



**USAID**  
FROM THE AMERICAN PEOPLE



**Volunteer Name: Jim Worstell**

**Country: Tanzania**

**Country project: Horticulture Value Chain**

**Host: Tanzania Episcopal Conference  
(TEC) and Oldeani Farm**

**Venue: Multiple**

**Audience: TEC and managers of Oldeani  
Farm**

**Number of people :**

**Date: January 24-February 8**



# **1. Assignment Objectives as in SOW**

Objective: Develop a 3-5 year strategic plan building on existing dairy and grain production at Oldeani Farm to complement intensification of coffee production and marketing.

## **2. Achievement of the assignment objectives**

A strategic plan was created through consensus with Oldeani Farm staff.

- To begin: they defined action steps to create a profitable dairy heifer breeding unit at Oldeani farm.
- Other enterprises were also examined for future expansion.

2018	2019	2020	2021	2022	2023	2024	2025
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1. Herd size increases by 25% per year by retaining half of all heifers and selling half of all heifers produced.				
2. Price of bred heifers in first year is assumed to be 1.5 million Tanzanian shillings.				
3. Sales price of bred heifers is assumed to increase at 2.5% per year.				
4. Size of herd is limited to 450 due to limitations of feed and forage production on Oldeani Farm.				
5. Maximum bred heifer production should be achieved in 2025 and should be the same in later years.				
6. All assumptions depend on implementation of dairy and forage action steps.				

# SWOT or UUTF Analysis

## STRENGTHS — Uwezo

1. Land for feed forage — Ardhii kwa chakula/malisho.
2. Reputation of cows — Mtazamo kwa ng'ombe wetu
3. Community spirit — Imani ya jamii inayotuzungumsha
4. Facilities and Equipments — Vitundee kazi na munda mbinu.
5. Manpower — Nguvukazi
6. Skills in animal breeding — Ujuzi
7. The farm is accessible — Stamba linafikika.
8. The electricity (power) — Umeme
9. The availability of water — Uwezo wa maji
10. The quality of cows. ~~wezo~~ — Uwezo wa ng'ombe wazuri na bora.

## OPPORTUNITIES — Fursa

- ① - Need for breeders — Mahitaji ya mitamba
- ② - AI services — Mibega za kupandishia
- ③ - Reputation of cows — Uzun wa ng'ombe wetu
- ④ - seed of quality equines — Upatikanaji wa mibega za malisho.
- ⑤ - Veterinary services — Maduka ya madawa ya kiume na mifugo
- ⑥ - No one else is selling breed heifers (no competition) — Ushindani hakuna
- ⑦ - Support from government (better regulations). — Seinkali inauka mkono uwekezaji
- ⑧ - AI in Arusha
- ⑨ - Bulls — Biashara ya madame

## WEAKNESSES — Udhai fu/Mapungufu.

- ① Not enough feed forage for 300 road had to travel
- ② Infrastructure for water
- ③ Milked
- ④ Lack of machineries to harvest the forage. eg. bailer.
- ⑤ No enough storage for hay.
- ⑥ Short of farm structures — Matenzi wa kazi, — Structures for sick animals — Milking labour

- Chakula hakitoshi
- Barabara ambavyo wakata uk mvua.
- Munda mbinu ya maji shambani.
- Upungufu wa vitundee kazi.
- Jengo la kuhifadhi malisho
- Majengo ya kuzalia, — kutunza ng'ombe wageni
- Sehanu ya kukamukia maziwa.

## THREATS — Tishio

1. drought no water — Maji ukame
2. AI failed — AI
3. pasture stealers — Uzi wa malisho
4. disease effects — Magonjwa na uhaba.
5. Wild animals — Wanyama.
6. livestock theft — Wizi wa mifugo.
7. Substandard vet-medians and facilities. — Madawa yenye ubora na chini na vifaa visivyo na ubora.

