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A Progress Report of ACDI  
Activities Under the  
Uganda Food Production Support  
Project

August 1982 - December 1983

AID Cooperative Agreement No.  
617-0102-A-00-2005-00

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UGANDA FOOD PRODUCTION SUPPORT PROJECT  
AID PROJECT NO. 617-0102  
PROGRESS REPORT (AUGUST, 1982 - DECEMBER, 1983)

BACKGROUND INFORMATION

In 1979 USAID resumed assistance to Uganda through a commodity import program for the procurement of basic agricultural inputs including hoes, bicycles, and seeds. On ACDI's suggestion, AID decided that these commodities should be distributed through the surviving cooperative system. ACDI was subsequently asked to assess training and technical assistance requirements of the cooperative sector. In 1981 ACDI project officer Don Crane and Jim Guderyon, ACDI cooperative training specialist in Kenya, prepared a technical assistance and training component of the project which resulted in a cooperative agreement in early 1982.

The initial project agreement called for approximately 700 participant weeks of in-country seminars, 55 participant months of specialized short-term technical training in the U.S., and 4 participant years of degree oriented training in the U.S. It also called for 1 long term advisor to reside in Uganda for 18 months with an additional 31 person months of short-term consultancies. Nine months after project startup the project was amended in April, 1983 to include approximately 27,000 participant weeks of in-country seminars and 116 participant months of specialized short term training in the U.S. The amended project also revised the technical assistance requirements to include four long-term advisors for 64 person months plus 54 person months of short-term consultancies. Summaries of in-country training activities, participant training in the United States, and technical assistance provided by ACDI through December, 1983 can be found as appendices to this report.

TECHNICAL ASSISTANCE

1. Team Leader/Planning Advisor

Roger Newburn arrived in Uganda on August 4, 1982 to assume the role of Team Leader/Planning Advisor. Newburn was ACDI's storage and transportation advisor to the National Milling Company in Tanzania from 1973 to 1977 and afterwards headed a rural development project in Jamaica. As a result of the amended project agreement his original 18 month contract was extended an additional 6 months.

Although his primary duties in Uganda are to assist the Ministry of Cooperatives and Marketing in the establishment of a fully-staffed and competent planning unit within the ministry's Management and Development Section, it wasn't until late July, 1983 that a fulltime planning director had been appointed by the Ministry. The planning unit still does not have an adequate staff due to budgetary restrictions but the planning advisor has worked with the unit's director, Mr. Kaggwa, to develop a budget for the formation of an adequately staffed planning unit and has been able to assist him to determine the key areas on which the planning unit should concentrate. Initially the unit will focus on data gathering and the development of a useable management information system. This in turn should allow the planning unit to have the proper data which it can use to formulate sound policy recommendations, proposals, etc.

The majority of the team leader/planning advisor's time has been devoted to providing the administrative and logistical backup for a complex project of in-country training seminars, U.S. participant training and the arrivals/departures of 8 short-term consultants and 3 other long-term advisors. This has entailed providing a complete orientation and briefing to ACDI's advisors and consultants, handling the documentation, orientation, and travel arrangements for 58 Ugandans selected for short-term stateside training, and assisting ACDI's primary training advisor and management development consultant to arrange logistics for a continuous series of in-country seminars.

## 2. Management Development Consultant

In August, 1982 Bob Gaarder arrived in Uganda for his first of four visits as management development consultant to the Uganda FPSP. His selection for this assignment was based on his previous work on an ACDI training assignment in Tanzania coupled with his broad experience as a management development consultant/trainer in both the U.S. and developing countries. During his initial six week stay he conducted a training needs assessment of cooperative management and at the end of his stay held a very successful diagnostic seminar with top management personnel of the cooperative unions and ministry which led to the planning and design of advanced management seminars.

In January, 1983 Gaarder returned to Uganda to conduct two advanced management seminars on planning and staff management, and a third seminar on training of trainers. In all, 52 cooperative leaders participated in the planning and staff management seminars and 42 in the training of trainers courses. Assisting Gaarder during the seminars were Dorothy Tucker, a California based management psychologist, Don Spears, a management training consultant, and primary training advisor Lee Rosner. Following these seminars Gaarder developed a training plan for mid-level managers including accountants and factory managers, and identified a senior Ugandan lecturer at the Institute of Public Administration, Mr. Mbangi, as the key person to assume his role as training consultant to the MCM in 1984.

Gaarder returned to Uganda in mid-July to assist Ugandan trainers in finalizing and implementing five training programs for cooperative union accounting officers and managers. Thirty-nine accountants and fifty-five production, factory, and ginnery managers were trained during the months of August and September. Gaarder remained in Uganda until the completion of the first production management course in late August. His role during this visit was not as a trainer per se but to evaluate the Ugandan trainers on a daily basis and give them feedback on their execution of the training programs. Prior to his departure he also met with key officials from the ministry and Makerere University to discuss the development of a program of cooperative studies at Makerere for coop managers. This resulted in a decision to create a program for mid-level and senior managers. To accomplish this it was decided that two departmental heads should attend an 18 week training program at the Center for Cooperatives at the University of Wisconsin that fall.

In November, 1983 Gaarder again returned to Uganda to conduct a follow-up assessment seminar to review the progress of selected secretary-managers from the advanced management seminars. During this seminar he also led discussions on networking, and additional felt training needs of the Ugandan participants. This fourth visit by Gaarder brought to a very successful conclusion the first phase of the development of training programs for senior and mid-level managers within the cooperative movement and resulted in a cooperative training plan for CY 1984 which was developed by the participants themselves.

### 3. Primary Training Advisor

Lee Rosner joined the ACDI team in Uganda in January, 1983 to assist in the management and trainer training seminars and to assist the Ministry's Education Section to design and implement a series of in-country seminars aimed at providing training in cooperative principles and practices to secretary managers, boards of directors, committee members, and ultimately primary society members countrywide. Rosner's selection as primary training advisor was based on his considerable prior training experience in the U.S. and his work with cooperatives as a Peace Corps Volunteer in Colombia. His assignment was for twelve months.

During calendar year 1983 Rosner assisted the MCM to conduct primary society training programs in virtually every district in Uganda reaching more than 1,000 Ugandan cooperators. After completing his assignment with the Management Development Consultant on the management and trainer training seminars Rosner conducted a training needs assessment of primary societies in the North, East, and West regions and prepared the necessary training materials needed to carry out the resulting training requirements. His actual training exercises began in July and have included conducting three training of trainers programs and coordinating and monitoring the various district training teams as they design and carry out their programs.

Budgetary restrictions and a sheer lack of adequate time have kept the training advisor and his ministry counterparts from initiating other needed training programs for trainers, district cooperative officers, and union committee members. Also, there still remains a lack of adequate training facilities and materials in many districts.

### 4. Distribution and Warehousing Advisor

Bill Stonefield originally went to Uganda in November, 1982 as a consultant to the Uganda Cooperative Central Union to review its storage and inventory operations and make recommendations for improvement. His previous experience as a supervisor with Allis Chalmers Corporation proved quite appropriate as he was able to make a number of recommendations which were implemented prior to his departure from Uganda in February, 1983. Based on the

positive results of his initial consultancy he was asked to return for a a one year assignment which he accepted and began in mid-August 1983.

Since his return to Uganda Stonefield has been working with the UCCU to improve storage space, security, movement of goods, record keeping and inventory control. He has also made recommendations on job descriptions and performance evaluations and has assisted the UCCU Stores Manager, George Muhuzuri to train storekeepers.

#### 5. Credit Advisor

As credit advisor to the MCM Lew Clark is assisting the cooperative sector to reestablish its once highly successful credit scheme. Prior to joining the ACIDI team in August, 1983 Clark worked as a director of international programs at the University of Maine and for more than a decade worked overseas with USAID on a variety of rural credit projects in Asia and Africa.

During the initial period of his 13 month assignment Clark has spent a good deal of his time familiarizing himself with credit conditions in Uganda. This included meeting officials at USAID, the MCM, and the Uganda Cooperative Bank. He also spent time in the field meeting with personnel from the Cooperative Unions, primary societies, and Cooperative Bank branches in southwestern and eastern Uganda. This has not only helped to provide him with data necessary required to develop a sound credit plan but has also helped him identify critical training needs.

Another of Clark's activities has been trying to identify a source of funding for use by the cooperative credit scheme. Among others, Clark has met with representatives of the World Bank, and the UN Capital Development Fund. In November, 1983 Clark was asked to serve as a resource person to assist the Uganda Task Force for Development of the Rural Credit System which was created by the President of Uganda to undertake a study to determine the most effective means of meeting short term credit needs for small farmers.

## 6. Cooperative Bank Consultant

Shortly after retiring as President of the Spokane Bank for Cooperatives, an ACIDI member organization, M.J. Carter went to Uganda to appraise the conditions and needs of Uganda Cooperative Bank. In mid-April, 1983 he was assigned the task of assisting the Uganda Cooperative Bank to consolidate its operations and plan its future growth to meet the credit demands of increased agricultural production, and to review its financial status particularly with respect to the amount of capital available to the cooperative sector.

During his stay in Uganda Carter interviewed personnel from the Coop Bank headquarters as well as three of its branch offices, ACIDI team members, and staff from both the MCM and USAID. He reviewed bank documents as well as a comprehensive status report on the Coop Bank published by the accounting firm of Deloitte, Haskins, and Sells. Availability of the Deloitte report reduced the time necessary for Carter to complete his assignment from an estimated three months to approximately two months.

Carter's final report raised serious questions as to whether or not the Coop Bank should be revitalized. However, it did make several recommendations for consideration by both USAID and the MCM if a positive decision was made. Among the most important recommendations were the need for financial assistance to the bank, reorganization, redefinition of the bank's purpose, and additional technical assistance.

## 7. Transportation Specialist

In late September, 1982 Dale Bonde was assigned as Transportation Specialist to the Uganda Cooperative Transport Union. His experience as Trucking Manager for Midland Cooperatives in Minnesota and and prior assignments with the Volunteer Development Corps as transportation consultant to the Botswana Cooperative Union made him an excellent choice for this position.

