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MACEDONIA AGRIBUSINESS ACTIVITY (THE AGBIZ PROGRAM)

FY 2007 ANNUAL WORK PLAN

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Introduction

This Annual Work Plan is for Fiscal Year 2007, i.e., from 19 March 2007, the MAA contract start date, to 30 September 2007, the end of the USAID fiscal year. The plan is divided into two sections, the first is an overview of the Life of Project (LoP) plan and the second section includes Year One specific plans. LoP plans are conceptual since we will not formulate longer term plans for accomplishing our objectives until the specific opportunities for competitiveness enhancement, and the highest priority sub-sectors, are determined during Year One. The Year One Annual Work Plan (AWP) is primarily focused on fast track activities that build credibility and awareness with potential customers and stakeholders, and most importantly, on identifying the priority sub-sectors and value chains on which AgBiz will focus its competitiveness enhancement activities.

While the official name of the program is the Macedonia Agribusiness Activity (MAA), the operating name is the USAID's AgBiz program, so from here on AgBiz is used as the name for the program.

For clarity AgBiz is called a "program" in this AWP. This is to differentiate it from what AgBiz will be helping a customer develop and implement called a "project." A project is a set of activities that a customer, defined as a private sector firm or formal grouping of producers, processors And/or traders, wants to implement which will lead to sustainably increased sales and earnings by enhancing the customer's competitiveness and/or moving them forward in the value chain. Customers' projects must contribute to and be consistent with AgBiz's objectives and parameters. AgBiz will only provide a predetermined portion of the total cost of implementing a customer's project, and responsibility for successful implementation of the project will be that of the customer. AgBiz's financial and/or technical contributions to the project will be clearly defined in a Project Description that is approved prior to project initiation.

Other USAID and Other Donor activities are called projects herein. AgBiz is the exception for the above noted reason.

I. LIFE OF PROGRAM

1.0 BASIC OBJECTIVES

1.1 QUALITATIVE

The goal of AgBiz is to increase economic growth in Macedonia through expanded, environmentally sustainable production and sales of value-added agricultural products by enabling producers and processors to compete regionally and globally. This will produce greater incomes for agricultural processors and producers, and ultimately higher revenues for government. By developing effective support systems for producers and by strengthening the linkages among producers, processors and their markets, the AgBiz will better enable agribusiness to locate and meet market demand. Better market linkages will reduce transaction costs and increase producers' and processors' capacity to understand and meet the demands of their customers. By supporting growth in the Macedonia economy, AgBiz will:

- Better enable agribusinesses to understand, identify and enter new export food and beverage markets;
- Increase producers' and processors' capacity to understand and meet market demand for value added food products;
- Enhance market linkages between producers, processors, and traders;
- Improve business management and operations throughout integrated agribusiness value chains; and
- Produce greater incomes for agricultural producers and processors, and create new employment opportunities.

The potential accession of Macedonia to the EU in 2011 creates the need to help Macedonian agribusinesses become more competitive to both successfully compete in regional and local markets in an era of more open borders, and to capitalize on enhanced access to EU markets brought about by membership in the EU. AgBiz's work will therefore also focus on EU accession related competitiveness enhancement.

Since AgBiz is USAID's last agriculture-related program in Macedonia, AgBiz will place emphasis on creating legacy institutions that can carry on agribusiness growth stimulation activities post-AgBiz.

1.2 RELATIONSHIP TO USAID SO AND IRS

AgBiz will support Mission S.O. 1.3 - Accelerated Development and Growth of the Private Sector, under the Program Title: Economic Growth, and IR 1.3.2: Private Sector Firms Become More Competitive.

Recent relevant S.O.1.3 programs have been Improve Private Sector Competitiveness and Increase Agricultural Sector Productivity.

