

USAID - MOZAMBIQUE

RENDER Project - Manica Province

Reforçar Negócios para o Desenvolvimento Rural

Reinforce Business for Rural Development

QUARTERLY REPORT

April to June 2003

**Funded by the United States Agency for International
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ACDI/VOCA

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List of Acronyms

ADIPSA	Support to Private Sector Initiatives in the Agriculture Sector (DANIDA funding)
ARE	Assisted Rural Enterprise
BDC	Business Development Center
CFM	Mozambique Government Railroad System
COP	Chief of Party
CDP	Cooperative Development Program (ACDI/VOCA with USAID/Global funding)
CP	Association Production Chiefs (Chefes de Produção)
DDADR	District Directorate of Agriculture and Rural Development (Ministry of Agriculture)
DPA	Provincial Directorate of Agriculture (Ministry of Agriculture)
FBLT	Functional Business Literacy Training
GA	General Assembly
GAPI	Office of Support for Small Enterprise Credit
GTZ	German Technical Assistance
HQ	Headquarters
IAC	Chimoio Agricultural Institute
IRDp	Integrated Rural Development Project (Kellogg Foundation)
MAT	Market Analyst/Trainer
M&E	Monitoring and Evaluation
Mts	Meticais (Mozambican monetary unit = 24,000 Mts. per USD)
PNAs	Village Business Promoters (Promotores de Negócios nas Aldeias)
RENDER	Reinforce Business for Rural Development
Sagrev	Manica Oil Company (sunflower processor)
SEMOC	Seed Company of Mozambique (a subsidiary of Seed Co. Zimbabwe)
SH	Smallholder
SHA	Smallholder Association
SOW	Scope of Work
SP	Strategic Planning
TA	Technical Assistance
TM	Training Module
TNS	Technoserve
UCAMA	Manica Provincial Farmers' Union
UDACs	District Union of Farmer Associations
WFP	World Food Program
ZU	Zonal Union

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Highlights

1. Association sales for this quarter totaled \$105,514, as compared with \$58,344 last quarter.
2. Sixteen new associations from three RENDER Project districts emerged during this quarter. RENDER assisted rural enterprises (AREs) now total 145 with 2,696 association members participating in the project.
3. Association contractors (70 associations) are in the process of delivering 1,000+ hectares of sunflower to Sagrev, valued at approximately \$60,000 (375 kg/ha X 1,000 ha X \$0.16/kg).
4. 82 associations that contracted with Semoc Seed Company are now delivering 250+ hectares of cowpeas and 48 hectares of maize. The estimated value of cowpeas is \$17,875 (325 kg/ha X 250 ha X \$0.22/kg) and maize \$11,040 (1,000 kg/ha X 48 ha X \$0.23/kg).
5. Semoc Seed Company continues contracting with 12+ RENDER associations to produce 75 more hectares of maize to be paid at \$270 /Ton. This crop is potential value is \$20,250 (1,000 kg/ha X 75 ha X \$0.27/kg).
6. Negotiations began for RENDER SH associations to produce as much as 2,000 ha of sunflower and 300 ha of soybeans for Sagrev and to increase seed production contracting with Semoc to include maize, cowpeas, peanuts, and sorghum in 2004.
7. During this quarter, RENDER staff delivered training to 4,926 participants in: business planning, crops production and marketing, association building, basic marketing skills, strategic planning, and record keeping. Participants included association members and leaders, PNAs and UDAC leaders.
8. With RENDER help, 55 associations now have members paying dues; 37 associations have opened bank accounts, and 39 associations set up operational accounting systems.

Completion Of Second Quarter FY 2003 Planned Activities

1 Business Activities

Quantitative Summary

A snapshot of RENDER Project as of June 30, 2003 is presented in Tables 1 and 2.

