000	2000	2000	1000	0	25000	30000	25
AL AUGUST		0 crtms	1000 crtms	2000 crtms	500 crtms	25000 kg	8000 crtms	8000 crtms	4200 crtms	0 crtms	101000 kg	126000 kg	101
36	04/09/94		200	400	100	5000	2000	2000	1000	0	25000	30000	25
37	11/09/94		200	400	100	5000	2000	2000	1000	0	25000	30000	25
38	18/09/94		200	400	100	5000	2000	2000	1000	0	25000	30000	25
39	25/09/94		200	400	100	5000	2000	2000	1000	0	25000	30000	25
AL SEPTEMBER		0 crtms	800 crtms	1600 crtms	400 crtms	20000 kg	8000 crtms	8000 crtms	4000 crtms	0 crtms	100000 kg	120000 kg	100
40	02/10/94		200	400	100	5000	2000	2000	1000	0	25000	30000	25
41	09/10/94		200	400	100	5000	1000	1000	600	0	13000	18000	13
42	16/10/94		200	400	100	5000	600	600	600	0	9000	14000	9
43	23/10/94		200	400	100	5000	400	400	400	0	6000	11000	6
44	30/10/94		200	400	100	5000	400	400	400	0	6000	11000	6
AL OCTOBER		0 crtms	1000 crtms	2000 crtms	500 crtms	25000 kg	4400 crtms	4400 crtms	3000 crtms	0 crtms	59000 kg	84000 kg	59
AL / GRADE /		0 crtms	3200 crtms	6400 crtms	1600 crtms	80000 kg	20000 crtms	21200 crtms	11600 crtms	0 crtms	268000 kg	340000 kg	268
/CLASS/AREA		0.00%kg	20.00%kg	40.00%kg	40.00%kg	100.00%kg	38.81%kg	39.55%kg	21.64%kg	0.00%kg	100.00%kg		
/CLASS/TOTAL		0.00%kg	4.60%kg	9.20%kg	9.20%kg	22.99%kg	29.89%kg	30.46%kg	16.67%kg	0.00%kg	77.01%kg		

Market Manager
 JAPM
 O. Srenoble
 B. Wilson

efficiency in the packing operations.

D. Coordination of Market Contacts and Logistics

The bottom line in the short term is that at least one packhouse will be operating by June and product is flowing smoothly to Durban and SFPM markets. I think there needs to be a strong effort by the CAPM team to make sure this happens. I recommend (1) that a "war room", a communications center, be set up in the Malkerns offices and (2) a regional vegetable trading specialist be employed during the winter season. The communications center would be manned at all times including weekends when vegetable are being packed or shipped.

only one
AT
SFPM,
NOT MALKERNS

To begin with at least each association will not be able to coordinate its shipments and maintain buyer contacts adequately. Serious problems are likely to occur. Moreover, product from all three associations will need to be consolidated in order to satisfy some buyers requirements, Fresh Pack for example. I don't thin the MOS can simultaneously coordinate daily the logistics of moving produce to market, maintain frequent contacts with buyers and conduct the require training and technical assistance expected.

The STTA Vegetable Trading Specialist will establish and maintain frequent contacts with Durban, SFPM or other buyers for all three associations. He/she would maintain daily contact with association packhouse managers and CAPM FAAs. Normally, the specialist will operate from the communications center. When produce is expected at Namboard's market, the specialist or another CAPM team member will go to the SFPM. There he/she will log in and record the association shipments, check quality and interface with the buyer/consignee to make sure the shipment is satisfactory.

The communications center will receive all current information on the status of production and marketing. This will include information of the status shipments, buyer's orders, harvest forecasts at least one week in advance, prices and any problems. The center will be manned at all times including weekends when necessary. When the Vegetable Trading Specialist is not present then another CAPM team member will have "the duty". This is a also way I see to make sure intra-team communication occurs and a means for the COP and all senior staff to be completely up to date. The Vegetable Trading Specialist will tread the fine line between issuing instructions and being a proactive advisor involving the associations as much as possible in the decision making.

D. Farmer Organization Working Capital

The fledgling associations have very little working capital to begin packing operations, if any. We are doing 3 things all at the same time. We are "inspiring a vision", assisting in

1) See ~~Appendix~~
Annex D.

organizing 3 cooperatives and starting up 3 new businesses. I think that demonstrating that these new associations can work as intended is critical for CAPM. Therefore, it is suggested that CAPM treat the start up of packing operations as a trial and pay certain startup costs. The largest of these costs are the salaries of management and payment for an inventory of shipping cartons. Plans already exist for an initial inventory of lug boxes, treated in my thinking as a depreciable asset.

Speaking of depreciable assets, the associations will need the use of a vehicle. Can CAPM provide one. Probably a pickup would be most suitable.

Related to the working capital issues is how to provide for management the first season. Management could in fact be provided by the FAAs which would give CAPM greater control and perhaps work most smoothly during the startup period. Much depends on the qualifications of the FAAs now being recruited. Will they need considerable training and supervision or will they be able to immediately act as advisors and trainers. If the decision is to operate the first season without association appointed managers, then I think CAPM should look upon them as potential longer term managers for the association. In any case, I do not think that the tasks implied by the project design for the managers cannot be performed by a committee and the coordination of planting intentions, harvesting, collecting, packing and marketing the produce will require a skill level at least as high as the one current staff member slated for an FAA role.

Don't
negotiate

B. Tomato Throughput and Grades

MS
Bull { I analyzed the available data from the NRDA and from Siphofaneni-Sithoboela to learn what I could about seasonal tomato shipments the classes of tomatoes. These data are presented in tables following. It is generally believed by CAPM staff that the low volumes early in the season indicated a high rate of take off by Swazi vendors and Durban traders. This may be true. I just mention that the needs schedule submitted by the Capetown firm Fresh-Pak had a similar pattern as CAPM shipments last year. This is interesting but not conclusive. The very limited grading of tomatoes in the north last year indicates that the weighted average class was 2.07, just a little over class 2. Of the tonnage, 27.47 percent were class 1, 38.33 percent class 2 and 34.2 percent class 3. The small number of observations and the fact that I do not know exactly how the tomatoes were classed limits conclusions one can draw. I assume that RSA classes were followed. At least it does suggest that we should be following the class 2 tomato prices in South Africa.

Table . Tomato Classes: Northern RDA, 1993.

	6.5 kg Box			20-KG Lug	
	Class 1 Number	Class 2 Number	Class 3 Number	Class 2 Number	Class 3 Number
Jul 27	21	29	5		
Jul 27	47	46	27	2	9
Jul 29	95	154	78	2	21
Aug 2	95	58	41		1
Aug 3	78	98	87		10
Aug 5	42	28	31		25
Aug 16	23	16	36	39	2
Aug 19	43	47	52		
Sep 2	17	36	17		
Sep 9	18	24	13		
Total	479	536	387	43	68

	Boxes Kg	Lugs Kg	Total Kg	Percent
Class 1	3,114		3,114	27.47
Class 2	3,484	860	4,344	38.33
Class 3	2,516	1,360	3,876	34.20
Total	9,113	2,220	11,333	100.00

Average Grade (Class) 2.07

Table . Tomato Throughput: Mkovu Packhouse Association, 1993.

		Buyer	20-K G Lug		6.5 k g Box		Total Ton	Tons/ Week
			Number	Kg	Number	Kg		
	Jul	27 Philani		0	55	358	0.36	
	Jul	27 Philani	11	220	120	780	1.00	
	Jul	29 Philani	24	480	327	2,126	2.61	
								3.96
	Aug	2 Philani	1	20	194	1,261	1.28	
	Aug	3 Philani	10	200	263	1,710	1.91	
	Aug	5 Philani	25	500	101	657	1.16	
								4.35
VR	1 Aug	11 Philani	20	400	50	325	0.73	
VR	2 Aug	13 Singh	302	6,040		0	6.04	
VR	3 Aug	12 Jay	120	2,400		0	2.40	
								9.17
VR	4 Aug	17 Boodhoo	357	7,140		0	7.14	
VR	5 Aug	16 Philani		0	75	488	0.49	
VR	6 Aug	19 Philani	41	820	142	923	1.74	
VR	7 Aug	20 Boodhoo	165	3,300		0	3.30	
								12.67
VR	8 Aug	24 Boodhoo	337	6,740		0	6.74	
VR	9 Aug	27 Boodhoo	369	7,380		0	7.38	
								14.12
VR	10 Aug	31 Boodhoo	364	7,280		0	7.28	
VR	11 Sep	2 Boodhoo	239	4,780		0	4.78	
VR	12 Sep	2 Philani		0	70	455	0.46	
VR	13			0		0	0.00	
VR	14 Sep	9 Malindza	152	3,040		0	3.04	
VR	15 Sep	9 Boodhoo	380	7,600		0	7.60	
VR	16 Sep	2 Gastaldi	24	480		0	0.48	
VR	17 Sep	9 Philani		0	55	358	0.36	
VR	18 Sep	10 Philani	32	640	54	351	0.99	
								12.47
		Subtotal	2,973	59,460	1,506	9,789	69.25	69.25

a . Weekly Tomato Throughput: Northern RDA, 1993.

Week Beginning	Tons
July 25	3.96
August 1	4.35
August 8	9.17
August 15	12.67
August 22	14.12
September 29	12.52
September 5	12.47
September 12	23.62
September 19	19.80
September 26	22.96
October 3	34.33
October 10	19.08
October 17	6.10

F. Work Plans

Drafts of Life of a Project Work Plan and farmer organization business plans are presented as separate documents. At this stage both are necessarily marked as drafts even after they undergo some editing. The LOP work plan needs to be reviewed after the pending contract is signed and final submitted within 45 days of the beginning of the contract. Several major decisions have to be made before the basis for the final business development plans is known. These include finalization of legal organization, completion of packhouse renovation and equipping plans and choice of buyers for the winter season. They are best arrived at in conjunction with business and technical training for the committees and in some cases for the members. This process of training and decision making is time consuming and members have limited time away from their farming activities for this and production training events. I suggest that the business development plans might be finalized in July 1994. I further suggest that the plans be reviewed near the end of the project and that updated plans be left as part of the record that will facilitate sustainability of the project.

ANNEX A
SCOPE OF WORK

Scope of Work

Objective

The objective of this consultancy is to assist the Swaziland CAPM team in finalizing and formalizing implementation strategies for the project during the next two years. Mr. Olson will work closely with the chief of party and other assigned personnel, such as the marketing/farmer organizational specialist and the farmer organization advisor, to prepare necessary reports.

Scope of Work

Specific tasks for Mr. Olson to accomplish are:

- Help to finalize a production and marketing strategy for use by farmer organizations over the life of the project.
- Help to finalize the production and marketing strategy for the 1994 winter production season.
- Help to write team member scopes of work.
- Help to complete detailed organizational plans for three farmer organizations and collection/pack sheds.
- Help to prepare a project work plan for the first year of the extension.

Duration

The consultancy will take six to eight weeks to complete and will begin on or about January 24, 1994.

Reporting

While in Swaziland, the consultant will report directly to Chemonics' chief of party for the CAPM project, Doyle Grenoble, or his designate. The consultant will ultimately report to Chemonics' project supervisor for the CAPM project, Bill Slocum.



CHEMONICS

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Training for Farmer Organizations

Leader: Bob Olsen

Listing of Specific Tasks with Proposed Completion Dates

<u>Actions</u>	<u>Proposed Date of Completion</u>
Develop a syllabus for following general topics:	
- Formation and operation of organisation	7 February
- Marketing fresh produce	15 February
Coordinate activities with STRIDE	15 February
- Logistics of training	
- Selecting and preparation of trainers	
Screen/select trainers for first event	8 February
Secure lesson plans for first events	15 February
- McAvoy's report	
- From US	
- Other sources	
Set dates and venues for first two events	8 February

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- From US	
- Other sources	
Set dates and venues for first two events	8 February

ANNEX B

CONTACTS AND VISITS

JANUARY

- 24 One Association or Two for Siphofaneni-Sithboela area.
Status of packhouse plans.
CAPM assistance to organizational development.
Need for legal registration.

Ten Farmers from Siphofaneni at MOAC Extension office
- 25 Current project status.

USAID and CAPM Specialists
Mbabane
- 25 Review of Financial and Economic Returns Projections
CAPM Project Extension.

Representatives of MOAC, Economic Planning, USAID
MOAC Conference Room, Mbabane
- 26 CAPM Farmers Awards Day.

About 50 Farmers Plus Others
Mpisi Training Center
- 27 McEvoy End of Tour Report

Gene McEvoy, Ed Baker, Steve Goertz, Doyle Grenoble,
H. Gene Peuse (STRIDE Project)
- 28 Update on CAPM team activities.

Staff meeting, Matsapha
- 31 MAU Coverage of Wholesale Market Prices of Vegetables
in Swaziland and Cooperation with CAPM in Providing
Information to Produce Buyers on Availability of
Produce in Swaziland.

