

## **VOLUNTEER REPORT FORMAT**

*To be submitted to CRS at the end of volunteer assignment and shared with the Host*

### **1.1 Assignment information: TZ03**

- a) Volunteer Name: David Eding
- b) Host Organization: Mgan'ula "A" High Quality Rice Millers Company Limited (MHQPMC)
- c) Assignment: Organizational and Management Capacity for Profitable Rice Milling and Marketing Business
- d) Dates of Assignment: 20 April – 10 May, 2014
- e) Number of days worked: 11 days, excluding holidays

### **1.2.1 Objective 1 in your SOW: Marketing skills**

- a) Progress with the objective: Work on this objective was deferred based on the topics that the company identified during the first session. There is a good balance between the paddy purchased and the rice sold. All paddy purchased has been sold.
- b) Expected impacts/results: Emphasis has been placed on capturing the local market, in particular the supermarkets in Morogoro that have a national presence. Packaging, Branding and Promotion were viewed in relation to Vision and Mission. Each board member presented their idea of a good Vision and Mission for the Company. Understanding the importance of Vision and Mission to Packaging and Promotion will assist with product marketing.
- c) Recommendations<sup>1</sup> It is recommended that the Company focuses on obtaining the means to transport paddy (own transport, rental, or linking with another association with another price company with their own transport) to the company which would have a positive impact on income

### **1.2.2 Objective 2 in your SOW: Business record keeping for the milling business**

- a) Progress with the objective: This objective has been discussed and the various steps reviewed. How paddy/rice is handled needs to be done in an orderly manner. All warehouses should have certificates. Bin cards should be attached to each pallet of paddy and rice. Anything that enters or exists the warehouse should be recorded
- b) Expected impacts/results: The expected impact should be a much more orderly handling of all agricultural products that the Company handles
- c) Recommendations: It is recommended that Bin Cards are prepared and used. When first using Bin Cards it is important that the system is checked periodically to ensure that the process is functioning properly.

### **1.2.3 Objective 3 in your SOW: Business Planning and Marketing Strategy**

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<sup>1</sup> **Note:** The most useful recommendations for hosts are ones that they can implement themselves with minimal expense. For example, a cooperative might change its financial reporting procedures or hold more regular meetings of its board. Broad recommendations on tax or credit reform, changes in government policy, or investment in large-scale equipment, are usually not within the host organization's reach.

- a) Progress with the objective: The number one area of interest of the Company's Board was the process of obtaining a loan. The company had obtained two loans in the past. The company was not happy with those loans since they were not disbursed when needed. Knowing how to prepare for and successfully negotiate loans is viewed as an important activity. The marketing strategy of the company revolves around their ability to secure a means of delivering paddy to the company. The company feels at a disadvantage in relation to farm gate purchases without transport. The volume sold will not be greater without additional purchases which are contingent on obtaining paddy at a reasonable cost at farm gate.
- b) Expected impacts/results: When the board members tried to put together the items required for a loan, they discovered that they did not have the necessary documents. They had no title for their buildings and equipment or audited accounts. These documents were held by RUDI. They asked RUDI to attend a training session, but RUDI did not show up. Once the company obtains the necessary documents, they will be in a good position to go to the bank and start negotiations.
- c) Recommendations: The Board members know what is needed to get a loan and how to deal with a bank. They appreciate the need to go to the bank prepared. They realize the importance of making an appointment and asking good questions. The Company should go to the bank as soon as possible in order to maintain momentum. In addition they should find out what is required to get a loan for a tractor with a trailer. It is quite possible that they do not have sufficient income which will probably require a down payment. It is recommended that they try to learn something new every day so that they are well prepared for any eventuality.

#### 1.2.2 Objective 4 in your SOW: Financial skills

- a) Progress with the objective: Financial skills are not a weak part of the Companies skill set. The Company has audited accounts through RUDI. The priority in this area has been on strengthening warehouse management and the manner in which those accounts are handled.
- b) Expected impacts/results: The expected impact should be better handling and maintenance of warehouse records.
- c) Recommendations: It is recommended that good financial skills and record keeping extend to all activities of the company. All records should be easily understood by all members of the company. There should be order in the keeping of records and the Company should always look for accounting improvement.

