

PD-AB/-389

CITIZENS NETWORK FOR FOREIGN AFFAIRS

AGRIBUSINESS VOLUNTEER PROGRAM

IN SOUTHERN AFRICA

*Funded by the U.S. Agency for International Development
Under the Worldwide Farmer-to-Farmer Program
Cooperative Agreement No. FAO-0705-A-00-6023-00
Project No. 938-0705*

**Report on Activities during the Second Half of FY 2000
(April 1, 2000-September 31, 2000)**

November 6, 2000

A

TABLE OF CONTENTS

I.	PROGRAM GOAL	3
II.	OVERVIEW	3
III.	PROGRAM IMPLEMENTATION AND IMPACTS	4
	A. PROGRAM OBJECTIVES	4
	B. PROJECT DEVELOPMENT AND IMPACTS	5
	C. ISSUES AND PROBLEMS	8
	D. ADMINISTRATION, PERSONNEL AND FINANCIAL	8
	E. LESSONS LEARNED	9
	F. PARTNERSHIP ACTIVITIES	9
	G. VOLUNTEER ASSIGNMENTS DURING SECOND HALF OF FY 2000	10
IV.	VOLUNTEER STATISTICS	11
V.	PUBLIC OUTREACH	11
VI.	MEETINGS ON CAPITOL HILL	11
VII.	EXPENDITURES	12

Appendices

- A. USAID Indicator Tables**
- B. Host Profile Spreadsheets**
- Valley Irrigation Scheme
 - Johannadale Irrigation Scheme
 - Mashonaland East Fruit and Vegetable Growers Association – Seke
 - ICFU – National Association
 - ICFU – Mashonaland East Branch Association
 - ICFU - Matebeleland North Branch Association
 - Mashonaland East Fruit and Vegetable Growers Association – Chinamora
 - Mhende Irrigation Scheme
 - LeRoy Trading Company/Murewa Agrodealers Association (baseline is “zero” since CNFA volunteers helped start this organization, and is therefore not present)
 - Fambidzanai Asihambisani Permaculture Project
 - Mamina Agrodealer Association
 - Zvimba Agrodealer Association
 - Hurungwe Agrodealer Association
 - Gokwe Agrodealer Association
 - Chinyika/Gutu Agrodealer Association
 - Mount Darwin and Rushinga Oil Pressers Association
 - Munhuwepayi Women’s Group/Co-op
 - Mupambatye Women’s Group/Co-op
 - Informal Traders Association of Zimbabwe – Lupane Branch

- Agmark
 - Zambian Women in Agriculture – National
 - Zambian Women in Agriculture – Lukanga Branch
 - Zambian Women in Agriculture – Chongwe Branch
- C. Long-Term Impact Assessments (LTIAs)**
- Indigenous Commercial Farmers Union
 - Informal Traders Association of Zimbabwe – Lupane Branch
 - Murewa Village Producers and Processors (includes Muhuwapayi and Mupambatye groups)
 - Johannadale Irrigation Scheme
- D. Long-Term Strategy Statements (LTSSs)**
- Agmark
 - Johannadale Irrigation Scheme
 - Zambian Women in Agriculture (ZWIA)
 - Valley Irrigation Scheme
 - Mount Darwin & Rushinga Oil Pressing Association (MDROPA)
 - Mhende Irrigation Scheme
- E. Public Outreach Samples**
- Outreach Tracking Sheet
 - “Regional managers teach in Africa” Utah Farm Bureau News, May 2000.
 - “Land redistribution threatens Zimbabwe ag industry” Farm Bureau News, August 21, 2000.
 - “Making a Difference in Agricultural Practices” The Tremonton Leader/Garland Times, August 23, 2000.
 - “Bear River ag teacher takes lessons to Africa” Standard Examiner, August 25, 2000.
 - “Petersen trains farmers in Zimbabwe” Utah Farm Bureau News, September, 2000.
 - “Alumni council member teaches African farmers the value of working together in co-ops” Utah State University College of Agriculture Newslines, Fall 2000.
 - “Mapleton woman teaches farming to Zambians” The Siuslaw News, September 6, 2000.

I. PROGRAM GOAL

The goal of the CNFA Southern Africa Agribusiness Volunteer Program is that *small-scale and indigenous commercial farmers increase the commercialization of their farming operations and thereby increase their incomes.*

II. OVERVIEW

Despite Zimbabwe's continued political and economic deterioration, CNFA accomplishments in the Worldwide Agribusiness Volunteer Program during the second half of FY 2000 were considerable.

In the area of program development:

New impact monitoring and evaluation system. Parallel to and in support of the new USAID Farmer-to-Farmer Program Indicator Tables, CNFA during FY 2000 launched a new project impact monitoring and evaluation system. This new system constitutes a large step toward objective and systematic evaluation of impact. Its centerpiece is the Host Profile (HP). The HP is a detailed, individualized compilation of all information about a host relevant to the training being provided. Beginning last spring, CNFA made it a policy to develop a baseline HP at the time it initiates training with a host, and then to prepare update HPs at least annually thereafter. One of CNFA's major accomplishments this year was to complete baseline HPs for all 26 of the current hosts in the Southern Africa program and update HPs on 14. Spreadsheets summarizing the update HPs completed so far are attached.

Comparison of the succession of HPs for a host will enable CNFA to quantify impact and document the results it is reporting in the USAID Indicator Tables. Consistent with USAID's request that implementers maintain records to support the data included in the Indicator Tables, CNFA has adopted a policy of reporting in the Indicator Tables only results that are substantiated in update Host Profiles.

This new system is a major departure from CNFA's previous project design and evaluation system (that relied on narrative Long-Term Strategy Statements, Scopes of Work, Volunteer Impact Assessments, and Long-Term Impact Assessments), and CNFA still has a lot of work to do completing the transition. Major tasks to be completed include:

- *Revise LTSS, SOW, VIA, and LTIA formats.* All documents will reference the HP. Narrative will be reduced or eliminated.
- *Train staff in the new system.* Although the new system will be much simpler than the old one, change is always difficult and CNFA is working to provide all staff the training they need to make the new system successful.
- *Improve the HPs:* Some HPs do not yet include all of the data elements necessary to evaluate the range of possible impacts of the training being provided.
- *Link the HP directly to the USAID Indicator Tables.* In preparing the Indicator Tables for this report, CNFA staff reviewed the impacts documented in the HPs *after* they were completed and determined which impacts fell into which category in the Indicator Tables.

CNFA plans in the future to incorporate the Indicator Table categories in the HP so that no *ex post facto* analysis is required.

New volunteer database system: Near the end of FY 2000, CNFA launched construction of a custom volunteer database that will enhance recruiting of and reporting on volunteers.

New Impact Matrix: CNFA Zimbabwe designed and began testing an Impact Matrix to more clearly show the different levels of volunteer impact within its projects, and to tie those impacts to indicators in the host profiles. The matrix helps CNFA picture how successive volunteer assignments should/are improving hosts' skills and practices (level 1) and management systems (level 2), improving individuals' income and/or well-being (level 3), and achieving spread effect (Level 4). The impact matrix has proven to be a useful management tool for CNFA staff and for volunteers. Several volunteers have reported that the impact matrix helped them grasp "the big picture" of project assistance, and helped them better focus and adapt their training. CNFA Zimbabwe incorporated the impact matrix into most of its Scopes of Work (SOWs), Volunteer Impact Assessments (VIAs) and Long Term Impact Assessments (LTIAAs) developed this reporting period

In the area of program implementation:

- Completion of 21 volunteer assignments: 19 in Zimbabwe, 4 in Mozambique and 3 in Zambia, bringing the FY 2000 total to 26 and the life-of-project total to 80.
- Completion of four Long-Term Impact Assessments
- Completion of 6 Long Term Strategy Statements for multi-volunteer projects (attached)
- Confirmation of 55 volunteer public outreach events. (see attached tracking sheet)

CNFA Zimbabwe continues to operate in a precautionary mode to ensure volunteer safety in the face of the ongoing civil and economic disturbances in Zimbabwe.

III. PROGRAM IMPLEMENTATION AND IMPACTS

A. PROGRAM OBJECTIVES

CNFA had two programmatic objectives for FY2000:

1. *Farmer associations and co-ops will help farmers improve their farm management, improve commercially oriented production, and access markets; and*
2. *Agribusinesses will provide farmers with improved access to markets.*

CNFA also had a general goal for FY2000:

- *Status of women will improve.*

B. PROJECT DEVELOPMENT AND IMPACTS¹

1. Project Activities

Objective 1: Farmer Associations and co-ops will help farmers improve their farm management, improve commercially oriented production, and access markets.

Twelve volunteers developed the association and farm management skills of 476 Zimbabwean smallholder and indigenous commercial farmers (38% women) during the reporting period. Three volunteers who worked with the *Zambian Women in Agriculture* trained 180 rural Zambian women on farm and association management practices.

Some of the cumulative impacts achieved by the associations and co-ops CNFA assessed during this reporting period are listed below. The examples listed for each impact indicator are intended to illustrate some of the achievements of certain hosts, and are not an exhaustive list.

- **5 CNFA hosts have started providing new products or services to their members or clients as a result of volunteer assistance since the inception of the CNFA program in 1996.**
 - In the case of the Indigenous Commercial Farmers Union (ICFU), each of the branches CNFA volunteers have assisted have started to offer tractor-purchasing arrangements for their members based on group-negotiated, preferential terms. Approximately 20 ICFU members have successfully purchased tractors as a result of this service. Without the preferential terms, most ICFU farmers agree that they would not have been able to afford the tractors, forcing them to compromise the productivity and profitability of their farms.
 - The Gokwe agrodealer association recently began offering a short-term credit service to its 12 agrodealer members based on the start-up capital supplied by each agrodealer. CNFA volunteers helped start this association, and were instrumental in teaching them how to effectively manage their association, but did not help them initiate this service. This is the kind of development CNFA likes to see in its host organizations, i.e. CNFA empowers them and they then chart their own path of development.
- **2 CNFA hosts have increased their production over pre-assignment levels.**
 - The Mupambatye Women's Group/Co-op tripled their peanut butter production after CNFA volunteer Diane Kaufmann helped them purchase 2 new peanut butter mills. In this case, Ms. Kaufmann gave the women the majority of the funds to buy the new mills, which is not necessarily CNFA's preferred mode of assistance (hand-outs tend to create

¹ *CNFA Agribusiness Volunteer Program assignments are organized within long-term, multi-volunteer projects, each contributing to achievement of one or more of the program's strategic objectives. CNFA initiates each project by developing an annual Long-Term Strategy Statement (LTSS) describing the host organization and listing the project's objectives and anticipated impacts, and planned assignments during the year. At the end of each project year, CNFA reviews the project and prepares a Long-Term Impact Assessment (LTIA). The following discussion draws extensively on LTSSs and LTIA's completed during this reporting period. The full LTSSs and LTIA's are attached.*

dependency rather than promote initiative). However, Ms. Kaufmann also taught the women how to manage their expanded business which is what has enabled them to keep all 3 mills in full production, and market the additional peanut butter.

- The Munhuwepayi Women's Group/Co-op started a new poultry production business as part of their co-op, also as a result of Diane Kaufmann's assignment. Additionally, they have started producing crocheted materials and are marketing them in the United States through Kaufmann. Finally, the Munhuwepayi Co-op suspended its production of sunflower oil. This is a positive development as the suspension decision was taken based on a determination (making use of the financial management skills they obtained from CNFA volunteers) that it was not a profitable activity for them.
- **2 CNFA hosts have increased their profits through a combination of becoming more efficient (cutting costs) and increasing their sales or revenues.**
 - Around 27% (19 out of 71) of the smallholder farmers at the Johannadale Irrigation Scheme have increased their individual farm profits by pooling their crop input purchases and effectively cutting 25% of their input costs.
 - The 10 women who are members of the Mupambatye Co-op are enjoying increased quarterly profit distributions of Z\$ 800 (now 15.09 USD) versus the Z\$ 450 (then 11.84 USD) they received this quarter last year. The women's increased profit level is primarily attributable to their increase in peanut butter production.
- **3 organizations were formed as a direct result of CNFA volunteer assignments.** All of these organizations continue operating and have achieved impact in their own right. Their accomplishments are reported according to the actual impact they've achieved.
 - The Mashonaland East branch of ICFU was formed during Bob Dyer's volunteer assignment.
 - The Gokwe Agrodealer Association was formed following association development training provided by CNFA volunteer LeRoy Vanicek.
 - The LeRoy Trading Company (Murewa Agrodealer Association) was also formed following association development training provided by CNFA volunteer LeRoy Vanicek, as the association's name implies.
- **92% of the associations or co-ops CNFA volunteers have strengthened institutionally (12 out of 13) are using improved planning and/or management practices.** Developing this capacity is key for any association or co-op to provide valuable services to their members.
 - At the National, Mashonaland East, and Matebeleland North branch levels, ICFU is now using improved financial reporting and management practices, doing a better job of communicating with members (by producing a magazine, keeping and circulating minutes, and conducting more productive meetings), developing and implementing strategic plans based on their members' priorities, and the leaders are using the leadership skills they've been taught to execute the duties of their offices.
 - The Seke branch of the Mashonaland East Fruit and Vegetable Growers Association is now keeping financial records and using them to make financial management decisions.

- After members' no-confidence vote a year ago, the new leaders of the Informal Traders Association of Zimbabwe- Lupane branch (ITAZ) have instituted sound financial management practices at the village, district and branch levels, have successfully organized several fund-raising activities to generate resources from non-member sources, and they are pressing legal charges to recover the funds mismanaged by the previous leaders. One of the management practices that has enabled ITAZ's members to lead the association out of this turmoil is their solid understanding of democratic principles and electoral practices –the emphasis of Boyd Wolff's volunteer assignment.
- **4 hosts have increased revenue through new grants and/or increased fees; however, CNFA considers this impact to be negligible as indicated below.**
 - Both the LeRoy Trading Company/Murewa Agrodealer Association and the Gokwe Agrodealer Association have increased their net worth since they started (net worth was nil at inception). However, neither association has yet been successful in attracting new members who would contribute new fees. CNFA believes the latter impact would be more meaningful.
 - The Johannadale farmers have recently attracted assistance from the Smallholder Irrigation Support Program (SISP), a government-sponsored program that will help them renovate their irrigation infrastructure and will subsidize the cost of agricultural inputs. The Johannadale farmers claim to have been successful at attracting this new program as a result of their improved organizational skills and credit CNFA with helping them develop those skills. CNFA, however, is concerned that SISP may end up re-instilling the sense of dependence that CNFA volunteers worked so hard to eliminate.
- **4 hosts have successfully increased their (dues-paying) membership.**
 - The Matebeleland North branch of ICFU increased its membership from 15 to 120 farmers after CNFA volunteer Roy Romberger taught them how to conduct a membership drive and subsequent volunteers helped develop the branch's organizational capacity.
 - The Mashonaland East branch of ICFU was created thanks to organizational development training provided by CNFA volunteers.
 - The National ICFU has increased its membership from 400 to 860 farmers since CNFA began working with them in 1997.
 - In the past year, ITAZ increased its membership from 500 to 559 members, a significant accomplishment considering that they are having to rebuild members' confidence in the association after having expelled the corrupt leaders they had initially.
- **3 hosts have successfully intervened with the government as a result of their improved institutional capacity (developed with CNFA assistance).**
 - The Mashonaland East and National branches of ICFU were successful in defending their members from being unfairly targeted as part of the Zimbabwean Government's recently reactivated land acquisition program and politically-motivated bank foreclosures. Additionally, the national ICFU has influenced the country's land reform program to take account of economic viability factors.

- The Johannadale farmers successfully lobbied their local member of parliament for assistance with the irrigation scheme's electricity bill. They built their case around government's refusal to let them deny services (and land) to farmers who do not pay their bills.
- **2 hosts developed new training courses and training skills, and 1 additional host improved their existing training course, as a result of CNFA volunteer assistance.**
 - CNFA volunteers developed a 5-module business management training course for rural agrodealers in Zimbabwe (RAISE), a 4-module course for agrodealers in Mozambique, and a 3-module business management-training course for providers of tillage and transport (Agmech). The RAISE course has already been used to improve the business management skills of 270 Zimbabwean village agrodealers. The Mozambican course is being taught for the first time in October of this year, while the Agmech course will begin in November. Agmark, a Zimbabwean CNFA-affiliate organization, supports the training costs for these courses.
 - CNFA volunteer Earl Fuller helped ICFU modify the Business Success Competency training course to more effectively address the needs of farmers.
 - CNFA volunteers helped ITAZ develop a course to help entrepreneurs initiate profitable business activities and another course to help business managers improve their management practices.

Objective 2: Agribusinesses will provide farmers with improved access to markets.

A total of six CNFA volunteers completed assignments in this area during this reporting period, but impact assessments are scheduled for next year.

C. ISSUES AND PROBLEMS

The further deterioration of the Zimbabwe economy during the past six months has made it more difficult for CNFA to implement its programs. However, CNFA field staff have adjusted their project management practices to help them cope with the fuel shortages, electrical outages, foreign currency shortages, and political disturbances, and are pleased to report that their productivity has returned to near-normal levels. Similarly, CNFA's hosts and private-sector partners seem to have accepted the shortcomings of the current situation and are coping better than previously envisioned. While a large portion of the population is not pleased with the ongoing economic decline and current government policies, they are holding out some degree of hope that the newly elected opposition-party parliamentarians will actually be effective in producing peaceful change within the government.

D. ADMINISTRATION, PERSONNEL AND FINANCIAL

Andrea Lima replaced David Rinck as the Africa Program Coordinator in CNFA's Washington, DC headquarters. Lima grew up on a dairy farm in Lancaster, Pa., has worked in Central and Southern Africa, and has a background in business administration.

E. LESSONS LEARNED

- Establishing a mentoring relationship between U.S.-based state Farm Bureaus and the ICFU farmer associations provides meaningful and sustained benefit, initiating connections that are easier for hosts and volunteers to follow and collaborate. For example, the Illinois Farm Bureau, which has provided many volunteers to the ICFU, sponsored Davidson Mugabe, VP of the ICFU to attend the World Congress of Young Farmers in Orlando, FL in March 2000.
- Including local educators and/or promising young students from high schools is a good way to expand the reach of CNFA training to youth and educators.

F. PARTNERSHIP ACTIVITIES

CNFA is developing a collaborative relationship with the Peace Corps in Zambia. The Peace Corps is interested in having CNFA volunteers work with PCVs in their fisheries program. CNFA hopes to develop a long-term strategy statement with PC Zambia in the coming quarter.

Peace Corps Zimbabwe continues to be in a state of flux following the early departure of most of its PCVS as a result of safety concerns. Once new programs and PCV assignments are initiated, CNFA hopes to be able to collaborate with these PCVs, particularly those who will work in the new HIV/AIDS program, and has concrete ideas for collaboration that vary depending on how PC actually proceeds with the new program.

G. VOLUNTEER ASSIGNMENTS DURING SECOND HALF OF FY 2000

Objective	Project	Volunteer	State	Volunteer Dates	# of Previous Assignments on Project	Value of Volunteer Time
1. Farmer Org. Development	ICFU	Patrick Kirchhofer	IL	4/15-5/07	0	\$2214.29
	IFCU	Chris Garza	DC	7/01-7/26	0	\$2045.25
	ICFU	Lyle Holmgren	UT	9/24-10/16	0	\$3892.86
	MEFVGA	Velma Gwishiri	NC	6/04-7/02	0	\$2750.00
	MEFVGA	Bart Allen	UT	9/24-10/16	0	\$3106.57
	MEFVGA	Velma Gwishiri	NC	9/24-10/13	1	\$2000.00
	Johannadale IS	Jess Brown	CA	7/26-8/6	2	\$9567.86
	Valley IS	Jess Brown	CA	8/6-8/29	3	\$9567.86
	Valley IS	Peter Wotowiec	TN	9/10-10/4	0	\$3861.61
	MDROPA	Eldon Petersen	UT	7/10-7/31	0	\$3089.29
	MDROPA	Robert Benroth	OH	8/6-8/26	0	\$2565.18
	MDROPA	Charmane Levine	VT	9/17-10/11	0	\$3600.00
	Zambia WIA	Julie Hochstatter	IL	6/19-7/5	0	\$2014.29
	Zambia WIA	Margaret Wolff	IL	7/23-8/23	0	\$15066.96
	Zambia WIA	Julie Hart	OR	8/7-9/7	0	\$5571.43
2) Agribusiness Development	AGMARK	Brett Nelson	CO	4/04-4/25	0	\$1955.36
	AGMARK	Joe Coffey	VA	5/29-6/16	2	\$13593.75
	AGMARK	Todd Thompson	MN	8/6-8/27	0	\$8868.57
	Manica AD	Andrew Martin	PA	7/15-8/5	0	\$3000.00
	Manica AD	David Schrieber	WI	7/15-8/5	0	\$5250.00
	Manica AD	Paul Robino	MN	9/10-10/2	0	\$10250.00
TOTAL		21			6	\$113.831

IV. VOLUNTEER STATISTICS

Total Volunteers	19
Repeat Volunteers	3
Women Volunteers	5
Year to Date Volunteers	24

V. PUBLIC OUTREACH

CNFA encourages its volunteers to perform at least eight hours of public outreach activities after completing their assignments. During the second half of FY2000 CNFA volunteers reported 56 public outreach activities (see appendix E).

VI. MEETINGS ON CAPITOL HILL

As part of volunteers' debriefing with CNFA Washington following assignments, CNFA offers to arrange for them to visit the offices of Senators and Representatives on Capital Hill. During the last half-year CNFA volunteers visited:

SENATORS

Name of Senator			Volunteer
Allard, Wayne	R	CO	Nelson, Brett
Bennett, Robert	R	UT	Peterson, Eldon
Bennett, Robert	R	UT	Urie, Wayne & Keeler, John
Bennett, Robert	R	UT	Allen, Bart & Holmgren, Lyle
Campbell, Ben N.	R	CO	Nelson, Brett
Durbin, Richard	D	IL	Kirchhoffer, Patrick
Fitzgerald, Peter	R	IL	Kirchhoffer, Patrick
Frist, Bill	R	TN	Wotowiec, Peter
Grams, Rod	R	MN	Robino, Paul
Hatch, Orrin	R	UT	Allen, Bart & Holmgren, Lyle
Voinovich, George	R	OH	Benroth, Robert
Wellstone, Paul David	D	MN	Thompson, Todd
Wellstone, Paul David	D	MN	Robino, Paul
Durbin, Richard	D	IL	Hochstatter, Julie

REPRESENTATIVES

Cannon, Chris	R	UT	Urie, Wayne & Keeler, John
DeFazio, Peter	D	OR	Hart, Julie
DeFazio, Peter	D	OR	Hart, Julie
Gillmor, Paul	R	OH	Benroth, Robert
Hansen, James	R	UT	Urie, Wayne & Keeler, John
Hansen, James	R	UT	Allen, Bart & Holmgren, Lyle
Hansen, James	R	UT	Eldon Peterson
LaHood, Ray	D	IL	Kirchhoffer, Patrick
Phelps, David	D	IL	Hochstatter, Julie
Vento, Bruce	D	MN	Robino, Paul
Wamp, Zack	R	TN	Wotowiec, Peter

VII. EXPENDITURES

Line Item expenditures for the current period are:

FTF Program Inputs and Outputs

Table I.1-Annual Volunteer Inputs

	FY 00	FY 01	FY 02	FY 03
A. Total LOP number of volunteers ¹	24			
Male	18			
Female	6			
B. Annual number of international FTF volunteer trips ²	25			
C. Annual average cost per volunteer day ³	\$949.50			
D. Annual estimated value of FTF volunteers' professional time	\$ 131,372.54			

¹This number is **cumulative**. One volunteer may only be counted once in this row for the entire LOP. For example, "Bob Smith" who takes 2 volunteer trips in FY 00, one in FY 01 and three in FY 02 will be counted once as a volunteer in FY 00, and never again.

²International Volunteer Trips originate in the U.S. A multiple assignment trip in which the volunteer travels between two local countries will only count as one International Volunteer Trip. For example, if the volunteer leaves the U.S., completes an assignment in Ukraine and then flies to Russia for a final assignment before returning to the U.S., the volunteer has only completed one trip for the purposes of this table. In the event that a volunteer is originating from a country other than the U.S., count the volunteer trip as being from home country to area of assignment/s.

³The intent of Row C is to provide a simple annual measure of the cost efficiency of the volunteer program. For each reporting period, please provide an average cost per volunteer day, including all overhead and indirect costs. Volunteer Days should be calculated the same as "per diem days". Any day, or fraction thereof, in which a volunteer is entitled to per diem is considered a Volunteer Day.

FTF Program Inputs and Outputs

Table I.2-Cumulative Number of Volunteers and Assignments by US State of Origin

Regions	States	Cumulative Number of Volunteers (see Table I.1, Row A) ¹						Cumulative Number of Volunteer Assignments ²					
		Previous Total		This Period		New Total		Previous Total		This Period		New Total	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Northeast	Connecticut												
	Delaware												
	Maine												
	Maryland												
	Massachusetts												
	New Hampshire												
	New Jersey												
	New York												
	Pennsylvania			AM		1				AM		1	
	Rhode Island												
	Vermont				CL		1				CL		1
	Washington, DC			CG		1				CG		1	
	Subtotal			2	1	2	1			2	1	2	1
Southeast	Alabama												
	Arkansas												
	Florida												
	Georgia												
	Kentucky												
	Louisiana												
	Mississippi												
	North Carolina				VG		1			VG, VG		2	
	South Carolina												
	Tennessee			PW		1				PW		1	
	Virginia			JC		1				JC		1	
	West Virginia												
	Subtotal			2	1	2	1			2	2	2	2
Midwest	Illinois	1		PK	Jho, MW	2	2	JW		PK, Jho, MW	2	2	2
	Indiana												
	Iowa												
	Kansas												
	Missouri												
	Nebraska	1				1		LV				1	
	Ohio			RB		1				RB		1	
	Subtotal	2		2	2	4	2	2		2	2	4	2
Upper Midwest	Michigan												
	Minnesota			PR, TT		2				PR, TT		2	
	North Dakota												
	South Dakota												
	Wisconsin		1	DS		1	1	DK	DS		1	1	
	Subtotal		1	3		3	1	1	3		3	1	1
Rocky Mountain	Colorado			BN						BN		1	
	Idaho					1							
	Montana												
	Utah	2		EP, BA, LH		5		WU, JK		EP, BA, LH		5	
	Wyoming												
	Subtotal	2		4		6	0	2		4		6	0
West Coast	Alaska												
	Hawaii												
	California			JB		1				JB, JB		2	
	Oregon				JuH		1				JuH		1
	Washington												
	Subtotal			1	1	1	1			2	1	2	1
Southwest	Arizona												
	Nevada												
	New Mexico												
	Oklahoma												
	Texas												

	Subtotal					0	0					0	0
other													
	expat												
	TOTAL	4	1	14	5	18	6	4	1	15	6	19	7

¹This number is cumulative. One volunteer may only be counted once in this row for the entire LOP.

²This number is cumulative, however it will reflect a double-counting of volunteers, as often a volunteer will perform multiple assignments, either by piggy-backing on a single trip or by making multiple volunteer trips.

FTF Program Inputs and Outputs

Table II-Annual Volunteer Outputs

	FY 00	FY 01	FY 02	FY 03
A. Annual estimated value of resources leveraged by the grantee/volunteers in the U.S. ¹	\$4,980.00			
B. Annual estimated value of resources leveraged by the host in host country ²	\$2,809.00			
C. Annual estimated value of resources mobilized by Host ³	not tracked			
D. Annual total number of direct beneficiaries of FTF volunteer assistance ⁴	893			
Male	487			
Female	406			
1. Annual number of persons receiving direct formal training (a subset of direct beneficiaries) ⁵	806			
Male	not tracked			
Female	not tracked			
E. Annual number of Hosts who have participated in U.S. based training and exchange programs through all sources (e.g. USIA, NET, Cochran, etc.)	3			

¹These funds are raised in the U.S. by the volunteer or grantee and counted as a matching contribution for the grant. Sum across years will provide LOP total.

²These are funds leveraged by the host in the host country. Some examples might be lodging, meals or translator assistance provided by the host. This number is an estimate and also counts as a matching contribution for the grant. Sum across years will provide LOP total. (This row does not include "resources mobilized").

³"Resources mobilized" are resources that FTF volunteers assist their hosts in accessing, such as various sources of credit, state assistance, PL 480 local currency, other donor assistance, etc. Sum across years will provide LOP total.

⁴Direct beneficiaries receive face-to-face or hands on training or assistance from the FTF volunteer. Indirect beneficiaries (for example, those trained by direct beneficiaries) should not be included in this data.

⁵Formal training would include an organized seminar in which participants are invited to specifically attend for planned and scheduled training. This would not include an impromptu or unplanned session.

FTF Program Inputs and Outputs

Table III - FTF Host Assignments Cumulative Summary

FTF Hosts ¹	Previous Total	New Total
A. Hosts with first-time FTF assignment(s). ²	2	10
B. Hosts with multiple FTF assignments. ³	13	17
Total number of Hosts⁴	15	27

¹There should be no carryover numbers from the former grant program, ie., multiple assignments include only those in the current grant program. A host will not be counted more than once in this table for the entire LOP.

²Hosts with first-time assignment(s) may receive one volunteer or a team of volunteers. For example, if three volunteers work together with a single host for the first time, that host should be counted in row A.

³Once a host receives a second assignment, add it to New Total in row B, hosts with multiple FTF assignments. Subtract this number from Row A. For example, if the former total number of hosts with first time assignments is 10, and in this reporting period, five of those hosts receive volunteer assistance again, then the "new total" column will reflect five additional hosts in Row B, and consequently it will reflect five fewer hosts in the "new total" for Row A.

⁴The LOP Total to date will always be reflected in the Total Hosts/New Total box which is a sum of A+B.

FTF Program Inputs and Outputs

Table IV - Annual and Cumulative Total Number of FTF Hosts

Host Categories ¹	FY 00		FY 01		FY 02		FY 03	
	Annual ²	Cumulative ³	Annual	Cumulative	Annual	Cumulative	Annual	Cumulative
A. Private Enterprises	1	3						
B. Organizations	17	23						
C. NGOs	1	1						
D. Rural Financial Institutions	0	0						
Total Number of Hosts⁴	19	27						

¹The new host classifications in Table IV replace the old system for PVC/FTF's purposes. However, it is recommended that each grantee keep a more detailed breakdown of host categories as it applies to each specific program. The categories in this table are defined below. All FTF hosts should be counted in only one of the following:

A. Private Enterprises: These are primarily farmers and agribusinesses. They may also include informal farm and community groups.

B. Organizations: This category includes Cooperatives, Associations, Governments, Education Institutions, and other formal organizations, excluding NGOs. NGOs are counted in a separate category.

C. NGOs are non-governmental, non-profit organizations serving community interests. NGOs are "host country PVOs". Many different types of hosts will fit under the NGO category according to the PVC/FTF criteria listed here. Therefore, use the NGO category if a host cannot be defined in any other category according to the indicator guidelines that PVC/FTF has set forth. For example, an association is an association first and an NGO second. "Association" will provide a more specific definition of the host type.

D. Rural Financial Institutions: These are lending institutions with rural outreach to the agricultural sector.

²Annual data should apply to the Fiscal Year indicated. If one host was assisted during more than one year, that host should be counted once each year TA was received. Do not double count Hosts within a single year. For example, if Host A (a Private Enterprise) received volunteer assistance in February FY 00, April FY 00 and December FY 01, that host will be counted once in the Private enterprise Row for FY 00 Annual, once for FY 00 Cumulative, and once again for FY 01 Annual. Host A **should not** increase FY 01 Cumulative total.

³The purpose of this column is to track the total number of hosts worked with in each category for the LOP. There should be no double counting. If one host is assisted in more than one year, they will be counted each year in the "Annual" column, but they will only be counted the first year of assistance in the "Cumulative" column. Therefore, if there are no new hosts in a given category for one reporting period, the cumulative number will be the same as the previous reporting period. Also, the final year of reporting should also serve as the LOP total for the cumulative data.

⁴The total of A+B+C+D in each of the "Cumulative" columns should also equal the total number of hosts from Table III.

