



## 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: Joseph F. Duffy
- b) State of Origin: New Jersey, USA
- c) Host Organization: Karagwe District Cooperative Union (KDCU)
- d) Assignment: TZ 108 - Facilitate the board and management of KDCU to clearly understand their roles and responsibilities and therefore to operate on sound business principles.
- e) Dates of Assignment: 13/10/2017 through 3/11/2017
- f) Number of days worked: 22 including travel

1.2.1 Objective 1 in your SOW: Review of the KDCU organogram- governance and management structure for the two parties (board and management to clearly define and understand responsibilities).

- a) Progress with the objective: Reviewed Table of Organization. Agreed it was clear (Board and Staff). If budget situation improves, would consider adding additional support.
- b) Expected impacts/results: Staff and board understand the chain of command and seem to be following it. Clear understanding leads to better communication (speaking to the right person) and decreases potential for role conflict. Monitor work distribution and if needed and revenues are available, expand, and if cannot expand for fiscal reasons, evaluate workloads and redistribute some responsibilities, and or, further prioritize work assignments.
- c) Recommendations<sup>1</sup>

1.2.2 Objective 2 in your SOW: Revisit job descriptions as earlier designed to identify gaps in understanding and/or overlap of activity /responsibility.

- a) Progress with the objective: Met with GM, Project coordinator and HR Director Beatus Malala to review current status. One year ago job descriptions and annual review forms were created for all staff and were to be implemented. That did not happen. Apparently there was a concern around employment contracts and if it was legally possible to implement. There was also a question related but not directly, was it possible or wise to issue multi-year contracts. The plan to address was to convene a meeting among myself, HR Director, KDCU counsel, and Project Coordinator Caisalius Rugelamira. That face to face meeting did not take place as the attorney for KDCU has been travelling on business since 17/10/2017. I attempted to arrange a teleconference unsuccessfully. Failing that I sent an email to Caisalius Rugelamira with my findings and recommendations of my review of the employment contract and issued a separate report with recommendations. I did speak to the attorney on the phone explaining my review and recommendations. He agreed to review but was not able to follow up with me prior to conclusion of my visit. I found nothing in the contract that precluded implementing the use of

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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 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.



the job descriptions and performance review form and no impediment legal or financial, to awarding multiple year benefits (to the contrary I saw a benefit to awarding multi-year contracts).

- b) Expected impacts/results. Issuing job descriptions to employees and their supervisors will help clarify for all parties, what each job requires in terms of qualifications (be a guide in hiring), reporting lines, and more clearly define the job tasks than the current practice of listing tasks in the employment contract. Implementing a performance review system will aid in helping employees to grow in their positions and the organization and assist management in making decisions to renew contracts. Issuing multi-year contracts will offer more job security, reduce turnover because employees looking for positions elsewhere with more longevity, improve morale and productivity. Multi-year contracts will not preclude management from terminating employees with cause during the course of the contract as there is a termination clause in the contract allowing for early termination.
- c) Recommendations: The GM should review this matter with the KDCU counsel along with my report and recommendations. If legal counsel confirms my opinion on my review of the matter, then my recommendations which include implement job descriptions and provide employees with them, initiate annual reviews (at time of contract renewal) and award multi-year contracts. I offered suggested (but not necessary wording) that could be included in the contracts as they are renewed around indicating the job description is attached to the contract rather than only list job tasks in it, and that the employee will receive a formal annual review which will be used in reaching a decision on contract renewal.

### 1.2.3 Objective 3 in your SOW: Provide additional training to board and management on areas identified as weak.

- a) Progress with the objective: This objective was not met as fully as I had hoped. It was not possible to convene a quorum of the Board for a full meeting. However, it was possible to continue work began during my 2016 visit to KDCU. Work continued on the development of a Board Member manual which will be issued to all current and new Board members, as they join. This manual will greatly assist board members in becoming oriented to KDCU, the Board, and their duties and responsibilities. My visit to local RPCSs is covered in a full report to be shared with the KDCU Board which if implemented will further strengthen relations among and between the KDCU Board, the RPCS Boards, and KDCU management.
- b) Expected impacts/results : With manual in hand, KDCU Board Members will have a useful tool box to guide them in fulfilling their duties and responsibilities, and understanding the differing roles of board and administration and assist them in developing stronger and more frequent communications among all parties.
- c) Recommendations: I recommend work be completed on the Board Member Manual and it be issued no later than the next KDCU Board meeting. I recommend further that though the KDCU board approved the content items in the manual, they should be invited to offer suggestions continuously for additions to it. I recommend serious consideration be given to my separate reports on The Coffee Industry Act and on my Listening Sessions with the 5 RPCSs I was able to



meet with. Both reports offer suggestions that will further define and refine Board Member roles and provide for their development as Board Members

1.2.4 Objective 4 in your SOW: Discuss and address challenges identified as impeding implementation of TZ97 assignment action plan.

a) Progress with the objective: At initial meeting with GM and Project Coordinator Caisalius Rugelamira we reviewed the status of implementing recommendations from TZ97. It appears most of the delay was due to concerns over pressing needs for capital (addressed separately in this visit and this report). Other contributors to the delay had to do with the need for legal review cited above and preference to have legal counsel speak with me, around the board manual, to time pressures placing it on a back burner, and further development on Strategic plan delayed because of KDCU's desire to engage a consultant to revise it placed on hold for economic reasons.

b) Expected impacts/results: Expect to ease any concern KDCU has so as to enable moving forward on implementation of performance reviews and multi-year contracts. Expect too, to jumpstart implementation of the Board Member manual that will further instruct Board Members in their duties as Board Members. **Very importantly, establish action steps to move on board identified Strategic priorities with designated timeframes and responsible persons for accountability.** Also expect broader publicizing of the KDCU Mission Statement and as a result greater awareness of it internally and externally.

c) Recommendations: Have a sample Board Member in place and set timeframe and responsibility for duplicating manuals for distribution at next KDCU Board meeting. Adopt and implement recommendations in my Report on Legal Matters and in my Report on Branding of the KDCU Mission Statement

1.2.5 Objective 5 in your SOW: Conduct a quick assessment of five primary cooperatives to identify challenges related to linking with the apex organization and advise on the best possible means to address such challenges.

a) Progress with the objective: Met with five RPCSs as called for in SOW. These Boards scheduled a special meeting of the members for my convenience. With input from Caisalius Rugelamira, Mary Kabatange and Johann Souss. An eleven question questionnaire was developed and used to conduct listening sessions with each of the RPCS. A Report with Findings and Recommendations has already been issued.

b) Expected impacts and Results: KDCU Board and very especially KDCU Administration will have a better understanding of the needs and wants of the farmers and of their perception of KDCU which can be an impetus for concerted action going forward. More frequent communication between and among the KDCU Board, KDCU Administration, and the Farmers should occur too as a result of implementing the recommendations in the Report of Listening sessions I issued.

c) Recommendations: I recommend that the Report I issued on these listening sessions with findings and recommendations, be accepted and acted upon by KDCU and be a subject of discussion with KDCU Board members. I further recommend that there be some formal communication, perhaps in the form of a memo to the RPCS Board Leaders providing



feedback from the KDCU of actions it plans to take in addressing needs, wants and suggestions that surfaced in the Listening Sessions.

