



## VOLUNTEER REPORT FORMAT

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

### 1.1 Assignment information

- a) Volunteer Name: Audrey Bracey Deegan
- b) Host Organization: MUVI, Ibumila, Tanangozi, Sadani
- c) State of origin: Washington, DC
- d) Assignment: TZ41
- e) Dates of Assignment: 1/8-1/28/ 2016
- f) Number of days worked: 15 days

1.2. Objective 1 in your SOW: The objective all 4 cases was the same: To build the capacity of the farmer groups in Ibumila, Tanangozi and Sadani so that they become capable of supporting their members in agricultural finance and joint marketing for higher household incomes. Specifically,

- Show benefits of farmer association co-operation/ collaboration
- Identify possible sources of growth/ increased profitability in existing and new markets
- Develop options for pooling resources within the group, including collective inputs procurement, joint marketing, shared and self-financing, using basic cost-benefit analysis techniques

In the additional session at the Association level that was added, the objectives were similar with the added aim of sharing with leadership some of the common concerns that were surfacing.

Because the issues and outlook for each of the groups is different, I will take each one in turn:

#### 1.2.1 Association

- a) The Association is making real strides in coming together as a collaborative organization, and fully understands the benefits of affiliation. They have an eager membership with chosen leaders that have done a good job as intermediaries ( e.g. Ibumila learns communication of bulk input options, financing requirements and direct processor agreement opportunities through MUVI, seed supplier and others. Leadership appears to be respected and has apparently learned a lot about collective bargaining power, financing, procurement and market access. MUVI has positioned them well with supplier contracts, financing channels and a pending umbrella agreement with a new processor. That said, with MUVI's contract ending in September 2016, the question is whether the Association and the groups are ready to fully take over the responsibilities of negotiating, organizing and running the full value chain that has been created since they have, to date, relied on MUVI to supervise/lead these activities. MUVI is in the process of developing a transition plan and seeking grant funding to support deeper analysis of the specific areas of capability weakness to ensure sustainability of the association efforts.
- b) If the Association is successful in making the transition from MUVI tutelage to full independence, it will likely do well in keeping the members together and helping them create cohesive operations within each group. The key is ensuring the strength of each group, facilitating connections between groups for mutual benefit ( e.g. possibility of Sadani, Tanangozi, Ibumila cooperation to support both Tanangozi's wine processing effort and outside processor need for produce) and maximizing the strength of the Association for the common good. The proposed capabilities analysis and transition action planning should help identify areas for development and outline a way forward to ensure success.



- c) Focus on strengthening the Association's institutional skills and deepening their experience and comfort with negotiating and advocating for member groups will be critical to future success. Consider organizing groups into cluster based on readiness/ maturity so that Association services to groups can be customized.

#### 1.2.2 Tanangozi

- a) Perhaps the most mature organizationally of the farmers groups I worked with, this group has deep, respected and skilled leadership and a strong business sense. They understand farming as a business, have internalized the benefits of working together and have already moved pretty far down the road in implementing good practices in these areas. For example, they already buy inputs together, taking advantage of the bulk price and have invested in training several of their members in processing tomatoes to increase value added. Likewise, they know their weaknesses and have been working with MUVI to overcome impediments to reaching their goal of processing tomatoes into a range of products for which they have established demands. They are creative and forward-looking in coming up with solutions to challenges.
- b) With MUVI's help, they should be able to get the funding and meet the requirements to get certification, at least for small scale production. Once they have that experience under their belt, I anticipate, they will have the foundations for expanding and diversifying their operations. They have depth of leadership that will allow for expansion without stress to the collaborative system. The member enthusiasm for the processing operations will be a key driver even as they find alternative channel for their tomatoes, like the MUVI umbrella agreement, in the short term
- c) Support this group's certification efforts so that they can increase their value add and diversify their production base.

#### 1.2.3 Sadani

- a) This new group comprised of three different groups came together for the training and decided then and there to form an integrated collaborative group. While they do produce tomatoes, the largest potential for growth and profitability appears to be in potatoes. As such, the group decided to focus on developing along the value chain in potatoes. They elected officers at the last meeting and outlined ways to increase their bargaining power. They are looking to enter into a direct contract with a processor since the value add is significant. Because they are newly formed, they need to gel as a team first before they can push forward with a contract.
- b) Assuming this group can come together as a team, they have the skills to improve their profitability and grow the potato business. They have indicated the potential for selling their tomato production to Tanangozi once their processing operation is up and running. In the meantime, they will likely sell as a group to brokers or see if they can get under the umbrella contract.
- c) Monitor group cohesion carefully, structuring internal agreements to ensure that all members buy inputs and sell production through the group. This will be critical for meeting the requirements under any processing contracts.

