



Volunteer Report:

TZ43 Organizational Development



USAID
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Michael Zeigler

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I. Summary

Overview

- Establishing well managed agricultural cooperatives stand as a significant opportunity to improve the business performance of farming activities in Bara parish.
- Historical challenges with corruption and self-serving leaders are inhibiting the development of effective association among the farmers.
- SOW/consulting engagement activities in this review cover eight days of interactive leadership training and facilitated discussion in Bara and Iporoto villages.
- Interest among the villagers in learning more about how to improve their economic situation is very high. Combined attendance through this SOW was 494 people (total count of all adult individuals over 8 days).
- The training provided addressed three factors to strengthen associations:
 - Leadership training – qualities of a good leader, selecting a leader, removing a leader;
 - Economics – understanding the value proposition of scale that association brings to individuals, value chain analysis;
 - Tactical skills – association charter and by-laws, making plans, tracking expense, keeping records.
- While this report does contain some tactical recommendations, the size of the classes limited the hands on attention necessary to fulfill some of the original objectives (ie drafting individual group charters).
- The SOW supporting this work provided an accurate background assessment, was well written, and a tremendous head-start in developing lesson plans.

- CRS staff was professional and reliable in every interaction from initial interviews during the selection process through support work in Tanzania. Stephanie Tatge was personally very helpful in cultural acclimation and in assisting the start of first sessions in Bara. Ufoo's support in the Caritas debriefing facilitated an effective discussion about success with both TZ43 and TZ44 SOWs. Many thanks to Teresa Monaghan and Maria Figueroa for their logistical support.
- Caritas support in providing Ipolito (the Bwana Shamba) was vital in executing the training program and is a vital resource in follow-up task execution. Ipolito is an expert in his work, trusted by villagers and a reliable partner for future work in this region.

Recommendations

- Four days of training in each village generated a lot of enthusiasm and knowledge but did not provide the hands on support necessary to truly move farmers from disorganized/distrusting status to functional groups. The large number of attendees (with one volunteer) was at times overwhelming. Recommendation is that future engagements of this size be staffed with 2 volunteers.
- Follow-up is needed. An additional SOW in Bara parish is required to maintain momentum. Recommendation is to create an SOW focused on working with specific groups (auditing group structure, remediating charters, establishing record keeping). Given that there are at least 12 groups in the area (in various states of organization), at least two volunteers are required.
- Continued work in Bara parish and Caritas presents CRS with a valuable case study for highlighting success with Farmer to Farmer. Villagers are eager to learn. Groups are disorganized but can be remediated with more attention.
- The economic impact in solving the leadership issues are significant and quantifiable for reporting to Farmer to Farmer and USAID.

II. Assignment Information

A) Volunteer / Contact Information

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B) Host Organization / Contact Information

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C) Dates of Assignment / Days Worked

Total Engagement:

Friday, August 14, 2015 – Saturday, August 29, 2015 (16 days)

- Sunday, August 16: Stephanie Tatge/CRS meeting, Dar es Salaam
- Monday, August 17: Installation Bara homestay
- Tuesday, August 18 – Friday, August 21: Iporoto Class (4 days)
- Saturday, August 22 – Wednesday, August 26 Bara Class (4 days)
- Return travel to US: 3 days including ground transportation from Bara and night in Mbeya

III. SOW Objective #1: Build Leadership Capacity

A) Progress Toward Objective

The concept of commercial agricultural association in Bara and Iporoto villages is challenged by a history of self serving leaders and corruption. Many villagers expressed significant distrust of group authority and expect to experience fraud and dishonesty as part of community organizations.

Lessons and discussions focused on the following key areas:

- **Qualities of a good leader:** Leaders accept responsibility for maintaining the vision and organization of a group. Foremost in a leader's mind is the desire for the group to succeed. Good leaders present a vision for the future, looking beyond today, and understand that success is about moving a group toward objectives that may seem impossible to achieve. Leaders persist through challenges with a focus on managing the politics and conflicts that occur in all groups; always acting with the purpose of building alignment among group members.
- **Selecting a leader:** Leaders are only empowered through the support of group membership. Wealth does not play a role in identifying or determining who the leader should be. Every group member has the right to voice an opinion and nominate a perspective leader. Leaders are ultimately elected by the members (all members having one vote).
- **Removing a leader:** Leadership is not a permanent position and it benefits the group to periodically choose new leaders to provide new insights into achieving group goals. Additionally, bad leaders must be held accountable can be removed through a "no confidence vote". Any group member can request a review of current leadership; once any member asks for a review, it is the responsibility of all members to defend this right and to conduct the review. It is important that a group have a charter and/or by-laws describing this process.