As part of his assignment Bonde was to appraise transportation and support facilities available to the cooperative sector and prepare a forecast of its transport requirements. Additionally he was asked to estimate the type and volume of reliable transpot support that could be

used for distribution of agricultural commodities and assess the Uganda Cooperative Transport Union's training needs. Unfortunately, at the time of his arrival the UCTU was being investigated by the MCM. This caused UCTU employees to be skeptical about Bonde's assignment and resulted in him not being able to acquire sufficient information. In spite of the UCTU employees' lack of cooperation Bonde was able to make several recommendations to improve the efficiency of UCTU operations; apparently none have been implemented to date.

Bonde completed his initial consultancy in mid-December, 1982 but returned again in August, 1983 along with Ross Mann, a maintenance and safety coordinator for ACDI member CENEX, to conduct training programs for transport managers and workshop managers from selected cooperative district unions and primary societies. The decision to have Bonde return was based on the importance of transport to the cooperative sector. It was agreed that he would not be working with the UCTU. During their consultancy in Uganda Bonde and Mann conducted a training needs assessment of district unions and primary societies and conducted training programs for 40 persons. Prior to their departure in mid-November they also conducted a training workshop for drivers and mechanics from the U.S. mission.

#### 8. Cooperative Education and Textbook Specialist

Due to his long career in cooperative education and training coupled with his experience as an education advisor to cooperative development projects in several developing countries Dr. Howard Whitney of the University Center for Cooperatives at Madison, Wisconsin performed the duties of Cooperative Education and Textbook Specialist as part of the FPSP. While in Uganda from February through mid-April, 1983 he worked with the Education Section of the MCM to assess the textbook needs of the Cooperative College at Kigumba and reviewed the status of the college.

His study resulted in a comprehensive report which outlined not only the textbook requirements of the Cooperative College but also included a number of recommended changes and improvements, many of which have already been implemented or are currently being considered for implementation.

#### 9. Cooperative Management Training Specialist

Because of his eight years of prior experience in Uganda as ACIDI's credit specialist from 1963 through 1973 and his initial role in 1980 as ACIDI consultant in steering the USAID commodity program through cooperative channels, Dennis Frederickson was asked to return to Kampala in 1982 to work with the MCM, the team leader, and Management Development Consultant on the assessment of a primary cooperative training program.

Due to prior commitments in the U.S. Frederickson could only commit himself to six weeks in Uganda until the first week of November, 1982. There was some concern that he would not have enough time to complete his assignment but his familiarity with Uganda and its cooperators allowed him not only to complete this assignment but also to make recommendations concerning the cooperative livestock sector and reactivation of the cooperative credit scheme. As a result of his recommendations a decision was made to include long term credit and primary training advisors in the project amendment.

#### 10. Sales Management Consultant

As part of the project amendment a Sales Management Consultant was included in the additional TA requirements. Bill Aldworth, a former salesman and area agronomist for CENEX, a regional farm supply coop in the U.S., accepted this assignment. During his 3 month consultancy which began in late June, 1983 Aldworth assessed the Uganda Central Cooperative Union's handling of sales and distribution of agricultural inputs, reviewed its staffing patterns, and conducted a training needs assessment of its sales staff both at the national level and selected primary societies.

In his final report he recommended a reorganization of the UCCU's sales staff, a new method of handling orders and setting prices, and proposed having salesmen work on a commission basis. He also outlined a training program for field staff. The main obstacle confronting the implementation of Aldworth's proposed strategy is the lack of available transport for the sales staff.

#### 11. Women's Cooperative Program Development Advisor

Terry Newburn, wife of ACDI's team leader Roger Newburn, began her 3 month assignment as Women's Cooperative Development Advisor in April, 1983. Working on a part-time basis she has been assisting women's groups and cooperative personnel to design and implement training programs which will lead to the formation of women's cooperatives for income generating purposes and promotion of nutritional education. Thus far she has conducted a series of training needs assessments and has trained an estimated 47 cooperative agents responsible for developing women's programs.

During her efforts Mrs. Newburn learned that the Ministry of Agriculture had a number of female extension agents assigned to home economics duties who were trained in agriculture, but not in nutrition and child care. On her own she prepared a proposal which was subsequently submitted to AID/W's Women in Development office. This has resulted in a separate AID contract with ACDI to engage Mrs. Newburn as a part-time consultant to train the Ministry of Agriculture's entire home economics staff in nutrition and home economics, and develop a handbook on child care and nutrition.

Mrs. Newburn has a degree in home economics and has previous experience in Jamaica where she worked as an advisor on an AID Women in Development project.

#### 12. Logistics Consultant

Umesh Mally, ACDI/Washington's Executive Assistant, has made two trips to Uganda to assist the Team Leader in procuring project materials including furniture and office equipment. His first visit coincided with the arrival of the Team Leader in August, 1982 while his second visit occurred in mid-August, 1983. During his second visit he helped procure project materials required for the addition of two long-term advisors to the ACDI team. Both of his consultancies lasted approximately one month.

PARTICIPANT TRAINING

Training is an important component of ACDI's project in Uganda, involving the placement of a training officer in that country, the development and implementation of in-country training programs<sup>1</sup>, and the provision of short-term training in the United States. This is a report of the ACDI-sponsored study tours which provided training for Ugandan cooperative leaders in the United States in CY 1983.

Training in the U.S.

58 Ugandans came to the United States for short-term training in 1983. With the exception of two individuals, these participants arrived in five groups; each group made up of participants having similiar training needs and areas of responsibility within the Ugandan cooperative structure. Most participants were involved in two month programs concentrating on aspects of cooperative management, education, accounting, finance, and/or auditing. In addition to attending specialized seminars and workshops, participants were given relevant and practical on-the-job cooperative training by ACDI members and non-members. These organizations also arranged for participants to stay with American families during their practical training.

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<sup>1</sup>See Appendix B

### Objectives

The U.S. study tours were designed to meet the following nine objectives:

- 1) To enable participants to study aspects of cooperative service, sales, marketing, and credit implementation "on-the-job" with U.S. cooperative institutions, and during "live-in" situations with cooperative members in their homes.
- 2) To provide participants with the skills and knowledge needed to increase their effectiveness in assisting rural people to organize into cooperative societies.
- 3) To enable participants to observe working cooperatives in the United States with a view to adapting those techniques relevant to the Ugandan situation.
- 4) To raise staff morale after years of isolation.
- 5) To enable mid-level staff members to prepare for higher positions of leadership within the ministry and the cooperative movement.
- 6) To resume training programs that were halted in 1973.
- 7) To study cooperative member recruitment and education.
- 8) To study communication/education methods utilized by U.S. extension services.
- 9) To enable the participants to learn by meeting and discussing with people from other nations working in parallel fields of work.

### Participants

A majority of the participants in the study seminars are cooperative officers from the Ministry of Cooperatives and Marketing. One result of the Amin regime and the war of liberation in Uganda was the destruction of middle-level management in the cooperative movement. Therefore, priority was given to strengthening this level of management. All of the participants are expected to assume some responsibility

for training and transmitting to their colleagues the new ideas and knowledge gained during their training program.

Over half of the U.S. training participants have bachelors degrees in commerce. The remainder have two year diplomas in Cooperative Business Management from the Cooperative College of Uganda. Those with bachelors degrees have entered the ministry within the last ten years and, previous to their study tours, had limited knowledge of cooperative principles and management. Although those participants with cooperative business management diplomas are generally junior to their colleagues with degrees in the ministry, they had more cooperative knowledge and experience.

#### MEMBER AND NON-MEMBER SUPPORT: ON-THE-JOB TRAINING AND HOMESTAYS

Eighteen ACIDI members arranged practical training for Ugandan participants for periods ranging from a one day to three weeks. A total of 617 person/days of on-the-job training were provided by members in 1983. Members offering repeated assistance included CENEX, Land O'Lakes, Southern Farmers Association, Universal Cooperatives, and the District Farm Credit Banks, most notably the Banks of Omaha, St. Paul, and St. Louis. Non-members provided a total of 377 person/days of on-the-job training to ACIDI's Ugandan participants in 1983.

The Farm Credit Administration, the Farmers Home Administration, and the USDA Agricultural Cooperative Service have been especially helpful in providing orientations to all participants about U.S. agriculture and the Farm Credit System. Dennis Fredrickson of Windom, Minnesota, was instrumental in the design and implementation of on-the-job training for numerous participants throughout the year.

An important part of the on-the-job training component has been the homestay. Both member and nonmember organizations arranged for families to host participants in their homes. This personal generosity greatly contributed to providing a meaningful cross-cultural experience for the trainees during their practical training.

#### HOMESTAYS

Nearly 40 families living in agricultural communities throughout the United States hosted Ugandan training

participants in their homes for periods ranging from one night to two weeks. Several families hosted more than one participant in the same training group, or they welcomed participants from different training groups into their homes throughout the year. Many participants were able to stay with more than one family during the on-the-job training portion of their study tour.

The homestay was beneficial for the training participant, the host family and the community in many ways. The participant was able to see first-hand the impact of agricultural cooperatives and the agricultural credit system on the American farm family, as well as observe and take part in the day-to-day life on the farm and in the community. Participants attended with members of their host families local churches, PTA, 4-H, town council, and local cooperative meetings. They also visited schools and civic organizations and clubs.

The host families and their communities developed an understanding of the similarities and differences between American and East African lives. Most of the families who opened their homes to the Ugandan participants have not traveled extensively outside the U.S., their home states or even their home towns. The trainees were able to create an awareness of another nation's culture, history, social structures, and both indigeneous and U.S. development efforts.

Speaking before many groups and organizations in various localities throughout the United States, the participants told their audiences about the Ugandan cooperative movement and the Food Production Support Project. This helped to create a greater awareness of the positive contributions USAID and ACDI are making towards the elimination of hunger.

In order to enable the participants to experience American homelife in a variety of economic situations, and to help offset the cost to the family of having an overnight guest for an extended period of time, remuneration of \$25. per night was provided to the host family.

