

USAID - MOZAMBIQUE

RENDER Project - Manica Province

Reforçar Negócios para o Desenvolvimento Rural

Reinforce Business for Rural Development

QUARTERLY REPORT

July to September 2003

**Funded by the United States Agency for International
Development (USAID)**

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)
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
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 \$190,094 as compared with \$105,514 last quarter.
2. Fifteen new associations emerged during this quarter, with total number of associations (157) nearly meeting the Project target of 160 for three years. 2,911 association members are now participating in the project.
3. Association contractors (70 associations) continued to deliver sunflower produced under contract to Optima Industrial (Sagrev). Total sales will be reported next quarter.
4. The 82 associations that contracted with Semoc Seed Company deliver 250+ hectares of cowpeas and 48+ hectares of maize. Total sales will be reported next quarter.
5. Negotiations began for RENDER SH associations to produce as much as 2,000 ha of sunflower and 500 ha of soybeans for Optima Industrial (Sagrev).
6. ACDI/VOCA will sign a Memorandum of Understanding (MOU) with V & M Trading Company for associations to produce various crops (beans, soybeans, sesame, and others) under contract.
7. Associations and UDACs negotiated with Pimenta de Mozambique to begin a pilot project for 500 SH growers to produce paprika – 250 SH producers during the rainy season and 250 SH producers under irrigation during the winter season.
8. During this quarter, RENDER staff delivered training to 5,984 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.

Completion of Fourth Quarter FY 2003 Planned Activities

1 Business Activities

Quantitative Summary

A snapshot of RENDER Project as of September 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 3 rd Quarter [June 30, 2003]	Actuals 4 th Quarter July – September 2003	Cumulative through September 30, 2003
# Associations (AREs)	29	38	160	145	15	157¹
Assn. Members	403	710	3,690	2,696	215	2,911
Assn. Revenues	\$0	\$43,700	\$497,500²	\$231,958	\$191,184	\$423,142
Facilitated Credit ³	\$0	\$0	\$0	\$20,083	\$0	\$20,083

Table 2 - Reported Revenues of AREs by District

July, August, September 2003

District	Total Number of Assns. (AREs)	Number of Members	ARE Reported Revenues – July, August, September 2003	
Chimoio	11	211	276,844,475 Mts	\$11,537
Gondola	46	874	1,698,097,045 Mts	\$70,754
Manica	41	805	1,700,485,715 Mts	\$70,854
Suss.	59	1,021	912,994,783 Mts	\$ 38,041
Totals	157	2,911	4,588,422,018 Mts	\$191,184

2. RENDER Business Development Activities

2.1 ARE sales during the quarter

Smallholder Association (AREs) sales during the third fourth of FY 2003 increased to \$191,184. This compares with last quarter sales of \$105,514 (for April, May, and June

¹ Three associations were eliminated from the Project during the quarter.

² As per the Cooperative Agreement, the sum of three years associations' sales is: \$43,700 in year 1, \$165,850 in year two (extrapolated), and \$288,000 in year three.

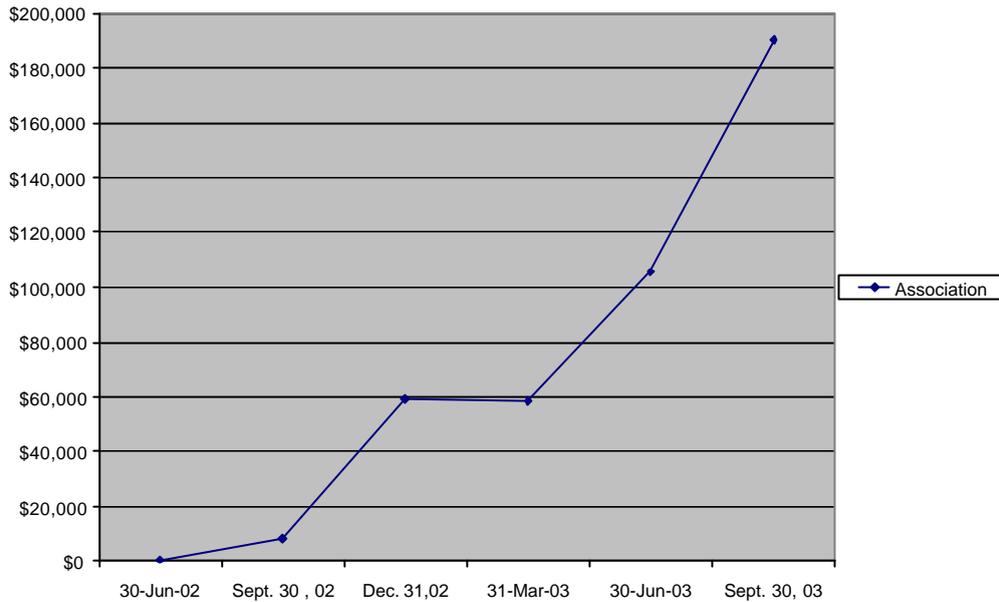
³ Facilitated credit was not originally contemplated as a RENDER Project Activity.