The topic of leadership generated significant debate and dialogue in both villages. Overwhelmingly, the citizens of Bara and Iporoto described an intense

need for new leadership to serve their needs – individuals focused on defining a new way of organizing and working. Several times, the conversations turned toward the need to enforce ethical business practices. For example, group members described the need for a process much like legal civil forfeiture: “If the treasurer steals our money, then we will have rules that we can take their property (house, goat, etc); the village council can enforce our rules.”

Lack of good communications underpin much of the distrust in groups. Limited transparency in the price of inputs (too many middlemen) and no ability to obtain daily market prices, inevitably leads to questions and doubt when relying on a single leader to conduct group business.

B) Expected Impact / Results

The need for good leadership is the definitive issue in re-establishing successful cooperatives in Bara Parish. Villagers were inspired by the discussion and many class sessions turned into community meetings where members openly described their disappointments in the past and cautious optimism about the future.

Through interactive exercises like “Telephone” (a communications game), “Fingers on a Pole” (a group coordination activity), and plays (acting to demonstrate ideas such as electing a leader), we provided a much needed venue for participants to better understand what good leadership looks like in practice.

The lasting impact of these discussions is that villagers have a new definition and expectation about what leadership can be. Comments by villagers both during class and as this author interacted with the community indicated that there was a renewed interest in finding ways to organized with increased transparency, accountability, and equity. Villagers left with an understanding that good leadership was a means to help them reduce expectations that the government intervene in their activities and provided a better path to self reliance.

C) Recommendations

Recommendation	Specific Action	Responsible person	By when
1. Additional hands on assistance is required to help form groups by drafting charters and by-laws.	Create standard templates for group organization	TBD	
2. New means of financial control within groups is required to instill confidence in leadership. Additionally, the groups require new means of funding to bridge between incurring expenses for inputs and realizing revenue from sales	Investigate potential of microfinance institutions to assist in providing methodology controls as well as funding for group operational needs.	TBD	
3. Leaders will identify “next generation” of leadership to building interest in the future of the group.	Groups will discuss ideas around what makes a good leader; Current leaders will assign tasks such as maintain group documents to potential future leaders	All existing group leaders	Challenge to complete in next 30 days

IV. SOW Objective #2: Instill New Perceptions re. Value of Association

A) Progress Toward Objective

The skepticism about leadership in groups overshadows the potential economic benefits that groups can provide. Much of our work was oriented toward helping the villagers understand the micro-economic issues and market forces that affect their ability to generate more income. In developing discussion plans, we focused on the need to help program participants reach the conclusion that forming new associations was not only an option for villagers, but a financially compelling activity.

Through interactive dialogue (many questions and answers about how business is conducted today), we defined the “value chain”. This exercise outlined the cost of dealing with multiple intermediaries – both in acquiring agricultural inputs and in selling crops produced.

A SWOT analysis (strengths, weaknesses, opportunities, and threats) was utilized to help the farmers understand the threats and opportunities to the work – managing the annual planting and harvesting cycle as a business.

B) Expected Impact / Results

The value chain analysis was especially effective in helping the class understand how competing market participants (vendors and intermediaries) are profiting from their work. This conversation charged the group with a sense of entrepreneurship that was exciting (and rewarding) to see. For example, discussions highlighted the cost of negotiating the acquisition of fertilizer in small quantities vs. what groups could negotiate at scale. This prompted group members in Iporoto to brainstorm how to eliminate intermediaries and go directly to primary distributors.

Discussions revealed that participants often believe they receive poor quality seeds and fertilizer. In addition, most recognized the basic economic principle dictating that smaller buyers (and sellers) lacked the power to negotiate the best deals. Both of these points helped the class draw a vital conclusion:

Participating in association can provide a means to both go to market with the advantages of large scale organization while also providing access to experts who can help the groups find higher quality inputs and service.

