



Cooperative Development Program (CDP)

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Executive Summary

ACDI/VOCA's goal for the Cooperative Development Program (CDP) is to improve the governing, management and advocacy capacity of business-oriented, professionally managed, farmer-owned and -operated organizations to better meet the needs of their male and female members through market-driven activities. ACDI/VOCA focuses on the institutional strengthening and capacity building of cooperatives to plan for and implement changes that catalyze increased production and sales. Program activities include trainings, technical assistance, strategic management and mentorships to facilitate increased agricultural productivity, strengthened cooperatives and pre-cooperative groups, captured knowledge and lessons learned and disseminated cooperative learning.

While ACDI/VOCA has implemented the Cooperative Development Program before, this CDP award will benefit from a more rigorous monitoring and evaluation (M&E) system that will not only help program implementers to better understand the impact at the cooperative and household level, but help tailor future activities to the individual needs of cooperatives based on the assessments.

ACDI/VOCA modified the ODCD METRICS assessment tool to develop the M3 tool, a condensed version of METRICS. M3 evaluates the Money, Membership and Management capacity of cooperatives. While the M3 is shorter and takes less time to evaluate each cooperative, it still contains critical questions that have been converted into a numerical score to ease longitudinal and comparable evaluations. M3 assesses the consistent use of sound business practices, financial performance, and strong commitment to a cooperative's membership.

Starting up this phase of CDP with a new baseline tool in two very different countries has yielded many lessons in a short period of time. Such lessons include the importance of:

- Building trust with cooperatives
- Strategic planning
- Awareness of the importance of women in various roles,
- Establishing key contacts/liaisons within cooperatives to improve communication and follow-up
- Establishing solid links with apex organizations;
- Flexible tools (as implementers);
- Organized record keeping;
- Addressing barriers to membership;

One overarching lesson learned is that all cooperatives and countries move at different paces, and they need to feel that they have control of their change process. Technical assistance cannot be thrust at them, but requires careful planning, objectives and independent work plans that work towards these objectives. Most importantly, CDP must move at a pace and assign requirements that benefit the cooperatives, not add unnecessary work for their members.

As of June 30, 2011, ACDI/VOCA's CDP has successfully started up its activities in Paraguay and Kenya, including the selection of cooperatives, baseline assessments and strategic planning. Technical activities, such as trainings, and volunteer assignments, have commenced as well. In July 2011, the Ethiopia component will start, followed by the Tanzania CLARITY assessment in the fall of 2011.

Paraguay

1. Synopsis

ACDI/VOCA Paraguay presents its semi-annual report of the Cooperative Development Program (CDP) for the period October 1, 2010- June 30, 2011. The report presents the activities undertaken in the implementation of the second stage of the CDP Program and progress towards the achievement of its objectives. CDP Paraguay supports USAID/Paraguay's Strategic Objective 526-007: "Increased Income for the Poor in Selected Economic Regions".

ACDI/VOCA's worldwide CDP includes Paraguay as a target country in a four-year program beginning in October 2010 and ending in October 2014. This is a continuation of an earlier program that began in Paraguay in October 2002.

In Paraguay, ACDI/VOCA has been managing CDP for the last eight years to increase farmer's income through the provision of technical assistance and training to foster sustainable market-based relationships. CDP in Paraguay will continue to focus on the eastern and southern portion of the country in fresh fruits and vegetables, dairy and organic sugar value chain and general Good Agricultural Practices (GAP). The key issues that the program will continue to address under CDP as a whole are: a) Principles sound cooperative law and strategies to improve the legislative and regulatory environments b) Strengthening cooperative participation and governance c) Planning and information systems and d) Replication, scale and salience.

CDP Paraguay has developed a gender strategy which is applied across all of our program work. The program will employ tools that enable cooperatives to become more inclusive of and responsive to women farmers. CDP will also integrate gender indicators into our monitoring and evaluation system to guarantee continual learning and adaptation throughout the four years.

CDP Paraguay will carry forward its successful work with second-tier cooperatives to act as model mentors to medium-sized cooperatives and associations that have promising business models but a lack of knowledge and skills to sell to regional and international markets. This will include collaborations with *Paraguayan Center of Cooperatives (CEPACOOOP)* and *Federation of Production Cooperatives (FECOPROD)*.

2. Activities/Approach

To begin the second stage of CDP Paraguay, procedures were established to define the cooperatives with which the program will work. To select the cooperatives the program used a selection matrix with criteria defined by project staff. Next, to develop a baseline understanding of the current state of selected cooperatives and their members, the program used the M3 tool (Money, Management and Membership) at the cooperative level and contracted a private consultant to carry out a household survey.

Once the cooperatives were selected and the baseline underway, the CDP staff carried out field visits to draft Action Plans with each cooperative. CDP Paraguay fully



involves cooperatives in this process to ensure their commitment to and ownership of the technical assistance and training plan, and their agreement with corresponding performance measures and targets related to cooperative outreach, growth and sustainability.

A. Cooperative Selection

CDP Paraguay created a selection matrix for cooperatives with the purpose of selecting the cooperatives that would benefit from the program and aiming to evaluate the aspects related to seven variables. Each variable of the selection matrix assesses the development level of the organization. The matrix was applied to 21 cooperatives. The variables covered the following:

1. Competitiveness of the value chains in which the cooperative works
2. Management capacity
3. Transparency and institutional relationships
4. Services oriented to members
5. Cooperative management resources
6. Impact (number of people reached)
7. Gender integration

Based on the Selection Matrix, the program identified the following institutions in six Departments of the country:

Cordillera Department	Manduvira Cooperative
	El Arróyense Cooperative
	Caraguatay Poty Cooperative
	La Barrerena Cooperative
San Pedro Department	Guayaibi Unido Cooperative
	Guayaibi Poty Cooperative
	Paraíso Poty Women's Committee
	Aguaray Cooperative
Guairá Department	Artisans Network Yataity Guaira
Caaguazú Department	Pakova Poty Cooperative
	Kokue Poty Cooperative
	Peteichapa Cooperative
Itapúa Department	Jhechapyra Cooperative
	Onondivepa Cooperative
	Tavapy II Cooperative
	Colonias Unidas Cooperative
Concepcion Department	Cooprolec Cooperative

During the process, two cooperatives (El Arróyense and Kokue Poty) were excluded from the list due to the lack of interest to provide institutional information to CDP.

