

# **Mid Term Progress Report. May 2009**

**FOR FAO GCP/RAF/401/IFA**

## **"Rural Knowledge Network Pilot Project for East Africa"**

*Clive Lightfoot. Agridea, Lindau. May 2009.*

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## **INTRODUCTION**

The Food and Agriculture Organization of the United Nation has made available to the AGRIDEA-Lindau a financial contribution in the amount of US\$ 42,240 in support of the emergence of a commercial network of local businesses providing transaction security services to actors in the marketing chain especially small farmers under the project GCP/RAF/401/IFA - "Rural Knowledge Network (RKN) Pilot Project for East Africa". This contract provides the National Marketing Companies guidance and advice on how to implement this rollout. Support takes the form of mentoring both online through the LLL and in field visits to Kenya and Uganda. Visits will be made to Tanzania using resources from the Firstmile project.

### **Scope of Activities**

The activities for which the funds provided by FAO under this Agreement shall be used are the following:

- Mentor learning on commercial operations for market chain transaction security services: Facilitate learning exchanges on the LLL teams (DDS, now: Market Access Companies, MACs, ICE, now: National Marketing Companies, NMCs) that improve the business operations of the NMCs, Market Access Companies and Information Board Managers. Undertake a series of field visits to provide face-to-face mentoring directly to the MACs in Kenya and Uganda. Mentor, both online and face-to-face, the NMC, MACs and IBMs in the development of their business plans to reach commercial viability.
- Capture two good practices emerging from local businesses as operational manuals and share them on the Linking Local Learners internet learning support platform at [www.linkinglearners.net](http://www.linkinglearners.net)

The contract requires Agridea submit to Ms Karin Nichterlein, National Agricultural Research Officer, NRRR, FAO, Rome, a mid term progress report not later than 31 May 2009 on the progress of mentoring the learning on commercial operations for market chain transaction security services.

### **Progress February to May 2009**

Progress reported here covers the period from February to May 2009. Over this period mentoring was provided online and through field visits. Clive Lightfoot and Ueli Scheuermeier visited many of the IBMs and MACs in the growing networks in Kenya, Uganda and Tanzania. Field visits were made with NMC regional managers and the RKN project country coordinators. The schedule for the field visits can be found in Annex A of this report. Mentoring focussed on two of the most important challenges facing the RKN: 1) The development of commercial operations and 2) the growth of the business networks. Work on commercial operations concentrated on the identification and development of trial deals. Marketing business opportunities were identified with the Regional managers and explored with the relevant MACs and IBMs. Each business opportunity was then developed into small 'deal' trial. Details of these deal trials are provided in this report. NMCs and their regional managers along with a number of the better established MACs were mentored in the development of their IBM networks. Training manuals have been developed for this under the IFAD grant to Traidcraft. Reported here is the current status of the network of each NMC showing Regional Managers, MACs and IBMs. How we go about the practice of mentoring can be found in the 'good practice' note in Annex B.

## **DEAL TRIALS FOR TANZANIA**

### **Oranges Muheza-Tanga to Nairobi**

Presently oranges are transported in bulk from Muheza in Tanzania to Wakulima main market in Nairobi. There they are offloaded into bags by retailers who then take them to satellite markets, where they are then sold to petty traders operating stalls, from which customers then buy. This system has huge inefficiencies. The deal involves a trial with 1-10 truckloads as follows:

- a. The Nairobi-markets MAC of AgriTrade will collect orders from satellite market retailers for half-bags of oranges of acceptable quality.
- b. These orders are forwarded to Muheza MAC.
- c. Muheza MAC organizes collection point where oranges are checked on quality and directly bagged in half-bags, each tagged for quality and traceability. These are then loaded onto a dedicated truck.
- d. The truck bypasses Wakulima market and goes straight to the satellite market retailers, making a predetermined round. Retailers are informed in advance that their ordered bags are on the way and they need to be ready to pick them up and pay for them on the spot.
- e. Bags are bought in cash at delivery.
- f. Payments are into AgriTrade accounts, and from there to Muheza farmers accounts.
- g. Next time round the satellite retailers will have to pay 50% deposit in order to be sure to get their bags of high quality Muheza oranges.

### **Rice from Ifakara and Magugu**

Presently paddy is bought by itinerant petty traders directly at the farmgate, then stocked at mills. After finding a buyer for the rice, the paddy is then milled in poor quality mills (high percentage of breakage) and sold to rice traders. The deal trial with a 10 ton truck of rice shall try the following:

- a. Farmer association buys paddy at best prices at a warehouse and stocks the paddy
- b. Marketing partners checks the quality and availability of the paddy then makes a auctioning contract with the Farmers association.
- c. Marketing Partners auctions 10 tons among its contacts. Winning bidder must deposit 50% with Marketing Partners immediately after winning the bid.
- d. Farmer association then brings the rice to mills and takes back the rice or puts it straight onto the truck that then goes straight to the buyer.
- e. Buyer pays remaining 50% straight to the Farmer Association at pickup time, and Marketing Partner also releases the deposited 50% to Farmer Association.
- f. Farmer association pays all its expenses and distributes remaining money as dividend to the participating farmers.
- g. Buyer pays Marketing Partners the commission, to be distributed between Marketing Partners and the involved MACs/IBMs.

### **Potatoes from Iringa to Dar es Salaam**

Potatoes for the potato chip sellers in Dar es Salaam are expensive to buy at the main markets. The idea is to bypass the main markets and provide potato bags straight to the chips producers. This shall become a regular service of delivery of ordered potatoes at the doorstep of the final buyers. A deal trial with a first 10 ton truck shall attempt this.

- a. Haji in Dar collects orders from chips sellers and forwards them to Rosemary Staki in Iringa.
- b. Rosemary coordinates the collection points and instructs a MAC to take care of filling the truck with checked bags of potatoes, each of them tagged for quality and traceability
- c. Truck runs to Dar, bypasses the main markets and makes a predetermined round to all chip sellers, analogue with the oranges in Nairobi.

