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East African Impact Assessment/Case Studies of selected Farmer to Farmer Hosts

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Cultivating
Entrepreneurship



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1 Executive Summary

This report was commissioned to primarily highlight quantifiable impact from the five years of the Farmer to Farmer (F2F) Program in the East Region of Africa, encompassing Kenya, Uganda and Tanzania. The goal of this assessment is to trace the impact of volunteer assignments fielded by CNFA in the three abovementioned countries from 2008-2013. Hosts were selected by CNFA's in-country staff where, in their opinion, significant changes had taken place as a result of volunteer recommendations. Complete selection criteria for hosts and methodology for assessing volunteer impact are described in Section 3 below.

In Sections 4-6, the report discusses in detail the quantifiable impacts that can be attributed to volunteers' recommendations. These "case studies" include background information on the hosts, summaries of volunteer activities and discussions of the changes that have taken place as a result of volunteer assignments. In addition, qualitative impacts were noted, and without fail, all hosts visited in the region stated that knowledge and the confidence gained from the volunteers' trainings and recommendations have made a positive difference to the understanding of their farming lives and/or businesses. Many said that the knowledge that they gained would not be lost by the trainees/hosts even if implementation or adoption might lag. Others noted the importance of practical training conducted by the volunteers on site and in the field in allowing the volunteer to tailor their training and input to the specific needs of the host.

Finally it was evident that the principle of building knowledge by a number of volunteers visited to one host has had a cumulative and beneficial effect. Diluting volunteers over a wider group of host would have not achieved the same impact. Farming is complex business that requires a number of elements to be understood before any results can be achieved. For example, an understanding of business but a misunderstanding or lack of production or postharvest skills will not produce beneficial effects.

Specific impact noted

The evaluators visited six hosts in Kenya from the June 30 to July 5th. These hosts varied from a parastatal organization to large private companies and production cooperatives.

Examples of the quantifiable impact attributed to volunteers identified by the evaluators in the Kenya are:

Following volunteers' recommendations from 2009, better use of land and the development and efficient use of the tissue culture have resulted in increased sale of seed by 400% from 500 tonnes to 2,500 tonnes.

After the volunteers initiative to develop the "Kenya Select" brand, on its release, sales increased 30% from \$2,795,520 to \$3,636,185

The feed mill had increased their profits by 20,000KS per day as a result of the volunteer's interventions.

In Uganda six hosts were visited from the July 8 to 12. The range of hosts in Uganda could be defined as more rural but still ranged from large agribusiness to small savings organizations.

Examples of the quantifiable impact attributed to volunteers identified by the evaluators in the Uganda are:

A volunteer created business plan for company that was eventually approved by executive management. "It has been like a bible for us". This business plan led to the investment in a new solvent extractor valued by the evaluators at a minimum of 900,000 USD. The business plan continues to be used by the company and volunteers continue to follow up with company on a regular basis

All 10,000 farmers have now received business training using training material provided by the F2F volunteer Extension workers were trained and training materials were developed so information could be disseminated

The volunteer worked with the women to train them in ways that the soya could be processed on farm into nutritious food for the family. This work had had an immediate impact as the farmers took back their unsold soya and were now calling the soya "gold". Obviously the outcome of this small input had significantly improved family nutrition in the region.

In Tanzania, five hosts were visited from July 14th to 19th. The hosts in Tanzania ranged from small agribusiness to very small micro-finance organizations. However in the evaluators' opinion, the best example of F2F impact visited in East Africa was found in Tanzania.

Examples of the quantifiable impact attributed to volunteers identified by the evaluators in the Tanzania are:

*After receiving production and grading training from F2F volunteers, Gendi cooperative was linked by CNFA to Pan-African commodity buyers Export Trading Group to act as a wholesale buyer of pigeon peas. Export Trading Group and Gendi entered into a four year agreement where the minimum price (price floor) was set at 600 Tsh/Kg. Prior to the arrangement with Export Trade Group, pigeon pea prices fluctuated between 300-500 Tsh/Kg. Gendi's farmer still participate in price appreciation, some farmers reported receiving as high as 800 Tsh/Kg from the contract. Therefore taking a conservative area of pigeon pea grown in the Gendi Cooperative area of 1,500 hectares, a conservative price increase of 200 Tsh/kg attributed to the Gendi floor price and 1.5 ton/hect average yield for intercropped pigeon pea, the net affective gain to the region of the volunteers and CNFA staff input into Gendi cooperative has been approximately an increase of **280,000 USD into farmers in the region.***

*F2F volunteers trained lead farmers, 64 in production techniques, who then disseminated knowledge to all 400 Vimi cooperative members and even some non-member neighbors in the area. According to members, the implementation of the agronomic practices had led to the **doubling of tomato saleable yields**, mainly due to increased plant health that created a prolonged harvesting period. Other benefits such as reduced irrigation requirements were mentioned*

2 Introduction

The John Ogonowski and Doug Bereuter Farmer-to-Farmer (F2F) Program is a five year, \$7.5 million activity funded by the United States Agency for International Development (USAID). This report presents the results of an impact assessment of selected F2F hosts in East Africa, encompassing Kenya, Uganda and Tanzania. The F2F Program works closely with USAID Missions, local organizations and the private sector to generate rapid, sustained economic growth in the agricultural sector through short-term technical assistance provided by US volunteers. In addition, the F2F Program works to increase the American public's understanding of international development issues and programs by providing opportunities for people-to-people interaction in agricultural development activities. Volunteers are provided along targeted value chains and support farmer cooperatives, agro-processors, financial institutions and industry associations to adopt new technologies, develop market linkages, improve production practices and develop local capacity.

During discussions with USAID, the following value chains were prioritized in each country in the East African Region:

Kenya: Grains, Horticulture, Oilseeds

Uganda: Grains, Oilseeds

Tanzania: Grains, Horticulture, Legumes

CNFA started their implementation of the F2F Program East Africa in 2008. The implementation concludes in September, 2013. Below is a map of location of the hosts visited by the evaluation team.



3 Introduction

The evaluators travelled to East Africa in late June 2013 to assess the impact of the F2F Program on select hosts in the region. Hosts were chosen by CNFA Country Directors based on the following criteria:

1. Hosts that have really benefited from volunteer assistance and can be considered as success stories
2. Hosts that can show some indicators for sales generated, profits increased (quantifiable successes)
3. Hosts that impacted a relatively large number of beneficiaries

In this region on average the evaluators have looked at 15% of the hosts in any defined country. Given the time constraints it must be noted that this is a sample of the above criteria and not the total number.

The evaluators used their terms of reference as a guide to their work; however, regular communication with CNFA's head office staff during this assessment helped to clarify and structure this report.

In principle, the mode of action of the evaluators has been to visit with the Country Director on arrival to discuss the logistics of the visits, and assess all current documentation on the chosen hosts. Documentation assessed include host profiles, which include information on changes in business activities and finance, host strategies that contain detailed background information on the hosts and volunteer scopes of work and trip reports.

The evaluators specifically looked at the initial assessment of the hosts called the Organization Capacity Assessment Tool (OCAT) and then tracked the assignments to a snapshot of specific achievements of the host that can be related to volunteers' inputs at the time of the evaluators' visit.

The evaluators would then travel, in most cases without CNFA country staff, to interview the selected hosts. The methodology of the interviews was to discuss the general and current state of the host from an agribusiness perspective and understand, if any, their businesses' development over the past five years. From this information the interviews then concentrated to see if there is a relationship between that development and the volunteer assignments. In addition, questions were asked of the host to see if there have been other influences that improved their business which do not relate to the volunteers' work but have been an additional catalyst to their development.

Capacity building in specific volunteer input areas has also been looked at and the way these improvements have contributed to the sustainable development of the specific hosts. However it must be noted that rather than define individual input, the evaluators and this report looks at the contribution of the volunteers as a whole to the success of a host's development.

At the end of each country visit, the evaluators met with the Country Director in their offices to interview him/her on their impressions of the host visited and gave the Country Director a debrief on their findings.

4 Kenyan Case Studies

4.1 Molo Potato Seed Complex, Agriculture Development Corporation, (ADC)

4.1.1 Background:

ADC is a Kenyan Parastatal company based in Rift Valley of Kenya in a town called Molo, near Nakuru. Due to this region's altitude and soils, the area is ideal for seed production.

Availability of clean seed remains a major constraint in potato production. In Kenya, seed is produced in both formal and informal systems of production. The formal system entails seed certification with the Kenya Plant Health Inspectorate Services, KEPHIS. ADC does the bulking of certified seed while Kenya Agriculture Research Institute (KARI) provides the basic seed. The informal sector includes unlicensed growers and suppliers of seed, and entails farmer to farmer distribution. This accounts for 99% of the 300,000 tons of seed required annually. Since farmers' own seed or that sourced from neighbours is cheap, farmers tended to opt for this as opposed to the certified seed potato. Diseases such as bacterial wilt and viral diseases, however, have compromised the informal seed sector, and if potato production is to continue to grow, farmers will be required to use clean seed as well as good agronomic practices. Stakeholders in the potato sector, including the Ministry of Agriculture, International Potato Centre (CIP), KARI, and GTZ's Private Sector Development in Agriculture (PSDA) program have been in the forefront sensitizing farmers on the use of clean seed and good practices. In addition, there has been a collaborative effort by the stakeholders to increase the clean seed available to the farmers, using both the public as well as the private sector. KARI and Genetics Technologies International Laboratories (GTIL) are involved in rapid multiplication of potato seed materials through aeroponics technology and tissue culture, while ADC, KARI and private farms are engaged in multiplication of the seed. For the past one year, ADC has also been using tissue culture technologies to multiply basic seed material received from KARI. The Ministry of Agriculture, through the district offices, distributes both certified and clean seed to farmers who are trained on positive seed selection. ADC is the only public sector player that is involved in seed potato production.

ADC is mandated to supply certified seed potatoes for the country's needs. The organization was the major seed potato producer for the country before the corporation's land was subdivided for individual farmers, leaving the corporation with only 150 acres for seed production. The government, through the Ministry of Agriculture, has purchased a 700 acre farm, called Asante, for ADC. This parcel of land is in Molo. This land, together with the 150 acres at Sirikwa farm, is set aside for seed potato production. These 850 acres of land cannot be utilized all at the same time because of the rotational requirements for seed potato production. The Molo complex also has cold stores as well as a tissue culture laboratory. The cold stores are used for storing the seed potatoes while the tissue culture laboratory is used

for rapid multiplication of seed potato materials using in vitro technologies. At the Sirikwa farm, there are two small green/screen houses where the plantlets developed in the tissue culture lab are further developed and hardened before being taken out to the field. Water for irrigation is available at the Asante farm, with one permanent dam situated on the farm and another dam in the neighbourhood that can supply irrigation water if necessary. This is an additional resource that is available to support year-round production of seed.

The tissue culture laboratory and the green houses are relatively new and in 2009 the corporation was re-entering seed potato production, after several years during which the corporation had stopped seed production. Although ADC has been involved in seed production in the past, some of the technology and equipment are out-dated and require upgrading to meet efficient delivery of services. Tissue culture technology is still in its infancy. ADC has recruited a qualified tissue culture technologist, but an experienced expert would impart some valuable lessons in any needs that were identified during the host assessment.

4.1.2 Précis of Initial Assessment: (OCAT)

With an initial average OCAT score of 4.0, ADC received the highest marks of any host visited by the evaluators in Kenya. ADC's weakest individual score was the relevant expertise and technical knowledge of their staff.