The following is a list of communities where families active in their towns' cooperatives and/or agricultural credit organizations hosted ACDI-sponsored training participants in 1983.

Andale, KS  
Belleville, IL  
Columbus, OH  
Conway, AR  
Florissant, MO  
Haven, KS  
Kingman, KS  
Lapeer, MI  
Lawrenceville, IL  
Little Rock, AR  
Madison, WI  
Mandan, ND  
Manhattan, KS  
Minneapolis, MN  
Olsburg, KS  
Perry, IA  
Roseville, MN  
Sharon, OK  
St. Louis, MO  
St. Paul, MN  
Trumbull, NB  
Wausau, WI  
Windom, MN  
Yale, IA

ACDI Member On-the-job Training Contributions

Name or Organization  
Number of person/days  
of on-the-job training  
provided

CENEX

5 days x 1 = 5 person/days  
1 day x 1 = 1 person/day  
Total 6 person/days

Central Bank for Cooperatives

1 day x 1 = 1 person/day

FCB of Omaha

19 days x 5 = 95 person/days

FCB of Springfield

12 days x 1 = 12 person/days

FCB of St. Louis

19 days x 5 = 95 person/days  
4 days x 3 = 12 person/days  
3 days x 3 = 9 person/days  
Total 116 person/days

FCB of St. Paul

7 days x 3 = 21 person/days  
19 days x 5 = 95 person/days  
2 days x 1 = 2 person/days  
19 days x 4 = 76 person/days  
Total 194 person/days

Farmland Industries

4 days x 2 = 8 person days

Land O'Lakes

1 day x 3 = 3 person/days  
21 days x 6 = 126 person/days  
5 days x 1 = 5 person/days  
Total 134 person/days

Landmark, Inc.

6 days x 6 = 36 person/days

Member On-the-job Training  
Contributions

MSI Insurance

1 day x 3 = 3 person/days

Southern Farmers Association  
5 days x 1 = 5 person/days  
11 days x 1 = 11 person/days  
Total 16 person/days

Southern States Cooperative  
20 days x 4 = 80 person/days

Spokane Bank for Cooperatives  
5 days x 1 = 5 person/days

St. Paul Bank for Cooperatives  
2 days x 2 = 4 person/days

Sunkist  
1 day x 1 = 1 person/day

Universal Cooperatives, Inc.  
6 days x 1 = 6 person/days  
1 day x 3 = 3 person/days  
Total 9 person/days

TOTAL 529 person/days

Non-member On-the-job Training Contributions

Name of Organization  
Number of person/days  
of on-the-job training  
provided

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Allis Chalmers Corporation  
Distribution Center  
5 days x 1 = 5 person/days

Blue Anchor  
1 day x 1 = 1 person/day

Boone Valley Cooperative Processing  
Association, Eagle Grove, Iowa  
5 days x 1 = 5 person/days

Chicago Board of Trade  
1 day x 3 = 3 person/days

Coffee Marketing Board (London)  
1 day x 3 = 3 person/days

Coffee Marketing Board (NYC)

1 day x 3 = 3 person/days

Conti-Commodity Services, Inc. (NYC)

1 day x 3 = 3 person/days

Culpeper Farmer's Cooperative, Inc.

1 day x 3 = 3 person/days

FCB Sacramento

10 days x 1 = 10 person/days

FCB of Wichita

18 days x 4 = 72 person/days

Family Farm Development Network

26 days x 7 = 182 person days

Farmbank Services, Denver

3 days x 2 = 6 person/days

Ford Motor Company, Tractor and  
Implement Division Distribution  
and Warehouse, Bloomington, MN

5 days x 1 = 5 person/days

International Cotton Organization (London)

1 day x 3 = 3 person/days

New York Cotton Exchange

1 day x 3 = 3 person/days

Orange-Madison Cooperative Service

1 day x 3 = 3 person/days

PCA Lubbock, Texas

2 days x 1 = 2 person/days

Plains Cotton Cooperative Association,  
Lubbock, Texas

2 days x 3 = 6 person/days

Shen-Valley Meat Packer's, Inc.

1 day x 3 = 3 person/days

Toro Company, Bloomington, Minnesota

5 days x 1 = 5 person/days

U.S. Post Office

3 days x 1 = 3 person/days

United Parcel Service

2 day x 1 = 2 person/days

University of California at Davis

7 days x 12 = 84 person/days

Valley of Virginia Cooperative Milk

1 day x 3 = 3 person/days

WOCCO

14 days x 2 = 28 person/days

5 days x 1 = 5 person/days

Total 33 person/days

TOTAL 451 person/days

#### Observations and Recommendations

The planning, programming and implementation of the study tours for the 58 training participants were not without various problems.

#### Problem: Participant selection criteria

Without established selection criteria in place, we assumed that each individual chosen to participate in the study tour was selected according the relevance of his/her position and/or seniority to the successful attainment of the Food Production Support Project's goals and objectives. At times, however, it was difficult to ascertain that relationship because the individual's training goals and needs, and the current and projected job responsibilities were not always clearly defined on the PIO/P or other biodata. One situation in Group Five further complicated this problem. Two Members of Parliament from opposing political parties interjected political in-fighting into the training scheme.

#### Recommendations:

In order to attain a clearer definition of needs, we will request from the ACDI Chief of Party and from each

participant statements regarding the projected application of the skills to be developed during the training period. In short, how will the skills be used upon the participant's return to Uganda?

We will develop and submit to the Chief of Party participant selection criteria plan in order to address the given training needs of cooperative managers and leaders in the primary societies and cooperative unions, who are outside the Ministry of Cooperatives and Marketing. Training of these managers and leaders would greatly contribute to the success of the project.

**Problem: Evaluation/Follow-up**

Related to the selection process problem is evaluation/follow-up. No specific plans were established for post-training evaluation. Therefore, the project has no recorded information as to the impact and results of the training on the participants, the institutions where they work, and the ultimate beneficiaries, the farmers.

**Problem: Transportation**

Consistently throughout 1983 problems in air travel bookings have occurred. Those problematic reservations and tickets came from the Kampala office of Sabena Airlines. When there was a needed change in the participants' domestic or international travel itineraries, we found that the Sabena Airline representatives in the U.S. were not able to make those revisions on the tickets issued in Kampala. Those representatives advised that all changes must be made by the ticket issuing agent in Kampala.

As reflected in many of the tickets, the Kampala Sabena office apparently is not aware of current U.S. domestic flight schedules and/or costs. In addition, two tickets were issued as 75-day excursion tickets to participants in 95-day study tours. Again, the U.S. Sabena representatives were unable to make any changes on those tickets.

**Recommendation:**

All domestic and international airline reservations and ticket purchasing will be through the ACDI travel office, Washington Area Travel, with the possible exception of the Entebbe-Nairobi leg of the journey. This will enable

immediate itinerary revisions to be made. Prior arrangements have been made with the Nairobi Airport office of Pan American Airlines for prepaid tickets to be waiting for pickup there.

**Problem: Matching training needs with training institutions**

Given that USAID is the project sponsor, we recognize that priority must be given to providing training in the U.S. At times however, we believe the participants' needs would be better met in third country institutions, particularly in other developing countries where the cost of training is less.

**Recommendation:**

We ought to be given a clear mandate to explore all training possibilities, including those in the U.S. and third countries, with the goal of designing training programs which match the participants' needs. This may require a "blanket waiver".

**Problem: Field Reports**

In 1983, all participants were required to prepare field reports on their training experiences. They were given the general suggestion to record their daily activities and to describe how the skills and knowledge they developed during their tours could be applied to their own situations in Uganda. While this produced a few excellent reports, many were cumbersome to read and did not contain much information of value to the readers.

We were requested by the Chief of Party to have the participants return to Uganda with their final, completed reports typed and copied. This necessitated the report drafts to be submitted to the secretarial staff at least one week before departure. The final week of the study tour -- in most cases the week of the Management Communication Seminar -- was not included in the reports. One of the major objectives of the Management Communication Seminar is to emphasize the adaptation of training to the home environment. Within the existing time frame, the topic of training relevance to the participants' home environment was unable to be included in the reports to a full extent.

**Recommendations:**

A field report format will be designed including specific guidance as to what to include and exclude. During the orientation sessions, report writing will be discussed in order to insure that all participants have a clear idea of the reports' purpose and format. This will provide more uniformity and will insure that the reports have greater utility for USAID, the ministry, the participants, and the programming officer.

The training schedules should be revised to enable the participants to spend the final two days in the U.S. completing their field report drafts. The final versions of the reports should be typed, copied and bound for submission to USAID/Uganda, the ACDI Chief of Party, and the ministry two weeks after the participants departure from the U.S.

**Problem: On-the-job training (ojt) placements**

On-the-job training placement is based upon the specific training needs of each participant. Generally, ACDI members are first requested by the programming officers in Washington to provide training before non-member organizations are contacted. Group Three ojt placements were arranged at two ACDI member cooperatives and one non-member organization prior to the participants' arrival, but adequate follow-up confirmation was not done by the programming officers until one week before the ojt was to begin. Due to the training requests being incorrectly routed within the two cooperatives, the ojt assumed to be provided was in fact not confirmed and not anticipated by the cooperatives. Alternate ojt placements for six participants at other member cooperatives had to be programmed and developed five days before implementation was to begin.

**Recommendation:**

The programming officers should establish ojt placement procedures which include formal written agreements by hosting organizations to be received by the ACDI/Washington office prior to the participants' arrival in the U.S. This requires that at least six weeks' lead time be given to the programming officers by the Chief of Party in Uganda.

**Problem: Payment to hosting organizations**

While most on-the-job training provided by hosting organizations has been without payment, a situation existed where one training organization provided ojt for seven participants for three weeks. An additional individualized program was developed for one participant. The organization sent an invoice to ACDI for payment of the three week program, but did not receive payment for their services until one week after the completion of training. This small, non-profit organization was unable to provide the additional week's ojt because they had not received payment. The participant had a less inclusive on-the-job training experience than was possible.