#### **Tomatoes to Dar es Salaam**

Tomatoes for the vegetable sellers in Dar es Salaam are expensive to buy at the main markets. The idea is to bypass the main markets and provide tomatoes straight to the vendors. This shall become a regular service of delivery of ordered tomatoes at the doorstep of the small vendors. A deal trial with a first 10 ton truck shall attempt this.

- d. Haji in Dar collects orders from tomato vendors and forwards them to Rosemary Staki in Iringa.
- e. Rosemary coordinates the collection points and instructs a MAC to take care of filling the truck with checked bags of tomatoes, each of them tagged for quality and traceability
- f. Truck runs to Dar, bypasses the main markets and makes a predetermined round to all tomato vendors, analogue with the oranges in Nairobi.

#### **Timber from Mafinga to Dar**

Timber from small scale farmers and circular saw operators goes over various steps onto 20 ton trucks in Mafinga and Makambako, that then leave for Daressalaam and Mombasa. Advance notice is not given, resulting in waiting times for the trucks, etc. There appear to be two transaction points, ie. in Mafinga to middleman who knows all the tricks of shipping timber across Tanzania ("unofficial fees"!), and in Dar to large buyer. A deal trial shall attempt with Bahat Tweves network of circular saw operators the following:

- a. Haji Dachi explores among Daressalaam buyers the most wanted pieces of timber and forwards this to Rosemary/Bahat
- b. Rosemary and Bahat Tweve organize a collection point for timber that can bulk 20 tons of these highly requested types.
- c. This timber is then auctioned by Haji among the buyers in Dar. The winning bidder has to deposit 50% with Marketing Partners immediately, or another bidder gets the chance.
- d. Transport is either contracted by the sellers, or by the buyer.

#### **DEAL TRIALS FOR KENYA**

##### **Sunflower for Bidco in long rains Mar-July.**

AgriTrade has a contract with Bidco to source a target of 30tons of Sunflower from Kakamega, Busia and Samia. The farmers price is set at 18.50Ksh/kg for the Kenya Fedha variety. The deal trial is going to try out cash-on-the-bag payment to farmers.

##### **Sunflower for Bidco in short rains Aug-February**

AgriTrade has a contract with Bidco for source a target of 150tons of sunflower from Lugari, Kakamega, Bungoma East, West, North, South, Teso North, Busia and Samia. Farmer price is still to be set. The deal trial is going to try out cash-on-the-bag payment to farmers.

### **Marketing tea for Kaimosi Tea Estates.**

Kaimosi tea estates wants to increase its sales. The deal trial will start with buying 50kg weekly at (230Ksh/kilo) and reselling through MAC/IB network to small retailers at 300 Ksh/kilo. The trial involves MACs in Karosa in Kakamega, Yanse in Teso, Bungoma MAC, Rab Agrovet in Samia. MACs will buy the tea for the first three months to demonstrate their service and then propose to the tea estate to put this deal on a marketing basis where Network obtains orders for tea passes them directly to the estate and receives a commission from Kaimosi.

### **Dairy cows for smallholder stall feeding milk producers**

Farmers request for this sourcing service either through advertisements on the IB or from local Livestock development officers from the Ministry of Livestock Development. Farmers also contact AgriTrade direct as a result of seeing their neighbour benefiting from the service. The business is also beginning to show some repeat orders. The business works by Solomon using sms to inform his network to find a suitable dairy cow for the client farmer. When suitable cows are found the client goes to verify which cow they want to buy, negotiate the prices directly with the seller. Then Solomon helps with animal movement documentation and arranges the transport. The farmer who is selling the cow gives Solomon 10% commission and the farmer who is buying the cow pays Solomon's travel costs only. The deal trials will continue with Solomon Mulindi and Samuel Mugo

### **Bananas Auction from Bungoma to Nakuru market**

Farmers in Bungoma grow and sell bananas individually at a very low price. Banana retailers buy from wholesale market at high prices. The deal trial by Solomon will arrange to bulk up the bananas with the Bungoma MAC at Bukembe market. He will link with Nakuru IBMs to identify suitable bidders for the auction. Moses Ndiritus' IBMs will identify suitable bidders for the auction of these bananas by the producers. The trial will start with an auction every two weeks for a one ton truck load. If the auctions fail then Solomon and Moses will explore with main market retailers a delivery service of bananas from Bungoma to Nakuru.

### **Dairy goats for peri-urban Nakuru**

Dairy goats have become popular with milk producers and self help groups (Plains self help group, Kiamunyaki womens group) on the outskirts of Nakuru town. The deal trial will link up these groups with dairy goat farmers in Western with Solomon's network for German Alpine Goat and in Mt Kenya with James Kanye's network for Tonjanberg goat. Moses will find group interested to buy dairy goats work with Solomon and James to source the required animals. Moses will collect commission from buyers and Solomon/James will collect commission from sellers. If the trial is successful Samuel Mugo will start looking for dairy goat buyers in Nairobi.

### **'Grade2' french beans, beetroot, eggplant**

Smallholder horticulture growers in Nyandarua and Naivasha suffer from export companies rejecting their crop. These grade 2 quality vegetables are often dumped or fed to animals fetching no price at all. Growers are interested to find buyers for their grade 2 quality produce. Vegetable vendors in the 'malikiti' retail market of Nakuru want to buy grade 2 vegetables. The deal trial will require the IBMs in Nakuru market to identify buyers among the vegetable vendors and the IBMs in the production collection centres to advertise the

offer and price. IBMs will then arrange payment between buyer and seller using Mpesa. IBMs in collection centres are to arrange transport of produce to Nakuru on behalf of buyer. Buyer pays AgriTrade commission and transport cost on delivery of produce to Nakuru market.