**Table 1. Targets and Indicators RENDER Project
(From Annex 5, Cooperative Agreement - RENDER Revised Key Results)**

Indicator	Base (Year 0) [from contract]	Year One Targets Dec. 2002 [from contract]	Year Three Targets (LOP) (Sept. 2004) [from contract]	Year Two Results as of 2 nd Quarter [March 31, 2003]	Actuals 3rd Quarter April - June 2003	Cumulative through June 30, 2003
# Associations (AREs)	29	38	160	129	16	145
Assn. Members	403	710	3,690	2,313	383	2,696
Assn. Revenues	\$0	\$43,700	\$288,000	\$126,444	\$105,514	\$231,958
Facilitated Credit ¹	\$0	\$0	\$0	\$18,625	\$1,458	\$20,083

Reported Revenues of AREs by District

April, May, June, 2003

District	Total Number of Assns. (AREs)	Number of Members	ARE Reported Revenues –April, May, June, 2003	
Chimoio	11	211	205,069,000 Mts	\$8,545
Gondola	46	874	1,209,039,255 Mts	\$50,377
Manica	42	801	800,752,255 Mts	\$33,365
Suss.	46	810	317,484,475 Mts	\$13,229
Totals	145	2,696	2,532,344,985	\$105,514

2. RENDER Business Development Activities

2.1 ARE sales during the quarter

Smallholder Association (SHA) sales (\$105,514) during the third quarter of FY 2003 increased in comparison with last quarter (\$58,344 for January, February, and March, 2003). The increase in sales reflects the end of the drought. SHA sales figures for April – June do not include most of product delivery to Sagrev and SEMOC since

¹ Facilitated credit was not originally contemplated as a RENDER Project Activity. During this quarter, credit from GAPI to one Manica association totaled \$1,458.

contracted crops (sunflower, cowpeas, and maize) will be delivered and reported during fourth quarter of FY 2003.

2.2 Association contracts to produce sunflower

Although seed was distributed for 1,240 ha, the effects of the drought in Manica caused a reduction in area planted to 1,000+ ha. As of this report, Sagrev and the UDACs were in the process of distributing sacks for product delivery in August. Estimates of SHA sales next quarter to Sagrev oscillate from \$52,000 to \$70,000.

70 associations from four districts contracted with Sagrev. The UDACs and associations delivered services to members including: seed distribution, provision of production and post-harvest TA, and set up of collection points. Sagrev will pay a bonus of 100 Mts/kg delivered to contracted SHAs for TA and other logistics services that they provided.

The sunflower commission (Sagrev, ACDI/VOCA, seven association representatives) continued to meet monthly to discuss quality control and the logistics of product delivery.

2.3 Seed production contracts with SEMOC

82 associations signed contracts with Semoc to supply Feijão Nhemba seed. SEMOC pays a guaranteed price of \$230/ton, \$210/ton respectively for maize and cowpeas. Two associations signed contracts for maize seed production, and despite the drought, produced 48 hectares.

2.4 Study credit access options for associations

RENDER staff coordinated discussions with GAPI and UCAMA. GAPI is facilitating credit through UCAMA to primary level associations. The first credit to UCAMA was disbursed (\$20,833). RENDER staff in Manica District provided TA to one association that received credit from UCAMA/GAPI. RENDER also developed tools for evaluating association aptitude and track record for receiving credit and continued to revise crop cost of production studies, create crop activity chronograms, and produce cash flow statements for loan management.

RENDER supported collaboration amongst GAPI, local Administrative Posts, and District Administrators to permit credit-worthy associations to register with GAPI. RENDER is moving slowly in its commitment to GAPI loan programs since most associations still need to learn more about business and credit management.

2.5 Group sales of banana

This activity is delayed. Frutas Lango was unable to receive 8 tons of bananas per week from association producers (as promised last quarter). Shipments of banana from Chimoio to Maputo have stopped since transport costs are prohibitively high (26 – 28 million Mts per shipment). At present, owners and managers are restructuring the company to market other fruits (mangos, citrus, lychees, pineapple) and banana to closer regional markets.

Staff collaborated with Technoserve (TNS) to deliver three training events on banana production / marketing to 87 SHA producers from Gondola and Sussundenga. Two DDADR technicians and nine ACDI/VOCA technicians/PNAs also participated. Training focused on: 1) plantation management practices 2) banana plantation start-up, and 3) handling/packaging/ transport.