FTF Program Impacts with Hosts

Table V - Hosts with Improved Business Operations as a Result of Grantee/Volunteer Assistance

FTF Hosts ¹	FY 00			FY 01			FY 02			FY 03		
	Hosts Assessed ²	Hosts Impacted ³	% of Hosts Impacted	Hosts Assessed	Hosts Impacted	% of Hosts Impacted	Hosts Assessed	Hosts Impacted	% of Hosts Impacted	Hosts Assessed	Hosts Impacted	% of Hosts Impacted
A. Number of hosts providing new or improved products and/or services.	11	5	45%									
B. Number of hosts with production increases over pre-assignment levels.	3	2	67%									
C. Number of hosts with increased business efficiency or resource conservation. ⁴	7	2	29%									
D. Number of hosts receiving increased revenue/resources through increased sales receipts as a result of grantee/volunteer intervention.	8	3	38%									
E. Number of hosts with increased profits.	7	2	29%									

¹Any Host (regardless of type) included in Inputs Table IV can be counted here.

²Note that the previous heading of "Host Targeted" has become "Host Assessed". Please assume that if a host is assessed under a specific indicator, then it is being targeted for change as measured by that indicator. But you should only count a host on this table after an assessment has been completed, regardless if the assignment and assessment were completed in different fiscal years. Please count the host in this new column for the year in which the assessment was completed.

³Targeted Hosts meeting performance objectives as determined from assessment should be counted in all applicable indicator categories as "Hosts Impacted".

⁴"Resource conservation" in this table refers to business or financial resources and should be differentiated from "natural resource conservation" listed on Table IX-"FTF Hosts with Improved Use and/or Protection of the Environment."

NOTE: At some point, possibly at the end of the grant, we would like to be able to obtain a cumulative summary of the information provided in tables V-IX. Please keep track of the cumulative numbers for future reference.

FTF Program Impacts with Hosts

Table VI - FTF Hosts with Improved Organizational Capacity as a Result of Grantee/Volunteer Assistance

FTF Hosts ¹	FY 00			FY 01			FY 02			FY 03		
	Hosts Assessed ²	Hosts Impacted ³	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted
A. Number of organizations formed as a result of grantee/volunteer intervention. ⁴	3	3	100%									
B. Number of hosts using new or improved planning techniques, program methodologies and/or management practices, including the use of a business plan or a strategic plan.	13	12	92%									
C. Number of hosts with increased revenue/resources through new grants and/or increased fees.	0	4	44%									
D. Number of hosts that have increased their membership as a result of grantee/volunteer interventions.	8	4	50%									

¹Any Host (regardless of type) included in Inputs Table IV can be counted here.

²Note that the previous heading of "Host Targeted" has become "Host Assessed". Please assume that if a host is assessed under a specific indicator, then it is being targeted for change as measured by that indicator. But you should only count a host on this table after an assessment has been completed, regardless if the assignment and assessment were completed in different fiscal years. Please count the host in this new column for the year in which the assessment was completed.

³Targeted Hosts meeting performance objectives as determined from assessment should be counted in all applicable indicator categories as "Hosts Impacted".

⁴An organization formed must meet the following criteria:
 -Operating with democratic principles.
 -Has initiated efforts to gain legal recognition from the government.

FTF Program Impacts with Hosts

Table VII - FTF Hosts with Improved Services to Membership/Employees as a Result of Grantee/Volunteer Assistance

FTF Hosts ¹	FY 00			FY 01			FY 02			FY 03		
	Hosts Assessed ²	Hosts Impacted ³	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted
A. Number of hosts that have successfully intervened on behalf of members with government or business.	10	3	30%									
B. Number of hosts with new training courses or new subject matter for courses to use with membership or associates.	3	2	67%									
C. Number of hosts with improved training materials and skills.	3	3	100%									

¹Any Host (regardless of type) included in Inputs Table IV can be counted here.

²Note that the previous heading of "Host Targeted" has become "Host Assessed". Please assume that if a host is assessed under a specific indicator, then it is being targeted for change as measured by that indicator. But you should only count a host on this table after an assessment has been completed, regardless if the assignment and assessment were completed in different fiscal years. Please count the host in this new column for the year in which the assessment was completed.

³Targeted Hosts meeting performance objectives as determined from assessment should be counted in all applicable indicator categories as "Hosts Impacted".

FTF Program Impacts with Hosts

Table VIII - FTF Host with Improved Financial Services to the Agricultural Sector as a Result of Grantee/Volunteer Assistance

FTF Hosts ¹	FY 00			FY 01			FY 02			FY 03		
	Hosts Assessed ²	Hosts Impacted ³	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted
A. Number of Hosts with an increased number of agricultural related loans												
B. Number of Hosts with loan delinquency rate < 10%												
C. Number of Hosts that provide improved banking services to the agricultural sector ⁴												
1. Number of Hosts with an increase in average loan size												
2. Number of Hosts with an increase in Producer Portfolio Value (ag production and processing loans)												
3. Number of Hosts with an increased number of Branches/Groups												
D. Number of Hosts with an increase in Enterprise Portfolio Value (microfinance loans)												

¹Any Host (regardless of type) included in Inputs Table IV can be counted here.

²Note that the previous heading of "Host Targeted" has become "Host Assessed". Please assume that if a host is assessed under a specific indicator, then it is being targeted for change as measured by that indicator. But you should only count a host on this table after an assessment has been completed, regardless if the assignment and assessment were completed in different fiscal years. Please count the host in this new column for the year in which the assessment was completed.

³Targeted Hosts meeting performance objectives as determined from assessment should be counted in all applicable indicator categories as "Hosts Impacted".

⁴This is the main heading for the three indicators below it. It is not meant to be measured as an indicator.

FTF Program Impacts with Hosts

Table IX - FTF Hosts with Improved Use and/or Protection of the Environment as a Result of Grantee/Volunteer Assistance

FTF Hosts ¹	FY 00			FY 01			FY 02			FY 03		
	Hosts Assessed ²	Hosts Impacted ³	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted
A. Number of Hosts adopting one or more practices to improve waste or pollution management.												
B. Number of Hosts adopting one or more practices to improve natural resources management (soil, water, forest, grazing lands, national park land, etc.).												

¹Any Host (regardless of type) included in Inputs Table IV can be counted here.

²Note that the previous heading of "Host Targeted" has become "Host Assessed". Please assume that if a host is assessed under a specific indicator, then it is being targeted for change as measured by that indicator. But you should only count a host on this table after an assessment has been completed, regardless if the assignment and assessment were completed in different fiscal years. Please count the host in this new column for the year in which the assessment was completed.

³Targeted Hosts meeting performance objectives as determined from assessment should be counted in all applicable indicator categories as "Hosts Impacted".

FTF Program Impacts

Table X - Increased Awareness in the U.S. Agricultural Sector Concerning International Agricultural Development¹

Indicators	FY 00	FY 01	FY 02	FY 03
A. Number of FTF volunteers who have performed public outreach activities.	18			
B. Number of media events by implementors and FTF volunteers. ²	17			
C. Number of group presentations by implementors and FTF volunteers.	38			

¹This remains a primary objective of the FTF Program. An overall assessment of FTF impact on "Increased Awareness in the U.S. Agricultural Sector" will be addressed in periodic evaluations by PVC/FTF. Currently, the FTF Program makes measurements at the output level on the indicators listed in the table above.

²Any internet-based outreach activity should be counted as a media event in row B. Examples may include hosting a chat room or using the internet or an email system to disseminate a newsletter. This does not include emailing information packets for recruitment purposes.

Questions from Profiles	Valley Irrigation Scheme		Johannadale Irrigation Scheme		Seke Horticulture Producers' Association	
	2000	Oct-00	1998	2000	1997	2000
Name of Organization	Valley Irrigation Scheme, c/o Agritex, P.O. Kezi, Kezi	same	Private Bag 834, Chegutu	same	Seke Horticulture Producers' Association	same
Postal Address	Valley Irrigation Scheme, c/o Agritex, P.O. Kezi, Kezi	same	Private Bag 834, Chegutu	same	Box 105 Seke	same
Physical Address	meeting place: Valley IS is located at Donkwe Donkwe Business center, 5 km from Kezi Business Center (Kezi is ~100 km south of Bulawayo)	same	meeting place: The irrigation scheme is ~165km from Harare, in Mashonaland West Province	same	meeting place: Seke MEFVP office	meeting place: Doma Business Center
Contact Information	c/o Agritex; Tel. 082 342	same	n/a	same	n/a	Tel. 070-210
Hours of operation	not addressed	same	not addressed	same	not addressed	same
Date Established	1997	same	1988	same	Oct-83	same
Is the organization similar to a US coop or an association	association	same	association	same	Co-op	Association
Does the organization have an office	yes and a warehouse for its produce	same	no	same	yes	same
Date and type of registration	not registered	same	*Irrigation schemes have a unique legal, but unregistered status in Zimbabwe*	same	25-Jun-96; Co-op	same
Number of Members	400	same	71	same	3 780	same
Number of Female Members	unknown	same	unknown	same	unknown	same
Number of Male Members	unknown	same	unknown	same	unknown	same
Describe the organization's membership, including its financial viability	The scheme consists of small scale communal farmers whose activities are aimed at generating income for the household. Crop production is dependent on irrigation and the members have a low resource base	same	Smallholder communal farmers whose land is part irrigated and part dryland. Their landbase, income and resources are limited	same	members are poor communal farmers who grow fruit and/or vegetables, among other things. They barely operate above subsistence level	The association is made up of farmers who are involved in horticultural production and produce horticultural produce all year round on a commercial basis
Location of most members	Communal farming areas (do not have land title)	same	Irrigation schemes (do not have land title)	same	commercial farming areas (have land title)	same
Geographic Regions Covered	Kezi, Matebeleland, Zimbabwe	same	Musengezi, Mashonaland West	same	Seke and Chihota, Mashonaland East	same
Dues: joining fee	Z\$50/member	same	none exist	same	Z\$	same
Dues: subscription fee	Z\$30/year and Z\$100 levy (used for opening a bank account and to initiate the procurement and sale of agricultural inputs	same	none exist	same	none	same
# of members who have currently paid joining fees	unknown	same	n/a	same	3,780	2,900
# of members who have currently paid subscription fees	unknown	same	n/a	same	n/a	same
Date of last annual general meeting	12/1/1999	same	unknown	same	unknown	Sep-00
What was the attendance	300 farmers	same	unknown	same	unknown	on average 70 members per ward (8 wards in total)
Frequency of regular membership meetings	quarterly	same	twice a month	same	once every two months	monthly
Where are they conducted	at the scheme office	same	extension officer's residence	same	within each ward	village/ward level
How many attended	150 farmers	same	unknown	same	unknown	600 for all the wards
How are members notified of an upcoming meeting	word of mouth; leaders write notices and post them at gates; subcommittees inform members at village level	same	word of mouth	same	word of mouth	Local leaders or ward representatives deliver the message to the members
What economic activities do the members conduct in relation to the organization	crop and livestock production and food processing	same	crop production and livestock production	same	crop production	same
Crop Production: Total amount of land farmed by members of association	200 ha (200 arable)	same	106.5 ha	same	12,243 ha	same
Size of farm of largest member	0.5 ha	same	1.5 ha	same	4.9 ha	same
Size of farm of smallest member	0.5 ha	same	1.5 ha	same	2.4 ha	same
crops produced	maize, wheat, sunflower, groundnuts, roundnuts, tomatoes, greens, paprika, onions, green mealy (sweet corn)	same	maize, wheat, soybeans, groundnuts, cotton, roundnuts, tomatoes, greens, onions, green mealy (sweet corn)	same	maize, fruit, groundnuts, roundnuts, tomatoes, greens, onions	maize, groundnuts, roundnuts, tomatoes, greens, onions, green mealy
Livestock production: Total amount of land ranches	communal grazing	same	communal grazing land	same	n/a	same
Size of farm of largest member	not answered	same	n/a	same	n/a	same
Size of farm of smallest member	not answered	same	n/a	same	n/a	same
Livestock raised	beef cattle, dairy cattle, goats, sheep, pigs, layer chickens, broiler chickens, green/donkeys/ mules	same	beef cattle, goats, pigs, layer chickens, broiler chickens, oxen/donkeys/mules	same	n/a	beef cattle, goats, pigs, layer chickens, broiler chickens
Food processing products manufactured	dried vegetables	same	n/a	same	n/a	same
Do members produce these products individually or as a group	individually	same	n/a	same	n/a	same
Is the activity seasonal, year-round, or both	seasonal	same	n/a	same	n/a	same
Trading/retailing: Are the members' businesses formal or informal, are they generally registered	n/a	same	n/a	same	n/a	The association sometimes sells agricultural inputs to members

FTF Program Impacts with Hosts

Table VIII - FTF Host with Improved Financial Services to the Agricultural Sector as a Result of Grantee/Volunteer Assistance

FTF Hosts ¹	FY 00			FY 01			FY 02			FY 03		
	Hosts Assessed ²	Hosts Impacted ³	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted	Hosts Targeted	Hosts Impacted	% of Hosts Impacted
A. Number of Hosts with an increased number of agricultural related loans												
B. Number of Hosts with loan delinquency rate < 10%												
C. Number of Hosts that provide improved banking services to the agricultural sector ⁴												
1. Number of Hosts with an increase in average loan size												
2. Number of Hosts with an increase in Producer Portfolio Value (ag production and processing loans)												
3. Number of Hosts with an increased number of Branches/Groups												
D. Number of Hosts with an increase in Enterprise Portfolio Value (microfinance loans)												

¹Any Host (regardless of type) included in Inputs Table IV can be counted here.

²Note that the previous heading of "Host Targeted" has become "Host Assessed". Please assume that if a host is assessed under a specific indicator, then it is being targeted for change as measured by that indicator. But you should only count a host on this table after an assessment has been completed, regardless if the assignment and assessment were completed in different fiscal years. Please count the host in this new column for the year in which the assessment was completed.

³Targeted Hosts meeting performance objectives as determined from assessment should be counted in all applicable indicator categories as "Hosts Impacted".

⁴This is the main heading for the three indicators below it. It is not meant to be measured as an indicator.

Name of Organization	Valley Irrigation Scheme		Johannadale Irrigation Scheme		Seke Horticulture Producers' Association	
Do the members buy and sell their products, grow or manufacture them, or both	n/a	same	n/a	same	n/a	The association buys and sells fertilisers and chemicals
Do the members have a place of business in form of a shop	n/a	same	n/a	same	n/a	a warehouse
What products do most members trade in	n/a	same	n/a	same	n/a	crops
Non-Retail Services: Are the members' businesses formal or informal; are they generally registered	n/a	same	n/a	same	n/a	same
Non-Retail services: Do the members operate the business from their home or do they have a shop	n/a	same	n/a	same	n/a	same
What services do the members provide	n/a	same	n/a	same	n/a	same
Describe the structure of the organization	Apex managing committee- 7 members elected from the whole scheme, 3 subcommittees- one for the eastern block and two for the western block; Finance subcommittee- an interim committee with one officer	same	An Apex committee comprised of 7 members and 5 Sub-committees responsible for each of the 5 schemes and comprised of 5 members per sub-committee.	An Apex committee comprised of 7 members and 5 Sub-committees responsible for each of the 5 schemes and comprised of 5 members per sub-committee. The leadership of the subcommittees has changed while that of the Apex Committee has remained significantly the same	Managing committee- 8 members- elected by constituencies. There are also ward reps in addition to those on the managing committee	Apex managing committee- 7 members elected from the whole association
Managing committee members (M- Male; F- Female)	Eliot Moyo Mpenduka (chairperson- Male); Jubilee Ngwenya (V. chairperson- Female); Dorcas Ngwenya (Secretary-F); Sthembele Mbewo (Treasurer-F); Fero Khumal (committee member-M); Len Mabuzza (committee member-M); Happiness Nkomazana (committee member-F)	same	Maxwell Maritwi (chairman); Never Moses (vice-chairman and committee member); Wesley Tsunga (secretary); Clever Mugagani (treasurer); Charles Mudzurahona (committee member); Isaiah Dokotera (committee member)— all members are male and entered their positions in 1988. Term expires in 1989	Maxwell Maritwi (chairman); Never Moses (vice-chairman and committee member); Charles Mudzurahona (secretary); Clever Mugagani (treasurer); Mr. S. Saldi (committee member); Isaiah Dokotera (committee member)— all members are male and entered their positions in 1989. Term expires in 2001	unknown	Gilbert Murugweni (chairperson- M); Albert Madakura (vice chairperson- M); Robert Mushonga M); Gabriel T. Dima (secretary- M); Robert Chimamhungu (treasurer- M); Bisi Samurwa (committee member- M); Ben Kunaka (committee member- M); Teresa Magatsi (committee member- F)
Number of women leaders	unknown	4	none	same	unknown	1
Length of term	3 years	same	3 years	same	5 years	3 years
Is There a Written List of Responsibilities for Elected positions	no	yes	no	They are currently in the process of listing the responsibilities of elected officers	no	yes
Do any of the elected leaders receive a salary	no	same	no	same	no	same
Can a leader be re-elected	yes	same	yes	same	yes	yes, for a maximum of 2 years
How were the current leaders elected	show of hands	same	show of hands	same	not answered	show of hands
Does the association have a constitution	yes	same	yes	same	yes	same
Is it actively used	yes	same	no	yes	no	yes
How was it developed	unknown	same	through consultations from all members & government	through consultations from all members & government	ARDA	by members at an annual meeting
Frequency of (leadership) committee meetings	monthly	same	twice a month for 4 hours	twice a month	9 meetings per year	monthly
Date and location of last meeting	Jul-00	same	October-07	May-00	not answered	Sep-00
Are minutes kept of meetings	yes	same	no	same	yes	same
How does the association leadership regularly communicate with the membership	local representatives	same	regular membership meetings and local representatives	same	local representatives; they don't communicate on a regular basis	regular membership meetings; local representatives
How does the association membership regularly communicate with the leaders	local representatives	same	regular membership meetings	same	local representatives; they don't communicate on a regular basis	regular membership meetings; local representatives
Who is responsible for the organization's finances	treasurer	same	treasurer	same	employed manager	bookkeeper
Does the organization keep financial records	yes	same	yes	same	yes	same
Does the organization prepare financial reports, how often	yes; twice a year	same	no	yes; irregularly	For ARDA but not leaders or members; monthly	yes; monthly
Are they presented at regular membership meetings or annual general meetings	n/a	They just started this so a set pattern is yet to be established	n/a	at regular membership meetings	no	presented at board meetings
Who is given a copy of the financial reports	n/a	same	n/a	everyone who attends meetings	ARDA	board members (includes the ward representatives)
Can individual members see regular financial reports	yes	same	yes	same	No	yes
Does the organization have a budget, period covered	no	same	no	same	no	yes; Jan-00 to Dec-00
Were last year's financial records audited, any problems encountered	no	same	n/a	no	no	yes
Start and finish of organization's financial year	unknown	same	January to December	same	unknown	January to December
How did the organization raise funds to get started	from individual subscriptions	The Zim govt. settled the families and financed the first year of production	from the government	same	EU/ARDA	The association was originally funded by the EU through ARDA, a governmental parastatal

Name of Organization	Valley Irrigation Scheme	Johannadale Irrigation Scheme	Suku Horticulture Producers' Association
How does the organization sustain itself	membership subscriptions	same	EU/ARDA
What new sources of income does the organization hope to develop	There are no real goals for the association, just for individual members	same	unknown
Does the organization currently receive financial assistance; how much and when	no	same	yes
Total Income	not answered	same	not answered
Total Expenditures	not answered	same	not answered
Does the organization employ staff; list	no	same	Joseph Mushonga (field manager); Stanford Mhendwa (clerk); Matambudziko Tsiga (nursery manager); unknown (truck driver); unknown (truck driver); unknown (security guard); unknown (security guard). All staff receive salary
Is there a written list of responsibilities/job descriptions for staff positions	n/a	same	no
What are the organization's objectives	To expand the cropping activities; to diversify to other income generating activities eg. Livestock (goats and sheep)	same	assist farmers to market produce; procure inputs for members; identify cheap sources of inputs
How are these objectives established and by whom	members at the annual general meeting	same	by ARDA based on feedback by members
Do these objectives contribute to CNFAs strategic objective for organizations (listed below)	yes; farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets	same	yes
Does the organization have a strategic plan; when was it developed and who adopted it	no	same	no
Does the organization have an action plan/work plan	no	same	no
What are the organization's current activities/membership services	marketing service- market research and product distribution; help members source for cheaper inputs; coordinate water usage and irrigation maintenance; crop production	same	looking for markets and organizing transportation for members
What are the organization's intended future activities/membership services and how were they selected	They mostly want to improve what they are already doing and add a service that provides market information to members. The members also want to lobby the government to provide assistance to the scheme. Some of the members are interested in starting up livestock production	same	looking for contracts and grow viable and marketable crops
Objectives and anticipated impacts defined for the project			setting up a guarantee fund which will be used in times of crises and elect a committee responsible for that and also grow viable and marketable crops
What does the host want us to work with them on (this year) that we agree can be best addressed through volunteer assignments	Develop the institutional capacity and the farm business management skills of the managing committee so that they can offer more or better services to their members	same	not answered
How do we want to address the organization's request and how do we think that will translate into the 4 levels of impact	conduct two assignments on organizational development and farm business management	same	not answered
Membership survey	not answered	same	not answered
Questions for Association	not answered	same	not answered
CNFA staff analysis	not answered	same	not answered
Other	not answered	same	not answered
Person completing this questionnaire	Shoral Mwale	same	Monica Chikukwa
Date	Sep-00	same	20-Sep-00
Current exchange rate at date of completion	Z\$ 65	same	Z\$ 50
Are you a member of any national association; state if any			
Who do you target for membership recruitment			
How does someone join			
Do people pay joining fees to join			
How is someone removed			

27

Questions from Profiles	ICFU		ICFU		Indigenous Commercial Farmers Union (ICFU)	
	1998	2000	1997	2000	1999	2000
	Matebeleland North Branch		ICFU: National		Mashonaland East Branch	
Name of Organization	P.O Box RY 39 Rayton, Bulawayo	same	n/a	P.O. Box CY 610, Causeway, Harare	Yardford Farm Box 149 Macheke, Zimbabwe	same
Postal Address	meeting place: Lot 8 of S/D K. Hellonvale, Bulawayo	same	meeting place: Milton Park, Harare	meeting place: Boka Tobacco Auction Floors, Hoploy Estate, Waterfalls, Harare	meeting place: rotating at leader residences	same
Physical Address	Tel. 09-220363 (residence of chairman)	same	n/a	Tel: 04-61412/4 or 011-205517 Nokwazi Moyo; Fax # 04-614012; email address: noxmo@harare.lafica.com	Tel. 011-800076 (chairman's phone)	same
Contact Information	not addressed	same	not addressed	same	not addressed	same
Hours of operation	Mar-97	same	1998	Feb-98	1-Mar-99	same
Date Established	association	same	association	same	association	same
Is the organization similar to a US coop or an association	not yet	yes, it serves for both the Mat North and South Branches	yes	An association, although with some business interest through its holding company ICFI	no	no, but we're in the process of planning to open one
Does the organization have an office	1998; Farmers union and registered at the national level	same	1998; Farmers union	same	1998, farmers' union	same
Date and type of registration	15	120	400	800	12	20
Number of Members	unknown	10	unknown	172	0	same
Number of Female Members	unknown	110	unknown	688	12	20
Number of Male Members	ICFU's members are large-scale black commercial farmers. Their farming activities have the potential to be financially viable but many have large debts and are not experienced farmers. This has reduced the viability of many of ICFU's members, at least for the short term.	ICFU's members are black commercial farmers. Their farming activities have the potential to be financially viable but many have large debts and are not experienced farmers. This has reduced the viability of many of ICFU's members. However, the newer members have less debts as they are farming on leased farms	ICFU's members are large-scale black commercial farmers. Their farming activities have the potential to be financially viable but many have large debts and are not experienced farmers. This has reduced the viability of many of ICFU's members.	The organization itself is still not on sound financial footing. This depends on membership dues, commodity levels, business proceeds, funded project and volunteers contributions. ICFU's members are large-scale black commercial farmers. Their farming activities have the potential to be financially viable but many have large debts and are not experienced farmers. This has reduced the viability of many of ICFU's members. However, the newer members have less debts as they are farming on leased farms. They are training programs for commercial farmers, particularly youth, but none have graduated from the National Farmers Training Program's Young Commercial Farmer's Training Program so far. It is hoped that these will have a better chance of success.	ICFU's members are black commercial farmers. Their farming activities have the opportunity to be financially viable but many have large debts and are not experienced farmers. This has reduced the viability of many of ICFU's members.	ICFU's members are black commercial farmers. Their farming activities have the opportunity to be financially viable but many have large debts and are not experienced farmers. This has reduced the viability of many of ICFU's members. However, the newer members have less debts as they are farming on leased farms
Describe the organization's membership, including its financial viability	commercial farming areas (have land title)	same	commercial farming areas (have land title)	same	Commercial Farming Areas (have land title); Small scale Farming areas (have land title)	same
Location of most members	Umguzu, Matebeleland North	same	n/a	same	Mashonaland East and Manicaland Provinces	same
Geographic Regions Covered	None	Z\$1,200 (\$22.64) for larger farmers and Z\$250 (\$4.72) for smaller farmers	none	Z\$8,000 (\$115)	none	Z\$300
Dues: joining fee	Z\$ 500; Z\$ 250	Z\$500 and Z\$250 for associates	Z\$500 (\$50) for full membership and Z\$250 (\$25) for associates	Z\$1,200 (\$23) for full membership and Z\$600 (\$11) for associates, and Z\$ 250 (\$5) for entry level	Z\$50	Z\$1,200
Dues: subscription fee	n/a	120	n/a	200	none	8
# of members who have currently paid joining fees	15	unknown	400	800	12	same
# of members who have currently paid subscription fees	August, 1997 (national level)	25-Aug-00	50p-00	August-00	8-Aug-00	25-Aug-00
Date of last annual general meeting	14	80	120	60	10	80
What was the attendance	monthly	same	Executive Council meets bi-weekly and the National Council meets monthly	Executive Council and the National Council meet bi-monthly	every two weeks	monthly
Frequency of regular membership meetings	members' farms	same	ICFU office	ICFU head office	Kushinga Phikolela Ag Training Center	Kushinga Phikolela Ag Training Center and at members' farms
Where are they conducted	13	70	there are 5 council members and 12 national council members. Both groups generally have full attendance	there are 9 executive board members and 20 national council members. The board generally has full attendance and the Council about 3/4.	12	same
How many attended	letters	letters and phone	mailed notice or phone call	same	letter/phone	phone and word of mouth (sometimes letters)
How are members notified of an upcoming meeting	crop production, livestock production, providing non-retail services (eg. carpentry, tillage, etc.)	same	crop production, livestock production	crop production, livestock production; trading/retailing	crop production, livestock production	same
What economic activities do the members conduct in relation to the organization	unknown	same	- 200,000 ha; average of - 1,000 ha/member	- 500,000 ha; average of - 800 ha/member	unknown	same
Crop Production: Total amount of land farmed by members of association	400 ha	1,000 ha	2,500 ha	same	1,600 ha	same
Size of farm of largest member	300 ha	same	200 ha	5 ha	0 ha	same
Size of farm of smallest member	maize, groundnuts, pumpkins, tomatoes, paprika, onions, green mealie (sweet corn)	same	maize, wheat, soybeans, tobacco, cotton, green mealie (sweet corn)	maize, wheat, sorghum, soybeans, tobacco, cotton, green mealie (sweet corn)	maize, tobacco, tomatoes, green, paprika, onion, green mealie (sweet corn)	same
Crops produced	unknown	same	- 200,000 ha	same	unknown	same
Livestock production: Total amount of land grazed	unknown	same	0,000 ha	same	unknown	same
Size of farm of largest member	unknown	same	1,600 ha	same	unknown	1600 ha
Size of farm of smallest member	beef cattle, dairy cattle, goats, sheep, pigs, layer chickens, broiler chickens	beef cattle, dairy cattle, goats, sheep, pigs, layer chickens, broiler chickens, oxen/donkeys/mules	beef cattle, dairy cattle, goats, ostriches, ducks, quinea fowl, sheep, layer chickens, broiler chickens, oxen/donkeys/mules	beef cattle, dairy cattle, goats, ostriches, ducks, quinea fowl, sheep, layer chickens, broiler chickens, oxen/donkeys/mules	beef cattle, sheep, layer chickens, broiler chickens	same
Livestock raised	n/a	pearl butter	n/a	broiler chickens	n/a	same
Food processing products manufactured	n/a	individuals	n/a	individuals	n/a	same
Do members produce these products individually or as a group	n/a	seasonal	n/a	both, depending on the member	n/a	same
Is the activity seasonal, year-round, or both	n/a	seasonal	n/a	both, depending on the member	n/a	same

Questions from Profiles	ICFU					
	1998		2000		2000	
	Matebeloland North Branch				ICFU National	
Name of Organization	n/a		same		n/a	
Trading/Retailing: Are the members' businesses formal or informal; are they generally registered	n/a		same		Both, if formal, they are registered	
Do the members buy and sell their products, grow or manufacture them, or both	n/a		same		both	
Do the members have a place of business in form of a shop	n/a		same		normally yes, particularly with respect to the retail of groceries	
What products do most members trade in	n/a		same		agricultural inputs, crops	
Non-Retail Services: Are the members' businesses formal or informal; are they generally registered	both formal and informal		same		Informal	
Non-Retail services: Do the members operate the business from their home or do they have a shop	home		same		normally from home	
What services do the members provide	custom crop services (tilage, spraying, etc.)		same		transportation, custom crop services (tilage, spraying etc)	
Describe the structure of the organization	ICFU has a national council that consists of leaders from each branch. From the national council members, an executive committee is formed. The membership at each branch elect their own branch leaders. In this branch, they are elected by secret ballot. The national council members elect their own leaders for their council from amongst their own ranks. The members elect the national executive leaders at the annual congress through a formal nomination process and show of hands while the candidate is out of the room.		ICFU has a national council that consists of leaders from each branch. From the national council members, an executive board is formed. The membership at each branch elect their own branch leaders. The national council members elect their own leaders for their council from amongst their own ranks. The members elect the national executive leaders at the annual congress through a formal nomination process and secret ballot.		ICFU has a national council that consists of leaders from each branch. From the national council members, an executive committee is formed. The membership at each branch elect their own branch leaders. The national council members elect their own leaders for their council from amongst their own ranks. The members elect the national executive leaders at the annual congress through a formal nomination process and show of hands while the candidate is out of the room. Currently, ICFU has about 3 active branches, Mash West, Mash Central, and the Matebeloland combines branch.	
Managing committee members (M-Male; F-Female)	A. Nkwane (chairman-M); L. Mupando (secretary M); G. Mshiyi (treasurer-M)		A. Nkwane (Chairperson-M); L. Mupando (deputy chairperson-M); G. Mshiyi (secretary-M); L. Malings (treasurer-M); L. Dube (committee member-M); V. Tonny (committee member-M); B. Moyo (committee member-M)		Thomas Nherera (president-M), Joshua Malinga (V. President-M), Davidson Mugabe (V. President-M); Rafael Oarodza (National Secretary-M); Julius Ngorima (Treasurer-M)	
Number of women leaders	0		same		0	
Length of term	2 years		same		3 years	
Is There a Written List of Responsibilities for Elected positions	no		yes		no	
Do any of the elected leaders receive a salary	no		same		yes, in the constitution	
Can a leader be re-elected	yes		same		same	
How were the current leaders elected	secret ballot		same		secret ballot	
Does the association have a constitution	no		no, not at the branch level but we utilize the national ICFU constitution		same	
Is it actively used	n/a		yes		no, not at the branch level	
How was it developed	n/a		originally by a lawyer but with input from the National Council. It has since been refined by contributions from the membership.		originally by a lawyer but with input from the National Council. It has since been refined by contributions from the membership.	
Frequency of (leadership) committee meetings	monthly		same		The executive board meets every 2 months	
Date and location of last meeting	not answered		same		not answered	
Are minutes kept of meetings	yes		same		20-Sep-00	
How does the association leadership regularly communicate with the membership	regular membership meetings; circulation of meeting minutes		same		regular membership meetings; local representatives; circulation of meeting minutes	
How does the association membership regularly communicate with the leader	regular membership meetings		same		regular membership meetings; local representatives; circulation of meeting minutes	
Who is responsible for the organization's finances	treasurer		same		same	
Does the organization keep financial records	no		yes		same	
Does the organization prepare financial reports; how often	no		yes, annually		monthly, and they are presented to the board every 2 months and to the national congress annually	
					ICFU has a national council that consists of leaders from each branch. From the national council members, an executive Board is formed. The membership at each branch elect their own branch leaders. In this branch, they are elected by a secret ballot. The national council members elect their own leaders for their council from amongst their own ranks. At the branch level, there is a Chairperson, Treasurer, Vice-Secretary, Secretary and Committee Members. The members elect leaders through a formal nomination process and show of hands after the candidate leaves the room	
					ICFU has a national council that consists of leaders from each branch. From the national council members, an executive Board is formed. The membership at each branch elect their own branch leaders. The national council members elect their own leaders for their council from amongst their own ranks. At the annual congress through a formal nomination and secret ballot. Each branch consists of at least 3 local associations with at least 9 members each. At each of the levels, i.e. local association, branch and national council and executive, there are officials such as Chairman and Vice, Secretary and Treasurer. However, ICFU also has 2 standing committees for Finance and Development, and a Disciplinary committee consisting of 3 members (non-executive except for a Vice-president responsible). Currently, ICFU has 10 active branches	
					G. Jiki- chairperson (M); E.C. Machweni- secretary (M); S. Karumazandio- Treasurer (M); ... all entered positions on 3/1/00 and term ends 3/1/00	
					same	
					no	
					2 years	
					same	
					no	
					same	
					yes	
					show of hands	
					same	
					no, not at the branch level	
					n/a	
					n/a	
					monthly	
					not answered	
					yes	
					regular membership meetings, newsletter, circulation of meeting minutes	
					same	
					regular membership meetings	
					same	
					secretary/treasurer	
					same	
					no	
					yes, semi-annually	