1.2.6 Objective 6 in your SOW: Review the draft strategic plan developed as a result of TZ97, refine and finalize.

- a) Progress the objective: Progress has occurred. The Strategic Priorities (12), approved by The KDCU Board last year were reviewed and found still relevant. They were discussed specifically with KDCU staff during a general staff meeting and generally with the RPCS s with whom I met for Listening sessions. They were discussed too with the GM and project coordinator Caisalius Rugelamira. With input from all these stakeholders and in collaboration with Caisalius, Action steps with responsible persons and timeframes for action have been developed with emphasis on KDCU needs for capital to address outstanding loans, Farmer expectations of better pricing, timely payment and additional inputs and KDCU needs for infrastructure maintenance and improvement.
- b) Expected impacts and results: It is hoped that Action Steps aimed at reducing outstanding loans and improving the bottom line will provide resources to address the other Strategic Priorities.
- c) Recommendations: Accept the Final Report and Recommendations I issued and act on them immediately starting with those addressing capital needs, proceeding at the earliest opportunity in action on those steps providing better prices to farmers, soft loans, and more inputs.

1.3 Recommended future volunteer assignment: Recommended future volunteer assignment – Provide KDCU services of an efficiency expert that can work with Host to review staffing across organization to be sure the right people are in the right positions and in the right numbers for each position to assure a lean, efficient yet effective organization.

#### 1.4 Action Plan

Recommendation	Specific Action	Responsible person	By when
1. Distribute Board Member Manuals by or before 2/2018 Board meeting.	Sample Board Member Manual complete by 1/11/2017.	HR Director Beatus Malala.	1/11/2017
	Supply of manuals prepared.	Admin Sec Pendo Thomas	30/11/2017
	Manuals distributed to Board Members.	GM Kakulu Burchard Kakulu	2/2017 Board meeting
2. Implement Recommendations	Follow Action Steps	Caisalius Rugelamira, Kakulu Burchard	As per the timeframes specified in the

<p>in Report on Action Steps in support of Strategic Priorities</p>	<p>as delineated in Report titled:  <b>PROPOSED ACTION STEPS IN SUPPORT OF KDCU BOARD APPROVED STRATEGIC PRIORITIES</b></p>	<p>Kakulu and others as identified in the Report .</p>	<p>Report for each Action Step.</p>
<p>3. Implement recommendations in Branding of Mission Statement Final Report</p>	<p>The Final Report lists specific actions starting with no-cost items that could be done immediately, to no-cost that might take time, to cost items that may have to be deferred until revenues are available to fund.</p>	<p>Caisalius Rugelamira with endorsement of GM and cooperation of senior staff.</p>	<p>No Cost items to be done immediately should be done by 20/11/2017.</p> <p>No cost items that take time should be done at appropriate time as suggested in report e.g. adding Statement to brochures when next printed.</p> <p>Cost item timeframes will need to be determined by GM as the budget allows.</p>
<p>4. Implement recommendations in the RPCS Listening Sessions Final Report</p>	<p>Implement the 4 recommendations enumerated in the Report. Emphasis should be placed on recommendation #3 which pertains to communication. It will be important to provide feedback to the RPCS as to what the KDCU administration plans</p>	<p>Caisalius Rugelamira and Kakulu Burcahrd Kakulu assisted by RPCS leadership and Field officers</p>	<p>Feedback on the overall KDCU response to the report should be issued by 30/11/2017. Attention to recommendation #3 has already started and should be acted on continuously beginning. KDCU administration should set time parameters for implementing</p>



	to do to address issues raised in the Listening Sessions.		other recommendations which may have to wait until the finance related Action Steps are acted upon
5. Implement recommendations in: The Matter of Employment Contracts, Job Descriptions, Performance Reviews and Multi-Year Contracts Final Report.	Implement the four recommendations in the Final Report.	HR Director, Beatus Malara with support from KDCU attorney Linus Leopard and direction as needed from GM Kakulu Burchard Kakulu.	Legal review should be completed by 30/11/2017. Based on legal opinion. Once legal opinion is provided, the HR director should establish timeframes for implementation of the other recommendations, most likely tied to employment contract renewal dates.
6. Implement Recommendations of the Final Report titled: The Coffee Industry Act - Final Report.	KDCU Administration and Board will read the Act to familiarize themselves with it and clauses that might support Action Steps related to the Strategic Plan and attorney will provide in-service training to staff and Board	KDCU attorney, GM and project coordinator Caisalius Rugelamiras who will coordinate among these three.	Act distributed to KDCU senior staff by 15/12/2017 (already had a short inservice on it provided by Joe Duffy 26/11/2017). Attorney to consult with KDCU administration as needed immediately. Attorney to develop board and staff training as called for in the Report. Staff training by 10/01/2018. Board training to occur at 2/2018 Board meeting

1.5 Number of people Assisted

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





Category	Total	Males	Females
Members/ owners	80	59	21
Employees	15	12	3
Clients/ Suppliers			
Family Members			
Total	95	71	24

### 1.6 Gender

- a) What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How? The membership in KDCU is 70% male, 30% female. The board makeup is close to that and so represents the community served. That is 2 of 8 board members are female. There are currently no women in senior staff positions down one from last year when the chief internal auditor was female. It should be noted that women are employed in the Field Officer positions, a significant position in the organization and one that provides a role model for women farmers. I also noted that female farmers in attendance at the RPVS meetings I attended, were comfortable speaking to me and speaking in front of the larger male audience. Gender was not a part of this SOW assignment.
- b) How might CRS or the host organization improve opportunities for the women in this host or host community?