B. Establishing a Baseline

In order to achieve the goals set by the CDP Program it was necessary to use baseline indicators that reflect the situation before the start of the program that can be used to measure the impact at the end. The M3 tool and a form based on the PMP indicators were applied.

Additionally to M3, a form based on the CDP Performance Monitoring Plan (PMP) was implemented. The form included the collection of data related to: volume of outputs purchased by the cooperative members, volume of inputs sold, dividends distributed to cooperative members, annual volume and value of commercialization, etc.

In connection with the baseline, a Household Survey was applied to a total of 200 cooperative members involved in the program. The purpose of this survey was to better understand livelihoods and food security issues in the communities in which CDP work. The information will be used by CDP to plan current and future activities as well as measure progress over time at the household level. This will enable us to test the hypothesis that CDP can have an impact at the household level through interventions at the cooperative level.

The Household Survey was carried out by the private consultancy company MARPI. After the consultancy the company delivered a detailed report.

The report included a listed analysis of the following:

- Demographic aspects by districts and population by age, sex and family structure
- Education
- Economic activity: annual average income per family
- Finance, production and services
- Items related to agricultural production: land ownership, crops, surface cultivated, and volume of the production.
- Services needed to improve agricultural production
- Purchase of agriculture inputs and technical equipment for production
- Products commercialization

Based on the survey, the consultants made the following observations and/or findings:

1. Cooperatives need to have a clear definition of their vision and mission
2. Coordinated actions of the cooperative and its membership to achieve the goals established
3. Good conceptualization of what cooperative is and running the cooperative as a business
4. Improve the production through technical assistance which will result into better quality for commercialization and will increase their standard of life
5. Cooperatives should be more inclusive of women farmers
6. Cooperatives should support agriculture sustainability

With regard to the CDP Paraguay Gender Strategy, the program goal is to increase women's access to leadership and decision-making positions in rural cooperatives. To address this issue CDP Gender indicators was developed. The indicators are based on the three main objectives:

1. Increase awareness of cooperative leaders members on the importance of women in management roles
2. Improve cooperative institutional structure to encourage women to serve in management roles
3. Strengthen women's capacity to lead and manage cooperatives

C. Strategic Planning with Cooperatives (Action Plans)

During this period, CDP's staff worked in coordination with the board of directors of each selected cooperative in the development of Action Plans.

The Action Plan is considered the strategic basis from which technical assistance and training programs will be delivered and will include annual performance measures. The Action Plan includes a brief diagnosis of the cooperative and sections directly related to M3 and gender.

Based on the Action Plans developed with the cooperatives, the interventions required are:

- Administrative and organizational management
- Cooperative strengthening and leadership
- Good agriculture practices (GAP) and post-harvest management
- Dairy value chain: production, marketing and commercialization
- Financial management
- Organizational restructuring
- Strategic planning

In the specific case of the Manduvira Cooperative, technical assistance was requested to train the key personnel for the sugar cane technical department and the management department of the sugar mill.

According to the findings, five scopes of work were developed during this semester and the interventions were already carried out through our volunteer specialists.

D. Additional Activities

Visit from the Senior Technical Advisor

In order to support the start-up programmatic activities of the program we received the visit of CDP Senior Technical Advisor Luis Cuellar. The main objectives of the visit were:

- Establish a broader formal agreement with the National Learning Service (SENA) a regional leader in production and technical assistance training in Colombia. SENA has supported current CDP efforts in Paraguay and has been one of the major partner in ACDI/VOCA Colombia's specialty coffee programs.
- Reinforce relationships with the Brazilian Cooperative Organization (OCB), the leader in cooperatives in Latin America that will provide short-term volunteer consultants to CDP Paraguay based on a formal agreement
- Establish working alliance with Brazilian Service Support in Micro and Small Businesses (SEBRAE), Brazilian Agricultural Research Corporation (EMBRAPA), Cooperative Organization of Parana State (OCEPAR) and Sao Paulo State (OCESP) in Brazil.

As a result of this visit, there is a possibility for sugar mill key personnel in Manduvira Cooperative will do an internship in OCB. The purpose of the internship is training the key personnel in technical aspects of the sugar mill.

Senior Project Coordinator Visit

During the period between January 24th and February 3rd the visit of the Senior Project Coordinator Hannah Schiff from Washington, DC took place. During her stay, she held meetings with USAID representatives in Paraguay and apex organizations CEPACOOOP and FECOPROD. The Senior Project

Coordinator oriented the local staff in the implementation of M3 in three cooperatives. She also conducted training for ACDI/VOCA staff in the Value Chain Approach and its implementation in the ACDI/VOCA Programs.

Bureau of Fruit and Vegetables (REDIEX)

CDP Paraguay is involved in the Bureau of Fruit and Vegetable from REDIEX (Export and Investment Network). The Network is comprised of institutions representatives engaged to domestic and international marketing of fruits and vegetables. Its mission is to improve the standard quality of the production to achieve its international competitiveness.

To achieve its goals, the bureau manages the resources available in the institution, both technical and financial with the assistance of the public and private sector.

This semester the Network established specific regulations related to production, such as the following:

- Make the producers aware about the importance on the implementation of Good Agricultural Products (GAP) in their farms. Currently, GAP is being applied in a few farms as a pilot project
- Explore new export products that will include mango (Tommy Atkins), watermelon and pineapple, items for which the Network adopted training program and technical assistance
- Increase crops yield
- Increase the commercialization of products

3. Cooperative Activities and Trainings

Taking into account the framework of the Program, CDP Paraguay identified training needs for our beneficiaries. During this semester the following activities and training were carried out to promote the strengthening of these institutions.

- *Leadership Training:* Leadership for change and operational excellence is a primary challenge for cooperative strengthening. Leadership training is not simply an independent act of competency development. It must be embedded in the values, culture, and context of the organization, integrally linked with the continuous processes of decision-making, problem-solving, learning, knowing, and performance.

Three cooperatives received leadership training. The sessions included discussions about personal barriers to serving in leadership role, chairing a committee and running meetings, public speaking, the importance of facing conflict directly.

The positive impact of implementing the suggestions was already apparent during workshops and meetings. By the end of session, many members were signing up for different roles.