**Recommendation:**

As of October 21, 1983, all payments of invoices will be made within two weeks after receipt at ACDI.

**Recommendation:**

A post-training impact evaluation should be designed and implemented to assess the relevance of training to the successful attainment of the project goals and objectives.

**Problem: Fluctuations in number of trainees**

In the planning and programming of Groups One, Three, and Four, the number of participants in each groups identified in the training requests did not coincide with the number of participants who actually arrived.

Group One was to have been made up of twenty trainees, but only eighteen actually arrived. We had no warning of the deselection of two participants, and learned from their colleagues upon arrival in the U.S. that they were not coming.

There were nineteen participants originally programmed in Group Three. Of the seventeen who arrived for training, one was an alternate who was selected shortly before departure from Uganda and who carried his PIO/P with him for the programming officer to use as a guide in the design of his training program.

Five senior executives were to arrive in Group Four, but the two from the Ministry of Agriculture did not come to the U.S. The decision cancelling their participation was not communicated to the programming officers in Washington until the third week of the scheduled program. This necessitated keeping the hosting organizations on alert in case they came. When the cancellation finally arrived, it was with some embarrassment that we had to cancel the programs designed by the various cooperatives, credit institutions, and other organizations who had volunteered to provide training and orientations free of charge.

**Recommendation:**

Because most of the on-the-job, practical training is provided without remuneration by ACDI members and other organizations, it is essential that the programming officers have several weeks' notice of any fluctuations in the number of trainees participating in the study tours.

**ITINERARIES**

Odongpiny, Denis N.  
Operations Manager  
Uganda Cooperative Transport  
Union, Ltd.  
Kampala

**Training objectives**

To develop skills and knowledge of:

- 1) Operation of a distribution and transportation center;
- 2) Truck mechanics;
- 3) Trucker operations including
  - a. Pre-trip vehicle inspection
  - b. Loading and unloading procedures
  - c. Behind the wheel training
  - d. Driver paper work
  - e. Post-trip vehicle inspection
  - c. Safety procedures

Study tour period: July 22 to October 1, 1982.

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July 22	Arrive in Washington, D.C.
July 26 to September 29	Travel to Minneapolis, Minnesota  On-the job training:  Midlands Trucking Company Minneapolis, MN  Land O'Lakes, Inc. Trucking Department Distribution Center Minneapolis, MN  Umthum Trucking Company Eagle Grove, Iowa  Federation Cooperative, Production Credit Association, Jackson Electric Cooperative Black River Falls, Iowa  CENEX Cooperative Terminal Polman Transfer, Inc. Frindley Distribution Center Wadena, Minnesota  Kanabec County Oil Association Northwest LP Gas Plant Mora, Minnesota
September 30	Travel to Washington, D.C.
October 1	Debriefing at ACDI/Washington  Departure for Uganda.

Nyeko, Cesar O.  
Assistant Commissioner for  
Cooperative Development  
Ministry of Cooperatives and Marketing  
Kampala

Training objectives

- 1) To facilitate the planning and development of the Uganda 1983 study tours.

- 2) To assess the training capabilities of ACDI member cooperatives and agricultural credit institutions relevant to Ugandan training needs.
- 3) To develop a greater understanding of the farm credit system in the United States, including the management and administration of the Federal Land Bank, the Cooperative Bank, and the Farmers Home Administration.
- 4) To increase knowledge and skills in the management and administration of product marketing programs including marketing systems for both production inputs and outputs.

Study tour period: January 5 to March 18, 1983

January 5-7	Predeparture briefing
January 9	Arrival in Washington, D.C.
January 10	Rest
January 11-14	Planning sessions with ACDI Project Officer for Africa; Meetings at Farm Credit Administration
January 15	Travel to Windom, Minnesota
January 16 to February 4	On-the-job training and meetings Windom Court House, County Recorder Production Credit Association First National Bank Kiwanas Club Federal Land Bank Association Toro Company, Bloomington, MN Farmers Home Administration, Worthington, MN Caldwell Packing Company Windom Area Hospital Windom Cooperative Elevator Gelderman Livestock Brokerage Girl Scouts of America, Windom Windom City Council CENEX, Windom Cooperative Association
February 5	Travel to Milwaukee, Wisconsin

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February 6	Travel to Wichita, Kansas
February 9	Travel to Sacramento, California
February 10-11	In-depth orientation and meetings at Farm Credit Banks of Sacramento
February 12	Travel to Houston, Texas
February 13	Travel to Austin, Texas  In-depth orientation and meetings at Farm Credit Banks of Texas
February 14	Travel to San Antonio Attendance at ACDI Planning and Training Advisory Committee Meeting
February 15	Travel to St. Louis, Missouri
February 15-16	In-depth orientation and meetings at Farm Credit Banks of St. Louis
February 17	Travel to Louisville, Kentucky  Meetings at the Farm Credit Banks of Louisville
February 18	Travel to South Bend, Indiana
February 19	Travel to Washington, D.C.
February 20 to March 17	Meetings: USAID Africa Desk Officer Farm Credit Administration Farmers Home Administration World Bank Embassy of Uganda  Developed Uganda study tour/ training plans for 1983 Completed field report.
March 18	Departure from the U.S.

### Group One

Group One was made up of 18 officials from the Ministry of Agriculture and the Ministry of Cooperatives and Marketing. All the participants work in agricultural credit, accounting and/or auditing and their two month training from May 4 to June 27 primarily addressed these topics, within a structure containing five integrated components: Predeparture Orientation, Cross-cultural Awareness Training, Cooperative Credit and Finance Seminar, On-the-job Training, and Management Communication Seminar.

#### 1) Pre-departure Orientation

- a. To provide the participants with sufficient knowledge regarding the training program's goals, content, schedule, and travel itinerary; ACIDI as an organization; and basic American culture-specific facts.
- b. To facilitate each participant's identification and analysis of programmatic and personal expectations.

#### 2) Cross-cultural Awareness Workshop

- a. To assist the participants in adapting to a new cultural environment.
- b. To prepare the participants for successful cross-cultural experiences.
- c. To orient the participants to participatory active learning methodology.

#### 3) Cooperative Management Seminar University Center for Cooperatives, University of Wisconsin, Madison.

- a. To provide participants with knowledge and skills which will increase their effectiveness in helping rural people to organize into cooperative societies.
- b. To enable mid-level staff members to prepare for higher positions.

- c. To provide participants with specific knowledge and skills regarding:
  - 1. The implementation of cooperative principles in business enterprise;
  - 2. Methods of financing cooperatives;
  - 3. Credit granting and collection;
  - 4. Financial analysis;
  - 5. Budgeting for cooperatives;
  - 6. Fiscal controls;
  - 7. Auditing guidelines;
  - 8. Personnel relations;
  - 9. Women in development.
  
- 4) On-the-job Training
  - a. To enable participants to observe the working of cooperatives in a developed community with a view to adapting those techniques relevant in Uganda.
  - b. To enable participants to learn by meeting and discussing with people from another nation working in parallel fields within a cooperative.
  - c. To study cooperative member recruitment and education.
  - d. To study communication/education methods utilized by U.S. extension services.
  - e. To study aspects fo cooperative service, sales, marketing, and credit implementation.
  - f. To enable participants to observe and participate in organizations which provide seasonal and long-term agricultural credit.
  - g. To gain first-hand experience in lending techniques and auditing procedures.

5) Management Communication Seminar

- a. To increase the knowledge of management and communication skills.
- b. To provide participants with the training and communication skills to enable them to transmit their new knowledge and ideas to their colleagues upon their return home.
- c. To provide participants with the skills needed to introduce new ideas, concepts and ways of doing things into their own work environments.
- d. To prepare participants for the reentry problems they will encounter when they return home.
- e. To debrief participants on their cooperative management training and their on-the-job training experiences.
- f. To facilitate individual evaluations of the training program.

Group One Itinerary

May 4-5	Predeparture Orientation. Kampala, Uganda.
May 7	Arrival in Washington, D.C.
May 8-11	Orientation and Cross-cultural Awareness Training Seminar. Washington, D.C.
May 12-13	Orientation visits to Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service, USDA Research Station.
May 14	Rest
May 15	Travel to Madison, Wisconsin

May 16-27	Agricultural Cooperative Credit/ Finance/Audit Seminar. University Center for Cooperatives, University of Wisconsin, Madison.
May 28	Travel to individual on-the-job training locations
May 29 - June 16	Individual on-the-job training (see next page for individual training locations)
June 17	Travel to Alexandria, Virginia
June 18	Rest
June 19-24	Management Communication Seminar. Alexandria, Virginia. Preparation of safari reports.
June 25-26	Rest
June 27	Departure for Uganda

**Participants' Names, Titles and On-the-job Training Locations**

On-the-job training for Group One participants consisted of work/study at one of twelve Farm Credit Banks (FCB) and at a local Production Credit Association. During this period, participants were hosted by farm families in their homes.