#### **Tomatoes for Kabazi Cannery, Njolo Cannery**

Tomato cannery suffer from inconsistency and quality in the supply of produce to their factories. The deal trial will source a regular supply of quality tomatoes for Kabazi and Njolo cannery. The trial will start with 5 tons per week from Subukia and Mau-Nalok production areas. The offers by agro-process are to be advertised on IB in the production areas. Farmers wanting to market with AgriTrade for this deal will register and bring product to collection point for certification by AgriTrade on specific collection days of the processor. Payment by buyer is direct to farmers using Mpesa account when the crop is picked up. Where farmers do not have Mpesa IBM will provide this service. AgriTrade to be paid by processor on day of collection.

#### **'Grade 2' french beans for vendors in Wakulima market**

Vegetable vendors pay high prices for vegetables in Wakulima market. The deal trial will link producers from Ndaragwa, and Timau directly with vegetable vendors in Wakulima market. Samuel Mugo (IBM Muthurwa) will identify buyers in Wakulima. Produce will be sourced by Bernard IBM in Wiyumiririe), and Simon IBM in Timau at their collection centres. Offers from buyers to be sent to IBMs in producing areas and availability of produce to be sent to Wakulima IBM. James Kanye is to arrange transport with buyer to pay. IBMs to certify crop quality and weight that is loaded on to the truck. Confirmation is sms to Samuel and to buyer to trigger payment by the buyer direct to the farmers through Mpesa BEFORE the truck leaves collection point. When truck arrives in Wakulima the buyer pays commission to AgriTrade by Mpesa.

#### **Red Mango and Pink Water Melon for main markets**

Mt Kenya produces a large number of mangoes and water melons, but farmers fetch low prices for them. The deal trial will link producers directly with Nairobi and Nakuru main markets. Buyers in Wakulima and Nakuru markets registered by the IBMs will receive sms alerts when product is ready for pick up. IBMs in Nairobi and Nakuru to develop list of registered buyers. James to organize collection points and bulking of produce for the alerts. Once buyer has agreed to purchase he pays farmers direct by Mpesa. James arranges transport (paid by buyer). Commission is paid to AgriTrade when truck arrives in Wakulima.

#### **Sunflower contracting with two farmer groups**

AgriTrade has a contract with Bidco to source sunflower from Embu and Meru. The farmer's price is set at 18.50Ksh/kg for the Kenya Fedha variety. The deal trial is going to try out cash-on-the-bag payment to farmers.

#### **Sunflower Auction to local millers and feed manufacturers**

Local oil millers and feed makers find it difficult to get all the sunflower they need. The deal trial will auction sunflower from collection points in Embu, Mberre and Meru to local processors. James to identify potential auction bidders and collection points for produce. Auctions will be held when 3 tons becomes available. Auction announced when IBM have

certified quality and quantity. Bidders have one day to send in their bids. Farmers have one day to decide which to accept. Winning buyer has one day to pay 50% to farmers to complete the auction. Buyer pays auction fee. Buyer arranges pick up date and pays balance on pick up.

### **Oranges from Muheza Tanzania**

Sourcing for oranges from Muheza Tanzania to supply Wakulima Market and surrounding markets in Nairobi Kenya. Michael Kibue and Samuel Mugo will carry out a trial of at least 10 lorries of 10 ton each in April 2009. Haji Dachi of East Africa Orange Marketing alongside Isaya Mpulikile of Tanga Association Orange Growers to do the sourcing while Samuel Mugo (Muthurwa IBM), Benson Muchai (Africa Access Consult), Peter Ng'ang'a (True Fruit) and David Ndung'u (True Fruit) will team up at the collection points. A 10 tonne lorry carrying about 65,000 oranges would fetch Kshs 216,000/= Cess fee for the full lorry is Kshs 5,250/= which is Ksh 43.75 per ½ bag.

### **Livestock Marketing for AWF**

AgriTrade aims to create a critical mass of livestock trade with Nairobi slaughterhouses for livestock sourced from the AWF Kilimanjaro livestock enterprise. The trial will deliver a 100 cattle per week sold in Kiserian and Dagoretti livestock markets. This is an estimated turnover of Kshs 3 million per week. AgriTrade will manage cash on horn payments through Mpesa and transaction security services to the Maasai pastoralists. AgriTrade will charge commission of 2½ % on livestock trade volume to AWF.

### **Livestock Marketing for Keekonyokie**

AgriTrade aims to create a critical mass of livestock trade business for Keekonyokie livestock market access within the Kaputei open plains (KOPP) conservation area. The deal trial by Keekonyokie MAC will market 10 livestock per day from the KOPP pastoralists at the Kiserian livestock sales yard. This is an estimated turnover of Kshs 200,000. AgriTrade will collect a commission of 1% (Kshs 4,000) per day. Keekonyokie MAC is already undertaking activities to build capacity of the pastoralists to supply the livestock quality needed the MAC.

### **Meat Marketing for KWS**

AgriTrade is supporting Keekonyokie MAC win a contract to supply beef per month to Kenya Wildlife Service worth Kshs 7.12 million. The beef will come from Keekonyokie slaughterhouse in Kiserian and feed the wildlife (lions, cheaters, hyenas, leopards) at Nairobi animal orphanage. The tendering process complete but not awarded because of logistical constraints and hygiene standards that are now being addressed by Keekonyokie slaughterhouse. The Keekonyokie MAC following up with KWS to lobby the awarded tender soonest. AgriTrade is already negotiating with KWS on behalf of Keekonyokie MAC to help resolve the logistical constraints that were highlighted by KWS. Keekonyokie MAC to levy 2½% commission on the deal and remit an agreed commission to AgriTrade.

### **Meat Marketing for Conservation Beef trading**

AgriTrade aims to tender to supply conservation beef in Nairobi city under the "Green Meat" trading initiative. Target customers include hotels, institutions, schools and tourist lodges with bias to conservation of wildlife and pastoralists rangelands. AgriTrade is already capacity building private sector enterprises for the conservation beef enterprise and its



promotion. Goodwill has been received from government authorities and AWF on this initiative. The Green meat market niche aim at 20% of all meat sales in Nairobi city by end of 2009 with adequate commission to AgriTrade.