Simply, groups are compelling because they have more economic strength than individuals acting alone. This defined a new value proposition that can help groups define a compelling bond among members.

C) Recommendations

Recommendation	Specific Action	Responsible person	By when
1. Use an outside expert to identify a reliable source for fertilizer.	Bwana Shamba to work with Iporto and Bara group leaders to consolidate fertilizer demand	Bwana Shamba	Nov-1-2015
2. Use an outside expert to identify valid seed sources	Bwana Shamba to meet with government agents responsible for validating seeds. Bwana Shamba will provide groups with information about good seed sources.	Bwana Shamba	Nov-1-2015

V. SOW Objective #3: Provide Consulting/Training re. Planning Process

A) Progress Toward Objective

This purpose of this SOW objective was to equip the villagers with the basic management tools necessary to maintain a mindset of farming as a business. We had motivating discussions that helped participants establish a future oriented perspective – identifying “the gap between where you are today vs. where you want to be in the future” – and defining the plans necessary to bridge this gap.

Many villagers (especially in Bara) used our planning day as an opportunity to envision big new ideas and create plans to logically build thriving businesses. For example, one group in Bara made plans to save for purchase of a cow and with reinvestment of income from the cow eventually establish a five cow dairy operation within two years. Interacting with the groups as they defined these ideas provided the opportunity to emphasize the need to set short-term and long term goal while also identifying the dependencies and tasks necessary to achieve the goal.

Secondary to learning a basic planning process, we also learned how to track expenses. When asked how many in the program track expense, no one raised their hand. This promoted a lively debate about how one really knows if they are making money if they aren't aware of what their total costs are. A basic template from expense tracking was outlined and we completed an exercise (both in Bara and Iporoto) of tracking expenses for one year.

B) Expected Impact / Results

Program participants understand how to set goals and identify the steps necessary to achieve those goals. Significantly, we emphasized how individual plans are linked to group plans; participating in a group can be a vital means to achieving individual goals.

Basic expense tracking is an invaluable tool in empowering farmers with the knowledge necessary to negotiate better prices both with inputs and in

liquidating outputs. Together with the value chain analysis, we believe that planning and expense tracking exercises help reinforce the compelling value proposition of the economic strengths groups provide.

C) Recommendations

Recommendation	Specific Action	Responsible person	By when
1.Track expenses annually	Complete expense tracking template	All individuals	Starting with new planting season (recording input costs)
2. Complete Annual Plan	Create 30 – 60 – 90 day goals leading to longer term	Bwana Shamba to provide villagers with template	Oct-1-2015
3. Review SWOT analysis. Are there weaknesses to remediate or strengths to build on.	Reflection on business opportunities	All individuals	Starting with new planting season
4. Increase pricing transparency	Research potential technology platform (SMS based) to communicate current market prices to villagers	Mike Z.	Oct-1-2015
5. Research Uber type transportation option	Transportation of inputs and produce are significant costs. Is there a chance to “uberfy” transportation to meet villager needs	Mike Z.	Oct-1-2015
6.Reform Women’s Group in Iporoto	Assistance needed to re-organize women by drafting new constitution	Sister Panja	Oct-1-2015

VI. Impact / Number of People Assisted

A) Formal Training Attendance - Iporoto

Category	Total	Males	Females
Members/ owners	308	137	171
Employees			
Clients/ Suppliers			
Family Members			
Total	308	137	171

Day 1: 94

Day 2: 85

Day 3: 72 ?

Day 4: 57

B) Formal Training Attendance - Bara

Category	Total	Males	Females
Members/ owners	186	137	171
Employees			
Clients/ Suppliers			
Family Members			
Total	186	137	171

Day 1: 51

Day 2: 54

Day 3: 29

Day 4: 52

C) Additional Field Level Training / Assistance

The success of this engagement was dependent on two vital team members:

- Iporito: The Caritas supported Bwana Shamba is extremely knowledgeable and committed to the success of the farmers in Bara Parish. His character and true passion for his job are overwhelmingly impressive. Iporito is the vital follow-up resource on the planning and new organizational efforts (charters, etc) and is an extremely valuable asset to the Caritas organization and villages served.