4.1.3 Volunteers visits discussed with hosts

ADC Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Dr. VikramBisht	12 th to Feb 27 th 2011	Assessment of ADC Seed Potato Production
2	Donald A. Horneck	1 st to Sept 20 th 2012	Soil and Petiole Nutrient Analysis Training
3	Brooke Weber	6 th to April 27 th ,2013	Tissue Culture Plant Material Generation, Aeroponics and Greenhouse Management Training
4	Jonathan Whitworth	11 th to June 28 th 2013	Virus Indexing Training in Micro Propagation and Field Production of Seed Potatoes

4.1.4 Hosts comment to the evaluators on general volunteer impact

This parastatal company was visited on June 30, 2013 by the evaluation team. The overall manager of operations was interviewed on the impact of the volunteers on the development of the company. The manager of operations had been involved with all volunteer visits.

The first volunteer made an overall assessment of the company, from a training needs assessment to a capital development plan. This specific assignment had impressed the company and given a very good basis for future development. The manager mentioned that at the time the company was preparing to invest in a large irrigation system. The volunteer advised them against the investment having analysed the water source and found high bacterial counts which would have affected the potato crop that they planned to irrigate.

F2F Impact

400% increase in sales from 500 to 2,500 metric tons.

100% increase in farmers' yields from 7 to 14 mt/ha.

Stock varieties contaminated decreased from 30% to 0%

Another volunteer worked on soil analysis procedures with the company both in the lab and in the field. He had noted that their use of DAP was excessive, reaching levels that were restricting the crop intake of other macro elements. When the company subsequently reduced the input of DAP, yields increased. This advice had the double effect of reducing their growing cost and increasing yields in the field.

Specifically on the tissue culture lab, a volunteer worked on developing protocols for these multiplication systems that had significantly reduced contamination of the tissue cultured potatoes. Another volunteer had given the company the technology to test their parent stock which they received from Kenyan Agricultural Research Institute (KARI). In the current

year this testing allowed ADC to identify 5 of the 16 parent stock varieties that, if multiplied, would have produced very badly virus infected stocks.

Finally, a volunteer is now working with the company to develop a system of irradiation of viruses in parent stock that they receive from KARI. This would allow them, following the identification of infected parent stock, to still clean and then multiply precious and limited supplies.

It must be noted that all these inputs improve the technical capacity and profitability of the company, and most importantly, improve the availability of clean seed to small farmers, which is currently not the case due to the restrictions on imports of potato planting material into the country.

4.1.5 Quantifiable and general Impact of a host visit identified by the evaluators

General volunteer impact

It was repeated by the host several times that volunteers were responsible for building the confidence in management to expand business as new knowledge and understanding of the business had been transferred to the technical experts.

This had been achieved with ADC by focusing on building the capacity of the lab and its staff.

With volunteer training, staff now have a virus index and the ability to screen breeder seeds for contamination in the field.

Volunteers have embedded controls in the system to increase quality, quantity and yield.

Following volunteer's recommendation and interesting findings, ADC hired a full-time fertilizer expert to analyze soil and continue economic applications.

Quantifiable volunteer impact

Sale of seed has increased 400% since 2009 from 500 tonnes to 2,500 tonnes due to better use of land and the development and efficient use of the tissue culture technology.

Volunteers worked with farmers' on applying the appropriate amount of fertilizer and installing proper irrigation, resulting in a 100% increase in yields from 7 tonnes/ha to 14 tonnes.

When a volunteer arrived, 5 out of 16 varieties were using contaminated seed. The volunteer taught ADC staff how to check for clean parent seed. Presently, no varieties that are being multiplied are contaminated.

4.2 Mwea Rice Growers Cooperative Society Limited (MRGM)

4.2.1 Background:

Farming rice in Mwea region was started in colonial times and often had been seen to use cheap labour. This cooperative was developed in the 1970s to change farmers' attitudes to the crop and to provide services to its membership, which currently stands at 4,000 of which 2,400 are active members (active defined as having some activity with the cooperative over the last three years). The cooperative currently provides the following services to its members: processing, grading and marketing of rice, training on rice production, provision of farm input such as fertiliser, seeds pesticides, financial credit, cultivation contracting and transport of rice from farm to the milling plant.

Its members' land is owned by the Kenyan government and, although it is rent free, the government charges by land area for irrigation water to grow rice.

This cooperative was selected as a host in 2009 as its strengthening was seen as key to the success of the rice growers in the region. CNFA staff firstly investigated the market constraints of the cooperative as it had become apparent over the years that this premium local rice had lost its reputation, and prices being paid for the paddy by the cooperative were low. This unfortunate situation had occurred when the rice market had been opened to imported rice from Pakistan. Many traders bought this long grained rice from Pakistan and then blended it Mwea rice and branded it as premium local rice. Consumers soon realised that they could not rely on the regional brand name and were not prepared to pay its premium.

In addition to low prices, poor management of services and low sales volumes, the active members of the cooperative had dropped to approximately 1,500.

4.2.2 Précis of Initial Assessment: (OCAT)

MRGM received an initial OCAT score of 3.2. Human Resources and Management Structure were considered strong positives for the cooperative. With a score of 2.5, sustainability was deemed a weakness, and particular attention was needed for improving the cooperative's profitability potential.

4.2.3 Volunteer visits discussed with hosts

MRGM Volunteer Table			
Assignment	Volunteer	Dates	SOW
1,2	Daniel Shanefelt	23 rd to June 9 th 2011	Marketing Strategy Development
	Daniel Shanefelt	27 th Nov to Dec 16 th 2011	Rice Brand Development
3	Tom Jondiko	4 th to June 18 th 2012	Byproducts Value Addition Assessment
4	Christine Blackledge	8 th to Sept 29 th 2012	Organizational Change Management Training
5	Karl Gingrich	7 th to Jan 27 th 2013	Information Management Systems Assessment

6	Jane Weizmann	8 th to Jan 27 th 2013	Customer Management Relationship Training
7	Howard Weizmann	8 th to Jan 27 th 2013	Procedure Manual Development
8	Clay Mason	2 nd to Feb 18 th 2013	Marketing Video Documentary

As you can see from the table, this host had a number of visits and interventions from volunteers.

4.2.4 Host's comment to the evaluators on general volunteer impact

This cooperative was visited on July 1st, 2013 by the evaluation team and, as its name suggests, the cooperative is based in Mwea. The chief accountant and production manager of

F2F Impact

After launching volunteer recommended "Kenyan Select" brand, MRGM's sales increased 30% from \$2,795,520 to \$3,636,185

MRGM's buying increased 45% from 2,400 tonnes in 2010 to 3,500 tonnes in the 2012 harvesting season.

At the recommendation of a volunteer, MRGM invested in a new milling machine valued at \$230,000.

the cooperative were interviewed and strongly suggested that all the volunteers had made improvements to the cooperative's development. Specifically, they made reference to the early volunteers whose input in developing sales at a time when the cooperative had little cash flow for the expected purchase of paddy had, as the representatives said "saved the cooperative".

This turnaround was achieved in a short time by the first two volunteers who realized that, due to the fact that the poor quality of Pakistani rice mixed with Mwea rice had given the Mwea a bad name, it was necessary to rebrand the cooperative's rice, so their product could be identified by consumers as 100% Kenyan high grade rice. Three designs were created by volunteers for the management and board to test and approve. They chose "Kenyan Select" and with help from a volunteer's marketing strategy, began to proactively market their new product to win shelf-space.

The volunteers' focus then turned to the rice mill which was old and they convinced the board that they needed to upgrade their milling machinery. A board member travelled to China on the cooperative's funds and purchased a machine which has been shipped and installed. This machinery has allowed the cooperative to improve its quality, and with the addition of an automatic filler, increase its smaller pack sizes without weight losses.

The consequence of these changes has been a 30% increase of cooperative turnover. Sales have also increased in cooperative owned shops and a new market of high quality institutional buyers has emerged.

These increased sales have given cooperative members more confidence, which is reflected by an increase of active member from 1,500 to currently 2,400.

4.2.5 Quantifiable Impact of a host visit identified by the evaluators

General volunteer impact

First assignment, focusing on marketing, led to the launch of a new rice brand (Kenya Select), 2 and 5kg retail packaging and an active sales campaign to earn larger shelf space in stores. This in turn allowed better cash flow and therefore more timely payment to farmers.

Organizational development training directly led to bulk SMS messaging service offered by MRGM to members.

Volunteer recommended utilizing a 45HP tractor rather than 80-90HP to improve the efficiency of their contract services. This recommendation is still under review.

Volunteer wrote capital plan with MRGM to invest in machinery over next 3-5 years which included their purchase of mill equipment.

Customer Care manual has helped with overall staff relations, creating a more friendly and effective working environment.

Video documentary has allowed MGRM to increase the catchment of their advertising/marketing through in-store and online viewings.

Volunteers' recommendations have given management the confidence that the Cooperative will be more prosperous in the future.

Quantifiable volunteer impact

Prior to CNFA, MRGM was only selling 50% of their harvest, now they are reporting a 100% increase in product turnover.

After Kenya Select brand released, sales have increased 30% from \$2,795,520 to \$3,636,185.

Total membership increased to 4,200 from 3,800, and active membership rose to 2,400, a 10.5% increase in total membership and a 60% increase in active members.

As a result of increased services to members and the brand improvement, MRGM's buying increased from 2,400 tonnes in 2010 to 3,500 tonnes in the 2012 harvesting season, a 45% increase.

4.3 Meru Central Multipurpose Cooperative Society (MMCS)

4.3.1 Background:

Meru Central Multipurpose Society (MCMS) is an offspring of Meru Central Coffee Union, which in turn is an affiliation of 34 primary coffee societies. The Union operates within Meru Central District in Eastern region of Kenya. The Societies affiliated to the union have a general membership of over 120,000 coffee farmers and their 700,000 dependants. The Union initially was registered in October 1970, as Meru Central Farmers' Co-operative Union. It grew and diversified to include; a dairy, a maize mill and animal production unit, banking and merchandizing, hotels, and real estate, to name a few. This became too difficult to manage, especially following liberalization of the grains and dairy sector, as cooperatives lost the monopoly in the market, and had to contend with private sector investors, who were now at a position to compete in a hitherto restricted market.

In order to harmonize and rationalize this diversity of operations, there was a need to restructure the giant Meru union, so that each unit could concentrate on its core business and have more manageable units. Consequently this exercise was successfully carried out in 2005, leading to the creation of four other entities, each serving their specialized roles. The giant Union was hence split to create:

Meru Central Coffee Cooperative Union

Meru Central Sacco Society

Meru Central Multipurpose Society

Meru Central Dairy Union

The primary product by MCMCS was maize meal and accounted for at least 75 percent of the company's gross revenues. The main market for maize meal is the Nyambene region, where the local community's main farming activity is production of khat, locally known as 'miraa'. This market accounts for about 60 percent of market share for sifted maize meal. The remainder is distributed through the local shops and in the Nakumatt and Uchumi supermarket chains, both of which have branches in the major towns. Livestock feeds accounted for the remaining 25 percent, and were distributed through the affiliated dairy cooperatives with which MCMCS has signed an MOU. They also sell livestock feeds to the local farm input stockist shops, currently within a radius of 80 kilometers from Meru town. MCMC also provides extension services to the shareholders through their local associations on good animal husbandry practices.

MCMCS had gone through a very challenging time, having inherited debts. They have overcome this as attested by their growth since 2005. The chief executive is a trained accountant who started working with the cooperative when it was under the giant Meru Central Farmers' Cooperative Union. Most of the employees were also inherited from the giant union. The management team also comprises seven farmer representatives and three supervisors. Even with limited business management skills, they have managed to make the society a viable business. It was envisioned that if they were formally trained in business management, they would achieve even more. A successful business for MCMCS also means

higher dividends for the shareholders. Additionally, the motivated shareholders would improve their production technologies for maize and other grains, and this ultimately translates to food security in the region, and ultimately to the nation. Improved business management will also put MCMCS in a better position where they can now identify and seize opportunities based on sound enterprise analysis. They will also be positioned to evade costly mistakes.