As members become more involved, they will care more about the cooperative, take more responsibility, and serve in leadership roles. It will feel like “their” organization. There will be a renewed sense of strength, energy and momentum.

- *Strengthening of Cooperatives of the Southeast Region of Paraguay:* The use of good practices of governance has proved to be fundamental in the success of cooperatives. Under the goal of CDP’s program to strengthen cooperative participation and governance CDP Paraguay participated in the event “Fortalecimiento de Cooperativas de la Zona Sureste del Paraguay” (Strengthening of Cooperatives of the Southeast Zone of Paraguay).

The event included cooperative members of Federation of Production Cooperatives (FECOPROD) in the southern region and representatives of important institutions related to the cooperative movement in Paraguay.

4. Volunteer Assignments

For Year 1, the CDP has set a target of 12 volunteer assignments, of which 5 assignments have been carried out this semester. CDP Paraguay includes cooperatives, groups and networks in varying phases of development, and the technical content of our volunteer assignments varies according to the needs of the cooperative. Assistance provided this reporting period focused at two levels: 1) production and marketing assistance for two of the relatively more developed milk-producing cooperatives and 2) group management and leadership assistance for newer cooperatives or networks.

In the first category, Cooprolec Cooperative in Concepcion received volunteer Luis Alfredo Escobar's assistance on cost/benefit analysis for milk production. The specialist's recommendations focused on the assessment of the necessary investment to implement proper nutrition, sanitation and building facilities for milk production and marketing.

Oñondivepa Cooperative is based in Maria Auxiliadora but with two secondary locations in Natalio and Yataity. The organization focuses on the commercialization of a variety of agricultural products, including soybeans, corn, wheat, yerba mate and tung (*vermicia fordii*). The cooperative has 17 milk producers who sell their product to various buyers in the region. The milk producers require the design of a production and marketing system that will allow them to maximize the economic returns of milk production. The milk producers own a refrigerated bulk tank, which to date has not been used. To this end, consultant Elizabeth Alderson assisted in designing a system to meet the local and member conditions.

In the second category, three cooperatives requested leadership training from Louisa Rogers: Caragatay Poty, Paraiso Poty, and the Yataity Guaira Artisan's Network. Caragatay Poty is a cooperative focused on horticulture production and located in Caragatay District, Cordillera Department. It was founded in 2005 for a group of 22 horticulture producers. The membership represents 178 producers who in the last year have significantly increased their sales volume. The cooperative requested a specialist in leadership to improve the performance of the cooperative leaders and ensure that decisions and actions taken by them effectively contribute to the growth and strengthening of their cooperative. The training was focused primarily on communication from a leadership perspective.

Paraiso Poty Women's Committee is a banana and pineapple cooperative formed in 2008 that seceded from its previous cooperative out of frustration at the lack of opportunity for women members. It has increased its membership from an original 7 to its current 61, of whom 9 are men. The Committee is located in Guayaibi District, San Pedro Department. Although the Paraiso Poty Women's Committee has achieved a great deal in a short time, the organization is struggling due to burnout in the leadership and reluctance on the part of the membership to participate actively. Therefore, the objectives in asking for a volunteer were to:

- Improve capacity and leadership skills among members
- Improve group management and group facilitation techniques
- Advise leaders on how and when to delegate authority
- Increase involvement of the male members
- Empower members whose partners do not support their participation
- Identify structures and strategies to improve the group

The consultant carried out three workshops during the period of the assignment. Most of the recommendations made were about encouraging participation. The board of directors needs to seek out opportunities to actively engage the membership to participate and be involved in the cooperative activities.

The Yataity Guairá Artisan Network consists of a group of about 55 women who hand stitch the traditional Paraguayan Aó Poí (fine cloth made of cotton). The Artisans Network was founded in 2009. The network consists of six committees of artisans. The Network is located in Yataity District, Guairá Department.

The main objectives for the technical assistance were to improve group management and clarify roles and responsibilities in the network. The volunteer also helped to identify structures and strategies required by the network in this area.



At the arrival of the volunteer the Artisan Network Yataity Guairá was facing an institutional issue due to some internal friction with some members. At the end of the assignment the volunteer made recommendations which were discussed with the board members in order to solve the internal issues. The board committed itself to find a solution. The consultant recommended that the current president take leadership coaching to avoid further damaging the group's morale and success.

5. Challenges, Successes and Lessons Learned

Challenges

This semester CDP Paraguay worked in coordination with small-scale producers associations, cooperative members and second-tier organizations. Through establishing the baseline and development of Action Plans the program dealt with the following challenges:

- Help the cooperative membership and board of directors understand the need to run the cooperative institution as a business, not as charity institution.
- The importance of strategic planning.
- The majority of cooperative leaders are men and CDP is trying to increase awareness of cooperative leaders on the importance of women in management roles.



Successes

CDP Paraguay obtained success through a technical intervention to Cooperative Jhechapyra. The cooperative is located in Itapúa Department and mainly focuses on the production and marketing of grains. The cooperative aims to industrialize the production of oilseed in the region. In order to understand the risk of the business a feasibility study for installation of a processing plan for grain of soybeans and corn was made. Additionally, in order to obtain funds (from a private or public entity) the cooperative requested a specialist to develop business plan. In coordination and supervised by an ACDI/VOCA specialist the

business plan was developed and presented to a public organization to get financial resources for the project.

Cooperative Jhechpayra is in the process to obtain the financial support to buy the extruder oil equipment needed for the oil processing plant.

Lessons Learned

During the start-up process of this second phase the Program have learned the following lessons:

a. Establish key contact in cooperatives

In order to get access to information and carry out an accurate monitoring and assessment of the activities is critical to define a technical key contact in every cooperative where the program works. This allows the program a clear understanding of the real context and accurate information from the cooperatives.

b. Strengthening relationship with the beneficiaries

To get better results from the technical interventions it is critical to strengthen the relationship with the cooperatives.

c. Follow-up of technical assistance

Our previous experience demonstrated that a follow-up is required in order to better measure impacts and results. The follow-up will be carried out through field visits to the beneficiaries three months after the technical assistance had been provided.

d. Establish solid links with Apex organizations

Strong relationships with the Apex organizations (FECOPROD and CEPACOOOP) are extremely important to engage them with our activities and get their support to disseminate and/or support implementation of the recommendations made by the volunteer consultant through their field technicians.