Sifiso Nyoni and George Day
Marketing Advisory Unit
Ministry of Agriculture and Co-operatives
Mbabane

FEBRUARY

- 2 Options for organizing CAPM farmers' associations.
Winston Ginindza, MOAC Commissioner of Co-operatives
Sipho A. Nxumalo, Deputy Commissioner

- 8 Workshop on Organizational Options Postponed.
Status of Audit Report.
Seven Committee Members from 7 schemes At Mkhovu
- 17 Legal Registration of Associations
C. J. Littler, Attorney
- 18 Purchases of Vegetables from CAPM Farmers
Fresh-Pak
- 22 History and current functions of VIF Limited in
relation to the Vuvulane farmers cooperative and the
Vuvulane farmers company.
Paul Arnot, General Manager, VIF Limited
- 22 Options for Organizing for Packhouse Operations
50 Members of Vuvulane Farmers Cooperative at VIF
- 24 Training: Provisions of a cooperative
society constitution under Swazi
law.
Nine Members of the Organizing Committee
Siphofaneni-Sithoboela Vegetable and Fruit Growers
Cooperative Society

MARCH

- 1 Purchase of 1994 Winter Season vegetables for domestic
market and export.
Mr. Gastaldi, One of two Principals
Mariano Barajas
R. Gastaldi cc Fruit and Vegetable Packers
Swaziland Fresh Produce Market
- 1 Swaziland Fresh Produce Market Computer System.
Timothy L. Nolan, U.S. Peace Corps Volunteer
- 12 Plans for Farmer Organization Training
STRIDE

ANNEX C

PRICE DATA INPUT SYSTEM

A. The System

The input system combines Dos, Basic, Spreadsheet and ASCII files to make data entry easy and accurate. It runs on a desktop PC with the DOS operating system. It is interactive. Programs written in the GWBASIC language asks the operator a series of questions. The answers control the other components of system.

One of them "Monthly Input File Parameters", file name "MIFP.bas" (Exhibit 1), uses the answers to the questions to create a BAT file, "PRICES.bat" (Exhibit 2). This file activates the system when the operator types the word "prices". The system includes the program files listed in Exhibit 3. motion the creates or calls up an existing monthly spreadsheet file unique for each market, crop, year and month. The beginning and end of the month and the day of the week corresponding to the date are calculated by the computer program. All the operator has to know is how to activate the input and save macros. She/he then simply entering the price opposite the date. The operator leaves Saturdays and Sundays ³ blank, enters "H" for holidays and "N" for price not available. The two weekend days are removed before creating annual files.

The GWBASIC program creates coded names to identify a data file for each month for each crop each month for each market. Files are named according to Year, month, market, crop. For example, File name for Durban (D), GR1 Tomatoes (Crop 1), February 1994,

The SAVE macro command, "Alt-S", in the programmed spreadsheet stores a the monthly data as a spread sheet file and a comma-separated value file for each data file name. The latter are ASCII files that can be read by a spreadsheet or word processing program.

B. Operating the System

The input system runs on the DOS operating system. It is interactive. A program written in the GWBASIC language asks the operator a series of questions to specify the market, crop, year and month. It uses the answers to the questions to create a BAT file the creates or calls up an existing monthly spreadsheet file. The beginning and end of the month and the day of the

³ Included to remind the operator which for which days in the month prices or an explanation is needed.

week corresponding to the date are calculated by the computer program. All the operator has to know is how to activate the input and save macros. She/he then simply entering the price opposite the date. The operator leaves Saturdays and Sundays ⁴ blank, enters "H" for holidays and "N" for price not available. The two weekend days are removed before creating annual files.

The GWBASIC program creates coded names to identify a data file for each month for each crop each month for each market. Files are named according to Year, month, market, crop. For example, File name for Durban (D), GR1 Tomatoes (Crop 1), February 1994,

The SAVE macro command, "Alt-S", in the programmed spreadsheet stores a the monthly data as a spread sheet file and a comma-separated value file for each data file name. The latter are ASCII files that can be read by a spreadsheet or word processing program.

C. Software

I am leaving disks with the necessary programs to operate the system.

Required are:

- o A Dos operating system.
- o Supercalc 5 (3 disks).
- o GWBASIC (1 disk).
- o Prices Program Files (1 disk).

On your hard disk --

Create a directory "SC50" for the Supercalc and GWBASIC disks.

Create a "Prices" directory.

Create sub-directory in the prices directory for each broad crop category such as "tomato", "pepper" etc.

Add the SC50 and the Prices directory to your autoexec.bat file.

Put the "Prices.bat" file in your root directory.

⁴ Included to remind the operator which for which days in the month prices or an explanation is needed.

Put the other files with .bat extensions in the Prices directory. Put the files with .cal and .bas extension in the Prices directory. Put the "Markets.csv", "Crops.csv", "Directory.csv" and "MIFP.csv" files in the Prices Directory.

Add to or revise the Markets, Crops, and Directory .csv files using the DOS editor "Edlin".

Use one data disk corresponding to each broad commodity categories in your Directory.csv file, "Tomato" for instance.

Type the word "Prices" to initiate the program.

DRAFT

```
REM
REM ***** GWBASIC PROGRAM MIFP
REM           MONTHLY INPUT FILE PARAMETERS *****
DIM CROPS$(99),MONTH$(12),XIS$(20)
B$=" ":COMMA$=",":CSV$=".csv"
FS$=CHR$(92):FS$=CHR$(47)
DOT$=CHR$(46):NO$="N":YES$="Y"
AL$=".cal":COPY$="COPY":ZERO$="0"
DATA JANUARY,FEBRUARY,MARCH,APRIL,MAY,JUNE
DATA JULY,AUGUST,SEPTEMBER,OCTOBER,NOVEMBER,DECEMBER
FOR J=1 TO 12:READ MONTH$(J):NEXT J
REM
CLS:FOR J=1 TO 5:PRINT B$:NEXT J
PRINT" ***** SELECT INPUT SUB-DIRECTORY *****"
REM
FILES$="DIRECTRY":FILES$=FILES$+CSV$
CLS:FOR J=1 TO 5:PRINT B$:NEXT J
N=0:OPEN "I",1,FILES$
IF EOF(1) THEN 240
N=N+1
INPUT#1,XIS$(N)
GOTO 200
CLOSE 1
FOR I=1 TO N:X$=B$:Y$=B$
X$=STR$(I)+B$+XIS$(I)
IF I=N THEN 350
LX=LEN(X$)
I=I+1
Y$=STR$(I)+B$+XIS$(I)
X$=LEFT$(X$,LX)
FOR J=1 TO 30-LX
X$=X$+B$:NEXT J
X$=X$+Y$
PRINT X$
NEXT I
PRINT B$
BEEP:INPUT "WHICH SUB-DIRECTORY";D
SUBDTRY$=XIS$(D)
X$="Sub-directory is":X$=X$+B$+SUBDTRY$
PRINT B$:PRINT X$:BEEP
PRINT B$:INPUT "OK";YN$:GOSUB 1350
IF YN$<>YES$ THEN 140
REM
CLS:FOR J=1 TO 5:PRINT B$:NEXT J
PRINT "***** SELECT MARKET *****"
REM
PRINT B$
FILES$="MARKETS":FILES$=FILES$+CSV$
N=0:OPEN "I",1,FILES$
```

```

IF EOF(1) THEN 550
N=N+1
INPUT#1,XIS(N)
GOTO 510
CLOSE 1
FOR I=1 TO N
PRINT I,XIS(I):NEXT I
PRINT BS
BEEP:INPUT "WHICH MARKET";M
MARKETS=XIS(M)
X$="Market is":X$=X$+BS+MARKETS$
PRINT BS:PRINT X$:BEEP
PRINT BS:INPUT "OK";YNS:GOSUB 1350
IF YNS<>YES THEN 580
REM
REM ***** SELECT CROP *****
REM
FILES="CROPS":FILES=FILES+CSV$
CLS:FOR J=1 TO 5:PRINT BS:NEXT J
N=0:OPEN "I",1,FILES
IF EOF(1) THEN 750
N=N+1
INPUT#1,XIS(N)
GOTO 710
CLOSE 1
FOR I=1 TO N:X$=BS:Y$=BS
X$=STR$(I)+BS+XIS(I)
IF I=N THEN 850
LX=LEN(X$)
I=I+1
Y$=STR$(I)+BS+XIS(I)
X$=LEFT$(X$,LX)
FOR J=1 TO 30-LX
X$=X$+BS:NEXT J
X$=X$+Y$
PRINT X$
NEXT I
PRINT BS:BEEP
BEEP:INPUT "WHICH CROP";C
CROPS=XIS(C)
X$="Crop is":X$=X$+BS+CROPS$
PRINT BS:PRINT X$:BEEP
PRINT BS:INPUT "OK";YNS:GOSUB 1350
IF YNS<>YES THEN 690
REM
REM ***** SELECT YEAR AND MONTH *****
REM
CLS:FOR J=1 TO 5:PRINT BS:NEXT J
PRINT BS
0 BEEP:INPUT "YEAR";YEARS$

```

```

BEEP:INPUT "YEAR";YEARS$
YEARS$=RIGHT$(YEARS$,2)
PRINT BS$
FOR I=1 TO 12
PRINT I,MONTH$(I):NEXT I
PRINT BS$
BEEP:INPUT "MONTH";M
PRINT BS$
XMONTHS$=MONTH$(M)
XMONTHS$=LEFT$(XMONTHS$,3)
REM
REM ***** SPECIFY MONTHLY INPUT FILE PARAMETERS *****
REM
PRINT "The Sub-directory is ",SUBDTRY$
PRINT "The Market is          ",MARKETS$
PRINT "The Crop is            ",CROPS$
PRINT "The Crop Number is ",C
PRINT "The Year is           ",YEARS$
PRINT "The Month is          ",M
BEEP
PRINT BS$:INPUT "OK";YNS$:GOSUB 1350
IF YNS<>YES THEN 1110
MIFPS$="MIFP":FILES$=MIFPS$+CSVS
) OPEN "O",1,FILES$
) PRINT#1,SUBDTRY$
) PRINT#1,MARKETS$
) PRINT#1,CROPS$
) PRINT#1,C
) PRINT#1,YEARS$
) PRINT#1,M
) CLOSE 1
) REM
) SYSTEM
) END
) REM *
) REM ***** SUBROUTINE CAPITAL LETTER *****
) REM *
) YNS$=LEFT$(YNS$,1)
) J=ASC(YNS$)
) IF J<97 THEN RETURN
) YNS$=CHR$(J-32)
) RETURN

```

DRAFT

B:\>dir

Volume in drive B is Untitled
Directory of B:\

PRICES	BAT	26	2-14-94	2:57p
PRICES	<DIR>		3-02-94	8:31a
SC50	<DIR>		3-02-94	8:31a
3 File(s)		1422848	bytes free	

B:\>

Volume in drive B is Untitled
Directory of B:\PRICES

.	<DIR>		3-02-94	8:31a
..	<DIR>		3-02-94	8:31a
IMPUT	BAS	4317	3-02-94	10:03a
DIRECTRY	CSV	24	3-02-94	10:28a
CROPS	CSV	42	2-03-94	11:22a
TEMPLATE	BAK	3122	2-05-94	7:37p
TEMPLATE	CAL	3122	2-05-94	7:37p
IMPUT	BAT	30	2-05-94	7:32p
MARKETS	CSV	43	1-31-94	9:19a
MIFPBAK	BAS	2768	2-04-94	10:26a
IMPUTBAK	BAS	4311	2-15-94	9:15a
MIFP	BAS	2776	3-02-94	10:10a
MIFP	CSV	43	2-14-94	2:59p
DIRECTRY	BAK	24	2-03-94	11:18a
MIFP	BAT	21	2-14-94	2:58p
ONION	<DIR>		3-02-94	8:33a
TOMATO	<DIR>		3-02-94	8:33a
PEPPER	<DIR>		3-02-94	8:33a
18 File(s)		1422848	bytes free	

B:\PRICES>

```
B:\>edlin prices.bat
End of input file
*1, 1
    1:*CD \PRICES
    2: MIFP
    3: IMPUT
*
```

```
B:\PRICES>edlin mifp.bat
End of input file
*1, 1
    1:*SC50\GWBASIC MIFP
*
```

```
B:\PRICES>edlin imput.bat
End of input file
*1, 1
    1:*SC50\GWBASIC \PRICES\IMPUT
*
```

```
B:\PRICES>edlin directry.csv
End of input file
*1, 1
    1:*TOMATO
    2: ONION
    3: PEPPER
*
```

```
B:\PRICES>edlin markets.csv
End of input file
*1, 1
    1:*Durban
    2: Johannessburg
    3: NAMBoard
    4: Pretoria
*
```

C:\PRICES>edlin crops.csv

End of input file

*1, 1

1:*Tomato GR1

2: Tamaties 6.5 Kg Gem.