PARTICIPANT NAME AND TITLE	ON-THE-JOB TRAINING LOCATION (FCB AND PCA) May 29 - June 16, 1983
<u>Adieky, Edeku</u> Assistant Agricultural Officer Department of Agriculture Soroti	Omaha and Dallas, Nebraska
<u>Basaija, John</u> Assistant Agricultural Officer Agricultural Credit Section Ministry of Agriculture Entebbe	Omaha and Tale, Nebraska

<u>Ddumba, Annet</u> Senior Assistant Cooperative Officer Credit Section Ministry of Cooperatives and Marketing Kampala	St. Paul and Windom, Minnesota
<u>Gbagbe, Risigala</u> District Cooperative Officer Ministry of Cooperatives and Marketing Arua	St. Paul, Minnesota and Lapeer, Michigan
<u>Jerusa, Nabudere</u> Assistant Cooperative Officer Credit and Savings Section Ministry of Cooperatives and Marketing Kampala	St. Louis, Missouri and Little Rock, Arkansas
<u>Kyazze, Lawrence</u> Senior Assistant Cooperative Officer Statistics Section Ministry of Cooperatives and Marketing Kampala	Wichita and Andale, Kansas
<u>Kyeyune-Bamugye, George</u> Senior Assistant Cooperative Officer Ministry of Cooperatives and Marketing Kampala	St. Louis, Missouri and Wabash, Illinois
<u>Manano, Veronica</u> Assistant Cooperative Officer Ministry of Cooperatives and Marketing Nebbi	St. Paul and Windom, Minnesota
<u>Mugambwe, Samuel</u> Cooperative Officer Planning and Development Section Ministry of Cooperatives and Marketing Kampala	Omaha and Trumbell, Nebraska
<u>Mugisha, Catherine</u> Cooperative Officer Ministry of Cooperatives and Marketing Kampala	St. Louis, Missouri and New Orleans, Louisiana
<u>Mukasa, Kutta</u> Senior Cooperative Officer Savings and Credit Section	Wichita and Oklahoma, Kansas

Ministry of Cooperatives and Marketing  
Kampala

Musisi, Lawrence  
Cooperative Officer  
Planning and Development Section  
Ministry of Cooperatives and Marketing  
Kampala

St. Paul, Minnesota and  
Wausau, Wisconsin

Obitta, Luka  
Senior Cooperative Officer  
Ministry of Cooperatives and Marketing  
Kampala

St. Louis, Missouri, and  
Little Rock and Delta,  
Arkansas

Olweny, Charles  
Senior Assistant Cooperative Officer  
Audit Section  
Ministry of Cooperatives and Marketing  
Kampala

Wichita and Kingdom,  
Kansas

Opio-Okurangom, Yofa  
Acting District Cooperative Officer  
Ministry of Cooperatives and Marketing  
Apach District

Wichita and Manhattan City,  
Kansas

Rujojo, Tophus Merab  
Senior Assistant Cooperative Officer  
Registration Office  
Ministry of Cooperatives and Marketing  
Kampala

Omaha, Nebraska and  
Perry, Iowa

Simolli, Robert  
Senior Assistant Cooperative Officer  
Uganda Tea Growers Corporation  
Ministry of Cooperatives and Marketing  
Kabale

St. Paul, Minnesota and  
Mandan, North Dakota

Tigatega, Tibitha  
Senior Assistant Cooperative Officer  
Consumer Section  
Ministry of Cooperatives and Marketing  
Jinja

Omaha, Nebraska and  
Perry, Iowa

## Group Two

The nine senior level participants in the Group Two delegation had separate study programs designed to address the individual needs. Relative to the other four Ugandan study tour group trainees, officials in Group Two had less uniformity in their training needs. However, there were basic program components relevant to all, each component having the following objectives:

### 1) Pre-departure Orientation

a. To provide the participants with sufficient knowledge regarding the training program's goals, content, schedule, and travel itinerary; ACIDI as an organization; and basic American culture-specific facts.

b. To facilitate each participant's identification and analysis of programmatic and personal expectations.

### 2) Cross-cultural Awareness Workshop

a. To assist the participants in adapting to a new cultural environment.

b. To prepare the participants for successful cross-cultural experiences.

c. To orient the participants to participatory active learning methodology.

### 3) Strategic Planning Seminar, American Management Associates Training Center, Washington, D.C.

a. To develop skills which assist organizations in the development, implementation and evaluation of the strategic planning process;

b. To develop skills in determining the specific steps and actions that best help in implementation.

c. To provide strategic planning concepts and develop analytical skills of diagnosing business situations, and developing appropriate objectives and strategy.

- d. To expose the participants to techniques for team building and team planning.

Following the Strategic Planning Seminar, the participants traveled to a variety of locations for training addressing each individual's specific requirements.

Group Two Itineraries

Bagugira, Nyindo

Senior Cooperative Officer  
Education and Training Section  
Ministry of Cooperatives and Marketing

Training objective: To develop skills in public relations, mass communications, member training and education.

Study tour period: May 25 to July 21, 1983

May 25-26	Predeparture Orientation. Kampala
May 28	Arrival in Washington, D.C.
May 29	Rest
May 30-31	Cross-cultural Awareness Training Workshop. Washington, D.C.
June 1-3	Orientation visits to the Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service.
June 4-5	Rest
June 6-9	Strategic Planning Seminar. AMA Training Center, Washington, D.C.
June 10	Rest
June 11	Travel to San Diego, California.
June 11-13	Cooperative Editorial Association of North America Conference. Workshop: Strategic Planning for

Communication Executives.  
San Diego.

June 14 Travel to Kansas City, Missouri.

June 14-17 International Association of Cooperative Educators Conference. theme: Education as a Function of Marketing. Farmland Industries Training Center, Kansas City.

June 18 Travel to Madison, Wisconsin.

June 19 Rest

June 20-24 Cooperatives and Agricultural Finance Seminar. University Center for Cooperatives University of Wisconsin, Madison.

June 24 Orientation visit to the World Council of Credit Unions, Madison.

June 25 Rest

June 26 to July 9 On-the-job training. Windom, Minnesota.

July 10 Travel to Minneapolis/St. Paul

July 11-15 On-the-job training with education and communication departments of Farmers Union Central Exchange (CENEX) Mutual Services Insurance (MSI) Land O'Lakes Harvest States Cooperative

July 16 Return to Washington, D.C.

July 17-20 Completion of field report

July 21 Departure for Uganda

Kaggwa, Charles K.L.  
Senior Cooperative Officer  
Department of Cooperative Development  
Ministry of Cooperatives and Marketing  
Kampala

Training Objective: To develop knowledge and skills of project planning, management and analysis.

Study tour period: May 27 to August 25, 1983

May 25-26	Predeparture Orientation Kampala
May 28	Arrival in Washington, D.C.
May 29	Rest
May 30-31	Cross-cultural Awareness Training Workshop. Washington, D.C.
June 1-3	Orientation visits to the Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service.
June 4-5	Rest
June 6-9	Strategic Planning Seminar. AMA Training Center, Washington, D.C.
June 10	Rest
June 11	Travel to Cambridge, Massachusetts.
June 12	Rest
June 13 to August 5	Project Analysis and Management Program. A.D. Little Management-Education Institute, Cambridge.
August 6	Travel to Springfield, Massachusetts
August 7-20	On-the-job training. Farm Credit Banks of Springfield

August 21	Travel to Washington, D.C.
August 22-24	Completion of field report
August 25	Departure for Uganda

Kasigwa, Michael  
Assistant Commissioner for  
Cooperative Development  
Head of the Planning and  
Development Section  
Ministry of Cooperatives and Marketing  
Kampala

Study tour objective: To develop knowledge and skills of cooperative business management with an emphasis on planning.

Study tour period: May 25 to August 11, 1983

May 25-26	Predeparture Orientation
May 28	Arrival in Washington, D.C.
May 29	Rest
May 30-31	Cross-cultural Awareness Training Workshop. Washington, D.C.
June 1-3	Orientation visits to the Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service.
June 4-5	Rest
June 6-9	Strategic Planning Seminar. AMA Training Center, Washington, D.C.
June 10	Rest
June 11	Travel to Minneapolis, Minnesota.
June 12	Travel to Maplewood, Minnesota.
June 13-15	Orientation workshop. Farm Credit Banks, St. Paul

June 15	Travel to Mount Pleasant, Michigan.
June 16-17	Orientation workshop. Michigan Farm Services Bureau Cooperative Association. Mt. Pleasant
June 18	Travel to Madison, Wisconsin.
June 19	Rest
June 20-24	Cooperative and Agricultural Finance Seminar. University Center for Cooperatives, University of Wisconsin, Madison.
June 25	Travel to Windom, Minnesota.
June 26	Rest
June 27 to July 9	On-the-job training. Windom.
July 10	Travel to Ithaca, New York.
July 11-29	Communication Planning and Strategy seminar. USDA workshop. Cornell University, Ithaca.
July 30	Rest
July 31	Travel to Niagara Falls.
August 1-5	Management Communication Seminar. Management-Communication Associates.
August 6	Rest
August 7	Travel to Washington, D.C.
August 8-10	Completion of field report.
August 11	Departure for Uganda.

Kazooru, Cornelius  
Acting Branch Accountant  
Uganda Cooperative Bank, Ltd.  
Kampala

Training objective: To develop knowledge and skills in accounting and finance.

Study tour period: May 25 to August 11, 1983

May 25-26	Predeparture orientation. Kampala
May 28	Arrival in Washington, D.C.
May 29	Rest
May 30-31	Cross-cultural Awareness Training Workshop. Washington, D.C.
June 1-3	Orientation visits to the Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service.
June 4-5	Rest
June 6-9	Strategic Planning Seminar. AMA Training Center, Washington, D.C.
June 10	Rest
June 11	Travel to Little Rock, Arkansas.
June 13-17	Orientation workshop. Southern Farmers Association, Little Rock. Visit to University of Arkansas, Extension Services, Fayetteville.
June 18	Travel to Madison, Wisconsin.
June 19	Rest
June 20-24	Cooperatives and Agricultural Finance Seminar, University Center for Cooperatives, University of Wisconsin, Madison.

June 25	Rest
June 26	Travel to Spokane, Washington.
June 26 to July 8	On-the-job training. Spokane Bank for Cooperatives
July 9	Travel to Ames, Iowa.
July 10-15	National Advanced Agricultural Bankers School, Iowa State University.
July 16	Travel to Eagle Grove, Iowa.
July 17	Rest
July 18-22	Orientation visit to the Boone Valley Cooperative Processing Association.
July 23	Travel to Denver, Colorado.
July 24-26	Bank for Cooperatives Security/ Capitalization of a Cooperative seminar. Farbank Services, Denver.
July 27	Orientation visit of Central Bank for Cooperatives, Denver.
July 28	Orientation visit of National Farmers Union, Denver.
July 29	Travel to Niagara Falls, New York.
July 30	Rest
July 31 to August 5	Management Communication Seminar. Management-Communication Associates.
August 6	Travel to Washington, D.C.
August 7	Rest
August 8-10	Completion of field report.
August 11	Departure for Uganda.

Mabwa, Difasi  
Principal Cooperative Officer  
Education Section  
Ministry of Cooperatives and Marketing  
Mbale

Training objective: To develop education and training skills including syllabus revision and staff training.