The situation in the market for both maize meal and livestock feeds is currently very competitive, with many players now in the market. MCMCS has established a niche in some areas of Meru, especially with their Afya maize meal brand that has a history, having started manufacturing this brand in 1979. For the livestock feeds, assured clients are dairy cooperatives under the giant dairy union.

4.3.2 Précis of Initial Assessment: (OCAT)

With an initial OCAT score of 2.58, MCMCS needed robust attention across all aspects of its operations. With scores of 2, Governance and Sustainability were deemed the most critical with particular technical support needed to bring MCMCS' to profitability and to create a strategic vision for the cooperative.

4.3.3 Volunteers visits discussed with hosts

MMCS Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Jim Faber	5 th to June 20 th 2009	Maize Marketing Strategy
2	George Kornstad	Sept 29 th to Oct 15 th 2009	Quality Improvement Training
3	Norbert Soltwedel	24 th Oct to Nov 11 th 2011	Farming as a Business Training
4	Zacch Olorunnipa	Nov 28 th to Dec 9 th 2011	Farming as a Business and Farm Management Training
5	Robert Albrecht	June 25 th to July 13 th 2012	Maize Milling Technology Training
6	Bryce Malsbary	8 th to Jan 21 st 2013	Resource Mobilization and Fundraising Strategy Development
7	Kaye Slusser	Jan 21 st to Feb 9 th 2013	Dairy and Farm Record Management
8	David Slusser	Jan 21 st to Feb 9 th 2013	Dairy Nutrition Training
9	David Slusser	May 26 th to June 15 th 2013	Feed Formulation Software Training

As you can see from the table, this host had a number of interventions from volunteers who took an integrated approach to the mill, its suppliers and its markets.

4.3.4 Hosts comment to the evaluators on general volunteer impact

This cooperative mill complex was visited on July 1st, 2013 by the evaluation team in the town of Meru.

MCMCS Maize Mill

The evaluators first met with the maize mill manager responsible for all operations and who was present for all volunteers provided.

The maize mill was assessed by volunteers for its efficiency of operations and quality control practices. The first recommendation was inclusion of a de-stoner as market complaints of stones in the flour had been recorded in large numbers. The maize mill manager stated that the volunteers also identified worn parts in the milling which were reducing the efficiency of the extraction of flour. The management agreed that these parts should be changed and the extraction rates improved by 2% immediately. In addition, the milling manager expressed the view that the bran quality used by the feed mill had significantly improved. Another volunteer recommendation for improving the efficiency of the mill still awaits implementation. A specific example of this lack of implementation is the recommendation to invest in automatic bag fillers for small packages of 1 kilo. This size is the largest seller for mill and the advantage of the investment was detailed in economic terms by the volunteers for the board and management showing the contribution to increased profitability. One reason given for the lack of investment is the board's fear that this investment would make a number of women staff redundant.

F2F Impact

Improved quality, customer relations and a more effective product has increased market share, resulting in a 100% increase in production of feed from 10 MT per day to 20 MT per day.

Volunteer's recommendation to purchase new rollers has improved maize mill's extraction rate by 2%

Farmers purchasing MCMCS' new feed report an increase in 3-5 liters of milk per cow per day, resulting in an additional \$2.30 per cow per day.

Feed mill's profits increased \$230 per day

Volunteer recommended feed formula has lowered costs, increasing profit by 28% per bag

MCMCS Feed Mill

The feed mill manager responsible for all operations and feed formulations was interviewed. It was clear from the enthusiasm of the feed mill manager regarding the efforts of two volunteers and their recommendations to improve his dairy concentrates had made a huge difference to his sales and profitability.

This improvement had been achieved with a two-pronged approach. Improving the understanding of the dairy farmers needs and creating a dairy concentrate that reflects the feed situation in the field and developing a precise formulation. This has been achieved with the recommendation and purchase of feed formulation software which allows the manager to create

the right feed for the time of year and use the most economic constituents.

The manager noted that his feed costs had decreased by using the software. However it had also allowed increased milk yields and profitability for farmers using the new formulation. Finally he also confirmed that the work done by the volunteer in the maize mill had improved brand quality.

4.3.5 Quantifiable Impact of a host visit identified by the evaluators

General volunteer impact

It was stated that CNFA volunteers drastically contributed to the cooperatives trend reversal from a net loss to gain.

The CNFA volunteer identified critical problems such as the excess losses in packing of processed flour, therefore reducing profitability and producing a loss analysis to the board of directors.

The overall product quality has improved, evident by 2012 marking their second straight year of no quality issues with the finished product.

Dairy cattle training led to improved quality of raw material used on the farm and boosted customer loyalty, which led to the improved sales.

Quantifiable volunteer impact

Improved quality, customer relations and a more effective product has increased market share resulting in a 100% increase in production of feed from 10 tonnes per day to 20 tonnes per day.

Volunteers' recommendation to purchase new rollers has improved the extraction rate by 2%.

Farmers that purchase MMCS' new feed report an increase in 3-5L of milk per day, a 3 USD increase in incomes per cow per day for farmers.

Volunteer-recommended feed formulation has increased market share (see above) and lowered costs resulting in a 25% increase in profit per bag (3 USD to 4 USD).

The feed mill had increased their profits by 250 USD per day as a result of the volunteer's interventions.

4.4 JENGA

4.4.1 Background:

Jenga Kenya Community-Based Organization is a five year old, small, indigenous microfinance institution working within the Meru region in Eastern Province. “Jenga” is a Swahili word meaning “to build”. Jenga Kenya was started after an informal discussion in a social gathering led to a discovery that most of the poor, especially farmers, did not have access to financial services because they were considered unprofitable. Jenga Kenya has a small office in Meru town from where all operations are coordinated and serves over 500 clients spread in 6 regions. About 80% of these clients are small-scale farmers and live in farms in the remote areas of Meru.

The mandate of Jenga Kenya is to build the capacity of their clients to increase farm production and strengthen their businesses through training and provision of affordable loans or loan products. Most of Jenga Kenya’s clients from Buuri district and adjacent areas have received loans to purchase farm inputs such as fertilizer, maize seed, and insecticides, as well as to improve their small scale retail businesses. CNFA Farmer-to-Farmer (F2F) volunteer technical assistance directly benefited eighteen farmers groups of Jenga Kenya with a total membership of over 360 farmers.

Most of Jenga Kenya group leaders lack necessary knowledge and skills in leadership and governance, and as a result, the majority of these groups have been unable to realize their objectives. Jenga Kenya received volunteer technical experts in Farming as a Business, Soil Regeneration and Composting, and others. This has consequently led to increased demand for Jenga Kenya financial services to group members. Therefore, these groups require appropriate leadership and governance to ensure efficient management of loans by group members.

Good governance is essential for order and equality, efficient delivery of goods and services, accountability in the use of power, and maintenance of an organizational framework within which each person can contribute fully towards finding innovative solutions to common problems. Governance is concerned with processes, policies, procedures, systems, and practices, both formal and informal, the manner in which they are applied and followed, the relationships that these processes create or determine, and the nature of these relationships.

The Training of Trainers (TOT) model strengthens the leadership and governance capacity of Jenga Kenya staff to manage complex partnerships with groups and other stakeholders. This training emphasized the necessity of supporting group needs, ensuring accountability, adhering to the principles of human rights and gender equity, and fostering meaningful involvement of people in decision making. The TOT also assisted selected leaders of Jenga Kenya groups to take a proactive approach in representing and supporting members. Leadership and governance training will assist Jenga Kenya to reform their structures and processes to make them more transparent, accountable, and participatory at all levels. The overall aim of the training was to encourage Jenga Kenya group leaders to see themselves as being responsible “to” the people, rather than being responsible “for” the people. The CNFA F2F volunteer was therefore expected to investigate governance and leadership approaches

and opportunities that support cultural change among the target communities in Meru. This will help the volunteer customize the training materials according to the needs of the community.

4.4.2 Précis of Initial Assessment: (OCAT)

With an initial OCAT score of 3.33, JENGA Kenya’s operations were deemed satisfactory needing little improvement in many areas. With scores of 2.5, Governance and Financial Systems were deemed the weakest with particular technical support needed to improve JENGA Kenya’s financial accounting and reporting procedures and realign their activities to reach their intended goals.

4.4.3 Volunteers visits discussed with hosts

Jenga Kenya Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	James Sedlacek	Aug 27 th to Sept 11 th 2009	Strategic Plan Development
2	William Riley	Sept 24 th to Oct 12 th 2009	Loan Procedures and Product Development
3	Gale Harding	6 th to Sept 17 th 2010	Positive seed selection Farmer Training on Potato Production
4	Mary Albrecht	Sept 26 th to Oct 17 th 2010	Farming as a Business Training
5	Eva Christensen	Nov 20 th Dec 3 rd 2010	Farmer Training on Soil Regeneration
6	Edie Shannon	6 th to July 27 th 2010	Training of Trainers and training manual development
7	Jack Meyers	Feb 19 th to Mar 7 th 2011	Financial Resources Strategy Development
8	Dr. Gary Frank	Nov 30 th to Dec 18 th 2011	Management Information System Development and Training
9	Denese Neu	12 th to June 30 th 2012	Impact assessment
10	Mary Albrecht	25 th June - July 13 th 2012	Leadership and Governance Training

As you can see from the table this host had a number of interventions from volunteers.

4.4.4 Hosts comment to the evaluators on general volunteer impact

This micro-credit organization was visited on the 2 July 2013 by the evaluation team in hill town of Meru. The managing director met the evaluators and spent time to discuss the background and vision of this micro-credit organization. The CNFA country director for Kenya focused on this host primarily because she saw this micro-credit bank as a means of reach farmer groups that had been identified as clients. Therefore the volunteers both looked at strengthening the organization itself and also developing the farmer groups in the grains and oilseed sector. In addition, CNFA realized that these small credits were servicing very poor clients that banks and other financial service providers were not. Average loans at this time were between 14,000 KSH (190 USD) and 50,000 KSH (420 USD).

The micro-credit organization strengthening by volunteers has allowed its portfolio to increase from 1,000,000 KSH (12,500 USD)

F2F Impact

Total revenue increased 340%

180% increase in clients

Value of agriculture lending increased 224% to \$83,000 per year

Staff increased from 4 to 11

to nearly 14,000,000 KSH (175,000 USD) which now have stabilised to 8,000,000 KSH (100,000 USD) following the credit crunch. Staff members had increased from 4 permanent employees to 11. The manager stressed that he had high quality loans on the books and his default ratio was 3%, which is very good in the context of small loans and the region. He mentioned that this stabilization can be attributed to the volunteers' work. Jenga also provides basic financial training to farmers which benefits farm families in all their farming activities.

However it was also clear that Jenga had recently moved into the retail business of selling various specific inputs with credit such as motorbikes and water pumps. In the view of the evaluators, this might create problems for their core business in the future. But perhaps it is a reaction to its reduced portfolio.

4.4.5 Quantifiable Impact of a host visit identified by the evaluators

General volunteer impact

Volunteers have made Jenga Kenya aware of their future potential, current strengths and market opportunities.

Loan manual generated by volunteers has provided Jenga Kenya with standards in consistency in their lending, resulting in a 3-4% NPL.

New loan products, chicken and water pump loans, have increased Jenga Kenya's average loan size, it now ranges from 15,000-40,000 KS (210 USD to 500 USD).

Quantifiable volunteer impact

2009 portfolio valued at 1.6M KS, now it is 8M and reached a peak of 14M KS.

Staff has grown from 4 to 11.

Client numbers have grown 180% from 500 clients in 2009 to currently 1,400 clients.