- Isack: The CRS supplied interpreter is smart and articulate – a new friend and business partner. His skills contributed to helping make difficult concepts understandable. This author is grateful for Isack’s assistance both in class and during our time interacting with villagers after class.

D) Gender / Diversity in Class Attendance

The class was balanced in both gender and ages of individuals represented. In the afternoons, many children joined out of curiosity (not included in counts). Women consistently presented themselves as the most engaged – though often quietest – members of the program. Women were best served in group breakout sessions when they had the opportunity speak freely among themselves.

E) Women’s Issues and Opportunities

Class times affect when women are able to attend. Some women left in the afternoons when men were able to stay. Notably, women’s groups had more challenges in the planning exercises (literacy issues). Dedicated support and assistance focused specifically on this issue will help strengthen women’s associations. It’s not clear to this author whether or not women have to cultural latitude to be a strong (directive) voice in serving as group leaders (especially in mixed male/female groups).

VII. Value of Contribution

A) Estimated Value of Volunteer Contributions

- The per diem supplied by CRS adequately covered all expenses for the trip.
- Volunteer did provide additional personal donation to host.
- Total preparation time of about 60 hours included reading, calls with previous volunteers, and lesson plan development (see appendix)

B) Estimated Value of Host Contributions

Volunteer transportation was provided by Caritas as well staff support (driver, Bwana Shamba, Mr. Kisengo). Host resources were vital to success of the engagement. Estimated value \$600.00 for transportation and management oversight (completely unsubstantiated appraisal).

Two weeks of Ipolito's full-time assistance and local motorcycle transportation was also provided by Caritas.

VIII. Host Profile

C) Observations regarding Caritas / Host Organization

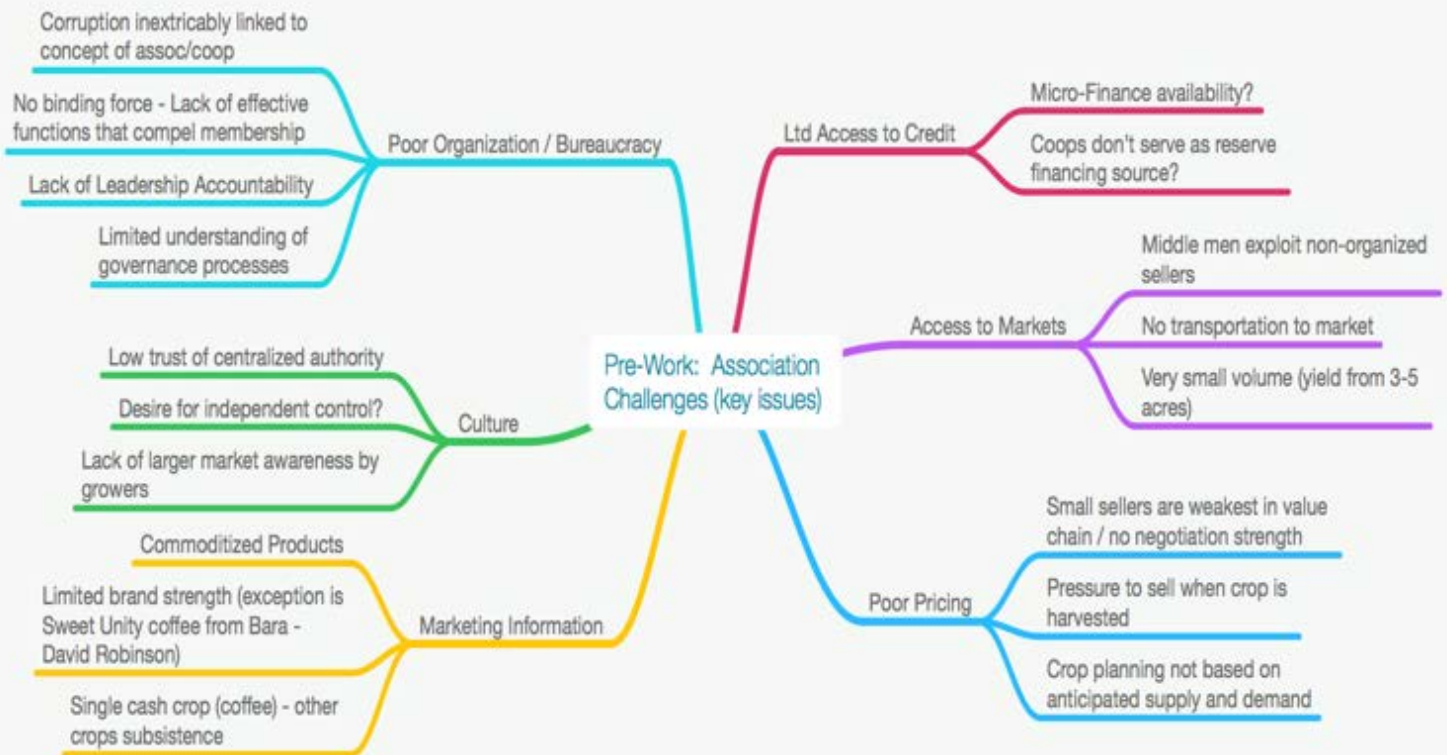
The Bwana Shamba, Chub (driver) and Mr. Kisengo are the only points of contact between this volunteer and Caritas.