Study tour period: May 25 to August 25, 1983

May 25-26	Predeparture orientation. Kampala
May 28	Arrival in Washington, D.C.
May 29	Rest
May 30-31	Cross-cultural Awareness Training Workshop. Washington, D.C.
June 1-3	Orientation visits to the Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service.
June 4-5	Rest
June 6-9	Strategic Planning Seminar. AMA Training Center, Washington, D.C.
June 10	Rest
June 11	Travel to San Diego, California.
June 11-13	Cooperative Editorial Association of North America Conference. Workshop: Communicating Cooperative Principals. San Diego.
June 14	Travel to Kansas City, Missouri.
June 15-17	International Association of Cooperative Educators Annual Conference. Farmland Industries Training Center. Kansas City.

June 18	Travel to Madison, Wisconsin.
June 19	Rest
June 20-24	Cooperatives and Agricultural Finance Seminar. University Center for Cooperatives University of Wisconsin, Madison.
June 25	Travel to Sacramento, California.
June 26 to July 9	On-the-job training. University of California, Davis.
July 10	Travel to Ames, Iowa.
July 11 to August 19	Communications and Media Strategies for Agricultural and Rural Development. USDA course, Iowa State University, Ames.
August 20	Rest
August 21	Travel to Washington, D.C.
August 22-24	Completion of field report.
August 25	Departure for Uganda.

Mubalya, Donat  
Principal Cooperative Officer  
Credit Section  
Ministry of Cooperatives and Marketing  
Kampala

Training objective: To develop knowledge and skills in supervision, administration and overseeing activities of cooperatives, especially regarding district farm credit.

Study tour period: May 25 to August 11, 1983

May 25-26	Predeparture Orientation. Kampala
May 28	Arrival in Washington, D.C.
May 29	Rest

May 30-31	Cross-cultural Awareness Training Workshop. Washington, D.C.
June 1-3	Orientation visits to the Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service.
June 4-5	Rest
June 6-9	Strategic Planning Seminar. AMA Training Center, Washington, D.C.
June 10	Rest
June 11	Travel to Minneapolis, Minnesota.
June 12	Travel to Maplewood, Minnesota.
June 13-15	Orientation workshop. Farm Credit Banks, St. Paul
June 15	Travel to Mount Pleasant, Michigan.
June 16-17	Orientation workshop. Michigan Farm Services Bureau Cooperative Association. Mt. Pleasant
June 18	Travel to Madison, Wisconsin.
June 19	Rest
June 20-24	Cooperative and Agricultural Finance Seminar. University Center for Cooperatives, University of Wisconsin, Madison.
June 25	Travel to Windom, Minnesota
June 26	Rest
June 27 to July 9	On-the-job training. Windom
July 10	Travel to Ithaca, New York.

July 11-29	Communication Planning and Strategy seminar. USDA workshop. Cornell University, Ithaca.
July 30	Rest
July 31	Travel to Niagara Falls, New York.
August 1-5	Management Communication Seminar. Management-Communication Associates.
August 6	Rest
August 7	Travel to Washington, D.C.
August 8-10	Completion of field report.
August 11	Departure for Uganda.

Mugalasi, Sarah  
Assistant Finance Officer  
Uganda Cooperative Savings  
and Credit Union, Ltd.  
Kampala

Training Objective: To develop skills in credit union and rural bank management, planning, investment, and evaluation.

Study tour period: May 25 to August 11, 1983

May 25-26	Predeparture Orientation. Kampala
May 28	Arrival in Washington, D.C.
May 29	Rest
May 30-31	Cross-cultural Awareness Training Workshop. Washington, D.C.
June 1-3	Orientation visits to the Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service, Equity Policy Center, USAID Office of Women in Development

June 4-5	Rest
June 6-9	Strategic Planning Seminar. AMA Training Center, Washington, D.C.
June 10	Rest
June 11	Travel to Madison, Wisconsin
June 12	Rest
June 13-17	Credit Management and Operations tutorial. World Council of Credit Unions, Madison
June 18-19	Rest
June 20-24	Cooperatives and Agricultural Finance seminar. University Center for Cooperatives, University of Wisconsin, Madison.
June 25	Rest
June 26	Travel to Windom, Minnesota.
June 27 to July 8	On-the-job training. Windom.
July 9	Travel to Ames, Iowa.
July 10-15	National Advanced Agricultural Bankers School seminar. Iowa State University, Ames.
July 16	Travel to St. Paul, Minnesota.
July 17-29	On-the-job training. Local credit and savings institutions, including PCAs, arranged through Minnesota League of Credit Unions, St. Paul.
July 30	Travel to Niagara Falls, New York.
July 31 to August 5	Management Communication Seminar. Management-Communication Associates

August 6	Travel to Washington, D.C.
August 7	Rest
August 8-10	Completion of field report.
August 11	Departure for Uganda.

Muhuruzi, George  
Stores Manager  
Uganda Cooperative Central Union, Ltd.  
Kampala

Training objective: To gain a working knowledge of farm supply distribution centers in the U.S.

Study tour period: March 29 to June 27, 1983

March 29-30	Predeparture orientation Kampala
April 2	Arrival in Washington, D.C.
April 3	Rest
April 4-5	Arrival orientation. Washington International Center. Washington, D.C.
April 6-8	Orientation visits to the Farm Credit Administration, Farmers Home Administration, USDA Research Station
April 9	Travel to Shakopee, Minnesota
April 10-12	On-the-job training. Trainer: Mr. William Stonefield, consultant on warehouse and distribution management. Shakopee
April 12-20	On-the-job training. Warehousing and distribution training. Land O'Lakes Distribution Center, Minneapolis, Minnesota
April 21-22	On-the-job training at the Cambridge Cooperative Association

Warehouse.

April 23                      Travel to Knoxville, Tennessee.

April 24                      Rest

April 25-29                    Executive Development Program for  
Distribution Managers. Department  
of Marketing and Transportation,  
College of Business Administration,  
University of Tennessee, Knoxville.

April 30                      Travel to Little Rock, Arkansas.

May 1                         Rest

May 2-12                     On-the-job training at Southern  
Farmers Association; concentration  
on warehousing, distribution and  
trucking.

May 13-14                    Medical care and rest.

May 15                        Travel to St. Paul, Minnesota.

May 16-18                    On-the-job training at CENEX main  
warehouse. St. Paul.

May 19-20                    On-the-job training at the Farmers  
Union Cooperative Association,  
Lakeville, Minnesota.

May 22                        Rest

May 23-27                    On-the-job training at the Universal  
Cooperative Tire Warehouse

May 28                        Travel to South Dakota.

May 29 to  
June 3                        On-the-job training and homestay with  
an American farm family.

June 4                        Travel to Iowa.

June 5-11                    On-the-job training and homestay with  
an American farm family.

June 12	Travel to Shakopee, Minnesota.
June 13-17	Debriefing and evaluation with Mr. William Stonefield, ACDI consultant in warehousing and distribution in Uganda.
June 18	Travel to Alexandria, Virginia.
June 19	Rest
June 20-24	Management Communication Seminar, Management-Communication Associates, Alexandria.
June 25-26	Rest
June 27	Departure for Uganda.

Owori, Clement  
Acting Deputy Commissioner  
for Cooperative Development  
Ministry of Cooperatives and Marketing  
Kampala

Training objective: To develop senior management skills related to auditing and finance, personnel administration, and international trade.

Study tour period: May 25 to July 26

May 25-26	Predeparture orientation.
May 28	Arrival in Washington, D.C.
May 29	Rest
May 30-31	Cross-cultural Awareness Training Workshop. Washington, D.C.
June 1-3	Orientation visits to the Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service.
June 4-5	Rest

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June 6-9	Strategic Planning Seminar. AMA Training Center, Washington, D.C.
June 10	Rest
June 11	Travel to Kansas City, Missouri.
June 12	Rest
June 13-17	On-the-job training at Farmland Industries, Inc. Attended the Association of Cooperative Educators Conference. Kansas City.
June 18	Travel to Madison, Wisconsin.
June 19	Rest
June 20-24	Cooperatives and Agricultural Finance Seminar. University Center for Cooperatives, University of Wisconsin, Madison.
June 25	Travel to Sacramento, California.
June 26	Rest
June 27 to July 9	On-the-job training at marketing cooperatives, Farm Credit Banks, local Production Credit Associations, and the California Farm Bureau Federation. Sacramento, Davis, Yuba City, Stockton.
July 10	Travel to Denver, Colorado.
July 11-16	Communication Skills Workshop, Farmlink Services. Orientation visit to the Central Bank for Cooperatives, Denver.
July 17	Travel to Washington, D.C.
July 18-20	Completion of field report. Debriefing.
July 21	Departure for Uganda.

### Group Three

The Group Three delegation of seventeen cooperative managers and educators participated in an ACIDI study tour from July 12 to September 20. Their program addressing either management or training/education needs consisted of five integrated parts: Predeparture Orientation, Cross-cultural Awareness Workshop, Cooperative Management and Education Workshop, On-the-job Training, and a Management Communication Seminar each having the following objectives:

- 1) Pre-departure Orientation  
(same objectives as Group One)
- 2) Cross-cultural Awareness Workshop
- 3) Cooperative Management and Education Seminar ,  
University Center for Cooperatives, University of  
Wisconsin, Madison.
  - a) (same as 3a, Group One)
  - b) (same as 3b, Group One)
  - c) To provide participants with specific knowledge  
and skills regarding:
    - Management:
      1. Structure of cooperatives;
      2. Organization of cooperatives;
      3. Legal aspects of cooperatives;
      4. Modern management techniques;
      5. Personnel relations;
      6. Marketing management;
      7. Mechandising management.
    - Education/training:
      1. Planning cooperative education and training;

2. Education of members;
  3. Training of officials and employees;
  4. Communication techniques;
  5. Public relations for cooperatives.
4. On-the-job Training
- a. (same as 4a, Group One)
  - b. (same as 4b, Group Two)
- Management Trainees:
- c. To study cooperative management techniques.
- Education Trainees:
- d. To study communication/methods utilized by cooperatives.
5. Management Communication Seminar
- (same as 5a through 5f, Group One)

#### Group Three Itinerary

July 12-13	Predeparture Orientation. Kampala, Uganda.
July 15	Arrival in Madison, Wisconsin.
July 16-19	Orientation and Cross-cultural Awareness Training Seminar. Madison.
July 20-29	Cooperative Management and Education Seminar, University Center for Cooperatives, University of Wisconsin, Madison.
July 30	Rest

On July 31, the delegation of 17 divided into two sub-groups: Cooperative Management participants and Cooperative Education/ Training participants.