2003). The increase in sales reflects significant product delivery to Sagrev (Optima Industrial) and SEMOC (sunflower, cowpeas, and maize). A portion of these crops still needs to be collected and paid for, and total sales will be reported during first quarter of FY 2004. The following graphs show association sales trends over the last fifteen months.

Graph No. 1 shows the increase of association sales over time.

Graph No. 1

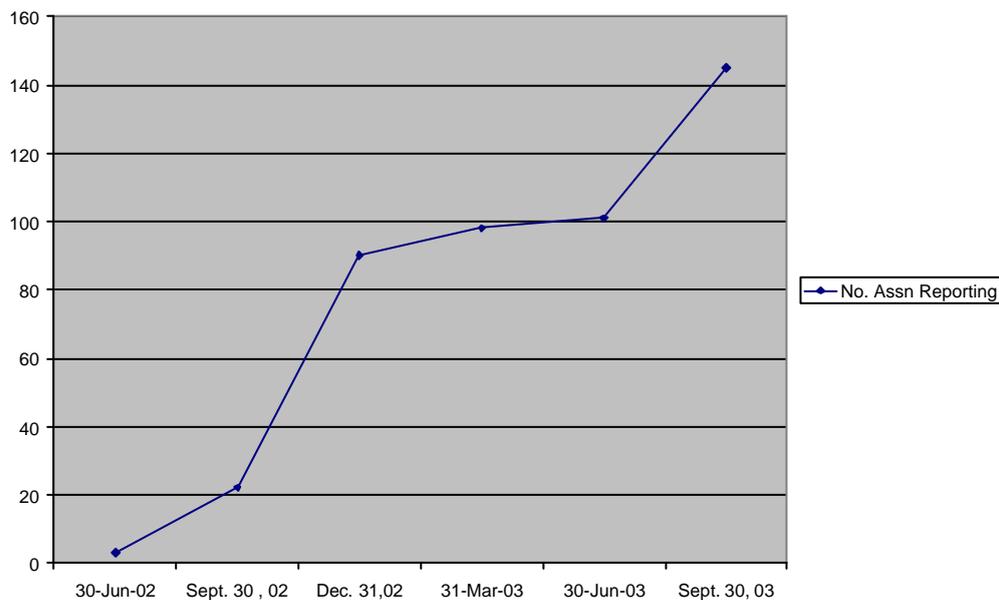
Association Sales



The number of assns reporting sales improved over fifteen months from 3 to 144 as depicted in graph No. 2.