In every encounter, these individuals were professional and committed to the success of the project. Chub's performance in rough conditions commendable and reliable. Ipolito (Bwana Shamba) is an expert in his field and his presence is a gift to the people of Bara parish.

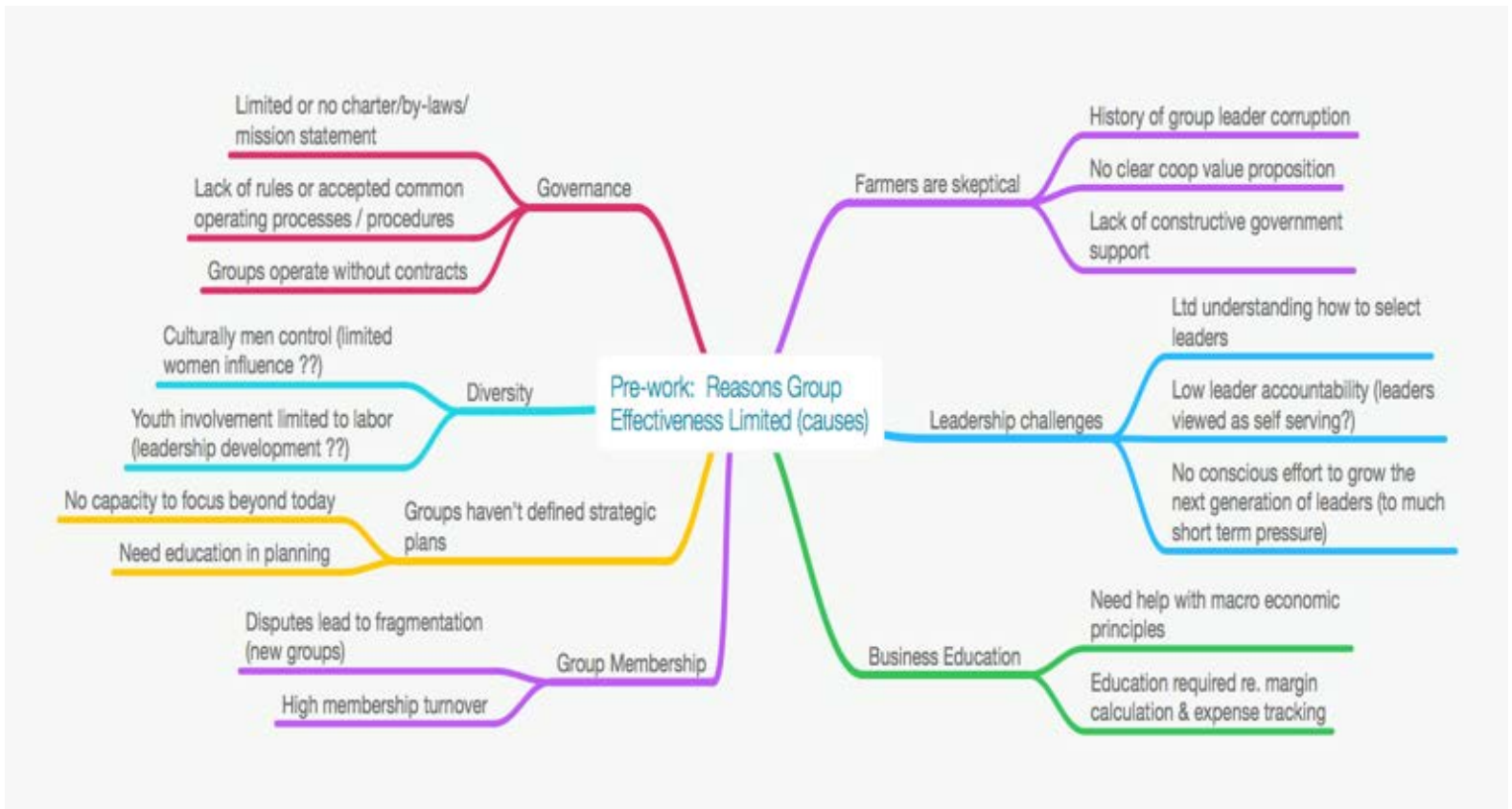
Noteworthy is the hospitality of Father Daniel. He was gracious, supportive, generous, and hospitable. It wasn't clear that he had been fully briefed on our mission before arrival and that provided the basis for occasional engaging dinner conversations.