Total net revenue increased from \$760 to \$3,400- a 347% gain.

The value of agriculture lending increased 224% from \$37,000 to \$83,000 per year. This is approximately 50% of total loan value.

4.4.6 Kitui Development Centre (KDC)

4.4.7 Background:

Kitui Development Centre, KDC, is a registered rural development non-governmental organization working in Kitui district of the eastern province of Kenya. KDC is involved in rural development activities which are geared toward food security and poverty alleviation. KDC works in liaison with Community Based Organizations and other relevant organizations and partners in Yatta, Matinyani and Central divisions of Kitui district.

KDC runs the following programs: community-based healthcare and HIV/AIDS reduction project through an orphan support program, community institutional development and capacity building, food security and environmental conservation, and management and social capital development programs. These programs are carried out through the following activities:

- Fruit production, processing and marketing
- Vegetable production
- Orphan support program
- Sunflower production and processing;
- Beekeeping, honey processing and marketing
- Community domestic and irrigation water supply
- Table banking for women's groups

KDC has been successful. Over 5,000 smallholder farmer beneficiaries are now food secure. While this is a great success, this number is small considering the numbers of food insecure and poor farmers in the Kitui district. Through strengthening the business development and management aspects of KDC, more beneficiaries shall be reached and KDC shall improve its capacity to build and sustain its businesses.

4.4.8 Précis of Initial Assessment: (OCAT)

KDC received an initial OCAT score of 3.4. With scores of 3.0 and 2.5, Efficiency and Sustainability were cited as needing focused technical assistance. Key weaknesses identified were the relevant expertise of KDC and the NGO's lack of business acumen.

4.4.9 Volunteers visits discussed with hosts

KDC Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Jim Edward Valentine	Mar 15 th to Apr 2 nd 2010	Mango Value Addition
2	Nana Bekoe-Sakyi	7 th to June 23 rd 2010	Business Plan Development
3	Nana Bekoe-Sakyi	7 th to Mar 22 nd 2011	Mango Supply Chain Development

		14 th to July 31 st 2012	Market Research and Analysis for Mango Value Added Products
4	Steven Downey	7 th to Mar 22 nd 2011	Sustainable Water Management
5	George Cummins	3 rd to Feb 24 th 2012	Grains Post-Harvest Handling and Storage Training
6	Pamela Karg	May 30 th to June 17 th 2012	Communication's Strategy
7	Pamela Karg	Aug 18 th to Sept 4 th , 2012	Communication's Strategy-Follow up
8	Ellen Pirro	8 th to Oct 24 th 2010	Entrepreneurship Skills Training for Women's Community Groups
9	Tom Cadwallader	April 14 th to May 5 th 2013	Data Collection Tools and Monitoring System Development
10	John Caldeira	15 th to 28 th Sep 2011	Integrated Sunflower Production and Bee Keeping Training

F2F Impact

10,000,000 Ksh grant received to purchase more effective juice processor

75% increase in bulk sale price of mangos

400% increase in capacity from 40L of processing per day to 160L

Additional 6 jobs

4.4.10 Hosts comment to the evaluators on general volunteer impact

This NGO based in Kitui town was visited on July 2nd, 2013 by the evaluation team. The team talked to the project manager of the mango project and the M+E specialist employed by the development centre. It was clear from our interview that this NGO's capacities to develop proposals understand agribusiness opportunities had developed over the last few years. Therefore the NGO's ability to attract donor funds and grants to the benefit of its stakeholder had been increased. The volunteers that visited KDC had clearly to distinct tasks firstly to develop the NGO's capacity to understand agricultural issues and secondly to develop the NGO's viability.

The consequence of these volunteer assignments had been also directly work farmers but again create the TOT skills of Kitui employed extension services.

Discussions continued around their mango fresh sales and juicing project. The NGO had just received a grant from Farm Africa of 10 million Ksh and that grant was clearly attributed to a volunteer's development of business plan. The grant will allow the NGO to create a company within the mango cooperative which can now produce a higher quality product. Additional financing is currently required to complete the processing line.

Monitoring and evaluation was also discussed with the NGO stating that the new data collection system put in place by a volunteer had given the cooperative the ability to understand farmer groups and their activities. This in turn had allowed the extensionist to better manage their time.

4.4.11 Quantifiable Impact of a host visit identified by the evaluators

General volunteer impact

Management now believes they have the capacity to write future business plans and write proposals to access grant funding.

Volunteer installed M&E system allows KDC to effectively and efficiently manage their projects by cataloguing farmers.

KDC are already producing small amounts of mango juice and in the process of launching a privately registered company to produce mango concentrate for sale to large multi-nationals and local hotel chains. Company will be owned by KDC, farmer cooperatives and private shareholders.

80% of mango farmers are women; therefore all impacts have a strong gender component. Also there was still work required to allow the flow of money to reach the women.

Quantifiable volunteer impact

Business plan developed by a volunteer allowed KDC to receive an \$80,000 grant from Farm Africa to buy more effective juice processor.

This grant had created 400% increase in capacity from 40L of mango juice per day with the old machine to 160L/day for the new machine.

Bulk sale of mangos organised by the farmer cooperative members had increased prices 75% from 4 KS to 7KS.

KDC has added 6 long-term jobs.

4.5 PROSOYA Kenya Ltd

4.5.1 Background:

ProSoya Kenya Ltd was started by the managing director Mr. Kaburu Muguika in early 2010. The family company has created a relationship with Istapro, a soya extrusion company, and identified various products that it could market, varying from traditional baby food for the mass market to specific animal feed rations. Due to the rapid growth of the company it was clear that ProSoya's systems were vital to its continued profitability. CNFA F2F was asked to help structure the company.

4.5.2 Précis of Initial Assessment: (OCAT)

With an initial OCAT score of 1.9, ProSoya was deemed to need urgent improvement. Areas of Financial Reporting, Financial Systems, Human Resources and Management Structure all received a score of 1.0 and required substantive technical support.

4.5.3 Volunteers visits discussed with hosts

ProSoya Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Richard Edwards	July 23 rd to Aug 12 th 2011	Development of Financial and Quality Management System
2	Steve Tammeus	15 th to July 27 th 2012	Strategic Business Plan Development
3	Peter Clark	19 th to Aug 29 th 2012	Development of a Quality Control Program
4	Henry Winogron	5 th to Sept 20 th 2012	Corporate Governance Training

4.5.4 Hosts comment to the evaluators on general volunteer impact.

This host was visited on the 4th of July in the outskirts of Nairobi. The evaluators were met by the managing director of the company and his operations manager. It was clear from the outset that this company had its own product development and marketing advisors and ideas. However as this company was rapidly expanding they saw the need for management training and improved corporate governance. General quality control systems were also seen as a priority.

The managing director had worked for a large soya extruding company prior to starting ProSoya. The operations manager was his son who had previously worked for a large bank in the capital. Both believe that they need technical assistance to improve their governance of this growing family company.

The work on a strategic plan with a volunteer had looked forward a number of years upon the managing director's request. He wished to plan for the future of the company. This work was particularly appreciated. His staff also stabilised this rapidly expanding business that has seen sales increases of over 320% from 83,333 USD per month to 350,000 USD per month over just two years.

Employment in the company had risen from 10 to 61 permanent employees with an additional increase in casual labour. These increased figures cannot be claimed solely as volunteer impacts, but the host believed that the management, corporate governance and quality controls system have help the directors to look at the bigger picture.

4.5.5 Quantifiable Impact of a host visit identified by the evaluators (if any)

Trainings focused on providing start-up assistance to the newly formed and rapidly expanding company.

Two of the volunteers provided to Pro Soya were asked by the managing director (CEO) to serve on the company's Advisory Board and continue to do so.

Management and CNFA consider the company to be graduated and able and willing to pay for STTA but the managing director still trusts the practical quality of F2F volunteers.

5 Ugandan Case Studies

5.1 Bukanga Area Cooperative: Iganga, Eastern Uganda, 8th July

5.1.1 Background:

Bukanga Area Cooperative Enterprise is a registered cooperative which has been in operation since 2005. The cooperative was formed with the objective of increasing the quantity and quality of cereal crops, especially maize, in order to increase household incomes. Currently, the cooperative is involved in a number of activities which include, among others: farmer mobilization, training of members in improved agronomic practices, bulking and marketing of farmers' produce, savings mobilization activities, and environmental protection. The organization has a current membership of 1477 members (852 females, 406 males, and 219 youth) from the nine rural producer organizations (RPOs).

As a cooperative, Bukanga's advisory (or 'training') services are tied closely to the core activities of commodity bulking and market linkages. This is indeed a common approach in commercially-oriented extension/advisory services. Such an approach does not work easily in a situation where a majority of the farmers are struggling with the transition from subsistence to market-oriented farming activities. Bukanga is already experiencing a challenge in this respect. According to Bukanga management, a key bottleneck to increasing its farmer clients' capacity to supply the required quantities of commodities to the available market is the poor orientation of the farmers to commercial farming. This was evident in the first season when only 125 farmers out of the total 1477 were able to bulk only 180 MT of maize which was sold to Agroways. To effectively link Bukanga farmers to the selected market outlets, these farmers must be able to supply both the quantities and qualities of the relevant commodities as specified by the buying companies. Hence, capacity building is necessary at the farmer level both to re-orient farmers' attitudes towards market-oriented farming and equip them with the knowledge/skills necessary to engage meaningfully in producing for the market. To do this effectively, the proposed capacity building program (through volunteer technical assistance) should, out of necessity, involve the extension service providers, Bukanga management, and group leaders who interact directly with the farmers.

5.1.2 Précis of Initial Assessment: (OCAT)

With an initial OCAT score of 3.6, Bukanga's overall operations were deemed to be satisfactory with small areas for improvement. With scores of 2.0, organizational structure and financial accounting and reporting were two areas in need of substantial technical support.

5.1.3 Volunteers visits discussed with hosts

Bukanga Area Cooperative Enterprise Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Bradley Hilty	6 th to Mar 16 th 2011	Farm Business Development and Management Skills
2	Molly Ames	April 29 th to May 19 th 2013	Savings Mobilization and Credit Management Training

5.1.4 Hosts comment to the evaluators on general volunteer impact

The meeting was conducted at the rural offices of the BAC SACCO with the manager of the SACCO, a loan officer, and other members of the cooperative, including the cooperative general manager, were also present. The SACCO focused on its loans and reported that they had an existing portfolio of 65,000,000 Ugandan Shillings (UGS) in pure agricultural loans. However they did treat these loans like consumer loans, expecting a monthly repayment. The SACCOS total loan portfolio was reported to be around 150,000,000 UGS. This included other loans for sectors such as transport, health, housing, and consumer loans.

The management of the cooperative remembered and appreciated the work of the volunteer on savings mobilisation and credit management. They claimed they had implemented the training in their day to day management of the SACCO. They also claimed that their membership had increased from 1471 to 1520 members of the SACCO as a result of the work, with majority of loans given to women. A breakdown specifically of women using agricultural loans was not available.

The cooperative also mentioned that it was now bulking members' maize for sale. A figure of 100 tonnes was mentioned, and the reduction from previous years was claimed be as a result of poor harvests. The evaluators saw the micro-credit business as the cooperative's continued focus.