3: Onion

*

PRICES>edlin mifp.csv
of input file

1

1:*TOMATO
2: Durban
3: Tomato GR1
4: 1
5: 94
6: 1

```

REM
REM      ***** GWBASIC PROGRAM INPUT
REM              INPUT MONTHLY MARKET PRICES *****
REM
DIM CROPS$(99),MONTH$(12),MOFILES$(12),XIS$(20)
DIM MFS$(1000),WEEKDAYS$(366,3)
BS$=" ":COMMAS$=",":CSV$=".csv"
BSS=CHR$(92):FSS=CHR$(47)
DOT$=CHR$(46):NOS="N":YES="Y"
CAL$=".cal":COPYS="COPY":Z$=""
) BAT$=".bat":PRICES$="PRICES"
) DATA JANUARY,FEBRUARY,MARCH,APRIL,MAY,JUNE
) DATA JULY,AUGUST,SEPTEMBER,OCTOBER,NOVEMBER,DECEMBER
) FOR J=1 TO 12:READ MONTH$(J):NEXT J
) REM
) REM      ***** READ LIST OF EXISTING MONTHLY FILES *****
) REM
) MFILES$="MFILES"
) FILES$=MFILES$+CSV$
) N=0:OPEN "I",1,FILES$
) IF EOF (1) THEN 250
) N=N+1
) INPUT#1,MFS$(N)
) PRINT MFS$(N)
) GOTO 200
) CLOSE 1
) REM
) CLS:FOR J=1 TO 5:PRINT BS:NEXT J
) PRINT " ***** INPUT MONTHLY INPUT FILE PARAMETERS *****"
) PRINT BS
) REM
) MIFP$="MIFP":FILES$=BSS+PRICES$+BSS+MIFP$+CSV$
) OPEN "I",1,FILES$
) INPUT#1,SUBDTRY$:PRINT SUBDTRY$
) INPUT#1,MARKETS$:PRINT MARKETS$
) INPUT#1,CROPS$:PRINT CROPS$
) INPUT#1,C$:PRINT C$
) INPUT#1,YEARS$:PRINT YEARS$
) INPUT#1,M:PRINT M
) CLOSE 1
) M$=LEFT$(MARKETS$,1)
) X$=YEARS$+LEFT$(MONTH$(M),3)+LEFT$(MARKETS$,1)
) IF VAL(C$)<10 THEN C$=Z$+C$
) X$=X$+C$
) Z$=X$:V$=Z$
) X$=X$+CAL$
) X$=BSS+PRICES$+BSS+SUBDTRY$+BSS+X$
) Z$=BSS+PRICES$+BSS+SUBDTRY$+BSS+Z$
) PRINT BS
) PRINT "THE FILE NAME IS ",Z$
) PRINT BS:BEEP

```

```

510 INPUT "ENTER MONTHLY DATA";YNS:GOSUB 1880
520 PRINT B$
530 IF YNS<>YES THEN 990
540 REM
550 CLS:FOR J=1 TO 5:PRINT B$:NEXT J
560 PRINT " ***** SELECT INPUT OPTION *****"
570 REM
580 PRINT B$
590 S$(1)="Create Monthly Input File"
600 S$(2)="Enter Monthly Prices"
610 PRINT STR$(1)+B$+S$(1)
620 PRINT STR$(2)+B$+S$(2)
630 PRINT B$:BEEP
640 INPUT "WHICH OPTION";OPT
650 PRINT B$
660 X$="Option is":X$=X$+B$+S$(OPT)
670 IF OPT=2 THEN 680
680 PRINT B$:PRINT X$:BEEP
690 PRINT B$:INPUT "OK";YNS:GOSUB 1880
700 IF YNS<>YES THEN 550
710 IF V$=MF$(NI) THEN 760
720 FILE$="MFILES":FILE$=FILE$+CSV$
730 OPEN "A",1,FILE$:PRINT#1,V$:CLOSE 1
740 REM
750 PRINT B$
760 REM ***** SHELL TO SPREADSHEET *****
770 REM
780 IF OPT=2 THEN 960
790 FOR I=1 TO N
800 IF V$=MF$(I) THEN 820
810 NEXT I
820 BEEP:BEEP:PRINT V$
830 PRINT B$
840 PRINT "ALREADY EXISTS"
850 INPUT "DO YOU WANT TO ERASE IT";YNS
860 GOSUB 1880:IF YNS<>YES THEN 960
870 MF$(N+1)=V$
880 FILE$="\PRICES\SUBDTRY\$\"
890 FILE$=FILE$+MFILES+CSV$
900 OPEN "O",1,FILE$
910 FOR I=1 TO N+1:PRINT #1,MF$(I)
920 NEXT I:CLOSE 1
930 Y$="\PRICES\TEMPLATE"
940 Y$=COPYS+B$+Y$+CAL$+B$+Z$+CAL$
950 SHELL Y$
960 Y$="\SC50\SC5/bw"
970 Y$=Y$+B$+Z$+CAL$
980 SHELL Y$
990 CLS:FOR J=1 TO 5:PRINT B$:NEXT J
1000 PRINT " ***** BACKUP MONTHLY FILE *****"

```

```

1010 REM
1020 PRINT B$:BEEP
1030 INPUT "BACKUP";YN$:GOSUB 1880
1040 IF YN$<>YES THEN 1200
1050 PRINT B$:BEEP
1060 INPUT "B DISK OR A DISK";YN$:GOSUB 1880
1070 Y$=COPY$+B$+Z$+CAL$+B$+YN$+CHR$(58)
1080 SHELL Y$
1090 Y$=COPY$+B$+Z$+CSV$+B$+YN$+CHR$(58)
1100 PRINT B$
1110 SHELL Y$
1120 IF OPT=2 THEN 1200
1130 IF V$=MF$(NI) THEN 1200
1140 FILE$=YN$+CHR$(58)
1150 FILE$=FILE$+MFILE$+CSV$
1160 OPEN "O",1,FILE$
1170 FOR I=1 TO N+1:PRINT #1,MF$(I)
1180 NEXT I:CLOSE 1
1190 REM
1200 FOR J=1 TO 3:PRINT B$:NEXT J
1210 PRINT "***** UPDATE YEARLY SUMMARY FILE *****"
1220 REM
1230 PRINT B$:BEEP
1240 INPUT "UPDATE";YN$:GOSUB 1880
1250 IF YN$<>YES THEN 1860
1260 PRINT B$:BEEP
1270 Y$="SUM"
1280 Y$=YEAR$+Y$+M$+C$+CSV$
1290 CD$="CD":CDSUB$=B$$+PRICE$+B$$+SUBDTRY$
1300 CDSUB$=CD$+B$+CDSUB$
1310 SHELL CDSUB$
1320 INPUT "FIRST MONTH IN THE YEARLY SUMMARY";M1
1330 PRINT B$:BEEP
1340 INPUT "LAST MONTH IN THE YEARLY SUMMARY";LAST
1350 FOR I=M1 TO LAST
1360 MOFILE$(I)=YEAR$+LEFT$(MONTH$(I),3)+M$+C$+CSV$
1370 NEXT I
1380 X$=MOFILE$(M1):IF M1=LAST THEN 1430
1390 IF LAST-M1<5 THEN N=LAST ELSE N=M1+5
1400 FOR I=M1+1 TO N
1410 X$=X$+CHR$(43)+MOFILE$(I):NEXT I
1420 X$=COPY$+B$+X$+B$+Y$
1430 SHELL X$
1440 IF LAST<M1+6 THEN 1490
1450 W$=Y$:FOR I=N+1 TO LAST
1460 W$=W$+CHR$(43)+MOFILE$(I):NEXT I
1470 W$=COPY$+B$+W$+B$+Y$
1480 SHELL W$
1490 FILE$=Y$
1500 N=0:OPEN "I",1,FILE$

```

```

1510 IF EOF(1) THEN 1620
1520 N=N+1
1530 FOR J=1 TO 3:INPUT#1,WEEKDAY$(N,J):NEXT J
1540 YN$=WEEKDAY$(N,3):YN$=LEFT$(YN$,1)
1550 IF YN$="h" THEN 1590 ELSE 1560
1560 IF YN$="n" THEN 1590 ELSE 1570
1570 IF YN$="N" THEN 1590 ELSE 1580
1580 IF YN$="H" THEN 1590 ELSE 1510
1590 GOSUB 1880:WEEKDAY$(N,3)=YN$
1600 IF YN$="N" THEN WEEKDAY$(N,3)="No Price"
1610 GOTO 1510
1620 CLOSE 1
1630 OPEN "O",1,FILES
1640 FOR I=1 TO N
1650 IF LEFT$(WEEKDAY$(I,1),3)="Sun" THEN 1700
1660 IF LEFT$(WEEKDAY$(I,1),3)="Sat" THEN 1700
1670 W$=WEEKDAY$(I,1)
1680 FOR J=2 TO 3:W$=W$+COMMA$+WEEKDAY$(I,J):NEXT J
1690 PRINT#1,W$
1700 NEXT I:CLOSE 1
1710 REM
1720 PRINT B$
1730 PRINT " ***** BACKUP YEAR FILE *****"
1740 REM
1750 PRINT B$
1760 INPUT "BACKUP";YN$:GOSUB 1880
1770 IF YN$<>YES THEN 1830
1780 PRINT B$
1790 INPUT "B DISK OR A DISK";YN$:GOSUB 1880
1800 PRINT B$
1810 Y$=COPY$+B$+Y$+B$+YN$+CHR$(58)
1820 SHELL Y$
1830 CDPRICES=B$$
1840 CDPRICES=CD$+B$+CDPRICES
1850 SHELL CDPRICES
1860 SYSTEM
1870 END
1880 REM ***** SUBROUTINE CAPITAL LETTER *****
1890 REM *
1900 YN$=LEFT$(YN$,1)
1910 J=ASC(YN$)
1920 IF J<97 THEN RETURN
1930 YN$=CHR$(J-32)
1940 RETURN

```

02-94 10:36a
ument size:

Directory C:\PRICES\TOMATO*.*
Free: 17,463,296 Used: 57,917

Files: 29

Current	<Dir>	Parent	<Dir>
APRD01.CAL	3,480 02-08-94 03:57p	93APRD01.CSV	640 02-08-94 03:57p
AUGD01.CAL	3,553 02-08-94 01:59p	93AUGD01.CSV	768 02-08-94 01:59p
FEBD01.CAL	3,330 02-09-94 03:07p	93FEBD01.CSV	640 02-09-94 03:07p
JAND01.CAL	3,535 02-10-94 12:03p	93JAND01.CSV	768 02-10-94 12:03p
JULD01.CAL	3,585 02-08-94 02:24p	93JULD01.CSV	768 02-08-94 02:24p
JUND01.CAL	3,502 02-08-94 02:49p	93JUND01.CSV	640 02-08-94 02:49p
MARD01.CAL	3,620 02-09-94 02:58p	93MARD01.CSV	768 02-09-94 02:58p
MAYD01.CAL	3,567 02-08-94 03:26p	93MAYD01.CSV	768 02-08-94 03:26p
NOVD01.CAL	3,518 02-07-94 04:18p	93NOVD01.CSV	768 02-07-94 04:18p
OCTD01.CAL	3,526 02-08-94 12:28p	93OCTD01.CSV	768 02-08-94 12:28p
SEPD01.CAL	3,509 02-08-94 12:51p	93SEPD01.CSV	640 02-08-94 12:51p
APRD01.CAL	3,122 02-05-94 07:37p	94FEBD01.CAL	3,147 02-11-94 02:05p
FEBD01.CSV	640 02-11-94 02:05p	94JAND01.CAL	3,122 02-05-94 07:37p
JAND01.CSV	768 02-07-94 11:50a	94SUMD01.CSV	436 02-07-94 11:52a
ILES .CSV	21 02-15-94 08:12a		

retrieve; 2 Delete; 3 Move/Rename; 4 Print; 5 Short/Long Display;
ook; 7 Other Directory; 8 Copy; 9 Find; N Name Search: 6

PRICES\TOMATO>EDLIN MFILES.CSV
of input file
L

- 1:*93JAND01
- 2: 93FEBD01
- 3: 93MARD01
- 4: 93APRD01
- 5: 93MAYD01
- 6: 93JUND01
- 7: 93JULD01
- 8: 93AUGD01
- 9: 93SEPD01
- 10: 93OCTD01
- 11: 93NOVD01
- 12: 93DECD01
- 13: 94JAND01
- 14: 94JAND01
- 15: 94FEBD01

Sub-directory = TOMATO
 Market= Durban Crop=
 Year= 94.00 Month=
 There are 31 days in January
 1/ 1/94 is a Saturday

Tomato GR1
 1.00

		PRICE
Saturday	1/ 1/94	H
Sunday	1/ 2/94	
Monday	1/ 3/94	9.28
Tuesday	1/ 4/94	8.79
Wednesday	1/ 5/94	8.11
Thursday	1/ 6/94	8.25
Friday	1/ 7/94	N
Saturday	1/ 8/94	
Sunday	1/ 9/94	
Monday	1/10/94	8.57
Tuesday	1/11/94	N
Wednesday	1/12/94	10.53
Thursday	1/13/94	8.89
Friday	1/14/94	8.12
Saturday	1/15/94	
Sunday	1/16/94	
Monday	1/17/94	7.03
Tuesday	1/18/94	6.75
Wednesday	1/19/94	6.80
Thursday	1/20/94	6.53
Friday	1/21/94	7.41
Saturday	1/22/94	
Sunday	1/23/94	
Monday	1/24/94	7.19
Tuesday	1/25/94	7.62
Wednesday	1/26/94	7.49
Thursday	1/27/94	7.64
Friday	1/28/94	7.21
Saturday	1/29/94	
Sunday	1/30/94	
Monday	1/31/94	N

C:\PRICES\TOMATO>EDLIN 94JAND01.CSV

End of input file

*1,20 L

1: * "Saturday", 34275, "H"
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4: "Tuesday", 34278, 8.79
5: "Wednesday", 34279, 8.11
6: "Thursday", 34280, 8.25
7: "Friday", 34281, "N"
8: "Saturday", 34282,
9: "Sunday", 34283,
10: "Monday", 34284, 8.57
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13: "Thursday", 34287, 8.89
14: "Friday", 34288, 8.12
15: "Saturday", 34289,
16: "Sunday", 34290,
17: "Monday", 34291, 7.03
18: "Tuesday", 34292, 6.75
19: "Wednesday", 34293, 6.8
20: "Thursday", 34294, 6.53

*

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End of input file

*20, L

20: "Thursday", 34294, 6.53
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23: "Sunday", 34297,
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25: "Tuesday", 34299, 7.62
26: "Wednesday", 34300, 7.49
27: "Thursday", 34301, 7.64
28: "Friday", 34302, 7.21
29: "Saturday", 34303,
30: "Sunday", 34304,
31: "Monday", 34305, "N"

*

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End of input file

*1, 20 L

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2: Monday,33913,5.72
3: Tuesday,33914,3.04
4: Wednesday,33915,4.98
5: Thursday,33916,4.92
6: Friday,33917,5.48
7: Monday,33920,4.71
8: Tuesday,33921,5.22
9: Wednesday,33922,4.96
10: Thursday,33923,4.16
11: Friday,33924,3.73
12: Monday,33927,5
13: Tuesday,33928,8.61
14: Wednesday,33929,11.61
15: Thursday,33930,11.69
16: Friday,33931,9.83
17: Monday,33934,9.62
18: Tuesday,33935,10.23
19: Wednesday,33936,10.5
20: Thursday,33937,9.04

*

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End of input file

*242,262 L

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244: Wednesday,34251,No Price
245: Thursday,34252,9.8
246: Friday,34253,9.41
247: Monday,34256,8.48
248: Tuesday,34257,No Price
249: Wednesday,34258,No Price
250: Thursday,34259,No Price
251: Friday,34260,9.15
252: Monday,34263,No Price
253: Tuesday,34264,No Price
254: Wednesday,34265,9.15
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259: Wednesday,34272,6.23
260: Thursday,34273,6.28
261: Friday,34274,6.28

*

DRAFT

MARKET INFORMATION/VEGETABLE TRADING SPECIALIST

Coordination of Market Contacts and Logistics

Transmission of Current Marketing Information

INTRODUCTION

At least one least one packhouse will be operating by CAPM-assisted associations by June 1994. Three will be starting up for the winter marketing season. Product must be flowing smoothly to buyers or agents at the Durban and Swaziland Fresh produce markets from the beginning of the season. For one of the buyers at the SFPM it means bringing in smaller truck loads (3-4 tons) from the CAPM farmers packhouses and accumulating product for 25 ton shipments once a week. This requires coordination of logistical arrangements particularly scheduling trucks and monitoring their activities. Moreover, there needs to be continuing contacts with the buyers/agents to keep up with dynamic markets and facilitate price negotiations. Farms shipping to buyers or agents at the SFPM need a representative there to log in there produce and make sure delivery is made to the receivers and that complete records are kept. Communication needs to be maintained with the packhouse managers, especially in transmitting current market information. There needs to be a strong effort by the CAPM team to make sure this happens, particularly during the first season under the project extension. Each association does not have the means to coordinate its shipments and maintain buyer contacts adequately. Serious problems are likely to occur if it does not.