Under "Improve Private Sector Competitiveness" USAID assistance focused on ensuring the sustainability of the five existing industry clusters - wine, tourism, apparel, information technology, and lamb and cheese, and provided technical assistance and training to help new clusters build their capacity, develop and implement a strategy to grow the industry, upgrade products and services, and effectively deliver them to the global market. USAID build the capacity of the local consulting industry, and training and educational institutions, to ensure the availability of valuable services and skilled employees to the clusters. Public-private partnerships received strong support to transfer new technologies and initiate innovation in companies. USAID assisted the seven e-business centers that provide innovative solutions and services based on ICT by working to ensure the sustainability of these businesses through training to improve the managerial and sales skills of their employees.

Under "Increase Agricultural Sector Productivity" USAID continued to support the meat, dairy, and fruit and vegetable producers, processors, and food retailers in Macedonia to become more profitable and

competitive in domestic and international markets by enhancing quality and production efficiency, and by adding value to products. Assistance was provided to sheep breeders, slaughterhouses, and industry associations to become more quality conscious, efficient, and profitable. The National Meat and Dairy Association, the Quality Control Laboratory, and the Seal of Quality Program were being transformed into sustainable industry-led and financed entities, becoming a lobbying force to represent their sector's interests.

An important objective of AgBiz is to draw upon this prior USAID work in private sector competitiveness and agricultural sector productivity by utilizing the lessons learned from these activities, and to continue and expand those activities that are consistent with AgBiz's objectives, and need continuing assistance to become sustainable and/or can be replicated.

1.3 QUANTITATIVE OBJECTIVES

Following are the USAID provided LoP indicators for AgBiz. Proposed modifications of these indicators to more efficiently reflect AgBiz performance are included in section 9.2.

- Percent change in value of intra-regional exports of targeted agricultural commodities as a result of USG assistance
- Percent change in value of international exports of targeted agricultural commodities as a result of USG assistance
- Number of new technologies or management practices made available for transfer as a result of USG assistance
- Number of additional hectares under improved technologies or management practices as a result of USG assistance
- Number of rural households benefiting directly from USG interventions
- Number of producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance
- Number of agriculture-related firms benefiting directly from USC supported interventions
- Number of individuals who have received USG supported short term agricultural sector productivity training (disaggregated by gender)
- Number of individuals who have received USC supported long term agricultural sector productivity training (disaggregated by gender)
- Percent change in value of purchases from smallholders of targeted commodities as a result of USG assistance

The final list of LoP indicators and Year One indicators will be determined during the Performance Management Plan development process.

2.0 APPROACH AND METHODOLOGY

2.1 APPROACH AND PRINCIPLES

2.1.1 Approach

The basic approach AgBiz will be using is called “Broad-based, Increased Agribusiness Sales and Earnings via the Enhanced and Sustainable Competitiveness of Selected Value Chains.” This approach emphasizes selecting and implementing activities that will: 1) have a positive impact on a large number of beneficiaries, 2) significantly increase the sales and earnings of Macedonian producers and agribusinesses; 3) achieve this increased sales and earnings via enhancing the competitiveness of agriculture-based value chains; 4) optimize the return on USAID resources by concentrating efforts on a limited number of value chains with the best potential to be competitive, and 5) make sure supported activities have good potential to become sustainable from a managerial, social, economical and environmental perspective.

2.1.2 Principles

In pursuing the above outlined approach AgBiz will utilize the following basic principles.

- **Rapid Start-up**

Special emphasis will be placed on rapidly identifying and equipping our offices and hiring highly qualified AgBiz staff. A very early program activity will be to identify firms that have an opportunity to rather quickly utilize AgBiz assistance to enhance their competitiveness. This will not necessarily be in the value chains AgBiz will initially focus on, but rather is designed to build quick credibility with the agribusiness private sector, and build momentum for the program. The objective of this activity is to complete several supported transactions in 2007. Early work will also focus on identifying the sub-sectors that have the best potential for realizing a high return on the AgBiz/USAID investment, i.e., have the best opportunity to become competitive in regional or EU markets, or to replace agriculture-based imports.