### 1.6 Total Value of volunteer contribution in **\$15,290.60**

- a. Hours volunteer spent preparing for assignment. I spent about 3.0 hours per day for twenty-five days prior to commencing the assignment for **75 hours**. I spent on average 3.5 hours per day planning and prepping for 16 days while actively working on the project totaling **56 hours**. Combined my prep time totaled **131 hours**. While in Karagwe I averaged a 7.5 hour work day each day. On my assigned rest days I also worked on one and did extra prep work on the other two for an additional 13.5 prep hours, so I would add 13.5 more prep hours for a total of **144.5 prep hours**. For valuing my time I will not count the prep hours worked while on assignment in Tanzania as I will assume that is a part of the per diem value. The 75 hours of pre-trip prep time equate to 10 days work which added to the 22 SOW assignment days total 32 days. **At the CRS suggested per diem of \$470 per day, the value of my time is \$15,040.**
- b. Estimated value of all material contributions volunteer contributed to host during assignment Count pages and value at 10 cents a page. I provided Host with hard copies of five power point presentations on topics such as Listening, Conflict Resolution, Decision Making, Communications, and conducting one on one meetings, totaling 301 pages valued at **\$30.10**. I provided as a gift to senior staff at KDCU the book “Being a Supervisor 1.0” and in individual sessions as appropriate commended particular chapters to specific KDCU staff and included one chapter in one of my Final Reports to



the GM for all staff to read and implement. Ten of these books values at \$22.95 were given to staff, total value **\$229.50**. The total value of material contributions is **\$259.60**

1.7 Value of hosts' contribution in \$603.00

- a) Meals \$98.00
- b) Transportation \$298.00
- c) Lodging \$200.00
- d) Translation \$0.00
- e) Other (flip chart and markers and photocopying) \$7.00

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.

The factory operation described in the SOW as being owned and operated by KDCU has changed. That factory is currently closed and the processing of coffee has been outsourced to a private factory.

1.9 Recommendations for CRS:

- Balance of orientation information – heavier on Dar es Salaam than Karagwe. Would be helpful to have more emphasis on the latter
- Look at vocabulary provided in culture handbook to be certain those phrases are used locally. E.G. when I tried to use the phrase for “no problem” it was not recognized. Host told me to use “hamna tatizo” instead. I would add some missing phrases like “good morning and good afternoon”.
- Develop an evaluation form for Host Agency to provide feedback and for CRS to provide feedback to the volunteer

## Addendums:

### 1. Branding of Mission Statement

#### Final Report

**Joseph F. Duffy, Agricultural Cooperative Specialist**

**CRS Farmer to Farmer Program**

**October/November, 2017**





## **Rationale:**

The more people inclusive of staff, farmers, board members, vendors, general public etc, that see the KDCU Mission Statement, the more familiar they become with it and the better they will understand what the KDCU does, leading to focused actions driven by Mission and increased commitment to the Mission. Branding is more effective when a variety of modalities are utilized. Branding is more effective when methods are repetitive. Some people hear a message better in one medium e.g., the spoken word while others get the message by seeing it in front of their face. Repetitive messaging through different mediums (oral and different types of print) reinforces that the message (the Mission Statement) is important and leads to remembering and internalizing the message. Some things can be accomplished very quickly and even for free that will give great coverage.

### **Four things that can be implemented at no cost and quickly include:**

1. On all letterhead. Many organizations place the Mission Statement as part of the top header of the page. Others place it as the last line at the bottom of the page as a part of the footer. Placing the Mission Statement at the bottom assures that the last thing the reader sees and reads is the Mission Statement. I.T. staffer Arnold Kikasiga developed a revised template for KDCU letterhead and provided it to KDCU Executive Secretary Pendo Thomas who can begin using it immediately for all new correspondence. I recommend as time allows any piece of letterhead that is posted on a bulletin board or taped to a wall, be replaced with the new letterhead. GM Kakula Burchard Kakulu approved this change.
2. As the last line of the signature portion of staff emails. Caisalius Rugelamira already added this Mission to his email template. Caisalius emailed all KDCU email users informing them that GM Kakulu Burchard Kakulu approved this action, and asked them to add the Mission Statement to their email templates, offering his or Arnold Kikasiga's assistance if anyone needed assistance.
3. KDCU has a standard template for internal memos. I recommend the Mission Statement be added to this template too. I recommend that Caisalius Rugelamira inform Pendo Thomas of this and if she needs assistance making the change, that Arnold Kikasiga be contacted.
4. As senior staff memorize the Mission Statement they should remind, their direct reports of it and occasionally quiz them until they too memorize it.

### **Some items are also free but may take some more time. This is not meant to be an exhaustive list but these might include:**

- Make it a policy that KDCU communications include the Mission Statement prominently on the first page of such documents e.g. lists, directories, reports, minutes, fliers, brochures (it would be helpful to have staff brainstorm to develop a list of such fliers, reports, etc. so that they can be targeted and timeframes set to make the addition and assign a responsible person). Going forward in producing such documents, the Statement could be added when they are created. As time allows, I suggest each department look at documents posted on bulletin boards and either add the Statement to them or replace them with a new copy with the Statement.
- Every RPCS has at least one and sometimes more than one bulletin board for communication. The Mission Statement should immediately be placed on all those bulletin boards (I suggest they be placed in Swahili or both English and Swahili, if you choose. These particular bulletin boards are servicing local farmers who presumably are more comfortable communicating in Swahili). As time allows and the funds are available, for permanency, I suggest the Mission Statement be stenciled around the wooden frame of those bulletin boards. I suggest too that the notices currently posted on the RPCS bulletin boards be checked and replaced with same announcement/flier/notice but with the Mission Statement added to the footer. Caisalius Rugelamira already provided each of his Field officers a copy of the Mission Statement with the instruction to post it. A copy will need to be provided all RPCSs that do not have a Field Officer.

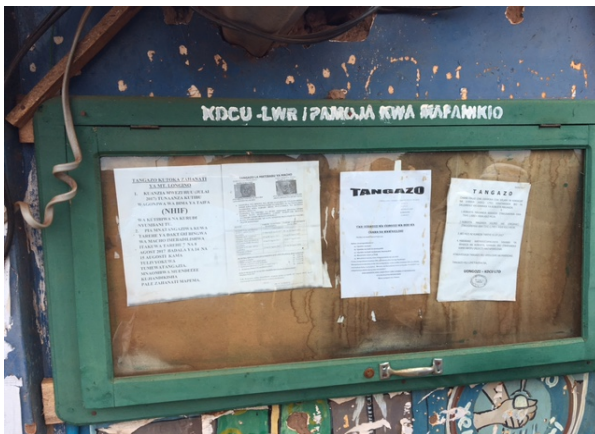


Figure 1. Mission Statement to be posted now on bulletin board and as possible stenciled on frame

- RPCS open (and close their meetings with the Chair saying USHIRIKA!!! [Cooperative] then members reply "pamoja tujenge uchumi" [together we build economy]). I suggest a second practice be added to the opening of RPCS meetings, that is, the reading of the Mission Statement in Swahili. To implement I suggest a memo be sent to each RPCS chairperson providing them another copy of the Mission Statement and asking them to be certain it is read as a part of the opening of every RPCS meeting.



Figure 2. RPCS Chair opens meeting saying "Ushirika" and members respond "pamoja tujenge uchumi".