Graph No. 2

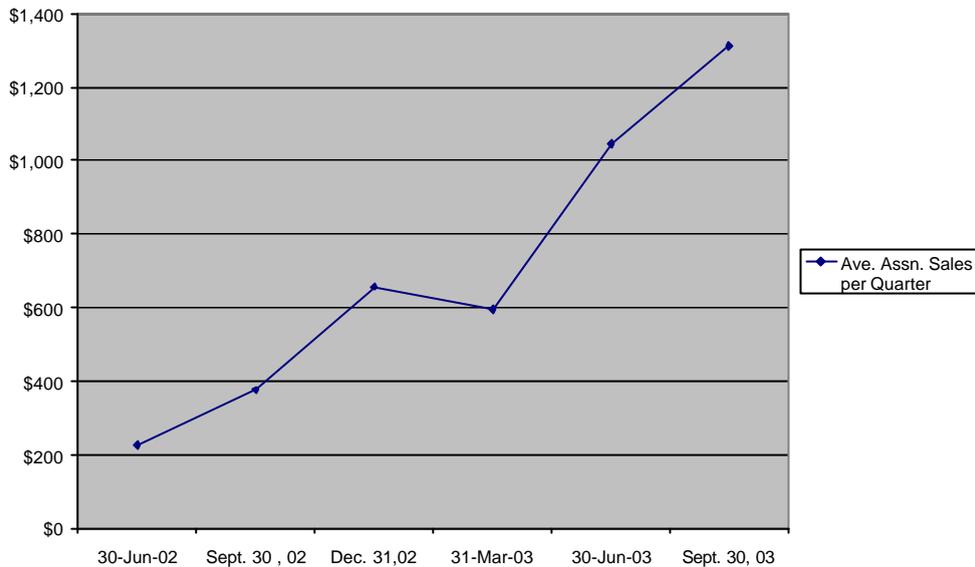
No. Assn Reporting



Average association sales improved from \$226 (June 30, 2002) to \$1,328 (September 30, 2003) as presented in Graph No. 3.

Graph No. 3

Ave. Assn. Sales
per Quarter



2.2 Association contracts to produce sunflower

70 associations from four districts contracted with Sagrev (Optima Industrial). 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 paid a bonus of 100 Mts/kg delivered to SHAs for TA and other services that they provided to members. All twenty one Sussundenga associations contracting with Sagrev opted for the bonus to go directly to capitalize their UDAC.

Although seed was distributed for 1,240 ha, the effects of the drought in Manica caused a reduction in area planted to less than 1,000 ha. As of this report, Optima Industrial was still purchasing product and making payments to SHA. Final sales will be reported next quarter.

The sunflower commission (processor, ACDI/VOCA, seven association representatives) continued its monthly meetings to discuss logistics of product delivery and payment.

2.3 Seed production contracts with SEMOC

82 associations contracted with Semoc to supply Feijão Nhemba seed. SEMOC paid a guaranteed price of \$230/ton, \$220/ton respectively for maize and cowpeas. Since Semoc is still receiving product and making payments, final sales will be reported next quarter.

2.4 Study credit access options for associations

ACDI/VOCA continued to help monitor the first credit from GAPI to UCAMA affiliated associations in Manica District (\$20,833). RENDER BDC staff provided TA to two associations that received credit from UCAMA/GAPI. RENDER Volunteer Consultant Richard Parkinson also developed a Loan Management Advisor concept for GAPI to use para-technicians to support its credit agent's efforts to collect loans that might be made to SH farmers.

RENDER supported collaboration amongst GAPI, local Administrative Posts, and District Administrators to permit credit-worthy associations to register with GAPI as a first step in the credit application process.

2.5 Group sales of banana

This activity is delayed. Frutas Lango is restructuring as a company to market other fruits (mangos, citrus, lychees, pineapple) and banana to regional markets closer than Maputo. RENDER senior staff conducted studies on banana sales by SHAs from all RENDER districts, obtaining the following results:

Table 3 - Association Banana sales 2002 and 2003

Year	Months of Data collection	Tons sold	Price per ton Mts	Price per Kg Mts
2002	5	341.95	737,317	737
2003	9	1,655.48	721,478	721

The average sale price calculated over the period studied was 729 Mts per kg. This is 150% the value reported by association member interviewees in the May 2002 baseline survey. In the baseline, thirty (30) SH banana producers reported selling bunches (average weight of 17 kgs) for 8.066 Mts each - equivalent to 475 Mts/kg (8.066 MTs ÷ 17kg).

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

Seventeen RENDER supported SH associations delivered fresh produce to Shoprite-Freshmark and other regional markets.

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. During the quarter, RENDER helped UCAMA and association leaders re-submit their request to the Government Railroad Authority (CFM). CFM's lawyer rejected the request, citing the Matola tragedy and that CFM no longer makes land use grants to third parties due to potential liability suits. The issue has been brought now to ADIPSA's and DPA's attention for further consideration.