2.6 Sale of horticulture products to sophisticated markets (Shoprite/Freshmark and others)

Twelve RENDER supported SH associations delivered fresh produce to Shoprite-Freshmark and other regional markets. Freshmark began distributing limited amounts of vegetable seed to SH associations with the promise to purchase what they produce. The production agreements between Freshmark and three SH associations involved are strictly verbal.

2.7 Association owned urban market – RENDER staff continued to work with associations to obtain land use rights in Chimoio for an association-managed urban market. RENDER staff helped UCAMA and association leaders re-submit their request this time to the Government Railroad Authority (CFM). The proposed location presented to CFM is situated on one of the main streets running through Chimoio. CFM has agreed in principal that a small plot of land could possibly be made available.

2.8 UDACs develop strategic business plans -Manica and Sussundenga

The Sussundenga UDAC involved 18 associations in one-day session to finalize its Strategic Plan (SP). The Sussundenga GA still needs to approve the plan. The Manica UDAC SP had to be rescheduled for completion during the next quarter.

Chimoio and Gondola UDACs have not moved forward with SPs due to weak leadership. Progress in improving or changing elected leadership in the latter two UDACs has to proceed following full democratic procedures. A step forward to resolving the impasse in the Chimoio UDAC occurred when affiliated association presidents requested a GA meeting to elect new leaders. Elections are expected to take place during the next quarter.

ACDI/VOCA field staff also held meetings with the Gondola UDAC President to ascertain his interest in a more serious approach to business-based association development. Progress for the Gondola UDAC is moving slowly. During the next quarter, RENDER staff will attempt to more fully involve the DPA staff (for Gondola UDAC) and the Office of Development Zonas Verdes Coordinator (for the Chimoio UDAC) in the issue of improving leadership in Chimoio and Gondola.

2.9 Collaboration with other partners

RENDER's COP and Program Manager met with Sagrev and Semoc regularly to ensure quality control and logistics associated with contracts implemented by SHAs.

Senior Managers met with Jose da Graça, Head of DPA Manica Province. Da Graça expressed appreciation for ACDI/VOCA efforts to share information and to provide updates and reports to DPA in English and Portuguese. He asked RENDER staff to make a PowerPoint presentation of its activities to the Manica Development Forum which was held May 30th. RENDER presented and shared drought evaluation tools with Dr. da Graça and discussed future plans for training DPA and DDADR staff in marketing and business planning.

Collaborative efforts continued with IRDP (Kellogg foundation) to promote garlic and other vegetable crops production. IRDP committed to funding SHAs to produce garlic and possibly other crops. RENDER and CDP would provide TA and business and marketing services. Staff is presently working on a proposal submission to IRDP estimated at \$20,500.

RENDER staff met with Pannar Seed Co. to discuss business opportunities for UDACs and SHAs.

Staff met several times with Technoserve (TNS) managers to discuss potential collaboration in production and marketing linkages between commercial growers and SHAs in soybean, paprika, bananas.

2.10 Study the potential for RENDER associations to contract to deliver maize to WFP.

RENDER staff met with WFP Beira and presented a draft proposal for Sussundenga and Manica UDACs to supply up to 500 metric tons of maize to WFP. WFP has a commitment to the GOM and the Ministry of Commerce to engage in local purchases of maize and had expressed interest that it might fund a pilot program for maize delivery from organized SHAs. WFP Beira forwarded the proposal to their head office in Maputo for further consideration.

2.11 Seed production contracts for maize

SEMOC continued to contract with associations to use irrigated land to produce maize seed. The estimated price for maize seed produced under irrigation is \$270 / ton (6,480 Mts. / kg). Six Gondola- Chimoio associations and approximately nine Manica associations will receive 1,500+ kg of maize seed to plant approximately 75 ha at the end of July and beginning of August.

2.12 Promote maize sales to private traders

RENDER worked with Dombe associations and the Sussundenga UDAC to promote a group sale of 30 tons (sale price of 2,500 Mts/kg). The price paid by itinerant traders at the time of sale was from 1,000Mts to 1,200 Mts/kg. The additional income to SH Dombe farmers from the group sale was (30,000 kg X 1,400 Mts/kg = 42,000,000 Mts [\$1,750]).