6. Modification to the Approach

CDP Paraguay understands that to achieve the objectives proposed by the program, it is important take into account the following mechanisms to complement the currently project approach:

- A follow-up methodology with the establishment of small technical committees in the beneficiary cooperatives in order to verify the implementations of the consultant recommendations.
- Sustain relationship with ministries, universities and/or agencies related to cooperative production.
- Support from the Apex organization in the development of the technical interventions carried out by CDP Paraguay. This support will be done in collaboration with the technicians in the field who will assist to disseminate to the cooperatives the techniques and recommendations made by the consultant.
- The program needs to better define and understand the role of women in the value chain and adjust its interventions accordingly. For example, for each cooperative, we will learn whether men or women are the major producers of the cooperative's primary crops. This will guide whether or not we should promote increased membership of women.

Kenya

1. Synopsis

This report presents the activities undertaken from January 1- June 30, 2011. CDP Kenya is a four-year program beginning in January 1, 2011 and concluding September 30, 2014. CDP Kenya supports USAID/Kenya's objective to improve the productivity and competitiveness in key agricultural sectors. In all of its CDP components in East Africa, ACDI/VOCA focuses on increasing food security and productivity, reducing post-harvest losses and streamlining market access for farmers.

While this is the first time that ACDI/VOCA is focusing on Kenya as part of its CDP, ACDI/VOCA has been working in Kenya since 1972, including its current project, the Kenya Maize Development Program, which has operated since 2002. In Kenya, CDP shall complement USAID/Kenya's *Feed the Future (FTF)* Strategy¹. FTF, which is part of the Global Hunger and Food Security Initiative (GHFSI), recognizes three core value chains of focus – cereals, the dairy sector, livestock, and the horticulture sector as priority investment areas to stimulate Kenya's agricultural sector revitalization.

Agriculture is the mainstay of the Kenyan economy, directly contributing to 26% of annual GDP and approximately 25% indirectly from support services/sectors. The sector accounts for 65% of Kenya's total exports and for over 70% of informal employment in rural areas². Therefore, the agricultural sector is not only the driver of Kenya's economy but directly affects livelihoods. Taking into account the pivotal role the agricultural sector plays in Kenya's economy; in 2011 the Government of Kenya released the Agricultural Sector Development Strategy (ASDS). The overarching strategy indicated the importance of the cooperative sector, a first for a government strategy, in Kenya's agricultural growth and economy.

Following the liberalization of the cooperative sector in 1997, Kenyan cooperatives have witnessed major changes in the business environment because of their emergence in the competitive market economy. Among the changes nationally was the withdrawal of direct government involvement in the day-to-day operations of cooperatives. The capacity of cooperatives to meet the challenges brought about by liberalization has been inadequate. As a result, their performance has been on the decline, subsequently hurting cooperative members. This has negatively affected agricultural productivity and market share, and the cooperative sector has almost stagnated.³

Agricultural marketing cooperatives constitute 49% of cooperatives in Kenya, and account for 4 million of the 7 million cooperative members in the country. Since the bulk of farming in Kenya is done by small-scale farmers, these farmers must collaborate in order to achieve economies of scale. CDP Kenya focuses on both cooperatives and pre-cooperatives (less formal farmers groups aiming to become cooperatives, like Self-Help Groups and Community Based Organizations) in order to strengthen the cooperative environment in Kenya, and ultimately, the small-scale farmer.

¹ Feed the Future, Kenya Feed the Future FY 2010 Implementation Plan
www.feedthefuture.gov/.../FTF_2010_Implementation_Plan_Kenya.pdf

² Government of Kenya's Agricultural Sector Development Strategy 2010–2020.
<http://www.ascu.go.ke/DOCS/ASDS%20Final.pdf>)

³ (Government of Kenya's Agricultural Sector Development Strategy 2010–2020.
<http://www.ascu.go.ke/DOCS/ASDS%20Final.pdf>)

2. Activities

A. Cooperative Selection

CDP activities for the first six months concentrated on learning how the cooperatives and pre-cooperative groups function. In order to gain the trust and acceptance from the cooperatives and groups, the CDP team had to make several visits, telephone conversations and emails (where possible). It was crucial to build trust with the cooperative members in order to be included in the sharing of cooperative information and have the cooperative “buy-in” to the program.

Selection of the cooperatives/groups was done in conjunction with officials from the Kenyan Ministry of Cooperative Development and Marketing and CDP’s local partner, Agri and Co-operative Training and Consultancy Services (ATC). It was agreed to start the first phase of the program with five coops/groups encompassing a variety of value chains, and scaling up the number of cooperatives in each phase (project year). Cooperative regions and specific cooperatives were selected based on the following criteria:

- Value chain competitiveness
- Interest of USAID mission
- Local government interest/support
- Interest of the cooperative
- Management capacity of the cooperative
- Transparency and institutional relations of the cooperative

Cross-cutting factors included gender (i.e. working with women’s coops, mixed gender coops and all male coops), youth, size and status of the cooperative (including fully-established and pre-cooperatives).

The Central and Eastern provinces were selected for phase 1 as they are close to Nairobi (maximize trips to the field) and have a variety of cooperatives that meet the criteria above. Five cooperatives/farmer groups were selected in the value chains of honey, dairy, coffee, poultry and Irish potatoes. Of the five cooperatives, only 2 are formally registered as cooperatives, two as Self Help Groups and one as a Community Based Organization. The groups selected are Kiirua, Gaikundo, Gathage, Zombe and Maproma.

Phase 1 of Kenya CDP: Cooperatives

Cooperative	Province	District	Product	Status
Gaikundo Poultry Farmers Group	Central	Nyeri	Poultry	Self-Help Group
Kiirua Naari Dairy	Eastern	Meru	Dairy	Community Based Organization
Gathage Coffee Cooperative	Central	Gatundu	Coffee	Cooperative
Zombe Multipurpose Cooperative Society, Ltd.	Eastern	Kitui	Honey	Cooperative
MAPROMA	Central	Nyandarua	Irish Potatoes	Self-Help Group

B. Establishing a Baseline

As in Paraguay, the baseline survey has been carried out on two levels: the cooperative/group level and the household level. The cooperative level baseline looked at the structures in place in terms of Money, Management and Membership, using the M3 tool. The M3 is easily adaptable and was modified for Kenya’s cooperative environment. While Paraguay and Ethiopia have more advanced cooperatives, in

Kenya, the cooperatives selected ranged in levels of development and many of the indicators on the original M3 were too high to measure the pre-cooperative groups. In order to accurately capture their status and relevant steps in their development (that might barely register on the M3 for Paraguay and Ethiopia) the levels (1-4) were adjusted to depict real progress in Kenyan cooperatives. Now, cooperative success can be adequately captured and measured. The modified M3 tool is included as Attachment 2. The M3 evaluation was enriched by a further assessment of the cooperative records including the products the groups/cooperatives were purchasing or selling to their members.