COMMUNICATIONS CENTER

A communications center will be set up in the SFPM at Nokwane. The communications center would be manned at all times including weekends when vegetable are being packed or shipped. Product from all three associations will need to be consolidated in order to satisfy some buyers requirements and some will be sold to SFPM agents for domestic sales. The center will have direct telephone service, a PC and a fax machine.

The center will be manned at all times including weekends when necessary. When the Vegetable Trading Specialist is not present then another CAPM team member will have "the duty". This is a also way I see to make sure intra-team communication occurs and a means for the

COP and all senior staff to be completely up to date.

DUTIES

The Specialist will:

- o coordinate daily the logistics of moving produce to markets from all three associations.
- o establish and maintain frequent contacts with Durban, SPFM or other buyers for all three associations.
- o maintain daily contact with association packhouse managers and CAPM FAAs.
- o normally will operate from the communications center during seasons when produce is being harvested, packed and shipped.
- o will be relieved when on leave or away on other duties by another CAPM team member so that the post is covered at all relevant times including weekends if necessary.
- o will log in and record the association shipments, check quality and interface with the buyer/consignee to make sure the shipment is satisfactory.
- o The communications center will receive all current information on the status of production and marketing including information on the status shipments, buyer's orders, long term and short term (at least one week in advance) harvest forecasts, prices and any marketing problems.
- o Maintain computerized records of historical and current market information for commodities of interest to CAPM associations and analyze seasonal market price trends.
- o tread the fine line between issuing instructions and being a proactive advisor involving the associations as much as possible in the decision making.
- o perform other duties relating to marketing as assigned by the COP.

ANNUAL SUMMARY FILE 1993

Julian Dates Converted

Friday	1/ 1/93	No Price
Monday	1/ 4/93	5.72
Tuesday	1/ 5/93	3.04
Wednesday	1/ 6/93	4.98
Thursday	1/ 7/93	4.92
Friday	1/ 8/93	5.48
Monday	1/11/93	4.71
Tuesday	1/12/93	5.22
Wednesday	1/13/93	4.96
Thursday	1/14/93	4.16
Friday	1/15/93	3.73
Monday	1/18/93	5
Tuesday	1/19/93	8.61
Wednesday	1/20/93	11.61
Thursday	1/21/93	11.69
Friday	1/22/93	9.83
Monday	1/25/93	9.62
Tuesday	1/26/93	10.23

Thursday	12/ 2/93	8.14
Friday	12/ 3/93	8.75
Monday	12/ 6/93	9.44
Tuesday	12/ 7/93	10.47
Wednesday	12/ 8/93	No Price
Thursday	12/ 9/93	9.8
Friday	12/10/93	9.41
Monday	12/13/93	8.48
Tuesday	12/14/93	No Price
Wednesday	12/15/93	No Price
Thursday	12/16/93	No Price
Friday	12/17/93	9.15
Monday	12/20/93	No Price
Tuesday	12/21/93	No Price
Wednesday	12/22/93	9.15
Thursday	12/23/93	9.36
Friday	12/24/93	9.15
Monday	12/27/93	8.57
Tuesday	12/28/93	No Price
Wednesday	12/29/93	6.23
Thursday	12/30/93	6.28
Friday	12/31/93	6.28

DRAFT

LIFE OF PROJECT WORK PLAN
AND FIRST YEAR WORK PLAN

CAPM EXTENSION

APRIL 1994-NOVEMBER 1995

Prepared for

The United States Agency for International
Development

and

The Ministry of Agriculture and Co-operatives
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. 645-0229-C-00-9019

March 1994

A. Introduction

1. Overall Approach

The CAPM Project Extension is designed to expand production of vegetables for the fresh market by CAPM growers and to enable them through their organizations to collect, grade, pack and market their produce. The principal means of implementing the project is through technical assistance and training. Production will be increased by continuing assistance to growers through programming of production to meet targeted domestic and regional demand from specific buyers or through market agents. Development of growers capacity to collect, grade, pack and ship produce will occur through technical assistance in establishing three farmers' organizations, (b) design and financial support for renovating and equipping three packhouses and (c) technical assistance and training in organizational, business and technical aspects of operating packhouses, shipping and selling fresh vegetables. The results of production and marketing trials will enable farmers and their associations to identify new varieties for the commercial market, diversify production, and improve pest control and other management practices.

2. The CAPM Team

The CAPM team employed by the contractor for the life of the project will consist of o Horticultural Specialist, a Marketing/Farmer Organization Specialist, a Production Advisor, an Assistant Production Advisor, a Farmer Organization Advisor, field assistants and support staff.

The CAPM team will make the arrangements for facilities renovation and equipment procurement; and will deliver the technical assistance and training described in part F below working with MOAC Research, Extension, Co-operative Development and Marketing Advisory units, NAMBoard, Swaziland Fresh Produce Market, STRIDE and BMEP. Production and Marketing variety, pest control, and time planting trials will be conducted by members of the team in cooperation with MOAC Research and selected farmers.

3. Plan Presentation

This plan first addresses how the realization of the outputs and EOPS will be achieved. Then the main activities included in the work plans are discussed briefly in parts B through K following. The details of the activities, the timing and specification of the resources associated with each activity are presented in a matrix format, Exhibits 1 and 2. Exhibit 1 is the life of project work plan. Exhibit 2 covers the first year work plan.

B. Attaining the Updated EOPs

The updated EOPs will be realized as a result of achieving the updated outputs in C. immediately following. These all follow from the marketing strategy. The marketing strategy implicit in the project design is that CAPM growers seek to penetrate upscale domestic and regional markets which can only be reached by regularly supplying quality properly packed produce during the marketing seasons when they have a comparative advantage.

All the updated EOPs are interrelated and depend critically on developing capacity of farmers' organizations to find buyers and to collect, pack, and ship high quality produce efficiently during the season. Attainment of the income and value of product EOPs depends on increasing the number of participating farmers, increasing yeararound production by more participation during the summer season and the profitability of the associations.

The production program of CAPM will be continued and expanded. Major emphasis will be on delivering the training and technical assistance necessarily to establish and strengthen the three new agribusiness enterprises during the period of extension.

C. Achieving the Updated Outputs

Only 1 of the 12 outputs specified in the CAPM project implementation plan directly concerns on farm production, 230 farmers trained in production of commercial quality and quantity of horticultural crops. This output will be achieved by maintaining the established program of programmed production, training events and technical assistance delivered to farmers through field assistants in each area.

Of the remaining 11 outputs, one deals with individual farmers as members of farmers' organizations, 230 farmers educated in the functions of farmer organizations and in the role of individual members. This output will be achieved through training events and workshops held in each area, usually in MOAC facilities, and observation tours to domestic markets or packhouses. Training will be conducted mostly in SiSwati and will involve SFPM and MOAC extension and co-operative development staff.

Another output calls for training of committee members or other leaders in the organization and business management skills needed to operate the FO's business. This output will be achieved through on-the-job training, seminars, workshops, observation tours to domestic and regional markets or other training events. These activities will be carried out under the leadership of the MOS and FOA, facilitated by STRIDE and BMEP and will include participation of NAMBoard, SFPM and MOAC staff.

The remaining 10 outputs call for assisting in the creation of three new businesses, all operated by farmer co-operative societies. All concern the business and technical functions of these societies as follows:

- o Three going concerns created.
- o Trained labor force.
- o Trained managers.
- o Secure systems for collecting and distributing produce payments.
- o Reliable farm-to-packhouse and packhouse to market transport systems.
- o Reliable input supply systems.
- o Systems of controls over inventories of supplies and product, physical assets and funds.
- o Access of association managers to relevant market information.

Activities to achieve these outputs related to business development will ^{be} under the general direction of the COP. There will be intensive technical assistance and training effort led by the MOS and the FOA and focussed on business development of the societies. Much will be on the job training and technical assistance delivered to association committees and managers by the FAA in each packhouse area. There be hands-on training events in each area on postharvest handling technology, produce collection, packhouse operations, marketing and shipping. The MOS and FOA will plan, schedule and conduct training events and provide technical assistance in coordinating all aspects of the three associations activities especially those concerned with transport and contacts with buyers or marketing agents.

Since these business activities are in the longer run expected to be conducted by the associations without CAPM interventions, the intensity of the technical assistance is expected to be reduced after the first year so that the associations will increasingly assume responsibility for the collection, packing, shipping and marketing of the produce.

D. Startup Activities

1. Fielding the Team

The Production component of the team led by the Horticultural Specialist who also serves as Chief of party is in place and will be working on April 1. The Marketing/Farm Organization Specialist has been recruited and will be working no later than April 20. Only one person relating to farm organization development has been serving in a long term position. Advertisements for applicants for the FOA and for Farmer Association Assistants have been placed. Recruitment and employment will be completed and staff will be working in April 1994.

2. Packhouse Renovation and Equipment

Work on packhouse design, assessment of equipment needs and solicitation of quotations was initiated during the bridge period. So it is planned that the process of procurement of necessary commodities can begin in early April.

E. Planning Activities

Plans will be developed for packhouse renovation and equipment, association business development, training, marketing, production, association and packhouse business and technical functions and transport, communications and marketing information systems. Overall project work plans in the form of this LOP work plan and a final work plan in November 1994. The specific plans and timing are presented in the exhibits.

Given the facts that produce markets are dynamic and the weather unpredictable, the intent is to be flexible in planning to adapt activities to current conditions. This means periodic re-assessment and updating of plans.

F. Coordinating Activities

The contractor will place a greater emphasis than in the past on co-ordination activities by the COP and other team members. This is a vital step toward achieving the project outputs, especially in establishing farmers' organizations. This includes interactions and cooperation with MOAC Extension, Research, Marketing and Co-operative Development units. It involves participation in the Horticultural Campaign Committee and close working relationships with NAMBoard's SFPM. Through the work primarily of the FOA and the FAAs, local authorities will be informed of the progress on the association development. The COP will facilitate the work of the CAPM Working Group and interact with other donors to coordinate work of CAPM with other ongoing horticultural industry developments. While CAPM does not offer or guarantee loans, CAPM will keep in touch with Swazi Bank's lending activities and participation in collection and distribution of payments.

G. Commodity Procurement Activities

USAID will procure the vehicles and caravans. Commodities and services that can be procured locally will be requested by the COP and acquired by the project Administrator. Chemonics Home Office will procure commodities that must originate in the United States or other authorized country sources.

H. Technical Assistance and Training Activities

The TA and training activities are the key elements of the work plans for achieving the project outputs.

Production TA (mostly OJT) and training events will continue to be emphasized. They are delivered primarily through the Fas.

Similarly the keys to farmers' organizations development as viable businesses lies with the TA (mostly OJT) delivered by the FAAs. These activities will be supported by specifically created training events for association management, committees and memberships. This training will be emphasized intensely during the first three months of the period of project extension. This is aimed at beginning packing operations in at least one packhouse (Siphofaneni-Sithboela) in June 1994.

I. Production and Marketing Trials

The trials planned are aimed at supporting the TA and training activities of CAPM. They will be conducted mostly on farms and in selected instances at the MOAC Research Station. All trials have both a production and marketing purpose and produce will be sold when trials yield sufficient quantities for marketing. The trials planned include establishment, variety and time of planting trials.

J. Production and Marketing Activities

The exhibits following highlight the fact that production activities that actually achieve the EOPs are performed by the CAPM farmers. Likewise, the grading, packing, marketing and shipping activities are performed by their associations on behalf of the members.