29

Questions from Profiles	ICFU		ICFU		Indigenous Commercial Farmers Union (ICFU)	
	1998	2000	1997	2000	1999	2000
	Matabeleland North Branch		ICFU- National		Mashonaland East Branch	
Name of Organization						
Are they presented at regular membership meetings or annual general meetings	n/a	annual general meeting	no	yes	n/a	regular membership meetings
Who is given a copy of the financial reports	n/a	all attendees of the annual general membership meeting	council members	same	n/a	chairman and executive members
Can individual members see regular financial reports	n/a	yes	yes	same	n/a	yes
Does the organization have a budget; period covered	yes, 1 year	same	no	yes; one year (short term); 3 years (medium-term)	no	yes; October 1- September 30 (1 year)
Were last year's financial records audited; any problems encountered	no	no (plan to do so)	no	no, but an internal audit was conducted	no	same
Start and finish of organization's financial year	n/a	30 September - 1 October	unknown	1 Oct - 30 Sep.	n/a	October 1- September 30
How did the organization raise funds to get started	subscriptions and donations	same	contribution from members	same	member subscriptions	same
How does the organization sustain itself	members' subscriptions	same	contribution from members and a grant from Kellogg Foundation	same	members' subscriptions	same
What new sources of income does the organization hope to develop	expand membership, develop service for fees, and levies (check-offs)	same	expand membership, develop service for fees, and levies (check-offs)	same	fund-raising	fund-raising, annual congress
Does the organization currently receive financial assistance; how much and when	Yes, Kellogg Foundation (National Level); 1998- 30,000 USD	yes, Kellogg Foundation (National level); 1998- 30,000 USD, a new Kellogg grant to pay for a branch office and staff is in the process of disbursement	yes, Kellogg Foundation (National level); 1998- 30,000 USD	yes, but for a specific project, i.e. DANIDA for an evaluation of membership problems; DANIDA eg. 1999-2000 28,000 USD	yes, Kellogg Foundation (National level); 1998- 30,000 USD	yes, Kellogg Foundation (National level); 1998- 30,000 USD, a new Kellogg grant to pay for a branch office and staff is in the process of disbursement
Total Income	not answered	Z\$ 144,000 (\$2,1716.08)	n/a	Z\$ 2,000,000	not answered	Z\$ 54,000 (\$1,038)
Total Expenditures	not answered	Z\$500,000 (\$8,433.96) -currently running a deficit	n/a	Z\$ 3,000,000* currently running a deficit	not answered	Z\$ 33,000 (\$635)
Does the organization employ staff; list	no	yes	Nokwazi Moyo (director); Joyce Malembe (secretary)	Nokwazi Moyo (director); Joyce Malembe (secretary); Abisha Mashaya (Office Assistant); 4 branch clerks	no staff	same
Is there a written list of responsibilities/job descriptions for staff positions	n/a	Xolisa Stwela (union secretary)	no	yes	n/a	same
What are the organization's objectives	To serve its members through the provision of services and representation, and to increase the number of indigenous commercial farmers- see constitution for more details	same	To serve its members through the provision of services and representation- see constitution for more details	same	To serve its members through the provision of services and representation, and to increase the number of indigenous commercial farmers	same
How are these objectives established and by whom	Originally, by the national council but then they were approved at a national congress	same	Originally, by the national council but then they were approved at a national congress	Originally, by the national council but then they were approved at a national congress	originally by the national council but then they were approved at a national congress	same
Do these objectives contribute to CNFAs strategic objective for organizations (listed below)	yes	same	yes, Farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets.	same	yes; farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets	same
Does the organization have a strategic plan; when was it developed and who adopted it	no	yes; April/May 2000; adopted by members	no	yes; 1997, by the board of directors and National Council and National Congress	no	yes (National level); 1997; adopted by Board of Directors, National Council and National Congress
Does the organization have an action plan/work plan	no	same	no	yes (no copy submitted)	no	same
What are the organization's current activities/membership services	currently, the branch activities consist of meeting to discuss issues affecting members	currently, the branch activities consist of meeting to discuss issues affecting members such as: formation of Commodity Associations, assistance in the purchase of machinery, and developing the grassroots (branches) of the organization	defending members against bank foreclosures; providing business management training to members (BSC course)	defending members against bank foreclosures; providing business management training to members (BSC course); assistance in the purchase of machinery; developing the grassroots (branches) of the organization	Currently, the branch activities consist only of meeting to discuss issues affecting members	defending members against bank foreclosures; providing business management training to members (BSC course); Formation of Commodity Associations; Assistance in the purchase of machinery; Developing the grassroots (branches) of the organization
What are the organization's intended future activities/membership services and how were they selected	It wants to be able to better track its members so it can improve its representation activity and determine what its other services should be.	same	ICFU wants to improve the operation of the Business Service Competency (BSC) course so its members can more effectively access it. It also wants to be able to better track its members so it can improve its representation activity and determine what its other services should be. The leadership outlined these goals based on input from members at the previous annual congress.	Improve the confidence of the leadership at the grassroots (branch) level and to empower the local membership associations to be self-sustainable.	It wants to be able to better track its members so it can improve its representation activity and determine what its other services should be.	It wants to be able to better track its members so it can improve its representation activity and determine what its other services should be. Improve the confidence of the leadership at the grassroots (branch) level and empower the local membership associations to be self-sustainable
Objectives and anticipated impacts defined by this project						
What does the host want us to work with them on (this year) that we agree can be best addressed through volunteer assignments	Expand membership by teaching them how to conduct a membership drive	same	n/a	not addressed	n/a	In the advent of the branch receiving funds for an office and a staff person, they are very keen on having assistance in setting up that office and helping with the training of the new person. They see it as an opportunity by which to utilize much of the assistance they have received in the past
How do we want to address the organization's request and how do we think that will translate into the 4 levels of impact	Provide one volunteer to teach the Mat N & Mat S branches how to conduct a membership drive	not answered	refer to table in host profile	same	n/a	Through increasing the income of association members as a result of stronger lobbying efforts for improved economic policies that affect the Ag Sector, it is hoped that non-ICFU farmers will benefit from those improved Ag policies and that the general population of Zimbabwe will also benefit
Membership survey	not answered	same	not answered	same	not answered	same
Questions for Association	not answered	same	not answered	same	not answered	same

Questions from Profiles	ICFU		ICFU		Indigenous Commercial Farmers Union (ICFU)	
	1998	2000	1997	2000	1999	2000
Name of Organization	Matabeleland North Branch			ICFU- National		Mashonaland East Branch
CNFA staff analysis	not answered	same	not answered	same	not answered	same
Other	not answered	same	not answered	same	not answered	same
Person completing this questionnaire	Carl Seagrave w/ assistance from Abraham Nkhwane	same	Tracy Mitchell & Carl Seagrave w/ input from Nokwazi Moyo	Carl Seagrave w/ input from Nokwazi Moyo	Carl Seagrave w/ assistance from G. Jiti and E.C Machweni	Carl Seagrave w/ assistance from G. Jiti
Date	14-Jan-00	11-Oct-00	17-Jun-00	4-Oct-00	18-Jul-00	6-Oct-00
Current exchange rate at date of completion	+/- 12 Z\$	+/- 53 Z\$	~ 10 Z\$	~ 52 Z\$	+/- 38 Z\$	+/- 52 Z\$

Are you a member of any national association; state if any

Who do you target for membership recruitment

How does someone join

Do people pay joining fees to join

How is someone removed

Who has the authority to remove someone

Are you guided by any constitution; if so, who decided what is included

When was the constitution last amended

Questions from Profiles	Chinamhora Horticulture Producers' Association 2000	Mhendo Irrigation Scheme 1998	LeRoy Traders Association 2000	Fambidzanan Asihambisani Permaculture Project 2000
Name of Organization	Chinamhora Horticulture Producers' Association	c/o Mhendo School, P bag 7012, Mvuma	Leyroy Traders Association P O Box 448 Murewa	Fambidzanan Permaculture Project Kezi Permaculture Project, P.O. Kezi, Kezi
Postal Address	not addressed	meeting place: Mhendo IS Office	meeting place: Chitckwa Holdings, Nhakwa B/C	meeting place: consists of two horticulture groups located 3 km from Kezi Centre, 100 km south of Bulawayo
Physical Address	not addressed			
Contact Information	Chinamhora Horticulture Association, Box BW 41, Borrowdale Tel. 04-883918/7	n/a	Tel. 078-2470	Tel. c/o Agritex 082-342
Hours of operation	8 hours (8am-1pm, 2pm-5pm)	not addressed	not addressed	not addressed
Date Established	Nov-93	1874	10-Aug-00	Aug-98
Is the organization similar to a US coop or an association	not addressed	association	co-op	association
Does the organization have an office	not addressed	yes	n/a	no
Date and type of registration	cooperative- June 1996	unknown	co-op, Sep-99	not registered
Number of Members	2,800	262	12	53
Number of Female Members	unknown	unknown	2	40
Number of Male Members	unknown	unknown	10	13
Describe the organization's membership, including its financial viability	a horticulture farmer, resident and farmer within Chinamhora district	Members are smallscale farmers with limited land but irrigation. Their farming skills are basically traditional and do not best utilize the irrigation. They operate just above subsistence level	It is individually owned; most of the members operate a general dealer shop, members are struggling financially	The scheme consists of a small scale communal farmers whose activities are aimed at generating income for the households. Members grow vegetables without the use of conventional chemicals and fertilisers. This is aimed at reducing production costs, ensuring that farming systems are environmentally friendly, and reaching high-value niche markets.
Location of most members	not addressed	irrigation schemes (do not have land title)	communal farming areas (do not have land title)	communal farming areas (do not have land title)
Geographic Regions Covered	Chinamhora district, Mashonaland East Province	Mvuma, Midlands	Murewa, Mashonaland East	Kezi, Matebeleland South province
Dues: joining fee	\$1 (when the association was established, has not been reviewed)	none	Z\$ 500 (\$9.33)	20 Z\$ per person
Dues: subscription fee	n/a	5 Z\$ annually	Z\$ 3,000 (\$58.60)	20 Z\$ monthly contributions from the bank account, \$10 monthly contributions for petty cash
# of members who have currently paid joining fees	n/a	n/a	all members	53 members
# of members who have currently paid subscription fees	n/a	unknown	all members	33 members
Date of last annual general meeting	not addressed	unknown	5-May-00	unknown
What was the attendance	not addressed	unknown	9	unknown
Frequency of regular membership meetings	at least once a month per ward	irregularly	every 2 months	twice a month
Where are they conducted	not addressed	office	Murewa Rural District Training Center	Local Agritex office
How many attended	unknown	unknown	9	unknown
How are members notified of an upcoming meeting	not addressed	word of mouth	through invitation letters	word of mouth
What economic activities do the members conduct in relation to the organization	not addressed	crop production	crop production; trading/retailing	crop production
Crop Production: Total amount of land farmed by members of association	~ 7,000 ha	74 ha	n/a	5 ha
Size of farm of largest member	2.5 ha	0.2 ha	n/a	6 ha
Size of farm of smallest member	1 ha	0.1 ha	n/a	2 ha
crops produced	tomatoes, onions, leaf vegetables, mulizo, fruit trees	maize, wheat, navy beans, greens	n/a	maize, millet, beans, groundnuts, tomatoes, greens, paprika, onions, green mooly (sweet corn)
Livestock production: Total amount of land ranches	not addressed	n/a	n/a	communal grazing
Size of farm of largest member	not addressed	n/a	n/a	not answered
Size of farm of smallest member	not addressed	n/a	n/a	not answered
Livestock raised	cattle, goats, poultry	n/a	n/a	beef cattle, goats, sheep, layer chickens, broiler chickens
Food processing products manufactured	not addressed	n/a	n/a	n/a
Do members produce these products individually or as a group	not addressed	n/a	n/a	n/a
Is the activity seasonal, year-round, or both	not addressed	n/a	n/a	n/a
Trading/Retailing: Are the members' businesses formal or informal, are they generally registered	not addressed	n/a	formal	n/a
Do the members buy and sell their products, grow or manufacture them, or both	not addressed	n/a	both	n/a
Do the members have a place of business in form of a shop	not addressed	n/a	yes	n/a
What products do most members trade in	not addressed	n/a	agricultural inputs, hardware, crops, groceries, clothing, household products	n/a
Non-Retail Services: Are the members' businesses formal or informal, are they generally registered	not addressed	n/a	informal	n/a
Non-Retail services: Do the members operate the business from their home or do they have a shop	not addressed	n/a	shops	n/a
What services do the members provide	not addressed	n/a	tailage	n/a
Describe the structure of the organization	Governance: V. Mazofa (chairperson); L. Mawira (vice chairperson); L. Nyakudya (secretary); A. Chitete (transport supervisor); Smart Golora (treasurer)	Managing committee- 7 members- elected from within constituencies. Local managing committees representing the different blocks within the scheme. Marketing committee. Savings Club committee Draft power committee	They have an executive and disciplinary committees and members are elected by show of hands	Executive committee- 5 members elected from the two gardening projects; Finance committee, subcommittees
Managing committee members (M- Male; F- Female)	not addressed	unknown as of 1997	S. Chitckwa (chairman-M); S. Mahufe (vice chairman-M); P. Manyurwa (secretary-M); E. Musamadya (vice secretary- F); S. Chigasa (treasurer-M); E. Jonga (committee- F); C. Nyaluma (committee-M)	Eilonorah Dubo (chairperson- F); Jeffrey Ncube (vice chairperson- M); Thenibekuye Moyo (secretary- M); Saktile Moyo (vice secretary- F); Sethulo Sibindi (treasurer- F)
Number of women leaders	not addressed	unknown	2	3

Questions from Profiles	Chinamhora Horticulture Producers' Association	Mhende Irrigation Scheme	LeRoy Traders Association	Fambidzanal Asthambizani Permaculture Project
	2000	1998	2000	2000
Name of Organization	Chinamhora Horticulture Producers' Association		Leyroy Traders Association	Fambidzanal Permaculture Project
What are the organization's intended future activities/membership services and how were they selected	to start selling cement	They mostly want to improve what they are already doing and add a service that provides market information to members	securing agri-inputs for its members and to negotiate for discounts from suppliers	They mostly want to develop and integrate activities that combine agricultural production and health welfare of the members, eg. provision of clean water. The members also want to identify a potential market for the sale of their organic produce.
Objectives and anticipated impacts defined for this project				
What does the host want us to work with them on (this year) that we agree can be best addressed through volunteer assignments	not addressed	Develop the institutional capacity of the managing committee so they can offer more or better services	not answered	Develop the institutional capacity and the farm business management skills of the managing committee so that they can offer more or better services to their members.
How do we want to address the organization's request and how do we think that will translate into the 4 levels of impact	not addressed	Conduct a preliminary assignment on organizational development and leadership skills.	not answered	Conduct two assignments on organizational development and farm business management in combination with the Valley Irrigation Scheme project
Membership survey	not addressed	not answered	not answered	not answered
Questions for Association	not addressed	not answered	not answered	not answered
CNFA staff analysis	not addressed	not answered	not answered	not answered
Other	not addressed	not answered	not answered	not answered
Person completing this questionnaire	not addressed	Tracy Mitchell	not answered	not answered
Date	not addressed	April-98	Takaniso Nyoni	Shorai Mwale
Current exchange rate at date of completion	not addressed	April-98	12-Oct-00	September-00
Are you a member of any national association; state if any	yes, Zimbabwe Farmers' Union	20 Z\$	Z\$ 53	Z\$ 55.5
Who do you target for membership recruitment	a horticulture farmer, resident and farmer within Chinamhora district			
How does someone join	by paying a joining fee (\$1 when the association started)			
Do people pay joining fees to join	yes			
How is someone removed	voted out by members of the association			
Who has the authority to remove someone	members of the association- two thirds of the votes			
Are you guided by any constitution; if so, who decided what is included	yes, compiled by members			
When was the constitution last amended	1997			

Questions from Profiles	Mamina Agrodealer Association 2000	Zvimba Agrodealers Association (ZADA) 2000	Hurungwe Agrodealer Association 2000	Gokwe Agrodealer Association 2000	Chinyika/Gutu Agrodealers Association 2000
Name of Organization	Mamina Agrodealer Association	Zvimba Agrodealers Association	Hurungwe Agrodealer Association	Gokwe Agrodealer Association	Chinyika/Gutu Agrodealers Association
Postal Address	P B MA 30 Mamina Kadoma, Mamina Business Center	Private Bag 2054, Murombedzi	C/O PO Box 52 Karol	P O Box 757 Gokwe	P. Bag 485, Mupandawana
Physical Address	Meeting place: Mamina Growth Point	meeting place: Mulongerwa Hotel-Murombedzi Business Center	meeting place: Karol Farmers Center	meeting place: Gokwe Growth Point	meeting place: Choto's shop at Chinyika Business Center
Contact Information	n/a	n/a	Tel: 064-6971	n/a	n/a
Hours of operation	not addressed	not addressed	not addressed	not addressed	not addressed
Date Established	Jun-99	01-Sep-99	Aug-99	18-Oct-98	September, 1999
Is the organization similar to a US coop or an association	association	US style co-op	association	association	coop
Does the organization have an office	n/a	n/a	n/a	n/a	no
Date and type of registration	n/a	no, but it's in progress; cooperative	n/a	n/a	September, 1999
Number of Members	11	20	23	12	15
Number of Female Members	5	5	3	3	3
Number of Male Members	6	15	20	9	12
Describe the organization's membership, including its financial viability	Members are not financially sound	Members operate as individuals, they have general dealer shops and are currently selling groceries and a few agr-input items. Most of the dealers are financially sound and acquired knowledge and skills obtained from the RAISE training program	Their financial position is good	All the members have been able to raise Z\$83,000 (\$1,566.04); this is a good contribution	seasonal and year-round agrodealers with fairly viable business mostly selling groceries, trading grain, and selling ag inputs
Location of most members	communal farming areas (do not have land title); irrigation schemes (do not have land title)	Communal Farming Areas (do not have land title)	communal farming areas (do not have land title)	communal farming areas (do not have land title)	communal farming areas (do not have land title)
Geographic Regions Covered	Kadoma, Mash West	Zvimba/Murombedzi, Mashonaland West	Karol, Mash West	Gokwe Midlands	Gutu, Masvingo
Dues: joining fee	Z\$10,000 (\$188.70)	Z\$ 1,000 (\$ 18.87)	Z\$100 (\$1.89)	Z\$5,000 (\$94.34)	Z\$ 50 (\$9.33)
Dues: subscription fee	Z\$1,000 (\$18.70)	Z\$ 1,050 (\$19.81) paid quarterly	Z\$1,000 (\$18.87)	Z\$1,000 (\$18.87)	Z\$ 200/month (\$3.77)
# of members who have currently paid joining fees	0	20	all members	12	all
# of members who have currently paid subscription fees	0	20	all members	12	all
Date of last annual general meeting	30-May-00	30-Sep-00	July-00	18-Oct-99	17-Aug-00
What was the attendance	0	20	20	12	15
Frequency of regular membership meetings	quarterly	executive members meet once a month	quarterly	once a month	monthly
Where are they conducted	Mamina Business Center	Mulongerwa Hotel	Mugurjo RDC Board Room	Gokwe Growth Point	Chinyika Business Center
How many attended	not answered	10	16	11	15
How are members notified of an upcoming meeting	through invitation letters	invitation letters sent by the secretary	announcement after every meeting	through invitation letters	next meeting dates are announced at the end of every meeting
What economic activities do the members conduct in relation to the organization	crop production, trading/retailing	trading/retailing	crop production; food processing; trading/retailing; transportation	trading/retailing	trading/retailing; providing non-retail services (eg. Carpentry, tillage)
Crop Production: Total amount of land farmed by members of association	n/a	n/a	n/a	n/a	40 ha
Size of farm of largest member	n/a	n/a	n/a	n/a	3.5 ha
Size of farm of smallest member	n/a	n/a	n/a	n/a	0.9 ha
crops produced	n/a	n/a	n/a	n/a	maize, sorghum, millet, sunflower, groundnuts, tobacco, cotton, roundnuts, tomatoes, greens, paprika, onions
Livestock production: Total amount of land ranches	n/a	n/a	n/a	n/a	75 ha of communal grazing land
Size of farm of largest member	n/a	n/a	n/a	n/a	8 ha
Size of farm of smallest member	n/a	n/a	n/a	n/a	4.5 ha
Livestock raised	n/a	n/a	n/a	n/a	beef cattle, goats, turkeys, layer chickens, broiler chickens, oxen/donkeys/mules
Food processing products manufactured	n/a	n/a	n/a	n/a	n/a
Do members produce these products individually or as a group	n/a	n/a	n/a	n/a	n/a
Is the activity seasonal, year-round, or both	n/a	n/a	n/a	n/a	n/a
Trading/Retailing: Are the members' businesses formal or informal; are they generally registered	formal	formal and registered	formal but not registered	formal	informal
Do the members buy and sell their products, grow or manufacture them, or both	both	both	both	both	both
Do the members have a place of business in form of a shop	yes	yes	n/a	both	yes
What products do most members trade in	agricultural inputs, hardware, crops, groceries, clothing, household products	agricultural inputs, hardware, groceries, clothing, household products	agricultural inputs; hardware; crops; groceries; transportation	agricultural inputs; hardware; crops; groceries; clothing; household products; others	agricultural inputs, hardware, groceries, clothing, crops, household products, maize & sunflower & day old chickens, eggs and rabbits
Non-Retail Services: Are the members' businesses formal or informal, are they generally registered	formal and registered	formal and registered	Formal and in the process of registering	n/a	informal
Non-Retail services: Do the members operate the business from their home or do they have a shop	have shops	shop (generally their home)	yes	n/a	shop
What services do the members provide	transportation, tillage	not answered	transportation, custom crop services (tillage, spraying, etc)	n/a	custom crop services (tillage, spraying etc)
Describe the structure of the organization	It has one executive committee, no branches	The association has no branches. There is one executive committee and one disciplinary committee	At present they have an input supply committee, members are selected by secret ballot box and constituencies are involved	An executive committee only	one executive committee (7 members), no branches or sub-committees

Note: The year 2000 is the baseline for all of these associations (Agrodealers) as they did not previously exist

Managing committee members (M- Male, F- Female)	B. Nyckete (chairperson-M); E. Chikwore (vice-F); Mufuni (secretary- M); Mukuruwa (vice- F); JD Muzoriwa (treasurer- M); Muzhuza (committee-M); Prisca (committee- F); Miriam (committee- F)	K S Danda (chairperson- M); J M Kasirori (vice chairperson- M); M W Sithole (secretary- M); W Monera (vice secretary- M); J De Souza (treasurer- F); A Gavanga (committee- M); A Masimba (committee- M)	G. Tom (chairperson-M); R. Rusike (vice-M); T. Tasiyana (treasurer-M); B. Chivenge (secretary vice-M); A. Mafemera (secretary-M); C. Mugoni (committee-F); Mahoka (committee-F); all entered positions in Sep 99 and term expires in Aug 2000	C. Machida (chairperson); N. Madzivire (vice); B. Dube (secretary); N. Chinho (vice); A. Mugwangi (treasurer); P. Mpatsi (committee); all committee members are male. Term began on 16-Oct 98 and ends on 16-Oct 00	M. Nigo (chairperson- M); G. Muchina (vice- M); J. Gora (secretary- M); T. Mbwende (vice- M); J. Takaona (treasurer- F); Mr. Musara (committee member- M); T. Mutombera (committee member-M) Term began on 1 August 99 and ends on 1 August 01
Number of women leaders	4	1	2	0	1
Length of term	3 years	3	1 year	2 years	2 years
Is There a Written List of Responsibilities for Elected positions	yes	yes	yes	yes	yes
Do any of the elected leaders receive a salary	n/a	n/a	n/a	not addressed	n/a
Can a leader be re-elected	yes	yes	yes	yes	yes
How were the current leaders elected	show of hands	secret ballot	secret ballot	secret ballot	secret ballot
Does the association have a constitution	yes	yes	yes	yes	yes
Is it actively used	yes	yes	yes	yes	yes
How was it developed	by group members, using the Raise training modules as guidelines	drawn by members using examples from other organizations doing similar programs	developed by members	by members	contributions from association members
Frequency of (leadership) committee meetings	once a month (18/8/00)	quarterly	once a month	once a month	once per month
Date and location of last meeting	not answered	29-Jul-00	not addressed	not addressed	17-Aug-00
Are minutes kept of meetings	yes	yes	yes	yes	yes
How does the association leadership regularly communicate with the membership	regular membership meetings; circulation of meeting minutes	regular membership meetings	regular membership meetings, local representatives and circulation of meeting minutes	regular membership meetings	regular membership meetings, local representatives and newsletters
How does the association membership regularly communicate with the leaders	regular membership meetings; circulation of meeting minutes	regular membership meetings	regular membership meetings and local representatives	regular membership meetings	regular membership meetings and local representatives
Who is responsible for the organization's finances	treasurer	treasurer	treasurer	treasurer	treasurer
Does the organization keep financial records	yes	yes	yes	yes	yes
Does the organization prepare financial reports how often	yes	yes, quarterly	yes, quarterly	yes, twice a year	yes, annually
Are they presented at regular membership meetings or annual general meetings	at the annual general meeting	both	yes	yes	yes
Who is given a copy of the financial reports	members	all members	chairperson	chairperson	chairperson
Can individual members see regular financial reports	yes	yes, they all receive one	yes	yes	yes
Does the organization have a budget; period covered	yes; one year	n/a	n/a	yes; covers a period of 1 year	yes, 1 year
Were last year's financial records audited, any problems encountered	n/a	n/a	n/a	yes	yes
Start and finish of organization's financial year	January-December	January 1- December 31	August to July	October to November	August to September of the following year
How did the organization raise funds to get started	subscription fees	joining and subscription fees	member subscriptions	members' contributions	member subscriptions
How does the organization sustain itself	through members' contributions	by collecting subscription fees from its members	through joining and subscription fees paid by members	joining fees and subscriptions	members' contributions
What new sources of income does the organization hope to develop	to rent a shop selling agri-inputs	n/a	to operate a retail shop as an association	build a warehouse and buy a truck	trading Agri-inputs
Does the organization currently receive financial assistance; how much and when	n/a	n/a	n/a	n/a	no
Total Income	Z\$ 30,000 (\$568.04)	Z\$ 73,500 (\$1,388.79)	Z\$30,000 (\$568.04)	Z\$83,000 (\$1,568.04)	Z\$ 43,500 (\$820.70)
Total Expenditures	Z\$ 2,000 (\$37.74)	Z\$ 1,500 (\$28.30)	n/a	n/a	Z\$ 10,000 (\$188.68)
Does the organization employ staff, list	n/a	n/a	n/a	n/a	no
Is there a written list of responsibilities/job descriptions for staff positions	n/a	n/a	not answered	n/a	n/a
What are the organization's objectives	to secure inputs for its members, to source funds to build a warehouse	to negotiate for agri-input supply from manufacturers, to negotiate for discounts and prices on behalf of members. To venture into agribusiness as an association for the benefit of members	buying and selling agri-inputs; buying the farmers' produce	to build a warehouse	Trading Agri-inputs to local farmers
How are these objectives established and by whom	After Raise module training, we realized that there was a need to come up with these objectives developed by members	Through general discussions at management meetings and by members at general meetings	They were established by association members who were assisted by Agrilink and the RAISE training material	through association members at regular membership meetings	The association conducted a feasibility study
Do these objectives contribute to CNFAs strategic objective for organizations (listed below)	yes. Farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets.	yes. Farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets.	yes; farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets	yes; farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets	yes; farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets
Does the organization have a strategic plan; when was it developed and who adopted it	yes	n/a	n/a	n/a	yes. It was developed on 1-Aug-99 by the members
Does the organization have an action plan/work plan	yes	yes	n/a	n/a	yes
What are the organization's current activities/membership services	sourcing agri-inputs for its members	to secure credit facilities for members, to source AQMARK credit guarantees for its members (From the monetary contributions so far received and saved with the bank, ZADA is applying to Zvimbwa Rural District Council for a business stand for a warehouse and agroprocessing at Murumbedi Growth Point.)	member were busy encouraging their members to work together in jointly beneficial activities	n/a	securing agri-inputs for members, however, activities are still at the planning stage
What are the organization's intended future activities/membership services and how were they selected	recruiting more members, improving subscription fees	to continue lobbying/soliciting credit facilities for its members to go into agroprocessing	transportation, construction of an office and warehouse, and retail trading	n/a	Buying and selling of agri-inputs to local farmers

Objectives and anticipated impacts defined for this project					
What does the host want us to work with them on (this year) that we agree can be best addressed through volunteer assignments	not answered	not answered	not answered	not answered	Further development of their association, particularly leadership training. They need more training planning, management, project implementation and evaluation. They need more knowledge and skills on fund raising
How do we want to address the organization's request and how do we think that will translate into the 4 levels of impact	not answered	not answered	not answered	not answered	To conduct a feasibility study in order to address their weaknesses. This can be done by assigning capable trainers participating in the RAISE program or through a volunteer.
Membership survey	not answered				
Questions for Association	not answered				
CNFA staff analysis	not answered				
Other	not answered				
Person completing this questionnaire	Takaniso Nyoni				
Date	12-Oct-00	12-Oct-00	12-Oct-00	12-Oct-00	12-Oct-00
Current exchange rate at date of completion	Z\$ 53				
Are you a member of any national association; state if any					

Who do you target for membership recruitment
 How does someone join
 Do people pay joining fees to join
 How is someone removed
 Who has the authority to remove someone
 Are you guided by any constitution; if so, who decided what is included
 When was the constitution last amended