5.1.5 Quantifiable Impact of a host visit identified by the evaluators (if any)

It was difficult to note specific quantifiable impact for these volunteers as current default levels of loans was said to be at a level of 30%, but detailed information on agricultural loans was also not forthcoming. The following facts were given to the evaluators:

In 2010, the SACCO had 67 agriculture members. Currently it has 197 volunteer trained cooperative members to bulk maize and utilize WRS to access 24 loans from Housing Finance Bank in Kampala

65M out of 330M of the total portfolio is in agriculture (~20%)

5.2 Bukawa area marketing enterprise cooperative. Iganga, East Uganda, 8th July

5.2.1 Background:

BUKAWA area cooperative enterprise limited is a cooperative registered by the registrar of cooperatives in Uganda in 2004. The cooperative was formed with the objective of increasing the quantity and quality of cereal crops, especially maize, in order to increase household incomes. The cooperative is involved in activities like: farmer mobilization; enterprise selection; training of members in good agronomic practices and post-harvest handling techniques; bulking and marketing of farmers' produce; and analysis and dissemination of market information at an elementary level. The organization has a current membership of 209 members from the 6 rural producer organizations (RPOs).

5.2.2 Précis of Initial Assessment: (OCAT)

Bukawa received an initial OCAT score of 3.36, indicating their operations were satisfactory with numerous areas of their operations needing small improvements. Bukawa's lowest score was in regards to Management Practices and Sustainability. Technical assistance is deemed necessary with regards to improving the cooperative's monitoring and evaluation practices, dissemination of information to appropriate stakeholders and profitability.

5.2.3 Volunteers visits discussed with hosts

Bukawa Area Cooperative Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Dr. Paul Gorman	Oct 13 th to Nov 1 st , 2009	Farm Business Management Training
2	Jerome Heuertz	15 th to Sept 30 th 2009	Organizational Management and Leadership Training
3	Norbert Soltwedel	4 th to Feb 22 nd 2010	Post-Harvest Handling Training
4	Alan Laird	16 th to Nov 21 st 2012	Training on Use of Warehouse Receipts
5	Valerie Stinger	Jun 24 th to Jul 13 th , 2013	Marketing, Packaging and Blending

5.2.4 Hosts comment to the evaluators on general volunteer impact

The evaluators arrived at this cooperative and met a CNFA volunteer on site. There were approximately 30 cooperative members receiving training from the volunteer. This training had been an on-going development of a business plan for the planned leasing by the cooperative of a rice mill in the region. The volunteer had worked through a critical analysis of the new business including the completion of a SWOT which was clearly understood by the management and members present. It was clear however that the cooperative would need further assistance to create detailed and conservative cash flows for the required finance to run the mill. In addition, the proposed mill manager would require training.

The evaluators met with the chairman who was chairing a meeting. He stated that the cumulative effect of the volunteer placements had strengthened the cooperative so that it could be considered by the government as a valid tender participant for this new rice milling enterprise. This activity would allow the cooperative to access value

F2F Impact

Collective marketing of over 400 tons of rice and maize

Received rice milling enterprise from Ugandan Government to access value added markets for their rice

Input retail shop developed

added markets for their rice. In addition it would allow more of the member to produce "perfumed rices" that would increase their gross margins.

He said that the volunteers had helped them develop their use of the cooperative's 400 ton maize storage. In addition the storage had benefited from the volunteer's post-harvest handling training. However, they had not yet developed a full-blown warehouse receipts system for their members, which had been suggested by the volunteer.

As advised by a volunteer, the cooperative also had an input shop which was selling seeds to its members and non-members.

The chairman mentioned that the organizational management provided had helped the cooperative differentiate its businesses and allow them to create profit centres.

The chairman also noted that various agencies come to the cooperative to audit their books, and the training they had received from volunteers had helped them to be in compliance.

5.2.5 Quantifiable Impact of a host visit identified by the evaluators (if any)

Development of an input shop

Collective marketing of over 400 tons of rice and maize

The ability and resources to lease a new rice mill on offer from the government

Increased ability to successfully manage 500 ton storage

5.3 Farmers Centre Uganda Ltd (FACE), Northern Uganda, 9th July

5.3.1 Background:

Farmers Centre (U) Ltd (FACE) is a registered company which has been in operation since 2005. Its mission is “*Promoting profitable agriculture, improved quality of agricultural products and better market linkages to the farmers*”. FACE is involved in providing a range of agro-related services with the aim of developing value chains for small and medium scale farmers. The goal is to support the efforts of these farmers in uplifting their livelihoods through profitable agricultural practices. Focusing especially on the grains and oilseeds value chains, these services have included agro input distribution, advisory/training services (to farmers), market linkages, processing, and transportation. In this regard FACE plays a major role in facilitating access of its farmer clients to input and output markets. Agro input distribution, FACE’s core task, has focused on such inputs as improved seeds, farm implements, and agro chemicals (including fertilizer). It has organized coordinating centers, agents and stockists in all the five districts of Lango Sub region of Lira, Apac, Oyam, Dokolo and Amolatar. Market linkage activities have particularly focused on sorghum (locally, *epuripur*), maize, rice, sunflower, and soybeans. In this role FACE plays a marketing agent (or brokerage) role between farmers and major buying companies. In terms of sub-sector, FACE’s activities have thus far centered on crops, as its ability to intervene in the livestock sub-sector is hindered by the widespread insecurity in the region in the recent past.

5.3.2 Précis of Initial Assessment: (OCAT)

With an initial OCAT score of 4.94, FACE’s operations were deemed effective with little need for major improvement. FACE’s lowest score, 4, came in regards to their Financial Systems with a clear need for improved budget forecasting and projection capabilities.

5.3.3 Volunteers visits discussed with hosts

FACE Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Beth Oliver	May 1 st 2010 to June 18 th 2010	Farm Management and Stockists Business Trainings
2	S. Kay Rockwell	June 23 rd to July 14 th 2010	Extension Training Methods
3	Richard Cunningham	3 rd to Sept 19 th 2010	Marketing and Sales Development

5.3.4 Hosts comment to the evaluators on general volunteer impact

The evaluators met this input supplier and buying company in their office in Lira in Northern Uganda. FACE was represented by the company manager, the extension manager and production manager. At the time of the meeting, the company representatives stated that they were purchasing approximately 700 tonnes of sorghum and 300 tonnes of maize per annum from their farmer groups and other sources. They were also selling a range of inputs and noted that 20 tonnes of good quality seeds had also been sold to farmers in that period.

F2F Impact

\$200,000 matching grant from USAID LEAD received to purchase new cleaning machinery

50% increase in number of farmer members since 2010

300% increase in maize yield to 12 bags/ha

The staff members were very proud to announce that they had secured markets with various breweries for various value added products. Subsequent investigation revealed that this market had been found with the help of a volunteer.

Although the company did not provide any credit for inputs to farmer groups, it did provide extension to farmer groups and offered them a market for their produce. Their farmer groups could be linked to various finance institutions and a number of development agencies.

It was stated that another volunteer had developed training materials and trained the now 10 extension officers. These training materials continue to be the backbone of their farm

business training and are now being used by the extensionist/buyers to train 10,000 farmers in farm business record keeping.

It was also made clear by the staff that a volunteer's advice in business development had helped them create the paperwork required to obtain a grant from a recent USAID value chain project (LEAD). This grant had allowed the company to buy new cleaning machinery, valued at 200,000 USD, necessary to meet the specification of high quality buyers.

In general it was evident from the discussions with management that this company understood the value of farmer linkages and training to assist them in their main aim of sourcing raw material for their maize mill and other processes necessary to meet the brewers' requests.

In conclusion FACE provides a viable market and input source for farmers in the region. Its' extensionists provide both business and agricultural information to farmers. It was the impression of the evaluator that the farmers in the region require another two FACES to create competition in inputs and buying. Presently FACE appeared to be a profitable enterprise but during our meeting no clear financials were provided.

5.3.5 Quantifiable Impact of a host visit identified by the evaluators (if any)

FACE received the Top 100 fastest growing SMEs award in 2011

The company works directly with 10,000 farmers, up by 50% from 2010

Volumes of seed sold per season has increased to 20 tonnes; 300 tonnes of maize and 700 tonnes of sorghum were bought from farmers

All 10,000 farmers have now received business training using training materials provided by the F2F volunteer. Extension workers were trained and training materials were developed so information could be disseminated

Volunteer's marketing plan led to a matching grant from USAID LEAD for a maize processing facility worth \$200,000

Farmers used to get three to four 90 kg bags of maize/acre, and after training from volunteers and extension from FACE they are now getting twelve 90 kg bags of maize/acre.

5.3.6 A.K. Oils and Fats Uganda Ltd (Mukwano Group of Companies) 9th July

5.3.7 Background:

Mukwano Group is one of the established private sector businesses in Uganda with interventions in the agribusiness sector. Mukwano mostly operates in the mid-northern part of Uganda in the districts of Lira, Apac, Dokolo, Oyam, Kaberamaido and Amolatar including Masindi. These districts were identified by Uganda's Agriculture Ministry as having the highest potential to produce oilseed in the country. Operating in an area of the country which previously suffered insurgency for a period of 20 years, the company focuses on increasing sustainability within the oilseed sub sector with the aim of expanding rural economic opportunities by enhancing crop productivity and profitability for farmers in post-conflict affected areas. Currently, Mukwano supports an out-grower scheme of approximately 50,000 smallholder farmers in the seven districts, making it a lead firm in the sunflower value chain in the country. With support of Mukwano and its partners (such as the USAID's LEAD project team) these farmers are now organized into 1,600 producer organizations. Mukwano's experience to date suggests that there is interest and potential among farmers in this region to increase sunflower production to 50,000 metric tonnes with a clear future potential of exceeding 100,000 metric tonnes per annum. Mukwano has been a key player in the development of the agribusiness sector in the country and the oilseeds value chain in particular. Its main services/activities in the value chain include input supply; produce buying, processing and advisory/extension services. In October 2007, the company set up a modern oil mill in Lira district, in close proximity of the farm locations, where a part of its operations in sunflower oil extraction is carried out.

5.3.8 Précis of Initial Assessment: (OCAT)

With an initial OCAT score of 5.0, Mukwano's operations were deemed efficient and effective with little need for major improvement. Due to the more than 60,000 farmers they contract, improving the ability of Mukwano to purchase and process higher quantity and quality sunflowers will have a widespread affect in the Lira region.

5.3.9 Volunteers' visits discussed with hosts

Mukwano Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Don Renquist	5 th to June 26 th 2010	Cooperative Development
2	Merle Anderson	Sept 18 th to Oct 7 th 2010	Strategic Business Plan Development

5.3.10 Hosts comment to the evaluators on general volunteer impact

This oil seeds company based just outside Lira was visited by the evaluators on the afternoon of July 9th. They were met by the new operational manager of three weeks, the previous operational manager and the field's operations manager. Few financials were provided during this meeting.

F2F Impact

Foreign matter reduced from 6 to 2%

Business Plan utilized to purchase new solvent extractor estimated to be valued at \$900,000

Post-Harvest losses reduced from 15 to 10%

As discussed in the background, this is a pure agribusiness, sourcing its raw material of sunflower and a little soya from its own plantings and farmers in the region. It provides seeds to farmers on credit but since much of the sunflower in the region is grown without any further inputs, this is a useful service to farmers. They had recently introduced an improved French variety which they hoped would improve yields.

The introduction of volunteers to the company was praised by the management, mainly for their practical approach to solving the business problems.

The creation of a strategic business plan in 2010 by a volunteer with the onsite management had been approved by the board in early 2011. This document was still being used by management to guide this large business. Technical advice,

such as the use of a solvent extraction plant had been used in the business plan. His advice had resulted in not only the large but unspecified investment in the solvent extraction plant, but also cleaning machinery being purchased from Bulgaria. This volunteer relationship with the company continues to this day, being used for both on technical and managerial decisions.

“The Business Plan really made some wonders happen. It has been like a bible for us”

Mukwano Operation’s Manager

The field operations manager mentioned that the company had now employed 26 trained extensionists to service 60,000 oil seed farmers. He did not directly conclude that this was the result of a volunteer's work with the farmers but the increasing in number and development of extensionists was a recommendation of the volunteer who worked with the company in this area.