- I recommend consideration be given to reciting the Mission Statement at the beginning of other meetings too, e.g. the KDCU Board, Management and Department meetings

**Some items might have a cost associated with them. A judgment can be made whether to make the change or not or delay it.**

- One example would be existing brochures. If there is a supply of them, then you may wait until it is time to reprint them and add it then. Or at a very low cost you could get a small size clear peel off label that can be run through the printer with the Mission Statement on it, that can be peeled and placed in a designated place on those brochures. A similar label could be printed to attach to notices/fliers/announcements already on bulletin boards instead of replacing the posted items.
- One item we did not discuss but should, would be social media. First among the possibilities would be the web site which is currently suspended as a cost cutting action. It might be wise to assess what other cooperatives have a website and if it is found that the majority do have it, you may want to look for the earliest opportunity to activate it and update it. There are often free web sites online. You may want to explore that permanently or as a temporary measure. Does any KDCU staff use the other social media like face book, twitter or instagram? Perhaps Arnold Kikasiga can be asked if it might be included there? It would be good too to see what the competition does. If for example you find other cooperatives and even private sellers all have web sites and use the other social media just cited, then attention to these items should be considered as soon as possible, as people will notice the difference and could draw the conclusion that the others who have such, are better, giving the competition a competitive advantage.
- **Caisalius mentioned using Group Whatsapp for meetings with his field officers. I do not know what that looks like, but if possible can the Statement be added somewhere prominently?** Similarly, for those that text, can a standard text message have the Mission Statement on it?



- Business cards. From what I have seen and observed key staff would not use a large volume of cards making it inexpensive and practical to have your I.T. person design a card, add the Mission Statement to it and print them on business card stock on KDCU printers. Caisalius asked I.T staffer Arnold Kikasiga to design such a card which he did. Caisalius had a prototype printed locally. This should be considered as the budget allows, for early implementation.
- Staff suggested that as budget allows, have KDCU pens and or pencils imprinted with Mission Statement on them; printing the Mission Statement on T-shirts; sending a copy of the KDCU brochure with Mission Statement imprinted on it to The Coffee Act Board and to The Cooperative Societies Commission; and imprinting the Mission Statement on coffee bagged and ready for sale/export. Caisalius Rugelamira suggested that the Mission Statement be added to Staff Identity cards.

- Placing the Mission Statement on existing external signs would add great visibility but would likely be the most expensive of options. There would still be a cost, but rather than replace all the signs, perhaps existing signs could be adapted at a lower cost. One example would be the large sign painted on the front wall of the main KDCU building. Rather than replace the whole front sign, a painter could stencil the Mission centered above the top of the sign that currently reads Karagwe District Co.... LTD (see photo below).



Figure 3. Stencil Mission Statement above the wording Karagwe District Cooperative Union



If done I suggest you use a different color to have it stand out and avoid the need to match the existing colors.

On this same building there is another example. There is a sign on two poles about four or five by seven or so feet (see photo below).



Figure 4. Attach hard sign or banner at bottom of sign

There does not seem to be room to add the Statement on the sign but a smaller sign large enough to fit the message could be attached to the poles immediately under the bottom of the current signs. Instead of a hard sign, a less expensive banner could be used but such might be more prone to vandalism or theft. Over time the same could be done on all buildings and properties.

- Caisalius mentioned that KDCU utilizes radio announcements, especially to communicate with the RPCs. As a standard part of the introductory words of any radio announcement, the Mission Statement could be added e.g. this is an announcement from The Karagwe District Cooperative Union whose Mission is: To.....





## **Conclusion**

The KDCU Mission Statement is its most sacred document. It states for all to see and hear, the reason for KDCU's existence, its purpose. A great deal of effort and time on the part of staff and Board Members went into reviewing the then current Mission Statement, revising it and agreeing upon and adopting the new Mission Statement which is " Our Mission is: To work towards a better economic and social wellbeing of KDCU members". It is of such importance that it should drive all decision making (always ask the question 'will this advance/support our Mission'). As it is important every effort should be made to create and maintain awareness of it among staff, board members, farmers, and all stakeholders. If something is important it is very much worth repeating. This report is my effort to offer a means to KDCU to create and maintain that awareness. I suggest it be kept close by on the desks of senior staff and reviewed regularly by them, most especially the GM Kakulu Burchard Kakulu, and project coordinator Caisalius Rugelamira to be certain attention to its implementation remains on track.

Joseph F. Duffy  
Agricultural Cooperative Specialist  
CRS Farmer to Farmer Program

## **2.RPCS Listening Sessions**

### **Final Report**

**Joseph F. Duffy, Agricultural Cooperative Specialist**

**CRS Farmer to Farmer Program**

**October/November, 2017**



My activities while a guest of the KDCU are guided by the Farmer to Farmer Volunteer Assignment Scope of Work (SOW), assignment code: TZ108. One of those required expectations of me in this SOW is “Conduct a quick assessment of five primary cooperatives to identify challenges related to linking with the apex organization” and to be a resource to the KDCU regarding possible means to address these challenges. Assisted by Caisalius Rugelamira, the Project Coordinator for the Pamoja kwa Mafanikio (Together for Development), five PCS were selected to meet with. I met with the following RPCS on Thursday October 19 and Friday, October 20, 2017:

Thursday

1. Nyakaiga PCS (13 participants) (230 members)
2. Kibondo PCS (25 participants) (260 members)
3. Nyakahango (13 participants) (270 members)

Friday

1. Kigarama (25 participants) (241 members)
2. Kibona (14 participants) (173 members)

These five RPCS represent a total of 1,174 members. The meeting participants were mostly male but a significant number of participants were women (only one woman in leadership). The majority of participants were members for 15 or more years and several noted their membership was inherited from parent(s).

The format of each meeting was as follows:

1. RPCS Chair opened the meeting, welcomed us and invited us to sign their guest book, and introduced us. Caisalius then further introduced himself and me. I then further informed the group of my function as a CRS farmer to Farmer volunteer, explaining I had a series of eleven questions to ask of them. I informed them once I was finished meeting the five RPCS, I would prepare a summary report to the KDCU Board for its review and action.
2. I then asked one question at a time with Caisalius translating. Caisalius translated members’ responses back to me and I recorded them. As it seemed appropriate I would ask follow up questions to get more responses. I also observed facial expressions and other body language as I asked questions.
3. After I finished my questions and answers, Caisalius made closing remarks.



4. I then thanked the members for their time and reminded them I would make a full report to the KDCU GM and Board.

### **Outline for interviews with RPCs**

1. Tell me about your RPC – How long in existence, about its history, your involvement with it (position and what you do), and the size of your RPC. Get a sense of tenure with the RPC.
2. What do you understand to be the Mission (purpose) of the KDCU? (I will bring copies of the Mission and main thing statements and Vision Statements).
3. Tell me about your interactions with the KDCU – with whom or what persons do you have communications and how communicate and how often and for what occasions or purposes.
4. What kind of services have you and your RPC members received from KDCU? Mention the Field officer if they do not.
5. What do you think is the most valuable/helpful service KDCU provides?
6. How many of your members sell their coffee to KDCU and is it all or part of their crop?
7. Why are you a member of the RPC and the KDCU?
8. What more can KDCU do to help you as a farmer member and strengthen your RPC?
9. Can you think of something you and or your RPC can do to strengthen the KDCU
10. If you had a magic wand and could wave it to make one wish come true for the KDCU including the RPCs, what would that be?
11. Have you any questions of me or other comments or suggestions?