Members of the MAPROMA pre-cooperative during the initial meetings with CDP staff

It is important to note that for the Kenyan situation, the cooperatives do not purchase produce from their members; rather they aggregate the produce and sell it on behalf of the members. After it is sold, the cooperatives deduct a certain commission from the proceeds, and give the members their share. The more advanced cooperatives that engage in other business (like giving loans at a small interest rate to the members) and purchase produce from the members, give dividends back to their members (depending on their level of participation). For phase I of Kenya CDP, none of the coops/groups are at this level, but CDP intends to work with cooperatives that are giving dividends to their members in the next phase.

Once M3 was administered to each of the cooperatives, the results were shared with the leaders of the coops/groups. From this, the recommendations for technical assistance were tailored depending on the specific gaps and needs identified by each. The review of the M3 included more than just delivering a “score” back to the cooperative; CDP staff reviewed the weaknesses and strengths of the cooperative and actively listened to the needs and desires of the cooperative as well. For example, while membership campaigns are weak, it might be a bigger priority for the cooperative to get their accounting systems in place. This strategic meeting had cooperative managers evaluating their own needs and thinking critically instead of being “issued” trainings.

Unfortunately, it is common to come across issues of aid dependency and expectations in Kenya. There exists a widespread perception that all the problems that the coops/groups face would be solved automatically if they were to receive aid in the form of cash. Whenever one poses the question, “What is the major challenge facing your group?” the answer is almost always the same –lack of money. As a result, most of the coops/groups expect that supporting them means giving cash or other forms of handouts. The CDP Kenya team made time to work with coop/group management to carefully explain that support will be in the form of technical expertise and capacity building. This seems to be understood by cooperative leadership.

The second part of the baseline, the household survey, measures the incomes and quality of life at the household level. While CDP indicators are being reported on at the cooperative level, ACDI/VOCA wanted to ensure that gains at the cooperative level were being felt at the small producer level and that unintended consequences, both positive and negative, were captured.

The M3 assessment findings are in the attached summary. The household report, which utilized the assistance of a volunteer M&E expert, is still being analyzed and will be reported on in the following six-month report.

C. Strategic Planning with Cooperatives

As described above, following the M3 assessment, strategic meetings were held with cooperative managers and leaders to tailor the training curriculum to their needs.

Highlights from the strategic meetings (and relevant background information) are provided below:

Kiirua Naari Community Based Organization (CBO): Rebuilding Trust

The group has been in operation since 2006, collecting, aggregating and selling milk on behalf of its members. Kiirua CBO is made up of members that used to belong to a cooperative called Naari Farmers' Cooperative. Allegedly, funds were embezzled and members became disgruntled and opted to withdraw. Since the producers still want to sell their milk, they decided to register as a CBO and hope to graduate to a cooperative in the near future.

The members have traditional cows and therefore do not produce/sell a lot of milk. The members also farm other products like Irish potatoes, pulses and cereals. In the long term, the group can develop and market other products the members are producing, extending the gains from economies of scale and improved market access.

The group is enthusiastic and wants to ensure that their group has the structures in place to preclude embezzlement from happening again. They currently sell milk to Meru Central Dairy, with whom Land'O'Lakes is working. Collaboration with the Land'O'Lakes CDP has already begun.

Gathage Farmers' Cooperative Society: Prices and Barriers to becoming a Producer

This may be the oldest cooperative CDP Kenya is working with, having been registered in 1976. The cooperative receives coffee from the members, shells and dries it, and then markets it on their behalf. The cooperative also arranges for the purchase of inputs on credit for its members.

The coffee sector collapsed ten years ago; global prices collapsed, and cooperatives accrued losses because they could not settle loans they had taken with the banks. The sector is presently on the rebound, however, farmers are skeptical. The cooperative has a factory which has been operating at 10% capacity.

One important issue to note with coffee-based cooperatives is that membership is tied to owning coffee bushes, which is tied to owning land. As a result, the members of coffee coops tend to be men. Women only gain membership when their husbands or parents die, or in rare cases, the husband decides to give bushes to his wife to enable her to become a member.

Another issue is the age of the members. There are no official records of the ages, but it's estimated that the average age is 65 years. Youth do not view farming, especially coffee farming, as lucrative, and so they leave the farming to their elders. The older men hold the title deeds, and typically do not agree to turn over the control to their sons and daughters (as is custom) when they are alive, and the ownership will only change hands after they die.

These barriers to membership for youth and women limit the production capacity of coffee, prevent factories from running at optimum capacity and prohibit future, part time and full time producers (like women who are doing the production work) from receiving technical assistance and loans as members of the cooperative.

D. Local Partners

ACDI/VOCA Kenya has been working in close partnership with Agri and Co-operative Training and Consultancy Services (ATC), as well as the Ministry of Cooperative Development and Marketing.

ATC is an ISO-certified organization, with significant experience in training cooperatives. ATC is owned by the Cooperative College of Kenya, which is mandated to provide training to the cooperative sector in the country. It is the only college of its kind in Kenya. While the college mainly targets the employees of the cooperative sector, ATC provides tailor-made courses (designed for each individual coop/group) for the officials and members. ATC has trainers who are able to train in local languages, using adult learning methodologies. ATC is therefore a very important partner in the execution of CDP activities in the country.

The Ministry of Cooperative Development and Marketing (MCDM) is in charge of improving the enabling environment for the cooperative sector. The MCDM welcomes any activities aimed at strengthening the cooperative sector and therefore are very supportive of the Kenya CDP. The Ministry identified Mr. Joe Njage as the liaison officer for the project, and offered any support that the CDP may need.

3. Cooperative Activities and Trainings

In February and March 2011, Kenya CDP met with cooperatives for initial meetings to gauge interest, do introductions and build trust. The M3 assessment followed in March-April 2011.