Questions from Profiles	Mount Darwin Oil Pressing Association		Munhuwepayi Womens group		Mupambatye Peanut Butter Group	
	Baseline	Oct-00	1997	2000	1998	2000
Name of Organization	Mount Darwin Oil Pressing Association		Munhuwepayi Womens group		Mupambatye Peanut Butter Group	
Postal Address	Box 385 Mount Darwin	same	P. O. Box 244, Murewa	same	Postal Box 421, Murewa	same
Physical Address	meeting place: Nyamahabogo Business Center/School (between Mount Darwin and Rushinga: 40km ppg)	same	Meeting place: the women meet in a room next to the National Affairs/Council office	same	meeting place: At the ladies' homes. Turn north about 5 km before Murewa on dust road and ask for directions	same
Contact Information	Tel. (078) 577-ZFU; Fax (078) 588-AFC	same	n/a	same	n/a	same
Hours of operation	not addressed	same	not addressed	same	not addressed	same
Date Established	8-Nov-00	same	Oct-00	same	1988	same
Is the organization similar to a US coop or an association	association	same	coop., but not adequately organized	same	same	same
Does the organization have an office	no	same	yes	same	yes	same
Date and type of registration	The organization is trying to figure out whether to register as a coop. or as an association	same	not registered	same	not registered	same
Number of Members	120	same	10	same	10	same
Number of Female Members	>58	>50	10	same	10	same
Number of Male Members	<58	<60	0	same	0	same
Describe the organization's membership, including its financial viability	MDOPA's members are primarily family operated, home-based businesses that cold press sunflower oil, though some presses are operated by groups of women. The association defines membership in terms of the number of presses the business operates. The members' income from pressing sunflower seed supplements their primary income which is agriculture. The pressing activity is profitable when they grow their own seed. estimated net income range from 300-700 USD annually, though pressing is usually seasonal.	same	Low income communal farm women, mostly widowed, who have very limited resources and income generating opportunities	same	Low income communal farm women	same
Location of most members	small scale farming areas (have land title)	same	communal farming areas (do not have land title)	same	communal farming areas (do not have land title)	same
Geographic Regions Covered	Mount Darwin and Rushinga districts, Mashonaland Central	same	Zihute village, Murewa; Mashonaland	same	Zihute village, Murewa; Mashonaland East	same
Dues: joining fee	100 Z\$	100 Z\$ (1,88)	Z\$ 20	same	Z\$ 50	Z\$ 50 (\$94.34)
Dues: subscription fee	40 Z\$ or a bottle of oil, paid monthly	35 Z\$ (\$ 66) or a bottle of oil, paid quarterly	n/a	same	Z\$ 5	Z\$ 5 (\$ 00)
# of members who have currently paid joining fees	112	50	all members	same	all members	same
# of members who have currently paid subscription fees	6 on a regular basis	0	n/a	same	all members	same
Date of last annual general meeting	November-09	same	unknown	24th April 2000	unknown	same
What was the attendance	90	same	all members attended	same	10	same
Frequency of regular membership meetings	monthly or bi-monthly	same	once a month	same	once a month	same
Where are they conducted	Nyamahabogo BC	same	At Murewa center	same	at the place of business	same
How many attended	unknown	same	all members attended	same	all members attended	same
How are members notified of an upcoming meeting	unknown	same	word of mouth	same	word of mouth	same
What economic activities do the members conduct in relation to the organization	crop production, food processing, and trading/retailing	crop production, food processing	crop production; food processing	crop production; livestock production; food processing	crop production and food processing	same
Crop Production: Total amount of land farmed by members of association	112 @ 10 ha (24.7 ac) of cultivated land each= 1120 (2,767 6 ac)	same	50 acres	same	50 acres	same
Size of farm of largest member	100 ha	same	10 acres	same	10 acres	same
Size of farm of smallest member	4 ha	same	2 acres	same	2 acres	same
crops produced	maize, wheat, sorghum, millet, sunflower, groundnuts, tobacco, cotton, roundnuts	same	maize, wheat, sorghum, sunflower, soybeans, groundnuts, roundnuts, tomatoes, greens, onions	same	maize, wheat, sorghum, sunflower, soybeans, groundnuts, roundnuts, tomatoes, greens, onions	same
Livestock production: Total amount of land ranches	n/a	same	communal grazing	same	communal grazing	same
Size of farm of largest member	n/a	same	not answered	unknown	not answered	unknown
Size of farm of smallest member	n/a	same	not answered	unknown	not answered	unknown
Livestock raised	n/a	same	beef cattle, goats, pigs, turkeys, layer chickens, broiler chickens	same	beef cattle, goats, pigs, turkeys, layer chickens, broiler chickens	same
Food processing products manufactured	cooking oil and peanut butter	same	cooking oil	same	peanut butter	same
Do members produce these products individually or as a group	both	same	group owned business	same	group owned business	same
Is the activity seasonal, year-round, or both	mostly seasonal	same	seasonal	seasonal, usually operates 4 months a year	year-round	same
Trading/Retailing: Are the members' businesses formal or informal, are they generally registered	informal	same	Their businesses are not registered, but the Ministry of National Affairs is helping them to register their cooperative	same	They are not yet registered but are in the process of formalizing their business operations. The Ministry of National Affairs is helping them in this regard.	same

Questions from Profiles	Mount Darwin Oil Pressing Association		Munhuwepayi Womens group		Mupambatye Peanut Butter Group	
	Baseline	Oct-00	1997	2000	1998	2000
	Mount Darwin Oil Pressing Association		Munhuwepayi Womens group		Mupambatye Peanut Butter Group	
Name of Organization						
Do the members buy and sell their products, grow or manufacture them, or both	both	same	The members buy most of the sunflower from the Grain Marketing Board and some of it is bought from farmers. The sunflower is then processed into cooking oil and bottled before being sold. The seed-cake (a by-product) is also sold as stock or chicken feed to local farmers. Their profit potential is limited due to the unavailability of sunflower. They basically operate for 3-4 months a year. The women are looking into the possibility of contracting local farmers to grow sunflower for them to increase their production and their profit base.	They now grow most of their sunflower and some of it they get from contracted farmers. They then process the sunflower into cooking oil and bottle it before it's sold. The seed-cake (a by-product) is also sold as stock or chicken feed to local farmers.	They both grow and buy peanuts and then process them into peanut butter and package them to be sold	same
Do the members have a place of business in form of a shop	No, they generally operate from home	same	They operate from a room that they got from the local council. People come to buy the cooking oil from that room.	same	They do not operate a shop but people come to buy from the chairlady's premises and some of it is sold to local retail shops and a local hotel. There is a big local market for peanut butter. The profit margin for a peanut butter is almost 30% and the women operate all year-round, 5 days a week.	They do not operate a shop but people come to buy from the chairlady's premises and some of it is sold to local retail shops and a local hotel. They have also recently rented an electrified room where they will be operating from
What products do most members trade in	sunflower oil and peanut butter	same	n/a	same	not answered	same
Non-Retail Services: Are the members' businesses formal or informal; are they generally registered	n/a	same	n/a	same	n/a	same
Non-Retail services: Do the members operate the business from their home or do they have a shop	n/a	same	n/a	same	n/a	same
What services do the members provide	n/a	same	n/a	same	n/a	same
Describe the structure of the organization	Managing committee- 10 members- elected by general membership at AGM to represent 10 constituencies. Officers are elected from within their own ranks.	same	Managed by a committee of 7 people	Managed by a committee of 7 people and whose term of office has already expired. The members seem to be happy w/ the existing leadership but plans are to hold new elections before the end of 2000.	Managed by a committee of 8 people	same
Managing committee members (M- Male, F- Female)	Mary Kando (chairperson-F); Modokal Mberi (vice chairperson-M); Mbasera Mutsago (secretary- M); Mr. Muzondo (vice-secretary-M); Margaret Chinyadza (treasurer-F); Edward Mupfihwa (committee member-M); Francis Chinyokura (committee member-M); Mrs. P Neshamba-F; Mr. R. Tsodzo (committee member-M); Mr A. Szepea (committee member M); all entered their positions on Nov. 99 and term expires on Nov. 2002	same	Lucy Peter (chairlady); Idah Muzembere (vice-chairlady); Leocadia Zambuko (secretary); Cecilia Mandoyo (vice secretary); Esmath Chiongo (treasurer); Irene Muchomwa (committee member); Elizabeth Chigwaza (committee member) Term began in 1996 and ends in 1999	same	Teresina Chirumwata (chairlady); Winnie Gotora (vice-chairlady); Hazvunel Zamkra (secretary); Sheila Gomani (vice secretary); Maseline Chalwa (treasurer); Esnat Gutsa (committee member); Hilda Mujuni (committee member); Fulicia Munyuki (committee member) --all are female	same
Number of women leaders	3 out of 10 (30%)	same	7	same	8	8
Length of term	3 years	same	3 years	same	5 years	5 years
Is There a Written List of Responsibilities for Elected positions	no	same	no	same	no	same
Do any of the elected leaders receive a salary	no	same	no	same	no	same
Can a leader be re-elected	yes	same	yes	same	no	same
How were the current leaders elected	not answered	same	show of hands	same	show of hands	same
Does the association have a constitution	yes	same	no	same	no	same
Is it actively used	yes	same	n/a	same	n/a	same
How was it developed	by leaders then approved by members	same	n/a	same	n/a	same
Frequency of (leadership) committee meetings	monthly	same	once a month	same	once a month	same
Date and location of last meeting	15-Feb-00	same	not addressed	same	not answered	same
Are minutes kept of meetings	yes	same	yes	same	no	same
How does the association leadership regularly communicate with the membership	regular membership meetings and local representatives	same	regular membership meetings and local representatives	same	regular membership meetings and local representatives	same
How does the association membership regularly communicate with the leaders	regular membership meetings and local representatives	same	regular membership meetings	same	regular membership meetings	same
Who is responsible for the organization's finances	treasurer	same	treasurer	same	treasurer	same
Does the organization keep financial records	no	yes	yes	same	yes	same
Does the organization prepare financial reports, how often	no	yes, quarterly	no	same	no	yes
Are they presented at regular membership meetings or annual general meetings	n/a	regular membership meetings	n/a	same	no	at regular general meetings
Who is given a copy of the financial reports	no one	all attendees	n/a	same	n/a	all members
Can individual members see regular financial reports	yes	same	yes	same	yes	same

39

Questions from Profiles	Mount Darwin Oil Pressing Association		Munhuwepayi Womens group		Mupamatye Peanut Butter Group	
	Baseline	Oct-00	1997	2000	1998	2000
Name of Organization	Mount Darwin Oil Pressing Association	Mount Darwin Oil Pressing Association	Munhuwepayi Womens group	Munhuwepayi Womens group	Mupamatye Peanut Butter Group	Mupamatye Peanut Butter Group
Does the organization have a budget; period covered	no	there's a budget for certain activities but not for all association activities	no	same	no	same
Were last year's financial records audited; any problems encountered	no they didn't exist	same	n/a	same	n/a	same
Start and finish of organization's financial year	not answered	same	January to December	same	January to December	same
How did the organization raise funds to get started	joining fees	same	They raised their membership subscriptions themselves but then received a loan from Africare (an NGO) to purchase the group's sole asset- an oil press. The loan was fully repaid.	same	pooled their resources together	through joining fees
How does the organization sustain itself	monthly subscription fees and almost no costs	same	by reinvesting profits	same	reinvesting profits, contributions from members and membership dues	same
What new sources of income does the organization hope to develop	service for fees	same	poultry production	They managed to raise one batch of chickens which they successfully marketed and are looking at intensifying the poultry business	poultry production	They are proposing to intensify their existing peanut butter processing by making use of the electric machine which they bought and also increase their poultry production
Does the organization currently receive financial assistance; how much and when	no	same	no	same	no	A CNFA volunteer assisted them with ~Z\$ 200 (\$3.77) to buy 2 peanut butter hand mills and also helped them to market their crochets in the US and they managed to raise Z\$1,500 (\$28.30). The proceeds were used to buy an electric machine and the balance will be used to buy peanuts.
Total Income	not answered	same	not answered	same	not answered	unknown
Total Expenditures	not answered	same	not answered	same	not answered	unknown
Does the organization employ staff; list responsibilities/job descriptions for staff positions	no	same	no	same	no	same
What are the organization's objectives	n/a	same	n/a	same	n/a	same
How are these objectives established and by whom	to encourage sunflower growing and oil production; marketing; to facilitate credit	same	To improve the standard of living for the members; to increase income at a household level; to diversify into other profitable activities	same	To improve the standard of life for the members; To increase income at household level; To increase their peanut butter production	same
Do these objectives contribute to CNFAs strategic objective for organizations (listed below)	membership	same	by all the members through consultations	same	By all the members through consultations	same
Does the organization have a strategic plan, when was it developed and who adopted it	yes; farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets	same	yes; farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets	same	yes; farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets	same
Does the organization have an action plan/work plan	no	yes; developed by members	no	same	no	same
	no	yes, but it's not yet in final form	no	same	no	same

40

Questions from Profiles	Mount Darwin Oil Pressing Association		Munhuwepayi Womens group		Mupambatye Peanut Butter Group	
	Baseline	Oct-00	1997	2000	1998	2000
	Name of Organization	Mount Darwin Oil Pressing Association	Munhuwepayi Womens group	Munhuwepayi Womens group	Mupambatye Peanut Butter Group	Mupambatye Peanut Butter Group
What are the organization's current activities/membership services	1) Provide members with market information. MDROPA collects oil prices and desired quantities to buy from local shops and Olivine Industries and passes them onto members at meetings. 2) Procuring inputs for members. MDROPA bought a shipment of 750 kg of sunflower seed in December 1999, hired a truck to transport it, and distributed it to its members at cost. 3) Marketing Members' sunflower oil. MDROPA facilitates members' buying arrangements between members and local shops and aggregates oil to sell on behalf of members for large orders (Spar and Olivine) 4) Representation and Advocacy. MDROPA tries to negotiate a lower cotton levy with ZFU and credit terms with fertilizer companies. Also trying to access training from MoLA for members and credit from village banks for members.	same	growing sunflower and processing it into cooking oil and then marketing it to local people	same	growing peanuts, processing them into peanut butter, and selling the peanut butter locally	growing peanuts, processing them into peanut butter, and selling the peanut butter. They are also into poultry production and marketing
What are the organization's intended future activities/membership services and how were they selected	1) Develop a warehouse to enable more aggregation of oil 2) Helping members diversify to peanut butter & soy bean production 3) Marketing or utilizing seed cake	1) Develop a warehouse to enable more aggregation of oil 2) Helping members diversify to peanut butter & soy bean production 3) Group marketing 4) Adopt a uniform logo for the packaging of products	poultry production and marketing of the seed cake-a by-product from the oil pressing activity. These goals were set by the women (consensus).	intensify their poultry production. These goals are set by the women (consensus)	Buy more hand mills and possibly acquire an electric machine. Also, to add poultry production	Producing more peanuts and contracting other farmers to grow peanuts for them.
Objective and anticipated impacts defined for this project						
What does the host want us to work with them on (this year) that we agree can be best addressed through volunteer assignments	Develop leadership; strengthen association activities; train members on farm business management	Develop leadership; strengthen association activities; train members on farm business management; group marketing; make bulk purchases of inputs and BAH presses for resale to members; adopt a uniform logo for the packaging of products	not answered	same	not answered	same
How do we want to address the organization's request and how do we think that will translate into the 4 levels of impact	Three assignments focused on leadership development & strategic planning, farm business management and association services (marketing), respectively.	same	not answered	same	not answered	same
Membership survey	not answered	same	not answered	same	not answered	same
Questions for Association	not answered	same	not answered	same	not answered	same
CNFA staff analysis	not answered	same	not answered	same	not answered	same
Other	not answered	same	not answered	same	not answered	same
Person completing this questionnaire	Shorai Mwahe	same	Monica Chikukwa	same	Monica Chikukwa	same
Date	4/28/2000 (updated 8/3/00)	October-00	30-Aug-00	same	30-Aug-00	same
Current exchange rate at date of completion	Z\$ 50	same	Z\$50	same	Z\$ 50	same
Are you a member of any national association; state if any						
Who do you target for membership recruitment						
How does someone join						
Do people pay joining fees to join						
How is someone removed						
Who has the authority to remove someone						
Are you guided by any constitution; if so, who decided what is included						
When was the constitution last amended						

Key "not applicable" question did not appear in profile

"not answered" question appeared in profile but was not answered

"N/A" not applicable

41

Questions from Profiles	ITAZ		Agmark (Zimbabwe Agricultural Market Development Trust)	
	1997	2000	Apr-00	Oct-00
Name of Organization	Informal Traders Association of Zimbabwe		Agmark (Zimbabwe Agricultural Market Development Trust)	
Postal Address	P O Box 31, Lupane	same	176 Enterprise Rd. 4 Trilion center CH 502 Harare, Zimbabwe	same
Physical Address	meeting place: Claire Raick's (yellow) House next to the Rural District Council Guest House	meeting place: at chairman's house, ~4km from Lupane center	office/meeting place	same
Contact Information	(089) 8-208- Claire Raick, PCV	(089) 8-383- Henry Mslpha- ITAZ chairman	Tel. 283-4-480655/8; Fax 283-4-480654	same
Hours of operation	not addressed	same	not addressed	same
Date Established	1996	same	April, 1996	same
Is the organization similar to a US coop or an association	association	same	coop. (a market development trust)	same
Does the organization have an office	no	same	yes	same
Date and type of registration	It's national office is legally registered; Welfare organization registered in 1996	same	not registered	Nov. 1999 ; Non-Profit Trust
Number of Members	"They think they have 8000 nationally and 500 within Lupane, but don't have adequate records to really know"	~ 8,000 nationally and 559 within Lupane, but have no adequate records to really know.	n/a (Agmark isn't a membership organization)	same
Number of Female Members	~350	~387	n/a	same
Number of Male Members	~150	~192	n/a	same
Describe the organization's membership, including its financial viability	ITAZ's Lupane members are basically unemployed communal residents with little or no opportunity of getting formal employment. It is in recognition of this that the members operate informal businesses in which they are self-employed. ITAZ's membership is amongst the poorest of the poor in Zimbabwe. ITAZ's members' businesses are not particularly profitable at present but they do have the opportunity to be, at least at a modest level. No real alternative opportunities, besides self-employment exist for ITAZ's members.	ITAZ's Lupane members are basically unemployed peasant farmers whose yearly income is quite small. The members are getting involved in small income generating activities to supplement their yearly incomes.	Agmark is not a membership organization but its goal is to expand the participation of Zimbabwean farmers in agricultural markets and improve the efficiency in those markets in distributing inputs, outputs and services.	same
Location of most members	communal farming areas (do not have land title)	same	n/a	same
Geographic Regions Covered	Lupane, Matebeleland North	same	activities are intended to be countrywide	activities are countrywide
Dues: joining fee	none	same	n/a	same
Dues: subscription fee	Z\$5/month	Z\$5/month (\$.04)	n/a	same
# of members who have currently paid joining fees	N/A	same	n/a	same
# of members who have currently paid subscription fees	500	~300	n/a	same
Date of last annual general meeting	01-Apr-97	March, 2000	n/a	same
What was the attendance	unknown	40 people	n/a	same
Frequency of regular membership meetings	irregularly	4 times a month	n/a	same
Where are they conducted	at the local ward associations within the Lupane branch	same	n/a	advisory board meetings are semi-annually
How many attended	unknown	30	n/a	CHFA office
How are members notified of an upcoming meeting	word of mouth	written notice	n/a	0
What economic activities do the members conduct in relation to the organization	crop production, livestock production, food processing, trading/retailing, providing non-retail services (eg carpentry, tillage, etc), basket weaving, restaurants	crop production, livestock production, food processing, trading/retailing, providing non-retail services (eg carpentry, tillage, etc), basket weaving, restaurants, beauty salons	n/a	phone
Crop Production: Total amount of land farmed by members of association	unknown	same	n/a	same
Size of farm of largest member	900 ha	same	n/a	same
Size of farm of smallest member	2 ha	same	n/a	same
crops produced	maize, sorghum, millet, groundnuts, cotton, roundnuts, tomatoes, greens	same	n/a	same
Livestock production: Total amount of land ranches	unknown	same	n/a	same
Size of farm of largest member	800 ha	same	n/a	same
Size of farm of smallest member	2 ha	same	n/a	same
Livestock raised	beef cattle, goats, pigs, layer chickens, broiler chickens, oxen/donkeys/mules	same	n/a	same
Food processing products manufactured	cooking oil	cooking oil, peanut butter	n/a	same
Do members produce these products individually or as a group	both	same	n/a	same
Is the activity seasonal, year-round, or both	generally seasonal	same	n/a	same
Trading/Retailing: Are the members' businesses formal or informal; are they generally registered	no	informal	n/a	same
Do the members buy and sell their products, grow or manufacture them, or both	both	same	n/a	same
Do the members have a place of business in form of a shop	some do	some do but the majority does not	n/a	same
What products do most members trade in	hardware, crops, groceries, clothing, household products	same	n/a	same
Non Retail Services: Are the members' businesses formal or informal, are they generally registered	no	same	n/a	same
Non Retail services: Do the members operate the business from their home or do they have a shop	home	same	n/a	same
What services do the members provide	carpentry, construction	same	n/a	same

Questions from Profiles	ITAZ		Agmark (Zimbabwe Agricultural Market Development Trust)	
	1997	2000	Apr-00	Oct-00
Name of Organization	Informal Traders Association of Zimbabwe		Agmark (Zimbabwe Agricultural Market Development Trust)	
Describe the structure of the organization	There are 12 local associations within the ITAZ Lupano Branch, though only 4 are reported active. Each local association has its own elected leaders (elected by show of hands) and then some of those leaders are elected (generally from amongst themselves) to the Lupano branch managing committee. There are also two national ITAZ leaders who live in Lupano and although they do not hold locally elected positions, they have some authority within Lupano ITAZ. Those national leaders were somehow founding national leaders and were not elected by the people of Lupano (at any level).	There are 12 local associations within the ITAZ Lupano Branch, though only 4 are reported active. Each local association has its own elected leaders (elected by show of hands) and then some of those leaders are elected (generally from amongst themselves) to the Lupano Executive committee. The executive committee works hand in hand with the Supervisory, Education, Disciplinary, Marketing and Transport Committees	Organization has just been formed and a set structure has not yet been established	Organization is still newly formed and set structure has not yet been established. An advisory Board was established in September, 1999
Managing committee members (M- Male; F- Female)	Bernard Ddhlodho (chairperson-M); Mr. Moyo (vice-chair-M); Nickolas Mkandla (secretary-M); Isaac Ncube (vice secretary-M); Beauty Shweta (treasurer-F) Tuwel Dube (committee member-M); Lene Siziba (committee member-F); Luxson Dube (committee member-M); Gibson Ncube (committee member-F)	Henry H. Msipha (chairperson-M); Mrs. F. Ndobelo (vice-F); Mrs. Nkomo (secretary-F); Mrs. Rusiko (vice secretary-F); Eneck Mpofu (treasurer-M); Mrs. Mpala (committee member-F); Mr. Khoswa (committee member-M); Mrs. Ndlovu (committee member-F); Mr. Nyonli (committee member-M)	not answered	Sidney Chitekwe (chairperson: Leroy Agrodealers Assoc.); Arthur Zaura (ZFU); Arthur Chaguma (CCK Business Services); Cuthbert Chakanuka (Coltco); Chris Lehnen (Novartis); Donnis Zaranyika (SeedCo); Stewart Kwaramba (ZFU); Tonnet Gazi (Agricurs); Mshck Kanjanda (ZOPP); Tracy Mitchell (Agmark/CNFA)
Number of women leaders	3 out of 9; 30%	3	n/a	1
Length of term	1 year	same	n/a	no term limits are established
Is There a Written List of Responsibilities for Elected positions	no	same	n/a	same
Do any of the elected leaders receive a salary	no	same	n/a	same
Can a leader be re-elected	yes	same	n/a	same
How were the current leaders elected	show of hands	same	not answered	advisory board members are invited and serve in a volunteer capacity
Does the association have a constitution is it actively used	At the national level but not at the Lupano level	same	n/a	it has by-laws for the advisory committee
How was it developed	It was written by national but basically looks like a legal boilerplate that they filled in.	they are not actively using their constitution	n/a	yes
Frequency of (leadership) committee meetings	every couple of months or as needed/don't know	it was written by national but basically looks like a legal boilerplate that they filled in, but they are in the process of amending it.	n/a	not answered
Date and location of last meeting	not addressed	4 times a year	n/a	advisory board meets semi-annually
Are minutes kept of meetings	sometimes	15th of September	n/a	not answered
How does the association leadership regularly communicate with the membership	they don't communicate on a regular basis	yes	n/a	yes
How does the association membership regularly communicate with the leaders	they don't communicate on a regular basis	regular membership meetings, local representatives	n/a	same
Who is responsible for the organization's finances	treasurer	regular membership meetings, local representatives	n/a	same
Does the organization keep financial records	somewhat	same	n/a	same
Does the organization prepare financial reports; how often	no	have recently started to do so	n/a	same
Are they presented at regular membership meetings or annual general meetings	N/A	yes, after every 3 months	n/a	same
Who is given a copy of the financial reports	N/A	at general meetings half 4 times a year	n/a	same
Can individual members see regular financial reports	N/A	any member	n/a	same
Does the organization have a budget; period covered	no	yes	n/a	same
Were last year's financial records audited; any problems encountered	N/A	same	n/a	same
Start and finish of organization's financial year	"begins in April"	same	n/a	same
How did the organization raise funds to get started	from membership subscriptions passed back to them from national ITAZ	30 April - 1 May	n/a	same
How does the organization sustain itself	It really doesn't because the national ITAZ doesn't generally pass any of the Lupano dues back to them	same	grant from USDA	grant from USDA
What new sources of income does the organization hope to develop	Services that members will pay a fee to receive	the current executive is making every effort to improve the financial sustainability if the association through fund raising activities and the financial sustainability of the association has greatly improved	same	same
Does the organization currently receive financial assistance; how much and when	no	The association is looking into acquiring a grinding mill, which the members can use for a fee	n/a	same
Total Income	N/A	same	n/a	same
Total Expenditures	N/A	Z\$20,000 (\$377.30)	n/a	same
Does the organization employ staff; list	no	Z\$5,000 (\$94.34)	n/a	same
Is there a written list of responsibilities/job descriptions for staff positions	N/A	same	n/a	same

the citizens network for foreign affairs

AGRIBUSINESS VOLUNTEER PROGRAM

Long Term Impact Assessment

Project: ICFU (Indigenous Commercial Farmers Union)

Date: 25 October, 2000

Project History:

The Indigenous Commercial Farmers Union (ICFU) is a national farmer association in Zimbabwe whose mission is to represent and serve black commercial farmers. ICFU is based in Harare and is one of three national farm associations in Zimbabwe. The others are the Zimbabwe Farmers Union, whose 800,000 members are primarily indigenous farmers with small landholdings or land in communal areas, and the Commercial Farmers Union, whose 4,500 members are primarily white farmers with large, well-developed farms. ICFU's current President is Thomas Nherera, Vice Presidents: Davidson Mugabe and Joshua Malinga, and Executive Director: Nokwazi Moyo. Many indigenous commercial farmers purchased their land from white farmers in the early 1980's following Zimbabwe's independence and the passing of a new land tenure law. At that time, joining the Commercial Farmers Union (CFU) was not attractive because many white commercial farmers felt threatened by their black counterparts, and vice versa. Emergent commercial farmers also found that CFU did not serve their interests and that they needed their own organization that could concentrate on the needs of newly established commercial farmers. In contrast to the established commercial farmers, the ICFU members lacked developed farm and enterprise management skills, had poor or no credit history, and lacked adequate capital resources.

Groups of indigenous commercial farmers in Mashonaland Central and West formed their own farm association in 1991. After lobbying for several years, this association became a full-fledged, government registered farmers union in February 1996 and took on the name "Indigenous Commercial Farmers Union." ICFU now has approximately 860 dues paying members. ICFU has 10 branches: Midlands, Masvingo, Matabeleland North, Matabeleland South, Manicaland, Mashonland East, Mashonland Central, Mashonaland West, and Harare. Each branch now has an office, each with 1 staff member. The national headquarters has a staff of 4 (the director and 3 support staff). In 1996 the Kellogg Foundation awarded ICFU a \$200,000 (approximately) three-year institutional development grant to build ICFU's office and staff. This grant has been a key source of funds for ICFU's office and staff development. In July, 1999, the current Kellogg grant ended but Kellogg agreed to award ICFU a second 3-year grant (beginning in Jan 2000), focused entirely on helping ICFU develop its grassroots structures. The release of that funding was delayed until October 2000. Although Kellogg funding has helped sustain ICFU's operations, ICFU also generates income from membership dues, donations from members and some services.

CNFA began working with ICFU in February 1997, and placed its first volunteer with ICFU in May 1997. CNFA conducted 3 volunteer assignments with ICFU in FY97, 5 volunteer assignments in

FY98, 4 assignments in FY99, and 6 in FY2000. CNFA first concentrated its work with the ICFU on building organizational capacity at the national/headquarters level. Over the past year, assistance to ICFU assisted both the national level and ICFU branches. This year, CNFA will focus on assisting ICFU's branches and local associations and will try to assist ICFU as it continues to develop its grassroots structures. The FY2000 strategy focused on assisting two ICFU regional branches, Mashonaland East and Matebeleland North, and the local associations within those branches. CNFA had intended to assist the ICFU national training coordinator in developing the necessary skills to provide the same training to other ICFU branches. However, additional funding from the Kellogg Foundation to fund that position did not materialize until October 2000, and therefore the assignments that were conducted were not able to achieve that objective.

American Farm Bureau Federation and CNFA did conduct some reverse exchanges with ICFU in FY2000. Farm Bureau funded Davidson Mugabe, ICFU Vice-President to be a Keynote Speaker at the World Congress of Young Farmers in Florida. CNFA also funded two young farmers, William Madziwa and Fungai Mupande, who are sons of ICFU members to attend the conference.

Volunteer Assignments:

- 1) Bob Dyer, Regional Field Services Manager for the Illinois Farm Bureau (Illinois) February 15 – March 8, 1999. Strengthened the capacity of ICFU to represent members and deliver services to them by improving the association management skills ICFU branch associations, with a special emphasis on the Mashonaland East branch.
- 2) Wayne Urie, Utah Farm Bureau Regional Manager (Payson, UT). March 18 – April 7, 2000. Strengthened the capacity of Mashonaland East Branch leaders to develop plans to address member needs, and to effectively carry out those plans. Trained them on what policies were, how and why to develop them, and what to do once they are developed. Trained them on how to develop a plan of action, and of breaking the task into very specific and time-phased goals and objectives.
- 3) John Keeler, Utah Farm Bureau Southern Region Manager (Manti, UT). March 18 – April 7, 2000. Strengthened the capacity of Matabeleland North Branch leaders to develop plans to address member needs, and to effectively carry out those plans. Trained them on what policies were, how and why to develop them, and what to do once they are developed. Trained them on how to develop a plan of action, and of breaking the task into very specific and time-phased goals and objectives.
- 4) Patrick Kirchhofer, Peoria County Farm Bureau Manager (Peoria, IL). April 16 – May 6, 2000. Trained Matebeleland North branch leaders/members on what communication systems they would need to adequately communicate with members on a regular basis, and how to initiate and use those systems. Trained branch leaders/members on know to stay abreast of developments at the national level and to keep the national level informed of the members' needs and opinions.

- 5) Chris Garza, Governmental Relations Officer with the American Farm Bureau Federation (Washington, DC) July 2-20, 2000. Worked with members of both the Mashonaland East and Matebeleland North Branches on how to collect and assemble information that they can use to compile representational brochures or other media, or to advocate/lobby in many different ways. Emphasized that without set policies that represent the view of the ICFU as an organization it would not be possible for them to speak with one voice.
- 6) Lyle Holmgren, Utah State University Agricultural Extension Agent (Tremonton, UT). September 25 – October 14, 2000. Trained Mashonaland East branch leaders/members on what communication systems they would need to adequately communicate with members on a regular basis, and how to initiate and use those systems. Trained branch leaders/members on methods by which to educate and inform the National Organization, as well as the media, the Government, and the public as to their activities.

Cumulative Impact of Overall Project:

Since the inception of the project there have been many examples of the direct affect the contributions of CNFA Volunteers have had on the ICFU.

- **Overall ICFU membership has increased by 115% (since 1997), and various new methods have been adopted to both strengthen its financial viability and broaden its membership base.**

ICFU has created three levels of membership (Full, Associate, and Entry-Level members) to create more options for new membership and to encourage organizational growth. They are also considering creating a fourth, a Student Level, specifically to encourage the entry of younger farmers. The percentage of women members, which was unknown when CNFA began working with ICFU now comprises 20% of the membership. The total acreage of members has increased from approximately 495,000 to 1,235,550 (150%), while the average acreage per member has decreased from 2,471 to 1,483 (40%) as they have reached out to smaller farmers as members. They now have a member with a 12.4-acre farm, while previously the smallest was 494 acres. In the Matebeleland North Branch membership has increased by 700% (15 to 120) since the onset of CNFA training. Mat North has done so while at the same time increasing its joining fees and subscription fees.