### **Consolidated Summary of all five RPCS**

1. All but one of the RPCS has have been in existence for over 20 years with the oldest having been established in 1982 and the youngest established in 2008. Many have been members over 20 years and many have been family members for generations. A total of 80 members (excluding the field representatives and Caisalius) were in attendance representing a membership of 1,174.
2. When asked what they understood to be the KDCU Mission the members were slow to respond. I followed that up by asking what they understood the purpose to be. When asked that way responses were forthcoming that touched upon both the economic and social well being wording in the official KDCU Mission Statement. The most often given response was to purchase and market the farmers' coffee, pay timely, find markets and provide services. One of the RPCS



- repeated some of the above but added monitor production and the collection and selling of the coffee and providing for inputs.
3. When this question was asked the groups generally were slow to respond. Most indicated their contact was limited to information shared at annual membership meetings and communications at the time of the sale of their coffee. When I prompted further, members agreed there was frequent and useful communication with the KDCU field officers and that they valued their relationship with the field officers. Frequently members recommended KDCU should increase the number of field officers. Some mentioned the KDCU bulletin boards at the RPCS' offices as a useful communication tool. When asked how they would bring local concerns to the KDCU leadership, members indicated they would tell their RPCS leaders. In most cases the RPCS leaders said they would share those concerns at the annual general meeting. Some did say they would approach the KDCU Field officer. Generally though except for coffee selling time, members reported minimal communication between KDCU and the local RPCS.
  4. Consistently, members said the primary service provided was the buying of their coffee (and commenting that prices were low). Some responded that the extension services offered by the Field Officers were valuable, especially the demonstration plots. Some commented in the past other services were offered such as loans and additional payments during the year.
  5. Universally members remarked buying their coffee was the most valuable service (again noting the price was low) and commenting other services had been offered in the past. There were multiple comments that payment for the sale of their coffee to KDCU was timely this year which was appreciated. They also valued the Field Officers.
  6. Among the members in attendance at these meetings there was some variance with all or almost all attendees from two RPCS saying they sold their coffee exclusively to the KDCU and most of the attendees from the other three saying they sold some, even the majority of their coffee, to private sellers because of their higher buying prices.
  7. There was not a strong consensus answer to this question. Many said that they are members because it is a family tradition. A few said, and strongly, that they believe philosophically in the importance of cooperatives. Many said, years ago it was very important but not so now (implying they are members because they always have been members).
  8. Universally the overwhelming response was that KDCU should increase the price it pays the farmers for their coffee. Many suggested a price more consistent with what the private sellers pay and some recommended tying price paid to the



quality of the coffee. Many recommended making soft loans available for farmers to reinvest in their farms and in covering school costs for their children. Some recommended expanding the Filed Officer positions. Several recommended there be more opportunity for farmer input. Some requested new trees and other crops.

9. I was impressed with some of the answers members gave to this question. Universally they said they could strengthen KDCU by selling all their coffee to KDCU and by urging other farmers to join the KDCU. However, for this to happen they indicated that KDCU would need to increase the amount it pays them for their coffee.
10. The answers provided to question ten have already been provided I several of the answers to other questions above. They included the availability of soft loans, payment of social premiums to farmers, and increase the amount that KDCU pays to buy the farmers' coffee. One interesting response was that KDCU should get the government involved in amending the Coffee act to provide more favorable situation to its members. This is a suggestion worth exploring as a possible legislative or other advocacy campaign.
11. One question was I would get back to them after I report to the board. I responded I would not but assured them there would be some feedback from the KDCU in time following my report. There was one question from a farmer in the Nyakaiga RPCS who said in the past they were asked to grow sunflowers, they did, and they have yet to be paid for them and would like an answer. A few asked if they could be helped to diversify their crop production.

### **Summary Findings**

There is strong agreement of the members in attendance that KDCU pays a lower price for coffee than private sellers and until that is rectified members will continue to sell increasing amounts of their crop to the private sellers.

There was almost universal agreement that the availability of soft loans would be a tremendous benefit. Members want this benefit.

There is almost universal agreement that aside from the role of the Field Officers, currently there are no other benefits to membership.



There was strong agreement that Field Officers, and the extension services they provide, are very valuable and should be expanded. Members were clear though that their greatest need from KDCU is a better price for their coffee and the availability of soft loans followed by the expansion of crops.

It was clear that there is not a pattern of frequent, and clear two way communication between and among the KDCU central management, the RPCS' boards and their members. There does appear to be regular communication between the RPCS leadership and its farmers with the disconnect being with the KDCU central administration.

It is clear that the KDCU Mission Statement is not widely known among the RPCS leadership and the farmers.

### **Recommendations**

1. KDCU Board include as a part of its Strategic Plan addressing members' expectations for higher purchase price for members' coffee (ideally, comparable to private seller rates), and the goal of addressing members' stated need for the availability of soft loans (primarily for farmers to reinvest in their farms and meet the educational expenses of their children).
2. KDCU Board should evaluate the role of the Field Officer and include addressing that role in its Strategic Planning efforts. Consideration has to be given to how the LWR funding for the Pamoja kwa Mafanikio project will impact ability to maintain or expand it and plan accordingly. That is, the availability of revenue to pay for the cost associated with any expansion of the Field Officer role. Currently there are 7 Field Officers covering 36 RPCS under the Pamoja kwa Mafanikio project and 8 Field Officers covering organic, totaling 15 Field officers. A reasonable goal might be to work towards a ratio of one field officer to one RPCS. To repeat, such ramped up staffing must be tempered against ability to cover such expenses.
3. KDCU Management and Board should develop a Communication Strategy aimed at increasing the amount and frequency of communication among and between the KDCU Central staff, the KDCU Board, The RPCS Boards, and farmers. Consideration should be given to budget constraints and look to utilize free and low cost resources wherever possible. For example there are one or more bulletin boards in every RPCS office. Of those I saw (5) when I met with local (RPCS). None were full. Perhaps a monthly one or two page newsletter from the GM could be posted on these bulletin boards and the Field Officers where they exist and RPCS Board members can be asked to remind members that the newsletters are there. In addition to the extension services they offer, the Field Officers can be utilized to bring communications to the local RPCS and the farmers and to be observing at the farmer level and listening to farmer concerns and





bringing such information to the KDCU leadership. Consideration might be given to placing a suggestion box in every RPCS office and encourage farmers to bring suggestions or questions to KDCU central administration that way (suggestions could be anonymous or signed). Signed could be directly responded to, and, anonymous suggestions responded to generally, perhaps in the newsletter mentioned above. Could someone from KDCU central communication attend every RPCS board meeting or at least every other meeting? This could be a time for regular sharing between and among all parties. It appeared in the five meetings I held, that generally, when a RPCS board member has received a concern from a farmer, that concern might be held until the general meeting which could be many months away. RPCS Board members could be invited to write such matters up in the suggestion box idea mentioned above, and/or through other means (cell, email, text) visit to KDCU central office or through the field officer where there is one. Local radio capability should be used as often as possible to share KDCU good news with listeners. This would not only improve internal communication, it might generate interest in membership among local non-members. At the general staff meeting on October 26, staff suggested use of cell phones (and texting for improved two-way communication and the use of social media.