K. Monitoring and Reporting Activities

The necessary monitoring and reporting activities are detailed in the exhibits. The CAPM Management Information System generates the information needed for monitoring and reporting. It will be evaluated and redesigned by STTA to yield the data necessary to monitor and report on the updated outputs. To the extent possible the system will also be tapped for information relating to production and marketing TA and training activities as well as project management and accountability. By concentrating more on the essential information required for monitoring and reporting as determined in the reassessment the DMS will be able to utilize data tabular and graphic presentation skills to assist the MOS and FOA in analysis of marketing and production data to improve analysis and preparation of training materials.

L. Women in Development Activities

The CAPM project is now completely open to women farmers who qualify for participation. To be eligible farmers must have access to irrigated land, be interested in commercial production and operate in one of the areas where CAPM does. In fact, CAPM

currently has enrolled women farmers, percent of the total being assisted by CAPM. The percentage of women farmers may not increase in the future simply because the areas where vegetable growing is expanding are areas where men are present on the farm instead of working as migrant workers in South Africa or in Swazi urban areas. In away this is beneficial to the women in those families because the whole family is present and taking part in the farming operations. Nonetheless, CAPM will emphasize to enrollment of women farmers in the program.

To the extent possible the project will encourage associations to involve women members of farming families in association activities and committees. The co-operative society Secretary is under a typical Swazi co-op constitution the executive officer for the society. CAPM where possible encourage the employment of women in this or other management positions.

SHORT TERM CONSULTANTS

EX-PAT 21 PERSON MONTHS

1. MANAGEMENT INFORMATION SPECIALIST

MODIFY MANAGEMENT INFORMATION SYSTEM TO FIT PROJECT
EXTENSION EOPS, OUTPUTS AND WORK PLANS

TWO MONTHS

APRIL 15-June 15, 1994

2. PEST MANAGEMENT/IPM SPECIALIST

DEVELOP SUMMER CROP PROGRAM

TWO MONTHS

NOVEMBER 15-DECEMBER 15, 1994

DEVELOP PEAK HARVEST PERIOD WINTER PROGRAM
AUGUST 1995

3. MARKETING INFORMATION SPECIALIST

DESCRIBE DOMESTIC AND REGIONAL MARKETS AND PREPARE
STRATEGIC PLANS FOR MARKETING AND PRODUCTION
INCLUDING FINAL STRATEGIC PLAN TO GUIDE SMALL SCALE
FARMERS AND THEIR ASSOCIATIONS POST CAPM.

EIGHT MONTHS

AUGUST-OCTOBER 1994

JAN 94-FEB 95

AUG-OCT 1995

4. HORTICULTURE SPECIALIST

ACCELERATE SUMMER DEVELOPMENT OF SUMMER CROP
PRODUCTION PROGRAM

THREE MONTHS

OCTOBER -DECEMBER 1994

5. VEGETABLE TRADING SPECIALIST

FROM NAMBOARD FACILITATE ASSOCIATION BUYER
CONTACTS COORDINATE COLLECTION POINT/PACKHOUSE-TO-
MARKET TRANSPORT AND ASSOCIATION TO BUYER/CONSIGNEE
SALES OR CONSIGNMENTS

SIX MONTHS

JULY 15-OCT 15 1994

JULY 15-OCT 15 1995

LOCAL 10 PERSON MONTHS

1. LEGAL ASSISTANCE

ONE MONTH

INTERMITTENT

2. VEGETABLE PACKING ADVISOR

ASSIST MOS AND FOA IN TRAINING MANAGEMENT AND CREWS
FOR PACKHOUSE STARTUP OPERATIONS

FOUR MONTHS

2. MARKETING SPECIALIST

ASSIST MOS IN COMPILATION OF FARMER ORGANIZATION
OPERATIONS MANUALS,

FIVE MONTHS

AUGUST-OCTOBER 1994

SEPTEMBER-OCTOBER 1995

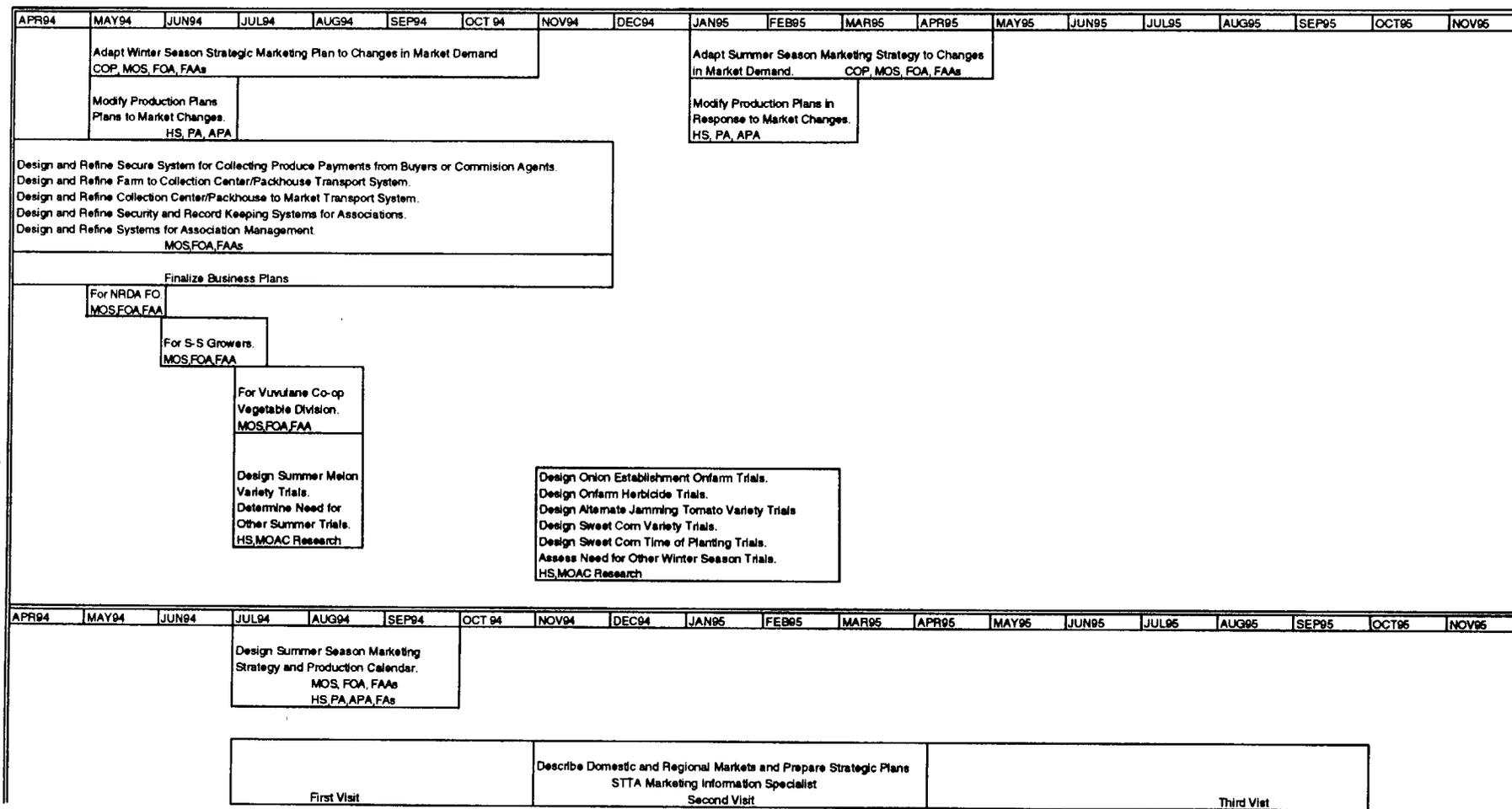
STARTUP ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
Hire Expat LLTA. HO																			
Expat LLTA Begin Working COP/HS,MOS																			
Hire All Local LLTA COP																			
Local LLTA Begin Working PA,FOA APA,FAA,FAAs ADMIN, DMS Other Staff																			
Initiate Commodity Purchases ADMIN,HO																			
Modify MIS to Fit Updated EOPS Outputs Work Plans Update Baseline. SITTA MIS Specialist																			

PLANNING ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95				
Submit LOP and First Year Work Plan COP,HO							Submit Final Work Plan. COP,HO																
Complete Packhouse Facilities Development Plans. MOS,FAAs																							
Reassess Farmer Organization Training Needs. MOS,FOA,FAAs							Reassess Production Training Needs HS,PA,FAAs													Reassess Farmer Organization Training Needs. MOS,FOA,FAAs			
Update Training Plans HS,PA																				Update Training Plans HS,PA		Update Training Plans HS,PA	
Reassess Winter Season Strategic Marketing Plan. MOS		Reassess Summer Season Strategic Marketing Plan. MOS								Design Winter Season Strategic Marketing Plan. MOS								Reassess Summer Season Strategic Marketing Plan. MOS					
Refine Winter Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,Pa,APA,FAAs		Refine Summer Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,Pa,APA,FAAs								Prepare Winter Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,PA,APA,FAAs										Refine Summer Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,Pa,APA,FAAs			

PLANNING ACTIVITIES Continued



COORDINATION ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
<p>Report to, Seek Guidance and Direction From MOAC Director of Agriculture and Extension and USAID Project Manager.</p> <p>Schedule, Prepare Agenda, Participate CAPM Working Group Meetings Quarterly</p>																			
CWG Meets				CWG Meets				CWG Meets COP				CWG Meets				CWG Meets			

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
<p>Participate in Activities of the Horticultural Campaign Committee HS</p> <p>Liase and Exchange Marketing Information with MOAC Marketing Advisory Unit MOS,FOA</p> <p>Liase and Exchange Marketing Information with NAMBoard and SFPM MOS,DMS</p>																			

COMMODITY PROCUREMENT ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
<p>Complete Renovations and Equip Packing Facilities at Three Sites MOS,FOA,FAAs Admin</p>																			
<p>Order Vehicles and Caravans USAID</p> <p>Order Lug Boxes Pallets, etc. etc. COP Admin</p>		<p>Test Packing Facilities S-S NRDA VIF MOS,FOA,FAAs</p>																	
		<p>Receive Vehicles and Caravans COP ADMIN</p>																	
		<p>Receive Lug Boxes Pallets, etc. etc. MOS,FOA FAAs ADMIN</p>																	
		<p>Install 2 Telephone Lines, Fax Machine, PC and Other Office Equipment at 3 Packhouse Sites. MOS,FOA ADMIN</p> <p>Install Secure Facilities for Office Equipment, Cash and Essential Records including Safes if Needed. COP, MOS,FOA ADMIN</p>																	

TECHNICAL ASSISTANCE AND TRAINING ACTIVITIES

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	JAN 95	FEB 95	MAR 95	APR 95	MAY 95	JUN 95	JUL 95	AUG 95	SEP 95	OCT 95	NOV 95	
Packhouse Observation Tour RSA	Follow Membership Vision Training																			
<p>Train FO Committees, Management and Staff in Post Harvest Technology Train FO Membership the Organizational Aspects. Train FO Committees, Management and Staff in Record Keeping and Financial Procedures. Train FO Committees in their Organizational Authorities and Responsibilities. MOS,FOA,STRIDE,BMEP,SBGTA,FAAs,Local STTA Trainers.</p> <p>Implement Marketing Information System Targeted to FOs. Train FO Committee Members and Managers in MIFS use. MOS,FOA,STRIDE,BMEP,SBGTA,FAAs,Local STTA Trainers.</p> <p>Conduct Workshops, Observation Tours, Packhouse Field Days. MOS,FOA,FAAs</p> <p>Advise Managements of Agribusiness Support Enterprises. MOS,SBGTA,FOA</p> <p>Create, Add to and Continually Revise and Update Operations Manuals for Each of Three Farmer O Refine Operations Manuals for Each of Three Farmer Organizations. Prepare Business Support Materials. Refine Business Support Materials. MOS,Local LTTA,COP,FOA,FAAs,SBGT COP,FOA,FAAs,SBGTAA</p>																				
																			Handover Completed Manuals and Support Materials to USAID, Associations, MOAC, NAMBoard.	
<p>Prepare Production Guidelines Training Material HS,STTA Horticultural Specialist, MOAC Research</p>																				
<p>Train Co-operative Secretaries and Packhouse Managers on Applicable Co-operative Constitutional Provisions, Inventory, Financial and Operational Record Keeping. MOS,STRIDE,FOA</p>																				
<p>Identify and Enrol Summer Season Growers. PA,APA,FAAs MOAC Extension</p>										<p>Identify and Enrol Winter Season Growers. PA,APA,FAAs MOAC Extension</p>										
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<p>Assist MOS and FOA in Training Packhouse Managers and Crews for Startup Operations. STTA Vegetable Packing Advisor</p>																				
															<p>Peak Harvest Winter Pest Control. STTA Pest Control/IPM</p>					
															<p>Facilitate Association Buyer Contacts and Coordinate Collection Point/Packhouse to Market Transport and Association to Buyer/Consignee Consignee Sales or Consignments. STTA Vegetable Trading Specialist</p>					

PRODUCTION AND MARKETING TRIALS

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	JAN 95	FEB 95	MAR 95	APR 95	MAY 95	JUN 95	JUL 95	AUG 95	SEP 95	OCT 95	NOV 95
Continue Winter Trials. HS,MOAC Research STTA Horticultural Specialist PA,APA,FA's								Conduct Summer Trials HS,MOAC Research STTA Horticultural Specialist PA,APA,FA's				Conduct Winter Trials HS,MOAC Research STTA Horticultural Specialist PA,APA,FA's							

PRODUCTION AND MARKETING OF VEGETABLES FOR THE FRESH MARKET

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	JAN 95	FEB 95	MAR 95	APR 95	MAY 95	JUN 95	JUL 95	AUG 95	SEP 95	OCT 95	NOV 95
Produce Winter Crop Vegetables. CAPM Growers																			
Collect, Grade, Pack and Market Winter Crop Vegetables. Farmers' Organizations																			
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										Produce Winter Crop Vegetables. CAPM Growers									
										Collect, Grade, Pack and Market Winter Crop Vegetables. Farmers' Organizations									

