

Volunteer Report

Assignment Information:

Volunteer Name:	Lynda D. Swenson
Host Organization:	TWEZIMBE AREA COOPERATIVE ENTERPRISE
Assignment: UG15	Cooperative principles of leadership and managements
Dates of Assignment:	September 11 - 27, 2014
Days worked:	16 DAYS

Objectives:

1. Train the board and selected members of the cooperative on the principles of cooperatives and the management of cooperatives.
2. Develop, with the management of the cooperative, a clear structure of the roles, rights, and responsibilities of the management.
3. Develop, with the management of Twezimbe, guidelines and procedures for operating and managing the cooperative; come to a management agreement on these guidelines.
4. Provide training to members on market development and financial management basics

Deliverables from the Scope of Work

- Trainings conducted and people trained
- Training guidelines/manual developed
- Debriefing with USAID and in country group presentations after assignment
- Volunteer recommendations
- Field trip report and expense report
- Outreach activity, press release or a media event back in US

Assess your success in fulfilling the deliverables.

More 180 RPO Officers and VAs attend one-day workshop on Cooperative management and Leadership.

A Training of Trainers (TOT) was held with 27 participants; training modules were developed that can be used in monthly meetings of the RPOs to re-enforce the management and leadership principles.

3-day training for the Board of Directors as well as a debriefing with recommendations.

Debriefing with CRS Kampala and US Aid.

Recommendations for Twezimbe ACE:

(These were given to the BOD on Saturday the 27th of September.)

1. Board must interact with the RPOs. I would recommend that a Board Member attend RPO meetings frequently.
2. Translate Twezimbe Mission Statement into Luganda with a copy to each RPO and PO.
3. Pricing of services provided by the Cooperative should reflect a differential between members and non-members. This will encourage membership. And no more free storage in warehouse.

4. Practice good leadership and transparency in all activities. Members feel there is favoritism and corruption.
5. Members did not receive the Loan Payment Schedules but were phoned and told to make payments.
6. Record keeping must be up to date and accurate and available to the members.
7. Present the Auditor's Report to the membership at the General Assembly.

Number of people Assisted – see Participant listing spreadsheets

- a) Through formal training
- b) Through direct technical assistance –Out of these above, number of host staffs - 5
- c) Training/assistance by subject/field:

Subject/Topic/field	Males	Females	Total
Cooperative Management and Leadership	125	70	195
Total	64%	36%	

Gender

- a) What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How?
1,792 males and 1,476 females in 3,268 members TACE but female participation was just 35% in the trainings.

Men were in the majority of the RPO Training. Most of the voluntary verbal contributions were from males. Breaking into smaller groups improved the situation but not much.

The BOD has 3 female members. The Chairman is strong and but does not tend to dominate any meetings.

- b) How might CRS or the host organization improve opportunities for the women in this host or host community?

I don't know. There is a General Assembly on 19 December 2014.

Value of volunteer contribution in \$: \$ 1,225

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

Host Profile Data:

Did you obtain any data that supplements or corrects the data in the existing host information as detailed in the SOW? Please list it.

Current UDB Debt Obligation:

In June, 2014 Twezimbe were approved for a loan of 359,000,000 Ush from UDB (Ugandan Development Bank). Each member of the Board of Directors guaranteed personally. It is in 3 tranches; there is a 3% "Appraisal fee"; 6% Insurance fee; and 1.1%

Tax. Total = 10.1% or 36.2m. 10% annual interest rate with repayment schedule of 70% of principal plus 8 months interest due 4/2015 and the remaining 30% plus 2 months interest due 6/2015.

1 st Tranche	7/2014	80 m	256 farmers	Seeds, fertilizer, weed killer Pearl Seeds and Hangzhou
Chemicals				
2 nd Tranche	8/2014	45.3m	236 farmers	Cash for land preparation
3 rd Tranche	??	233.7 m	???	Urea, weeding, harvest shelling

Twezimbe Repayment Schedule

1 st Payment	4/2015	273.9 m	70% P 251.3m + interest 22.9m
2 nd Payment	6/2015	113.4 m	30% P 107.7m + interest 5.7m

Farmers' Repayment Schedule:

If the farmer pays 10.1% upfront, the interest rate is **10%**

If the farmer does not pay 10.1% upfront, the interest rate is **20.1%**

The farmer must pay interest for 5 months; the 70% of P on the 6th month; then interest the 7th month; then the remaining 30% P on the 8th month.

Farmers are unhappy as the payments are before harvest and sale of products.

Recommendations for CRS:

1. Fairway Hotel is good; be careful of the renovation areas.
2. Kiboga is a very small town for a long assignment. The Gracious hotel is basic.
3. Thank you for my business cards!

Thanks to George and Maria. A very big **THANK YOU** to Ntale who was my driver but also the interpreter and my friend. I would have been lost without him.