Cooperative Management Participants' Itinerary:

July 31	Travel to Sacramento, California
July 31 to August 5	California Agricultural Tour. University of California, Davis; North Central Valley; Biggs Rice Research Station; Colusa Irrigation District; San Joaquin County; various packing houses; Tulare County; Fresno County; Lindcave Field Station; Sunmaid Growers.
August 6	Travel to individual on-the-job training locations
August 7 to September 2	Individual on-the-job training (see next page for training locations)
September 3	Travel to Washington, D.C.
September 4	Rest
September 5-9	Debriefing and completion of field reports. Orientation visits to Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service, National Consumer Cooperative Bank, USDA Research Station.
September 10	Rest
September 11-16	Management Communication Seminar. Management-Communication Associates. Washington, D.C.
September 17-18	Rest
September 19	Meeting with the Ambassador of Uganda, Embassy of Uganda. Washington, D.C.

September 20

Departure for Uganda.

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Cooperative Education/Training Participant Itinerary:

July 31	Travel to Columbus, Ohio
July 31 to August 5	National Institute on Cooperative Education Conference, Workshop on Cooperatives for Teachers and Agents, or Employees and Collegiates Seminar. Ohio State University, Columbus.
August 6	Rest
August 7	Travel to Michigan Park, Ohio
August 8-9	Young Farmer Couple Conference. Landmark, Inc. Michigan Park.
August 10	Orientation visit to Nationwide Insurance and the National Center for Research in Vocational Education. Columbus.
August 11-12	Orientation visit of Landmark, Inc. Education Center and Headquarters. Columbus.
August 13	Travel to Minneapolis, Minnesota.
August 14 to September 1	On-the-job training and homestays in a program developed by ACDI member, Land O'Lakes, Inc. Minneapolis.
September 2	Travel to Washington, D.C.
September 3-4	Rest
September 5-9	Debriefing and completion of field reports. Orientation visits to the Farm Credit Administration, Farmers Home Administration, Agricultural Cooperative Service, Equity Policy

Center, National Consumer Cooperative Bank, USAID Office of Women in Development, USAID Office of Education, Science and Technology.

September 10	Rest
September 11-16	Management Communication Seminar. Management-Communication Associates. Washington, D.C.
September 17-18	Rest
September 19	Meeting with Ambassador of Uganda, Embassy of Uganda. Washington, D.C.
September 20	Departure for Uganda.

Participants' Names, Titles and On-the-job Training Locations

On-the-job training for Group Three participants entailed work/study and homestays with American families for the period August 7 to September 2, 1983.

PARTICIPANT NAME AND TITLE	ON-THE-JOB TRAINING LOCATION
Aruho, Katwire Amoni District Cooperative Officer Ministry of Cooperatives and Marketing Kasese	Family Farm Development Network. Little Rock, Arkansas
Bakaswirewa, Florence Senior Assistant Cooperative Officer Head of the Education Department Cooperative Department Ministry of Cooperatives and Marketing Jinja	Landmark, Inc. Columbus, Ohio Land O'Lakes Minneapolis, Minnesota
Ganaggwa, Expedito Education Secretary East Mengo Growers Coop Union, Ltd. Jinja	Landmark, Inc. Columbus, Ohio Land O'Lakes Minneapolis, Minnesota
Juk, Nicholas Senior Assistant Cooperative Officer Lira Credit and Savings Societies Lira	Family Farm Development Network. Little Rock, Arkansas

Kajjude, Sam S.P.M.  
Senior Assistant Cooperative Officer  
Department of Cooperative Development  
Ministry of Cooperatives and Marketing  
Kampala

Family Farm Development  
Network.  
Little Rock, Arkansas

Kinyera, Jacob  
District Cooperative Officer  
Ministry of Cooperatives and Marketing  
Kampala

Family Farm Development  
Network.  
Little Rock, Arkansas

Kizza-Kizito, Herbert  
District Cooperative Officer  
Ministry of Cooperatives and Marketing  
Iganga District

Southern States Cooperative, Inc.  
Richmond, Virginia  
Culpeper Farmer's  
Cooperative, Inc.  
Culpeper, Virginia  
Shen-Valley Meat Packers, Inc.  
Timberville, Virginia  
Valley of Virginia Cooperative  
Milk Producers Assoc., Inc.  
Harrisonburg, Virginia  
Orange-Madison Cooperative  
Service, Inc.  
Orange, Virginia

Kumakech, Louis  
Senior Assistant Cooperative Officer  
Ministry of Cooperatives and Marketing  
Kampala

(same as Kizzo-Kizito above)

Maniragaba, Stanley  
Cooperative Officer  
Head of USAID Commodities Team  
Western Zone  
Kampala

Family Farm Development  
Network.  
Little Rock, Arkansas

Mulyanga, Edith  
Cooperative Officer  
Head of Consumer Section  
Ministry of Cooperatives and Marketing  
Mpigi

Landmark, Inc.  
Columbus, Ohio  
Land O'Lakes, Inc.  
Minneapolis, Minnesota

Muwaya, Yekolamukubona Babalanda  
Education Secretary  
Busoga Growers Cooperative Union, Ltd.  
Jinja

Landmark, Inc.  
Columbus, Ohio  
Land O'Lakes, Inc.  
Minneapolis, Minnesota

Mwesigye, Frederick E.  
Administrative Assistant  
Livestock Section  
Ministry of Cooperatives and Marketing  
Kampala

Family Farm Development  
Network.  
Little Rock, Arkansas

Ndahura, Laura  
Senior Assistant Cooperative Officer  
Member Education and Women in  
Development  
Ministry of Cooperatives and Marketing  
Mbarara

Landmark, Inc.  
Columbus, Ohio  
Land O'Lakes, Inc.  
Minneapolis, Minnesota

Othieno, Emmanuel Awa  
Senior Assistant Cooperative Officer  
Wambizzi Cooperative Society  
Tororo

Family Farm Development  
Network.  
Little Rock, Arkansas

Rwakigumba, Jotham  
Cooperative Officer  
Education Section  
Ministry of Cooperatives and Marketing  
Fort Portal

Southern States Cooperative, Inc.  
Richmond, Virginia  
Culpeper Farmer's  
Cooperative, Inc.  
Culpeper, Virginia  
Shen-Valley Meat Packers, Inc.  
Timberville, Virginia  
Valley of Virginia Cooperative  
Milk Producers, Inc.  
Harrisonburg, Virginia  
Orange-Madison Cooperative  
Service, Inc.  
Orange, Virginia

Ulama, Dison Duke U.  
Lecturer in Economics and  
Cooperative Education  
Kigumba Cooperative College  
Kigumba

Southern States Cooperative, Inc.  
Richmond, Virginia

Wabusa, Edward Busiku  
Senior Cooperative Officer  
Ministry of Cooperatives and Marketing  
Mbale

Landmark, Inc.  
Columbus, Ohio  
Land O'Lakes, Inc.  
Minneapolis, Minnesota

#### Group Four

Three senior executives from the Ministry of  
Cooperatives and Marketing participated in a study tour July

26 through September 29. The overall objective of their program was to develop skills and knowledge of leadership, team building, organization design, and program implementation. The program consisted of five components: Predeparture Orientation, Cross-cultural Awareness Workshop, National Institute of Cooperative Educators/Workshop on International Cooperative Development, Leadership for Development Seminar, and Practical Training.

**Program goals:**

To develop skills and/or knowledge of:

1. High level policy and decision-making techniques.
2. Policy formulation.
3. Techniques to determine agricultural policy and pricing to either promote or curtail production.
4. Export marketing by cooperatives and the private sector.
5. Systems structure for supplying agricultural inputs credit, processing, and marketing by both cooperative and the private sector.
6. Cotton and coffee futures markets as they function in the U.S. and internationally.

**Program Component Objectives:**

1) Pre-departure Orientation

To provide the participants with sufficient knowledge regarding:

- a) The training program goals, content, schedule, and travel itinerary;
- b) ACDI's organizational structure, goals, and personnel;

2) Cross-cultural Awareness Workshop

To assist the participants:

- a) To adapt to a different cultural environment;
  - b) To prepare for successful cross-cultural experiences;
  - c) To take a participatory, active-learning approach to the study tour.
- 3) National Institute on Cooperative Education  
Ohio State University, Columbus
- a) To provide the opportunity to meet with a large cross-section of U.S. cooperative leaders, officials, and farmer-members.
  - b) To gain knowledge of the current policy and planning issues confronting U.S. cooperators and to learn of practical and/or proposed solutions.
  - c) To observe cooperative member education, public relations programs, and training methods and techniques.
- 4) Leadership for Development Seminar , NTL Institute,  
Bethel, Maine.
- a) To design and adapt organizational models responsive to community-level needs and values;
  - b) To experience working as an effective team member in a workshop and to identify the requirements for team building and maintenance in Ugandan organizations and institutions;
  - c) To identify one's own style of leadership and explore the dynamics inherent in developing an effective relationship between oneself and the community;
  - d) To examine theories and concepts relating to dissemination and how individuals, organizations, and communities learn, as well as to explore the potential for practical application in development efforts;
  - e) To develop and test specific action plans for development goals and activities in the Ugandan situation.

5) Practical Training

(same as Program Goals above)

Group Four Itinerary

Training Objective: To development skills and knowledge of leadership, team building, organization design, and program implementation.