3. Field Activities - RENDER

3.1 Create new associations

During the quarter 16 new associations were created. Eight new associations were created in Sussundenga, three in Manica, four in Gondola, and one in Chimoio. RENDER collaborated with the Mennonite Central Committee to create one association with in Amatomgas (Gondola District).

3.2 Help primary level associations develop internal operation guidelines

As of this quarter RENDER has helped 78 associations develop written internal operational guidelines.

3.3 Integrate PNAs into BDC and UDAC activities

This quarter, RENDER made use of the volunteer services of female and male PNAs as follows:

District	Men PNAs	Women PNAs	Total	Work with UDAC	Work with BDC
Chimoio-Gondola	4	4	8		X
Sussundenga	3	1	4	X	
Manica	2	2	4	X	
Totals	9	7	16	-	-

Sussundenga and Manica PNAs were fully integrated into work plans to provide direct support to the secondary level (UDACs) and primary level associations in: business development, association strengthening, contract farming, marketing information dissemination, collection points construction and management, record keeping, data collection, and TA in agro-livestock production.

3.4 Association record keeping

At the end of this quarter 96 RENDER associations were keeping records. Annex 1 presents in detail associations' sales during the past quarter.

3.5 Promote youth associations

During this quarter RENDER worked with 23 youth associations, ten of which are independent while the remaining 13 are youth groups affiliated to existing associations. 394 youth (246 young men and 137 young women) are participating in RENDER activities. All 23 youth associations have held democratic elections (Directive Council and Fiscal Council). Youth associations engage in horticultural crops and banana production / marketing, production of Feijão Nhemba under contract to SEMOC, and other miscellaneous marketing activities. Youth association sales for this quarter totaled 290,653,000 Mts (\$12,109).

3.6 Collaborate with DPA and DDADR in drought mitigation

During the quarter, the DDADR (Gondola) asked for assistance to implement drought mitigation activities. RENDER provided TA and direct field assistance to the

DDADR for poultry vaccination campaigns against Newcastle disease (2,000+ vaccinations), and rehabilitation of one cattle dip tank. All activities benefit existing associations or they help create new associations. RENDER PNAs collaborated with five schools in Gondola to promote horticultural training. This training will be used as a base for recruiting more teenagers into youth, business-based associations.

4. Training Activities

RENDER staff trained a total of 4,926 participants during the quarter. Annex 2 summarizes the results of RENDER training efforts from April to June.

Training impact for the quarter is presented in the table below:

Course	Chimoio/Gondola		Manica		Sussundenga		Totals
	# Courses	Result/ Impact	# Courses	Result/ Impact	#Courses	Result/ Impact	
Collection Points	32	0 collection points built	10	3 collection points built	37	9 collection points built	12
Association Development	13	5 new internal op. guidelines	55	15 new internal op. guidelines	47	4 new internal op. guidelines	24
Monthly Sales Record Keeping	35	35 of 57 Assns reporting	23	37 of 42 Assns reporting	12	24 of 46 Assns reporting	96
Private Sector Contracts	3	3	9	9	-	-	12

4.1 Train associations in the set up and management of collection points

RENDER staff trained primary level associations and UDACs to set up and manage product collection points. 22 new collection points became operational during the quarter.

4.2 Train UDAC leaders and staff in basic computer skills

Manica and Sussundenga BDC offices trained UDAC leaders and UDAC PNAs in computer use (Excel, Word). Four people were trained Manica and one in Sussundenga.

4.3 Improve Radio Gesom programming

During this quarter, RENDER staff helped Gesom develop simple programs on collection point management and post-harvest handling and delivery of sunflower. The three times per week Gesom agricultural radio program continued to announce price information data. Gesom Programs are aired in three different languages.