The management went onto to say that if they required further technical assistance they would approach the F2F Program, as they believed the quality and type of volunteers provided by F2F was the practical type of assistance they needed.

5.3.11 Quantifiable Impact of a host visit identified by the evaluators (if any)

A volunteer helped create a business plan for the company that was eventually approved by executive management. “It has been like a bible for us”. This business plan led to the investment in a new solvent extractor valued by the evaluators at a minimum of 900,000 USD.

Training of extensionists and farmers has helped improve the quality of sunflower delivered to the factory by reducing the foreign matter from 6% to 2%.

A volunteer helped form farmers into groups. There are now 2,000 groups made up of 60,000 farmers.

5.4 Pakanyi United Farmers' Cooperative Society Ltd (PUFCO) 10 July

5.4.1 Background:

PUFCO was established in 2006 as a community based organization with the overall goal of reducing poverty among farmers by promoting improved agricultural production and marketing. PUFCO's aim is to provide high quality financial, production and marketing services to member farmers. Currently, the cooperative operates in five parishes of Kihaguzi, Kyakamese, Labongo, Kyatiri and Kiruli in Pakanyi Sub County, Masindi district. PUFCO members are mainly involved in production and marketing of maize and soybeans. Services provided include:

Market linkages - the cooperative seeks to bridge the gap between farmers and large scale buyers. Currently, PUFCO famers sell their produce to UN World Food Program (WFP), large commercial buyers (Aponye Uganda and Shalom cereals), South Sudan, and local traders within Masindi district.

Value addition – through linkages with private agro processing firms (Kwagro industries limited) in Masindi district, PUFCO makes it possible for farmers to clean, sort and grade their produce so that it can fetch a good price on the market.

Capacity building - the cooperative builds the capacity of farmers in various aspects such as agronomy, post-harvest handling, business management, leadership and group dynamics.

Agricultural extension services - PUFCO offers valuable on-site production advice to member farmers and those within the areas of operation.

Agricultural input credit – through the cooperative, farmers gain access to agricultural inputs from one of the major agro dealers in the region (Kyomya Farm Supplies). The agro dealer provides inputs to farmers on credit and payment is made after produce is sold.

Financial assistance – This is provided through the member-owned Savings and Credit Cooperative Organization (PUFCO SACCO). Farmers are able to borrow funds from the SACCO to help them bridge the gap as they wait for income from the sale of their produce.

Storage facilities – with support from Build Africa Uganda, PUFCO hired storage facilities (of 600 MT capacity) to carry out produce bulking and collective marketing. PUFCO was also able to obtain an additional storage facility of 350 MT from UN WFP and the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).

Quality assurance – PUFCO makes available maize shellers, tarpaulins, moisture meters, computerized weighing scales, stitching machines to farmers to help them bulk good quality grain.

5.4.2 Précis of Initial Assessment: (OCAT)

PUFCO received an initial OCAT score of 3.7, indicating that their operations were satisfactory with small areas for improvements. With a score of 3.0, financial systems was deemed to need the most technical support, with an emphasis on improving the cooperatives financial accounting and reporting and equipping staff to properly prepare and forecast annual budgets for planning activities.

5.4.3 Volunteers visits discussed with hosts

PUFCO Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Mary Albrecht	2 nd to Dec 22 nd 2011	Organizational Strengthening and Management Training
2	George Kornstad	Jan 25 th to Feb 8 th 2012	Post-Harvest Handling and Storage Training
3	Bernard Shannon	10 th to Jan 27 th 2013	Resource Mobilization Techniques and Strategies

5.4.4 Hosts comment to the evaluators on general volunteer impact

<u>F2F Impact</u>
Members receive a 75% price premium over non-members selling maize seed
Post-Harvest losses reduced from 10 to 6%

This visit was conducted at the rural PUFCO offices near Masindi. The chairman of the production cooperative, the extension chief and two other members were present. The cooperative confirmed that it now had 345 members, of which 150 farmers were part of their flagship contract, supplying a seed buyer with certified maize seed. The farmer members involved in the production of seed were given seed on credit and received extension services from the cooperative, especially in post-harvest handling. The buyer of the seed now

also provided certification service for this seed.

Other buyers were discussed but it seemed that the cooperative believe that maize seed production was the most profitable for their farmers.

As a result of the economic training provided by the volunteers, the cooperative services, such as shelling, cleaning, drying, and bagging of the seed maize, all costs and their consequences, were better understood by the management and the members.

The chairman had also implemented volunteer recommendations in organizational strengthening by increasing access of the leadership to their members and working to improve their monitoring of their extension services.

From the evaluators' viewpoint, the largest impact was the training by a volunteer on how to monitor the improvements of a farmer's income when implementing extension recommendations in the field. These systems had helped the cooperative to identify their farmers' improvements in post-harvest loss reduction. This knowledge had motivated the extension officers and helped them increase the adoption of post-harvest techniques such as proper drying, storage and transport with the farmers.

The cooperative talked of ambitious plans of expansion into new farming areas. Several villages were going to be targeted in the next season.

5.4.5 Quantifiable Impact of a host visit identified by the evaluators (if any)

345 members currently, of which 150 grow seed under contract, giving better returns. Contract members sold at 1070 Shilling per bag versus 600 Shillings for normal milling maize.

Due to volunteer training in postharvest handling of maize and volunteer training in monitoring those losses, a real figure of reduction from 10% to 6% after PHH training was obtained.

5.5 Masindi Seed and Grain Grower's Ltd (MSGGL) 10 July

5.5.1 Background:

Masindi Seed and Grain Grower's Limited (MSGGL) started in 1984 as a loose out-grower farmers' association of the defunct Uganda Seed Project. In 1987, it was registered as a seed growers company limited by guarantee. In 2003, it was further transformed into a private limited company by guarantee (registration number 57927). In 2006 it became a public limited company with majority shareholders being farmers, and today MSGGL has 236 shareholders.

MSGGL's vision is to become a leading grassroots based company trading in seed and grain in Uganda with a goal of improving farmers' standard of living through promotion of increased crop production and productivity with special focus on value addition. MSGGL is committed to improving agricultural production, food security, and incomes of rural farmers in Masindi district through capacity building in agricultural production, input distribution, improved access to credit, provision of appropriate agricultural technologies, warehousing, grain processing, value addition, and collective marketing through the ware house receipt system.

Uganda Commodity Exchange (UCE), a private sector organization mandated by the Government of Uganda to regulate the Ware-house Receipts System Act of 2006, has licensed MSGGL to operate an electronic ware house receipt system (eWRS). Under this arrangement, farmers will access loans by placing warehouse receipts issued to them as collateral for loans with the banks of their choice.

MSGGL consists of 236 shareholders; 160 are male and 76 are female. The minimum number of shares that a shareholder must buy is 10 while the maximum number of shares is 100 and the share value is UGX 10,000. MSGGL has seven directors and each director must buy a minimum of 20 shares. Shareholders buy application forms at UGX 5,000.

The structure of MSGGL comprises of the general meeting, the supreme authority of the association, which meets once every year. The second organ is the board of directors which is comprised of 7 members. The third organ is the MSGGL management which comprises 11 staff: managing director, general manager, finance and administration manager, marketing manager, operations and production manager, collaterals manager/ warehouse keeper, accounts assistant, marketing assistant, machine operator, quality controller, and sales assistant, who run the day-to-day activities of the company.

5.5.2 Précis of Initial Assessment: (OCAT)

MSGGL received an initial OCAT score of 3.75, indicating that their operations were satisfactory with need for small improvements across multiple facets of their operations. With a score of 2.5, management practices was deemed to need the most technical support, with an emphasis on improving the companies' monitoring and evaluation practices and their dissemination of information to stakeholders. In addition, the OCAT noted a slight weakness in the technical skills of MSGGL staff members.

5.5.3 Volunteers visits discussed with hosts

MSGGL Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Ken Rice	1 st to Nov 10 th 2011	Crop Production Training
2	Bob Cooperrider	Feb 29 th to Mar 17 th 2012	Grain and Seed Processing Improvement
3	David Bernheisel	Jan 17 th to Feb 6 th 2012	Business and Financial Management Training
4	Dorothy Blair	June 7 th to July 1 st 2013	Small Scale Soya Uses and Processing

5.5.4 Hosts comment to the evaluators on general volunteer impact.

F2F Impact

300% boost in farmers' yields

100,000 Euro grant applied for to purchase new milling machinery

Increased consumption of soya protein in diet

The evaluators arrived at this site on the afternoon of July 10th and were met by the extension and mill managers. Discussions focused on the warehouse receipts system that the company was offering to farmer groups and the maize mill. The company explained that they had worked with another NGO to provide a market for the NGO's work with farmers. However, it appeared that although farmers understanding of production had improved and their linkages to farmer groups had improved, the recent departure of the NGO had left a gap in the ability of farmers to afford their inputs. The NGO had provided free inputs to farmers but no means of paying for them after they left. The company could not provide working credit to farmer group on top of its commitments to warehouse receipts. In addition the NGO and a volunteer had promoted soya growing as an intercrop with the intention of improving soil structure and rotation, but unfortunately without giving them an understanding of use or a market to provide the product.

Discussions then turned to the CNFA volunteers. The immediate reaction of staff was to praise the recent volunteer who had been provided on the host's request to solve the women's marketing problem with soya. MSGGL was being supplied with soya it could not pay for and did not want. The farmer groups assumed that MSGGL would take it as it was part of the Action Aid effort. The volunteer therefore worked with the women to train them in ways that the soya could be processed on farm into nutritious food for the family. This work had had an immediate impact as the farmers took back their soya and were now calling it "gold". Obviously the outcome of this small input had significantly increased the family nutrition in the region.

The mill manager discussed issues they had with the mill and the work that a volunteer had covered, helping them to reduce their losses in the mill process. They had also developed an improvement to the mill with the volunteer that identified machinery sources and quotations.

This had allowed them to apply for a grant from a Dutch organization for 106,000 Euros. MSGGL were awaiting a response.

Discussions continued on the warehouse receipt system and how their business and financial training had help improve their knowledge.

This meeting overall appeared to show that the company was moving forward, however no figures were forthcoming and the managers seemed of the view of the evaluators that the interviewees did not know too much about the finances of the company. Further investigation with the country director revealed that the two leading directors of the company had died very recently and the future of the company was in doubt.

5.5.5 Quantifiable impact of a host visit identified by the evaluators

The mill manager discussed issues they had with the mill and the work that a volunteer had covered, helping them to reduce their losses in the mill process. They had also developed an improvement to the mill with the volunteer that identified machinery sources and quotations. This had allowed them to apply for a grant from a Dutch organization for 106,000 Euros.

The volunteer worked with the women to train them in ways that the soya could processed on farm into nutritious food for the family. This work had had an immediate impact as the farmers took back their unsold soya and were now calling it “gold”. The outcome of this small input from the volunteer had significantly increased the family nutrition in the region by giving farm families the knowledge of how to use and eat the soya they had grown.

6 Tanzanian Case Studies

6.1 Home Veg Tanzania Ltd

6.1.1 Background:

HomeVeg Tanzania LTD is a registered company which has been in operation since 2009. Its mission is “Promoting profitable agriculture, improved quality of agricultural products and better market linkages to the farmers”. As an export company it exports fresh vegetable to Special Fruit, a horticultural importer based in Belgium. However, in the near future, HomeVeg will also begin exporting to Well Pack in the UK. At the moment, the company exports an average of 7 metric tons of fresh vegetables every week. This amount is relatively low as compared to the company target to export up to 20 tons per week in the near future. This target can only be achieved if small scale grower groups are able to increase production.