- **Value Chain-based Technical Approach and Organizational Structure**

Value chains encompass all of the activities that take place from production agriculture product and service inputs to food and beverage retailing. The value chain can be conceptually divided into two major segments: pre-farm gate and post-farm gate. While it is essential that the value chain is viewed as a market-led whole, there are different skills involved at the pre-farm gate and post farm gate levels. Therefore, the initial organization structure for AgBiz will involve a pre-farm gate team and a post farm gate team, intimately linked and coordinated by the CoP. The starting point of AgBiz value chain competitiveness enhancement is viable markets. But to capitalize on market opportunities there must be reasonable production availability or capacity to meet market demand, including, but not limited to market dictated specifications, timing and cost. Therefore, the initial AgBiz organization structure will consist of the above mentioned, closely coordinated, two teams. However, once the value chains to be supported have been identified and are well understood, the organization structure may shift to teams responsible for all aspects, pre-farm gate and post-farm gate, of one or two of the selected value chains. For example, the Production Agriculture Development Specialist and Association Development Specialist could be converted into two production specialists in the selected value chain fields if the association development constraints can be addressed by STTA.

Based on current information, Macedonian agribusiness appears to be constrained by the lack of a consistent supply of acceptable raw material in many agricultural sub-sectors. This constraint will require concentrated attention, especially if the sub-sectors selected are in different technical production areas.

- **Targeted Resources Allocation**

The four basic AgBiz components are Production Agriculture Development, Post-farm Gate Development, Policy and Institutional Reform and Improved Access to Finance. It is difficult to project the specific allocation of AgBiz resources into the four subcomponents. However, based on preliminary information, and with the objective of optimal use of our limited resources, we anticipate that about 40% of resources will be utilized for pre-farm gate activities, at least 40% for post-farm gate activities, a maximum of 10% for policy and institutional reform, and around 10% for enhanced access to finance.

- **Leveraging**

Making optimal use of AgBiz/USAID resources is of paramount importance. We have limited resources and aggressive objectives, so every dollar expenditure must be related to an expected result. AgBiz will be leveraging its technical expertise by concentrating on a limited number of value chains and making sure all training, technical assistance and other support is complementary to and not duplicative of technical assistance being provided by other USAID projects, other donors or the GoM. Financial leveraging will be achieved by requiring a high level of cost sharing from all customers, especially post-farm gate entities. We will also be aggressively seeking alternative sources of financing for our customers rather than providing them significant financial support ourselves.

- **Firm-level Support**

The basic objective of AgBiz is to stimulate a significantly increased number and average value of private sector transactions that utilize Macedonian agricultural raw materials. It is preferred that significant value added will be done to these raw materials to utilize Macedonian labor and thereby retain a large portion of the value of the finished product in country. Therefore, AgBiz is clearly a private sector economic growth program. Our customers will be private producers, processors and marketers participating in the selected value chains. AgBiz is not a government or association support program, except to the extent that producer or trade associations can be instrumental in achieving priority policy and institutional reforms that constrain the competitiveness of the value chains AgBiz will be enhancing.

- **Sustainability**

AgBiz-supported projects' achieving long-term benefits is of great importance, and will be a key screening criterion, and the focus of all AgBiz support. There are at least four sustainability characteristics of concern. Commercial sustainability, i.e., profit margins sufficient to enable the supported entity to sustain ongoing operations is of great importance. This means AgBiz support will be focused on support for one-time activities and/or costs and not on subsidizing ongoing operations. It also means that financial sustainability will be a key screening criterion when assessing potential support activities. Social sustainability is also important in that the potentially impacted community at large must support the activity AgBiz is stimulating. Environmental sustainability is a prerequisite of USAID support and a necessity. Managerial sustainability, i.e., the ability of managers in the supported company to continue to successfully operate the supported entity and enable it to grow and adjust to changing market conditions, is of considerable importance.

- **Regional Coordination**

The Balkans is a relatively small area, and a reasonable degree of cooperation is needed between the former Yugoslavian countries to optimize their success in the more developed EU markets. Sustainable agribusiness development Lessons Learned from other projects in the region will be adopted and applied to AgBiz in Macedonia. Regional USAID and other donor and government activities will be utilized and cooperated with by AgBiz. Regional markets will be a special focus of AgBiz supported activities, especially the more developed markets of Croatia, Serbia and Romania. Market information will be collected and shared with related projects working in the region. In addition AgBiz will work with regional market information and other coordinating activities that bring together members of private

sector agribusiness associations from the region and/or coordinate regional agribusiness development activities. Coordination of regional market and product information is a key factor in successful entry and market share expansion into EU markets.

