



## 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: **Mahnaz M. Harrison**
- b) Host Organization: KADFA
- c) Assignment: UG68 Leadership and Management
- d) Dates of Assignment: March 4<sup>th</sup> -23<sup>rd</sup> , 2016
- e) Number of days worked: 12 days in the field

Objective 1 in SOW: Streamline the leadership and management of KADFA and farmer group leaders with emphasis on roles and responsibilities of leaders and association members, effective communication skills, qualities and functions of a good leader, among other concepts.

- a) Progress with the objective

#### **Grass root training:**

The host has planned for four days all day training sessions for the five counties with farmer groups, their leadership and local government representative. Therefore, every day a new county multi-group training commenced with some variation in a different venue and with different participants. Every county and sub-county farmer group consisted of 5-7 sub-groups of farmers belonging to various mini-associations (35-45 participants each day) went under training. It included knowledge gathering about work of each group with intense conversation on their operation models, whether it was a business model or social model. The focus of the trainings were on group collaboration, cohesion and collective work on behalf of the greater good and/or better business investment. Trainings elaborated on capital and non-capital investment in finding strategies to advance their market value. It also covered expense vs. revenue, cost benefit analysis, how to keep record of any of their business transaction, how to control and reduce loss, how to improve on efficiencies and productivity. Part of the training focused on group collaboration in moving beyond soil, seed, and crop-to-crop diversification, crop to production and business development. Then a guided conversation focused on comparative analysis on line of business selection that requires market analysis with cost benefit assessment before investment.

#### **Organizational training:**

KADFA staff and management went under a two days training before and after the farmer groups training, during which they were trained on developing a quantitative market analysis survey of their region. The data gathered from the farmers in this survey will inform KADFA's decision-making and business planning based on the farmers' stated problems, needs and desire for future crop diversification; business investment in agro-related opportunities to improve crops and food production and their expectation from the association. In these trainings, they learned about market analysis and supply chain and distribution channels evaluation and partnership.

Their second day of training was an all-day ToT on group dynamics, communication, and capacity building in social and business development. A brief manual was devised and provided to KADFA on this training so it could be used for future trainings.



KADFA management and board also went under a day of training and brainstorming in board leadership roles, snap assessment of the organization's current needs based on years of stagnated relationship with their membership. Reviewed organizations' mission, vision, and its compatibility with the current needs of the membership and organization. Discussed series of new actions that must be taken by KADFA and its leadership including drafting a new charter based on the new direction that organization; drafting a new membership agreement/contract to engage the prospective members; creating a business center SACO.

b) Expected impacts/results

- 6 separate trainings for over 180+ farmers representing 29 groups from most sub-counties in the region were conducted.
- Members' awareness was raised by being engaged in a participatory communication activities in group dynamics, cohesion and cooperation.
- Members immediately asked KADFA to work with them for further engagement.
- Members will work together and will convene more frequently with KADFA's leading the process.
- Members pressed for further meetings with the KADFA to discuss collective buying, selling and generating new business.
- Members will apply their knowledge to ask for more involvement of KADFA in enterprise development.
- Members will use their savings to invest in new enterprise that are sustainable.
- One day ToT for 25 KADFA district staff, group champions and selected board members was conducted on group dynamics, communication, and capacity building in social and business development with an element of cost/benefit analysis, market feasibility, business development and how to assist farmers to make decision in investment.
- KADFA will take a much more effective leadership role toward standardization of their approach to service delivery, membership and product development.
- KADFA will utilize the training material for ToT in training the farmers on an ongoing basis. A manual and all flip charts pages were given to KADFA.
- KADFA will continue ongoing training of the other farmers that did not receive the training provided by this CRS volunteer.
- One-day training for the KADFA board and management was conducted to review with them the need to chart a new direction and their leadership role to change KADFA's relationship with the eager farmers. They learned they need to revamp their board structure to reflect the new organization's mission and vision.
- KADFA board and management were also debriefed about the findings in a week long training of the farmer groups and will make decision on the organizational changes recommended and other actions.

c) Recommendations<sup>1</sup>

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<sup>1</sup> **Note:** Only make not more than 6 recommendations. The most useful recommendations for hosts are ones that they can implement themselves with minimal expense. For example, a cooperative might change



- Develop a 3-5 year projected budget to reflect anticipated growth
- Develop strategic plan for 3-5 years
- Enhance governance capacity of the board and the organization
- Transition to an active Association to serve farmers/Operationalize the association
- Standardization of input and output processes and trainings → quality improvement

1.2.2 Objective 2 in your SOW: Train farmer groups' conflict resolution, group dynamics and group cohesion. Create awareness about the importance of collectively working together. Review the vision, mission and objectives of KADFA

Training on group dynamics, communication, cooperation and cohesion brought a better understanding to farmer groups and their activities. Training on basic business management skills with emphasis on risks identification, analysis and risk management in business, calculation of breakeven points, and profit/loss in business, seasonality factors and determining the appropriate timing for loan investment in business.

a) Progress with the objective

**Grass roots and organizational training:**

A series of training for the board and management of KADFA, farmer groups' leadership, and district representatives was conducted for 29 farmer groups over the course of nine days. The trainings focused was on group dynamics, cohesion, communication, management of groups and leadership of the association in bringing all together. The trainings provided capacity and knowledge on business analysis for the farmer groups savings and loans investments with a focus on sustainability. They learned about expense vs. revenue, break even points, how to control loss, how to invest in tools that can help them reduce loss, how to mitigate their risk by diversifying and or working in groups to have a better outcome. They understood that a business investment may not yield right away and they need to look at the benefit of their investment over a period of 2-4 years. They learned they could work with KADFA to bargain for better input and output prices. They learned that business investment could not rely on seasonality factors and their desire to invest irrespective of the time of savings investment currently in place.

b) Expected impacts/results

- Association leaders, district government and staff will use the various technical assistance they learned on leadership and management skills pertinent to group dynamics, marketing, business development and value chain in their work
- Association became aware of the values of running KADFA as an ecosystem that would include:
  - Business Center
    - Credit union
    - Input negotiated rates
    - Output negotiated rates
    - Timely access to market and weather information

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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.