HomeVeg Tanzania operates the unique Quality Management System (QMS) model which allows small holder farmers that are organized in groups as per GlobalGAP OPTION II to produce for the European and other overseas market destinations. HomeVeg is located near Arusha, Northern Tanzania and supply top quality vegetables and fruits to Europe and other destinations around the world. Their main export market destinations are Special Fruit Belgium, Global Pacific UK, and Fresh 2 Go UK and have in the past supplied to other UK and Netherlands markets.

HomeVeg is a company with two arms (Capacity Building/Production Department and Marketing Department), both equally important. The capacity building and production department is mainly involved with developing capacity of small holder farmers through Good Agricultural Practices (G.A.P) training and sourcing funds for small grower’s GlobalGAP infrastructure development and GlobalGAP accreditation. This department provides agronomic oversight to all HomeVeg growers’ groups. HomeVeg is committed to ensure that growers in its supply chain abide to market standards. The capacity building department develops Quality Management System (QMS) for all groups, as well as doing GlobalGAP internal inspection.

6.1.2 Précis of Initial Assessment: (OCAT)

HomeVeg received an initial OCAT score of 3.77, indicating that operations were satisfactory with small needs for improvement across operations. With a score of 3.0, HomeVeg’s efficiency required the most improvement with a particular need for technical support to boost the technical skills and expertise of HomeVeg’s staff and improve their adaptability to market fluctuations.

6.1.3 Volunteers visits discussed with hosts

Home Veg SACCO Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Dean Wheeler	4 th to July 22 nd 2010	Pack House Management Training
2	Jeffrey Engles	July 18 th to Aug 2 nd 2011	Post-Harvest Handling Training
3	Dianne Twete	Apr 15 th to May 5 th 2012	Legume Production Training
4	David Eding	July 20 th to Aug 8 th 2012	Marketing
5	Thomas Kimmel	Aug 26 th to Sept 7 th 2012	Agribusiness Training
6	Sid McGregor	Feb- Mar, 2013	Videography

6.1.4 Hosts comment to the evaluators on general volunteer impact

This host was visited near Arusha on July 15th. The evaluators met Mr. Mussa Mvungi, the Managing Director of the company. He mentioned that the company's primary focus from 2009 had been to strengthen farmer groups that would be prepared to contract farm for the company. The company has plans to farm but at the time of the visit, continues only to buy from out grower groups. There are a number of volunteers that had contributed to this specific aim. However one volunteer had worked directly on pack house management with the company. This volunteer had primarily looked at the pack house's ability to comply with HACCP. This factory certification is required by many buyers in Europe which still is the market focus of the company.

The volunteers have clearly helped the company develop farmer groups which have increased from 150 farmers in 2009 to 1900 at this time. The managing director was particularly happy with the GlobalGAP work that the volunteers had continued from their initial work of certifying certain early cooperatives. He praised the training material and detailed work that had been accomplished by the CNFA volunteers.

The company had recently been given a 150,000 USD by the US African Development Fund (USADF) to build a new pack house. This investment will require an increase in output and the Managing Director hoped that they would reach an average of 10 tonnes of product bought per week. Their present output was around 6 tonnes per week. To make up the tonnages the company had recently also focused on mange tout and sugar snap peas in the Tanga region of Northern Tanzania with the support of Oxfam, who were providing extension and containers for post-harvest heat removal to farmer groups supplying the company.

This new line of production was a relief to the company as bean production and baby corn had often had marginal returns, and bobby beans were not economic to ship with gross airfreight rate at around 1.60 USD/kilo. He also mentioned that Tanzanian vegetable exports were also compromised by poor quality local packaging and the need to import packaging from Kenya, which was expensive.

The operations of the company required farmer group to supply ungraded beans and peas to the factory and accept their grading loss to obtain export quality. The exported grade was paid at the export price. Following grading the losses were returned to the farmer groups or sold by the company at the current market price. The manager mentioned that the company

was now receiving bean product from experienced farmer groups with 20% wastage factor. The wastage factor had reduced from 40% rejection when they began. He attributed this decrease to CNFA volunteers and the work of his and other extensionists.

Better marketing of his product was the company's present focus as they continued to work with their farmer groups. The start-up of new Qatar and Turkish flights could now give the company broader market opportunities.

6.1.5 Quantifiable impacts of a host visit identified by the evaluators

The increase of export quality crop yields achieved by farmers participating in volunteer training.

Following an audit of HACCP activities by a volunteer, the understanding by company management that a new pack house facility was required to meet new EU standards .

6.2 Kibiu Export growers association.

6.2.1 Background:

Following the help of a local NGO and Home Veg, the association was formed in 2009 with a membership of fifty farmers. The prime reason for its formation was to help with the consolidation of produce in this productive area. CNFA volunteers started their help on various topics at the request of Home Veg.

6.2.2 Précis of Initial Assessment: (OCAT)

No OCAT was found for this host

6.2.3 Hosts comment to the evaluators on general volunteer impact

This host was visited near Arusha on the 15th July. The evaluators met the chairman of the association his secretary and eight of the fifty association members. The association explained their growing business as individuals and that the formation of the group in 2009 had improved their ability to sell to traders and contract buyers. They grew a range of horticultural crops on land areas that seemed to vary from one acre to three acres per farmer. Tomatoes for seed, chillies, fresh beans and baby corn had been grown on contract. Other more traditional crops were also grown but not marketed together. They presently had contacts with two companies Home Veg and East West seed company who had recently contracted with them directly after the association had been previously been contracting through a middle man called Multi flower.

The CNFA volunteers' contribution to the association was then discussed with the main general sense that they all appreciated the volunteer coming to their village and training all members, as their experience of previous training inputs had been one or two of the members receiving training in Arusha but then having to recount their experience. If the training was available to all members then they believed it created improved adoption and had the side effect of strengthening the group mentality.

IPM training was specifically mentioned by the chairman as having given the members the understanding that not all pests were a problem and they could now identify beneficial pests.

The chairman went onto say that their linkage to HomeVeg had given them a grant to construct a building that complied with GlobalGAP standards for post-harvest storage of fresh produce.

In addition their understanding of business provided by a volunteer had allowed them to contract directly with the seed purchaser East West.

6.2.4 Quantifiable Impact of a host visit identified by the evaluators

In this farming group it was clear that knowledge gained from volunteers had been the prime catalyst to developing a group of farmers that could now look at their farming as a business.

6.3 Gendi Rural Cooperative Society

6.3.1 Background:

Gendi Rural Cooperative Society started in 1987 and with 300 members. Initially, major activities of the cooperative society focused on input supply, agricultural production and extension services. Gendi rural cooperative society faced significant challenges both in its leadership and financial management resulting to a significant drop out of its members. Currently the cooperative society has only 57 members. Today the Cooperative Society is operating as a broker/consolidator and stands as a bridge between small scale producers (pigeon peas & coffee) and local exporters mostly Indian traders from Arusha (Dodoma Transport/Zenobia Seeds) and from Dar es Salaam.

6.3.2 Précis of Initial Assessment: (OCAT)

With an initial OCAT score of 2.15, Gendi Rural Cooperative was deemed to need technical support to improve daily operations. With scores of 1, critical technical support was needed to improve Gendi's profitability and monitoring and evaluation of operations. Noted strengths of Gendi Rural Cooperative was their willingness and ability of management to adapt to various market conditions.

6.3.3 Volunteers visits discussed with hosts

Gendi Rural Cooperative Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Robert Albrecht	Mar 28 th Apr 18 th 2009	Grain Storage Training
2	Bryce Malsbary	14 th to June 27 th 2009	Leadership Development
3	James Neibauer	10 th to July 24 th 2009	IPM Training
4	Dianne Twete	Aug 16 th to Sept 4 th 2009	Post-Harvest Handling Training
5	Joe McFadden	13 th to Sept 29 th 2009	Financial Management Training
6	Lynda Swenson	May 31 st to June 18 th 2010	Business Management Training
7	Steven Tammeus	1 st to Aug 20 th 2010	Grain Storage Training
8	Jeff Neville	Nov 28 th to Dec 12 th 2010	Marketing Survey
9	Lynda Swenson	2 nd to Nov 16 th 2012	Strategic Planning

F2F Impact

More than 100% increase in pigeon pea yields to 7 bags/ha

Business Plan resulted in 64,000,000 Tsh loan from NMB Bank

Tanzania Warehouse Licensing Board granted a new warehouse worth 74,000,000 Tsh

Price floor established in local pigeon pea market, resulting in increased incomes of \$280,000

6.3.4 Hosts comment to the evaluators on general volunteer impact

This host was visited at its offices and grain storage on the 16th of July in the village of Gendi. The cooperative had arranged a meeting with its board members and members in its new 400 ton maize and pigeon pea grain storage facility.

The chairman discussed the volunteers in detail, mentioning them in order of their visits. Post-harvest training had helped with their understanding of where in the production chain they were losing grain. One member said mentioned that his yields have increased from 300 kg to 700 kg/acre of intercropped maize on adoption of the training.

IPM training, especially on pigeon pea, had helped farmers to understand that again there were critical points such as

flowering where pest, at certain levels, needed control where at other times the pest present were not making any economic impact on the crop.

Financial and business planning were understood by the board thanks to a volunteers effort and had resulted in a line of credit being approved by their local bank for use in their warehouse receipts system which they were now storage a new 400 ton store.

All this impact, however, was overshadowed by the combination of these skills that had led to a contract with a large buyer for pigeon pea who offered a floor price to the cooperative which had in turn created a floor price for all buyers in the region. The chairman explained that as Gendi was the center of production of pigeon pea in the northern region, there were many buyers offering low prices to the cooperative members and non-members. These prices at the time were around 400 TSh/kg. As Gendi had a large contract with a floor of 600 Tsh/kg, even if they did not buy the peas, the farmers when sell to other buyers would not accept less than 600 Tsh/kg

6.3.5 Quantifiable Impact of a host visit identified by the evaluators

Membership has grown, but not immensely from 2009 (55 members) to present (77) members.

Volunteer wrote a business plan with the cooperative, which allowed them to receive a 68M Tsh loan/line of credit from NMB Bank. This loan was used to purchase maize from farmers to store in their warehouse. Last year issued 46M Tsh in advanced credit to farmers

Prior to F2F training on production were getting 3 bags/hec, now getting 6-7 bags/hec.

Tanzania Warehouse License Board granted the Cooperative a new building for their WRS worth 74M Tsh.

Last year's production of pigeon peas was 138MT from members, this year they expect 250 tonnes and further purchases from non-members.

After receiving production and grading training from F2F volunteers, Gendi was linked by CNFA to Pan-African commodity buyers Export Trading Group to act as a wholesale buyer of pigeon peas. Export Trading Group and Gendi entered into a four year agreement where the minimum price (price floor) was set at 600 Tsh/Kg. Prior to the arrangement with Export Trade Group, pigeon pea prices fluctuated between 300-500 Tsh/Kg. Gendi's farmer participated in the price appreciation, some farmers reported receiving as high as 800 Tsh/Kg.

Therefore, if you take a conservative area of pigeon pea grown in the area of 1,500 hectares, a conservative price increase of 200 Tsh/kg attributed to the Gendi floor price and 1.5 ton/hect average yield for intercropped pigeon pea, the net affective gain to the region of the volunteers input into Gendi cooperative has been approximately an increase of **280,000 USD into the region.**

6.4 Usomama Saving and Credit Cooperative (SACCO)

6.4.1 Background:

USOMAMA SACCOS is an example of a well performing SACCOS in regards to rural finance schemes in Hanang district, Manyara district in Tanzania. This cooperative is making a substantial contribution in providing access to financial resources to its members. The cooperative collects and stores members' maize through a warehouse receipt system which allows the farmer to store his maize in a warehouse at harvest time when the prices are very low and gets a loan from the SACCOS equivalent to 65% of the value of the warehoused maize. When the prices are favorable, the farmer sells the maize, pays off the loan plus interest and keeps his/her profit. The SACCOS has more than 335 members of whom 25.3% are women. Women who are members of Usomama SACCOS reported to be involved in subsistent farming as their main livelihood activity and they grow maize, beans, pigeon peas, sunflower, vegetables, and also raise chicken, cows and goats. Some of these women are engaged in some income generating activities to complement the subsistence farming. The type of activities engaged include small shops, selling local brew, beekeeping, vegetable selling, food vending (called mama lishel), selling chicken, and are also involved in village community banks (VICOBA). Their income generating activities are informal and micro. Most of the income generating activities are done from home or locations not legally recognized and are owned by individuals, family and mostly exploit family labour and few operate in groups.