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STARTUP ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Hire Expat LLTA HD </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Expat LLTA Begin Working COP/HS,MOS </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Hire All Local LLTA, COP </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Local LLTA Begin Working PA,FOA APA,FAAs,FAAs ADMIN, DMS Other Staff </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Initiate Commodity Purchases ADMIN,HO </div> <div style="border: 1px solid black; padding: 5px;"> Modify MIS to Fit Updated EOPS,Outputs Work Plans. Update Baseline. STTA MIS Specialist </div>																			

PLANNING ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Submit LOP and First Year Work Plan COP,HO </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Complete Packhouse Facilities Development Plans MOS,FAAs </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Reassess Farmer Organization Training Needs. MOS,FOA,FAAs </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Update Training Plans HS,PA </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Reassess Winter Season Strategic Marketing Plan. MOS </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Refine Winter Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,Pa,APA,FAAs </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Submit Final Work Plan. COP,HO </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Reassess Production Training Needs HS,PA,FAAs </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Update Training Plans HS,PA </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Reassess Farmer Organization Training Needs. MOS,FOA,FAAs </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Update Training Plans HS,PA </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Reassess Summer Season Strategic Marketing Plan. MOS </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Refine Summer Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,Pa,APA,FAAs </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Design Winter Season Strategic Marketing Plan. MOS </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Prepare Winter Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,PA,APA,FAAs </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Reassess Summer Season Strategic Marketing Plan. MOS </div> <div style="border: 1px solid black; padding: 5px;"> Refine Summer Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,Pa,APA,FAAs </div>																			

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PLANNING ACTIVITIES Continued

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
Adapt Winter Season Strategic Marketing Plan to Changes in Market Demand COP, MOS, FOA, FAAs						Adapt Summer Season Marketing Strategy to Changes in Market Demand. COP, MOS, FOA, FAAs													
Modify Production Plans Plans to Market Changes. HS, PA, APA												Modify Production Plans In Response to Market Changes. HS, PA, APA							
Design and Refine Secure System for Collecting Produce Payments from Buyers or Commission Agents. Design and Refine Farm to Collection Center/Packhouse Transport System. Design and Refine Collection Center/Packhouse to Market Transport System. Design and Refine Security and Record Keeping Systems for Associations. Design and Refine Systems for Association Management MOS,FOA,FAAs																			
Finalize Business Plans																			
For NRDA FO MOS,FOA,FAA																			
For S-S Growers. MOS,FOA,FAA																			
For Vuvulane Co-op Vegetable Division. MOS,FOA,FAA																			
Design Summer Melon Variety Trials. Determine Need for Other Summer Trials. HS,MOAC Research																			
										Design Onion Establishment Onfarm Trials. Design Onfarm Herbicide Trials. Design Altamata Jamming Tomato Variety Trials Design Sweet Corn Variety Trials. Design Sweet Corn Time of Planting Trials. Assess Need for Other Winter Season Trials. HS,MOAC Research									
APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
Design Summer Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,PA,APA,FAAs																			
First Visit							Describe Domestic and Regional Markets and Prepare Strategic Plans STTA Marketing Information Specialist						Third Vist						
							Second Visit												

8

COORDINATION ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
<p>Report to, Seek Guidance and Direction From MOAC Director of Agriculture and Extension and USAID Project Manager.</p> <p>Schedule, Prepare Agenda, Participate CAPM Working Group Meetings Quarterly</p>																			
CWG Meets				CWG Meets				CWG Meets COP				CWG Meets				CWG Meets			

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
<p>Participate in Activities of the Horticultural Campaign Committee HS</p> <p>Liase and Exchange Marketing Information with MOAC Marketing Advisory Unit MOS,FOA</p> <p>Liase and Exchange Marketing Information with NAMBoard and SFPM MOS,DMS</p>																			

COMMODITY PROCUREMENT ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT 94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
<p>Complete Renovations and Equip Packing Facilities at Three Sites MOS,FOA,FAAs,Admin</p>																			
<p>Order Vehicles and Caravans USAID</p>		<p>Test Packing Facilities S-S NRDA VIF MOS,FOA,FAAs</p>																	
<p>Order Lug Boxes Pallets, etc. etc. COP,Admin</p>		<p>Receive Vehicles and Caravans COP,ADMIN</p>																	
		<p>Receive Lug Boxes Pallets, etc. etc. MOS,FOA FAAs,ADMIN</p>																	
		<p>Install 2 Telephone Lines, Fax Machine, PC and Other Office Equipment at 3 Packhouse Sites. MOS,FOA,ADMIN</p>																	
		<p>Install Secure Facilities for Office Equipment, Cash and Essential Records Including Safes if Needed. COP, MOS,FOA,ADMIN</p>																	

TECHNICAL ASSISTANCE AND TRAINING ACTIVITIES

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	JAN 95	FEB 95	MAR 95	APR 95	MAY 95	JUN 95	JUL 95	AUG 95	SEP 95	OCT 95	NOV 95	
Packhouse Observation Tour RSA	Follow Membership Vision Training																			
<p>Train FO Committees, Management and Staff in Post Harvest Technology Train FO Membership the Organizational Aspects. Train FO Committees, Management and Staff in Record Keeping and Financial Procedures. Train FO Committees in their Organizational Authorities and Responsibilities. MOS,FOA,STRIDE,BMEP,SBGTA,FAAs,Local STTA Trainers.</p> <p>Implement Marketing Information System Targeted to FOs. Train FO Committee Members and Managers in MIFS use. MOS,FOA,STRIDE,BMEP,SBGTA,FAAs,Local STTA Trainers.</p> <p>Conduct Workshops, Observation Tours, Packhouse Field Days, MOS,FOA,FAAs</p> <p>Advise Managements of Agribusiness Support Enterprises. MOS,SBGTA,FOA</p> <p>Create, Add to and Continually Revise and Update Operations Manuals for Each of Three Farmer O Refine Operations Manuals for Each of Three Farmer Organizations. Prepare Business Support Materials. MOS,Local LTTA,COP,FOA,FAAs,SBGT</p> <p>Refine Business Support Materials. COP,FOA,FAAs,SBGTAA</p>																				
																		Handover Completed Manuals and Support Materials to USAID, Associations, MOAC, NAMBoard.		
<p>Prepare Production Guidelines Training Material HS,STTA Horticultural Specialist, MOAC Research</p>																				
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										<p>Develop Summer Crop Pest Control Program. STTA Pest Control/IPM</p>										
										<p>Accelerate Summer Crop Production Program. STTA Horticulture Specialist</p>										
										<p>Provide Legal Advice to Associations Local STTA</p>										
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<p>Assist MOS and FOA in Training Packhouse Managers and Crews for Startup Operations. STTA Vegetable Packing Advisor</p>																				
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PRODUCTION AND MARKETING TRIALS

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	JAN 95	FEB 95	MAR 95	APR 95	MAY 95	JUN 95	JUL 95	AUG 95	SEP 95	OCT 95	NOV 95
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PRODUCTION AND MARKETING OF VEGETABLES FOR THE FRESH MARKET

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	JAN 95	FEB 95	MAR 95	APR 95	MAY 95	JUN 95	JUL 95	AUG 95	SEP 95	OCT 95	NOV 95	
Produce Winter Crop Vegetables. CAPM Growers																				
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DRAFT

BUSINESS DEVELOPMENT PLAN

Prepared for

SIPHOFANENI-SITHOBELA VEGETABLE AND FRUIT
GROWERS COOPERATIVE SOCIETY

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. 645-0229-C-00-9019

March 1994

I

EXECUTIVE SUMMARY

The Siphofaneni-Sithboela Vegetable and Fruit Growers Cooperative Society has about 55 members. Its members are farmers who produce vegetables or fruit for the commercial market. The society's principal purpose is marketing produce and procuring seedlings, chemicals or other inputs for members. It operates a fresh produce packhouse to add value and gain access to markets requiring grading and packaging services.

The association ¹ targets a variety of buyers in domestic and regional markets. It contacts Durban traders who buy truckloads of produce in bulk, to date tomatoes. It sells to Swazi vendors at its packhouse. The association arranges sales or consignments with agents at NAMBoard's Swaziland Fresh Produce Market (Nokwane) for distribution in either the domestic or the regional market.

SECTION II

PRODUCTION AND MARKETING TARGETS PLANS AND STRATEGIES

With access to water for irrigation, favorable climate, suitable land and capable management small scale farmers have a comparative advantage in producing labor intensive horticultural crops that require timeliness and careful attention to production and post harvest technology. With two seasons of experience and CAPM technical production assistance, The CAPM growers in the Northern RDA area have significantly increased their ability to produce high quality produce. The major crop is fresh tomatoes. Most of the volume of tomatoes produced in the area for the commercial market has been at field side ² in bulk to vendors or in 20 kg. lug boxes to speculators. Beginning last year some were packed in 6.4 disposable containers. But most shipments from the packhouse were in lug boxes to one Durban trader. Small quantities of other crops have been packed on a trial basis.

The marketing strategy of the association now is twofold. One is to diversify among buyers. It does not want to become dependant on only one buyer. The other is enable its members to sell to buyers in the domestic and regional market who demand a relatively steady supply of high quality produce. The second requires organization and establishment of a local packing

¹ Society, cooperative and association are used interchangeably throughout this document.

² Aka as "Farm Gate".

operation. The idea is to add value to the produce grown by the farmers who own the association.

Markets in Southern Africa for most if not all vegetables likely to be grown by association members are not necessarily orderly. Not all buyers in the markets are reliable. For the winter 1993 season three buyers have been identified so far. One, B.L. Boodhoo & Sons Limited, is the Durban trader who purchased most of the output last season. They will buy either lugs or smaller boxes, but mostly lugs. The lugs have proven best for the long shipment to Durban. The other two are RSA firms with operations at the Swaziland Fresh Produce Market. Fresh-Pak is based in Capetown. R. Gastaldi is based at the Pretoria wholesale market. A representative of Boodhoo has been in contact with CAPM and also with some Swazi farmers. He has indicated interest in continuing to source from the association on the same basis as last year. Fresh-Pak has furnished CAPM a statement of his requirements for the coming season, part of which the association can supply. Gastaldi has not yet submitted his requirements, but the firm does have the advantage of being able to handle small shipments for export in its own vehicle which is available about once a week.

CAPM can help identify buyers and will continue to do so during the rest of the project. However, identification of marketing opportunities is not something done once and for all by an outsider or in a vacuum. It is a continuing and dynamic process. The principals, namely the authorized representatives of the association, must participate and learn to conduct themselves.

The strategy is to enable association members to produce throughout the season when their area in Swaziland will have a seasonal advantage because of its climate such as during the winter tomato season. Aiming for a brief niche when prices are thought to at their very highest is too risky. There may be no regional market niche in a given year. Or others may fill niches very quickly. Besides a reasonably long run is necessary for efficiency in the packing operations.

In Swaziland, there is always the risk of drought or hail storms that can seriously threaten the supply of produce for the association. There is little management can do to prevent such occurrences. Lowered output anywhere in the country can reduced association turnover because it means more intensive competition from hawkers for the smaller domestic supply.

Its strategy for achieving its development goals includes improving service to customers by becoming an increasingly reliable supplier of quality produce and diversifying its product line.

The association plans to diversify its product line to avoid gluts and spread risks. The association also plans to

move toward year around operations by adding crops that can be grown in summer. Diversification will focus on growing and marketing the crops identified by the CAPM project for production in Swaziland. These will include onion, cabbage, butternut squash, sweet pepper, Birdseye chili, green beans, sweet corn, broccoli and other specialty crops.

The association will encourage its members to participate in trials that will be conducted by CAPM and try alternate crops to tomatoes in order to find crops for rotation and reduce tomato wilt.

SECTION III

ANALYSIS OF COMPETITION

A. Horizontal Competition

Horizontal competition means competition from other growers in Swaziland and elsewhere in the region for members of the association.

Title deed farmers and Scheme farmers are the major competitors growing tomatoes, onions or other horticultural crops in Swaziland. Some of them have access to larger areas of irrigated land and have considerably more resources than the association. Some enjoy a locational advantage for the domestic market such as those situated near Manzini or in the Malkerns Valley.

Sugar estates in Swaziland currently produce green mealies in competition with association members. They are potential competitors for other horticultural crops produced for the association should they decide to grow them.

Other cooperatives or associations including those being assisted by CAPM are competitors in supplying tomatoes, onions or green peppers for the same markets as targeted by the association. They are potential competitors for other crops that may be targeted in the future.

B. Vertical Competition

Vertical competition means competition for the association from other firms in the marketing of members' produce. Speculators from Durban and Swazi vendors who buy in bulk for cash directly from farmers are the major competitors for association members tomatoes now. Swazi vendors also buy other crops. Currently agents at NAMBoard's Swaziland Fresh Produce Market are not significant competitors for the association. They are more likely to be buyers or consignees.

The advantage for farmers selling direct is that vendors and speculators collect produce directly from the farmer's field and pay immediately. The disadvantages are that prices are sometimes lower and they may not buy all the crop. Vendors and speculators are more likely to buy at favorable prices during periods of relative scarcity in the region and pay less and stay away when supplies are more abundant.

SECTION IV

OPERATIONAL REQUIREMENTS

A. Overall Operations

The association plans to develop its capacity to fulfill the operational requirements necessary to make a success of its packing and marketing operations and other services to members. It will do so mainly by "learning by doing", taking advantage of the on the job training and technical assistance that will be available from the CAPM team.