01.31.2018

# Action plan for Oldeani Farm: bred heifer unit

## First Action Steps for Dairy Improvement

What accomplished	Who does it	When
1. Keep records on milk production, breeding efficiency and temperament of every cow.	Milkers and farm managers	Immediately
2. Cull all cows which do not meet requirements.	Farm manager	Immediately

# Action plan for Oldeani Farm: forages

What to accomplish	Who	When
<b>1. Seed forage fields with high quality grass</b>	Manager with workers	Just before rains start.
<b>2. Grow legumes with grasses.</b>	Manager with workers	Just before rains start
<b>3. Use rotational grazing.</b>	Herders	Whenever cows are grazing
<b>4. Fodder banks for dry season</b>	Manager and residents	Year round keep cows out of fodder bank



# Action plan for host (Oldeani Farm)

Accomplishment to remove weakness or threat	By whom	By when	Cost
<b>1 Improve forage availability through machine harvest</b> <b>Baling machine (30M); Mower (10M); Chopping machine (5M)</b>	TEC and farm manager	As soon as funds permit	45 M
<b>2 Obtain expertise and equipment for AI</b> <b>Contact AI experts in Arusha and Dar es Salaam</b>	Farm Manager	Immediately	?
<b>3 Develop dipping vat to combat pests and disease</b>	Farm Manager	Immediately	small
<b>4 Construct open shed for protection of animals</b>	Farm Manager and staff	As soon as funds permit	15M
<b>5 Install 3000 liter cooling tank to hold milk</b> <b>Expect 100 milkers at 15 l per day for 1500 l/day</b>	Farm Manager and staff	As soon as funds permit	?
<b>6 Repair road to increase access to milk storage unit or provide power to unit closer to road</b>	Farm Manager	As soon as funds permit	?
<b>7 Repair existing water supply from spring</b>	Farm Manager and staff	As soon as funds permit	26M
<b>8 Construct hay shed for baled hay: open sided</b>	Farm Manager and staff	As soon as funds permit	5M
<b>Total cost</b>			91M



# Recommendations for grains at Oldeani

1. Deemphasize wheat and increase inputs in maize to increase maize yields.
2. Deemphasize production of maize for sale and increase maize production for animal feed to support the growing bred heifer program.

## **Lack of investment in equipment is undermining Oldeani Farm**

- Equipment is old and continuously in need of repair. Workers spend time repairing equipment when they could be using it to work in the field.
- The equipment is kept alive on a prayer and the powerful spirit and practical skills of the Oldeani community.

### **3. Recommendations to the host with regards to equipment**

- A dire need is Oldeani Farm is an inventory of equipment with projections of the future life of major pieces of equipment.
- Efficient operation is already diminished by the need for regular repairs to aged equipment.
- Some coffee proceeds should be invested in new tractors and other essential equipment.

# Recommendations for host (TEC) management

1. While management of Oldeani Farm is extremely competent, continuity is not assured. TEC should negotiate a long term solution with SCIM.

Recommendation: A contract should be established with SCIM specifying the need for continuity and the possibility of bringing in outside expertise to assist in management of Oldeani Farm.

2. Multiple synergies are possible between Dakawa and Oldeani Farms.

Recommendation: A formal relationship should be established to share resources and expertise between Dakawa and Oldeani Farms.

3. Recommendation: Reorganize the governing Board of Oldeani Farm to include a preponderance of agricultural professionals with relevant expertise and entrust them with oversight of the Oldeani Farm budget.

### **3. Recommendations to the host with regards to tourism**

Guest House has almost everything to be successful with tourists. What's needed:

1. Internet service; an essential service for most travelers today.
2. Offer tours of Crater by enlisting outside groups.
3. Employ a hostess/promoter with excellent English skills to promote TEC Guest House on social media and respond to inquiries.

# **Insuring resilience of residents of Oldeani**

- Recommendations
- 1. Organize regular trainings of families residing on Oldeani Farm in sustainable and resilient practices and insure that they implement such practices as a requirement for use of Oldeani land.
- 2. Insure regular rotation of tenancy for any smallholder plots.

# **Information on high value vegetables and coffee**

- The complete business plan also includes information on various possible scenarios for dairy, grains, high value vegetables and coffee.
- As Oldeani works to establish direct exports of coffee, consideration should be given to the possibility of high value vegetable production and export.



## **4. Anticipated Impact**

- Activities recommended should result in a new business: bred heifer sales, which serves an unmet need and results in significant increases in income.
- Other income-generating enterprises provide alternative scenarios to increase income for Oldeani Farm.

## **5. Recommended future volunteer Assistance**

1. A marketing expert to focus on direct export of Oldeani coffee to US and Europe.
2. High Value Vegetable export expert.
3. IPM and organic coffee production expert.
4. Expert on resilient practices for plots of small holders living on farm.

## **7. How can CRS improve future volunteer experience**

- Provide a modem which is Airtel instead of Vodaphone.
- .