4. Related to but distinct from the Communication Strategy referenced in item #3 above KDCU should implement a Mission Statement branding strategy. Discussions are already under way with KDCU management. The Mission Statement will be added as the last line of the signature lines of all KDCU email users and at the bottom of KDCU letterhead. This might have minimal impact among the farmers as many do not have email and will not be receiving letters. But they would see the Mission Statement on any letter, or flier, or newsletter posted on their RPCS bulletin boards. And the Mission Statement could immediately be posted (I suggest in Swahili), on every RPCS office bulletin board. As the budget allows the Mission Statement can actually be stenciled on those bulletin boards and on the exterior office signs. It can be used as a byline for any radio announcements (e.g. KDCU whose Mission is to \_\_\_\_\_ invites you \_\_\_\_\_). As the budget allows the Mission Statement could be added to fliers and brochures. An easy no cost way to brand the Mission is to include the reading of it at the start of every RPCS Board and membership meeting, perhaps immediately after the recitation of the words Ushirika!!! and "pamoja tujenge uchumi. Consideration to additional no and low cost options should be continuously encouraged.

### **Closing Comment**

My findings and conclusions are based on a short period of time in your community, discussions with staff and Board members and my meetings with representatives of five of your RPCS. Scientifically, these findings could be questioned. However, given the similarities of trends in



responses found in all meetings and staff corroboration of the findings, I think it reasonable to proceed and act on them as fact. An additional test of their validity would be the felt experience of the KDCU Board. Board members are themselves farmers and so not only can understand and empathize with the farmers' concerns, they can validate them.

I recommend that this report be reviewed and discussed by KDCU senior staff and the KDCU Board and that timeframes and responsible persons be assigned for any of the recommendations adopted by KDCU. Further I recommend that there be communication from the GM or other designated person, to the local RPCSs as to any actions the KDCU will take as a result of this report.

Submitted by:

Joseph F. Duffy, Agricultural Cooperative Specialist  
CRS Farmer to Farmer

### **3. The Matter of Employment Contracts, Job Descriptions, Performance Reviews and Multi-Year Contracts**

**A Report from Joseph F. Duffy**

**Agricultural Specialist, CRS Farmer to Farmer Program**

**October/November, 2017**

I reviewed the KDCU employment contract provided me. As a result of that review and discussions with HR Director Beatus Malala, Project Coordinator Caisalius Rugelamira, KDCU attorney Linus Leopard, I have the following observations and recommendations.

1. In the existing contract I see nothing that would prevent KDCU from conducting annual performance reviews. I would ask for your legal review and if Linus agrees we can talk of a strategy to proceed. I would suggest to make it more tidy that when the contract is next renewed a new clause be added, perhaps



following the clause “Probation” to be titled “ANNUAL REVIEW”. It might read: Employee shall receive an annual performance review. Failure to receive an overall rating of satisfactory may result in the exercise of the 30 day termination clause notice.

2. I see no legal impediment in the contract to having job descriptions. To make it more tidy I suggest in the next contract a phrase be added to one of the clauses (perhaps the one listing job tasks) that a copy of the job description be attached to the contract. In fact I would recommend that the listing of duties in the contract be deleted in deference to the duties listed in the job description. Beatus can check what is listed in the contract against what is listed in the job description and any needed item from the contract, not in the job description, could be added.

3. I see no impediment to having a multi-year contract and in fact, I see them as a benefit to staff. They will have a better chance of leveraging a multi-year contract for a loan from lending institutions than with only a one year contract. They may have more job satisfaction and stay longer if they perceive they are more than a year to year worker. Even with a multi-year contract the current clause 15.0 allows for early termination upon thirty days notice. Whether an employee is contracted for one year or three years, he or she can be terminated as per the contract by that thirty day notice. I would however ask that Linus review Clause 14 and the referenced “Employment and Labour Relations Act, No. 06, 2004 to be certain there is nothing in that Act that would prevent this. If Linus agrees then I would recommend consideration of multi-year contracts for the reason cited in the first sentence of this paragraph.

4. I recommend further that while the KDCU attorney is reviewing the employment contract for the purposes stated in items 1 through 3 above, he also consider the current status of Tanzanian Labour Laws and as appropriate recommend other additions, deletions or revisions that in his counsel would better assure that the KDCU is compliant with said laws.

Joseph F. Duffy, Agricultural Cooperative Specialist  
CRS Farmer to Farmer Program



## **4. PROPOSED ACTION STEPS IN SUPPORT OF KDCU BOARD APPROVED STRATEGIC PRIORITIES**

### **Final Report**

**Joseph F. Duffy, Agricultural Cooperative Specialist**

**CRS Farmer to Farmer Program**

**October/November, 2017**

The KDCU Board at a two day Board Retreat conducted in November of 2016 reviewed its current Strategic Plan. In an effort to amend and update that Plan and establish a basis for forward movement in support of the KDCU Mission: To work towards the economic and social wellbeing of KDCU members, agreed upon the following Strategic Priorities numbered 1 through 12 below to guide the KDCU moving forward

1. To find another lending institution from CRDB bank.
  - Review the current loan documents, identify conditions that are problematic for KDCU, identify changes desired in the loan agreement and meet with the CRDB bank in an effort to renegotiate the existing loan to establish more favorable conditions. This should be a priority for review and discussion among the Kakulu Burchard Kakulu, Caisalius Rugelamira, the KDCU attorney, and finance office Victor Robert. The GM should decide who among these persons and perhaps others (e.g. Board chairperson) should actually meet with the Bank. I recommend this be a priority to be completed in no more than 30 days from acceptance of this report.
  - Identify and approach other possible lenders. Consider perhaps a loan from Fair Trade, Root Capital, and/or the Tanzanian Cooperative Bank. Also consider searching for international banks that might issue loans at more favorable conditions, as nearby as neighboring countries such as Uganda and further, perhaps in Europe or elsewhere. I recommend this option be explored immediately. It could be a bargaining tool in renegotiations with the CRDB bank whom if they knew you were looking



to bring business elsewhere, might be more amenable to renegotiating. And it could surface viable alternative lenders. The GM should identify who should be the responsible person to manage this action (Caisalius may be a likely person due to his familiarity with some of the possible alternatives. By virtue of his position, Victor Robert might also be a likely responsible person to manage this action. I recommend work on this begin as soon as this report is accepted, an effort made to identify and contact these lenders within 30 days, and an ongoing effort continue to surface other lenders going forward.