ICFU previously had no joining fee, but they now have instituted one of Z\$6,000 (\$113). They have also increased membership subscriptions in line with creating a more solid financial base. Financial reports are prepared monthly and presented to the Board and National Council every two months, where previously they only haphazardly kept such records. They now have both a short-term (1 year) and a medium-term budget (3 years), where before they had no budget at all.

- **ICFU members have expanded their economic activities to strengthen their individual businesses, and have passed those creative new ideas throughout the organization to fellow members.**

ICFU members have expanded the economic activities they are involved in to include trading/retailing and non-retail services, where previously they did only crop and livestock production. Members now sell agricultural inputs and some crops. Members both buy and sell products and manufacture them for sale. In non-retail services they now provide transportation and custom crop services (such as tillage and spraying). Members have also added new crops and livestock. They have added sorghum, sunflowers, tomatoes, green vegetables, paprika and onions, and in terms of livestock have added pigs. Much of this activity has taken place in the Mashonaland East and Matebeleland North branches, where the focus of CNFA training has been in the past year.

- **ICFU at both the National and Branch level has adapted its management/staff structure to make it more democratic and responsive to members needs.**

ICFU has learned to be flexible given existing circumstances (travel difficulties etc.) in creating a more effective and responsive management structure. They previously had Executive Council meetings every two weeks (now the Exec Board meets every 2 months), and National Council meetings monthly (now once every two months on the same day as the Exec Board). Previously attendance suffered, but now is higher although less frequent. The number of Executive Board members has increased from 5 to 9 (80%), and the number of National Council members has increased from 12 to 20 (67%). Elections are now by a secret ballot where previously it was done by a show of hands. The Constitution has been refined through contributions by members at Annual General meetings. Written responsibilities for elected positions previously didn't exist and now they do. A woman has moved into National leadership, as secretary, increasing the representation of women to 14%, where there previously had been none. Two standing Committees for Finance & Development and Disciplinary Matters have also been added. Written responsibilities for elected positions at both the National and Branch level previously did not exist, and now they do.

The Mat North Branch expanded their Executive Committee from 3 to 7 (133%) by adding a Deputy Chairperson and 3 General Committee Members to complement the Chairperson, Secretary, and Treasurer. In the Mash East Branch they have added a Vice-Chairman (to the Chairman/Secretary and Treasurer), principally to allow the Chairman to be more active with branch members.

- **Communication at various levels of ICFU, as well as its capacity to create and implement long-term strategic planning has greatly increased.**

A bi-monthly National ICFU magazine has been added to regularly communicate with the membership. Minutes of meetings are kept at both the National and Branch level where previously they were not. A newsletter has recently been developed at the Mash East Branch, as well as a plan for its continued production in the future. The national ICFU has increased its staff from two (a National Director and a Secretary) to seven (250%) by adding an office assistant and four branch clerks. With the new grant from the Kellogg Foundation additional branch clerks and some National staff will be added, as well as computers and other equipment for all of the branches. The Executive

Board and the National Council developed a strategic plan at the National level with input from the general membership, and it is being followed. Strategic plans have also been developed at both the Mat North and Mash East Branches where before they did not exist. Please see the chart at the end of this document to view the impacts CNFA anticipated at the onset of FY00, and its progress in achieving those anticipated impacts.

Conclusions and Lessons Learned

CNFA's focus in the past year on developing the branch associations has been an effective use of CNFA volunteers and has helped contribute to many of the impacts outlined above. CNFA will continue to place great emphasis on developing ICFU's branch associations in the coming year. Many of the assignments in FY00 included an objective of the ICFU National Training Coordinator participating in the trainings, and replicating the trainings at other branches. Unfortunately, because of the long delay in the disbursement of the Kellogg Foundation grant that was to fund that position, the replication to other branches never occurred satisfactorily.

The American Farm Bureau Federation is not a formal partner to ICFU, yet most of CNFA's volunteers have come from the Farm Bureau and contribute appropriate skills and experience that have been extremely useful for ICFU's development as a grassroots farm association. CNFA plans to continue to recruit volunteers from the Farm Bureau for this project.

Recommendations:

The two branches that CNFA is currently targeting in this strategy are the Mashonaland East and Matebeleland North branches. These branches were selected due to their strong leadership, high membership, their use of their constitution and budget, and their willingness to commit themselves to aggressively strengthen their branch. The branches also have different membership priorities and their regions have different agricultural potentials. CNFA felt these differences were important in order for the ICFU national coordinator to be able to apply the training conducted with these branches to the other ICFU branches. CNFA is currently discussing the strategy for this project with the ICFU for the coming year. Decisions are currently being made by ICFU as to how the new Kellogg grant will be allocated. These decisions will have a great impact on ICFU, and on the direction of CNFA training in the current year. With the additional resources being available at the branch level, this coming year should be a unique opportunity to realize great progress in the development of the branch level, which will strengthen ICFU overall.

the citizens network for foreign affairs

AGRIBUSINESS VOLUNTEER PROGRAM

Long Term Impact Assessment

Project: Informal Traders Association of Zimbabwe (Lupane Branch)
Date: October 2000

Project History:

Lupane District is located in the southwest of Zimbabwe, and is one of the poorest regions in the country. Land holdings average approximately 9 hectares (22 acres). Most farmers in Lupane live at subsistence level, but they have the potential to produce surplus crops or animals for sale. In 1996 a group of informal traders, that is people who are self-employed and whose businesses are not registered with any government agency, formed the Informal Traders Association in Lupane (ITAZ). They sought to help themselves become more successful businesspeople through organization, advocacy and training in basic business practices such as bookkeeping, business plan formulation and small business management. The Lupane ITAZ association covers the Lupane District and consists of 23 local associations organized at the ward level. The Lupane ITAZ has approximately 800 members, 480 of which are women. Each of these members is within one of the 23 ward associations, although only 8 of the ward associations are particularly active. ITAZ leaders are elected annually and all Lupane ITAZ staff work on a volunteer basis. ITAZ (Lupane) had limited capacity to operate or serve its members because it lacked the necessary skills to administer the association or raise funds through membership services, among other possible activities. Despite their ability to produce marketable crops and livestock, serious constraints hinder Lupane area farmers in their commercial efforts. The inaccessibility of credit services restricts the farmers' ability to purchase inputs or to initiate new enterprises. After harvesting the farmers often find that storage facilities are insufficient, resulting in a deterioration of quality. Even if farmers do negotiate sales arrangements, the high cost of transport (road conditions in Lupane are quite poor overall) limits profit. The lack of knowledge about how to set up small businesses to process or make use of the grain and other produce contributed further obstacles.

CNFA originally started working with ITAZ based on the request of a Peace Corps volunteer (PCV) who was posted in Lupane. PCV Claire Raick's contract with PC expired in April 1999. She worked with rural women's clubs through the Zimbabwe Self-Help Foundation as part of the Peace Corps' Small Business Development Program. She also worked with ITAZ in an advisory capacity. Through her contact with ITAZ she became aware of their need for additional assistance in organizational development, which she was not able to provide. She then contacted CNFA, which has been able to provide some of that additional assistance. Claire moved back to Lupane in October 2000 to work with the group on the development of a Women's Center. CNFA began working with ITAZ in 1997. CNFA training has been focused on providing direct assistance to ITAZ members so they could improve the productivity and profitability of their

October 30, 2000

1

farms or businesses, and also to develop their capacity to provide membership services. The main thrust is to equip ITAZ with the skills to improve their organizational capacity so it can become more membership driven and capable of serving its members, and to initiate and develop membership services and new businesses.

As part of that strategy, CNFA has so far provided 6 volunteers since the project's inception. In year 2000, CNFA did not send any Volunteers to work with ITAZ. Instead, in September 2000 it sent CNFA employee Monica Chikukwa to conduct a workshop on basic bookkeeping. This came as a result of a recommendation by Volunteer Boyd Wolf. He felt that since ITAZ lacked skills in basic bookkeeping practices and this recurring problem can only be solved by getting a local person who is well versed in local bookkeeping practices to assist ITAZ in its association financial management practices once they elect responsible officers.

Volunteer Assignments:

1. Robert Albrecht, Feedmill owner/manager specializing in crop and livestock sector (Wisconsin). June 27-July 29, 1997. Trained farmers in the Lupanda Ward of Lupane District to develop their farm business ideas into financially viable business plans. Trained two ITAZ leaders to become business consultants on behalf of ITAZ.
2. Ben Burkett, Farmer and Mississippi State Coordinator of the Association of Cooperatives within the Federation of Southern Coops (Mississippi). August 26 - September 24, 1997. Trained the farmers in the Dandanda Ward of Lupane District on the benefits of working through coops and how to develop coops.
3. Patricia Perkins Newton, Association Development Consultant (Georgia). April 18 - May 15, 1998. Strengthened ITAZ throughout the Lupane District by improving the leaders' association management and leadership skills so ITAZ will have the capacity to better serve its members.
4. Roger Schmeising, Agricultural Finance Consultant (Minnesota). June 29 - July 22, 1998. Taught ITAZ leaders how to conduct business development and planning training workshops in their own villages, as part of ITAZ's local business advisory/facilitation service.
5. Boyd Wolff, Farmer, association leader and former Secretary of Agriculture for the State of Pennsylvania. April 16 - May 10, 1999. Improved ITAZ's ability to elect leaders through informed and anonymous elections and improved ITAZ's association management, strategic planning, financial management, and leadership skills.
6. Dan Klingenberg, Management Consultant, (California). August 3-25, 1999. Worked with 58 ITAZ members on how to identify market opportunities, evaluate those opportunities and determine what business are most feasible based on available resources.

Cumulative Impact of Overall Project:

- **ITAZ is conducting fund-raising campaigns as a way of increasing their level of income.**

Realizing the limited income base for ITAZ, CNFA Volunteer Patricia Perkins Newton urged ITAZ to hold fund raising campaigns to complement their membership dues and monthly subscriptions. Unfortunately, the executive members at that time did very little in holding these fund raising campaigns. This year the new ITAZ executive managed to hold several fund raising campaigns and they have been able to raise an excess of Z\$20,000 (\$377) which they are planning to use to purchase hammer (grinding) mills to increase their income base and reduce the distance that their members have to walk to grind their grain. Furthermore, the different committees (i.e. the Fund Raising, Education, and Transport Education Committees) have been working vigilantly with the executive committee to improve on their membership services in their different areas of responsibility. Volunteer Dan Klingenberg emphasized the idea of 'self help', and urged ITAZ to be more proactive.

- **The ITAZ leadership is now more transparent, accountable and membership driven, and has demonstrated a sense of responsibility for their association's financial management.**

One serious impediment that ITAZ faced since its inception was a failure to manage the association's finances in a transparent and professional manner. The problem was complicated by the members' failure to elect capable officers who were able to manage the association's finances. CNFA Volunteer Boyd Wolf recommended that CNFA look for a local person who is familiar with Zimbabwe bookkeeping practices and teach the ITAZ treasurers basic bookkeeping practices as the best way to tackle their financial problems.

In 1999, ITAZ members passed a vote of no confidence with some of their executive members. In January 2000 new officers were elected, and in September CNFA sent a CNFA employee to conduct a workshop on bookkeeping with 8 Itaz treasurers. CNFA has recognized a great deal of potential in the new executive members, who have demonstrated a great sense of responsibility in the management of the association's finances and who have now started presenting accurate financial reports. As a new development, members will now be getting receipts for dues and subscriptions paid. This will not only instill a sense of confidence among the members, but will also encourage other people to join ITAZ.

"It is our responsibility as elected officers to serve the needs of our members to their best interest and to demonstrate to the best of our ability that we can implement the policies that were set before us. It is again paramount that all elected officers observe the binding rules of the association and respect the trust that the members entrusted upon them."

-Henry Msipha- ITAZ Chairman.

- **The village bank has become a success story among the people of Lupane District, and has created a sense of hope and security for many rural people there.**

In 1998, CNFA volunteers together with the PCV Claire Raick urged ITAZ to set up a village bank to put their savings and also to use it to provide credit for members. Currently, the village bank boasts more than 150 members and has managed to raise a significant amount of money through savings, which it is now lending to its members. The Village bank members can now access revolving loans to start small projects and also pay for their day-to-day family needs like school fees for their children and to buy farm inputs. The village bank members are now using the skills that they learned during Volunteer Dan Klingenberg's assignment on small business management. The village bank has come has a great relief to these low income communal farmers whose yearly income is so minimum and prohibitive for them to access any form of credit. Beneficiaries of the village bank credit scheme testify of the relief that the Village Bank has brought in rural Lupane.

"The bank has assisted the poorest of the poor here in Lupane, and has benefited those that had never dreamt of opening an account with any financial institution and let alone getting any form of credit".

- Orphah Ndlovu- Village Bank Treasurer and ITAZ member.

Conclusions and Lessons Learned:

CNFA has realized that the success of an organization is contingent upon good leadership. Although ITAZ members elected new officers every year they tended to elect the same people over and over again. This proved to be a setback to the success of the association as volunteer recommendations were slow to be implemented, and some were never implemented at all. In addition, the stance that CNFA took to suspend volunteer assignments with ITAZ until there was a transparent and responsible executive enabled ITAZ an opportunity to sort out their financial management problems. Now recommendations are being implemented and there is greatly improved transparency as far as the management of the association's finances is concerned.

Recommendations:

ITAZ has realized remarkable progress since realized the importance of good management and accountability as a result of CNFA assistance. CNFA will continue to work with ITAZ for another year, and assist with the necessary training as the association venture into new membership services. The specific assignments will be developed in the LTSS for the coming year.

the citizens network for foreign affairs

AGRIBUSINESS VOLUNTEER PROGRAM

Long Term Impact Assessment

Project: Murewa Group Project

Date: October 2000

Project Background:

In June 1996, thirteen economically marginalized women thought of an idea to increase their family incomes through cooperative action, so they decided formed the Munhuwepayi women group. The group is based in Murewa, approximately 60 miles north east of Harare. Soon after forming, the group applied to participate in an innovative program sponsored by Africare, an American NGO that helped them start a small-scale sunflower seed pressing business. Under this program, Africare distributes small-scale oilseed presses, called a RAM press, to Zimbabweans based on a no-interest loan. The RAM press is very small-scale and appropriate technology where one person manually pushes a bar from above her head down to the floor to crush the seed. Together with the Zimbabwe Oil Press Project, Africare conducts weeklong training sessions on basic bookkeeping and management for the new press owners. Many of the members of the cooperative are only semi-literate and neither have attended nor have benefited from this type of training because it is either too advanced or not entirely relevant to their own specific situation.

The Munhuwepayi women purchased their first RAM press in July 1996. They operate the presses for 3-4 months a year, and the credit terms are 50% up front and the remainder over the next 6 months. Their limited capital to purchase pressing seeds limited the group to pressing the small volume of sunflowers they had grown themselves. Therefore, Africare gave them a second loan to buy pressing seed, which they have since repaid. Sourcing high-quality seed for processing continues to be an ongoing constraint for the cooperative. The local government, the Murewa Rural District Council (RDC), has been supportive of the women by providing a grant of Z\$11,000 (\$305) in 1998, and by allowing them use of a room for their operations at the RDC offices. Also, The Ministry of National Affairs has worked with them by sending staff out to conduct workshops on bookkeeping, and by helping them register as a cooperative. The demand for sunflower oil is high in rural areas and the women have difficulty meeting the local demand. Although the Munhuwepayi women want to expand beyond their current production level, they need both skills and capital to do so.

Although the Munhuwepayi women have increased their productive capacity by 50%, and their profits by 20% since the first volunteer assignment in 1998, their businesses have continued to suffer from a shortage of sunflowers to crush throughout the year. The women are not able to grow their own sunflower to crush because they control little land. Also, CNFA had advised the women to contract farmers to grow sunflower for them, this has not been very helpful either particularly because most farmers in the area consider sunflower to be a secondary crop. This has forced the

women to operate only a few months a year. In light of this, CNFA urged the women to concentrate on their poultry production activity instead, because it was profitable and a year round activity. The women have since constructed a bigger poultry run and will be marketing most of their chickens during the festive season in line with the marketing calendar that volunteer Dianne Kaufmann taught them.

In the beginning of FY99 CNFA decided to include another Murewa women's cooperative, the Mupambatye Women's Group that processes peanut butter. The Mupambatye women have similar backgrounds with the Munhuwepayi in terms of their social and economic status. The Mupambatye peanut butter group consists of 10 women, and mills locally grown peanuts into peanut butter for the Murewa market using a hand mill that looks like a tabletop meat grinder. However, the group has through its own proceeds recently acquired an electric machine. Peanut butter is a traditional and very popular food in Zimbabwe. The Mupambatye women wanted to improve the viability of their coop, but they lacked the financial and marketing skills to do so.

Volunteer Assignments:

1. Mary Albrecht- College instructor specializing in business management and business planning (Wisconsin). June 30th -July 19th, 1997. Taught the Munhuwepayi women group how to expand their business and develop new markets. Assisted the women to develop a business plan for an electric oil press that was submitted to the Belgian Embassy.

2. Diane Kaufmann- Poultry farmer (Wisconsin). November 11th -28th, 1999. Taught the Munhuwepayi group how to utilize the by-product seedcake to start small- scale poultry production. Trained a second group of women called the "Peanut Butter Women" (since renamed the Mupambatye Women's Group), effectively bringing them into the Munhuwepayi project.

3. Diane Kaufmann- Poultry farmer (Wisconsin). September 6th -24th, 1999. Taught both the Munhuwepayi and the Mupambatye Women's groups how to record, interpret and present financial records.

Cumulative Impact of Overall Project:

- **The Mupambatye have acquired an electric machine for their cooperative and will soon realize increased productive capacity.**

When CNFA started working with the Mupambatye women in 1998, they had just one hand mill to process their peanut butter. Volunteer Dianne Kaufmann assisted them with money to purchase two more mills. This saw them increase their production capacity to three fold. The women were however not content with the income they were getting from the hand mills and thought of an idea to raise money to buy an electric machine. They then decided to do some crotcheting that Dianne Kaufmann subsequently marketed on their behalf in the USA. They realized \$1,500 from the crotchet sales, and this enabled them to purchase an electric machine.

The Mupambatye women have since rented a room with electricity where they will operate. Since the women will be operating from Murewa center versus selling it from their homes, they will target

30 October, 2000 Version 2

their peanut butter for supermarkets, hotels and travelers thus increasing their sales.

- **The Munhuwepayi and Mupambatye women have changed their operational strategy to increase their profits.**

Recognizing the limited income they are realizing from their sunflower project, the Munhuwepayi women have decided to concentrate on their poultry production. Poultry production is an activity that can help the women increase their yearly income due to a larger local market, along with the fact that it's less labor intensive. This is an important consideration since most of the Munhuwepayi women are aging. Most members of the Munhuwepayi women group were finding it increasingly difficult to operate the RAM presses. This, along with the fact that the women could operate their presses for just 3-4 months a year explains why they want to concentrate on poultry production. The lack of a regular year-round supply of sunflower risked the long-term viability of their business. Furthermore, the Muhuwepayi women have also started doing some crotchets, which are currently being marketed in the United States. About \$1,500 has been raised so far from crotchet sales. This money will assist the women in building their association and thereby better meeting their family commitments. The Mupambatye women have also diversified their activities to include crocheting and poultry production, thus increasing their income.

- **Both the Munhuwepayi and the Mupambatye women have gained a lot of local public exposure due to their exemplary work in Murewa.**

Before the training assignments conducted by CNFA, volunteers most people in Murewa did not take these women or their businesses seriously, particularly because of the fact that they were not yet well organized. Today these women are considered as prime examples of successful community development initiatives in the area. This has set a precedent, leading to the creation of approximately 5-10 other cooperatives in the Murewa District that are involved in activities such as peanut butter processing, poultry production, and operating hair salons among other things..

"We the widows of Murewa had no idea that one day we will be where we are today. None other than Dianne Kaufmann made this meteoric rise possible. She groomed us to this present status. We appreciate her sympathy with the less fortunate and her ingenuity in conducting training sessions".
- Theresina Chirimuta- Chairlady-Mupambatye women group.

"I have realized that for our business to be viable we need to operate throughout the year like what the Mupambatye women are doing in their poultry project. We share a lot of ideas and information with the Mupambatye women and this has helped us in many ways.
- Locadia Zambuko- Secretary-Munhuwepayi women group.

"The Munhuwepayi and the Mupambatye women are some of the cooperative groups in Murewa that have demonstrated a lot of commitment and capability in running their business activities". - Tabeth Gumbo- Officer-Min. of National Affairs, Employment Creation and Cooperatives.

Conclusions and Lessons Learned:

CNFA has observed a lot of enthusiasm and commitment among these low-income rural women groups in their business activities. Additionally, CNFA has learned that working with similar groups

30 October, 2000 Version 3

55

from the same locality can afford the groups the opportunity to interact and learn from each other. CNFA has also learned not to assume that if a business activity is not making a profit that people would not still be doing it.

Recommendations:

CNFA will continue to work with these two groups for another year and include another organization that is also based in Murewa, and which market dried fruits and vegetables.

the citizens network for foreign affairs

AGRIBUSINESS VOLUNTEER PROGRAM

Long Term Impact Assessment

Project: Johannadale Irrigation Scheme
Date: October, 2000

Project History:

The Johannadale irrigation scheme is one of the many irrigation schemes established by the Government of Zimbabwe on land acquired from commercial farms. Before independence (1980), very few blacks owned commercial farms or had access to productive land. Zimbabwe's black population was given access to communal areas where soils are poor and irrigation and other infrastructure is undeveloped. In these communal areas, farmers grow most of the major crops (cotton, corn, and tobacco) relying on rainfall during the Zimbabwe summer (November to April). Individual land allocations are small, usually less than 10 acres, and most fieldwork is done by hand using family labor. This system limits the communal farmer to one harvest per year and low income based on a limited productive area, limited yields, and low value crops.

In recent years, the government has built dams and irrigation systems in the communal areas. This has allowed communal farmers to produce higher value crops, such as vegetables, throughout the year. When the government constructs a dam in a communal area, it also creates a land use plan, provides irrigation equipment, and then resettles black farmers onto the land. The farmers elect managing committees from within their ranks to help implement the land use and water use plan. The Zimbabwe Extension Service, Agritex, works with the communal farmers on the irrigation schemes to help them use good agronomic practices and produce new, higher-value crops. Irrigation schemes are seen as a way of empowering the communal farmers to give them a chance to participate more effectively in the economy. Overall, they have been effective. Most farmers on irrigation schemes harvest several times each year. The single largest problem reported by the irrigation scheme farmers is that they do not know how to market the crops they produce.

Johannadale Irrigation scheme was implemented over an 8-year period beginning in 1986. The overall scheme is made up of five smaller schemes, with a combined total of 71 farmers. Each farmer has 1.5 hectares (3.7 acres). Each of the five schemes has a Managing Committee. A Federal Managing Committee oversees all the sub-Managing Committees. The farmers are collectively responsible for paying for their electricity and for pumping and irrigating their crops. The Management Committees organize and manage the schemes.

In 1997, the Johannadale farmers recognized that they had serious financial problems based on their failure to consistently market their crops. The farmers had produced crops based on verbal contracts that never materialized and marketed crops based on contracts on which payment was

never made. Also, they often limited themselves to producing crops where the buyer agreed to provide transport from the farm gate, and had not been able to organize themselves enough to share transport services or regularly market as a group. They owed large sums of money to the Zimbabwe Electric Company and frequently had their electricity supply cut off. Although the scheme has a management committee, it seemed to have no real legal authority or support from the farmers.

One company, Canpac, which contracts the farmers to produce specialty green beans, approached CNFA. Canpac asked that CNFA help the farmers better understand their markets and the business side of farming so they would be a better supplier for Canpac. CNFA responded to the request by working with the farmers and leaders to design a training program that addressed their needs.

Volunteer Assignments:

1. George Paris, Marketing Specialist with the Alabama State Department of Agriculture and Industry (Alabama). November 8 - December 5, 1997. Taught farmers to create marketing plans and prepare crop budgets. Advised the farmers to create marketing associations to assist farmers to implement their marketing plans.
2. Jess Brown, Executive Director of the Santa Cruz County Farm Bureau (California). March 31-April 24, 1998. Worked with the managing committees to transform them into marketing associations. Trained the group on organizational development, leadership skills and association management.
3. Alvin (Bud) Miller, Retired Livestock Extension Specialist (Nevada). September 28 - October 22, 1998. Showed farmers how to plan new livestock production businesses (poultry, hog and cattle) and strengthened the relationship between the farmers and their local extension agents.
4. Jess Brown, Executive Director of Santa Cruz County Farm Bureau (California). May 1-19, 1999. Showed both the farmers and the Managing Committee how the Managing Committee can effectively carry out its tasks with support from the fellow farmers.
5. Louise Swartzalder, Founder of Takoma Kitchens, Takoma Park, Maryland. August 11-September 1, 1999. Taught both the farmers and the Managing committee how to effectively manage their financial resources to enhance the effective operations of their individual businesses, and to improve the viability of the overall irrigation scheme.
6. Jess Brown, Executive Director Santa Cruz Farm Bureau (California). July 27- August 6, 2000. Instructed the farmers and the managing committee on farm financial management, and showed them how to effectively administer the association's finances and how farmers can improve on their individual record keeping and marketing.

Cumulative Impact of Overall Project:

- **Three of the five Johannadale irrigation schemes are benefiting from the government sponsored Small Irrigation Support Program (SISP).**

October 30, 2000

In January 2000 the government selected a number of small irrigation schemes with good leadership and well defined organizational structures to benefit from its Small Irrigation Support Program (SISP). CNFA training allowed the scheme to be among those chosen for the program. Three of the five Johannadale irrigation schemes are now benefiting. In the SISP program, government contributes 75% in the first year, 50% in the second year and 25% in the final year in terms of inputs and tillage in an effort to make these small irrigation schemes more viable and guarantee food security in the country. The government took this stance in light of the ever-increasing input costs and the reduction in the credit facilities by input supply companies as inflation continue to escalate. This program will not only help to cushion farmers against the ever-increasing input costs, but will help provide the inputs most needed by the farmers.

"We have been selected to benefit from the SISP program primarily because of our ability to organize ourselves and this was necessitated by the training that we received from CNFA volunteers".

- Mr. Maxwell Marihwi- Federal Committee Chairman- Johannadale Irrigation Scheme.

- **Johannadale farmers buy inputs as a group, taking advantage of economies of scale and reducing transportation costs.**

Although the Johannadale farmers had previously been transporting their produce to the market as a group they had not thought of doing the same when purchasing inputs. The input purchases organized by the group has enabled the farmers to reduce their input costs by almost 25%, and has created an increased sense of unity among the farmers. In the past, individual farmers would buy their inputs and hire a vehicle to transport them, which proved to be very costly. During the first CNFA volunteer assignment in 1997, farmers were urged to work in groups to minimize the cost of transportation and increase their earnings. Volunteer George Paris also urged the farmers to buy inputs as a group and benefit from company discounts.

"Farmers are now organizing themselves in groups to access inputs at a discount rate are also benefiting from reduced transportation cost".

- Chaka Chibweza- Johannadale Irrigation Scheme- Agritex Extension Officer.

- **Farmers are creating a guarantee fund to avoid power cuts due to lack of payment.**

The farmers have realized the importance of setting up a guarantee fund to ensure that funds are available to pay the monthly electricity bill. The loss of electricity had become a critical issue as this disrupted the farmers' business operations and reduced their profits. The guarantee fund was the idea of Volunteer Jess Brown.

"We realize the urgency and importance of setting up this fund and as farmers we feel obligated to make it a success. Mr. Brown has shown his commitment to the success of the Johannadale farmers by coming on three occasions to give us more advice and review our progress."

- Isaaah Dokotera- Johannadale Irrigation Scheme farmer.

October 30, 2000

Conclusions and Lessons Learned:

The Johannadale managing committee used their constitution to dismiss farmers that had accumulated electrical bills as an enforcement mechanism to make farmers pay their bills in time. However, this proved very difficult to implement since their constitution had not been approved by the government and therefore was unenforceable. The managing committee now wants government to authenticate their constitutions before it becomes functional so as to avert conflict of interest between the government and the managing committee.

Recommendations:

CNFA conducted its last volunteer assignment in July/August 2000 and has officially graduated the Johannadale irrigation scheme. This decision was reached after considering the fact that all the Johannadale irrigation schemes are now functional, and the problem of viable markets (a critical issue in the past) has improved dramatically. In addition, as a direct result of the cumulative CNFA training three of the five Johannadale irrigation schemes are benefiting from the government's Small Irrigation Support Program (SISP). SISP will provide assistance with inputs and tillage, and this should further assist them to succeed without additional CNFA assistance.

October 30, 2000



**AGRIBUSINESS
VOLUNTEER PROGRAM
ZIMBABWE**

LONG TERM STRATEGY STATEMENT

Project Name: Agmark
Period: March 2000 to December 2000
Prepared by: Tracy Slaybaugh-Mitchell

Summary

Smallholder farmers in Zimbabwe have generally been ineffective at accessing markets and production services. This has greatly limited their ability to become more productive or to achieve higher incomes. CNFA's strategic objectives in Zimbabwe include strengthening commercial enterprises that link farmers to markets, thus enabling them to buy the inputs, access services, and market the crops or livestock necessary to sustain their commercial production in the long run. CNFA created Agmark in 1999 as a local (Zimbabwean) organization that will stimulate business activity in the rural areas so Zimbabweans can access markets and services through those businesses and therefore begin to genuinely participate in and contribute to the national economy. Agmark's RAISE program is focused on developing rural businesses that market inputs to smallholder farmers. Agmark's Agmech program is focused on developing custom tillage and transport businesses in the rural areas. In addition to further developing these two initial Agmark programs, this project will also help Agmark develop business associations consisting primarily of the businesses developed through RAISE and Agmech. These associations will enable the businesses to work together to access markets, services, and credit among other things. CNFA will conduct three volunteer assignments as part of the Agmark program during the coming year.

Background

Zimbabwe Context:

Zimbabwe's agricultural land can be classified into three categories: commercial farmland, communal farmland, and small-scale farmland. Commercial farms are generally very large (over 500 acres) and the commercial farmers hold title to their land. Communal farms are generally quite small (5 – 10 acres on average) and the government holds the land title while the local chiefs determine who has the right to farm each field. Small-scale farms are usually between 10 and 50 acres and the small-scale farmers do hold title to their land. Commercial farms are located in "the commercial farming areas." The commercial farming areas comprise the majority of Zimbabwe's agricultural land and include the most productive land in terms of soil quality and

rainfall. The communal farms are located in the "communal areas", though most Zimbabweans also refer to them as the "rural areas". The rural areas are often the least productive areas and are generally geographically separate from the commercial farming areas, though in some cases they do border each other. Farmers in the rural areas are generally referred to as smallholder farmers or communal farmers. The small-scale farming areas are very limited in total size and are not considered to be a significant factor in Zimbabwe's agricultural productivity or rural development.

Zimbabwe's commercial farming areas are well developed and are quite productive. They have grown up around small regional towns that now include input supply companies, produce buyers, hardware stores, equipment dealers, banks, and other businesses. Zimbabwe's rural areas are not as well developed. Only a few rural areas have input supply warehouses or banks. The government has made a deliberate effort to develop business service centers in the rural areas so smallholder farmers would have access to the same kinds of businesses, and therefore markets, as the commercial farmers do. They've done this by identifying areas to become growth points (big towns) and business centers (small towns). The indigenous businesses that have developed at the growth points and business centers are fairly well-established and fund their activities from a variety of retail sales, grocery outlets, bars, and general dealer stores. These emergent business people are investing in their own growth. Many of them have good business acumen but lack formal business management skills.

Agricultural Input Markets:

Lack of access to agricultural inputs is a serious problem for smallholder farmers in rural Zimbabwe. While many input supply companies believe that smallholder farmers represent a large potential market, they also recognize that it is very difficult to directly supply the rural areas because they are remote and each smallholder farmer buys relatively small quantities of inputs. As a result, the input supply companies, and the smallholder farmers themselves, believe the rural input distribution system depends on the development of small rural retail businesses that purchase inputs from the supply companies (in either Harare or the growth points) and then retail them to the smallholder farmers (in the business centers or villages). These small businesses already exist in the rural areas, but they typically lack basic business skills such as bookkeeping and financial management, and they have not been able to develop effective business relationships with the supply companies. As a consequence, most of the input supply companies are only willing to supply the rural businesses on a cash-up-front basis, which severely restricts the quantity and variety of inputs the rural business can stock at any given time. The input supply companies usually regard the rural businesses as an unattractive credit risk because they have had prior negative experiences with them. However, it is generally assumed that the economic development of the rural areas depends on developing a network of rural businesses that can serve smallholders farmers by providing the inputs they need to increase their production and improve their incomes.