## **DEAL TRIALS FOR UGANDA**

### **Maize Auction in Barr village outside Lira**

The Itecokele Rice growers, a multipurpose cooperative society, has 20 tons of Maize ready in its store. These can be auctioned off to traders in Lira town immediately. An auction trial will be attempted by Leo Odongo the MAC in Lira for this 20 tons.

### **Groundnuts Auction in Ongako trading center outside Gulu**

There are 10 tons of unshelled groundnuts ready for sale in this village. They can be auctioned immediately. An auction trial will be attempted by Juliet Akumu of the MAC in Gulu. The special case here is that warehousing is not possible. The bags of unshelled groundnuts must be checked and tagged by the IBM/MAC in the farmers houses. The tag on each bag will identify to which farmer the bag belongs. The tag also means this bag is reserved for the auction. Each farmer will sign on a list that they agree on the auction conditions.

### **Simsim, Groundnuts, Beans Auction in Gulu**

There are a number of important commodities (Simsim, Groundnuts, Beans) that could be auctioned fairly quickly among Gulu traders, but also including traders in Kampala and possibly also Juba. Collection points will be two centres, one to the east, and one to the west of Gulu, Ongako. Auction trials will be attempted by Abari, the mentor of the MAC in Gulu, and Juliet Akumu, the MAC of Gulu. The trial will involve their networks of contacts to attempt to source the crops, check their quality, and then attempt auctions.

### **Oranges from Soroti to South Western Region**

Truckloads of Soroti-Oranges could be offered for sale among traders in the markets to the West and South of Uganda. A deal trail by Engineer Opio and Sarah Mayanja will attempt to find buyers among the traders, using Information Board adverts.

### **Cassava from Kyere to Main Markets**

A large amount of cassava is produced in Soroti district and farmers struggle to find a buyer and good price. A deal trial by Engineer Opio with Kyere SACCO will attempt to pull together one truckload of cassava and then use the AgriNet network of IBMs in main markets to search for a buyer. Once a buyer has been found the deal will be registered and the produce certified.

### **Soyabeans guarantee farming and auction**

Producers of animal feeds have difficulty in sourcing good soyabeans. A deal trial by AgriNet involves them making a contract with growers in Budaka and Hoima for producing Soya at a guaranteed minimum price. This minimum price is the promise by AgriFeeds to buy the soya at that minimum price if no better price can be found. AgriNet organizes seed and sells it at normal market prices to growers right now. AgriNet looks for good buyers (NSAVA, AgriFeeds, East African Basic Foods). Then AgriNet organizes auction of the soyabeans to interested buyers.

### **Potato Auction in Kabale**

Potatoes are very cheap in Kabale because many farmers are producing them. So price differences between Kabale and Kampala are very high. A auction trial will be attempted involving the auction of 10 ton truckloads of potatoes from Kabale with various traders in Kampala and Sudan.

### **Honey from Bushenyi, Kabale and Lira**

There are many honey producers in Bushenyi, Kabale and Lira who sell into local and Kampala markets. However, the prices they get fluctuate greatly. The deal trial by AgriNet will attempt to find buyers among exporters and buyers abroad who can provide better and steady prices to the honey producers.

## **THE NETWORK OF ENTREPRENEURS**

The Rural Knowledge Network (RKN) Project for East Africa operates at local, district and at the national level in all three countries (Tanzania, Kenya, and Uganda) on how to operationalize the commercial transaction security services that are the objective of the effort. Three levels of business operation are being developed in each country that acts as a network, each of them being businesses in their own right: The three levels are:

- Information Board Managers (IBMs) are the frontline contacts with farmers dispersed in the rural villages and market places and are responsible to efficiently move information and organize transactions in the field.
- Market Access Companies (MAC) at the district level organize the local network of IBMs and organize the transactions at their level.
- National Market Companies (NMC) with their Regional Managers (RM) organize the coordination of the network at national level for sharing market intelligence and sourcing large volume deals for large buyers. They also provide technical backing to the MACs and IBMs.

The current members of the networks in Kenya, Uganda and Tanzania are given in the tables below for each company (NMC) regional manager, their MACs and IBMs.

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**Network in Uganda**

REGION	DISTRICT	MAC		IBM		LOCATION
		Business Name	Name	First name	Surname	
EASTERN Gaudencious OPIO	Iganga Mbale Kumi Tororo			Dick		Iganga
				Jonah	Akol	Mbale
					Epodoi	Ngora
				Paul	Kodoko	Mollo -Kodoko
				Jacinta	Namubiru	Tororo
				Brenda	Asayo	Tororo
	Soroti			Zeblon	Ejomu	Ocaapa-Brooks corner
				Donald Walter	Emaju	Soroti Municiple Market
				Nelson	Omoding	Gweri
				Tonny	Agobe	Soroti main market
				Tom	Ebuju	Arapai market
				John	Ejuu-Eswilu	Otuboi market
	Budaka			William	Olr	Kyere s/c
				John Micheal	Okiror	Katine market
				Zeblon	Ejomu	Ocaapa
				Stephen	Eruku	Kyere/Ocaapa
				Francis	Innyalio	Kasilo
				Marshal	Owere	Kyali
	Paul	Nkola	Kyali			
WESTERN 1 Sarah MAYANJA	Kabale	Excel Hort Consult	Alex Ariho	Denis	Tugume	Kabale
				Denis	Twahirwa	Kanungu
				Godwin	Kakoko	Kisoro
	Mbarara Kabale			Rose	Atukwase	Mbarara
				Alfred	Ahibisibwe	Kabale
				Julius	Byahuka	Rukungiri
	Bushenyi			Robert	Turyamureeba	Rwamucucu Noozi
				Keith	Rwamahe	Kabale central market
				Robert	Esimu	Kyanamira
				Grace	Rusiima	Bushenyi
						Bushenyi
						Bushenyi