- Review the Cooperative Societies Act and the Coffee Industry Act. Said review to be conducted by GM, Finance Director and Legal Counsel. Identify related clauses that might be basis for approaching the Cooperative Societies Commission and or, the Coffee Industry Board specifically for help in identifying other lending institutions (domestic and international). Consider having KDCU attorney review both Acts, prepare a summary of them pointing out clauses that may support KDCU's Mission, even present a workshop on them to senior staff and KDCU board. Could have the attorney prepare the same or a different summary for distribution to the leadership of the RPCSs. These two workshops would be excellent board development trainings.
- Also consider other relief that might be asked of the Coffee Board and/or the Cooperative Societies Commission.
- After review of these Acts, develop a strategy to approach the Coffee Industry Board and/or the Cooperative Societies Commission, present the challenges the KDCU faces (e.g. lack of capital, outstanding loans with interest, unlevel playing field with private sellers and ask what they will do to address concerns). Depending on the response from these two bodies, develop legislative action, e.g. farmer members, RPCS board and KDCU board members, and KDCU management signing petitions, letters, speaking at public meetings. Perhaps start with GM approaching one or both parties informally or the GM along with KDCU Board Chairman.
- Also inquire of LWR and CRS as to any knowledge they might have as to where KDCU could look for other institutions.
- Inquire of other Cooperatives that may have similar challenges as to their actions.
- Identify other government and church officials with whom to cultivate a relationship. Local government officials have an interest in serving their constituents and in getting re-elected. A health KDCU is good for the local economy, good for their constituents. Local church officials have a pastoral concern for their flocks and can speak with moral authority in support of the KDC and the Cooperative movement.



2. To strengthen the factory so that it becomes self-dependent and operate on profit.
  - Conduct a cost benefit analysis of repairing KDCU factory, repairing and upgrading it, and continue the current practice of outsourcing it to a private factory.
3. Generation of the internal capital to overcome the loan burden
  - Explore pre-financing as when buying from farmers paying them up front for their coffee for all or a portion of the expected crop. Could explore having contracts with buyers for such sales where the buyer rather than KDCU pays the money upfront (in essence a loan to the farmer which is paid back in coffee). GM should assign a responsible lead person, perhaps Pascal from the Marketing Department. A timeframe to accomplish this should be set at least three months before the coffee selling season begins.
  - Have KDCU assets appraised to identify current market value. Then identify which are already encumbered and to what extent and identify what assets might be available to mortgage for cash, sell for cash, or used to generate additional revenue by being leased to others. GM should identify a lead person to manage this action, perhaps the Beatus Malala in his capacity of being responsible for facilities. Consideration should be given to engaging a real estate appraiser to assist in this effort. I recommend this be acted upon no later than 30 days after this report is accepted and brought to completion within 60 days as the results will be useful to support work on Strategic Priority 1 above.
4. KDCU's business to be done on profit basis that will benefit all members in General
  - Need to do a Profit & Loss (P&L) on revenue centers to confirm which are profitable and which are not and then develop a plan for each as to how to maximize revenues and limit expenses.
5. To set plans that will increase coffee collection in consideration of quality improvement. GM should identify lead person on this action step. Pascal Robertus from marketing, perhaps in coordination with Caisalius Rugelamira, might be likely persons. Timing should be planned ahead to be able to use as the next marketing season commences.
  - Identify how you will measure quality improvement.
  - Pay farmers according to the quality of their coffee (Based on the philosophy "you get what you pay for", paying this way will motivate farmers to improve the quality of their beans).
  - Start coffee marketing on time.
  - Market (advertise) the quality of your coffee to buyers, including listing any certifications that are measures of quality (let everyone know).





- Provide additional training to field officers who in turn will provide additional extension services aimed at increasing quality.
  - Offer quality related inputs (e.g. fertilizer, new and better tools, new plants etc).
  - Attempt to pay up front for entire crops lessening the practice of farmers selling a portion of crop to private sellers. This can be funded by KDCU if capital available but as alternative explore having the buyers put the money up front and be repaid in the coffee product later.
6. Strengthen the KDCU marketing strategies to ensure reliable coffee market.
- Based on review of The Coffee Industry Act, include this is a topic of discussion in meeting with the Coffee Industry Board as suggested in item #1 above.
  - Marketing department should participate in exhibitions and forums, domestic and international. The Marketing Department would be the logical responsible party. The timing for signing up for these events should be identified in no more than 60 days and the Marketing Department should appropriately document due dates for registering for such events. At such events, information on the quality of the KDCU beans and any certifications should be very visible.
7. Promote livelihood of members through provision of services
- Develop list of farmer desired services. Might draw from KDCU Board members own experience and knowledge of farmers. May take from the listening sessions Joe Duffy conducted October 19 & 20 with 5 RPCSs. May want to do a quick survey of all RPCS boards asking leadership to identify 3 to 5 desired services.
  - Provide more inputs (e.g. fertilizer, tools, soft loans).
  - Support local RPCSs in developing and or, expanding their pool of money so that they too can make soft loans to farmers.
8. Working with high transparency, accountability and trustworthy to ensure organizational development.
- Include as part of annual performance review and contract renewal, an assessment as to whether or not employees are acting in a transparent, trustworthy, and accountable way. The HR director Beatus Malala would be a likely lead person on this action step but should consult with the immediate supervisor of the employees in assessing. Timing of implementation should be tied to timing of contract renewals.
  - Expand the role of internal auditor to include monitoring this.
9. Existences of good communication systems from KDCU to members
- Provide additional training to field officers on bringing information from KDCU to the RPCSs and from the RPCSs to the KDCU
  - Suggestion box system.



- Monthly bulletin from KDCU GM to be posted on RPCS bulletin boards (might be read at Regional Board meetings, and feedback communicated to KDCU e.g. by phone, email and/or text).
  - Look to possible way to have KDCU management present at RPCS board meetings (all not possible but perhaps at least twice a year)
  - Senior staff should read Communication chapter in "Being a Supervisor 1.0" and practice suggested methods.
  - Use Community Radio to increase communications with the farmers.
10. Provision of the final payment to members
- Tied to #1 & #4 above. Need to get financing in order
11. Efforts to ensure we increase number of cooperative members
- Tied to #1, #4, and #7 above. At RPCS listening meetings on October 19 & 20 farmers were clear they would encourage others to join and even sell all their coffee to KDCU if the price paid for coffee were higher. May need to increase price before can increase membership.
  - With above bullet addressed, may even offer current members some incentive to recruit new members.
  - Add more services (if more services are added, more farmers will be interested in membership).
  - Paying for beans according to quality will generate interest in membership among farmers with better quality coffee beans.
12. Enhance systems that will ensure proper supervision of all KDCU's resources
- Improved accountability through implementation of job descriptions
  - Implement performance review process
  - Consider multi-year contracts as a way of further binding staff to agency and lowering turnover
  - Continue work on creating awareness of Mission Statement and be sure to use it in decision making.
  - Secure new Financial accounting package and implement.