Appendix

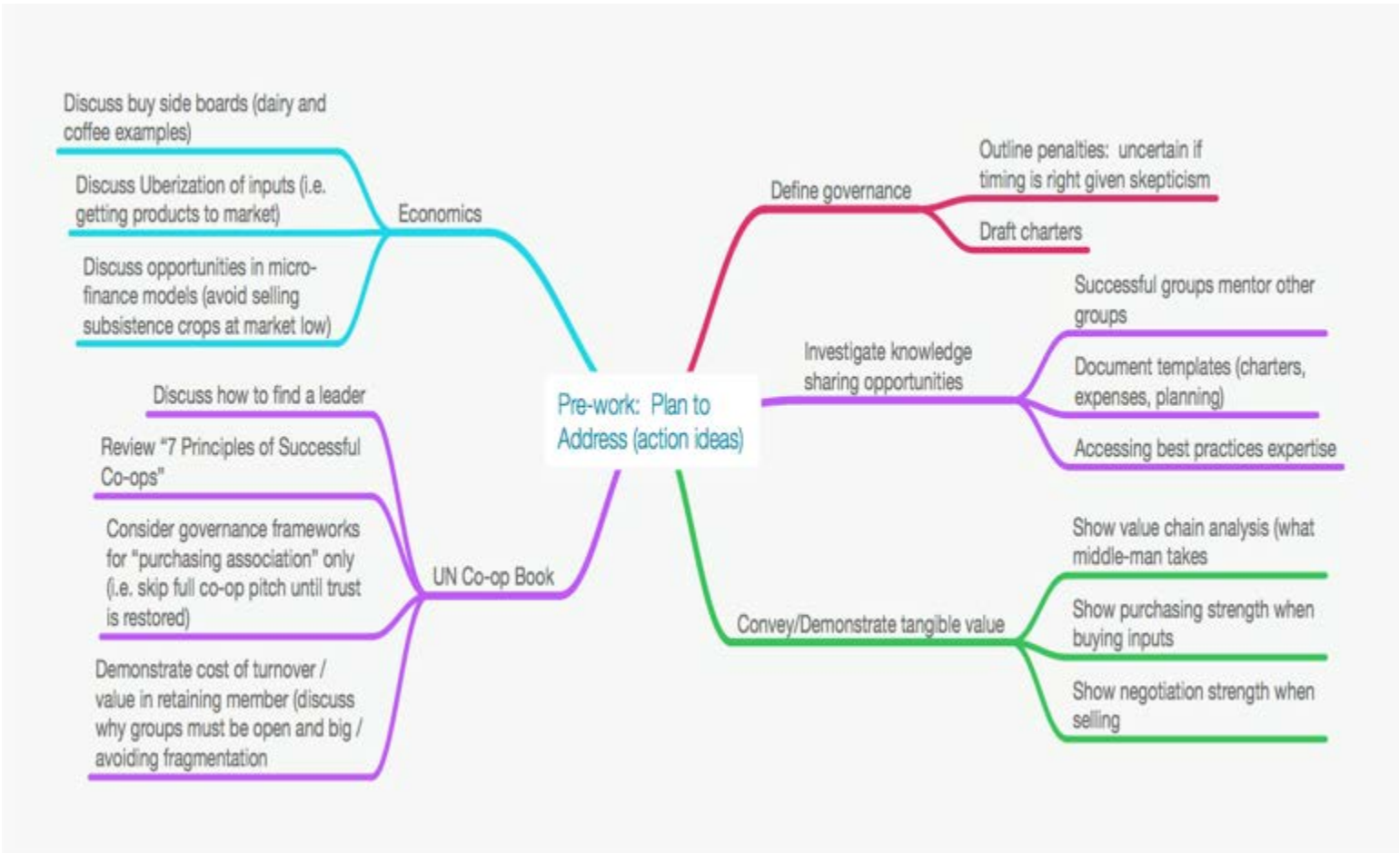
Prep-work: Key Issues Weakness in Association (volunteer notes)