2.8 UDACs develop strategic business plans -Manica and Sussundenga

The Sussundenga UDAC involved 55 of its 59 associations in one-day session that approved its Strategic Business Plan (SP). 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 must follow democratic procedures. Elections for the latter two UDACs took place during the quarter; ACDI/VOCA notified the local government structures that the election processes were not completely transparent.

On the positive side, most of the elected offices are now filled in both UDACs, and there is a more collaborative spirit within the leadership to move forward with business and strategic planning as well as to receive leadership training.

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.

RENDER participated in the DPA Manica Province Agricultural strategic planning process.

Collaborative efforts continued with IRDP (Kellogg foundation) to promote garlic and other vegetable crops production. IRDP committed \$6,000 for input credit to SHAs to produce tomatoes, cabbages and onions off-season. This credit will benefit 80 SH farmers (\$75 in inputs). The interest rate for this credit has yet to be determined.

RENDER Manica District BDC 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 for soybeans, exotic export vegetables, and paprika.

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

RENDER staff met with WFP Beira and Maputo and presented a proposal for Sussundenga and Manica UDACs to supply up to 500 metric tons of maize to WFP. Follow-up meetings were held with the WFP food logistics coordinator. WFP wants guarantees that associations can deliver *quality maize*. The parties agreed that WFP technicians would conduct random inspections to determine if associations can minimally comply with their quality requirements.

2.11 Promote sesame sales to private traders

RENDER worked with Dombe associations and the Sussundenga UDAC to organize and consummate two group sales involving five associations and totaling 20.61 tons. The sale price was 5,000 Mts/kg and total value of sale was 103,045,000 Mts.

2.12 Association leaders negotiate contracts for 2004.

Private sector partners contacted during the quarter included Optima industrial (Sagrev), SEMOC, Pannar Seed Co., V and M Trading, Sunsmile, and Pimenta de Mozambique.

Sagrev – Sagrev proposed to increase sunflower contracts with SH associations from 1,500 ha to as much as 3,000 ha in 2004. Sagrev estimates that they need approximately 5,000 SH farmers to meet their production targets. Sagrev also 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 – RENDER and UDAC staff discussed with SEMOC its desire for SHA to produce seed for maize, cowpeas, peanuts, and sorghum. As of the writing of this report, SHAs and SEMOC were still negotiating crops, quantities, and prices to be paid.

Pannar Seed Company – Pannar presently wants to work through the UDAC structure (Manica) to use it as a branch store for consignment sales. Negotiations are under way with regard to product prices and fees to be paid to the UDAC as Pannar representative.

V and M Trading - During this quarter V & M expressed interest for establishing a pilot to provide seed on credit to SHAs and buy their production. Crops discussed include beans, sesame, soybeans, and bambara groundnut (feijão jugo). RENDER and V & M Trading will sign a Memo of Understanding for the collaborative effort for SHAs to contract with them.

Pimenta de Mozambique (formerly CTE) – In coordination with TNS, *Pimenta de Mozambique* met with RENDER staff to consummate paprika production by SHAs for 2004. *Pimenta de Mozambique* agreed to finance 250 SH growers for the rainy season and as many as 250 for the cooler, irrigated season. They are willing to finance the cost of inputs. Contracted farmers are expected to plant paprika nurseries by mid to late October. *Pimenta de Mozambique* will pay:

- \$0.58/kg for first grade,
- \$0.35/kg for second grade,
- and \$0.13/kg for third grade.

2.13 UDACs and Associations plan for 2004 planting campaign

RENDER staff and the UDACs helped primary level associations prepare annual work plans for the 2003- 2004 agricultural production season. Work plans outline partners, focus crops, estimates of areas, seed procurement, and marketing prospects.

2.14 Credit volunteer

RENDER used the services of volunteer credit specialist Mr. Richard Parkinson, who assessed the present loan climate, looked at different loan option procedures (solidarity groups, etc.), developed a proposed system of community-based loan management advisors (LMAs). Mr. Parkinson made recommendations to GAPI and ADIPSA.

