



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: Kevin Wilkins
- b) Host Organization: Tanzania Horticultural Association (TAHA)
- c) Assignment: TZ24 -Development of a Market Linkage Model for Horticultural Farmers in Tanzania
- d) Dates of Assignment: 2 February – 2 March 2015
- e) Number of days worked: 21

1.2.1 Objective 1 in your SOW

- i. Research and analyze marketing model that will expand business opportunities and increase sales and consumption locally, regionally and in export markets.
 - a) Progress with the objective: After a 10 day desk study, extensive market analysis, several interviews with the team, and stakeholder meetings, with the information gleaned from each, I was able to move forward with a more direct line of questioning, and with crafting concepts for review and discussion with the team regarding TAHA's programming, operations, and ambitions, and considerations for the model going forward.
 - b) Expected impacts/results: Given the nature of the assignment and the work, I anticipate movement will be slow unless the team is able to identify an internal champion who can dedicate a significant amount of their time to moving this forward. At present, TAHA maintains a relatively small and very collaboratively structured team, but I get the sense that with a task leader with a clear set of benchmarks, and a traction plan, the team will be able to move forward on what has been produced between Lynda and myself.
- c) Recommendations¹: SEE FINAL RECOMMENDATIONS BELOW

1.2.2 Objective 2 in your SOW

- i. Propose improved marketing channels that will reduce/eliminate middlemen and increase producer profitability.
 - a) Progress with the objective: As the assignment concluded, I presented my findings and recommendations to the team. We achieved a very high level of participation from members across the organization's various units. When the presentation concluded, we moved into a thoughtful discussion, and I facilitated a collaborative discussion. What came of the meeting was a realization that the team was/is looking for someone to craft an "operationalization plan" for their marketing unit rather than the previously discussed and designed model identifying potential partners, and likely institutional roles, relationships across the value chain, and

¹ **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.



industry. As I read into the meeting notes once we concluded, and began to craft an organizational structure for their unit, I learned of the business materials prepared by previous volunteer Lynda Swenson. Those materials include:

- TAHA marketing company business model document
- TAHA marketing company operational – management structure
- TAHA marketing company financing structure

As discussion leading up to this focused on the structure of the system, and where this unit would fit, as well as how it would compliment TAHA's other units, this was the first I learned of the team's desire to design the structure of the "business" and define the various roles for each unit within the company. Unfortunately, I learned of this four days prior to departure. Moreover, seemingly, from the after action report prepared by the previous volunteer, these should already exist. I requested them for reference soon after. With that in mind, I refocused my efforts on gathering the necessary information (as requested by CRS' technical team in Tanzania) to enable CRS, AVRDC, and TAHA to move forward with submitting for an associate award to move the concept forward.

After consultation, outreach, and careful design, a model was proposed, and interestingly, falls closely in line with one that I learned of which is being produced by AVRDC. It has been discussed that it is best to use this as a foundation upon which to build on the grander scheme to incorporate other stakeholders in the planning and design phase, as well as to line up partners to assist with implementation.

- b) Expected impacts/results: I anticipate CRS moving forward with the proposal whereby CRS, AVRDC, and TAHA will work together to establish a system that compliments all missions while improving market conditions, linkages, promote standards focused on transportation, sorting, grading, packaging, and reduce instances of PHL.
- c) Recommendations: SEE FINAL RECOMMENDATIONS BELOW

1.2.3 Objective 3 in your SOW

- i. Explore the feasibility for farmer produce auction markets and advise on how these could function to the benefit of the producers
- a) Progress with the objective: By design, the system accounts for price fluctuations, volumes in stock, volumes sold, projected, and production.
- b) Expected impacts/results:
- c) Recommendations: SEE FINAL RECOMMENDATIONS BELOW



1.3 Action Plan

Recommendation	Specific Action	Responsible person	By when
1.			
2.			
3.			
4.			
5.			
6.			

1.4 Number of people Assisted

**Note that this was a technical strategy assignment, not a training assignment. Directed through TAHA's Director of Operations (Amani Temu), I worked with members from the marketing, information systems, and technical services team.

- a) Through formal training: 0
- b) Through direct technical assistance (Do not double count): 9
- c) Out of these above, number of host staffs: 9
- d) Training/assistance by field:

Category	Total	Males	Females
Members/ owners			
Employees			
Clients/ Suppliers			
Family Members			
Total			

Supplementary Table

Objective/Task	Male	Female
Market Linkage Model Development – Coordination / Consultation	7	2

Engagement:

- Amani Temu, Operations Manager (operations@tanzaniahorticulture.com)
- Mdachi Bakari, Marketing and Information Specialist (mdachi.bakari@tanzaniahorticulture.com)
- Cyrila Anton, Information Officer (marketing@tanzaniahorticulture.com)
- Kelvin Remen, Policy Analyst (kelvin.remen@tanzaniahorticulture.com)
- David Felix, Operations Assistant (david.felix@tanzaniahorticulture.com)
- Kitururu Mbwambo, Technical Manager (technical@tanzaniahorticulture.com)
- Ayesiga Buberwa, Programs Manager (programs@tanzaniahorticulture.com)
- Michael Jerry, Agri-Finance Officer (Michael@tanzaniahorticulture.com)
- Pendo-Edna Mahoo, Monitoring and Evaluation Officer (pendo.mahoo@tanzaniahorticulture.com)



- Frank Maimu, Monitoring and Evaluation Officer (frank.maimu@tanzaniahorticulture.com)
- Dofrian John Walj, Program Officer- Government Projects (programs-gov@tanzaniahorticulture.com)

World Vegetable Center:

- Srinivasulu Rajendran, Agricultural Economist, AVRDC (srinivasulu.rajendran@worldveg.org)
- Andreas Gramzow, Agribusiness Specialist, AVRDC (andreas.gramzow@worldveg.org)

CRS (technical)

- Dai Peters, Senior Technical Advisor, CRS (Dai.Peters@crs.org)

1.5 Gender

- What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How? TAHA is led by their dynamic CEO Jacqueline Mkindi. I met with Jacqueline on one occasion upon installation. I was fortunate to work with TAHA's Information Officer, Cyrila Anton during the project. During the presentation and discussion, several other female team members joined. All were equally engaged in the discussion.
- How might CRS or the host organization improve opportunities for the women in this host or host community? As TAHA is a gender-diverse organization, I am not certain that engagement on this particular point is wholly necessary.

1.6 Value of volunteer contribution in \$

- Hours volunteer spent preparing for assignment: Prior to departure for Tanzania, it is estimated that I spent 12 hours reading into the market system, dynamics, actors, and trends. Additionally, and in the same span of time, I researched similar concepts that have been tested elsewhere, and outside of horticulture.
- Estimated value of all material contributions volunteer contributed to host during assignment: \$0

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

- Meals: NA
- Transportation: NA
- Lodging: NA
- Translation: NA
- Other (Specify): NA

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.

For continuity-sake, and for reference, please see the accompanying organizational chart and TAHA membership list.

TAHA continues to invest in a series of consolidation centers/pack houses that will serve as regional hubs for the grander model, which will include centers ranging in size, and one larger "super center" in Dar es Salaam. These have been described as collection points that will also provide sorting, grading, packing, and preparation for sale and distribution across other hubs as needed.

As requested by CRS, I have captured the following responses from TAHA regarding their program funding.



- The Tanzania Agriculture Productivity Program (TAPP) supports production and productivity. Does TAHA have a working relationship w/ TAPP? Has TAHA received funds tied to production and productivity? – Yes, TAHA has a working relationship with TAPP and has been working together for the past 5 years. Yes, a big part of TAHA funds are focused on production and productivity as TAHA works with farmers to increase their yields through good agricultural practices. These funds are from USAID.
- Of funds received, have the funds from USAID been used to establish or maintain (physical structure and employees) for pack houses? - No USAID funds are used for construction, but TAHA will allocate funds to procure plastic crates under postharvest technology provisions.
- Amount of funds that has TAHA received from USAID and for which activities it was spent. Specifically, were funds allocated to finance the staff, specific activities, programs, and infrastructure? These details will assist CRS as they must be accounted for in the proposal. – TAHA has received ~\$4million for 4 years i.e \$1 million per annum. Most of this is focused on productivity (more than 70%). Remaining funds are directed towards policy issues, marketing, promotion, and publicity, etc.

1.9 Recommendations for CRS & TAHA:

- 1) While the New Safari Hotel was listed as the place of accommodation, the change to the Them Valley Lodge was ideal. Located less than 200 yards from TAHA, the lodge provides for a hearty breakfast and general amenities that will make any volunteer's stay enjoyable. Mama Lydia is willing to negotiate rates for extended stays in the future.
- 2) TAHA to work w/ CRS to answer the following questions:
 - CRS to initiate outreach to AVRDC and TAHA. Convene a stakeholders meeting to review the program discussed whereby CRS applies for an associate award, and each entity will be able to dedicate resources towards the collaborative effort to move the concept forward together. Coordinate a way to build on the separate and complimentary models that AVRDC and TAHA are keen to move forward.
 - TAHA to alert the team of the existence of the business plan/model that was previously crafted. Coordinate the action plan previously prepared. This will be helpful given that it has already been created, and in light of the team's line of question, and desire for me to work with them on the same. I can see and tell that TAHA has already enacted several points to that plan, to include the allocation of funds to establish more buying stations / consolidation points.
 - CRS to review existing SOW, build on this assignment and Lynda's assignment. Should seriously consider an 8-12 week posting in order to allow ample time for the F2F to "read in", really key in on sticking points with the team, and to most effectively move a strategy piece forward to actionable deliverables. Dramatically expand the SOW.