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Network in Uganda (continued)

REGION	DISTRICT	MAC		IBM		LOCATION
		Business Name	Name	First name	Surname	
WESTERN 1 Sarah MAYANJA	Ibanda			Fred Rosette Umaru Vincent Robert Kihosho Ritah	Mugisha Tindyebwa Kakwihikire Tumwsigye Tumwebaze Rutebuka Nimusiima	Bushenyi Bushenyi Bushenyi Bushenyi Bushenyi Ibanda Ibanda
WESTERN 2 Grace NALUKWAGO	Hoima		Ntume Barnabus	Barnabus Sulait Phillip B Moses David Morine Kisembo Anatoli Donosub  Josephat Donosius	Ntume Bbale Mugenyi Byaruhanga Byaruhanga Kabakuube Omuhereza Kwizera Byaruhanga Amatutule Bihemaiso Byaruhanga	Hoima-Kyangwali Hoima central market Kitoba Dwoli s/c Busiisi subcounty Mairirirwe-Bugambe Kizirafumbi Kyangwali Kyangwali Butoli Kyangwali Kasonga Kyangwali Camp Birungu-Kitooba Kasanga-Kyangwali
NORTHERN John Peter OPIO	Lira          Gulu		Leo Odongo       Juliet Akumu	Juma Leo David Richard Rex George Nelson David  Joseph George	Ogwal Opio Odwar Ongu Alele Odwar  Ayella Ocan Dr Otto	Lira main market Nambieso trading centre Obanga ber Barr sub county HQ Obanga ber Kyere farmers store IBM  Gulu Gulu Gulu Town main Market

**Network in Uganda (continued)**

REGION	DISTRICT	MAC		IBM		LOCATION
		Business Name	Name	First name	Surname	
NORTHERN John Peter OPIO				Richard David	Odongo Richard Otika Komakech	Can opwony Ongako FFS Network Trade agent
CENTRAL Sarah MAYANJA	Mityana			Henry Diito George Moses Florence	Dick Ssebalamu Ssebabenga Mubiru Kijjambu Akello	Mityana town  Maanyi Sselinya trading centre Anema Agro Shop Kwikiloko
KAMPALA Eva KABEJJE	Kampala			Vicent Moses Joseph Bruhan  Tonny Stephen Nasser Haji Traders Bruhad Jane Hakim	Muhoozi Kasumbsa Nsubuga Lutaayaa Mugabi Bogere Kasasa Lubinga Musa Nsanja Ngobi Lubega	Nakasero Nakasero Owino Market Bugolobi Kalerwe Nakawa Nakawa Nakawa Kalerwe Container Village kalerwe market Musajjawaza farmers group Nakawa Market

**Network in Kenya**

REGION	DISTRICT	MAC	IBM	LOCATION
WESTERN Solomon MULINDI	Busia	Busia Agrovet	Anthony Wahome	
			Miriam Kamene Sinani AgroVet Edina Buluma Susan Nduku Mrs.Gitonga	Burumba Nambale Butula
	Teso South	Yanse		Busia Boarder
	Bungoma West	Chwele Agrovet	Isaya Masinde Gideon	Chwele mkt
	Bungoma South	Bungoma MAC	Chrisantos Masibo Michael Muchele Fred Namasaka Enock Benson Ndalia Stanley Nogesa Rose Akonya Solomon Kiprono Samuel Bwire Ajiambo	Bungoma Town Mabanga Mayanja Bukembe
	Kakamega	Karosa		Eshisiru Kapsabet
	Samia	RAB Agrovet		
	Teso North	Malakisi Agrovet	Job Ate	Funyula Malakisi mkt
MT. KENYA James KANYI	Embu	Ketagla MAC	Davis	Runyenjes
	Embu		Ephantus Njagi	Kithimu Market
	Meru	Allaken Marketing	Douglas Muriithi	Maua
	Kirinyaga		Elizabeth Noki	Gathoge
	Nyeri		Simon Ngatia	Othaya
	Chuka		Leanard Ngaine	Chuka
	Mbeere		Francis Njeru	Siakago
Nyandarua	Benard Mwangi	Ndaragwa		
SOUTH RIFT Michael KIBUE	Kajiado	Keekonyokie School	Isaac Nemuta	Kiserian
		Keekonyokie	Wilson Odungo	Olo orien
	Narok	Ramati	KST LDF	Suswa Loita

**Network in Kenya (continued)**

<b>REGION</b>	<b>DISTRICT</b>	<b>MAC</b>	<b>IBM</b>	<b>LOCATION</b>
NAIROBI Michael KIBUE	Dagoretti Nairobi	Dagoretti Young & Ready Enterprise	Paul Karara Samuel Mugo Peter Karanja Joseph Mwangi Shadrack Kinuthis Macharia	Dagoretti Nairobi Kangemi Kawangware Muthurwa & Wakulima
CENTRAL RIFT Moses GICHURU	Nakuru	Moses Gichuru	Yuvelalis Mokaya Elijah Kinyanjui Anthony Wambugu Hilda Kimaiyo Simon Mwangi Davi Njari Kariuki	Ponda Mali Main Wholesale mkt Markiti (Top) market Iten Free Area Gilgil
EASTERN Churchill AMATHA	Makueni  Makueni	Penguin  Kathozweni	Samuel Oranja Andrew Leiyen  Bonface Wambua Lucy Stephen Kioko Teresa Kiio Gregory Mutunga	Wote Emali  Matiliku mkt Kathonzweni market Makindu market Kitei market Kitise market