Prep-work: Possible Causes Weakness in Association (volunteer notes)



Prep-work: Possible Causes Weakness in Association (volunteer notes)



Prep-work: High-level Session/Discussion Plans

Prior to starting each day, meet with Bwana Shamba and interpreter to review class plans. Validate objectives and strategy to communicate key themes.

Day 1 Theme: What's Going on Here?

- Interactive discussion about crops and activities
- Interactive discussion about current organization (who is present?)
- Interactive discussion about business. How are the markets? (listen and understand)
- Strength/Weakness/Opportunities/Threats
 - Divide room into 4 groups
 - Find 4 key issues to dig into
 - Each group reports to larger class on findings

Outcome: Session participants start to work interactively in reflecting on the current state of agricultural production in their village. Session sparks a new community conversation bringing recognition of opportunities for improvement. Set the stage for motivation for acting in planning and leadership selection sessions.

Day 2 Theme: Discovering the Value in Association

- Review of SWOT findings
- Review of Organizational Structure findings
- Ask class to categorize the big challenges in 3 buckets: Inputs, Production, and Market
- Discuss team (use sports analogy) – one play vs strength in dividing roles
- Introduce macro economic principles – buying inputs at scale
- Build on macro econ discussion – introduce what creates strength in association (interactive discuss – class gives answers)
- Associations require good leaders – interactive discussion: What makes a good leader? Who do leaders serve?
- Class Play: Choosing a leader / removing a leader
- Recap of Play: Discuss leader accountability
 - Differentiate group leader from management team (treasurer, Bwana Shamba, etc).
 - Communications / Transparency / Trust / Controls

Outcome: Group recognizes key attributes of leadership especially with regard to who a leader serves. Appointing a leader imbues power in the leader but the group retains ability to revoke it (removing a bad leader). Vital

lesson is that the group knows how to select good leaders and terminate bad leaders.

Day 3 Theme: 7 Principles of Successful Association

- Voluntary and Open
- Democratic / Equal Votes
- Economic Participation (members have vested interest)
- Co-op is a source of training and expertise
- Iporoto co-op may work with other co-ops for scale
- Co-op supports the community (common goals and purpose)
- Introduce concept of Value Chain
 - How much is the middle-man taking?

Outcome: Groups/Individuals feel compelled to seek the strength in association and understand best practices as promoted by the Food and Agricultural Organization of the United Nations (FAO/UN); group is motivated by recognition of weakness in their position in the value chain

Day 4 Theme: From Vision and Knowledge to Action Plans

- Interactive – describe planning activity that you are a part of now
- Revisit SWOT – interactively discover topics that help the group find common purpose
- Demonstrate (then groups execute) process of goal setting
 - Create incremental steps
 - Identify dependencies
 - Set targets with metrics
- Discuss tools in planning process then class create sample plans
 - P&L Statements
 - Expense Tracking (for 1 year track everything!)
- Leadership ideas
 - Class members discuss individually or as a group the gap between where they are (current state) and where they want to be (what they aspire to do)
 - What are some of the first steps to bridge the gap
 - Reflect on last year – capture lessons learned
 - What are first steps to goals?
 - How does a leader maintain focus on the vision and goals for a group?

- Prioritize / Record / Document

Outcome: Groups have a list of goals and plan to achieve the outcome.