4.4 Functional business literacy training (FBLT)

During this reporting period, 145 women from fifteen associations participated in functional business literacy training. A new Literacy Coordinator was hired due to

internal promotion of the previous Coordinator. Topics covered by FBLT during this quarter included:

- Price list use and interpretation;
- Calculating and estimating crop production areas;
- Weighing produce/using a scale;
- Understanding benefits of collection points;
- Recording individual and association sales;
- Understanding advantages of group sales;
- Contract process for sunflower delivery to Sagrev;

4.5 Association accounting systems training

RENDER continued to train associations that do not yet having accounting systems in place. The RENDER Accountant/ Auditor continued to help associations open bank accounts (10 bank accounts opened during this quarter).

Activity	Status March 31, 2003	This Quarter's Targets	This Quarter's Results Apr. - June 2003	Total Actual
# Association Treasurers trained in basic accounting	76	24	11	87
# Associations with operational accounting systems	15	20	24	39
Internal Association fund created via payment of entry fees and member dues	26	20	29	55
# Associations with bank accounts	27	20	10	37
Internal Operational guidelines	60	25	24	84

4.6 Production of training materials

During this quarter, RENDER Training and Marketing Units, in collaboration with CDP, developed a banana production and marketing manual and 5 brochures: *What is the General Assembly (GA)*; *How lead a GA Meeting*; *What is the Fiscal Council*, *Profitable Off-Season Tomato Production*; *Garlic Production*.

4.7 Staff training

Staff participated in four training events during this quarter: Senior staff delivered sessions on horticultural production, banana production and marketing, and quality control of contracted crops. Sagrev provided training to all RENDER staff in sunflower post harvest handling.

All PNAs (sixteen people) continued to participate in weekly or bi-weekly in-service training sessions.

4.8 Business planning and credit

This activity is delayed. RENDER continues to negotiate with GAPI, the UDACs, and UCAMA on sustainable procedures for loan management. Once systems are in place, RENDER and CDP staff will train potential borrowers in simple methods of business planning (cost of production studies, projected income statements), and we will train UDACs, PNAs, and association leaders in credit application and use, and loan repayment.

4.9 Negotiate with IAC to provide training in agribusiness

CDP and RENDER staff are collaboratively developing a “Farming as a Business” Manual that will be used with IAC to train selected personnel and/or students.

4.10 Train DPA e DDA personnel

RENDER negotiated with the DPA and DDADR to train selected personnel in marketing, use of price lists, and calculations of market margins and marketing costs. During this quarter 14 technicians from DDADR Manica were trained.

5. Monitoring and Evaluation

5.1 Data collection

RENDER continued to collect data on numbers of direct and indirect project beneficiaries (see summary table below):

Project participants	Chimoio		Gondola		Manica		Sussundenga	
# of Associations	11		46		42		46	
Number of members	M	W	M	W	M	W	M	W
	143	68	569	305	498	303	547	236
Total # members assisted	211		874		801		810	
# of family members benefiting (# of indirect beneficiaries)	997		3,698		4,796		3,836	

The total number of association members assisted is 2,696 and the number of indirect beneficiaries is 13,327.

5.2 Recruit a new M&E Coordinator

The M&E Coordinator position was filled during this quarter. We opted to select an extant employee with acceptable math and computer skills.

5.3 Create a database to track individual association performance

Staff developed primary level association tracking and control sheets that permit RENDER to summarize affiliated groups’ progress and /or constraints. This tracking sheet is presented as Annex 3.

5.4 Provide local partners with RENDER progress reports in Portuguese

To better inform and communicate RENDER activities with our local partners, RENDER developed and provided quarterly activity reports in Portuguese for each of the four operational BDCs. These reports are delivered to DPA Manica, District Ministry of Agriculture (DDADR offices), District Administrators, Office of Development Zonas Verdes Chimoio, and to collaborating NGOs.

4th Quarter FY 2003 Activities (July, August, September 2003)

6. RENDER Business Activities

6.1 Associations deliver sunflower, cowpea, and maize to private sector partners

During the next quarter associations will deliver contracted crops to Sagrev (sunflower) and SEMOC (cowpea and first harvest of contracted maize).