**Network in Tanzania**

<b>REGION</b>	<b>DISTRICT</b>	<b>MAC</b>	<b>IBM</b>	<b>LOCATION</b>
<b>SOUTH-WEST</b> Rosemary STAKI	Iringa Mbeya Ruvuma  Mufindi	Mwakaguo Thadey  Tweve Bahati	Mgina Jane Mwanasimba John  Kombo Juma Mbwilo Justin Mnenuka Mr.  Nyanzali Nuswe Mdelule Thomas Majaliwa Nyipeta Kalolo Leonard Mtandi Jastin Chaula Obadia	Makambako main market Mbeya main market Songea town Magunguli-Division Hanga division-Namtumbo Madab division – Songea Mufindi-Magunguli Mafinga town Ihomasa Igowole Makungu Magunguli Isimani
<b>CENTRAL</b> Felix MAGANJILA	Morogoro Dodoma Kilosa  Kilombero	KIRSEC  Mwinyimvua Hiari	Kisota Steven Mgaya Salama Mark Farahani Mbwambo Juma Mapunda Laurent Mloneole Bakina  Mguti Bohari Kileo Christopher	Morogoro main market Kibaigwa main market Kilosa Town Gairo Kidete Lumumba Ifakara Town Mkamba Mngeta



**Network in Tanzania (continued)**

<b>REGION</b>	<b>DISTRICT</b>	<b>MAC</b>	<b>IBM</b>	<b>LOCATION</b>
<b>CENTRAL</b> Felix Maganjila	Morogoro Rural	Kisota Steven	Kiwanga Charles Abbasi A. Rehani Ngwalla Lawrence Makawia Peter Mirando Slim	Mlimba Morogoro Matombo Mlali Ngerengere Mikeese / Bwawani
<b>COAST</b> Haji DACHI	Dar es Salaam  Tanga  Korogwe	Steven Peter  Mbwana William  Mlindoko Amina	Mkemi Fatuma  Mdoe Idd Waziri Idd Shakilage Anna Shaibu Mohammed Said Mbuguni Erick Willy	Dar es Salaam Tandale main market Tanga city Uzunguni Mlango wachuma Mgandeni Ngamiani Kisosora Makorora Korogwe town
<b>NORTH</b> Freddy MUMBULI	Arusha  Arumeru Babati	Lebanus Juma Msapalla Sebastian  Mchome Stanley	Moleli Christopher  Omari Maimuna Simioni Jerome	Kilombero main market Arusha town Arumeru Magugu Galapo 1 Galapo 2

**Network in Tanzania (continued)**

<b>REGION</b>	<b>DISTRICT</b>	<b>MAC</b>	<b>IBM</b>	<b>LOCATION</b>
<b>NORTH</b>	Karatu		Tambo Maria	Karatu town
Freddy MUMBULI	Tengeru		Modest	Tengeru
			Maturo Julius	Tengeru
			Mwenguo Zawadi	Kisiwani
	Same	Mwanguo		Same town

**ANNEX A: SCHEDULE OF FIELD VISITS**

<b>Date</b>	<b>Activity</b>	<b>Location</b>
Mon 2 Feb	Drive to Embu Visit Embu MAC on Sunflower contracts Drive to Nairobi	Progressive Park Hotel, Nairobi
Tue 3 Feb	Meeting AgriTrade and Drumnet on BIDCO sunflower deal	Progressive Park Hotel, Nairobi
Wed 4 Feb	Meeting AgriTrade and Drumnet on sunflower crisis Meeting with IFAD Robson Mutandi on programme collaboration	Progressive Park Hotel, Nairobi
Thu 5 Feb	Meeting AgriTrade and Drumnet on sunflower crisis and Horti deals	Progressive Park Hotel, Nairobi
Fri 6 Feb	Meeting with AgriTrade on strengthening commercial operation Meeting Declan McCormack on filming in Embu	Progressive Park Hotel, Nairobi
Sat 7 Feb	Meeting with Kasa Invest on Horticulture deal	Progressive Park Hotel, Nairobi
Sun 8 Feb	Drive to Babati (TANZANIA TRIP SUPPORTED BY FIRSTMILE PROJECT) Visit MAC and IBMs in Manyara region	White Rose hotel Babati
Mon 9 Feb	Visit Babati MAC Drive to Same	Elephant Motel, Same
Tue 10 Feb	Visit TAGMARK Agrodealers in Same Drive to Muheza Visit MUMAC in Muheza	AM Lodge, Muheza
Wed 11 Feb	Drive to in Dar Meeting with Marketing Partner and RMs on collaboration with TAP	Regency Park Hotel, Dar es Salaam
Thu 12 Feb	Meetings with SDC and IFAD on programme collaboration Meeting with RUDI on programme collaboration Meeting with ACT on TAP collaboration	Regency Park Hotel, Dar es Salaam
Fri 13 Feb	Meeting with TAGMARK on programme collaboration Meeting with ADL on TAP collaboration contract	Regency Park Hotel, Dar es Salaam
Sat 14 Feb	Meeting NURU sms on market intell platform Meeting with Mobilinfo on market intell platform Meeting Amour Usi on laptop trial	Regency Park Hotel, Dar es Salaam
Sun 15 Feb	Drive to Morogoro Visit Morogoro market IBMs Drive Morogoro to Ifakara Visit TAGMARK Agrodealers and IBMs in Ifakara	Nshanga Guest House Ifakara
Mon 16 Feb	Visit MAC and IBMs in Ifakara Visit TAGMARK IBMs Visit RUDI rice farmer association Visit rice millers in Ifakara Drive to Mikumi	Veta Hostel, Mikumi
Tue 17 Feb	Meeting Mark Farahani on District collaboration Drive to Gairo Visit IBM and agrodealers in Gairo Visit Kibaigwa market Drive to Morogoro	Mehilacy White Lodge Morogoro
Wed 18 Feb	Meeting with Marketing Partner on ACT progress report, MIS development, IBM tracking data bases	Mehilacy White Lodge Morogoro
Thu 19 Feb	Drive to Dar es Salaam Meetings with ACT on collaboration programme with TAP Meeting with Mobileinfo on market intell platform	Regency Park Hotel, Dar es Salaam