Study tour period: July 29 to September 15, 1983

John Okodoi  
Permenent Secretary  
Ministry of Cooperatives and Marketing  
Kampala

Alupakusadi Elogu  
Commissioner for Cooperative Development  
Ministry of Cooperatives and Marketing  
Kampala

Lawrence Eтуру  
Commissioner for Marketing  
Ministry for Cooperatives and Marketing  
Kampala

July 26-27	Predeparture Orientation. Kampala
July 29	Arrive Washington, D.C.
July 30	Cross-cultural Awareness Workshop. Washington, D.C.
July 31	Rest
August 1	Travel to Columbus, Ohio
August 2-4	National Institute on Cooperative Education; Workshop on International Cooperative Assistance. Ohio State University, Columbus
August 5	Travel to Boston, Massachusetts.

Confer with Mr. Charles Kaggwa,  
Senior Cooperative Officer, Ministry  
of Cooperatives and Marketing, Kampala.  
A.D. Little Management Education  
Institute, Cambridge.

August 6-7 Rest

August 8 Travel to Bethel, Maine.

August 9-21 Leadership for Development Seminar.  
NTL Institute, Bethel.

August 22 Travel to Minneapolis-St. Paul,  
Minnesota.

August 23 to  
September 3 In-depth orientations at the  
Farm Credit Banks of St. Paul  
and the Chicago Board of Trade.

September 4 Travel to Kansas City, Missouri.

September 5-7 Orientations of Farmland Industries, Inc.  
and FAR-MAR-CO, Kansas City.

September 7 Travel to Lubbock, Texas.

September 8-9 Orientation of Plains Cotton Cooperative  
Association, Lubbock.

September 10 Travel to Washington, D.C.

September 11 Rest

September 12-13 Orientations and Meetings at  
USDA Foreign Agricultural Services,  
World Bank, Agricultural Cooperative  
Service, Farm Credit Administration,  
National Council of Farmer Cooperatives,  
Washington, D.C.

September 14 Travel to New York City.

September 14-15 Orientations and meetings at  
Conti-Commodity Services, Inc.,  
New York Cotton Exchange, Coffee  
Marketing Board, Uganda Mission  
to the United Nations, New York.



Parliament of Uganda  
Kampala

Ziwa, Experito  
Lecturer  
Department of Agricultural  
Economics  
Makerere University  
Kampala

Uganda Cooperative College  
Kigumba

Ruguudo, B. Joseph  
Senior Cooperative Officer/Lecturer  
and Head of the Department  
Accounting Department  
Uganda Cooperative College  
Kigumba

Ulama, Dison Duke U.  
Senior Cooperative Officer/Lecturer  
Uganda Cooperative College  
Kigumba

August 29 to  
December 16  
(both (A) and  
(B) participants)

Cooperative Education and Management  
Seminar, University Center  
for Cooperatives,  
University of Wisconsin - Extension,  
Madison.

Seminar Subject Areas: Organization,  
Management and Operations- Structure of  
cooperatives; Organization of  
cooperatives; Modern management  
techniques; personnel relations; marketing  
management; merchandising management.

Finance, Credit, and Economics of  
Cooperative Operations: Financing of  
cooperatives; Credit granting and  
collection; Financial analysis; Budgeting  
for cooperatives; Fiscal controls.

Education, Public Relations, and  
Communications: Planning cooperative  
education and training; Education of  
members; Training of officials and  
employees; Communication techniques;  
Public relations for cooperatives.

Field Training:

Each participant spent two periods in  
field training, totaling three weeks.  
These trips were individually planned for  
each participant after personal

interviews. Participants traveled alone or in pairs to cooperatives in various parts of the country chosen to fit their needs and interests.

Seminar Paper:

Each participant prepared a seminar paper, presented it orally, and defended it during the last three weeks of the seminar. The paper was on a practical aspect of cooperative work useful to the participant upon returning to Uganda.

Group (A)

December 6	F. Isingoma and J. Ssentenza (early, emergency departure)
December 17	C.P. Atikora and E. Ziwa only, travel to Washington, D.C.
December 18	Rest
December 19	Debriefing at ACDI office; meeting with Ambassador of Uganda; Departure for Uganda.

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Group (B)

December 17-18	Rest
December 19-23	Register as Special Students for spring semester, 1984. Office of Intercollege Programs, University of Wisconsin.
December 24-25	Rest
December 26	Travel to Washington, D.C.
December 26, 1983 to January 6, 1984	Management Communication Seminar. Management-Communication Associates, Washington, D.C.
January 7	Travel to Madison, Wisconsin.

January 8-19	Meetings with academic advisors, course selection, class registration. University of Wisconsin.
January 23- May 19	Individual course work, University of Wisconsin graduate schools.
May 20	Travel to individual on-the-job training locations.
May 21	On-the-job training.
June 13	Travel to Washington, D.C.
June 14-15	Debriefing at ACDI office.
June 16	Departure for Uganda.

Appendix A

SCHEDULE OF ACDI TECHNICAL ASSISTANCE TO UGANDA FPSP

AUGUST, 1982 - DECEMBER.1983

	TL	PTA	MDC	DWA	CA	CBA	TS	CMTS	DMC	WCPDA	LC
'82 AUG	X		X								X
SEP	X		v				v	v			
OCT	X						X	X			
NOV	X			v			X	v			
DEC	X			X			v				
'83 JAN	X	X	v	X							
FEB	X	X	X	X							
MAR	X	X	v								
APR	X	X					v			v	
MAY	X	X					X			v	
JUN	X	X							v	v	
JUL	X	X	v						X	v	
AUG	X	X	v	v	v		v		X	v	
SEP	X	X		X	X		X		v		X
OCT	X	X		X	X		X			v	
NOV	X	X	v	X	X		v			v	
DEC	X	X	v	X	X					v	

- 
- X = Full month in Uganda
  - v = Part of month in Uganda
  - TL = Team Leader
  - PTA = Primary Training Advisor
  - MDC = Management Development Consultant
  - DWA = Distribution and Warehousing Advisor
  - CA = Credit Advisor
  - CBC = Coop Bank Consultant
  - TS = Transportation Specialist
  - CMTS = Cooperative Management Training Specialist
  - SMC = Sales Management Consultant
  - WCPDA = Women's Cooperative Program Development Advisor
  
  - LC = Logistics Consultant

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## APPENDIX B

### In-Country Training

The in-country training in Uganda has been designed to provide primary societies with qualified cooperative trainers and managers, and to develop the management skills of middle and senior level officials in the Ministry of Cooperatives and Marketing. By the end of 1983, over 1500 Ugandans received in-country training in the Food Production Support Project. The majority of these, over 1000, are managers and officials of the primary societies. The remaining 400 work in the cooperative unions and the Ministry of Cooperatives in Kampala. Training was provided based on where the needs were perceived to be the greatest.

This training has included maintenance training for transportation, production management training, accounting, senior management training, and training of trainers. Training programs ranged from one week for primary society training, to two and one half weeks for the training of trainers and accountants. Most other training programs were of two weeks duration.

The training teams have been staffed mostly by Ugandans who were supplied with materials by ACDI advisors. The Training of Trainers (T of T) Content, Production Management, Accounting, Factory Management, Ginnery Management, and Primary Society Training Programs were staffed exclusively by Ugandans with the ACDI advisors acting as consultants to these teams.

FOOD PRODUCTION SUPPORT PROJECT IN-COUNTRY TRAINING

	JAN 23	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL 23
1. Adv. Mgt. (Mweya)													23
2. Trng. of Trainers (Entebbe)		42											42
3. Adv. Mgt. (Chobe)			26										26
4. Women's Programme (Kabale)							20				27*		47
5. Trng. of Trainers (Kabale)								40					40
6. Content T of T (Kabale)								22					22
7. Accountants I								19					19
8. Production Mgt. (Kampala)								17					17
9. Accountants II									20				20
10. Factory Mgt. (Kampala)									24				24
11. Ginnery Mgt. (Kampala)									14				14
12. Transport Mgt. (Mukono)									21	21			42
13. Content T of T (Lira)										19			19
14. Maintenance Mgt. (Kampala)										27			27
15. Mgt. Evaluation (Kampala)											30*		30
16. Primary Society Training									120*	270*	510*	270*	1170*
Monthly Total	23	42	26				20	98	199*	337*	567*	270*	1582*
Year to Date	23	65	91	91	91	91	111	209	408*	745*	1312*	1582*	

\* Estimated

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APPENDIX C

ACDI U.S. TRAINING ACTIVITIES FOR UGANDA PARTICIPANTS

GROUP	NUMBER OF PARTICIPANTS	NUMBER OF OJT PERSON DAYS CONTRIBUTED ACDI members	CONTRIBUTED Non-members
One	18	226	74
Two	9	114	79
Three	17	240	182
Four	3	29	20
Five	9	*	*
Odongpiny	1	36	24
Nyeko	1	8	22
<b>Total</b>	<b>58</b>	<b>653</b>	<b>401</b>

\*The nine participants in Group Five had three weeks of field training as a part of their studies at the University Center for Cooperatives, University of Wisconsin. The Center provided the programming for the field studies.

APPENDIX D

FOOD PRODUCTION SUPPORT PROJECT  
 USAID PROJECT NO. 617 - 0102  
 FINANCIAL REPORT  
 AUGUST, 1982 - DECEMBER, 1983

	<u>BUDGET</u>	<u>TOTAL EXPENSES</u>	<u>BALANCE</u>
SALARIES & DIFFERENTIAL	282.7	170.0	112.7
FRINGE	58.1	31.7	26.4
ALLOWANCES	32.7	7.5	25.2
CONSULTANTS	388.5	184.2	204.2
TRAINING	693.9	569.6	124.3
TRAVEL & TRANSPORT	221.4	146.1	75.3
COMMODITIES	200.0	129.2	70.8
OTHER DIRECT	77.4	19.1	58.3
SUBTOTAL	1954.7	1257.4	697.3
ADMINISTRATIVE ALLOCATION	263.9	169.7	94.1
UCA GRANT	10.0	10.0	0.0
TOTAL	2228.6	1437.1	791.4