- **Extensive Local Collaboration**

Local collaboration is very important to AgBiz's success. Utilizing and building local competitiveness enhancement capacity is of great importance to the program. Macedonian firms (Business Service Providers – BSPs) will be used as the primary source of technical assistance and training, and will be the beneficiaries of nearly all AgBiz grants, i.e., AgBiz customers will use Macedonian BSPs to supply their competitiveness enhancement needs. Working with AgBiz technical staff, Macedonian consultants will be the main suppliers of technical assistance. When it is clear and agreed by the team that a required skill set is not available in Macedonia, a skill specific expatriate consultant will be used. The consultant will always be paired with Macedonian consultants or an AgBiz team local member, therefore developing Macedonian capacity in the sector. Thereby, a legacy of quality local consultants should be available to Macedonia agribusiness firms into the future.

- **Intensive Linkages**

Linkages and cooperation with other relevant projects will be extensive. Other USAID projects such as Land O'Lakes may provide possible follow-on activities. We will work closely with the DCA facility, once operational, to enhance its use by agribusinesses. Other donors such as SIDA (S-FARM and MAASP), IFAD, GTZ and SIPPO are supporting activities related to AgBiz. We will understand other project's objectives and methodologies and work with them in a highly complimentary manner. Several of the other projects are downsizing and therefore represent opportunities to work together on complimentary and non-duplicative activities that are consistent with AgBiz objectives. GoM objectives specifically related to private sector development will also be a source of coordination, but AgBiz will not provide direct support to the GoM unless instructed to do so by USAID

- **Development of Legacy Institutions**

USAID will be graduating Macedonia by FY 2011; therefore there is considerable interest in leaving behind entities and institutions that can carry on value chain competitiveness enhancement work after USAID has departed the country. Ongoing value chain competitiveness enhancement will therefore be the primary focus of AgBiz, and will be achieved by building the capacity of local service providers and consultants through learning by doing, i.e., receiving AgBiz support to increase their capacity to provide effective competitiveness enhancement services through working with the AgBiz team. The AgBiz team will help Macedonian service providers develop effective proposals for competitiveness enhancement services and properly implement the work.

- **Effective Outreach**

It is an important USAID and USG objective that the people of Macedonia are aware of and have a positive impression of the support USAID and the USG are providing. Therefore, AgBiz will utilize special techniques to make sure beneficiaries and other stakeholders are well aware that AgBiz support is "From the American People" and is viewed very positively. This AgBiz branding program will be presented in a separate document in June 2007.

2.2 OVERALL PROGRAM IMPLEMENTATION METHODOLOGY

2.2.1 Fast-Track Transactions Identification

The objective of this early activity is to enable AgBiz to quickly target program assistance on immediately implement-able transactions, and to achieve successful program supported sales within one year. Every AgBiz program intervention must lead to commercially viable and sustainable transactions. Lasting commercial relationships are always based on a series of successful, near term, positive cash flow and

profit-generating transactions that build trust and mutual confidence over time. These near term positive cash flow and profit elements are critical, since they create private sector interest and willingness to make the changes necessary for longer term commercial sustainability.

2.2.2 Sub-sector and Value Chain Prioritization

Since AgBiz must leverage and focus its resources for optimal impact, we will support competitiveness enhancement activities in a limited number of high opportunity value chains. These targeted value chains will be researched and identified in fiscal Year One and their competitiveness enhanced in subsequent years.

2.2.3 Value Chain Competitiveness Enhancement Opportunity and Constraints Identification

Once the value chains for competitiveness enhancement have been selected, significant participants in the middle, e.g., processors, and end links, e.g., marketers, of the selected value chains will be contacted to determine their level of interest in participating in AgBiz value chain competitiveness enhancement activities. The major focus of this work will be to a) determine what these value chain participants believe are the most significant opportunities for expanding the number and average value of transactions in their value chain, and b) what they see as the most significant constraints to improving the competitiveness of their value chain. Identification of the most viable target markets will be achieved in close cooperation with participants in the later links in the selected value chains, and via market-based research when needed.