#### 1.2.4 Ibumila

- a) This group is perhaps the smallest of the three groups. While they clearly understand the benefits now of coming together in term of buying in bulk, sharing knowledge, leveraging their GE and extension officer, and selling direct, they had never worked as a team of business farmers before



this. While surprising in such a tight knit community, they see now what it cost them in terms of input costs, efficiencies of input use and ability to come together to problem-solve things like transport to collection points, a critical issue for them. They are encourage by what they have heard and ready to start implementing some of the ideas.

- b) While there is still lot for them to learn and experience in terms of collaboration, there is a strong bond between the members, an opportunity to grow membership, as seen by the 5 new members that joined when we were there, and significant upside n coming together that they can readily see. As such, they should be able to use bulk purchase, quality control and regular meetings as a means of addressing real issues (lack of market, lack of transport, new pests) collectively.
- c) Help them in the short term secure bulk inputs, find financing to allow all to go to three seasons so that they can get production back up and then qualify for a direct processing contract, whether the MUVI umbrella agreement or another one.

1.3 Action Plans for Association and each of these groups  
Tanangozi:

	Recommendations	Actions	Responsibility	Timeframe
1	Quality Controls	<ol style="list-style-type: none"> <li>1. Establish good agricultural practices</li> <li>2. Put gri. Extension office in every village</li> <li>3. Institute inspections by leaders and extension officers</li> </ol>	Quality control Committee ( 10 member existing group)	4 months to set up and then on-going (by June)
2	Increase consistent production by moving all members ( from 21 to 43) to 3 seasons	<ol style="list-style-type: none"> <li>1. Increase tomato acreage allocation</li> <li>2. Get new solar irrigation technology to 22 members without irrigation</li> <li>3. Work with association members to agree to use dues to subsidize those who cannot afford pesticides</li> </ol>	Chairman and Secretary ( currently Mr. Madati and Mr. Peter)	4 months (June)
3	Regular meetings/ regular payment of dues (for national association dues and to finance inputs)	<ol style="list-style-type: none"> <li>1. Enforce association constitution to require meetings/ dues ( 3 time, you're out)</li> <li>2. Dedicate part of meetings to raining in order to attract attendance</li> <li>3. Leadership to report financials at each meeting as incentive to attend</li> </ol>	Secretary ( currently Mr. Peter)	Initially in March (and restated in June, Sept, Dec))

Sadani

	Actions	Tasks	Responsibility	Time
1	One Sadani Group	1. Create awareness of benefits and get agreement from members 2. Collect data on yields, acreage (now, w/ 2 seasons, increased acreage)+ competition 3. Codify affiliation in agreement / terms, conflict, obligations, decision-making, leadership, etc.	Leaders--Chrmn, Treasurer, Secretary ) Germnus Msela, Gabrelina Nyembeke, Tobias Kikimba, respectively)	By March 1, 2016
2	Processor	1. Get list of processors; rank/evaluate based on criteria ( price, terms, quantity) 2. Choose 3-5 processors to approach via committee of leaders 3. Rank those willing to deal based on criteria( price, credibility, proximity/transport, frequency of supply requirement, willingness to contribute/subsidize input costs ( Choose only one contract)	Leaders	March 1-May 1
3	Crop Yield/ 2 Seasons	1. Get all group members to commit to 2 seasons 2. Ensure all have inputs ( seed, irrigation/wells, fertilizer, tools/sprayers) by getting loan from farmers assoc. 3. Leaders + extension officer will ensure quality from all members, following protocols of One Acre Fund	Leaders + extension officer	May 1- July 1
4	Acreage Increase	1. Evaluate acreage increase based on agreed criteria 2. Criteria set based on ability to work increased land, what can do without irrigation and relative profitability	Leaders	By August 1

#### Ibumila

	Actions	Tasks	Responsibility	Time
1	Bulk inputs	1. Come together as a group to negotiate bet price 2. Leverage group structure/ treasury activities to pool money to buy 3. Talk to 2-3 suppliers re: price/terms	• Secretary ( Mr. Kilemile)	• By end of February
2	Quality controls	1. Analyze quality of soil used for tomatoes and amend accordingly 2. Get soil testing kits ( ask MUI to talk to local government to get them) 3. Agree to use only certified seed 4. Agree to build local fund to cover required inputs in case of emergencies/ for those in need	• GEA (Mr. Mwinuka)	• By April
3	Market access/steady production	1. Understand terms of MUVI contract 2. Communicate requirements under the contract to members/ allocate 3. Arrange to alternative channels in case processor can't take all production ( use extension officer to talk to see processor and get fallback agreement	• GEA (Mr. Mwinuka)	• By end of March