The agricultural input supply situation in Zimbabwe's rural areas is unique in a regional context. The four major criteria to having an effective input supply system include: 1) Smallholder

farmers must have a demand for agri-inputs such as hybrid seed and fertilizer; 2) Farmers require income to make cash payments for inputs or have access to credit; 3) Input suppliers must be present and actively pursuing the smallholder market; and 4) There must be an active network of decentralized but viable indigenous storekeepers providing sufficient area coverage. The first two issues are generally present in Zimbabwe, but gaps and difficulties begin to arise when looking at the third and fourth criteria. In many African countries, criteria number one and two are not as well developed as in Zimbabwe. Zimbabwean farmers' use of relatively modern agricultural production methods is a result of over 20 years of good agricultural extension in the rural areas. This advanced farmer base needs to be supported by an extensive rural trader network that offers a wide range of inputs and services in a timely fashion, so as to capture its potential. For example, smallholder farmers could greatly increase the productivity of their hybrid seed and fertilizer if they were able to plant on time, which generally involves accessing a mechanized tillage service.

Agricultural Output markets:

Smallholder farmers rank access to output markets as their second most serious constraint (the first being access to inputs). However, Zimbabwe has a well-established network of intake depots and seasonal purchase points for corn, cotton, peanuts, tobacco, and sunflower via the Grain Marketing Board (a government parastatal), Cottco, Cargill (private cotton ginners) and other private companies. There is also a fairly well developed system of private buyers who penetrate even some of the more remote areas leading to relatively good competition and generally fair prices. A relatively good nation-wide road network makes this possible.

Farmers transport their crops to the rural business centers and growth points using a combination of oxcarts, public buses or more rarely, a car or truck. They generally sell their produce at that stage and the buyer transports it the rest of the way to its final destination. Although farmers do have some market options, they would clearly like to expand these options to include higher value crops such as vegetables and paprika. They would also like to market the crops closer to their farms and have access to more market information to make planting and marketing decisions.

Rural businesses have an enormous potential to improve smallholder farmers' access to output markets. In addition to acting as buying agents for larger businesses, they can also engage in value adding activities such as crushing seed for oil, storing or milling grain, or even grading and reselling produce within the local community. Rural businesses are currently involved in some marketing activities, but only at a minimal level because they lack market information, resources to buy or process the products, and the skills to effectively evaluate how to initiate and manage output-marketing activities.

Agmark's RAISE Program:

CNFA initially started strengthening rural enterprises in 1997 through its agrodealer project. The agrodealer project identified rural shopkeepers in Murewa and Gokwe, two regions where smallholder farmers are located, and taught the shopkeepers how to improve the management of

their retail businesses to begin selling agricultural inputs. Prior to the agrodealer project, many of these shopkeepers sold only groceries or hardware, kept no records, and did not actively manage their stores as a business. In many cases, the agrodealer project transformed family grocers into small-town farm supply stores. The agrodealer project also facilitated the development of new relationships between the agrodealers/rural shopkeepers and the input supply companies who manufacture or market the products they need to sell.

Over a dozen CNFA volunteers trained the agrodealers in Murewa and Gokwe in 1997 and 1998. Each volunteer designed his own training materials to address the needs identified by the agrodealers. The workshops focused on record keeping, credit management, sales & marketing, business planning and association/coop development. After a year and a half of training (with about 3 workshops per year), CNFA evaluated the success of the program. CNFA found that many of the agrodealers had applied the training to their businesses and as a consequence some had as much as doubled their sales for the 1998/9 growing season. CNFA also noted that agrodealers in the Murewa region had grasped some topics (such as record keeping) better than the agrodealers in Gokwe. Agrodealers in both areas, however, were limited in their ability to stock products based on their limited cash reserves and access to credit. In Gokwe, many agrodealers had not even been able to physically stock certain products, such as fertilizer, because the manufacturers did not have effective distribution systems in that region.

Based on its analysis, CNFA determined that it could improve the agrodealer program through the following activities:

1. Standardize the training materials and deliver the training in the local languages,
2. Provide incentives for the input supply companies to begin working with the agrodealers on a credit basis, and
3. Stimulate the development of improved distribution infrastructure where it is most lacking.

CNFA also believed it could find ways to operate the agrodealer project on at least a semi-commercial basis since the agrodealers and supply companies valued the program and had expressed a willingness to pay for their participation.

In 1998, CNFA developed a plan to expand the agrodealer project considering the program improvements listed above. In 1999, the U.S. Department of Agriculture agreed to let CNFA monetize US soybean oil in Zimbabwe and use the proceeds to expand the program as requested. The expanded agrodealer program, called RAISE (Rural Agricultural Input Supply Expansion program), has three main components that correspond to CNFA's analysis of how the program could become most effective.

The RAISE components include:

1. A standardized training program delivered by Zimbabwean training firms,
2. A guarantee facility that covers half of the risk when a supply company

- provides credit terms to a RAISE-trained agrodealer, and
3. A matching grant facility that matches a business' own investment to enable it to develop the distribution system to supply the agrodealers.

CNFA volunteer Joe Coffey worked with CNFA in May and June of 1999 to standardize the previous volunteers' training materials and fill in the gaps that had not been covered in enough detail. Coffey's assignment resulted in a 5 module RAISE training program that covers book keeping, business planning, marketing, business diversification, and financial management. Each topic is specific to farm supply store businesses in Zimbabwe and can be covered during a 3 day workshop. The 5 workshops are conducted over an 18 month period to enable the agrodealers to apply what they've learned before going on to the next module. Coffee also trained 13 local training firms on how to conduct the modules, certifying 7 of the best firms.

Agmark's first staff member, Takaniso Nyoni, is responsible for RAISE's training programs. Once the training materials had been developed and the local training firms were capable of administering the course, Nyoni worked with Zimbabwe's input supply companies to identify 8 new areas of Zimbabwe where they saw good market potential for their products but had not been successful at developing that potential. The new areas cover all of Zimbabwe's Provinces though only a small part of each Province is actually covered by RAISE. In each of these new areas, Nyoni identified approximately 20 agrodealers. In some cases, the input supply companies or the local extension officers were able to suggest agrodealers to be trained.

In June 1999, RAISE issued tenders to the certified training firms and awarded contracts to five of them based on a competitive bidding process. Later that month, the RAISE training program began to be offered to the selected agrodealers at a minimal cost to the dealer. By October 1999, 150 agrodealers had participated in the RAISE program. 134 of those had successfully completed modules 1 through 3. At that time, RAISE released a list of the 134 agrodealers to the input supply companies and indicated that if a company was willing to provide any of those dealers with supplies on a credit basis, RAISE would guarantee half of the credit thereby accepting 50% of the risk. Though most of the major input supply companies in Zimbabwe were interested in providing credit terms based on a 50% guarantee, it took time for the companies to work out the precise details of the guarantee arrangement. As a result, very few guarantees were issued between October and March (the 1999/2000 growing season). However, many of the companies have indicated that they will be ready to work with the RAISE agrodealers after March 2000 in preparation for the 2000/2001 growing season.

To make RAISE a truly local program, CNFA formed an advisory board for RAISE that consists of representatives from the input supply industry, agrodealers, and smallholder farming community. CNFA's Regional Director also sits on that board. The advisory board meets about every two months to discuss ways the program can move forward. As a legal structure, CNFA registered a non-profit Zimbabwean trust called the Agricultural Market Development Trust, or Agmark, which will legally issue the RAISE guarantees among other things.

Comprehensive Nature of Agmark:

When CNFA founded Agmark, it decided that Agmark would be the parent organization of RAISE and that the objectives of Agmark would be broader than those of the RAISE program alone. *Agmark's vision is to stimulate business activity in rural areas so rural Zimbabweans can access markets and services through those businesses and therefore begin to genuinely participate in and contribute to the national economy.* This will reduce the developmental gap between the rural areas and the rest of Zimbabwe by eliminating access barriers. Agmark will accomplish this by providing a number of training, financial and facilitation services to businesses in Zimbabwe, on a commercial basis.

RAISE is Agmark's first operational program. However, Agmark hopes to replicate the RAISE model to develop additional programs that will stimulate the development of other types of rural businesses and therefore more fully assist rural Zimbabweans. Agmark believes there is a need to stimulate the development of the following types of businesses, among others.

- Tillage businesses (proposed Agmech program)
- Crop marketing businesses (proposed MAC program)
- Business associations

In each case, Agmark will replicate the RAISE model by working closely with existing businesses to solicit their input and participation when designing Agmark's new programs. Agmark will also aim to attract public funding to help initiate new Agmark programs until they can become commercially sustainable.

Because Zimbabwe's rural areas are primarily agriculturally based, most of the businesses Agmark will assist will have agriculturally related activities. However, there are also many non-agricultural activities conducted in the rural areas that also contribute to rural families' productivity and income. For example, carpenters build ox carts, women's groups weave baskets, local savings clubs invest money and access credit, and entrepreneurs operate transport services. Programs like RAISE contribute indirectly to these activities by increasing the circulation of money and resources in the rural areas but Agmark also has the potential to directly assist these important, yet non-agricultural, businesses by replicating the RAISE model with them.

A board of trustees governs Agmark. Two members are CNFA staff. The other member, for the time being, is a Zimbabwean attorney.

Agmark's Expansion to Include Tillage Businesses: *Agmech*

Agmark has already started to develop a program that will spur the creation of tillage service businesses in the rural areas. The proposed program has adopted the name "Agmech".

The rationale for the Agmech program stems from smallholder farmers' inability to effectively farm even the small tracks of land they currently have access to. While most smallholder farmers

own less than 10 acres of land, they usually farm less than half of it due to shortages of labor and funds for inputs. The land preparation, planting, weeding, and harvesting is usually done by hand. While urban unemployment is high in Zimbabwe, there is a shortage of farm labor that is worsening due to the current AIDS pandemic.

Some commercial farmers offer mechanization services to their smallholder farmer neighbors and some private tillage businesses have recently sprung up in Zimbabwe's rural areas. The local government (DDF) also offers subsidized tilling services to farmers in some areas. However, CNFA estimates that at least 70% of all smallholder farmers do not have access to tillage and other mechanization services. Because Zimbabwe's rainy season corresponds to the main growing season, this results in farmers having to wait until it has rained enough to soften the soil so they can hand hoe or plow with oxen. Both of these methods of land preparation are slow and by the time the land is adequately prepared, it is often late in the growing season which results in lower yields for those farmers.

Agmark believes that if rural tillage businesses were more prevalent in the rural areas, farmer's productivity would increase dramatically. Smallholder farmers, agrodealers, and large agricultural supply and procurement companies agree. The main obstacle to developing rural tillage businesses is the difficulty for small rural businesses to purchase equipment as costly as a tractor. Banks are reluctant to lend money to small rural businesses because they lack credit histories and often the ability to effectively manage a business and service a loan. Additionally, commercial interest rates are currently around 60 – 70% annually, possibly making the tilling business unviable.

Agmark sees a few options for addressing these obstacles. The first option is to help small rural businesses access low-interest loans for relatively small, but new, tractors with implements. The second option is to help the small rural businesses access refurbished, but less expensive, tractors and implements, at commercial lending or leasing rates. In both scenarios, Agmark would minimize the risk and maximize the potential success of the new tillage business by training the new business on best business management practices specific to tillage businesses in rural Zimbabwe, and Agmark would consider providing credit guarantees that cover a portion of the credit risk.

Private companies are driving both of these options. In the first option, Cottco, a Zimbabwean cotton ginning company that also finances cotton production, and Ag-Venture, a Zimbabwean private farm equipment distributorship, put their heads together to try to find a way to help farmers access mechanization services on a commercial yet affordable basis. In late 1999, Ag-Venture received a preliminary approval from the Import Export bank of India to provide favorable financing for the purchase of 100 -45 horse power Indian-made tractors (Mahindra brand). For the financing to work, Cottco will accept the loan and then pass the credit onto the village-level businesses that will buy the tractors and offer mechanization services to farmers. Through this arrangement, the interest rate to the village-level businesses will be less than half of the commercial rate in Zimbabwe.

In the second option, Farmec, a private Zimbabwean equipment distributor for Massey Ferguson tractors, initiated talks with the financing arm of Barclay's bank, Fincor, to get Fincor to finance the purchase of refurbished tractors and implements. Farmec would guarantee the refurbished equipment and agree to re-sell the tractor for Fincor in the event of default. Agmark would need to provide a 50% guarantee to make the deal attractive to Fincor, who traditionally does not lend to such high-risk businesses.

In both cases, Agmark would train the village-level businesses to ensure that they effectively use the tractors to provide mechanization services to farmers. The *Agmech* program will target village-level businesses that already provide products or services to farmers. Many of the agrodealers Agmark already works with through its RAISE program are interested in providing mechanization services to its customers and will be logical targets for the *Agmech* program.

Agmark's Expansion to Business Association Development Activities:

The agrodealers who have received training through the RAISE program have taken the initiative to organize themselves into associations that will enable the agrodealers to work together in strategic ways. Some of the associations want to purchase their inputs as a single bulk order to benefit from quantity discounts. Others want to use group guarantees to access credit. Some others want to share information and transport resources. And yet others want to coordinate crop purchasing activities and process and/or market crops as a group.

Effective business associations are not common in Zimbabwe's rural areas and while the agrodealers believe that it will be useful to have associations, they do not know how to manage the associations. They have requested this type of organizational development training from Agmark and Agmark wants to respond by providing them with the requested training and eventually developing standardized training materials on business association development that can be replicated and rolled out in the same way the RAISE training has been. Agmark also sees scope for this kind of business association development training to be useful for other types of rural business associations besides those consisting of just agrodealers. Many different types of rural businesses have difficulty accessing suppliers, information and markets due to their small business volumes and limited financial resources. For example, associations of carpenters who purchase their timber together, or several women's groups who market their baskets together, makes sense in Zimbabwe and yet few initiatives are actually working because organizational skills are lacking.

Agmark's Expansion to Other Activities:

Agmark wants to be responsive to the needs of Zimbabwe's rural areas. As Agmark talks to smallholder farmers, small rural businesses, and large agribusinesses that are trying to reach the rural market, it intends to develop new programs that break down access barriers for rural Zimbabweans. Agmark will hold all of its programs to its own standard of development. That is, there must be a clear exit strategy that results in a commercially viable and sustainable program. And, all Agmark programs will build on the efforts of the private sector, not compete

May 3, 2000

with or replace them, at any level.

Project Objectives and Beneficiaries

RAISE

The RAISE training materials will become more effective at helping the agrodealers achieve the level of business competency they need to be able to expand their agri-input activities, profitably operate their businesses, and service any credit extended to them.

Agmech

Agmech training materials will be developed and will be used to help rural businesses determine whether they want to initiate tillage services, and if so, how to effectively manage those businesses and service their loan for the tillage equipment.

Business Association Development

Agrodealer business associations will become better organized and therefore will be able to begin to better serve their members in a transparent and democratic way.

New Agmark Programs

Agmark will identify new programs that meet the development needs of Zimbabwe's rural areas, satisfy Agmark's development standards, and are within the context of the Agmark vision.

Anticipated Impacts

Agmark will stimulate business activity in rural areas so rural Zimbabweans can access markets and services through those businesses and therefore begin to genuinely participate in and contribute to the national economy. This will reduce the developmental gap between the rural areas and the rest of Zimbabwe by eliminating access barriers, therefore increasing the income level of rural Zimbabweans including smallholder farmers.

Some program-specific impacts will include:

- Smallholder farmers will have greater access to agricultural input markets and will therefore be able to grow new crops and use modern agricultural production methods, thereby increasing their productivity and income.
- Smallholder farmers will have greater access to tillage and other mechanization services and will therefore be able to farm more land and achieve better yields per acre, thereby increasing their income.
- Agrodealers will be able to effectively work together to improve their access to markets, services, information and/or credit, or make their terms of access more favorable.

Anticipated Assignments

<u>Assignment Title</u>	D	J	F	M	A	M	J	J	A	S	O	N
1. Agmech – Module Development					X							
2. RAISE & Agmech Module Refinement & Train the Trainer program for Agmech						X						
3. Business Association Development							X					
4. Another assignment may be developed in response to the outcome of the assignments listed above or in response to new program needs.												



AGRIBUSINESS
VOLUNTEER PROGRAM
ZIMBABWE

LONG TERM STRATEGY STATEMENT

Project Name: Resettled Farmer Development Project – Mashonaland West Province
Host: Johannadale Irrigation Scheme
Period: January - December 2000
Prepared by: Monica Chikukwa/Carl Seagrave

Summary

The Johannadale Irrigation Scheme is a grouping of five farms that are shared by 71 farmers, each with around 4 acres of mostly irrigated land. The farmers were settled onto the Johannadale Irrigation Scheme in 1986 but only had experience growing dryland crops, primarily for their own family consumption. CNFA began working with this project in 1997 concentrating on helping the farmers shift to market-oriented production and working together to address their common problems, such as accessing markets. CNFA's strategy for this year will build on the previous assignments by reinforcing the leaders' association financial management skills and the farmers' farm financial management skills through a single volunteer assignment. CNFA believes this will be the last volunteer assignment it will need to conduct with this project, although there is a possibility that the Johannadale Irrigation Scheme will request election training next year when it holds elections. This strategy will contribute to CNFA's work plan goal of *improving the capacity of grass-roots farmers associations to offer services and advocacy for their members*, which for this project will result in greater farm incomes for the Johannadale members.

Background

The Johannadale irrigation scheme is one of the many irrigation schemes established by the Zimbabwe government on land acquired from commercial farms. Before independence (1980), very few blacks owned commercial farms or had access to productive land. Zimbabwe's black population was given access to communal areas where soils are poor and irrigation and other infrastructure is undeveloped. In these communal areas, farmers grow most of the Zimbabwe's major crops including corn, cotton, and a few vegetables. They rely heavily on rainfall during the Zimbabwe summer (November to April). Individual land allocations are small (usually less than 10 acres) and most fieldwork is done by hand using family labor. This system has limited communal farmers to one harvest per year and low incomes because they can only produce relatively low value crops without irrigation. In recent years, the government has built dams and irrigation systems in the communal areas. This has allowed communal farmers to produce higher value crops such as

vegetables throughout the year. When the Zimbabwe government constructs a dam in a communal area, it also creates a land use plan, provides irrigation equipment, and then resettles black farmers onto the land. The farmers elect managing committees from within their ranks to help implement the land use and water use plan, among other things. The Zimbabwe Extension Service, Agritex, works with the communal farmers on the irrigation schemes to help them use good agronomic practices and produce crops with which they were previously unfamiliar.

The government intends for the irrigation schemes to empower the communal farmers to participate more fully in the economy. Overall, they have been effective. Most farmers on irrigation schemes harvest several times each year. However, farmers on irrigation schemes have historically had difficulty marketing their crops at viable prices. The Johannadale scheme is made up of 5 farms where each of the 71 farmers has (3.7 acres). Each of the 5 farms has its own Managing Committee that ostensibly manages it. Within the 5 farms, the farmers are collectively responsible for paying for their electricity, pumping water and irrigating their crops. An umbrella Managing Committee oversees the 5 sub-Managing Committees. Prior to CNFA assistance, the sub-Managing Committees have been mostly inactive. Instead, the umbrella Managing Committee has, in effect, governed all of the farmers, though not very effectively.

CNFA fielded its first volunteer for the Johannadale Irrigation Scheme in November 1997. Mr. George Paris trained farmers and the main Managing Committee in basic marketing. As a result of Mr. Paris's training, farmers started to make cropping decisions based on market surveys. They have refocused their marketing efforts away from large urban centers and open-air markets to targeting grocery stores closer to their farms. They also began to grow high-value crops, primarily vegetables. As a result of their improved marketing skills the irrigation scheme, which had operated in a deficit for the better part of 1997, the Johannadale Irrigation Scheme was able to pay its previous electricity bills in 1998. In March 1998, Mr. Jess Brown trained the Managing Committees from all 5 farms in association management and leadership skills. As a result of this training the Managing Committee was able to organize farmers to market their produce as a group, versus each farmer individually transporting his or her produce to town on top of a public bus. This also helped the farmers increase their farm incomes and enabled the farmers to begin to produce highly perishable crops that must get to market in a timely manner. In response to the farmers' need to diversify their operations, Mr. Alvin "Bud" Miller then trained the Johannadale farmers in small-scale livestock production. As a consequence of Mr. Miller's training four farmers started hog and poultry production activities to complement their vegetable production.

By 1999, the Johannadale farmers began to accumulate more delinquent electricity bills and were not able to motivate some of their membership to pay their share of the bill. In April 1999, Mr. Jess Brown conducted another assignment on association management with all the farmers. This was as a result of farmers questioning the rationale and authenticity of the recommendations that had been put forward by Mr. Brown during his first volunteer assignment as well as the new predicament the farmers were in regarding their overdue electricity bill which by that time had resulted in the entire scheme's loss of electricity and therefore ability to irrigate. Brown's second assignment resulted in revisions to the scheme's constitution to enable the leaders to have 2- year versus 1-year terms,

enforce farmers' payment of group bills, and other similar issues as well as further developing the scheme's leadership and management. At that time, Brown also suggested that the leaders initiate a guarantee fund where each farmer deposits an amount equal to a normal electricity bill. In September 1999, CNFA sent Ms. Louise Swartzalder who conducted an assignment on farm business management. Swartzalder taught the farmers how to develop cropping plans, budgets and profitably manage their farms. However, without the ability to irrigate, the farmers have been limited in their ability to apply these skills, except to their dryland crops.

In June 2000, three of the five Johannadale farms were able to finish settling their electricity bills and have reinitiated their irrigated crop production. Those three farms (Shamrock 1 & 2, and Johannadale 1) have also been successful at attracting a new Ministry of Agriculture-sponsored program to their farms. The Small Irrigation Support Program (SISP) has agreed to work with the three farms over a 7-year period to rehabilitate the irrigation infrastructure on a cost sharing basis with the farmers. SISP is considering bringing the two additional farms (Johannadale 2 and Hammington Hills) into the program in the future and believes that the type of training CNFA has provided laid valuable groundwork for SISP. As part of SISP's introductory work with the Irrigation Scheme, it asked the Johannadale farmers how they plan to avoid falling into arrears with their electricity bill in the future and expressed their concern over rehabilitating irrigation infrastructure that may not be fully utilized. The farmers suggested that they institutionalize one of the suggestions made by Jess Brown during his second assignment, that is to develop a farmer-funded guarantee program that would cover bad debt while the scheme takes punitive measures. In the coming year, CNFA will work to reinforce the association financial management and farm financial management training it previously conducted, since these continue to be problem areas (though to a lesser degree than they were) and in light of the farmers' new ideas and opportunities.

Impacts Anticipated Within One Year or Beyond

Level 1

Improved
Host
Organization
Practices

Level 2

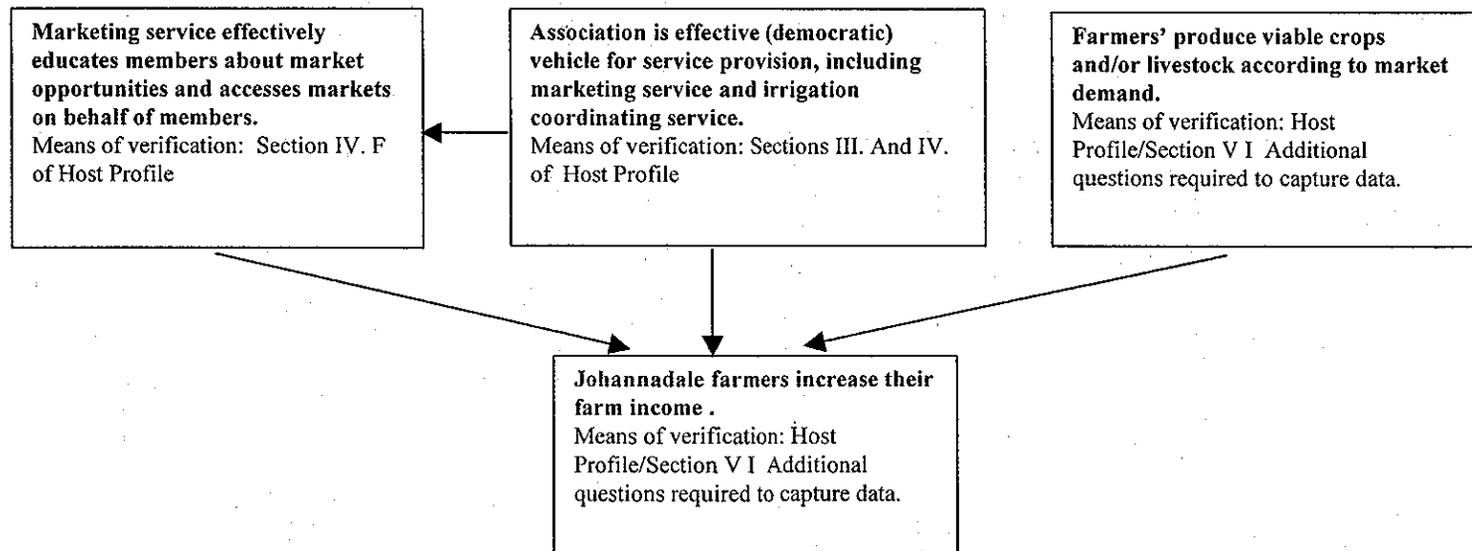
Improved
Host
Organization
Systems

Level 3

Benefits to
Individual
Farmers/
Members

Level 4

Benefits to
Non-Targeted
Organizations/
Farmers/etc.
(Spread Effect)



July 14, 2000

74

Beneficiaries:

The following people will receive training from CNFA:

- 20 managing and sub-managing committee leaders
- ~ 45 farmers

The ultimate beneficiaries of that training will be:

- all 71 farmers the Johannadale Irrigation scheme and their families

Anticipated Assignments

<u>Assignment Title</u>	D	J	F	M	A	M	J	J	A	S	O	N
Association and Farm Financial Management									X			

75



AGRIBUSINESS
VOLUNTEER PROGRAM
ZAMBIA

LONG TERM STRATEGY STATEMENT

Project Name: Zambian Women in Agriculture (WIA)
Period: January 2000-December 2000
Prepared by: Monica Chikukwa and Carl Seagrave

Summary

CNFA's work with the Zambian Women in Agriculture (WIA) falls within its strategic work plan goals to "expand capacity of grass-roots farmers associations to offer services and advocacy for their members and to improve the status of women". Furthermore, this project will contribute to the Zambia USAID Mission's first Strategic Objective (SO1) of economic development, with the net result of "increasing sustainable rural incomes". The WIA project will accomplish this by more efficiently organizing farmers into groups to lower transaction costs, increase the access of farmers to technology, markets and credit, and develop locally managed farm business management training programs and advocacy services. It will also expand the women's ability to effectively participate in democratic governance, addressing the Mission's SO4 B concerning democracy and governance. The first assignments will focus on the only current active branch (Lukanga), along with the national leaders, but will expand to leaders of the other branch with later assignments.

Background

In 1995 two retired school teachers, Mrs. Cecilia Makota and Mrs. Beatrice Kayuma, came together with a vision that persistent hunger and poverty are problems that could be alleviated by better utilizing Zambia's available resources such as land. Mrs. Makota recognized that although women play a significant role in all spheres of economic and social life and make vital contributions to household welfare, they lack access to productive assets and essential social services. According to Makota and Kayuma, proper land use and main-streaming women into all development policies and programs is critical to empowering women to participate fully and equally in economic and social activities. Therefore, Makota and Kayuma formed the Zambian Women in Agriculture (ZWA), a membership organization focused on offering women training and advocacy services to empower them to be more productive and have a stronger voice in Zambian agriculture.

Makota, ZWA's National Coordinator, and Kayuma, the Deputy National Coordinator, organized ZWA around 6 regional groups. Currently only the Lukanga Branch has received land

and is active. Therefore, the first assignments will focus on the only current active branch (Lukanga), along with the national leaders, but will expand to leaders of the other branch with later assignments. Regional Coordinators were elected to head each group. ZWA members pay annual dues in cash or in kind equivalent to 30,000 Kwacha (\$15 US) and must meet the following requirements:

- a) Members must be women who depend on farming for their livelihood.
- b) Members must show commitment, dedication and productivity in any agricultural activity.
- c) Members should be motivated and willing to uplift themselves.

ZWA is part of a larger organization called the Zambian National Farmers Union (ZNFU). Although ZWA was founded independent of ZNFU, Makota and Kayuma decided that affiliation with the ZNFU could be beneficial to ZWA members since ZNFU offers services such as information sharing and participation in loan programs that ZWA could not offer on a wide scale independently. Also, ZNFU has a well-established lobbying arm that advocates for agricultural and financial policy that benefits smallholder farmers.

ZWA's first activities focused on helping its members gain access to agricultural inputs through a collaborative credit project of the South African High Commissioner, a South African Fertilizer company (Omnia) and a Zambian group called the Women in Agriculture Credit Organization. The women initiated the input program because they wanted to purchase inputs instead of depending on government handouts, but lacked adequate financial resources.

In 1996, ZWA initiated a campaign for women to gain access to more land. There is an abundance of uncultivated land in Zambia. Makota and Kayuma asked their Regional Coordinators to approach local chiefs to request land for the ZWA. Chief Chipepo of Lukanga in rural Kapiri district responded by allocating 50 ha (123.5 acres) of land to the ZWA. The land is approximately 115 kilometers (80 miles) from Zambia's capital of Lusaka. In 1998, the ZWA of the Kapiri district initiated a pilot project on their new land. Kayuma manages the project.

Soon after getting the piece of land, the ZWA members cleared the area with assistance from the local people. Currently the women are involved in a number of agricultural activities. Of the 50 ha they received from the chief, 14 ha (34.6 acres) is under corn/maize production, 5 ha (12.4 acres) is under bean production, 2.5 ha (6.2 acres) is under sunflower production, and 0.5 ha (1.24 acres) is under citrus fruit production. They are also currently raising poultry, rabbits and pigs, and intend to raise dairy goats as well. The women have a tractor which they bought using a 19 million Kwacha loan facility (\$9,500 US) provided by the Ministry of Agriculture. They are actively repaying their loan.

The members of the ZWA Lukanga branch meet on specific days of the week and work together on the farm. The women decide what and when to plant, as well as what inputs will be necessary. They also market their produce as a group. The women use the proceeds to pay for their inputs and for group projects such as the training center. The women divide any remaining produce, which they either sell or use for their own consumption.

Though the members of the Kabwe District (the Lukanga Branch) have made remarkable progress with their pilot farm, they are still having difficulty planning and marketing their produce. They do not always plan their production to ensure that they are growing high-value crops or harvesting during peak periods of demand.

Makota met with CNFA staff in February and March of 1999 and explained the Zambian women's training needs. In response to that CNFA sent two volunteers in October 1999 who conducted training on marketing and financial management. Although 90% of the ZWA members are illiterate they expressed eagerness to implement the recommendations that were put forward by the volunteers.

Project Objectives and Beneficiaries

The objectives of CNFA's work with the WIA are listed below. This objective will contribute to CNFA's work plan goal that "*farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets.*" The first assignments will focus on the only current active branch (Lukanga), along with the national leaders, but will expand to leaders of the other branch with later assignments.

- A) The association will improve its leadership skills and organizational development.**

One CNFA volunteer will conduct a training program on association development, management, leadership (including defining members' roles and responsibilities), creating by-laws, strategic planning, and delegation for the WIA leadership and interested members.

- B) The association will improve its overall financial management capability.**

One CNFA volunteer will conduct an assignment to assist the WIA leadership to analyze the profitability of their activities and potential activities (potential activities should flow from the association's strategic plan and information on potential markets), report the association's financial position to the membership, and develop budgets and/or cash flow projections for existing or new activities.