**ANNEX A: SCHEDULE OF FIELD VISITS (CONTINUED)**

<b>Date</b>	<b>Activity</b>	<b>Location</b>
Fri 20 Feb	Meeting Tanzania regional managers on business plan action plans Meeting ACT on TAP programme collaboration	Regency Park Hotel, Dar es Salaam
Sat 21 Feb	Drive to Arusha	Everest hotel, Arusha
Sun 22 Feb	Drive to Nairobi Meeting AgriTrade and MUMAC on Orange marketing deal in Nairobi	Progressive Park Hotel, Nairobi
Mon 23 Feb	Visit with Orange Traders at Wakulima market Nairobi Meeting with Agritrade on commercial strengthening actions	Progressive Park Hotel, Nairobi
Tue 24 Feb	Meeting Pride Africa on programme collaboration	Progressive Park Hotel, Nairobi
Wed 25 Feb	Drafting business plan development guidelines	Progressive Park Hotel, Nairobi
Thu 26 Feb	Ueli departs Meeting AgriTrade regional managers on IB roll out strategy and deals Drive to Othaya	Silent Hotel, Othaya
Fri 27 Feb	Visit IBMs in Othaya and Allaken MAC Visit IBMs in Nyeri and Amarouna farmers on horticulture deal Visit IBMs in Ndaragwa for horti deal Drive to Nyaharuru	Thompsons Falls Lodge, Nyaharuru
Sat 28 Feb	Rest day	Thompson Falls Lodge, Nyaharuru
Sun 1 Mar	Rest day	Thompson Falls Lodge, Nyaharuru
Mon 2 Mar	Visit IBMs, Ward Chief and farmer groups in Sibukio and Wesege Drive to Nakuru Visit Nakuru market IBMs	Hotel Kunste, Nakuru
Tue 3 Mar	Meeting with Municipal council engineer Nakuru on IB licenses Visit IBMs in Nakuru markets Meeting Bidco on sunflower deal for March season Visit farmer group in Moro on sunflower sourcing Drive to Kisumu	Kisumu Hotel, Kisumu
Wed 4 Mar	Meeting Busia district and divisional livestock officers on dairy cows procurement. Visit RAB agrovet and IBMs in Funyula Visit Busia Agrovet and IBMs Visit farmers on dairy cow procurement business Drive to Busia	Blue York hotel, Busia
Thu 5 Mar	Drive to Bungoma Visit Bungoma MAC and IBMs Visit Ndivisi Sunflower farmer groups Drive to Kimilili	Mount Crest Hotel, Kimilili
Fri 6 Mar	Meeting with DAO Bungoma North on ShoMap collaboration Visit to Kenya Seeds Kitale Visit IBMs in Navakholo Visit Budonga farmer group on sunflower Drive to Kakamega Visit Karosa MAC	Golf Hotel in Kakamega
Sat 7 Mar	Rest day, Ueli returns to Uganda	Golf hotel, kakamega

**ANNEX A: SCHEDULE OF FIELD VISITS (CONTINUED)**

<b>Date</b>	<b>Activity</b>	<b>Location</b>
Sun 8 Mar	Drive to Malabar boarder Uganda Meeting with AgriNet on performance tracking	Prime Hotel, Tororo
Mon 9 Mar	Visit AgriFeeds flour mill in Tororo Drive to Mbale Visit Budaka FFS on soyabean and rice marketing Visit Doho rice irrigation scheme	Landmark Hotel, Mbale
Tue 10 Mar	Drive to Kyere Visit Kyere IBM and warehouse operation Drive to Soroti Visit Soroti MAC and IBMs.	Landmark Hotel, in Soroti
Wed 11 Mar	Drive to Lira Visit MAC and IBMs in Lira	Pacific Grand Hotel, Lira
Thu 12 Mar	Visit IBM and farmers on maize beans warehouse in Barr Ueli visits IBMs in Gulu	Pacific Grand Hotel, Lira
Fri 13 Mar	Drive to Hoima Meeting with AgriNet on emerging deals for MACs and IBMs	Kolping Hotel, Hoima
Sat 14 Mar	Visit IBMs and traders at Hoima Market Visit to farmer group on soyabean contract farming Drive to Kampala	Mosa Courts, Kampala
Sun 15 Mar	Meeting with AgriNet on business performance tracking databases Meeting with UCE on warehouse receipt systems Meeting with UNADA on framework for collaboration	Mosa Courts, Kampala
Mon 16 Mar	Meeting AgriNet on market intelligence operations Meetings with NIDA and AgriNet on business plan development and performance data bases	Mosa Courts in Kampala
Tue 17 Mar	Visit IBMs in Bukolobi and Nakasero main markets, Kampala Meeting AgriNet on UNADA collaboration agreement	Mosa Courts in Kampala
Wed 18 Mar	Visit BCI MAC and IBMs in Mityana Meeting with East African Basic Foods ltd on services of AgriNet	Mosa Courts, Kampala
Thu 19 Mar	Meetings with AgriNet on business plans and emerging deal trials Meeting with UNADA on framework agreement for collaboration	Mosa Courts, Kampala
Fri 20 Mar	Drive to Tororo Meeting with AgriNet regional manager on performance database and deal tracking	Landmark Hotel, Tororo
Sat 21 Mar	Drive Tororo to Malabar boarder with Kenya Drive to Kisumu Meeting with AgriTrade regional manager on deals and ibm rollout status	Kisumu Hotel, Kisumu
Sun 22 Mar	Meeting with AgriTrade regional managers on Dairy cow and Banana deal trial Drive to Nakuru Visit IBMs in Nakuru markets	Midland Hotel, Nakuru
Mon 23 Mar	Meeting with AgriTrade regional manager on deals and IBM rollout Drive to Nairobi Meeting with Kasa Invest on horticulture deal	Parklands Sports Club, Nairobi
Tue 24 Mar	Visit IBMs in Nairobi markets Meeting with AgriTrade on deal trials and performance tracking Meeting with AGMARK on programme collaboration	Parklands Sports Club, Nairobi
Wed 25 Mar	Meeting with AgriTrade on service demos to AGMARK and ShoMap programme collaboration	Parklands Sports Club, Nairobi
Thur 26 Mar	Meeting IFAD Robson Mutandi on ShoMap collaboration service demo Meeting AgriTrade regional manager on deal trials	Parklands Sports Club, Nairobi

## **ANNEX B: GOOD PRACTICE FOR MENTORING**

### ***What is a mentor?***

"Mentor" is a Latin word which is closely related to the Latin "mens", which is related to the English term "mind". When I have a mentor this means I have somebody who is mindful of my concerns and challenges and helps me see through them. The mindset of a mentor is that of a friend who accompanies the mentored person on his or her learning journey.