6.2 Association leaders negotiate contracts for 2004.

Private sector partners to be contacted include Sagrev, SEMOC, Pannar Seed Co., Mobeira, V and M Trading, Twin and Twin Trading Company (UK), various sesame buyers, and CTE – Orsham.

Sagrev – Sagrev is proposing to increase sunflower areas from 1,500 ha to 3,000 ha for 2004, and it will rely on out grower schemes with organized SH farmers to meet its production needs. Sagrev estimates that they need approximately 5,000 SH farmers to meet their production targets. Sagrev proposed a start up program of 200-300 ha of *soybeans* that would be produced under contract by SHAs. The price paid for soybeans is estimated at 5.500 to 6.000 Mts/kg.

SEMOC – SEMOC contracts for seed production with commercial farmers and with the SH sector (both informal and formal groups). RENDER and UDAC staff discussed with SEMOC its desire for SHA to produce seed for maize, cowpeas, peanuts, and sorghum in the following quantities:

Maize	200 tons (but lots must have 10 ha minimum)
Feijão Nhemba Brown Mix	200 tons
Feijão Nhemba IT – 18	100 tons
Peanuts	100 tons
Sorghum	50 tons

Pannar Seed Company – Pannar wants to contract with commercial growers and SHAs for 1,500 ha of Matuba maize seed. Discussions will be held with them to determine how much maize production SHAs could engage and the terms of purchase and payment.

Mobeira - RENDER staff will engage Mobeira to find out their needs and interest to purchase maize and possibly beans (Feijão Catarina or Manteiga).

V and M Trading - The RENDER and SHA relationship with V&M Trading is informal. In the past they have bought maize and sesame from RENDER SHAs.

Discussions will be held concerning their interest to purchase these crops during the next quarter. V & M's main offices are now being move to Chimoio.

Twin and Twin Trading Company (UK) – CDP and RENDER have contacted this company via e-mail to determine their interest in purchasing sesame.

CTE – Orsham – In coordination with TNS, Commercial Trading Enterprises (CTE) met with RENDER staff to ascertain interest in paprika production by SHAs for 2004. CTE would like to see smallholder associations produce 100 – 200 ha. They are willing to finance the cost of inputs and pay a proposed average price of \$0.40 per kg. RENDER staff will meet with CTE senior agronomists to discuss profitability issues in August.

6.3 UDACs and Associations plan for 2004 planting campaign

RENDER staff and the UDACs will work with primary level associations to finalize annual work plans for the 2003- 2004 agricultural production season. Work plans will outline partners, focus crops, estimates of areas, seed procurement, marketing, and TA services to be provided to the associations. Each association will develop its own agricultural production work plan.

6.4 Plan for off-season production of horticultural crops

Due to its climate, rainfall, and soils, Manica has a competitive advantage to produce vegetables off-season. RENDER field staff and the UDACs will encourage primary level associations to produce such items as tomato, cabbage, collards, peppers, onions, carrots. RENDER will work with selected associations to develop planting and marketing activities that target produce fresh sales for December, January, and February. UDAC/ RENDER staff and association leaders will contact Casa das Frutas in Beira to determine their interest in receiving specific fresh vegetable items. In preliminary talks, they indicated a desire to move potatoes, onions, garlic, cabbages, tomatoes, and peppers.

6.5 Credit volunteer

RENDER will use the services of a volunteer credit specialist who will assess the present loan climate, look at different loan option procedures (solidarity groups, etc.), and make recommendations to RENDER, GAPI, and other partners.

7. Planned Field activities

7.1 Organize group sales of maize and sesame

The UDACs and RENDER field staff will collaborate with SHAs to promote group sales out of Dombe, Sussundenga and various points in Gondola.

7.2 Form Zonal Unions in Dombe and Rotunda, Sussundenga

As a critical mass of associations is being created (minimum 10 associations) in Dombe. UDAC/BDC staff are moving ahead with establishing zonal unions as per the Cooperative Agreement.

7.3 Collaborate with Sagrev to create new associations along the paved Tete corridor up to the Gondola District boundary with Barue

Sagrev has asked ACDI/VOCA to develop informal sunflower producing groups into organized business-based groups. RENDER staff will work with Sagrev field technicians and local leaders to create associations in five to six new zones located between Vanduzi and the Pungue River.