- Transportation
- Storage
- Tools and equipment rentals
- Investment Center—Saving and Credit Organization SACCO
- Social welfare
  - Provide community health
  - Provide nutritional information
  - Provide education for children

c) Recommendations

- Develop a 3-5 year projected budget to reflect anticipated growth
- Develop strategic plan for 3-5 years
- Enhance governance capacity of the board and the organization
- Transition to an active Association to serve farmers/Operationalize the association
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1.3 Action Plan

Recommendation	Specific Action	Responsible person	By when
1. Develop a strategic plan for the next 5 year	1) survey members, 2) prepare a market analysis with cost/benefit analysis for product development based on selected oil seed crop for the business enterprise development, 3) enhance the organization's operational capacity	Phelix (KADFA coordinator)	May 2016
2. Transition the Association to next phase Operationalize the Association	1) develop annual budget, develop human resource policies and procedures, develop financial policies, identify partnership opportunities, 2) establish partnership criteria and expectations, 3) enter to partnership to advance the	Phelix (KADFA Coordinator)	September 2016

	business enterprise development		
3. Develop a five year financial projection plan	1) develop an annual budget based on operational needs of the organization, 2) identify business opportunities for sustainable growth , 3) identify new sources of revenue 4) review and audit the finances of the organization	Titus	May 2016
4. Strengthen the board capacity	1)create an advisory board, 2)identify advisory members in banking, accounting, law, non-profit, foreigner with connection and knowledge, 3) use the 4 Ws (wisdom, wealth, work, women) for the board member selection among the farmers, 4)include more women on the board	Board chair and Coordinator	2016
5. Develop a standardization plan	1) develop standard for input, i.e. quality, quality bulking, use of new seeds, fertilizer etc, 2) develop standard for output, i.e. use of new bags, etc. 3)develop training standard with materials to be left at each community, 4)develop communication standard, 5)develop organizational	Phelix	On going



	standards of conduct, monitoring and evaluation		
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1.4 Number of people Assisted

- a) Through formal training: 180 participants
- b) Through direct technical assistance (Do not double count) the same
- c) Out of these above, number of host staffs: 27 staff
- d) Training/assistance by field: interpretation and introductions

Category	Total	Males	Females
Members/ owners	153	72	81
Employees	27	19	8
Clients/ Suppliers	0	0	0
Family Members	0	0	0
Total	180	91	89

1.5 Gender

- a) What gender roles did you recognize in your host community? The farmer groups leadership and membership was heavily influenced by women at top leadership positions of their groups. They were extremely articulate, innovative and driven. Did these roles play a part in your assignment? Yes, women were filled with ideas, but wanted to know “how” to materialize their dreams and ambitions. How? They actively participated, asked questions and took notes.
- b) How might CRS or the host organization improve opportunities for the women in this host or host community? Increase the number of the females on the association board. Encourage them to speak up and participate. Create training opportunities only for women, where they do not have to yield to men. This could empower them to not shy away from active participation. The host organizations leaders are all men, lack of women presence in the leadership of KADFA could possibly mean the trainers are always men and therefore not attentive to bringing women to the fold. Including women in the leadership of KADFA might be a good start.

1.6 Value of volunteer contribution in \$ **2,893.75**

- a. Hours volunteer spent preparing for assignment 40-45 hours
- b. Estimated value of all material contributions volunteer contributed to host during assignment \$250.00

1.7 Value of hosts’ contribution in \$ **969.71**

- a) Meals \$0.00
- b) Transportation for participants: \$ 272.73
- c) Lodging \$0.00
- d) Translation was provided on all occasions: \$ 363.64
- e) Other (Specify): Training venue- 181.82, Farmer mobilization- 90.91, Stationery - 60.61

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. N/A

#### 1.9 Recommendations for CRS:

This is an amazingly ambitious, dedicated and competent group. Once they launch their operation, I believe they will overtake the region. Any board and governance capacity volunteer would give them another layer of capacity that they can use.

#### 1.10 Press Release

### **FOR IMMEDIATE RELEASE**

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

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

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

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

**Mahnaz M. Harrison, a President and CEO of Last Mile4D** from Washington, DC travelled **to Uganda** for **three** weeks to share her technical skills and expertise with local farmers. Mahnaz M Harrison'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.



**“Energized by the farmers’ desire to learn and their wants to change,”** said **Mahnaz M. Harrison**.

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 Uganda, Mahnaz M. Harrison worked with Kapchorwa District Farmers Association (KADFA) in board and management leadership capacity building, group dynamics and cohesion, business enterprise development, training and giving technical assistance to board and management of the organization, the district staff ToT, and the farmer groups in all sub counties to enable them to impart business management skills to the farmers. Up to 180 farmers, trainers, managers and board members were reached.**

Mahnaz M. Harrison’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).*