- C) The members will improve their farm business management skills, so that WIA members will be able to produce products that are in demand and are commercially viable.**

One volunteer will conduct a workshop and hold individual sessions with the WIA members/farmers to help them to become better acquainted with markets demand, farm budgeting, production plans, managing cash flow, specific production and quality topics, and other areas to be identified.

- **The association will develop its ability to provide services to its members. The services the membership have already requested, and WIA hopes to address include:**

- **Market Access (crops, inputs and credit),**
This service was addressed in FY99 and will be reinforced by the third assignment outlined in this LTSS and likely touched upon by assignment two, but will not be the focal point of a volunteer assignment this year.
- **Representation and advocacy to the Zambia National Farmers Union (ZNFU), as well as to the government and other target groups,**
One volunteer will work with WIA leaders on how to collect and assemble membership information, how to use that membership information to educate the ZNFU, the government and the public about ZWA, how to systematically advocate the members' interests, and how to plan and launch an advocacy campaign at the national and branch level on a specific issue.
- **Farm Business Management & Planning.**
This service will be addressed by volunteers by providing direct training to the members and is therefore addressed until objective C.

Anticipated Impacts

- The WIA will operate in a membership driven manner in which the leadership will be accountable to the members.
- The WIA will provide valuable services to its members that improve their market access, ie, input procurement services, credit access services and crop marketing services.
- The WIA will be able to represent and advocate for its membership to the Zambian National Farmers Union (ZNFU), as well as to the government and other target groups.
- WIA members will increase their commercial activities and therefore their family incomes.
- Women farmers will have an improved economic, and therefore social, standing within their communities.

Anticipated Assignments

CNFA will conduct four volunteer assignments in FY 2000. The first assignment will focus on **Leadership and Organizational Development** and will be conducted in late June to mid-July 2000. The second assignment focusing on **Association Financial Management** will be conducted in mid-July to early August 2000 and will overlap the first (in an effort to minimize travel costs for CNFA staff and enable the volunteers to share ideas without conducting concurrent assignments. There will then be about a month long break in the assignments to give the Host Organization a chance to absorb the first two trainings and attempt to begin implementation of some of the lessons learned. Then a third assignment on **Farm Financial Management and Crop Planning** will be conducted in early to late September 2000, again overlapping with what will be the fourth assignment focusing on **Representation and Advocacy**. The last two assignments could be conducted in reverse order depending upon

volunteer availability.

CNFA will conduct the WIA program based on its cooperative agreement No. FAO-0705-A-00-6023-00, Project No. 938-0705, funded under the U.S. Agency for International Development under the Worldwide Farmer-to-Farmer Program. CNFA's program cost per volunteer for FY98 averaged \$16,360 (total FY 98 expenditures divided by number of FY 98 volunteers). Based on this figure, CNFA would plan to spend approximately \$ 65,540 for this project in the coming year. CNFA will provide only training to the WIA project, and will not provide grants, loans or guarantees, and has made that clear to the WIA leaders. In addition to working closely with the WIA, CNFA would also plan to network with other SO1 implementers to ensure that the WIA project complements other programs and fully benefits from the lessons that have already been learned.

<u>Assignment Title</u>	D	J	F	M	A	M	J	J	A	S	O	N
Leadership and Organizational Development Please see section (A) of Project Objectives and Beneficiaries for a list of activities.							X					
Association Financial Management Please see section (B) of Project Objectives and Beneficiaries for a list of activities.								X				
Farm Financial Management and Crop Planning Please see section (C & D) of Project Objectives and Beneficiaries for a list of activities.										X		
Representation and Advocacy Please see section (D) of Project Objectives and Beneficiaries for a list of activities.											X	



**AGRIBUSINESS
VOLUNTEER PROGRAM
ZIMBABWE**

LONG TERM STRATEGY STATEMENT

Project: Valley Irrigation Scheme (Kezi)
Date: January 2000 to December 2000
Prepared by: Shorai Mwale

Summary

CNFA's strategic objectives in Zimbabwe include assisting grass-roots farmer associations and cooperatives to strengthen their institutional capacity to offer services and advocacy for their members. CNFA assistance to the Valley Irrigation Scheme will improve farmers' ability to market their horticulture crops and other farm products, and to grow commercially viable crops. Also, the association will strengthen itself as a grassroots organization that can effectively serve its members. To achieve these goals, CNFA will conduct two volunteer assignments that will concentrate on leadership development and farm business management, especially marketing. Additionally, CNFA will develop market information that will be accessible to farmers and volunteers during the marketing assignment. That information could include lists of buyers, contact information, crops they are interested in purchasing, market prices, and desired quality levels. The volunteers will be able to use this information during the assignment so s/he can help the farmers work through actual examples with real market information.

Host Background

As part of its drought mitigation program, the Zimbabwean government has embarked on an extensive program of setting up dams and irrigation systems in the drought prone communal areas of Zimbabwe. These schemes have been established either by the government, or with assistance from the governments of other countries. This has helped communal farmers produce higher value crops throughout the year. The government focuses attention in the more arid regions of the country. It also supports the Zimbabwe Extension Service, Agritex, in working with the communal farmers to use good agronomic practices and to produce new, higher-value crops. Over the past decade, many farmers have realized the need to better utilize the infrastructure that the government has put in place for the benefit of grass-root communities.

The Valley Irrigation Scheme is a communally owned irrigation scheme located 100km (62 miles) south of Bulawayo, along the Bulawayo-Matopos road. It is located in the Kezi District in the Matebeleland South Province, and is composed of 400 small-scale farmers. The Kezi District has a population of 5,408 people. In terms of agro-ecological

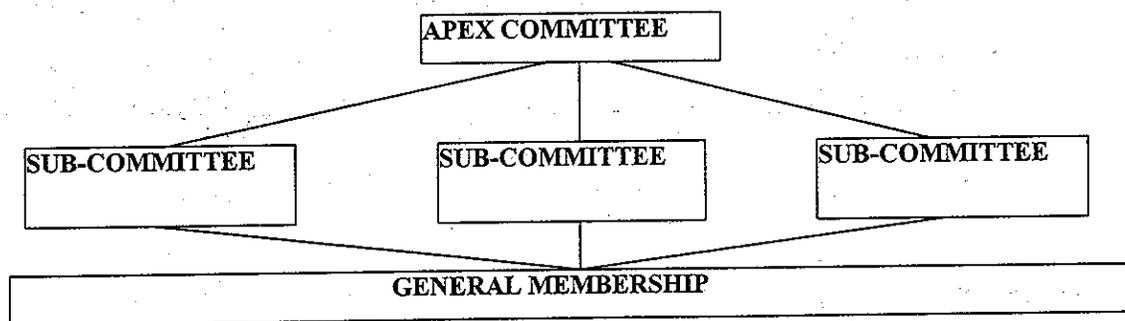
zoning, the district falls within Natural Region V. Region V is characterized by low and erratic annual rainfall, barely exceeding 350mm (13.8 inches), with many mid-season dry spells. The scarcity of rainfall, coupled with its low fertility, generally makes it suitable for little other than small grains. For this reason, the area is typically a cattle-ranching belt with intensive crop production only under irrigation. The population of Kezi is primarily Ndebele, with Ndebele being the main language. The majority of people grow indigenous varieties of small grain crops such as sorghum (predominantly white and red varieties), bambara (round) nuts, cow peas, millet, peanuts (groundnuts) and corn (maize) that are well suited to the adverse environmental conditions. Approximately 30% of the farmers grow millet, and no major cash crops are grown by most households, except for a few vegetables. In terms of livestock ownership, 20% of the population own cattle and sheep, and 70% own goats and donkeys. The large numbers of donkeys is attributable to the fact that they are a major source of draft power, and are tolerant to drought. In terms of gender issues, women perform 70% of the crop production activities, and compose 70-80% of the membership of agricultural groups. In livestock management, responsibility is divided evenly among men and women.

In 1997, the government of the People's Republic of China established the Valley Irrigation Scheme Dam. The dam capacity is sufficient to irrigate 400ha (988 acres). The Chinese set up the irrigation structures according to their own design. As part of the development, a number of houses were constructed for the Agritex personnel and others staffing the project. An overhead sprinkler irrigation system with numerous drag hoses was set up. The scheme includes a total of 206ha (509 acres). It is divided into two parts, an Eastern and a Western block, with a total of 400 farmers. The Eastern block is comprised of 63ha (156 acres) of irrigated land, and the Western block 143ha (353 acres). Each farmer within the scheme tills a 0.5ha (1.24 acres) plot. A total of 67 families were displaced from their fields during the set up of the scheme. The construction of the irrigation project took three years to reach completion, meaning that the displaced farmers could not farm for 3 years. Preference for inclusion in the scheme was given to farmers who were already plot holders within areas that had been selected as sites for the irrigation project. However, this resulted in some farmers losing their fields, as the scheme could not accommodate all the existing farmers. The government promised to compensate each family for their loss of land to this development. To date, this has not happened.

Each irrigation scheme member paid a certain amount as a joining fee. In an effort to get it operating initially, the government distributed 10kg (22 pounds) of corn (maize) seed to all the families that were part of the scheme. Each farmer paid a small amount to help cover the transportation costs from Bulawayo to Kezi. In the first season (1997/98), all the farmers grew corn that they sold as fresh corn to the local market since it was a drought year. No dry (field) corn was sold, as it was kept for strategic grain reserves. In the 1998/99 season, farmers grew corn (maize) and sugar beans that they sold both locally and to Induna Millers in Bulawayo. Presently, farmers are growing corn, paprika, peanuts (groundnuts), sweet potatoes, round nuts and vegetables. Paprika is grown on a contract with a Harare buyer. The government promised to pay water and electricity bills

for the first two years after completion. The scheme has not been properly turned over to the community, and the government has been unclear regarding its stance. At present, there is an unpaid electricity bill of Z\$1.2 million (\$31,500 U.S.). The community does not know how much the government will pay, or when. In November 1999 the Electricity Company cut off the power supply to the scheme. Since then, the farmers have been using buckets to irrigate their land or have been depending on rainfed production.

Administratively, the overall irrigation scheme is broken into three blocks; each managed by an elected committee. Each block has a sub-committee consisting of seven members. An Apex Committee, itself consisting of seven members, in turn manages the other committees. The responsibility of the Apex Committee is to coordinate the overall project in terms of crop production and marketing. The Apex Committee is also responsible for defining the roles of each respective sub-committee. Although the irrigation schemes are established to operate democratically, the members of the committees have limited skills in bringing farmers together to work cooperatively. The Valley Irrigation Scheme has encountered a number of problems that have hindered the progress of the scheme as a whole. The leaders do not understand their roles and responsibilities. There has been occasional siltation of the dam resulting in reduced dam capacity, which has led to poor crop production in certain years. Farmers have had problems marketing their product, as there were no readily available buyers. This is largely because adequate market survey research had not been conducted pre-production. There also is poor communication between committee members and the general membership, and no financial transparency within the managing committee. This has resulted in mistrust among the members.



Fambidzanai Permaculture Centre (FPC), a non-governmental organization funded by NORAD's HEX program, and FAO's Famesa program, initiated a collaborative effort with the Valley Irrigation Scheme in 1998. It was identified as a pilot project for the introduction of permaculture in the Kezi district. HEX and Famesa fund the Kezi project. FPC's major focus in permaculture is to promote sustainable agriculture by providing the communal farmers with an alternative to the high input costs of fertilizers and pesticides. A survey carried out in the area reveals that 60% of all the production costs are variable

costs such as fertilizer and pesticides. High input costs can reduce the profitability of the farming activities, thereby reducing the household income. FPC then identified 18 farmers who were interested in permaculture, and fielded an officer who works closely with the group. FPC trained those initial 18 farmers in aspects of sustainable agriculture and business management. The group has its own managing committee separate from the Apex Committee that manages the overall irrigation scheme. The farmers in this project practice the organic farming of corn, potatoes, onions, carrots, and indigenous and exotic tree species. The farmers do not use any fertilizers or pesticides. This year, the membership has risen to 42.

This is a new project. CNFA was approached by representatives of the FPC in October of 1999, and asked to visit the Kezi project to determine if there were ways it could help.

Project Objectives and Beneficiaries

The objectives of CNFA's work with the Valley Irrigation Scheme are listed below. This objective will contribute to CNFA's work plan goal that "*farmer associations and coops will help farmers improve their farm management, improve commercially oriented production, and access markets.*"

A) Help the association improve its organizational development.

Activities:

Volunteers will conduct training programs on association development/management, leadership and delegation, and financial management with the Apex Committee and its subcommittees, as well as the managing committee of the Fambidzanai Permaculture Group. Volunteers will help the managing committees to create by-laws and define members' roles and responsibilities. During the assignments, the volunteers will also interact with general members.

B) Improve farm business management skills, including the ability to market crops as a group, so the Valley Irrigation project members will be able to produce products that are in demand, are commercially viable, and can effectively market them.

Activities:

Volunteers will conduct workshops, hold individual sessions with farmers, and help them to become better acquainted with markets and products that are in demand. Workshop topics will cover farm budgeting, managing cash flow, matching supply with demand, specific production and quality topics, and other areas to be identified. Volunteers will also train the committees to catalyze effective marketing. In particular, a workshop will be held to improve access of FPC members to specialty organic markets that enable farmers to generate higher incomes.

Anticipated Impacts

- The scheme will operate as a membership driven association in which the managing committee will be accountable to the members.
- Farmers will be able to produce more crops, and ensure that their produce is reaching new markets and buyers. Crop production will be based on the prevailing market forces.
- The access of FPC members to specialty organic markets will be improved, thereby enabling those farmers to generate higher incomes.
- Members of Valley Irrigation scheme, including FPC members, will realize higher incomes as a result of being able to more effectively access commercial markets, and the increased ability of their associations to democratically lead and serve their needs.

Anticipated Assignments

CNFA plans to conduct two volunteer assignments during FY2000. It will target the Apex Committee and the subcommittees of the Valley Irrigation scheme, as well as the managing committee of the permaculture group.

<u>Assignment Title</u>	D	J	F	M	A	M	J	J	A	S	O	N
Organizational Development Please see section (A) of Project Objectives and Beneficiaries for a list of activities.						X						
Farm Business Management Please see section (B) of Project Objectives and Beneficiaries for a list of activities.								X				



AGRIBUSINESS
VOLUNTEER PROGRAM
ZIMBABWE

LONG TERM STRATEGY STATEMENT

Project Name: Mount Darwin Oil Pressing Association (MDOPA)
Period: May 2000- April 2001
Prepared by: Shorai Mwale

Summary:

CNFA's overall goal in Zimbabwe is to help small-scale farmers increase the commercialization of their farming operations thereby increasing their income. One way CNFA has proposed to accomplish this is by strengthening agribusinesses and associations that provide farmers with improved market access. In this project, CNFA will strengthen the Mount Darwin Oil Pressing Association (MDO PA) to help its members effectively access commercial markets and services so that they can improve their processing businesses and therefore offer an expanded local market for small-scale farmers' oilseed production. CNFA will conduct three volunteer assignments with this project during the coming year. The assignments will concentrate on organizational & leadership development, and financial management for associations and the oil pressing business. CNFA anticipates working with the Mount Darwin Oil Pressing Association for approximately three years. This Long Term Strategy Statement represents the first year of assistance.

Background:

Since independence, the Zimbabwean government has mainly concentrated on improving its education and health services, which needed urgent attention to cater for the majority of the population. This was imperative considering the previous colonial government's stance of sidelining the indigenous black population in terms of access to education and health services. The 1980s saw the government trying to make great strides in its economic and structural reform. The Structural Adjustment Program (ESAP), set up by the government in 1985, tried to create an open-market oriented economy to attract more foreign and local investment.

Though the implementation of ESAP was a noble idea, it however did not achieve its intended objectives, but instead seemed to create more problems than it solved. The structural adjustment program resulted in many people losing their jobs as organizations and companies tried to downsize and restructure to cope with the harsh economic environment. The high unemployment rate coupled with limited job opportunities in rural areas resulted in

approximately 400,000 school graduates flocking into cities seeking employment every year, yet only 10, 000 jobs are created annually. As a result of the unavailability of employment in urban areas, the jobless and the retrenched workers go back to their rural homes creating a vicious circle of poverty among the rural people.

About 80% of the Zimbabwean population lives in rural areas and most of the rural population is women. In many cases men have moved into the cities in search of work, and they then send money back to their families in the rural area (or they do not). Women do most of the farm work, and therefore women have much to gain by engaging in income-generating activities. Additionally, Zimbabwean women are highly motivated and willing to try new technologies to improve their lives and those of their families. Developing the agricultural and small business sectors of the rural economy is a priority for stimulating economic growth among the under-privileged rural people. This helps reduce the level of migration from rural areas to towns in search of formal employment.

Oil press owners have been in existence since 1985 with only two women owning ram presses. By 1994, the number of ram press owners had increased significantly. At this time, ZOPP was actively involved in training the press owners how to operate the presses. The members noted that they were not aware of what variety of sunflower they were supposed to use. It was in 1998, that the oil pressers who had been operating individually thought of organizing themselves into an association. The Mount Darwin Oil Pressing Association (MDOPA) was then formerly formed in November 1999 with the objective of improving oil-pressing businesses in the Chesa area of Mt Darwin. At its establishment, the association was named Chesa Edible Oils Project and was made of people from the Chesa area and it is after some oil pressers from around Mount Darwin started joining as members that the association members realized that it was necessary to rename the association, hence the new name of Mount Darwin Oil Pressing Association versus Chesa Edible Oils Association. The members of the association own 112 ram presses operated either by an individual, family or a group. Practically, the association has over 200 people operating the 112 ram presses but it was agreed that membership would be based on the number of ram presses versus number of individuals who own the press. 80% of the MDOPA members are women and most of the members have little or no formal education.

Chesa is located approximately 150km north- east of Harare in the Mashonaland Central Province. The members decided to form MDOPA so that they could benefit from collective efforts. Members also wanted to be better represented in farmer organizations such as ZFU, various government departments, micro-credit institutions and be able to lobby for services as a unified group. By forming this coalition, farmers have also benefited from access to market information such as product prices, sunflower seed prices etc. The association approaches shop owners and conducts demonstrations to promote its products. Potential buyers express their interest to buy the oil from the association and the association in turn informs its members.

A management committee, made up of 7 elected members, manages the association. There are no employed staff and the leaders work on a voluntary basis. The committee was elected in

November 1999 for three-year terms. The management committee meets regularly, at least once a month to discuss matters concerning the association's welfare. The managing committee is also responsible for procuring sunflower seed for planting for its members, purchasing seed for crushing, registering the association labels, marketing cooking oil and seed cake for the members that need assistance. The managing committee identifies a cheap source of inputs for the members. The major raw material for the oil pressing business (hybrid sunflower seed) is either grown by the members or purchased from seed suppliers. Members submit their input requirements and pay the costs of procuring the inputs and their subsequent transportation before hand. The products are brought to a focal point from where a member can collect his/ her products. Pannar, Seed Co, ZFC and Windmill have been the major suppliers of inputs to the group. At times, Africare buys the seed on behalf of the MDOPA members and delivers it to the members at the actual cost. Group buying of the inputs has allowed members to buy inputs at a cheaper price due to cash discounts and reduced transport costs. Additionally, the association procures the packaging bottles on behalf of its members. Payment of income from the sale of cooking oil is made to the association, which later distributes the income to the respective members or is made to the individual members. The association does not charge any service fees to its members, but only charges the actual costs. A person is only eligible to these services if s/he is a registered member and has paid the initial joining fees and contributes the annual membership dues. In addition, the committee is also tasked with the marketing of ram presses to the community and organizing technical and business management training for its members. The leaders of MDOPA are not able to perform some of their duties due to limited skills and these include registering the association labels, organizing technical and business management training for their members, representation and advocacy on behalf of the members.

In 1998, Africare, an American NGO, helped MDOPA expand their small-scale oilseed pressing businesses following the oil pressers' request to Africare for technical support such as identifying the suitable hybrid variety to be used for oil extraction. In addition, Africare was also asked to help identify the source of the sunflower seed. Under this program, Africare distributes small-scale oilseed presses, called a RAM press, to Zimbabweans based on a 15% interest loan. Together with the Zimbabwe Oil Press Project (ZOPP), Africare also conducts weeklong training sessions on basic bookkeeping and management for the new press owners. According to Africare's April 2000 analysis, the press owners who invested 200 USD in buying a press and seed this, earned gross incomes of 500 USD (therefore ~ 300 USD net income) based on an average production of 1.4 ha of sunflower seed followed by about 3 or 4 months of pressing activity. Africare's limitation is that it is not endowed with the necessary resources to conduct any additional training. In addition, a University of Zimbabwe Appropriate Technology research department, the Development Technology Center (DTC), has seconded agronomists specializing in oil pressing businesses to disseminate relevant information concerning oil production and extraction through MDOPA. This has helped the MDOPA improve their business operations. The RAM press is a small scale, appropriate technology equipment manually operated by one person who pushes a bar from above her/his head to the ground. After pressing, the oil is run through a series of simple filters and is then bottled for sale. The demand for sunflower oil is high in rural areas and the press owners have difficulties meeting the local

demand. Local people prefer to buy oil from members of MDOPA because of its natural contents, its high nutritional value and its affordability.

Currently MDOPA members are only engaged in oil pressing and marketing and would like to expand beyond their current production level. They either grow their own sunflower or rely on other growers for use as a raw material in the oil extraction process. The inadequacy of the raw materials, in particular sunflower, has limited the oil production levels. They intend to embark on other activities in order to diversify and as such intend to start some soya-bean production for oil processing and selling the excess as grain. The members also intend to start groundnut production and processing in order to increase their revenue base. To support these planned activities, the members have approached micro-finance institutions (their village bank and in some cases Agribank/AFC) for loans and have had their loans approved. The association members have realized that they need both skills and capital to conduct and manage their planned activities. It is in light of their limited resources to impart the necessary skills to the farmers that Africare has approached CNFA for collaboration. Since the inception of the project, the members have not received adequate training in leadership and marketing to effectively run their association. At present, activities are run on an ad hoc basis. CNFA agreed to provide some technical assistance to the association leaders and members in the form of training the grassroots press owners and association leaders.

Project Objectives and Beneficiaries:

- The Mount Darwin Oil Pressing Association will improve its leadership and association/coop management capacity.
- The MDOPA members will improve their farm and business management skills.

Anticipated Impacts:

- The association will provide valuable services to its members, in a financially sustainable manner, as a result of being membership driven, transparent and effectively managed.
- The members' income will increase as a result of their improved management skills and services from the association.

Anticipated Assignments

CNFA plans to conduct three Volunteer assignments for this project, two during FY2000.

<u>Assignment Title</u>	D	J	F	M	A	M	J	J	A	S	O	N
Leadership & Organizational Development								X				
Association Management									X	X		

LONG TERM STRATEGY STATEMENT

Project: Resettled Farmer Association Development Project – Midlands Province
Host: Mhende Irrigation Scheme
Period: January 2000- December 2000
Prepared by: Shorai Mwale/Carl Seagrave

Summary:

Mhende farmers are interested in improving their ability to work together to access markets and develop their farm management skills. In response to this, CNFA developed its first long-term strategy to work with Mhende in March 1998. Since then, CNFA has conducted three volunteer assignments with the leaders and members of the Mhende Irrigation Scheme. The year 2000 strategy outlined below will build upon the previous assignments that worked to strengthen the managing committee. This assignment will help the membership conduct elections that are democratic, widely participated in and characterized by nominations and voting based on the required qualifications for each position. This will contribute to CNFA's work plan goal of *improving the capacity of grass-roots farmers associations to offer services and advocacy for their members.*

Project Background:

Before independence (1980), very few blacks owned commercial farms or had access to productive land. The colonial government relegated Zimbabwe's black population to communal areas where soils are often poor and irrigation and other infrastructure is undeveloped. Most communal farmers still cultivate this marginal land. In these communal areas, farmers grow most of the major crops -- cotton, corn, and some vegetables -- relying on rainfall during the Zimbabwe summer (November to April). Individual land allocations are small, usually less than 10 acres, and most fieldwork is done by hand using family labor. This system limited the communal farmer to one harvest per year and a low income based on a limited productive area and low yields. In addition, farmers have tended to focus their efforts on planting subsistence crops such as maize instead of high-value crops which would give them a much higher income.

In recent years, the government has tried to help communal farmers by has building dams and irrigation systems in the communal areas. This has allowed communal farmers to produce higher value crops, such as vegetables, throughout the year. When the Zimbabwe government constructs a dam in a communal area, it also creates a land use plan, provides irrigation equipment, and then settles black farmers onto the land. The farmers elect managing committees from within their ranks

to help implement the land use and water use plan. The Zimbabwe Extension Service, Agritex, works with the communal farmers on the irrigation schemes to help them use good agronomic practices and produce new, higher-value crops. The government intends for the irrigation schemes to empower the communal farmers to participate more fully in the economy. Overall, they have been effective. Most farmers on irrigation schemes harvest several times each year. However, many farmers on the irrigation schemes have difficulty marketing their produce because they do not grow crops that are in high demand. Lack of organized marketing groups also compounds their problems.

The Mhende irrigation scheme was established in 1972 by Zimbabwe's pre-independence government. It is situated in the Midlands province, 40 miles north of Masvingo and 125 miles south of Harare in an area of low rainfall and poor soils. Olivine, a private company partially owned by H.J. Heinz, initially introduced CNFA to the Mhende farmers and requested that CNFA help strengthen the farmers' managing committee so Olivine could more effectively contract the farmers to produce Michigan navy beans which Olivine processes into Heinz baked beans.

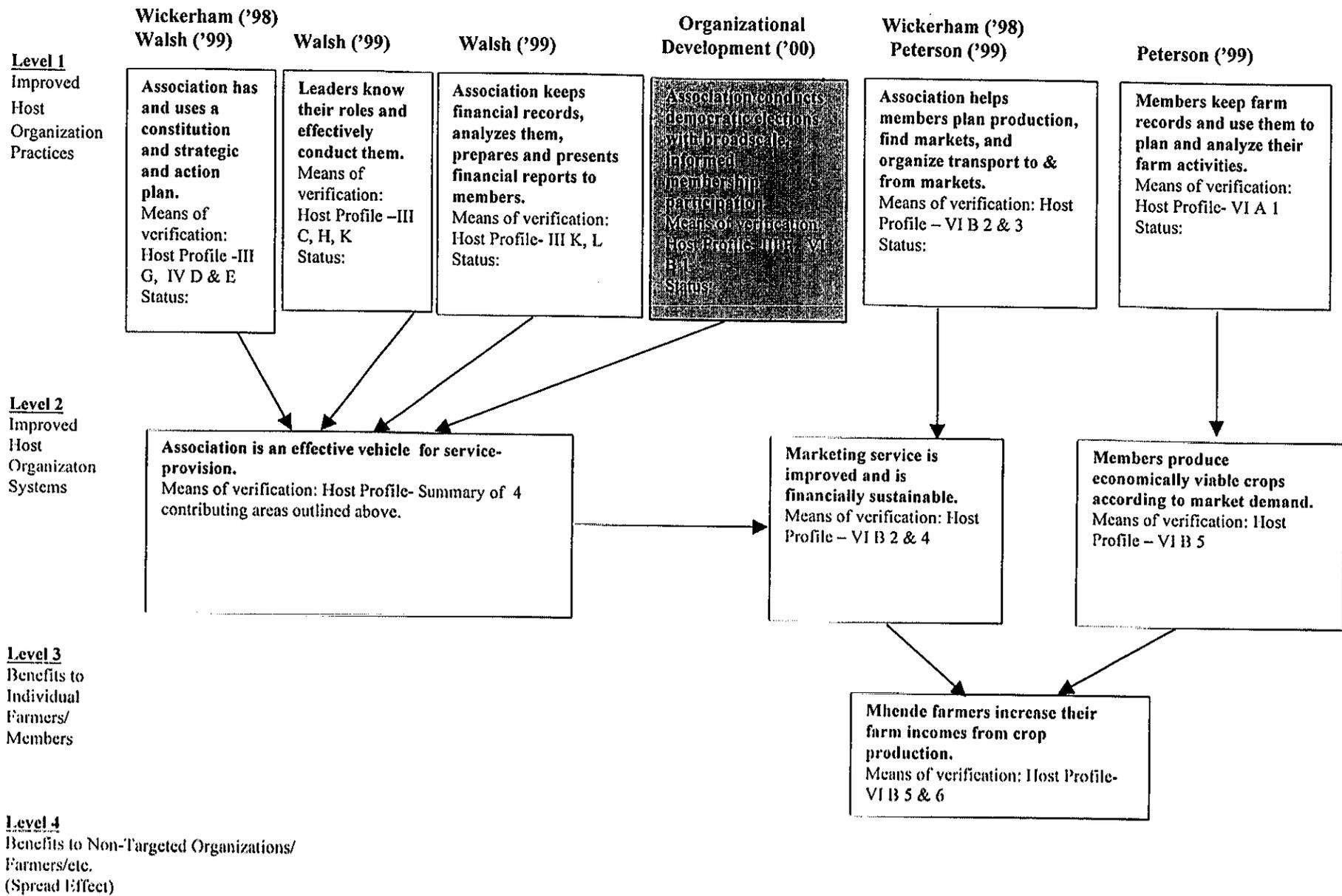
Mhende is situated in an area of low rainfall and poor soils. The rainfall is between 15 to 24 inches per year and is very erratic. The Mhende irrigation scheme consists of approximately 480 acres that are divided among 262 farmers. Each farmer cultivates between .3 and 5 acres of a combination of irrigated and non-irrigated land. Traditionally, farmers in that region grow maize (corn), groundnuts (peanuts), sunflower, beans and wheat. Recently, some of the Mhende farmers have embarked on vegetable and paprika production. The scheme is broken into six administrative blocks, each managed by an elected committee. Each block also has one representative on the Apex Managing Committee. The responsibility of the Apex Managing Committee is to coordinate the procurement and distribution of farm inputs, production and marketing of crops and maintaining the irrigation system. The Apex Committee has formed marketing, paprika, draft power and savings club sub-committees to provide specific membership services. Although irrigation schemes were established to be operated democratically, the Managing Committees have limited skills to bring the farmers together to work cooperatively. The elected Managing Committee members often do not understand their roles or responsibilities on the committee nor the potential role of the committee to galvanize farmers to work together to raise their incomes. There is a need to empower the Managing Committees with knowledge and skills through training.

In April 1998, Wayne Wickerham trained Mhende Managing Committee leaders in basic association management including roles and responsibilities of leaders, forming and abiding by by-laws, and conducting effective meetings. He also trained them in basic marketing for horticultural crops. The leaders have applied many of the new skills they acquired from Mr. Wickerham. Members are more aware of the need to attend as well as participate in meetings, and attendance has improved. Most members understand the more clearly defined roles and responsibilities of the scheme's leadership. There is now a strong team spirit among the members and decision-making and planning are handled more democratically. All these aspects have contributed to increased productivity and increased incomes. In 1999, Jim Walsh helped the managing committee further develop their association management and leadership skills thereby reinforcing the training that Wayne Wickerham had conducted. In addition, Christine "Cass" Peterson further assisted the farmers to improve their record

keeping and business planning skills. This enabled the managing committee to develop more coordinated services for its member farmers.

CNFA has observed that while the managing committee of the Mhende Irrigation Scheme does effect changes as a result of volunteer recommendations, these changes take a long time to be made. This can be attributed to the low level of literacy coupled with an ineffective managing committee. The committee is largely made up of older, less literate members of the community who have a hard time accepting change let alone working for it. With elections scheduled for September of this year, CNFA hopes to educate the membership so they can elect leaders who are committed to providing the kinds of services the members are demanding. As this year's strategy, CNFA will conduct one assignment that is aimed at enabling the membership to hold elections characterized by an open nomination process, broad knowledge of the responsibilities of each position, and secret ballots so the best qualified candidates can be elected as Mhende's future leaders and the members will be more active at insisting on accountability and action from their leaders. Depending on how the farmers implement what they learn from this assignment, and the future activities the new committee decides to initiate (if any), CNFA will consider providing additional volunteers to the Mhende Irrigation Scheme in the future.

Impacts Anticipated Within One Year or Beyond



Beneficiaries:

The following people will receive training from CNFA volunteers:

- ~ 32 committee leaders
- ~ 100 farmers

The ultimate beneficiaries of that training will be:

- Mhende's 262 farmers and their families (average household size is ~ 5)

Anticipated Assignments:

CNFA will conduct one volunteer assignment in FY 2000.