# **Training details**


Following is information used in the training organized as powerpoint slides.

ASSUMPTIONS DETERMINE ATTITUDE  
ATTITUDE DETERMINES EFFECTIVENESS



- Assumptions/Attitudes of Bureaucrats and entrepreneurs mix like oil and water.
- The entrepreneurial mindset: innovative, intuitive, quick decisions, accept damage (can't make an omelet without breaking eggs), bend and make rules
- Bureaucratic mindset: careful, logical, change slowly, make sure you protect your position, very worried about slight negative perceptions, follow the rules.

**Bureaucrats are gate-keepers.  
Lots of rules inhibiting new enterprises.  
Often force to go outside system.  
Rules can be valid (health, public safety),  
but often just serve to protect existing business.**





- ▶ *"I'm the expert, you listen."*
- ▶ *"You can learn something from everyone."*
- ▶ *"Every man for himself."*
- ▶ *"We're all in this together."*
- ▶ *"It's us versus them."*
- ▶ *"There are no permanent enemies."*
- ▶ *What others?*

# COMMON ATTITUDES IN RURAL DEVELOPMENT

# SWOT Analysis

Strengths

Weaknesses

Opportunities

Threats

Weakness: old equipment, lack of investment in infrastructure, lack of focus on marketing

Strengths: community spirit, practical skills

# Opportunities: value-added enterprises, diversification

What are people producing now?  
Which has potential for marketing value-added products?

What are the products people make in the area?

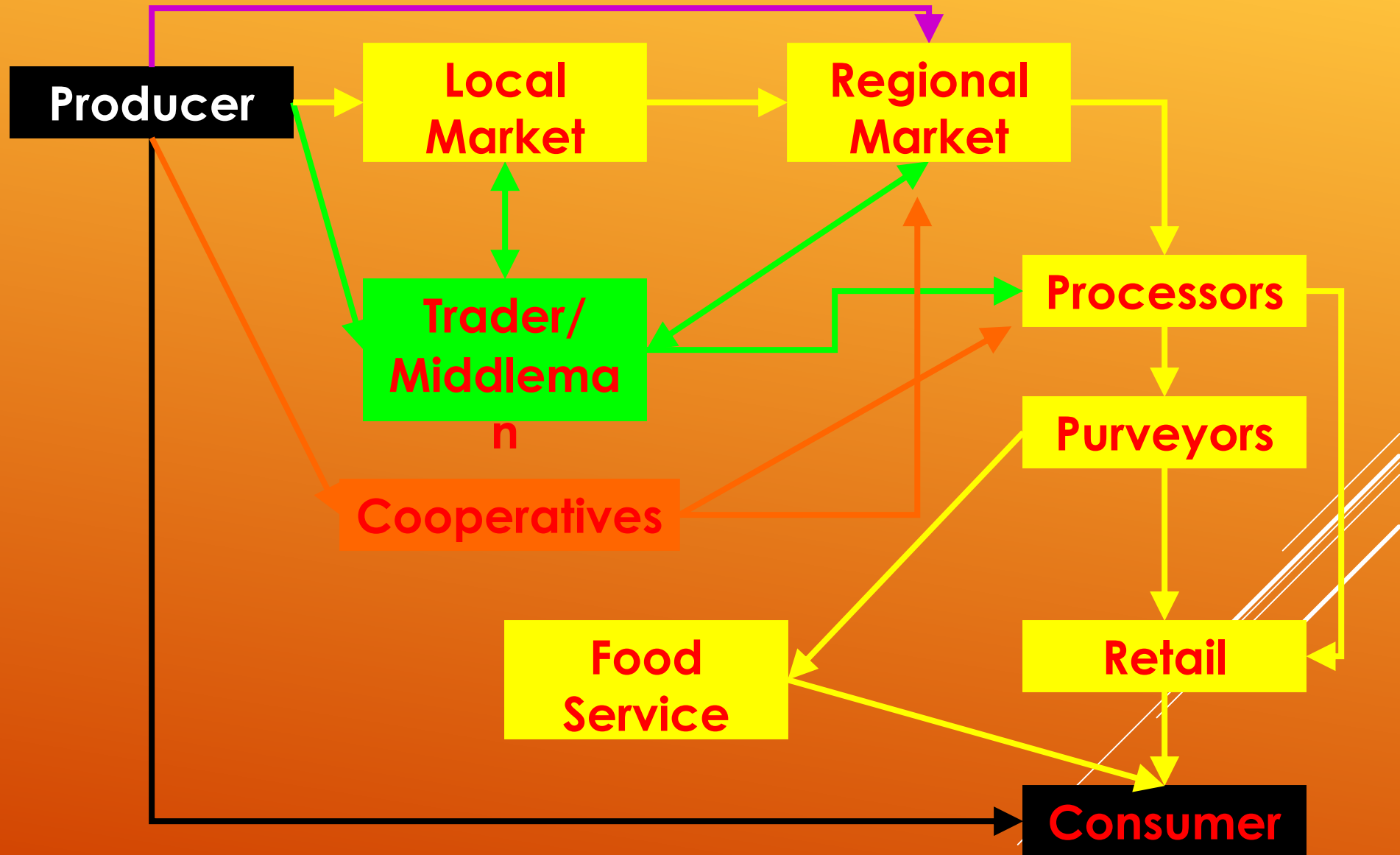
- a. Make an exhaustive list, include crops, fruits, handicrafts, animal products, charcoal, bricks, etc.
- b. The purpose is to get them to focus on the income-producing enterprises or businesses they have in the village. Be sure that each item is a product. For example, “cows” or “chickens” are not specific enough. Keeping cows is an activity which may or may not produce a marketable product. Milk, eggs and meat are marketable products. Live chickens and cows can be marketed, but make sure the focus is on what products are being marketed.