6.4.2 Précis of Initial Assessment: (OCAT)

With an initial OCAT score of 2.125, Usomama SACCO was deemed to need significant technical support across all aspects of its operations. Particular technical support was considered critical in the areas of management practices, financial reporting and efficiency.

6.4.3 Volunteers visits discussed with hosts

Usomama SACCO Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Lynda Swenson	Feb 15 th to Mar 3 rd 2011	Business Planning
2	Valerie Stinger	7 th to Mar 24 th 2011	Marketing Plan
3	Nobert Soltwedel	May 16 th to June 2 nd 2013	Post-Harvest Handling Training
4	Diane Graffin	June 19 th to July 3 rd 2013	Financial Record Keeping Training

F2F Impact

85% increase in maize price after farmers' trained to meet WFP standards

6.4.4 Hosts comment to the evaluators on general volunteer impact

This host was visited on the afternoon of July 16th at their SACCO offices. After the organized visit at Gendi, this visit was a contrast. It was clear that the chairman had not delegated much power to its board members and therefore the evaluators believed that acceptance by the chairman to implement the simple advice from a volunteer to separate the credit business from their maize buying business was a huge success.

The maize buying business and its status of World Food Program supplier can be directly attributed to the work in post-harvest handling of a volunteer. This knowledge allowed the cooperative to receive a temporary storage tent from WFP as their collection center for the region and offer improved prices for graded maize. This understanding of supplying maize to a specification will help the cooperative sell to private buyers in the future.

Having interviewed the secretary and chairman on the credit business side of the cooperative, it appeared that things were not well organised. No interest was given to savings until the deposits had been with the SACCO for eight months. Then minimal interest was paid, however on lending, the SACCO was charging 3%/month to its members, and as a consequence, their portfolio had remained at 52.5 million Tsh.

The cooperative also complained about its inability to obtain loans for warehouse receipts from banks as they believed the banks interest rates were too high to sustain.

6.4.5 Quantifiable Impact of a host visit identified by the evaluators

The quantities of maize sold to WFP in 2011 was 140.2 MT; and in 2012 was 116.6 MT, due to members not wishing to store with the cooperative or a reduction in membership.

CNFA volunteer trained USOMAMA farmers to meet WFP standards. Prior to selling to WFP, the price received was 350 Tsh/Kg, now selling to WFP it is 650 Tsh/Kg.

USOMAMA is the only seller to WFP in the district. Therefore, in theory, this should improve its membership of the SACCO.

6.5 VIMI (SACCO)

6.5.1 Background:

VIMI Saving and Credit Cooperative Society (SACCOS) LTD is a farmers' saving and credit organization that serves members from three villages: Mtumba, Ihumwa, and Vikonje. The SACCOS helps individuals obtain credit that would otherwise be difficult to acquire from other financial institutions, especially banks due to lack of collateral and high interest rates. VIMI SACCOS has 454 members, 198 of which are women. VIMI SACCOS obtains capital from a membership fee, membership shares, and interest paid by members from loans. Each share costs Tshs. 10,000 and each member has to buy shares of not less than Tshs. 20,000, with the opportunity to save and receive credit from the cooperative.

VIMI SACCOS provides credit to its members for agriculture, education, business, purchasing building materials, and emergencies (such as funerals). Farmers from the three villages of Mtumba, Ihumwa, and Vikonje produce horticultural crops such as tomatoes, onions, eggplant, amaranth, okra, Chinese cabbage, spinach, peppers, and sweet peppers. Vegetables are a major source of income and job creation in these villages. The primary market is the local community within Mtumba, Ihumwa and Vikonje villages, and a few individual buyers from Dodoma and Dar-es-Salaam towns. However, farmers need strong and accountable leadership that will help farmers in their efforts of production.

6.5.2 Précis of Initial Assessment: (OCAT)

Vimi SACCO received an initial OCAT score of 3.77, indicating that its operations were considered satisfactory with small need for improvements across various aspects of its operations. With a score of 3.0, Vimi SACCO's governance was considered to need the most technical support, with an emphasis on developing a clear mission statement and streamlining the SACCO's activities to support the organization's goals.

6.5.3 Volunteers visits discussed with hosts

Vimi SACCO Volunteer Table			
Assignment	Volunteer	Dates	SOW
1	Brian Tuck	5 th to Sept 22 nd 2011	IPM Training
2	Bob Weinberg	Aug 26 th to Sept 12 th 2012	Marketing Strategy Training
3	Velma Gwishiri	5 th to May 25 th 2013	Organizational Development Training

6.5.4 Hosts comment to the evaluators on general volunteer impact

This host was visited by the evaluators near Dodoma on the 18th of July. The VIMI SACCO received four volunteers providing TA support in areas of IPM and soil fertility, market development and organizational capacity building. After discussing the volunteers' impact with the chairman, secretary and nine other member of cooperative, it appeared that the volunteers' focus on improved production had increased farmer income. Agronomic practices

such as double digging of manure in soil preparation and the use of mulch had been reintroduced to the farmer members. In addition, reduced pesticide use through a better understanding of pest infestation and scouting had been trained. Simple advice of combining fungicides and pesticide in the same spray had saved labour. The farmers especially appreciated the practical training in the field that the agricultural volunteers had used.

F2F Impact

50% less pesticide use

100% increase in tomato yields

More than 200% increase in price of Chinese cabbage due to bulking and selling in Dar es salem markets

All these small changes had made a large impact on saleable yields. One women member believes she had doubled her yields from the previous season after adopting the training practices.

These adoptions were discussed at length as it was clear that volunteers could not train all the farmers in the group. It was estimated by the farmers present that 63 farmers had had agricultural training from one of the two volunteers. However, they mention that this figure had been enough to create the critical mass so that through word of mouth and

"looking over the fence" all the 400 farmers were adopting the practices. They all mentioned that they had picked lead farmers on different locations to help spread the use of the trained practices.

Next to be discussed was the volunteer marketing advice that individuals in the SACCO had come together to bulk certain crops such as Chinese cabbage. By their own efforts, they had created linkages to Dar that had improved gross returns to the individual farmers.

Finally, the unique point that came from discussions the SACCO leadership was the increased confidence that all the above had given to their credit committee when assessing loans. In addition the membership was increasing their use of the SACCO as they now had confidence that they could pay back loans. Some members mentioned that they were diversifying in other businesses such as shops and transport on the back of their farming success. Loans had increased in from 50,000,000 Tsh in 2012 to 64,000,000 Tsh in the first half of 2013 and default had reduced significantly.

6.5.5 Quantifiable Impact of a host visit identified by the evaluators

Prior to F2F training, farmers were selling individually in the local market; however, now farmers bulk and sell in the Dar market.

In the local market, 5 bundles of Chinese cabbage were selling for 100 Tsh. In Dar market, 1 bundle of Chinese cabbage sold for 200 Tsh (minus middleman and transport costs).

F2F volunteers trained lead farmers, 64 in production techniques, who then disseminated knowledge to all 400 members and even some non-member neighbors in the area. According to members, the implementation of the agronomic practices had led to the doubling of tomato yields, mainly due to increased plant health that created a prolonged harvesting period. Other benefits such as reduced irrigation requirements with the use of mulch were mentioned.

Proper use training in pesticide and IPM has led to 50% less pesticide used now. In addition, farmer mix insecticide and fungicide which lowers labor costs.

As farming becomes more profitable, loans have increased at the SACCO in 2012/2013 from: 54M Tsh to 60M Tsh.

7 Conclusions

In general, the evaluators were very impressed with the organization of volunteer input and specific host impact, so suggestions from various sources below are seen as refinements to successful programs.

From a lessons learnt point of view, there are a number of general issues that were identified by the evaluators during their visits that might make it easier to identify real/relative impact of volunteers in the future, as well as monitor knowledge gained by recipients.

It is recommended that the OCAT system is upgraded to a full management tool for F2F staff. Good M+E of operational work in the field is vital to identifying successful assignments.

The system should include a grading of different technical capacity as well as the existing governance and business management and be computerised so that it can be updated following each volunteer visit. A reporting and grading system should be standardised with the region so that each country director and his staff have clear guidelines for its completion.

The present system of evaluation of a host's performance assumes that the volunteer gives recommendations for implementation for each visit. These recommendations are implemented and the impact of the recommendations is noted. This system does not take into account the knowledge that is acquired by a host but cannot be implemented at that time for various reasons. At present, F2F management waits for a certain time, perhaps six months, to see if that particular input has been implemented. If the host has implemented the recommendations, then it is assumed that the host has moved forward. Presently, if a skill is not implemented within a certain time, it is assumed that the knowledge is lost and the host is also assumed to have failed in their end of the F2F bargain and gets no further help.

In many cases in the East African context, it may be useful to create a standard package of tried and tested measures/volunteer inputs that suit a certain level of host. This package of knowledge would allow and require for more immediate evaluation and monitoring at each stage to show that the host has acquired the skills that will improve their circumstances. Implementation will naturally come when their businesses allow.

During our evaluation the hosts' constant response was, "we wish to learn and appreciate the knowledge that was provided". These hosts had all understood that F2F was not a donor of goods or grants.

The evaluators met several volunteers during their travels and interviewed them on their experiences. One of the questions always asked was, "how many assignments have you done and how effective were you on your first assignment?" The answer to the second question was often that they felt they were not effective on their first assignment. This issue was echoed by hosts and country directors. A cadre of professional volunteers is the way to get value for money in the transference of knowledge and impact. If the objective of providing

services to recipients has to be compromised by other requirements, then it is the evaluators' recommendation that new volunteers are 'buddied' with experienced volunteers at the end of their assignments so that they can learn from each other. In-country experience cannot be substituted by home office back up.

Another way of maintaining and disseminating the knowledge of visiting volunteers would be the development of a relationship with a local consultancy company. If a volunteer is imparting knowledge that the said local consultancy company would be interested in, they could counterpart the volunteer with the agreement that they help with another host.

Issues directly relating to discussions with the country directors: all wanted more resources to follow up with hosts. All believed that a volunteer doing two assignments or multiple hosts was more efficient. Defining assignments on the basis of air travel seemed very inefficient to them. They all suggested that experienced volunteers could do 28 days in country or between adjacent countries without returning to the US and this should be defined as two assignments. Savings made from these arrangements would provide the funds for better follow up with the hosts.

Country directors also felt that working with other USAID projects and donors often created confusion with their hosts. F2F became a convenient excuse for other projects' inactivity or lack of achievement. Country directors suggested that F2F could be the catalyst for businesses to seek finance from donors but this should not be done as the behest of a particular project, but at the request of the host.

Country directors' views on cost share were interesting. They believed that the percentage cost share should be directly related to the host turnover. For a small cooperative to pay the same percentage for a volunteer as a large company was not realistic. In fact, the variance was happening but it needed formalising.

Finally, where possible, F2F should maintain its technical focus higher up in the agribusiness value chain but this focus must be justified more clearly in terms of real beneficiaries. Presently, there are cases where it is difficult to identify beneficiaries apart from the company itself.