<u>Assignment Title</u>	D	J	F	M	A	M	J	J	A	S	O	N
1. Organizational Development										X		

94

Regional managers teach in Africa

As part of a project between the Citizens Network for Foreign Affairs and the American Farm Bureau, two of Utah's regional managers traveled to Zimbabwe last month to assist farmers there in developing a farm organization modeled after the Farm Bureau.

John Keeler and Wayne Urie worked in Africa for three weeks helping black commercial farmers develop their organization, the Indigenous Commercial Farmers Union.

The American Farm Bureau had sent a team to Zimbabwe to help set up a "state board of directors" earlier.

"We were asked to help give them information to become better organized as a branch - like our county level," Keeler said.

The men were not trained extensively before their trip, but they left armed with Farm Bureau guidelines and principles.

"At first it was overwhelming, but then we realized the great foundation we were already familiar



John Keeler created this sign to welcome ICFU leaders to his workshop in Zimbabwe.

with," Keeler said. "What a wonderful set of principles. Farm Bureau is organized upon."

After a long 14-hour flight, the men arrived in Africa.

That same day, the Zimbabwe minister of agriculture went to jail and hinted

at the adventure ahead.

The men separated and stayed with ICFU leaders from each pilot branch.

Urie stayed in the Mashonaland East branch (52 members) and Keeler was with the Matebeland North branch (80 members).

The experiences varied with their different branches, but were for the most part similar.

Keeler stayed in a hotel and went out on 30 individual farm visits in addition to his workshop.

He found that they all spoke English, but found the country to be different than he had expected.

"I was expecting to see poverty, but then I realized the incredible job they were doing under the circumstances - when you see 70 percent interest rates, 40 percent inflation rates and 50 percent unemployment, they're doing a tremendous job with what they've got," Keeler said.

Keeler said all the farm work was being done by hand. He said that was because of tradition, cheap labor and because of service.

"When equipment breaks down they can't get parts. One guy had been waiting three months to get a head for his tractor."

"It's fairly new equipment, but the service is the hardest part," Urie added.

The farmers there don't face limited resources, though.

"They can grow anything - from citrus to any kind of vegetable. Their livestock is a bit more of a challenge because of disease. And they don't have the genetic pool readily available," Keeler said.

"They've got vast amount of resources, including pressurized irrigation systems and dams," Urie said.

Keeler and Urie experienced the culture and agriculture operations throughout their stay, but focused on their primary responsibility, presenting a two to four day workshop similar to a county board training.

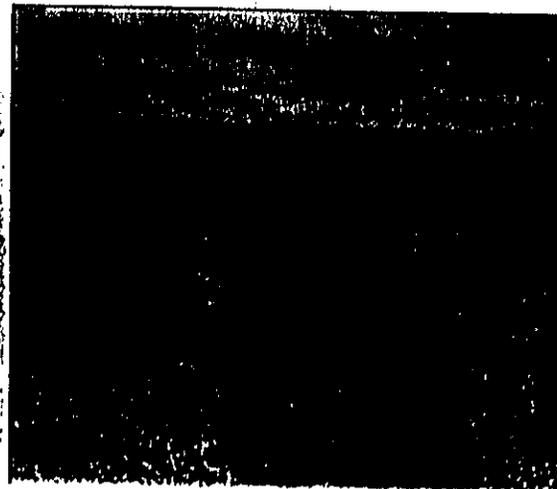
They discussed organizational leadership, policy development, farm safety, personal leadership and various principles like being non-partisan, non-sectarian, but still active politically.

"They were very interested in knowing what they needed to do to become stronger," Urie said.

Urie explained that after a couple hours of going through the policy book, they became quite adept at developing policies and analyzing issues that were important to them.

"They developed policy resolutions just like we do here in Utah. They knew what they wanted and understood the importance of developing policies," Urie said.

Urie said a highlight of his



BEST AVAILABLE COPY

workshop was presenting each attendee a certificate.

"It may seem trite to us, but the people were excited at their accomplishment. They soaked everything up like a sponge."

Keeler's host, Abraham Mkiwane, who is 70 years old, said he had never been through any kind of leadership training in his life.

Both men said their workshops were successful. They credited the quality of the people they worked with.

Urle said he saw their group - the ICFU as the future of their country.

The men explained that there are two groups of farmers in Zimbabwe in addition to the ICFU. The Zimbabwe Farmers Union - communal farmers who merely survive on the land, and the Commercial Farmers Union, the white, well-established farms currently being invaded.

The ICFU has 500 farmers nationwide and bought their farms from a land deal with Great Britain several years ago. Urle said the land deals went sour when the government went corrupt, but that's how the farmers got their start.

"They (the black indigenous farmers) are the ones the future of their country depends upon," Urle said.

"As they get more trained, they'll

be able to buy other farms and take over instead of stealing the farms like others are doing."

"They have the vision. They don't need the government handouts. All they need is the opportunity and the environment to succeed and they will. That's all they need. They'll succeed," he said.

Keeler agreed.

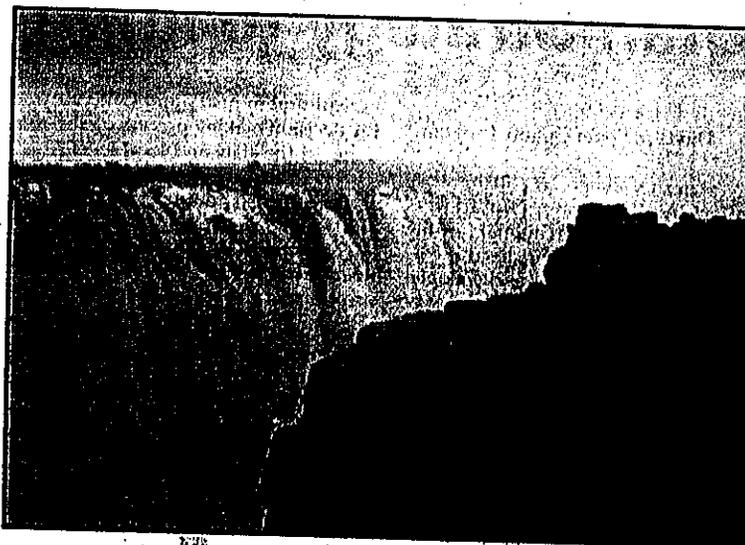
"They've proven their leadership capabilities - being successful under the current economic and political constraints."

The horrible political situation in Zimbabwe gave both Keeler and Urle the opportunity to experience the values and determination of their newfound friends.

Golden Jiti was Urle's host. Urle said Jiti was running for a parliamentary seat in the Zimbabwe government - in the first opposing party of the current leadership.

"He's putting his life on the line. His farm has been invaded twice already," Urle said.

"The fact that he was willing to put his life on the line was amazing. Then there was the simple thing he told me when I asked if it frightened him that he was putting his life on the line in order to change his



"Victoria Falls was spectacular - the mist was like a torrential rain storm," said John Keeler, a UFBB regional manager who trained farmers in Africa.

government. He said 'yeah it does, but if I don't do anything, nothing will change.'"

It was an experience both men will never forget.

"There's no other way to say it, it's good to live in this country," Keeler said.

C. Booth Wallentine, Chief Executive Officer for the Utah Farm Bureau, said he was proud of both men for being selected for this important assignment.

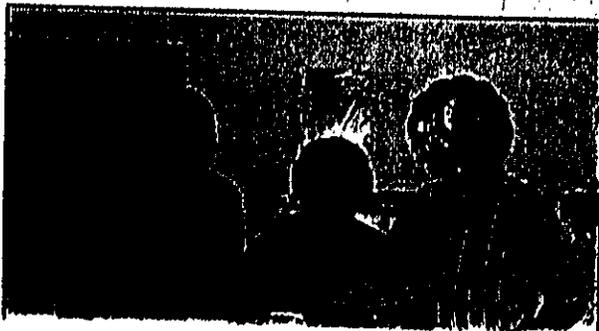
"We're proud of the tremendous gift these men gave to those people," said Wallentine. "It also made these

men greater apostles of freedom."

Keeler and Urle have many more stories and experiences to tell. They are willing to come to banquets and county meetings to talk or present their photos.

They also wanted to relay that there are more opportunities available for anyone who would want to do what they did.

Citizens Network for Foreign Affairs has a program called Farmer to Farmer and more information can be obtained from their Web site at www.cnfa.com.



96

FROM THE GRASSROOTS

Land redistribution threatens Zimbabwe ag industry

Editor's note: For months, the international press has covered Zimbabwe's land redistribution problems—and the ensuing violence. The ZANU-PF party has controlled Zimbabwe's parliament for 20 years. But June elections shifted one-third of the seats to a new party. As ZANU-PF's power base is threatened, the entire country suffers—especially farmers. One Farm Bureau staff member experienced their struggles firsthand.

By Chris Garza

Golden Jiti was running for a parliamentary seat in the province of Mashonaland East, which is an hour from Harare, the capitol of Zimbabwe. He faced one critical problem, though: He was not running for the "right" party. When Jiti's family and his livelihood were threatened, he relinquished his bid. He was forced to denounce his party on national tele-



Encouraged by the Zimbabwe government, squatters are invading white-owned farms to force land redistribution.

vision, support the ZANU-PF—Zimbabwe's ruling party—and attend "re-education" courses.

Jiti is not someone I read about in the news. He is a man I met and

worked with in Zimbabwe. A black tobacco farmer who also is chairman of the Mashonaland East Branch of the Indigenous Commercial Farmers Union (ICFU), his position is equivalent to a state Farm Bureau president.

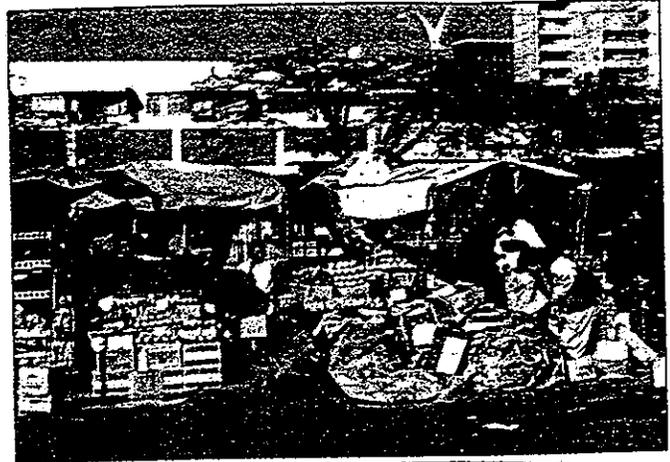
I was in Zimbabwe on a volunteer assignment for Citizens Network for Foreign Affairs (CNFA) to work with the ICFU. The ICFU is a fairly young organization whose membership is predominantly black farmers who want to produce commercially. As I worked with the members to strengthen their organization, they shared with me Zimbabwe's political struggles—and the effects on agriculture.

Zimbabwe became an independent country in 1980. Formally known as Rhodesia, the white colonial government was replaced with a new parliamentary democracy. President Robert Mugabe and his ZANU-PF party have maintained total power over the government for nearly 20 years—at least until the June 2000 elections.

Part of my assignment involved teaching ICFU members how to lobby. I opened my first session by asking how they accessed the parliamentary process. I received empty stares from the participants. Nokwazi Moyo, ICFU's executive director, explained that the organization only worked with the president and his Cabinet. Mugabe's power had become so strong that it filtered into the parliament.



Diesel fuel shortages in Zimbabwe often keep drivers waiting in gas queues for 5 or 6 hours. In addition to soaring fuel prices, Zimbabwe farmers deal with costly tariffs on new technology and imported farm equipment, deteriorating infrastructure and high taxes.



Most domestic produce in Zimbabwe is sold at open-air markets.

Driving to a workshop in Matabeleland North, I saw some of the land squatter camps. Before I left for Zimbabwe, the press was reporting that squatters were invading white-owned farms. The government was not stopping the invasions; in fact it was encouraging them. Many farmers and farm workers were beaten—some killed. But the violence was not confined to the white farmers; some of the black farmers that I worked with had received the same threats. Zimbabwe does have a land distribution problem, but the issue is being used by the president as a political weapon.

During colonial rule, the white colonialists occupied about one-third of the total land area and over two-thirds of the arable land in Zimbabwe. Mugabe pledged that redistribution would be a priority of his administration. Unfortunately, little land redistribution took place. Squatters were invading farms to force the redistribution of land; Mugabe was using them to influence the 2000 parliamentary elections.

Agriculture is one of the largest industries and is the main employer in Zimbabwe. Although vital to the economy, it is underserved by the government and has been negatively affected by the current problems.

Farm credit is a serious obstacle. Loans are difficult to obtain and interest rates range from 70 percent to 75 percent. Farmers also face low commodity prices. The government does establish prices for some commodities, such as maize, but the prices do not even cover production costs. When the market determines commodity prices, the government does not give the farmers full value.

Tobacco, for example, is auctioned to foreign buyers who pay in foreign currency. The farmers never see this foreign currency; it goes directly to

the government. The government then converts the foreign currency to the domestic dollar at a rate that is significantly lower than the public receives on the market. Other problems include lack of a marketing system, high tariffs on new technology and farm equipment entering the country, deteriorating infrastructure, fuel prices, taxes, transportation ... the list goes on.

Exactly one week before I arrived, a new political party, the MDC, attained one-third of the seats in parliament. ZANU-PF still maintains a two-thirds majority because of their "strong-armed" political tactics, but the election results symbolize that Zimbabwe citizens want change.

I predict things will improve in Zimbabwe.

Chris Garza is an AFBF assistant director of governmental relations.

NEWSPAPER HANDLING

FARM BUREAU NEWS

BILL HILLIG
CITIZENS NETWORK
1111 15TH ST NW
WASHINGTON DC 20036-3603

SPT1C17

27

LOCAL

August 23, 2000

Making a Difference in Agricultural Practices

Nancy Fuller
Staff writer

It's hard to believe there are still people in this world who farm using oxen to pull their plows. People so poor they have no indoor plumbing or electricity.

That is exactly what Eldon Peterson encountered from his three week trip to Zimbabwe Africa. He went to help the struggling farmers learn basic farm and business management skills.

The Citizen's Network For Foreign Affairs, which is an agribusiness volunteer program, sponsored Peterson.

Peterson was chosen because of his past experience working with the Utah Farm Bureau.

"I sent in my resume and within ten minutes they had called me back, saying that I was the man for the job," Peterson said.

In Africa there are three types of farmers. The commercial farmer who is left over from British Rule. These farmers are capable of providing for the bigger cities with some left over for exports.

The small scale farmers, are landowners who own clear title to farms of about five or ten acres of land. These farmers consume everything they grow. Their annual income is the equivalent of \$300 to \$400 American dollars.

Communal farmer are called "squatters." They move onto government land. They farm the land until all the nutrients are gone and then move to other lands.

Peterson spent his time working with the small scale farmer. The Farmers had formed a co-op before he arrived. Co-ops are designed to help you earn more



Eldon Peterson taught African farmers agri-business skills in their local school.

Courtesy Photo

together than you can alone.

"My responsibilities were to train the members in leadership skills," said Peterson. "I was to train them in how to conduct meetings, how to prepare an agenda, how to do financial reports and in parliamentary procedure and voting."

The first session Peterson taught was in training the members to work inside the co-op. One member was elected as spokesman; a survey was designed to find out the expectations of the co-op.

"Between the first and second session 55 of the 125 members had been contacted," said Peterson.

"That was one of the highlights of the trip. It showed the commitment of the people to succeed."

The second session was a strategic session. The co-op came up with five goals and a plan for action.

The goals were to expand membership of the co-op, to provide a warehouse and office, look for new markets, provide equipment and supplies for its members, and to form an organization to start a national association.

"I have had many farmers here in Tremonton complain that I went to Africa to help them compete with the American Farmer," said Peterson. "That will never happen. These people are so poor they are just looking for a way to improve their standard of living."

The main crops these people grow is a white corn they call

maize. The Maize is ground to make a stiff porridge they call, "sadza." This is eaten with a little meat, some local vegetables and a sauce. "They eat this almost daily," said Peterson.

"The reason why I went was to improve the quality of their lives," continued Peterson. "This is accomplished both by teaching them how to increase the nutritional value of the food, and learning how to increase their income."

Peterson is very enthused about the program. He encourages others to volunteer. If you would like to know more about the program contact Citizens Network for Foreign Affairs at 202-296-3920.



StandardNET

www.standard.net

StandardNET®

[Home](#) | [Site Index](#) | [Search](#) | [News](#)

Bear River ag teacher takes lessons to Africa

Teaching farmers in Zimbabwe also brought him new perceptions

Friday, August 25, 2000

By MELISA ANN WILSON
Standard-Examiner staff

TREMONTON -- While students often don't understand their teachers, few teachers go as far as Eldon Petersen did and get a translator.

Petersen spent three weeks this summer teaching farmers in Zimbabwe about leadership and how to run a farmers' cooperative they organized last November.

The experience was one he hopes to pass on to his classes at Bear River high and middle schools. Petersen has taught agriculture out of textbooks and with filmstrips from the 70s for five years.

"I thought it would be fun to have my own stories and photos."

A friend told Petersen about the opportunity to work with Citizens Network for Foreign Affairs in Zimbabwe. With his experience as a high school teacher, Future Farmers of America adviser, six years as president of the county Farm Bureau and being deeply involved in a strawboard cooperative, he met the criteria.

Petersen's duties included teaching the 10 members of the co-op's executive committee in a little town outside the capital of Harare in July.

For the first three-day workshop, Petersen outlined the duties of officers, leadership skills and organization. He taught parliamentary procedure, how to keep meeting minutes and what a treasurer does.

Though he started out with a detailed lesson plan, Petersen said he had to scrap it after the first day. Speaking through a translator slowed the process. The average literacy level is at about fifth or sixth grade, but sometimes it seemed lower, Petersen said.

The second workshop was spent hammering out a strategic plan for

- [News](#)
- [National](#)
- [SportsNET](#)
- [Business](#)
- [Y2K](#)
- [Entertainment](#)
- [Community](#)
- [IX](#)
- [Obituaries](#)
- [Opinion](#)
- [Columnists](#)
- [Weather](#)

Web Extras

[E-mail this story to friend](#)

[Submit letter to the Editor](#)

the group. The Executive Committee members had visited and interviewed 55 of the 125 cooperative members. Considering they had to walk to each home, that's amazing, Petersen said.

"They'd never seen themselves as a committee before. They came back and had a better idea they could do some things as a group."

The committee members wrote a mission statement and came up with five major goals to focus on.

Their first goal is to increase the co-op's membership. It is hoped that the co-op will enable the local farmers to better market their crops. Currently farmers plant food for their families. If there is any time or room left over, marketable crops might be planted.

Most families plant a white corn called sadza, on their 5- to 10-acre farms. Sadza is mashed into a porridge and eaten with meat or sauces.

"It tastes like -- think wallpaper paste," Petersen said.

Africare, a private aid organization, has introduced growing sunflower seeds to produce oil. The oil will sell for 10 times as much as the seeds.

They have also introduced peanut farming with grinders to make peanut butter. While Petersen was there, Africare launched a new soybean campaign because soybeans are much more marketable. Soybeans are also a legume which adds nitrogen to the soil. The soybean will allow farmers to rotate their crops.

But, the conversion is slow Petersen said. Families grow crops to eat, not to make money. A farmer might plant a crop other than sadza only if there is time and room after the sadza is planted.

"They don't realize these crops will make them money. They don't understand all that. They have to have food sitting in the granary."

Family farmers pull plows with oxen. Machinery is limited to the large commercial farms, mainly run by white people.

"Ways we're accustomed to are means not available to most farmers," Petersen said. "Most farms have no electricity, no running water."

Telephones are limited to a few homes in the cities. Local newspapers are rare. Petersen said most news is spread by word of mouth.

The average farmer makes about \$300 to \$400 a year.

"The economy is shot to heck. The government is bankrupt. A low-interest loan is 15 percent. The bank offers 45 to 50 percent. People don't have much."

An oil press to make sunflower oil costs about \$76 and a peanut butter grinder costs \$45.

"It's a big investment for them. They are trying to increase their standard of living, add a higher nutrition to their diet."

While there, Petersen stayed in a small motel-like resort. He shared the bathroom with the other 12 huts. But he was comfortable in the savannah.

"Mt. Darwin looked like Plymouth Peak, I felt right at home."

Petersen taught more than how to run a co-op. At tea time, the locals would have bread with jam or bread with their homemade peanut butter. Petersen showed them how to make a peanut butter and jam sandwich. "They loved that."

After the workshops Petersen visited Harare, Victoria Falls, which is said to be one of the seven wonders of the world, and went on a small safari.

He saw hippopotamus, elephants and other wildlife. But through it all, what struck him the most was how happy the people were with so little.

"Many of them live in poverty. There's no way these people are going to compete with us in the world market," he said. "They don't have the resources. What we're doing is increasing their standard of living."

Peterson said he came home with more than stories and photos. He brought a new perspective he hopes to share with his students.

"We can live on a whole lot less than we're accustomed to."

You can reach reporter Melisa Ann Wilson at 625-4233 or mawilson@standard.net.



[Mail This Story to a Friend](#)
[Back](#)

Petersen trains farmers in Zimbabwe

The Citizens Network for Foreign Affairs (CNFA) recently sent Eldon Petersen, a Vocational Agriculture teacher at Bear River High School and former North Box Elder County Farm Bureau President, on a voluntary assignment to Zimbabwe.

Petersen spent three weeks in July working with a group of poor farmers in northern Zimbabwe developing skills in leadership, organizational development and entrepreneurship.

The Zimbabwe farmers formed a cooperative last November to increase their ability to purchase inputs such as fertilizer and seed at lower costs and to collectively market sunflower oil they produce from small hand presses at their respective farms.

The farmers are learning new techniques to grow improved varieties of sunflowers that have higher oil content. They recently were introduced to soybeans as another crop to include in their rotations for improved soil fertility.

Petersen conducted two separate training workshops for the leaders of the Mount Darwin and Rushinga Oil Pressers' Association (MDROPA). MDROPA has 10

elected leaders and all of them attended at least part of the training. Additionally, leaders of the local village bank also attended the training.

Petersen's objectives were to help the leaders improve their leadership and association management skills and then to teach the leaders how to develop a strategic plan based on the members' goals for the association.

Petersen helped them learn how to draft a meeting agenda, take minutes, prepare a treasurer's report, prepare a subcommittee report, form a subcommittee, and use parliamentary procedure to run a meeting.

Since all of MDROPA's activities are conducted by volunteers Petersen also led discussions on volunteerism. Together they also developed a membership survey that the leaders would each administer to a few members so the strategic plan could be developed the following week.

Prior to returning to the U.S. Eldon visited Victoria Falls and Imbabala Safari Camp where he learned firsthand about natural resource and big game management techniques. One evening he and his

guide watched over 100 elephants come to the Zambezi River to drink. The Zambezi River forms Victoria Falls, one of the Seven Wonders of the World.

"They were spectacular sites," Petersen said.

"Preservation of these natural treasures is of major concern to the people of Africa."

Petersen reported back in Washington, D.C., to CNFA and had the opportunity to discuss the role of continued U.S. foreign aid with aides of the Utah congressional delegation.

CNFA is a non-profit agricultural development organization that provides the expertise of U.S. farmers and agribusiness professionals to their colleagues in Ukraine, Moldova, Belarus, Zimbabwe, Mozambique, and Zambia.

Since 1993, CNFA volunteers have helped thousands of people to improve their lives in these countries by teaching skills in financial management, organizational development, leadership, communications, political advocacy and business management.

They are interested in finding other interested volunteers to fill assignments to these developing countries.

For further information about CNFA and assignments check their web site at www.cnfa.org.

100

Alumni council member teaches african far

A member of the College of Agriculture's Alumni Association Council recently returned from a trip to Zimbabwe, where he taught farmers there the value of working together through cooperatives.

The Citizens Network for Foreign Affairs (CNFA) recently sent Eldon Petersen (BS '79 Ag. Ed., MS '99 ASTE), a vocational agriculture teacher at Bear River High School, Garland, Utah, on a voluntary assignment to Zimbabwe. Petersen who has served on the Alumni Council for the past three years, spent three weeks there in July working with a group of poor farmers in northern part of this country, helping them develop skills in leadership, organizational development and entrepreneurship.

Petersen said the farmers formed a cooperative last

November to increase their ability to purchase inputs such as fertilizer and seed at lower costs. They will also collectively market sunflower oil they produce from small

hand presses at their respective farms. "They are learning new techniques to grow improved varieties of sunflowers that have higher oil content, as well as other crop options.

"They recently were introduced to soybeans as a crop they can include in their rotations for improved soil fertility," he explained. "A crop of soybeans will fix sufficient nitrogen to provide the needs of a sunflower crop. This would help to reduce



Petersen



Two cooperative leaders demonstrate the use of an oil press to area farmers. Safflower has emerged as an important crop for farmers in Zimbabwe, along with soybeans and peanuts.

the need for fertilizer purchase following a soybean crop."

The farmers' main crop is white corn, or "maize" as they call it. This is ground and then boiled into a thick porridge or paste called "Sadza," and eaten with a green vegetable and a meat sauce. Peterson said this is their basic staple of life.

"Most of the farmers plant the corn first and then plant sunflowers, soybeans and other crops if they have time at the end of the planting season," he noted. "Most of the labor to till and tend their fields is performed by hand or oxen."

Petersen said since Zimbabwe farmers

have small-scale farms consisting of less than ten hectares, they are reluctant to plant the oil crops because they are most concerned about ensuring that they have sufficient food or maize available for the year. "They haven't yet realized that they could get ten times the return for processed sunflower oil over what their sunflower seed or corn is worth," he said.

Petersen conducted two training workshops for the leaders of the Mount Darwin and Rushinga Oil Pressers' Association (MDROPA) on July 17-19, and again on July 25-27, 2000. MDROPA

➤ Continued on next page

Rupp takes helm as head of PS&B Department

Dr. Larry A. Rupp has been named Head of the Plants, Soils and Biometeorology Department. Rupp replaces Dr. James H. Thomas, who had acted as interim department head for the past year and has taken the position of special assistant to the President of the Arab-American University at Jenin, Palestine.

A native of Salt Lake City, Utah, Rupp graduated from USU with a BS



Rupp

degree in 1978, and a MS in 1980. He received his PhD at Cornell University in 1984.

Rupp joined the faculty of the PS&B Department that year as assistant professor of ornamental horticulture. He was promoted to associate professor in 1990, and was granted full professorship in 1998. Rupp is married to the former Chris Holley, and they are the parents of five children.

Thoma, who became department head when Dr. Philip Rasmussen stepped down from that post last year, is serving as the chief executive officer of the new Palestinian university, which was modeled on the

U.S. land grant system. It was started with program and technical guidance from the USU College of Agriculture.



Thomas

30-year career. He and his wife, Marilyn, are the parents of three children.

A native of Cardston, Alberta, and an alum of USU, Thomas was an associate dean of agriculture, a PS&B professor, and has conducted international programs for the college throughout his more than

ners the value of working together in co-ops



Women gather around to watch as a peanut oil extruder is demonstrated.



Local cooperative officials take notes or listen intently as they participate in one of Eldon Petersen's cooperative operation and marketing workshops.

has 10 elected leaders and all of them attended at least part of the training. Additionally, some of the leaders of the local village bank attended the training, resulting in a total of 16 leaders trained.

The objectives of Petersen's assignment were to help the leaders improve their leadership and association management skills, and then to teach the leaders how to develop a strategic plan based on the members' goals for the association.

In his first workshop, Eldon helped the leaders define their official duties, learn how to effectively conduct those duties, and motivate volunteers to help with association activities. He also helped the leaders see themselves as service providers to their customers, the cooperative members.

"Many of the leaders basically knew what their responsibilities were although some responsibilities had not yet been assigned to any officer," Petersen explained.

By the close of the first workshop, each officer was very familiar with all of the official responsibilities, as well as the overall chain of command structure within the association. However, many of the officers did not really know how to conduct their responsibilities.

"I helped them learn how to conduct their duties by teaching them how to draft a meeting agenda, take minutes, prepare a treasurer's report, prepare a subcommittee

report, form a subcommittee, and use parliamentary procedures to run a meeting," Petersen said. "Since all of MDROPA's activities are conducted by volunteers, mostly the leaders so far, I taught them what is reasonable to expect a volunteer to do, and how volunteers can be motivated through a combination of praise and rewarding tasks.

"... I helped them learn how to conduct their duties by teaching them how to draft a meeting agenda, take minutes, prepare a treasurer's report, prepare a subcommittee report, form a subcommittee, and use parliamentary procedures to run a meeting ..."

Eldon Petersen

"We also helped develop a membership survey that each leader would administer to a few members, so the strategic plan could be developed the following week," he said.

Petersen said the next workshop started by reviewing the survey information for 55 of MDROPA's 120 members. Based on that information, the leaders then worked to develop a mission statement, strategic objectives and an action/work plan. Here Petersen's diverse farming background and ability to apply his experiences to the needs of the members, was essential to help guide these African farmers in preparing the documents to assist in charting their future course.

Petersen also visited Victoria Falls and

the Imbabala Safari Camp, where he learned firsthand about African natural resource and big game management techniques.

One evening he and his guide watched more than 100 elephants come to drink at the Zambezi River, which forms Victoria Falls, one of the Seven Wonders of the World. "These are spectacular sites.

"Preservation of these natural treasures is of major concern to the people of Africa," he noted.

Upon his return to the States, Petersen stopped in Washington, D.C., to report to the CNFA and discuss with aides of the Utah congressional delegation the role of continued U.S. foreign aid to this region.

CNFA, a non profit agricultural development organization provides the expertise of U.S. farmers and agribusiness professionals to their colleagues in Ukraine, Moldova, Belarus, Zimbabwe, Mozambique, and Zambia. Since 1993, CNFA volunteers have aided thousands of people to improve their lives in these countries by teaching skills in financial management, organizational development, leadership, communications, political advocacy and business management.

Petersen said volunteers are greatly needed to fill a variety of potential assignments to these developing countries. For information about these opportunities, he suggested checking the CNFA web site at <http://www.cnfa.org>.

GENERAL NEWS

Mapleton woman teaches farming to Zambians

By KATHY BILLINGTON
FOR THE SIUSLAW NEWS

Local woman Julie Hart of Mapleton began traveling on Aug. 7 to Zambia where she will work through an interpreter with women involved in agriculture in the areas north of Lusaka, the capital. About 93 percent of the people working in agriculture are women, who requested support from various organizations on how to improve land use and crop rotation. "They are very eager to learn," Hart said.

Hart was chosen for the trip by the

Citizen's Network of Foreign Affairs, of which she has been a member for five years. When the organization finds a match between needs and skills, it contacts a list of candidates. "You just have to say 'yes' when the call comes," Hart said.

Zambian women grow corn, and little else, not just for food, but to trade for things like seed, equipment, and provisions. "The problem is," according to Hart, "they know nothing of crop rotation, so they experience a lot of soil erosion, poor soil, and thus poor crops, in both quantity and quality. They also need to know how to keep records, about leadership, and about the financial aspects of farming."

The U.S. Agency for International Development sponsors the "Farmer to Farmer" program. USAID is pay-

ing for Hart's flight to Zambia, training, accommodation, driver, and interpreter. Hart's students do not speak English and live in the bush, with no running water and the potential for insect-borne disease. They need assistance in nearly every facet of life.

Hart's qualifications for the work include 11 years of ranching in Mapleton, working in agriculture since high school, formal education in agricultural engineering and horticultural science, as well as small farm business management.

"I have wanted to go to Africa all my life, and I have always wanted to be in a role where I could make a positive difference for people," she said.

The curriculum was provided by the CNFA, and briefing and materials were given in a stopover in New York

en route to Zambia. Hart is the "first ever" to do this particular work.

In order to prepare for the journey, Hart said there were "lots of shots" for malaria, hepatitis A, and parasites. She packed a lot of citronella candles and mosquito netting and repellent. "Not touching any water that isn't bottled and wearing heavy footwear are two of the most important things to remember," Hart said.

Her journey takes 30 days, with briefings at the beginning and end. Already she is thinking of doing "a lot more of this." Hart said her family wished they go, too. "Maybe next time!"

For more information about this kind of outreach work in the field, call Heather Andrea Linn at CNFA offices at 888-872-2632.

SALE!

50% OFF

105