Joseph F. Duffy, Agricultural Cooperative Specialist  
CRS Farmer to Farmer Program



# 5. The Coffee Industry Act

## Final Report

Joseph F. Duffy, Agricultural Cooperative Specialist

CRS Farmer to Farmer Program

October/November, 2017

### Summary comments from my review of the Act

I read “The Coffee Industry Act” which Caisalius provided me upon request. I had asked for a copy in response to a member of one of the RPCS I visited on Thursday who suggested that KDCU have the Act amended to create a more favorable environment for KDCU. I in turn, inquired if he or members had requested it be amended in the past to which he said know. I explained that this might pose a legislative advocacy opportunity pointing out the power of numbers among the members in a concerted effort to voice their concerns and needs and expected relief, to the Coffee Act Board and or to the Cooperatives Commission (this should be included in ongoing discussions with the KDCU central administration and Board). In reading the Coffee Industry Act I noted multiple clauses that might be the basis for concerted lobbying. They include but are not limited to:

- Part 2 – 5. (1) States the Coffee Board shall “act to the advantage of the Coffee Industry”.
- 5b says the Board shall “advise the Government in actions to develop the industry and increase competitiveness...” Competitiveness is. Among the possible ways the Coffee Industry Board can facilitate competitiveness would be to enforce the requirement that all brokers who buy coffee be properly licensed. Unlicensed brokers reduce their operating costs by not paying their fair share of taxes giving them more revenue to pay farmers a higher price. Limiting companies to one related license e.g. a license to buy rather than two such as a license to buy and then to sell on export might also create more competition. Another possible way to increase competitiveness would be for the Coffee Industry Board to dispatch staff into the field to monitor the sale of coffee to assure sellers and buyers are in compliance with the conditions of The Coffee Industry Act.



- 5c states the Coffee Board shall “make regulations governing marketing arrangements including monitoring prices (perhaps monitoring leading to price controls might be helpful).
- 5d States the Coffee Board “shall provide financial support for coffee promotion domestically and internationally”.
- 5k States the Board shall “protect the interest of farmers against syndicates of buyers”.
- (4) States the Coffee Board has a “duty to promote competitiveness.
- Very importantly, the Act also established a “Coffee Development Fund” to be used for: price stabilization, marketing and whatever the Board deems fit for the development and promotion of the industry”.

These and likely other clauses in the Act lend themselves to a legislative advocacy action either solely from the KDCU members with their 22,000 farmers, KDCU Board and RPCS Boards, or through a collaborative effort with other coffee cooperatives. I recommend the Board review the Cooperative Societies Act also which may similarly be targeted for legislative advocacy intervention.

Further, I recommend that the KDCU attorney review both acts from the perspective of looking for possible reasons for approaching The Coffee Industry Board, and/or, the Cooperative Societies Commission in an effort to create alternative funding sources for loans, level the playing field between the private sellers and KDCU, search out new markets for coffee products, and help market coffee cooperative’s products. As well, I recommend the attorney provide consultation to KDCU GM and senior staff and the KDCU Board, in the matter of the content of this report and his own opinions and recommendations for concerted legislative advocacy with the Coffee Industry Board and the Cooperative Societies Commission.

I recommend too that the senior staff and Board identify local elected officials and church leaders who might be asked to lend their offices to any effort to seek relief from the Coffee Industry Board and the Cooperative Societies Commission. They certainly gave a vested interest in the well being of their constituents and parishioners who will benefit from action, and their voices may help influence the Coffee Industry Board and the Cooperative Societies Commission.

Joseph F. Duffy, Agricultural Cooperative Specialist  
CRS Farmer to farmer Program



1.10 Press Release

**FOR IMMEDIATE RELEASE**

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## West Milford retired Executive and Board Member Works with Counterparts in Tanzania

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

a) **West Milford, NJ, October 13 through November 3, 2016**--- **Joseph F. Duffy**, retired CEO of Catholic Charities with 45 years experience in senior management and as many years experience as a board member of for profit, nonprofit, elected and appointed boards, from **West Milford, NJ** travelled to **Tanzania** for **three** weeks to share **his** technical skills and expertise with local farmers. Strengthening the Governance, Management, & Organizational Capacity of the Karagwe District Cooperative Union (a coffee cooperative), Duffy's assignment is part of Catholic Relief Services' Farmer-to-Farmer program that promotes economic growth, enhanced nutrition through access to healthy food, and agricultural development in East Africa.

Duffy was invited to return to Tanzania to provide a follow-up consultation to his first vassignment with KDCU Coffee Cooperative one year ago. He provided further consultation and training to assist the Cooperative id advancing the work plan that had been developed in 2016. In addition he provided a consultation on the linkage between the cooperatives 76 primary cooperative societies totaling 22,000 coffee farmers. In doing so he travelled high into the mountains of the Karagwe District to conduct Listening Sessions with five primary cooperative societies using information gathered to develop a plan of action for the KDCU to use in strengthening the primary cooperatives and improving communications between and among the coffee farmers, the regional and KDCU boards, and the KDCU central administration.

Farmer-to-Farmer matches the technical expertise of U.S. famers and professionals in agri-businesses, farming cooperatives, and universities with farmers in developing countries to assist them in improving agricultural productivity, accessing new markets, and increasing their incomes. Farmer-to-Farmer is funded by the U.S Agency for International Development (USAID). In a world where 80% of food is produced by farmers working on small farms or fisheries, the movement to share proven farming and business skills can improve the quality and quantity of the world's food supply. For communities in the developing world who often struggle to produce enough food, this can improve access to a reliable source of food and better nutrition. For the farmers, it can strengthen their path to prosperity.

Duffy provided consultation and training on HR practices with emphasis on implementing a new employee performance system, conducting legislative advocacy, branding the KDCU Mission Statement across the organization and externally, development of a Board Member Manual, and updating the KDCU Strategic plan with emphasis on developing measurable action steps that will assist the KDCU in realizing its Strategic Priorities.

###

***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 more than 100 countries, without regard to race, religion or nationality. CRS' relief and development work is accomplished through programs of emergency response, HIV, health, agriculture, education, microfinance and peacebuilding. For more information, visit [www.crs.org](http://www.crs.org) or [www.crsespanol.org](http://www.crsespanol.org) and*





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