It will arrange for procurement of seeds and for the production of seedlings. It will search for and when available obtain savings for members in acquisition of pest control products, fertilizers, sprayers, seeders and other farm inputs. It will not attempt to operate input stores, but will act as a "buying club" making available or delivering inputs at scheduled times.

The association will supervise field grading of produce when and as required.

Basically growers are responsible for delivering or arranging for delivery of produce to collection points. However, the association will collect produce from farms for delivery to collection centers and will charge a fee for this service.

Management will work closely with the CAPM team in initiating and maintaining contacts between associations and buyers to discuss price and other terms and conclude deals. This will be done through personal contacts, telephone and when acquired fax.

During the busy packing season this means updating market price information frequently at least once or twice a week. It means packing and shipping daily according to a schedule and coordinating transport engaged in collection and shipping from the packhouse to the markets.

The association plans to establish a reliable system to receive funds from buyers and distribute payments to farmers. This involves maintaining records of produce collected and received, accounting for lug boxes, cartons and other items. It means keeping track of shipments and receipts for produce received by buyers or agents.

The plan is to grade and pack produce in wholesale cartons or pockets to fill buyers orders. Simple grading tables will be used for small quantities or for larger volumes pending acquisition of more sophisticated equipment.

B. The Packing Operation

The renovation and equipment plans for the packshed are not completed. A simple lower cost belt is being considered as well as more sophisticated sorting and grading.

SECTION V

MANAGEMENT REQUIREMENTS

The association must be properly managed if the farmers are to receive increased returns as a result of its operations. Throughput must be maintained to spread fixed costs over a larger tonnage which reduces unit costs of operations. Variable costs controlled and adequate management information and control systems installed and functioning.

Therefore, the association will employ a qualified packhouse manager during the winter crop packing season, July-October.

The association will also employ a clerk during the season to keep financial books and records of product handled, inventories of product and supplies, and pack out information. This function probably will be performed by the association's paid secretary.

The CAPM project will likely treat the first phase of the packhouse operations as a trial and contribute initial working capital by subsidizing the start up operation.

A CAPM Field Agribusiness Assistant (FAA) will be stationed on the site of the association's operations. He will be available daily during the year to advise and assist the Committee and the Manager with the business and technical aspects of the packing operation.

One alternative being considered is the temporary employment of a manager by the the project. Another option is to postpone the employment of a packhouse manager until the association has developed further. The FAA would act as a defacto manager.

Growers using the packhouse during the summer or packing crops produced under CAPM field trials will use the pack house and prepare their crops for shipment with the aide of the CAPM FAA.

SECTION VI

ORGANIZATIONAL REQUIREMENTS

A co-operative society is currently in process of registering with the Commissioner of Co-operatives. The Committee has reviewed and approved an initial constitution that is being drafted by counsel. The growers from Siphofani and Sithboela have already joined by paying membership fees of 30 emalangei each. A Steering Committee consisting of 9 members is functioning until the registration process is completed and a general meeting can be held to elect the Committee for the society. The steering committee has decided that the constitution will provide for committee of 7 members.

SECTION VII

FINANCIAL STATEMENT AND OBJECTIVES

A. Financial Statements to Date

The association has permission from the MOAC to use the packshed structure at Siphofanei. Except for the joining fees the association has no current assets.

B. Fixed and Variable Expenses

There are four categories of costs for the operations of the pack house: annual fixed, seasonal fixed, daily fixed and variable unit.

Annual Fixed

These include depreciation, repairs and maintenance for office/warehouse building and pack house structure and its equipment. In the near term, most of these assets will have been provided by the GOS or by CAPM, so they will not result in a negative cash flow. However, in the long run the association must provide for these expenses in order to stay in business indefinitely.

Seasonal Fixed

A large fraction of the costs of operating the packhouse are fixed for the season. These include fee for a produce collection vehicle, manager's salary and benefits, any other full time labor, provision for replacement of lug boxes, expenses incurred in setting up input procurement, marketing arrangements, audits, general meetings, office supplies, and miscellaneous.

Once decision has been made to open the packhouse and keep it open for the season, these costs are essentially fixed. Consequently, unit costs are very sensitive to the tonnage handled through the packhouse. It is then in the interest of the members to put the current year's crop through the packhouse and to expand the volume in the future.

Daily Fixed

The part time labor crew employed as casuals varies with the days the packhouse is in operation. However, this cost is a comparatively small fraction of the total when the packing operations use a reasonably large percent of capacity, say in excess of 60 percent.

Variable Unit

The major true variable unit costs are the cost of disposable containers and outbound transport.

SECTION VII
BUSINESS DEVELOPMENT STRATEGY

A. Physical Fixed Assets

1. Current Status

The packhouse structure is available for use by the association. These facilities were set up by the MOAC. The association has permission to use them.

The packhouse renovation needs to be finished and equipped.

2. Near Term Improvements

3. Longer Term Improvements

B: Development of Human Resources

1. CAPM Technical Assistance

The Committee will assist the CAPM project in providing technical assistance relating to programming production during the period until the end of the project. They will assist in the organization and conduct of training events and help their members to avail themselves of technical production advice and assistance delivered to farmers through the CAPM production Field Assistant in the area.

The Association will join CAPM and the Ministry of Agriculture and Co-operatives in sponsoring observation tours, workshops and other training events designed to increase members knowledge and understanding of issues involved in marketing their products, their roles in the conduct of the association's affairs, and the business activities of the association.

Typically, one day each month will be devoted to training events for the committee or for all members concerning the operations of the association.

2. Other Training and Post-CAPM

The labor force for will be trained on the job by the Manager who will be assisted during the life of the project by the CAPM FAA.

The Manager and Committee members will be encouraged and assisted whenever possible to attend management or technical seminars or short courses offered by MOAC EXTENSION, CODEC, The Swazi Business Growth Trust, UNISWA, NAMBoard or other Swazi training institutions.

DRAFT

Prepared 16,3,94

BUSINESS DEVELOPMENT PLAN

Prepared for

**MKOVU PACKHOUSE ASSOCIATION
OR SUCCESSOR**

Prepared in Association with:

United States Agency for International Development

and

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

Prepared by:

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**Under the
COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
Contract No. 645-0229-C-00-9019**

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SECTION I

EXECUTIVE SUMMARY

SECTION II

PRODUCTION AND MARKETING TARGETS PLANS AND STRATEGIES

With access to water for irrigation, favorable climate, suitable land and capable management small scale farmers have a comparative advantage in producing labor intensive horticultural crops that require timeliness and careful attention to production and post harvest technology. With two seasons of experience and CAPM technical production assistance, The CAPM growers in the Northern RDA area have significantly increased their ability to produce high quality produce. The major crop is fresh tomatoes. Most of the volume of tomatoes produced in the area for the commercial market has been at field side¹ in bulk to vendors or in 20 kg. lug boxes to speculators. Beginning last year some were packed in 6.4 disposable containers. But most shipments from the packhouse were in lug boxes to one Durban trader. Small quantities of other crops have been packed on a trial basis.

The marketing strategy of the association now is twofold. One is to diversify among buyers. It does not want to become dependant on only one buyer. The other is enable its members to sell to buyers in the domestic and regional market who demand a relatively steady supply of high quality produce. The second requires organization and establishment of a local packing operation. The idea is to add value to the produce grown by the farmers who own the association.

Markets in Southern Africa for most if not all vegetables likely to be grown by association members are not necessarily orderly. Not all buyers in the markets are reliable. For the winter 1993 season three buyers have been identified so far. One, B.L. Boodhoo & Sons Limited, is the Durban trader who purchased most of the output last season. They will buy either lugs or smaller boxes, but mostly lugs. The lugs have proven best for the long shipment to Durban. The other two are RSA firms with operations at the Swaziland Fresh Produce Market. Fresh-Pak is based in Capetown. R, Gastaldi is based at the Pretoria wholesale market. A representative of Boodhoo has been in contact with CAPM and also with some Swazi farmers. He has indicated interest in continuing to source from the association on the same basis as last year. Fresh-Pak has furnished CAPM a statement of his requirements for the coming season, part of which the association can supply. Gastaldi has not yet submitted his requirements, but the firm does have the advantage of being able to handle small shipments

¹ Aka as "Farm Gate".

for export in its own vehicle which is available about once a week.

CAPM can help identify buyers and will continue to do so during the rest of the project. However, identification of marketing opportunities is not something done once and for all by an outsider or in a vacuum. It is a continuing and dynamic process. The principals, namely the authorized representatives of the association, must participate and learn to conduct themselves.

The strategy is to enable association members to produce throughout the season when their area in Swaziland will have a seasonal advantage because of its climate such as during the winter tomato season. Aiming for a brief niche when prices are thought to at their very highest is too risky. There may be no regional market niche in a given year. Or others may fill niches very quickly. Besides a reasonably long run is necessary for efficiency in the packing operations.

In Swaziland, there is always the risk of drought or hail storms that can seriously threaten the supply of produce for the association. There is little management can do to prevent such occurrences. Lowered output anywhere in the country can reduce association turnover because it means more intensive competition from hawkers for the smaller domestic supply.

Its strategy for achieving its development goals includes improving service to customers by becoming an increasingly reliable supplier of quality produce and diversifying its product line.

The association plans to diversify its product line to avoid gluts and spread risks. The association also plans to move toward year around operations by adding crops that can be grown in summer. Diversification will focus on growing and marketing the crops identified by the CAPM project for production in Swaziland. These will include onion, cabbage, butternut squash, sweet pepper, Birdseye chili, green beans, sweet corn, broccoli and other specialty crops.

The association will encourage its members to participate in trials that will be conducted by CAPM and try alternate crops to tomatoes in order to find crops for rotation and reduce tomato wilt.

SECTION III

ANALYSIS OF COMPETITION

A. Horizontal Competition

Horizontal competition means competition from other growers in Swaziland and elsewhere in the region for members of the association.

Title deed farmers and SML Lowveld farmers are the major competitors growing tomatoes in Swaziland. Some of them have access to larger areas of irrigated land and have considerably more resources than the association. Some enjoy a locational advantage for the domestic market such as those situated near Manzini or in the Malkerns Valley.

Sugar estates in Swaziland which currently produce green mealies in competition with the association members. They are potential competitors in tomatoes or other crops produced for the association should they decide to grow them.

Other cooperatives or associations including those being assisted by CAPM are competitors in supplying tomatoes, onions or green peppers for the same markets as targeted by the association. They are potential competitors for other crops that may be targeted in the future.

B. Vertical Competition

Vertical competition means competition for the association from other firms in the marketing of members' produce. Speculators from Durban and Swazi vendors who buy in bulk for cash directly from farmers are the major competitors for association members tomatoes now. Swazi vendors also buy other crops. Currently agents at NAMBoard's Swaziland Fresh Produce Market are not significant competitors.

The advantage for farmers is that vendors and speculators collect produce directly from the farmer's field and pay immediately. The disadvantages are that prices are sometimes lower and they may not buy all the crop. Vendors and speculators are more likely to buy at favorable prices during periods of relative scarcity in the region and pay less and stay away when supplies are more abundant.

SECTION IV

OPERATIONAL REQUIREMENTS

A. Overall Operations

The association plans to develop its capacity to fulfill the operational requirements necessary to make a success of its packing and marketing operations and other services to members. It will do so mainly by "learning by doing", taking advantage of the on the job training and technical assistance that will be available from the CAPM team.

It will arrange for procurement of seeds and for the production of seedlings. It will search for and when available obtain savings for members in acquisition of pest control products, fertilizers, sprayers, seeders and other farm inputs. It will not attempt to operate input stores, but will act as a "buying club" making available or delivering inputs at scheduled times.

The association will supervise field grading of produce when and as required.

Basically growers are responsible for delivering or arranging for delivery of produce to collection points. However, the association will collect produce from farms for delivery to collection centers and will charge a fee for this service.

Management will work closely with the CAPM team in initiating and maintaining contacts between associations and buyers to discuss price and other terms and conclude deals. This will be done through personal contacts, telephone and when acquired fax.

During the busy packing season this means updating market price information frequently at least once or twice a week. It means packing and shipping daily according to a schedule and coordinating transport engaged in collection and shipping from the packhouse to the markets.

The association plans to establish a reliable system to receive funds from buyers and distribute payments to farmers. This involves maintaining records of produce collected and received, accounting for lug boxes, cartons and other items. It means keeping track of shipments and receipts for produce received by buyers or agents.

The plan is to grade and pack produce in wholesale cartons or pockets to fill buyers orders. Simple grading tables will be used for small quantities or for larger volumes pending acquisition of more sophisticated equipment.

B. The Packing Operation

The packing line capacity is 1,000 6.4-kg boxes per day. The crew consisted of 9 members at the peak last season. It included the manger, 6 women and 2 men. The CAPM Marketing Advisor who was present during the operations in 1993 says output could expand to 1,200-1,300 boxes on peak days before a second shift would be required.

Because of the activity of Swazi vendors and other Durban buyers buying directly from members, the throughput varied greatly last year. When tomato prices dropped and supply was abundant then it was necessary to operate the packing line over the weekend, including Sunday. The opposite was true when harvesting volume was low and prices high. Some days the line was idle. Other days it operated only part of the day.

The association plans to operate the packing line from the beginning of the season and encourage the members to market their produce through the packhouse to more fully use its capacity.

SECTION V

MANAGEMENT REQUIREMENTS

The association must be properly managed if the farmers are to receive increased returns as a result of its operations. Throughput must be maintained to spread fixed costs over a larger tonnage which reduces unit costs of operations. Variable costs controlled and adequate management information and control systems installed and functioning.

Therefore, the association will employ a qualified packhouse manager during the winter crop packing season, July-October. The plan is to employ the same person who managed the packhouse operations in 1993. He has indicated that he will be available.