3. Field Activities - RENDER

3.1 Create new associations

As requested by Optima Industrial (Sagrev), RENDER staff worked with their field technicians and local leaders to begin to create associations in zones located between Vanduzi and the Pungue River (Manica district). The Sussundenga UDAC also mobilized 13 new associations during the quarter. Two new associations evolved in Manica District. No new associations surfaced in Chimoio and Gondola.

3.2 Help primary level associations develop internal operation guidelines

As of this quarter, RENDER has helped 83 associations develop written internal operational guidelines.

3.3 Integrate PNAs into BDC and UDAC activities

BDC chiefs made adjustments in use of PNAs during the quarter. The number of PNAs remained constant – 16 association-based volunteers collaborating with the Project. However, with a view to capacity building at the UDAC and primary association level, some PNAs were substituted by new ones.

PNAS continue to provide support to UDACs and primary level associations in: business development, association strengthening, contract farming, marketing information dissemination, collection point construction and management, record keeping, data collection, and TA in agro-livestock production.

3.4 Association record keeping

At the end of this quarter, 144 RENDER associations had registered sales during the quarter. Annex 1 presents in detail associations' sales during the 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. 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 **333,692,440 (\$13,904)**. This compares with last quarter sales of \$12,109.

3.6 Provide support for the restructuring Chimoio and Gondola UDACs

In the past, for the UDAC structures of Chimoio and Gondola, the only office operating de facto was that of President. Working with association presidents and UCAMA, RENDER convinced the Chimoio and Gondola UDACs to hold elections for new leaders. Notwithstanding, both UDACs still need to elect their GA President.

4. Training Activities

RENDER staff trained a total of 5,984 participants during the quarter. Annex 2 summarizes the results of RENDER training efforts from April to June.

4.1 Functional business literacy training (FBLT)

This activity is delayed. The FBLT trainer left the Project unexpectedly, and a replacement has not yet been found. A draft Manual FBTL for RENDER is now completed and will be used during next quarter.

4.2 Association accounting systems training

During the quarter, RENDER continued to train associations that do not yet have accounting systems in place and encouraged associations to create internal operational funds. Table 3 shows the impact training has had on specific aspects of business-based association management

Table 4 – Impact of Training Events on Business Association Development

Activity	Status June 2003	This Quarter's Targets	This Quarter's Results July – Sept. 2003	Total Actual
# Association Treasurers trained in basic accounting	87	30	40	40 ⁴
# Associations with operational accounting systems	39	15	7	46
Internal Association fund created via payment of entry fees and member dues	55	20	55	110
# Associations with bank accounts	37	10	4	41
Assn. Internal Operational Guidelines	79	20	4	83

4.3 Production of training materials

During this quarter, the RENDER Training Unit, in collaboration with CDP, developed the FBLT manual and 7 brochures:

Why Pay Association Membership Fees and Dues;
Creating and Using the Association Operational Fund;
Business Risks for the Small Farmer;
Pests and Diseases of Garlic;

⁴ Forty treasurers were trained in second module of accounting.

Marketing;
Who is Responsible?;
Elements of a Successful Business Association

4.4 Staff training

The business volunteer, Mr. Aamir, trained RENDER staff in data collection and analysis and in business planning. The volunteer also provided computer training to staff in use of Excel as a business tool and use of Microsoft Access (data base management).

BDC managers and senior staff were also trained in use of Excel to estimated increased margins from off-farm sales.

4.5 Negotiate with IAC to provide training in agribusiness

CDP and RENDER staff are collaboratively working with IAC to help it modify its curriculum to include more business and marketing. We met with IAC Director and Head of the Economics Department to discuss curriculum changes. In response, IAC suggested bringing in a Volunteer Consultant to help them revamp the *agriculture studies program* to include agribusiness. The volunteer is also expected to train IAC professors in agribusiness. In the meantime, senior RENDER staff will conduct 5-6 key agribusiness sessions with this year's potential graduates before they start their field-based practicum in January 2004. The proposed session activity plan for IAC students is presented as Annex 3.

4.6 Leadership and Management Training for UDAC Leaders

At the Manica and Sussundenga UDACs, leaders and PNAs participated in training in job tasks and functions, shared leadership, conduct of meetings, marketing, and Strategic Planning.

