



**USAID**  
FROM THE AMERICAN PEOPLE



Volunteer Name: Bill Nichols

Country: Uganda

Country project: UG 129

Host: Masindi Seed and Grain Growers  
Limited

Audience: Management team and Board  
of Directors

Number of people : 10

Date: Oct 31 to Nov 14, 2017



# 1. Assignment Objectives as in SOW

- Build the skills of MADFA staff in business plan development ( the how of developing a business plan)
- At least help in developing business plans from the diagnostic report

## 2. Achievement of the assignment objectives

We achieved both objectives

- The management team and board gained familiarity with the planning process
- More importantly, we were jointly able to develop a business plan for the MSGGL business
  - including essential action steps

### 3. Recommendations to the host with regards to the assignment

i	Secure sufficient working capital
ii	Offer crop financing
iii	Hire a marketing and sales professional
iv	Seek local milling customers
v	Improve operational efficiency of conditioning
vi	Rehire essential staff
vii	Prepare warehouse in order to fill unused capacity

## 4. Anticipated Impact

- MSGGL is in danger of collapsing
- Recommendations in our business plan can help the organization recover its strength and vitality
- MSGGL will expand from one full time employee to 10 or so
- They will be able to provide crop financing to their members

## 5. Recommended future volunteer Assistance

- Greatest need is organizational strengthening and management training
- How to involve board in the organization's life
- Assist MSGGL in identifying and courting funders

## 6. Recommendations to other non-host stakeholders

- MSGGL's sister organizations (MADFA, SACCO, Seed Co) should regularly interact with MSGGL
- Farmers need to be made aware of the benefits MSGGL provides them
- Extension officers of MSGGL and sister organizations should extol the virtues of MSGGL

# Action plan for host recommendations

Recommendation	Specific Action	Responsible person	By when
1. Prepare a concept note to share with potential funders and/or partners. This concept note will identify the opportunity offered by investing in MSGGL's rebuilding and strengthening, and the anticipated cost of doing so.	Develop concept note	Management team/Board of directors (BOD)	End of January 2018
2. Identify potential funders as well as joint venture partners. The candidate firms must understand the social responsibility component of MSGGL's business	Create list of potential funders/joint venture partners, their contacts, and their advantages/disadvantages	David and Godfrey	End of 2017
3. Prioritize and begin calling on the potential funders and partners	Make calls, have meetings	BOD	End of February 2018
4. Once the first round of crop financing proves to be successful, MSGGL management will seek additional funders in order to expand its crop financing activities	Create list of potential funders/joint venture partners, their contacts, their advantages/disadvantages; make calls; have meetings	Management team/Board of directors	July 2018
5. Create operational procedures (roles and responsibilities) for shareholders and BOD through an internal meeting of stakeholders	Have internal meeting of stakeholders to generate ideas, which will be used to create a operational procedures manual	Management team/Board of directors	End of 2017



## 7. How can CRS improve future volunteer experience

- I am very satisfied with this (and one previous) CRS - Uganda experience
- SOW of work was quickly provided after a booked Tanzania project fell through
- Logistics were well handled
- Business support was excellent (kudos to Ryan)

***Thank You!***