7.4 Provide support for the restructuring Chimoio and Gondola UDACs

Working with association presidents and UCAMA, RENDER will encourage the Chimoio and Gondola UDACs to move towards new elections for leaders who demonstrate more entrepreneurial spirit.

8. Planned Training Activities

8.1 Leadership and Management Training for UDAC Leaders

As the Manica and Sussundenga UDACs evolve into business-based and service-orientated entities, their leaders need recurrent training in job tasks and functions, shared leadership, conduct of meetings, record keeping, cost of production studies, and marketing. UDAC leaders and PNAs assigned to them will participate in training in the above and others areas during the next quarter.

8.2 Train associations and UDACs in functions and operations of the permanent General Assembly (GA) body.

The Manica Province association movement is known for not holding General Assembly meetings at its three levels. In the past, the association movement saw no need for electing leaders to lead a permanent GA [Mesa da Assembleia Geral]. In fact, the GA committee historically existed as an *ad hoc* body for the sole purpose of running infrequent elections (once every three years). Problems associated with not having a permanent GA include: 1) minutes of meetings have not been kept, and 2) typically too much power has been allocated to the Directive Council President.

RENDER and UCAMA have agreed that at the primary association and UDAC levels any group having more than 15 members must now elect a permanent GA body that would minimally include a President and Secretary. RENDER field staff, in collaboration with CDP, will train all Manica and Sussundenga associations in what the GA body is, why it is needed, and how it functions. The culmination of this training will be the UDAC GA meetings that will set parameters for the 2003-04 business plan, other UDAC activities, and service provision to the primary level.

8.3 Training for DPA staff in agribusiness

The DPA asked RENDER and CDP staff to provide agribusiness training to some of their extension staff. We will provide them training in “Farming as a Business”, keeping records of expenses and receipts, farm risk management, production cost studies, market information, and marketing decision-making.

8.4 Train DDADR staff in business

Last quarter RENDER and CDP staff trained 14 extension staff from Manica district in marketing margins and calculation of marketing costs. This quarter these same people will receive training in developing cost of production studies and projected income statements. Training in marketing margins and calculation of marketing costs will be provided to DDADR extensionists working in Sussundenga.

8.5 Advance business training for RENDER staff

The business volunteer will train RENDER staff in data collection and analysis and in business planning. The volunteer will also provide computer training in advanced use of Excel as a business tool and use of Microsoft Access (data base management).

9. Planned M&E Activities

9.1 Continue to track association progress / constraints

Annex 1

Association Sales by District –April, May, June 2003

REVENUES OF AREs

Month	Manica District - Mts	# of Assns. Reporting
April	122,821,100	21
May	362,633,625	31
June	315,267,500	29
	Sub-Total	800,752,000 Mts
	Sussundenga District - Mts	# of Assns. Reporting
April	155,425,475	17
May	84,688,000	18
June	77,371,000	17
	Sub-Total	317,484,475 Mts
	Gondola District – Mts	# of Assns. Reporting
April	394,830,755	24
May	454,254,000	26
June	359,954,500	29
		1,209,039,255 Mts
	Chimoio District – Mts	# of Assns. Reporting
April	65,211,000	4
May	81,450,000	7
June	58,408,000	5
	Sub-Total	205,069,000 Mts
	Grand Total	2,532,344,985 Mts
	Grand Total USD	\$105,514

Annex 2

RENDER Summary Sheet of Training Delivered – All Districts

April, May, June 2003

District	Number of courses	# women	# men	# youth	Total
Chimoio- Gondola	237*	373	723	774	1,870
Manica	122	543	596	-	1,044
Sussundenga	122	471	1,380	161	2,012
Totals	481	2,920	1,446	918	4,926

*Includes 45 training sessions in FBLT and 67 training sessions in youth participation