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

In the past, the Manica Province association movement saw no need for electing leaders to lead a permanent General assembly (GA) [Mesa da Assembleia Geral]. The GA committee historically existed as an *ad hoc* body for the sole purpose of running infrequent elections (once every three years). RENDER and UCAMA agreed early in 2003 that at the primary association and UDAC level groups with more than 15 members must elect a permanent GA body. This minimally includes a President and Secretary.

During the quarter, RENDER field staff trained all Sussundenga associations in what the GA body is, why it is needed, and how it functions. The culmination of this training was the Sussundenga UDAC GA meeting that approved the 2003-05 strategic business plan.

5. Monitoring and Evaluation

5.1 Direct and Indirect Beneficiary Data collection

RENDER continued to collect data on numbers of direct and indirect project beneficiaries, as requested by the DPA (see summary table below):

Table 5 – Project Beneficiaries

Project participants	Chimoio		Gondola		Manica		Sussundenga	
# of Associations	11		46		41		59	
Number of members	M	W	M	W	M	W	M	W
	143	68	569	305	500	305	695	326
Total # members assisted	211		874		805		1,021	
# of family members benefiting (# of indirect beneficiaries)	997		4,796		4,726		4,505	

The total number of association members assisted is 2,911, and the number of indirect beneficiaries is 15,024.

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 (entry status sheets and periodic updates of achievements to becoming business-based entities). These control sheets (data base) permit RENDER to summarize affiliated groups' progress and /or constraints.

5.4 Provide local partners with RENDER progress reports in Portuguese

RENDER continued to provide Portuguese activity reports quarterly for its four implementation districts to DPA Manica, four DDADR offices, local government (District Administrators), and to collaborating partners and NGOs.

1st Quarter FY 2004 Activities (October, November December 2003)

6. RENDER Business Activities

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

During the next quarter associations will finalize delivery of contracted crops to Optima Industrial [Sagrev] (sunflower) and SEMOC (cowpea and maize). Both companies will then provide the final balance of seed delivered, estimates of areas planted, product purchased, and USD amount paid to contracted associations.

6.2 Associations produce contracted crops

RENDER field staff will coordinate with Pimenta de Mozambique the logistics necessary to provide key production inputs on credit to contracting SHAs. Pimenta de Mozambique will train RENDER field staff and PNAs, who will in turn train SHA farmers.

6.3 Association leaders continue to negotiate contracts for 2004.

Private sector partners to be contacted include SEMOC, Pannar Seed Co., various sesame buyers, and Sunsmile (birdseye chili production).

SEMOC – Negotiations continue with SEMOC for seed production contracts. SEMOC has a new manager who wants association producers to assume more risk, and he is suggesting SEMOC may pay lower prices compared with 2003 for some crops. SEMOC is now proposing for associations to produce seed in the following quantities:

Maize	200 ha (6,000 Mts/kg)
Feijão Nhemba Brown Mix	100 ha (3,500 Mts/kg)
Sorghum	100 ha (3,500 Mts/kg)
Peanuts	90 ha (8,000 Mts/kg)
Bambara Groundnut	20 ha (4,000 – 5,000 Mts/kg)

ACDI/VOCA hopes to sign a MOU with SEMOC so as to better hold each partner accountable and to establish rules of engagement for association contracts.

Pannar Seed Company – Pannar now wants to set up seed distribution stores at the UDAC level (Manica District). Seed prices are steadily climbing, so the UDACs will need to determine if projected sales to SH farmers can keep pace with costs.

Sesame – Various buyers continue to encourage the SH sector to produce sesame as a cash crop. RENDER has stockpiled approximately 2 tons of seed and has an offer from V & M Trading to provide additional seed. Sesame is an ideal SH cash crop since: seed costs are low (~\$2-\$3 per hectare); the crop is grown organically (typically no chemicals are used in production; the crop is pest and disease free; competition amongst many buyers tends to keep market prices favorable. The expected **minimum** market price anticipated for 2004 is 5,000 Mts per kg.

Sunsmile - This company exports birdseye chili from Beira. They have delivered a letter of intent to RENDER stating that they could work with associations. RENDER and UDAC-BDC staff need to ascertain association interest and the specific terms of contracting with Sunsmile.