#### 1.4 Number of people Assisted

- Through formal training 74
- Through direct technical assistance (Do not double count) N/A
- Out of these above, number of host staffs[ 2 in Association meeting only]
- Training/assistance by field

Category	Total	Males	Females
Members/ owners	72	43	29
Employees	2		2



Clients/ Suppliers			
Family Members			
Total	74	43	31

1.5 Gender

- a) What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How? In all three group, while the number of women varied, the level of engagement and comfortable exchange was consistent. Women in the groups voiced their opinion freely, raising their hand, sharing ideas, and disagreeing with others, as appropriate. Any deference shown was to age. In the villages themselves, women hold positions of leadership.
- b) How might CRS or the host organization improve opportunities for the women in this host or host community? Perhaps provide childcare since it may have been difficult for women to attend. Those with small babies were able to bring them but those with older toddlers may have had a harder time.

1.6 Value of volunteer contribution in \$ 17,800

- a. Hours volunteer spent preparing for assignment 7 days
- b. Estimated value of all material contributions volunteer contributed to host during assignment \$300

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

- a) Meals NA
- b) Transportation paid by CRS
- c) Lodging CRS
- d) Translation CRS
- e) Other (Specify)

1.8 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. A research study on the vegetable and fruit value chain, 2008

1.9 Recommendations for CRS:

- Send industry and/or host background information in advance of assignment
- Arrange training schedule in advance of volunteer arrival, even if subject to change
- Provide channels for followup/ status reports from host organizations
- Consider repeat visits to increase continuity

1.10 Press Release

**FOR IMMEDIATE RELEASE**

**VOLUNTEER CONTACT:** Audrey Bracey Deegan

Managing Director  
 301-802-9639  
 abdeegan@lastmile4d.org



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**Farmer to Farmer program promotes economic growth and  
agricultural development in East Africa**

**FOR IMMEDIATE RELEASE**

**CONTACT:** [Name]  
[Title]  
[Phone]  
[E-mail]

**Washington, DC Area Volunteer Travels to Tanzania to Share Skills  
with Local Farmers**

**Farmer to Farmer program promotes economic growth and  
Agricultural development in East Africa**

**Audrey Bracey Deegan**, an international development consultant from the DC area travelled to Tanzania for 3 weeks to share her technical skills and expertise with local farmers. Bracey Deegan's assignment is part of Catholic Relief Services' Farmer-to-Farmer (FTF) program that promotes economic growth, food security, and agricultural development in East Africa.

**“It was a phenomenal opportunity to share information and insights with local farmer groups and help them to increase their profitability,”** said Bracey Deegan. **“I think I learned as much as they did, about resilience and community.”**

Funded by the U.S. Agency for International Development (USAID), the five-year program matches the technical assistance of U.S. farmers, agribusinesses, cooperatives, and universities to help farmers in developing countries improve agricultural productivity, access new markets, and increase their incomes.

In Tanzania, Bracey Deegan worked with MUVI, a parastatal organization, the Iringa District Tomato Association, and farmers groups from three villages in the Tanzanian highlands to strengthen the association, provide basic business training and give technical assistance to the members, enabling them to improve profitability and prospect for growth . Up to 70 beneficiaries were reached.

Bracey Deegan's volunteer assignment is one of nearly 500 assignments that focus on agriculture, food security and nutrition in Ethiopia, Tanzania, Kenya and Uganda. This is the first time CRS has been involved in the 28-year-old Farmer-to-Farmer Program funded by the U.S. government.



CRS is partnering with five U.S. institutions to tap into the rich diversity of the U.S. agriculture community: the National Catholic Rural Life Conference, Foods Resource Bank, National Association of Agricultural Educators, American Agri-Women, and the University of Illinois' College of Agricultural, Consumer and Environmental Sciences.

The U.S. volunteers will travel to East Africa for anywhere from one to six weeks, their expenses covered by USAID.

“One thing we are certain of is that this program will be beneficial not just to the farmers in East Africa, but also to the volunteers from America,” said Bruce White, CRS’ director for the program. “It’s going to make the world a little bit smaller for everyone involved.”

For more information, visit [farmertofarmer.crs.org](http://farmertofarmer.crs.org)

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*Catholic Relief Services is the official international humanitarian agency of the Catholic community in the United States. The agency alleviates suffering and provides assistance to people in need in nearly 100 countries, without regard to race, religion or nationality. For more information, please visit [crs.org](http://crs.org) or [crsespanol.org](http://crsespanol.org).*