CDP staff have been invited to attend monthly meetings of the coops/groups. Since April 2011, Kenya CDP Program Manager, Njambi Kibe, has been able to attend group meetings and observe progress as well as identify additional strengths and weaknesses of the groups. Technical and capacity building trainings have been provided for the cooperatives since May 2011, a few trainings are highlighted below:

Leadership Training:

A leadership training was held for the Gathage Cooperative leaders. This training involved the three committees of the cooperative: management, supervisory and field, and focused on helping leaders to evaluate and understand their cooperative's current performance and strategize where they would like their cooperative to move forward to. The training included a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

Group Dynamics Trainings:

A group dynamics training was held for the Gaikundo Poultry Self-Help Group. The training was available to all members, and 54 of the 63 members attended. The trainings focused on various aspects of group formation including establishing a vision and the necessary rules and guidelines for the group to follow to achieve this vision. This included the establishment of membership rules, which the group openly discussed and voted on. For examples, some members of the group are husband and wife. The members agreed that each spouse should have their own brood of poultry in order to qualify as a member of the group. This way, the household has more than one vote and encourages the women to vote, but does not give spouses an unfair advantage by having two votes for one brood of poultry while a single member gets one vote for one brood of poultry.

Technical Assistance:

A mass vaccination of poultry birds at Gaikundo was carried out at the end of June 2011. The group paid for and had their poultry birds vaccinated against the New Castle disease. CDP Kenya helped to facilitate

this vaccination and linked the group to extension providers in the area as well as the area livestock officer for the government.

4. Volunteer Assignments

CDP Kenya has had one volunteer assignment to date. Mr. Thomas Dierolf holds a PhD in Agronomy and Soil Science, and has had extensive experience in Indonesia and the United States in sustainable livelihoods and regional/local food systems. He also has experience with monitoring and evaluation systems, including routine project/program monitoring; establishing and testing results-based indicators; data collection instruments (including baseline surveys); and data collections systems.

Mr. Dierolf directed the household survey, carried out in June 2011. Mr. Dierolf and CDP Kenya Program Manager Njambi Kibe used enumerators, whom they trained, to carry out the survey. The enumerators were recent college graduates, and each coop/group was invited to send a youth from their area to be part of the team. This was very well received by the groups as it made them partners in the process, and local youth capacity was further developed. It was also very helpful in planning the logistics since the enumerators knew the different villages and could provide the survey team with cultural “dos and don’ts” that should be observed in each area.



Enumerators discuss the upcoming household survey during their training by Mr. Tom Dierolf



Mr. Tom Dierolf and enumerators at breakfast, preparing for the day.

The Volunteer, together with the ACDI/VOCA’s M&E Specialist, Mr. Everret Wafula, took the enumerators through a two day training to prepare them for the survey. There was a lot of emphasis on proper interviewing skills, creating a rapport, and ensuring that the enumerators do not influence the answers to make the survey authentic. There was a lot emphasis on teamwork, and everyone in the group bonded and executed the survey as a team.

5. Challenges, Successes, and Lessons Learned

Inclusion of Women

One of the major successes to date has been the inclusion of women in the Gaikundo Self Help Group. The members (all men) freely admitted that the women did most of the production work regarding

poultry, but after discussions with the CDP team, they more fully understood not just the importance of including the women but what the barriers were to women joining their group.

The Self-Help Group was started by the men very recently, having only been registered in December 2010, and as such has no record of sales or purchases. The leaders began the group because they wanted to pull their community out of poverty. The men seemed to already understand that only by both women and men effectively producing and working together, would they achieve this objective. However, they only seemed to understand during discussions with CDP staff that men simply “telling” their wives about training and marketing opportunities was not as effective as women participating in these trainings and opportunities themselves. Furthermore, the men never bothered to learn why women weren’t coming to meetings. They invited the women from the community to come and meet with the CDP team with them, only to discover that because the Self-Help Group was formed out of the Men’s Fellowship Committee at Church, and the meetings were held at the church immediately after Fellowship meetings, that women had assumed the Self-Help Group was directly related to the Men’s Fellowship and were therefore not welcome. The women had their own Fellowship committee anyhow.

The group immediately began to brainstorm about how to clearly separate the Self-Help Group from the Fellowship committee, including moving the meeting place to a neutral place (a school) and advertising the creation of the Self-Help Group. By the second monthly meeting, both women and men were already in attendance, to the extent that women had started to take leadership positions. This surprisingly quick change in the group was because the elements for women’s inclusion were already in place, like the acceptance of women in the group by the men; it was simply that no one had addressed the barriers to their entry.

Record Keeping

Another challenge is the lack of proper record keeping at the cooperative or group level. None of the five cooperatives have computerized records, and even the hard copy records are not reconciled. Gathage, for example, still has deceased members in the register and each aspect of the members is recorded on a different piece of paper. It was very difficult to obtain the baseline information from the cooperatives and required extended time to do so.

This is a weakness that CDP will address. Without proper records, a coop/group would not know whether they are improving in production, profits, and/or membership. It is also not possible to tell which members are active and which are not in some of the coops/groups. All of the leaders have expressed interest in receiving help in streamlining their records.

It can be considered a success that groups have started to put their data on soft copy. The Gathage Cooperative now has an updated list of active versus non active members, showing the amount of coffee each member has brought in, and the inputs they have purchased. The secretary manager reported that they had always struggled to give figures when asked by other organizations/institutions, like banks, and it always was so cumbersome to extract the data from the various hard copies. The coop owns a computer, but had not used it as the leaders felt that they needed to increase the security within their offices before they could start to use it.

CDP Kenya staff are working with the group to discuss how and when security measures will improve. In the meantime, information that is non-sensitive, like active vs. non-active members can be entered. The group is already enjoying the benefits of computer records and this has spurred them to figure out when they can upload other records, instead of putting the issue on the backburner.

Money and Partners

CDP's local partner, ATC, expected to receive compensation for their participation in project activities. As the CDP budget must be allocated to maximize the outreach and effectiveness of the program, it cannot accept ATC's relatively high fees for every assignment. ATC was not very enthusiastic, since it is a for-profit company, and therefore not in a position to carry volunteer work at the moment. However, after lengthy discussions, ATC has agreed to leverage costs with CDP in exchange for CDP trainings and modules to be shared by ATC, meaning that ATC can and is encouraged to train other cooperatives using CDP's tools.