A mentor is NOT a teacher or instructor. A teacher or instructor knows what to do and how to do it, and shows the pupil. A mentor on the other hand will accompany somebody in his or her learning without knowing exactly what that person will learn. The mentors' task is to listen and add perspective by providing for another view point so that the person can see the challenges from various angles and come to better conclusions about what to do.

A mentor is NOT an advisor or consultant. An advisor or consultant has specialized expertise on a problem. S/he is contracted to assess a situation and make recommendations for a way forward. A mentor does not always have expertise on the problems and challenges the person faces. Rather the mentor is asked to help because s/he has experience in how to tackle problems and think them through or experience in how to learn lessons from experiences.

A mentor is NOT a coach. A coach will show the person how to achieve the skills for a task that has been defined before. A mentor however will be useful when it is not entirely clear what the challenge is, what the task will be and what needs to be learned. A mentor will assist the person in finding his/her way through all these issues by being somebody with whom to discuss ideas and who can critically check whether the person is making sense in his or her reasoning. A mentor must be very critical of what the person says, like a very good friend.

A mentor is NOT a therapist. A therapist is like an expert for certain psychological problems that can emerge in the workplace, like depressions, stress-related syndromes, fatigue, mobbing, etc. Of course mentors often work with people who are struggling to make sense of what they are doing or who are struggling to make their ideas come true. This can sometimes lead to psychological crisis. A mentor will withdraw and refer to a professional in case clinical symptoms emerge.

### ***Mentor contract***

Usually the role of the mentor must be clearly spelt out, eg: "My task is to help you see through this challenge and help you decide what you must do". The other person must agree with this, what is called an "informal mentor contract".

An experienced mentor will never provide his services unless explicitly given this task by the person asking for this service. This can be in short meetings and discussions, or for several years.

The relationship between a mentor and the mentored person must be managed carefully, ie. it has to be clear that "okay, now I mentor, and now I finish mentoring" in order not to confuse the mentoring relationship through other social dynamics.

Also, the roles can change, ie. a good consultant or coach can switch to mentor and back. But this switch must always be explicit and clear to both sides, ie. "now I switch to being a mentor", or "now I am no longer mentoring, now I am instructing".

***Typical interaction-instruments of mentors:***

1. Comparing questions

These are questions that help the person to see further perspectives to the challenge, to see it from various viewpoints, such as:

- What makes this different to what others say?
- Why is this different here than at another place?
- What makes this different to what was done before?
- What is different this time than what you have been thinking before?

2. Causal chain questions

- Why do you think it is like this?
- If you do this, who will be affected, and how will they react?
- What other alternatives do you have for doing this, and how will people react differently then?

3. Constructing various options

- Let's explore further reasonable explanations why it is like this.
- What is the good thing about how this is going? Why is it good? For whom is it good? Who is opposing? What are their reasons? What are their good reasons for opposing?
- What happens if somebody else does this instead of you? Who insists that you must do this? Why? Did you discuss it?
- What are the positive reasons why people oppose this? What can you do to take care of their concerns?

4. Learning hypotheses

- What have you learned so far? Are you sure about the usefulness of the lesson you learned here? For what? Do you want to test it out? How would you test it?
- Can you please write that down in a way that you can use it as a manual for your future work, then we can look at it together.

5. "Constructing truth" in puzzling situations

This is required when the situation is puzzling, particularly when the behaviour of certain people or whole groups of people with whom the person is interacting is puzzling to him or her. Inexperienced persons often make explanations for such behaviour that are detrimental for further interaction (eg. "she doesn't like me, that's why she behaves like that", or things like "these big guys don't care about us, that is why they are not responding", or intrigue-assumptions like "there must be something going on that I am not informed about, that is why this is happening"). Under such conditions the mentor must help the person to break out of it by asking:

- Give me at least three different reasonable explanations for the behaviour that you are observing (sometimes it also helps to ask others who have witnessed the same behaviour).

- Which of these explanations is most useful for you to do something about it (note: It is not the reason that is felt to be the correct one that counts, but the one where the person has the best leverage for beneficial action to break out of the situation).

6. Role plays

"Okay, let's play this through: Tell me all about the person you are worried about how to interact with. Then I will play that person, and you play yourself".

(Another option that often triggers many more insights is when the mentor plays the mentored person, and the mentored person plays the role of the person s/he is worried about).

7. Hypothesis generation

Develop with the person hypotheses on why things are happening and how they will happen in the future. Then explore alternative hypotheses. Then discuss with the person what he or she can do to check out which of the hypotheses are useful for designing further action and which are unhelpful for further action.

***Mentoring Online***

The same rules apply online too. There is no fundamental difference between f2f-mentoring and online mentoring during synchronous exchanges (such as on skype or while chatting). However there are interesting differences with asynchronous mentoring (Emails, Discussion groups, etc). In asynchronous exchanges people are forced to write down and formulate. This process of formulation helps in clarifying the ideas and reasoning. The most effective mentoring happens between people who know each other well face-to-face and regularly meet (but not too frequently), and who use online tools to exchange between their meetings.