The association will also employ a clerk during the season to keep financial books and records of product handled, inventories of product and supplies, and pack out information. Experience last year indicates that performing the clerical duties prevented him from adequately supervising the packing operations. During this and subsequent years the Manager will also participate in maintaining contacts with buyers, negotiating sales, receiving and evaluating marketing information, coordinating outbound transport, all functions he was not performing in 1993.

A CAPM Field Agribusiness Assistant (FAA) will be stationed on the site of the association's operations. He will be available daily during the year to advise and assist the Committee and the Manager with the business and technical aspects of the packing operation.

Growers using the packhouse during the summer or packing crops produced under CAPM field trials will use the pack house and prepare their crops for shipment with the aide of the CAPM FAA.

SECTION VI

ORGANIZATIONAL REQUIREMENTS

The packhouse at Mkovu is presently associated with the Mkovu Cooperative Society. The Steering Committee of the "Mkovu Packhouse Association" consists of representatives of 6 registered cooperatives at irrigation schemes in the area, 2 unregistered groups and individual producers. The Chairman is an individual producer. The registered co-operatives are:

- o Mkhovu
- o Mavulandlela
- o Mgusudla
- o Moshoseni
- o Ntntinyane
- o Nddlalambi.

The unregistered groups are:

- o Vusweni
- o Sishumulweni.

Discussion of organizaional options with CAPM or CAPM training relating to legalizing a stricly fresh produce organization for the NRDA has been deferred by the Committee until resolution of the payment issues from last season with Philani are finally resolved.

Creation and registration of a new co-operative society joined individually by the CAPM farmers in the area is the most likely practical form for the association to take. This conclusion is based on the legal advice of local attorney for the formation of an organiaztion at Siphofonani and subsequent decision to of the group there to establish a co-operative society. This concept and other alternatives have been discussed by CAPM with the Commisioner of Co-operatives. The outcome of those discussions points to the same conclusion.

SECTION VII

FINANCIAL STATEMENT AND OBJECTIVES

A. Financial Statements to Date

An audit by Ernst and Young of the operations of the packhouse from September 1993 to the end of the season produced a statement of the trading account results, Exhibit 1. The scope of the audit did not cover reconciliation of the association's bank account with its own records. Cash receipts and disbursements pertaining to the period before the association began operations but occurring after the association started were recorded in the associations bank passbook.

Based on the withdrawals and deposits entered by the tellers in the passbook there appears to be an error in the Associations Swazi Bank account.

The difference between the total withdrawals and deposits is E829.10. The balance shown in the passbook is E211.77. The difference is E617.33. One of two things is true. Either the balance shown in the passbook is not correct or there are mistakes in deposits or withdrawals entered in the passbook. The situation needs to be clarified.

The records of the association are not complete, so accurate audited financial statements including a balance sheet or an operating statment are not available. An approximate Balance Sheet is attached, Exhibit 3.

Whichever bank balance is actually correct, the association has very little working capital with which to finance operations for the coming season. If sales are to Boodhoo on the same terms as last season, payment in advance effectively provides some working capital for prompt payment to farmers. However, this does not pay for needed lug boxes for collection. The association currently has very few if any. The association will need working capital to pay the manager and labor, for transport and for generator fuel. However, if produce is packed in 6.4 kg. cartons for the SFPM agents working capital may be needed to finance sales if prompt payments are to be made to growers. Purchases of cartons, probably close to 2 emalangi each. CAPM will be able to supply cartons on credit to begin with from its inventory from last season. CAPM will treat this season's startup operations as a trial. That means paying management at least for one month and contributing to other startup expenses.

B. Fixed and Variable Expenses

There are four categories of costs for the operations of the pack house: annual fixed, seasonal fixed, daily fixed and variable unit.

ANALYSIS OF SWAZI BANK PASSBOOK ENTRIES
 FOR MKOVU PACKHOUSE ASSOCIATION
 FROM OPENING TO 1.1.94.

Date	Withdrawal	Deposit	Correct Balance 1_/
19-Aug-93		50.00	50.00
24-Aug-93		5,053.45	5,103.45
30-Aug-93	5,053.45		50.00
30-Aug-93		2,436.56	2,486.56
09-Sep-93		15,000.00	17,486.56
09-Sep-93	304.64		17,181.92
09-Sep-93	4,015.08		13,166.84
27-Sep-93	3,034.50		10,132.34
27-Sep-93	300.00		9,832.34
30-Sep-93		15,000.00	24,832.34
01-Oct-93	980.00		23,852.34
01-Oct-93	685.00		23,167.34
07-Oct-93	85.68		23,081.66
07-Oct-93	264.52		22,817.14
07-Oct-93	44.00		22,773.14
07-Oct-93	115.40		22,657.74
07-Oct-93	8.50		22,649.24
07-Oct-93	27.50		22,621.74
07-Oct-93	230.50		22,391.24
07-Oct-93	87.06		22,304.18
07-Oct-93	34.00		22,270.18
07-Oct-93	68.00		22,202.18
07-Oct-93	51.00		22,151.18
07-Oct-93	38.50		22,112.68
07-Oct-93	42.50		22,070.18
07-Oct-93	67.00		22,003.18
07-Oct-93	42.50		21,960.68
07-Oct-93	212.50		21,748.18
07-Oct-93	144.50		21,603.68
07-Oct-93	108.12		21,495.56
07-Oct-93	193.00		21,302.56
07-Oct-93	77.00		21,225.56
07-Oct-93	374.00		20,851.56
07-Oct-93	110.00		20,741.56
07-Oct-93	73.00		20,668.56
07-Oct-93	16.50		20,652.06
07-Oct-93	99.00		20,553.06
07-Oct-93	140.00		20,413.06
07-Oct-93	44.00		20,369.06
07-Oct-93	174.00		20,195.06
07-Oct-93	53.50		20,141.56
07-Oct-93	55.00		20,086.56
07-Oct-93	55.00		20,031.56
07-Oct-93	140.50		19,891.06
07-Oct-93	52.00		19,839.06
07-Oct-93	250.00		19,589.06

07-Oct-93	187.00		19,402.06
07-Oct-93	652.64		18,749.42
07-Oct-93	114.24		18,635.18
07-Oct-93	188.50		18,446.68
07-Oct-93	359.00		18,087.68
07-Oct-93	38.08		18,049.60
07-Oct-93	682.82		17,366.78
07-Oct-93	112.44		17,254.34
07-Oct-93	102.00		17,152.34
07-Oct-93	195.50		16,956.84
07-Oct-93	10.00		16,946.84
07-Oct-93	1.00		16,945.84
07-Oct-93		98.00	17,043.84
07-Oct-93	663.00		16,380.84
07-Oct-93	442.00		15,938.84
07-Oct-93	4,400.00		11,538.84
14-Oct-93		10,000.00	21,538.84
14-Oct-93		11,508.74	33,047.58
14-Oct-93	2,439.50		30,608.08
14-Oct-93	103.58		30,504.50
14-Oct-93	549.60		29,954.90
19-Oct-93	10,885.50		19,069.40
19-Oct-93	200.00		18,869.40
20-Oct-93	11,105.69		7,763.71
25-Oct-93		500.00	8,263.71
25-Oct-93	1,775.94		6,487.77
25-Oct-93	6,390.74		97.03
25-Oct-93	893.16		(796.13)
25-Oct-93		300.00	(496.13)
26-Oct-93		14,987.50	14,491.37
27-Oct-93		2,545.90	17,037.27
27-Oct-93	2,545.90		14,491.37
27-Oct-93	2,545.90		11,945.47
27-Oct-93	423.00		11,522.47
27-Oct-93	352.24		11,170.23
30-Oct-93	2,391.00		8,779.23
02-Nov-93	3,112.00		5,667.23
02-Nov-93	133.76		5,533.47
Void			5,533.47
Void			5,533.47
02-Nov-93		2,931.00	8,464.47
02-Nov-93	3,093.16		5,371.31
04-Nov-93	4,901.42		469.89
04-Nov-93		1,930.48	2,400.37
05-Nov-93	188.50		2,211.87
09-Nov-93		4,915.93	7,127.80
11-Nov-93	2,400.00		4,727.80
11-Nov-93	22.50		4,705.30
11-Nov-93	1,128.00		3,577.30
15-Nov-93	585.00		2,992.30
15-Nov-93	611.70		2,380.60
15-Nov-93	65.00		2,315.60

02

18-Nov-93	149.20		2,166.40
Void			2,166.40
22-Nov-93	56.00		2,110.40
24-Nov-93	432.00		1,678.40
24-Nov-93	279.50		1,398.90
01-Dec-93	38.08		1,360.82
01-Dec-93	180.00		1,180.82
01-Dec-93	22.60		1,158.22
01-Dec-93	140.62		1,017.60
01-Dec-93	65.00		952.60
01-Dec-93	76.50		876.10
01-Dec-93	13.00		863.10
01-Dec-93	67.50		795.60
14-Dec-93	19.50		776.10
15-Dec-93	80.00		696.10
01-Jan-94		133.00	829.10
Total	86,561.46	87,390.56	829.10

Annual Fixed

Depreciation, repairs and maintenance for office/warehouse building and pack house structure and its equipment. In the near term, most of these assets have been provided by the GOS or by CAPM, so they will not result in a negative cash flow. However, in the long run the association must provide for these expenses in order to stay in business indefinitely. See Exhibit 4.

Seasonal Fixed

A large fraction of the costs of operating the packhouse are fixed for the season. These include fee for a produce collection vehicle, manager's salary and benefits, any other full time labor, provision for replacement of lug boxes, expenses incurred in setting up input procurement, marketing arrangements, audits, general meetings, office supplies, and miscellaneous.

Once decision has been made to open the packhouse and keep it open for the season, these costs are essentially fixed. Consequently, unit costs are very sensitive to the tonnage handled through the packhouse. It is then in the interest of the members to put the current year's crop through the packhouse and to expand the volume in the future.

Daily Fixed

The part time labor crew employed as casuals varies with the days the packhouse is in operation. However, this cost is a comparatively small fraction of the total when the packing operations use a reasonably large percent of capacity, say in excess of 60 percent.

Variable Unit

The major true variable unit costs are the cost of disposable containers and outbound transport.

Exhibit . Mkovu Packhouse.

	Budget Emalangeni	Life Years	Annual Cost	Metric Tons/Season		
				200	500	1000
				Unit Cost		
				Emalangeni	Emalangeni	Emalangeni
Shed	12,000					
Fencing	4,500					
Erection	2,000					
Misc	10,000					
Subtotal	28,500	20	1,425.00			
Per Ton				7.1250	2.8500	1.4250
Per Lug				0.1425	0.0570	0.0285
Per 6.4 Kg. Box				0.0223	0.0089	0.0045
Generator	12,500					
Belt	15,000					
Subtotal	27,500	7	3,928.57			
Per Ton				19.6429	7.8571	3.9286
Per Lug				0.3929	0.1571	0.0786
Per 6.4 Kg. Box				0.0614	0.0246	0.0123
Lugs	5,000	5	1,000.00			
Per Ton				5.0000	2.0000	1.0000
Per Lug				0.1000	0.0400	0.0200
Per 6.4 Kg. Box				0.0156	0.0062	0.0031
Total	61,000		6,353.57			
Per Ton				31.7679	12.7071	6.3536
Per Lug				0.6354	0.2541	0.1271
Per 6.4 Kg. Box				0.0993	0.0397	0.0199

SECTION VII

BUSINESS DEVELOPMENT STRATEGY

A. Physical Fixed Assets

1. Current Status

Three structures are currently available for use by the association, a packhouse, a warehouse which includes a small office and a storage shed. These facilities were set up by the MOAC. The association has permission to use them.

The packhouse is built on top of an old cement floor left over from an old house. The metal roof is supported by steel posts. The sides are open and fenced all around. There is no lock on the gate. There is electricity on the site from a generator installed by the GOS under the CAPM project.

The packhouse contains a grading machine provides for 4 grades, classes 1,2,3 and lowest class when sorting tomatoes. The machine is exposed to the elements. So it is dirty and rust is appearing on exposed metal where the paint is worn off.

The warehouse building across the road from the packhouse has a small office with one chair, a desk, a file and a safe. The office has an outside door and an inside door. There is a pay phone just outside the inside entrance to the office from the packhouse. A call costs 20 cents plus time charge. The phone is used by the public.

Entrance to the warehouse is through the former garage door. The warehouse is currently used for storing packing material and as a meeting room. There are benches comfortably seating 15, possibly one or two more.

2. Near Term Improvements

Removable siding will be installed before the next summer season at the windward end and side of the packhouse to protect equipment from the elements when not in use. The equipment will be checked before the 1994 winter packing season and necessary maintenance procedures performed.

3. Longer Term Improvements

B: Development of Human Resources

1. CAPM Technical Assistance

The Committee will assist the CAPM project in providing technical assistance relating to programming production during the period until the end of the project. They will assist in the organization and conduct of training events and help their members to avail themselves of technical production advice and assistance delivered to farmers through the CAPM production Field Assistant in the area.

The Association will join CAPM and the Ministry of Agriculture and Co-operatives in sponsoring observation tours, workshops and other training events designed to increase members knowledge and understanding of issues involved in marketing their products, their roles in the conduct of the association's affairs, and the business activities of the association.

Typically, one day each month will be devoted to training events for the committee or for all members concerning the operations of the association.

2. Other Training and Post-CAPM

The labor force for will be trained on the job by the Manager who will be assisted during the life of the project by the CAPM FAA.

The Manager and Committee members will be encouraged and assisted whenever possible to attend management or technical seminars or short courses offered by MOAC EXTENSION, CODEC, The Swazi Business Growth Trust, UNISWA, NAMBoard or other Swazi training institutions.