Struggling to Perform

The Zombe Multipurpose Farmers' Co-operative Society was registered in 1992. It is located in an area classified as Arid and Semi-Arid Lands (ASAL), meaning the area receives inadequate rainfall. The cooperative had started harvesting honey, refining it, packaging and marketing it. The members say they were running their activities well, but by 2004, they were bankrupt due to lack of know-how on financial management and structures. The members feel they did not know any better and they ran their coop into the ground by their own actions. Since then, the coop has not conducted any business, hence there are no records.

The members had requested assistance from the Ministry of Cooperatives in order to revive their cooperative, but they have a long way to go. Most of the members do not have hives, or they are damaged, and therefore not in a condition to house bees. The area has not received any rainfall for three consecutive years now, so the community is experiencing hunger. The members are taking part in a food for work program being executed by the government of Kenya. At this point, despite the interest of the cooperative in participating in the program only six months ago, it is unlikely that the coop members can participate effectively in CDP activities as they are more focused on getting food for their families than holding meetings or trainings with CDP. While CDP believes that the Cooperative needs assistance, they might not be well suited for this type of program.

6. Modifications to the Approach

No major modifications have been made to date

Smaller modifications include the adaptation of the M3 tool to properly suit the development levels of the cooperatives in Kenya. By still using the M3 template, activities in Kenya can still be reported on in a similar method to activities in Paraguay and Ethiopia.

In order to improve communication between the cooperatives and the relatively small CDP Kenya staff (one person), forum will be held for cooperatives "teams" (aka a few members representing each coop/group). The teams will meet periodically to learn and share experiences. These team members will also act as the lead trainers, and they will be taught how to pass on information to their groups. This will increase the number of people reached with the current resources.

The gender strategy for East Africa is currently being designed, as the Ethiopia component has only recently started. In the meantime, CDP Kenya utilizes a gender approach and includes discussions on topics of gender; like distribution of workloads, access to membership and leadership positions taken, when working with cooperatives. The household survey will further expand on this.

Ethiopia

The Ethiopia CDP component of the project started July 1, 2011. There are no activities to report for the January- June 2011 reporting period.

Tanzania



The Tanzania CDP component of the project was postponed until Fall 2011 due to the start-up of other ACIDI/VOCA and Land'o'Lakes activities. There are no activities to report for the January-June 2011 reporting period.

Results



At this time, only baseline surveys have been completed and there have not been outcomes to disseminate. Dr. Susan Schram, who is leading this effort for ACIDI/VOCA, will include more information once activities are in full-swing, by the next semi-annual report.

Financial Reports SF-269s



FEDERAL FINANCIAL REPORT

1. Submitted to:  USAID ODP/OD/PVC RRB, Rm 6.07.092 1300 Pennsylvania Ave., NW Washington, DC 20523-7600		2. Federal Identifying Number: AID-OAA-A-10-00027-00		Page 1	of 1 pages		
3. Recipient Organization:  ACDI/VOCA		50 F Street, NW, Suite 1075 Washington, DC 20001					
4a. DUNS: 08-351-0842 4b. EIN: 52-0811461	5. ACDI/VOCA ID: J679 Recipient note: LOC HHS-08A1P	6. Report Type <input checked="" type="checkbox"/> Quarterly	7. Basis <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual				
8. Funding/Grant Period From: 29-Sep-2010 To: 29-Sep-2015		9. Reporting Period End Date 31-Dec-2010					
10. Transactions: Cumulative							
Federal Cash:							
a. Cash Receipts				n/a			
b. Cash Disbursements				n/a			
c. Cash on Hand (line a minus b)				n/a			
Federal Expenditures and Unobligated Balance:							
d. Total Federal funds authorized				1,409,553.00			
e. Federal share of expenditures				56,163.49			
f. Federal share of unliquidated obligations				0.00			
g. Total Federal share (sum of lines e and f)				56,163.49			
h. Unobligated balance of Federal funds (line d minus g)				1,353,389.51			
Recipient Share:							
i. Total recipient share required				693,914.98			
j. Recipient share of expenditures				0.00			
k. Remaining recipient share to be provided (line i minus j)				693,914.98			
Program income:							
l. Total Federal program income earned				0.00			
m. Program income expended in accordance with the deduction alternative				0.00			
n. Program income expended in accordance with the addition alternative				0.00			
o. Unexpended program income (line l minus line m or line n)				0.00			
11. Indirect Expense	a. Type	b. Rate	c. Period from	Period to	d. Base	e. Amount charged	f. Federal Share
g. Totals:					41,913.05	14,250.44	14,250.44
12. Remarks:				Prgm mgmt: 10,120.12 Paraguay: 44,558.46 Ethiopia: 1,385.17 Kenya: 0.00 Tanzania: 99.74			
13. Certification: By signing this report, I certify that it is true, complete, and accurate to the best of my knowledge. I am aware that any false, fictitious, or fraudulent information may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)							
a. Frank J Wellner Office of Accounting and Finance				c. Telephone: (202) 383-9768			
				d. Email: FWellner@acdivoca.org			
b. <i>Frank J Wellner</i>				e. Date report submitted: 28-Jan-2011			
				14. Agency use only:			

