

## Volunteer Report

### Assignment Information: TZ05

<b>Volunteer Name:</b>	<b>Lynda D. Swenson</b>
<b>Host Organization:</b>	<b>MKASU HIGH QUALITY RICE MILLERS COMPANY LIMITED</b>
<b>Assignment:</b>	<b>Organizational and Management Capacity Development</b>
<b>Dates of Assignment:</b>	<b>July 1 – 22, 2014</b>
<b>Days worked at Mkasu:</b>	<b>12</b>

### Objectives:

The key objective of this volunteer assignment is to build the capacity of Mkasu HQPMC management to effectively and profitably manage their rice milling operation and additionally improve their governance, finance and management capacity so that all association members fully understand their roles and responsibilities both as members of the association and business shareholders. The volunteer will design and deliver training modules to address the following key skill areas as:

- a) Marketing skills (packaging, branding, promotion)
- b) Business record keeping for the milling business
- c) Business planning and marketing strategy
- d) Business financial skills
- e) Association ownership and participation by all shareholders

### Deliverables from the Scope of Work

1. Outline of business plan and marketing strategy with action plans discussed with management and action points identified for the management team to follow up on
2. Training modules/curriculum for association members, management and board on marketing strategy and business management/planning developed / up-dated
3. 70 (52 women, 18 men) shareholders trained on marketing, book keeping and strong association building (ownership, roles and responsibilities, participation, shares/dividends etc.)
4. 7 board members, 1 milling operator and 1 cashier trained on business management best practices, packaging and branding
5. 7 board members, 1 milling operator and 1 cashier trained on simple business plan for rice milling business
6. Trip report including recommendations, presentation and debrief for CRS/USAID staff, filled out M&E forms, reconciled cash advances and conducted outreach back in the US.

Assess your success in fulfilling the deliverables.

Over 30 hours of training in agribusiness finance to 34 members. Training included:

- Organizational mission, vision and strategic plans
- Financial statements and projections
- New products and new customers
- Business plan for purchase of a MF Tractor with implements.
- Strategies for obtaining a bank loan

- Rice production improvements (Sebastian Assenga)
- Detailed information on the 2014 Proposal from RUDI for another 15 million tshs. This has NOT been funded as Milling Company still owes on 2013 RUDI/CRGT Loan.

There were never more than 30 participants in training; the majority of the Board was present for all sessions. All of the flip chart pages were translated and left with the Association.

### Number of people Assisted

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

Category	Total	Males	Females
Members/ owners	34	15	19
Employees			
Clients/ Suppliers			
Family Members			
<b>Total</b>	<b>34</b>	<b>15</b>	<b>19</b>

### Gender

- What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How?  
Men and women were equally represented in the training sessions. Although there were several vocal females, most of the voluntary verbal contributions were from males. Breaking into smaller groups improved the situation.
- How might CRS or the host organization improve opportunities for the women in this host or host community?  
I don't know as it appears that men and women are equal. Both organizations (Association and Milling Company) have female chairs

### Value of volunteer contribution in \$: ~\$50

- Hours volunteer spent preparing for assignment: 20+
- Estimated value of all material contributions volunteer contributed to host during assignment: Markers, pens, candy, Accountants' graph papers

### 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.

**Yes.** 9 million tshs of the loan in 2012 for 11 million tshs was embezzled; 2 individuals are in prison.

Loan in 2013 for 15 million tshs has not been fully repaid; still owe >6 million tshs in principal plus interest which is accruing every month.

Milling Company did not have a copy of the “2013 Business Plan” produced by RUDI for the loan from CRGT (Community Re-investment Grant Trust). It appears that CRGT is a revolving loan fund and will require repayment.

The Milling Company has never had the Warehouse Receipt System. There has been training but it was never implemented or funded.

### **Recommendations for CRS:**

Business cards for volunteer/staff to hand out.

Slipway Hotel and Twiga Hotel in Mkasu are both excellent for volunteers.

Strong marketing volunteer – Bill Nichols would be excellent.

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### **Recommendations for Mkasu Farmers’ Association and Mkasu High Quality Rice Milling Company**

#### **1. Repay the 2013 RUDI/CRGT loan immediately. Milling Company said it would be repaid by December 2014**

15,000,000 tshs @15% interest (1.25% monthly)

-10,000,000 tshs paid 31/12/2013 (8,875,000 tshs to principal and 1,125,000 tshs to interest)

15,000,000

-8,875,000

6,125,000 tshs principal remaining + 1.25% interest per month

I do not know if the interest is on the current balance and whether it is compounding.

Postpone all other projects until this is done. **Analysis of tractor purchase and operation from a Babati Cooperative provided to Ufoo who will take to Mkasu on his trip to pick up a volunteer in Ifakara.**

#### **2. Actively recruit new members for the Milling Company and the Association.**

The RUDI 2014 Business Plan requires an additional 30 members for the Milling Company.

#### **3. “Inactive” members should be required to pay arrears or dropped from the membership roles.**

#### **4. Pricing of services provided by the Association or the Milling Company should reflect a differential between members and non-members.**

To encourage membership, storage fees and milling fees must be adjusted.

#### **5. Calculate the electricity cost per milled bag of rice.**

Take the monthly bills for electricity and divide by the number of milled bags each month.

Know all of the direct and operating costs.

#### **6. Adhere to the best practices of rice crop production.**

Transplant rather than broadcast

Use high yielding variety (Saro) to increase the profits of the business.

- 7. Search for reliable markets within and outside of Tanzania. Contact RUDI Marketing Manager Sebastian Sambuo and Mawazo Buhalama, the Extension Agent.**
- 8. After the RUDI loan is repaid, reconsider the Warehouse Receipt System.**  
Understand that the bank (NMB) will charge a Loan Origination fee (RUDI loan had 1.5%)
- 9. After the RUDI loan is repaid, consider becoming a Purchasing Association and buy agricultural inputs in bulk to resell to members.**
- 10. Practice good leadership and transparency in all activities by following the constitutions of the organizations.**  
Record keeping must be up to date and accurate and available to the members.  
Present the Auditor's Report to the membership at the General Assembly.