6.4 Support for off-season production of horticultural crops

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. Kellogg foundation will provide \$6,000 in

credit for this program and at least 80 experienced association horticultural crops producers will have access to \$75 in input credit.

7. Planned Field activities

7.1 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.

7.2 Collaborate with Optima Industrial to create new associations along the paved Tete corridor up to the Gondola District Boundary

This objective is delayed from last quarter due to constraints - lack of transport and liquidity to make on-time payments to SHAs- that Optima faced. RENDER staff will work with Optima field technicians and local leaders to create associations in five to six new zones located along the paved road between Vanduzi and the Pungue River.

7.3 Provide support for the restructuring UDACs

Working with association presidents and newly elected leaders, RENDER staff will encourage the Chimoio and Gondola UDACs to carry out SWOT analyses and begin to develop their strategic business plans. All the UDACs will sign TA agreements with specific milestones for completion. Many UDAC leaders still need to learn skills in separation of tasks and balance of power amongst the three elected bodies, as well as transparent management procedures.

Manica UDAC also needs to conduct transparent elections as part of moving forward with their strategic business plan.

7.4 Consolidation of existing associations

For the most part during the next quarter, RENDER will work towards strengthening existing associations and/or eliminating weak ones in Chimoio and Gondola districts. The Sussundenga UDAC may recruit new associations if applicants are willing to pay the required fees and if the UDAC-CDN managers view that the proposed groups are business-based.

8. Planned Training Activities

8.1 Leadership and Management Training for UDAC and association Leaders

Staff will conduct leadership training for UDAC leaders as per the needs cited in 7.3. The training unit will also train elected leaders of the GA and Fiscal Councils in their role, functions, and tasks.

8.2 Training in Paprika Production

Pimenta de Mozambique will train all field RENDER staff in all aspects of paprika production and grading. Staff, in turn, will train and provide TA to the 250 SH growers participating in this effort.

8.3 Training in Strategic Planning

Chimoio and Gondola Association leaders and their respective UDAC leaders will participate in strategic planning exercises.

9. Planned M&E Activities

9.1 Continue to track association progress / constraints

RENDER will continue to track association progress using its internal data base that contains 26 indicators of business association progress. By December 31, 2003, the M&E coordinator will summarize significant indicators for 129 associations that existed as of March 29, 2003.

9.2 Track and Follow Performance Targets established by each BDC

Each BDC is now held accountable to develop and follow its own internal quarterly performance targets. Senior staff and The M&E Coordinator will help set targets and monitor progress throughout the quarter.

9.3 Track association Progress in Increases in Sales Over Time

The M&E Coordinator is establishing a separate data base to track sales trends for each RENDER association over time. For the first quarter FY 2004, we will report the data accumulated thus far for 142 associations that existed as of June 30, 2003.

9.4 Conduct Performance Evaluations of Existing Associations

All RENDER associations TA agreements expire on December 31, 2003. The M&E Coordinator will work with the UDACs and BDCs to evaluate 157 existing associations. This evaluation will permit staff to identify strong and weak associations and help them set parameters and rules of engagement for associations and UDACs to sign new, performance-based TA agreements for the rest of the life of the RENDER Project.

Annex 1**Association Sales by District – July, August, September 2003****REVENUES OF AREs**

Month	Manica District - Mts	# of Assns. Reporting
July	991,162,615	39
August	440,947,400	34
September	268,375,700	27
	Sub-Total	1,700,485,715 Mts
	Sussundenga District - Mts	# of Assns. Reporting
July	283,620,476	30
August	223,733,580	32
September	405,640,727	37
	Sub-Total	912,994,783 Mts
	Gondola District – Mts	# of Assns. Reporting
July	611,065,670	36
August	518,531,940	34
September	568,499,435	34
	Sub-Total	1,698,097,045 Mts
	Chimoio District – Mts	# of Assns. Reporting
July	29,078,500	2
August	113,507,075	5
September	134,258,900	5
	Sub-Total	276,844,475 Mts
	Grand Total	4,588,422,018 Mt
	Grand Total USD	\$191,184

Annex 2**RENDER Summary Sheet of Training Delivered – All Districts****July, August, September 2003**