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1. Submitted to:  USAID ODP/OD/PVC RRB, Rm 6.07.092 1300 Pennsylvania Ave., NW Washington, DC 20523-7600		2. Federal Identifying Number: <p align="center">AID-OAA-A-10-00027-00</p> Technical Office : ODP/OD/PVC		Page 1	of 1 pages		
3. Recipient Organization:		 50 F Street, NW, Suite 1075 Washington, DC 20001					
4a. DUNS: 08-351-0842 4b. EIN: 52-0811461	5. ACDI/VOCA ID: J679 Recipient note: LOC HHS-08A1P		6. Report Type <input checked="" type="checkbox"/> Quarterly	7. Basis <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual			
8. Funding/Grant Period From: 29-Sep-2010 To: 29-Sep-2015		9. Reporting Period End Date <p align="center">31-Mar-2011</p>					
10. Transactions:					Cumulative		
Federal Cash:							
a. Cash Receipts					n/a		
b. Cash Disbursements					n/a		
c. Cash on Hand (line a minus b)					n/a		
Federal Expenditures and Unobligated Balance:							
d. Total Federal funds authorized					1,409,553.00		
e. Federal share of expenditures					175,282.08		
f. Federal share of unliquidated obligations					0.00		
g. Total Federal share (sum of lines e and f)					175,282.08		
h. Unobligated balance of Federal funds (line d minus g)					1,234,270.92		
Recipient Share:							
i. Total recipient share required					693,914.98		
j. Recipient share of expenditures					0.00		
k. Remaining recipient share to be provided (line i minus j)					693,914.98		
Program income:							
l. Total Federal program income earned					0.00		
m. Program income expended in accordance with the deduction alternative					0.00		
n. Program income expended in accordance with the addition alternative					0.00		
o. Unexpended program income (line l minus line m or line n)					0.00		
11. Indirect Expense	a. Type	b. Rate	c. Period from	Period to	d. Base	e. Amount charged	f. Federal Share
g. Totals:					131,333.61	43,948.47	43,948.47
12. Remarks:					Prgm mgmt: 33,200.21 Paraguay: 111,424.99 Ethiopia: 0.00 Kenya: 30,558.69 Tanzania: 98.19		
13. Certification: By signing this report, I certify that it is true, complete, and accurate to the best of my knowledge. I am aware that any false, fictitious, or fraudulent information may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)							
a. Frank J Wellner Office of Accounting and Finance					c. Telephone: (202) 383-9766 d. Email: FWellner@acdivoca.org		
b. <i>Frank J Wellner</i>					e. Date report submitted: 29-Apr-2011		
					14. Agency use only:		

FEDERAL FINANCIAL REPORT

1. Submitted to:  USAID ODP/OD/PVC RRB, Rm 6.07.092 1300 Pennsylvania Ave., NW Washington, DC 20523-7600		2. Federal Identifying Number: <p align="center">AID-OAA-A-10-00027-00</p> Technical Office : ODP/OD/PVC		Page 1	of 1 pages		
3. Recipient Organization:		 50 F Street, NW, Suite 1075 Washington, DC 20001					
4a. DUNS: 08-351-0842 4b. EIN: 52-0811461	5. ACDI/VOCA ID: J679 Recipient note: LOC HHS-08A1P		6. Report Type <input checked="" type="checkbox"/> Quarterly	7. Basis <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual			
8. Funding/Grant Period From: 29-Sep-2010 To: 29-Sep-2015			9. Reporting Period End Date <p align="center">30-Jun-2011</p>				
10. Transactions:					Cumulative		
Federal Cash:							
a. Cash Receipts					n/a		
b. Cash Disbursements					n/a		
c. Cash on Hand (line a minus b)					n/a		
Federal Expenditures and Unobligated Balance:							
d. Total Federal funds authorized					1,409,553.00		
e. Federal share of expenditures					306,457.51		
f. Federal share of unliquidated obligations					0.00		
g. Total Federal share (sum of lines e and f)					306,457.51		
h. Unobligated balance of Federal funds (line d minus g)					1,103,095.49		
Recipient Share:							
i. Total recipient share required					693,914.98		
j. Recipient share of expenditures					11,921.25		
k. Remaining recipient share to be provided (line i minus j)					681,993.73		
Program income:							
l. Total Federal program income earned					0.00		
m. Program income expended in accordance with the deduction alternative					0.00		
n. Program income expended in accordance with the addition alternative					0.00		
o. Unexpended program income (line l minus line m or line n)					0.00		
11. Indirect Expense	a. Type	b. Rate	c. Period from	Period to	d. Base	e. Amount charged	f. Federal Share
g. Totals:					229,225.72	77,231.79	77,231.79
12. Remarks:					Prgm mgmt: 52,953.79 Paraguay: 202,909.98 Ethiopia: 44.76 Kenya: 50,406.03 Tanzania: 142.95		
13. Certification: By signing this report, I certify that it is true, complete, and accurate to the best of my knowledge. I am aware that any false, fictitious, or fraudulent information may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)							
a. Frank J Wellner Office of Accounting and Finance					c. Telephone: (202) 383-8786 d. Email: FWellner@acdivo.org		
b. <i>Frank J Wellner</i>					e. Date report submitted: <p align="center">29-Jul-2011</p>		
14. Agency use only:							

Attachments

1. M3 Template Original

Please see attachment 1.

2. M3 Kenya

Please see attachment 2.

3. PMP

Clarifications for the PMP:

1. For Indicator 1, all dividends were reported on in U.S. dollars using a fixed exchange rate from October 1, 2010 (start date of ACIDI/VOCA's CDP award).
 - a. In Paraguay, 2 cooperatives distributed dividends (cooperatives that did not distribute were not used to obtain the mean for the country).
 - b. In Kenya, no cooperatives distributed dividends. The target is that by Year 3, a few cooperatives (depending on the type picked up in Year 2 this number can change) will be ready to distribute dividends.
2. Indicator 2
 - a. In Paraguay, 11 cooperatives reported volume of outputs in Tons and 1 cooperative reported volume of outputs in Meters (depending on products)
 - b. In Kenya, 1 cooperative reported volume of outputs in Liters and 1 cooperative reported volume of outputs in Kilograms. Both were disaggregated by gender. As previously mentioned, none of the Kenyan cooperatives CDP is working with currently purchase from the cooperatives/groups, therefore all numbers reflect amounts aggregated. Targets are low for Year 1 because the program (due to a phased in start-up and baseline activities) only began technical support with a quarter of Year 1 left.
3. Indicator 3
 - a. In Paraguay, 12 cooperatives reported value of outputs.
 - b. In Kenya, 2 cooperatives reported value of outputs. Both were disaggregated by gender.
4. Indicator 4
 - a. In Paraguay, 8 cooperatives reported volume of inputs in Kilograms and 1 cooperative reported volume of inputs in Meters (for artisan group reporting meters of fabric sold).
 - b. In Kenya, 1 cooperative reported volume of inputs in Kilograms, disaggregated by gender.
5. For Indicator 5, all cooperatives participated in the M3 assessment.
6. Where data is available, indicators will be broken down by gender
7. Since not all cooperatives were able to report (lack of cooperative records), the targets set for Years 2-4 are very rough estimates. With new cooperatives being added each year, and more cooperatives reporting on each indicator- due to increased cooperative capacity regarding records- these numbers are expected to change.