# ENTERPRISE OR PROJECT SELECTION:

MOTIVATION  $\leftrightarrow$  RESOURCES  
 $\leftrightarrow$  MARKET/DONOR

It's a cycle which you enter  
wherever you wish  
and cycle within until a specific  
project spins out.

# MARKETING CHANNELS



# Logical Framework of USAID

Start with Goal, then determine outputs needed to achieve

Then activities needed to achieve outputs

Then resources needed to accomplish activities

Then budget needed to obtain resources.

## Planning:

Goal → Outputs → Activities →  
Resources → Budget

## Implementation:

Budget → Resources →  
Activities → Outputs → Goal

# Detailed business planning: Teams itemize all costs





Then divide them into  
fixed assets and variable costs

ITEM	#	COST		Fixed Asset	Variable cost
		unit	total		
Knives	2	100	200	200/pcs	
Washing Machine	1	100	100	<del>100</del>	100
Fridge	1	500	500		500
Bench	1	2000	2000	2000	
Stove	1	3000	3000	3000	
Ironing board	1	9000	9000	9000	75
POL Box	1	200	200		<del>200</del>
Sleep bags	1 PKT	75	75		200
Electricity		200	200		200
Laundry	1 PKT	200	200		200
Total				17,400/-	1095/-

Then place all the costs into the  
cash flow spreadsheet





# Finishing cash flow



Then do income statement to estimate profit

Projected INCOME STATEMENT  
(PROFIT & LOSS STATEMENT)

TOTAL SALES	490,000	e
MEMBER CONTRIBUTION	3,100,000	f
LOAN		0
TOTAL REVENUE	3,590,000	a = e + f
<b>OPERATING EXPENSES</b>		
SALARIES		0
RETURN to members	28,336	
Purchase Fixed Assets	3,087,100	
Outside Services		0
Supplies	15,360	
water - 1680		
firewood - 1400		
papers - 8960		
labels - 2600		
Repairs/Maintenance		0
Accounting/ Legal		0
Utilities, electricity	720	
Insurance		0
DEPRECIATION	308,710	10%
TOTAL OPERATING EXPENSES	3,440,226	b
NET INCOME	<del>1,497,774</del> 149,774	a - b
Interest TAXES	<del>149,774</del>	0
PROFIT	1,497,774	c
		a - b - c

10-04-2016



Then do projected Balance Sheet to estimate owner's equity at end of cash flow time period.

PROTECTED BALANCE SHEET		
ASSETS		
CASH	460,000	
INVENTORY	0	
SUPPLIES	0	
DEPOSITED	0	
LIABILITIES		
DEBT		
NOTES		3,000,000
ACCOUNTS PAYABLE		3,000,000
(b) TOTAL		
OWNERS EQUITY		
(4b) (VALUE OF BUSINESS)		3,000,000
OWNER'S CAPITAL		
TOTAL LIABILITIES & OWNERS EQUITY		3,000,000

10.05.2016



***Thank You!***



[www.deltanetwork.org](http://www.deltanetwork.org)