Summary Sheet of Training Delivered – Chimoio and Gondola

April, May, June 2003

COURSE/ MODULE	N-° of courses	N-° of Men	N-° of Women	N-° of Youth	Total
Sales Record Keeping	35	202	87	7	296
Horticulture, Agriculture, Seed Production	37	109	52		161
.Marketing	32	154	59	2	215
Association Development	14	98	8	5	111
Business association	6	140	19	3	162
Women's Functional Business Literacy	45		145		145
Credit	1	20	3	0	23
Youth Participation	67			757	757
TOTALS	237	723	373	774	1,870

**Summary Sheet of Training Delivered - Sussundenga
April, May, June 2003**

COURSE/ MODULE	N-° of courses	N-° of Men	N-° of Women	N-° of Youth	Total
Agricultural Production / Product handling	36	367	27	27	421
Marketing	36	416	219	55	690
Association Development	42	497	211	37	745
Business association	7	78	13	42	133
Strategic Planning	1	22	1	0	23
Totals		1380	471	161	2,012

**Summary Sheet of Training Delivered- Manica
April, May, June 2003**

COURSE/ MODULE	N-° of courses	N-° of Men	N-° of Women	N-° of Youth	Total
Agricultural Production	7	56	21		77
Sales record keeping	23	89	56		145
Marketing and Collection Points	44	217	195		412
Association Development	45	214	161		375
Business association	3	20	15		35
Totals		826	602		1,044

Annex 3 - Association Control/ Summary Sheet

Banco de Dados

Data _____/_____/200__

Nome da Associação			UDAC			1. Regulamento Sim ___ Não ___		Observações	
Localidade			Distrito			2. Reconhecido pelo Governo Distrital Sim ___ Não ___			
# Membros	# Homens	# Mulheres	% Ler + Escrever =			3. Conta Bancária Sim ___ Não ___			
						4. Tesoureiro formado Sim ___ Não ___			
# de beneficiários na Associação						5. Sistema de contabilidade operacional Sim ___ Não ___			
5.1. Pagamento regular de joias e quotas Sim ___ Não ___			5.2. Passou auditoria Data / / Sim ___ Não ___ Data / / Sim ___ Não ___			6. Livro de actas Sim ___ Não ___			
7.1 Culturas Principais : Rendimento			7.1	7.2	7.3	7.4	7.5		
8. Culturas Principais : Frutas			8.1	8.2	8.3	8.4	8.5		
9. Culturas Principais : Hortícolas			9.1	9.2	9.3	9.4	9.5		
10. # Hectares de terreno da Associação									
11. # Hectares de terreno com regadio (Baixas)									
Contratos com						Observações			
SEMOC 02			2002 Sim ___ Não ___		2003 Sim ___ Não ___		2004 Sim ___ Não ___		
SAGREV O3			02 Sim ___ Não ___		03 Sim ___ Não ___		04 Sim ___ Não ___		
V + M 04			02 Sim ___ Não ___		03 Sim ___ Não ___		04 Sim ___ Não ___		
Outros			02 Sim ___ Não ___		03 Sim ___ Não ___		04 Sim ___ Não ___		
13. Pontos de recolha Sim ___ Não ___			Localização _____			Observações			
14. Experiência de vender em grupo? Sim ___ Não ___									
15. Vendas		2002	3º Trimestre		4º Trimestre				
16. Vendas		2003	1	2	3	4			
17. Vendas		2004	1	2	3	4			
18. Pulverizador		Sim ___ Não ___	Se sim, quantos ? ___						
19. Balança ?		Sim ___ Não ___	Se sim, quantos ? ___						
20. Bois e charrua		Sim ___ Não ___	# Bois	# Charruas	# Carroças				
21. Convênio assinado		Sim ___ Não ___	Se não, porquê?						

22. Sacaria própria	Sim __ Não __	Se sim, quantos ? ____	
23. Crédito facilitado	Sim __ Não __	Montante _____ Rebolso Sim __ Não __	25. Conselho Fiscal Operacional Sim ____ Não ____
24. Participação na manutenção de estradas da zona	Sim __ Não __	Data____/____/____ Distância _____	26. Assembleia Geral Operacional Sim ____ Não ____

Técnico Responsável _____