District	Number of courses	# women	# men	# youth	Total
Chimoio	17	25	156	9	190
Gondola	62	155	333	52	540
Manica	293	673	814	-	1,487
Sussundenga	578	1,066	2,496	205	3,767
Totals	950	1,919	3,799	266	5,984

Summary Sheet of Training Delivered – Gondola**July, Aug., Sept. 2003**

COURSE/ MODULE	N-° of courses	N-° of Men	N-° of Women	N-° of Youth	Total
Sales Record Keeping	11	82	24	03	109
Business association	6	22	12	14	48
.Marketing	07	41	14	-	55
Association Development	21	99	72	20	191
Business association	6	22	12	14	48
Agriculture and Livestock Training	11	48	24	15	87
Women's Functional Business Literacy	-	-	-	-	-
Credit & Business Planning	03	16	09	-	25
Accounting	03	25	0	-	25
TOTALS	62	333	155	52	540

Summary Sheet of Training Delivered – Chimoio**July, Aug., Sept. 2003**

COURSE/ MODULE	N-° of courses	N-° of Men	N-° of Women	N-° of Youth	Total
Sales Record Keeping	02	31	04	-	35
Horticulture, Agriculture, Seed Production	10	81	15	06	102
Marketing	1	04	-	03	7
Association Development	01	04	-	-	04
Business association	-	-	-	-	0
Women's Functional Business Literacy	0	-	-	-	0
Credit & Business Planning	02	32	06	-	38
Accounting	01	04	-	-	04
TOTALS	17	156	25	09	190

Summary Sheet of Training Delivered - Sussundenga**July, Aug., Sept. 2003**

COURSE/ MODULE	N-° of courses	N-° of Men	N-° of Women	N-° of Youth	Total
Marketing & Collection Points	236	587	238	49	874
Association Development & Business Association	219	605	267	46	918
Business association					
UDAC General Assembly	55	279	641	55	975
UDAC Structure and Function	55	279	641	55	975
Record Keeping for sales & expenses	10	1	9	0	10
Tasks & Responsibilities of UDAC leaders and BDC staff	3	2	13	0	15
Totals	578	2,496	1,066	205	3,767

**Summary Sheet of Training Delivered– Manica
July, Aug., Sept. 2003**

COURSE/ MODULE	N-° of courses	N-° of Men	N-° of Women	N-° of Youth	Total
Association Development	111	315	275	-	590
Collection Points	5	25	09	-	34
Marketing	132	225	154		379
Agricultural Production and Air Layering (Litchi)	21	115	101	-	216
Sales record keeping	19	90	41	-	131
Update Training for Assn Production chiefs	01	24	04	-	28
Production of Broilers	04	20	32	-	52
Women's trained in FBLT		-	57	-	57
Totals	293	814	673	0	1,487

Annex 3
Proposed IAC Agribusiness Sessions to be Delivered by ACDI/VOCA

IAC Curriculum em Negócios e Comercialização
(Proposta)

Novembro 7

Interpretação e use de listas de preços dos mercados
Matemática envolvida nos cálculos das margens do mercado (quem recebe quanto na cadeia de comercialização)
Matemática envolvida nos cálculos dos custos de comercialização
Tomada de decisões - Vendas na porta da machamba vs. vendas fora da machamba
Benefícios de vendas em grupo e Pontos de Recolha (associação empresa)
Registos simples de despesas e receitas

Novembro 14

Como realizar Estudos de Custos de Produção
Custos Materiais
Mão de Obra
Capital inicial
Depreciação

Novembro 21

Custos Directos e Indirectos
Balanço de Rendimento Projectado (Ficha Resumo)
Projecção de cálculo de lucros e perdas

Novembro 28

Prática e solução de problemas (trabalho em pequenos grupos)
Planificação do Negócio e Cronograma de Projecção de despesas
Cash flow (fluxo de caixa) – introdução e exemplos

Dezembro 5

Uso de computadoras como ferramenta na tomada de decisões e gestão da empresa (uso de software Excel)

- Custos de produção e balanço de rendimento projectado
- Cash flow (fluxo de caixa)
- Cálculos de custos de comercialização

Dezembro 12

Opcional (Resumo)
Teste