#### 1.2.2 Objective 5 in your SOW: Association ownership and participation by all stakeholders

- a) Progress with the objective: It has been emphasized throughout the training the importance of members feeling a sense of ownership through greater participation. The board has decided to establish new committees that deal with education and marketing. In



addition, the board will be promoting to current members the importance of recruiting new members

b) Expected impacts/results: The expected impact should be increased involvement in the company and an increase in membership.

c) Recommendations: It is recommended that the highest priority is given to increasing member participation and to increasing membership.

Summary: Mang'ula is a company that has a majority female membership. Female membership is also in a majority on the board. Members of the board seem to work well together. There was agreement in relation to recommendations and a high level of interest in relation to suggestions. In the wrap-up session the following points were noted:

1. The Board learned the importance of vision and mission and how it guides the imagine of the Company and the product
2. The Board learned what is required when dealing with a bank and the importance of being prepared with the proper documents and requirements.
3. Several warehouse issues were discussed that included up-to-date certificates, accurate bin cards and recording everything that goes in and out.
4. The Board recognized the importance of all members knowing the laws and by-laws by establishing an education committee.
5. The Board is considering the establishment of a marketing committee in order to increase membership involvement in interest in the company.
6. Leadership essentials were discussed with focus on what makes a great leader.
7. The importance of WE versus ME was highlighted and how it can bring a community together.
8. Emphasis was placed on looking for the positive and what impact can come from solving challenges.
9. The issue of pride in the company was stressed and that appearance is important. Note: the information sign for the company should always be on display as well as the symbol of the company.
10. Information is the key to development and networking the solution. – These are key development points.
11. We learned that there is joy in learning and being together to discover as a group.
12. How an organization is built was stressed and the role that people play.
13. Building together to create our company makes the task at hand easier.
14. Members of the Board made good presentations which added value to what had been done.
15. The importance of questions towards increasing understanding has been effectively used.
16. Participants appreciated and enjoyed what was presented and became part of the group.
17. Our rice is 1<sup>st</sup> class and it can be improved and the better our rice our sales will increase as we as a group will work towards that end

Today is just the beginning of our transformation into the best rice company in the area. We as a group are committed to our future which centers on a quality product and a commitment to excellent

## ACTIONS

1. Board to finalize vision and mission and present to membership
2. Board gathers all documents required for a loan and presents documents to CRDB so that a determination of the company's lending limit can be made.
3. Warehouse issues are reviewed and bin cards prepared
4. Establish an education committee
5. Board presents what makes a good leader.
6. Company members clean building and compound
7. Board reviews information requirements
8. Work on improving rice quality so it becomes best in the area.
9. Board needs to research the cost of renting transport
10. Board needs to look into linking with another rice company that has transport

## ANTICIPATED IMPACT

The impact of the assignment depends on whether or not the board in particular fulfills their obligations. The board should fulfill the above 10 actions, after which additional assistance should be considered.

Recommended Future Volunteer Assistance.

Volunteer assistance is recommended. This first intervention has been successful and company members want further assistance. Several company members indicated that they would work on the points outlines. It is best to see what the company can achieve. The company should be informed that additional assistance depends on performance.

## CRS Experience

CRS is new player in the FtF field. Having a paid independent translator would be nice. In addition funds should be provided for any field trip. Working with CRS has been a positive experience.

### 1.3 Number of people Assisted

- a) Through formal training
- b) Through direct technical assistance (Do not double count)
- c) Out of these above, number of host staffs
- d) Training/assistance by field

Topic/field	Total	Males	Females
Association Ownership	8	2	6
Integration of members	26	8	18
<b>Total</b>	<b>34</b>	<b>10</b>	<b>24</b>

### 1.4 Gender



- a) What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How? Mang'ula is a very balanced Company with both males and females playing leading roles. The board did a good job of considering the various options with all voices being heard. There was no distinction between the gender roles which can partly be attributed to the Company having a majority of female members
- b) How might CRS or the host organization improve opportunities for the women in this host or host community? The host organization is considering the addition of new committees. This committee should be led by female members.

1.6 Value of volunteer contribution in \$

- a. Hours volunteer spent preparing for assignment
- b. Estimated value of all material contributions volunteer contributed to host during assignment

1.7 Value of hosts' contribution in \$ (Please consult the host as well)

- a) Meals
- b) Transportation
- c) Lodging
- d) Translation
- e) Other (Specify)

1.9 Host Profile Data:

Did you obtain any data that supplements or corrects the data in the existing host information as detailed in the SOW? Please list it.