2.2.4 Support Program Development and Implementation

Once the priority opportunities and constraints in each of the selected value chains have been identified, AgBiz will work with participants in these value chains to develop specific projects for helping individual firms, or groupings of firms or producers, to capitalize on the identified opportunities and overcome the constraints. This support will be structured as a package of services needed by a firm, or grouping of firms or producers (AgBiz customer) in the selected value chains, to capitalize on the identified opportunities and/or overcome the constraints to competitiveness in high opportunity markets. This package will be referred to as a customer project. AgBiz may provide direct technical support to customers via approved support projects, and/or share the cost of implementing the project with the customer.

2.2.5 Policy and Institutional Reforms

Reforms needed in the enabling environment, based on their impacts the selected value chains, will be identified via our transactions development and implementation experience, and advocacy to reform the priority constraints will be implemented by the most relevant Macedonian associations, not directly by AgBiz.

AgBiz, working with its partner AIRD, will implement policy work collaboratively with associations and members of the targeted value chains to identify, via actual competitiveness enhancement activities, the underlying regulations and/or government linked institutions that inhibit the targeted value chains' successful completion and sustainability of transactions and sales contracts. Once high priority policy and/or institutional constraints have been identified, AgBiz will stimulate dialogue with the Government of Macedonia through business associations and USAID. We will strengthen the capacity of local associations to lobby effectively with government officials, and advocate for an enabling environment that supports competitive and sustainable legitimate transactions. AgBiz will coordinate with USAID's Business Environment Activity on our policy and institutional reform activities

2.2.6 Financing Secured for Customers

AgBiz, working in concert with our partner Crimson Capital, will help customers in the selected value chains secure cost and terms effective financing for their projects, i.e., competitiveness enhancement activities and sales contracts. In addition to assisting with developing business plans and credit applications, AgBiz will develop a collaborative relationship with a range of alternative sources of financing to understand their requirements for financing AgBiz customers, and the comparative advantages and disadvantages of these alternative sources. This will enable AgBiz to influence banks and other financing providers regarding the technical merit and repayment ability of AgBiz customers seeking financing. In addition to bank financing, we will explore and promote trade financing, leasing, equity and other financial products, and loan guarantee programs such as USAID's Development Credit Authority, and innovative public-private partnerships as related to USAID's Global Development Alliance. We will place greatest emphasis on sources that offer the sustainable financing mechanisms needed by the value chain, but we will not reject shorter term solutions to financing constraints.

2.2.7 Types of AgBiz Support

AgBiz has a range of types of support it can provide to customers to help them enhance their competitiveness in their target markets. They include:

- **Technical Assistance** – either supplied directly by AgBiz staff or consultants, or cost shared with customers from approved sources and at an agreed unit cost - with a preference for the latter.
- **Training** – when several customers, or a group of employees of one customer, need skills enhancement, AgBiz can supply training on competitiveness enhancement subjects, with the trainers being either local or international experts, depending on the type of training needed. Again, local trainers will be used to the extent possible, and training will be cost shared with customers.
- **Marketing Activities** – AgBiz will help customers develop marketing skills or materials that improve the competitiveness of the firm or grouping. This will most often be achieved via a combination of staff assistance and cost sharing to acquire local business services from BSPs. An example of this type of service would be designing new labels or developing more effective marketing materials in preparation for attending a relevant trade fair.
- **Workshops and Conferences** – when a need is identified to bring together current or potential AgBiz customers to discuss and or learn about a competitiveness enhancement subject, or discuss an opportunity or constraint to a selected value chain, AgBiz will organize a workshop on the subject. We will place special emphasis on one of the end products of the workshop being an action plan for capitalizing on the opportunity or resolving the constraint.
- **Policy and/or Institutional Reforms** – as outlined above, AgBiz will work with customers, through relevant associations, to reform policies or institutions that constrain the competitiveness of participants in the selected value chains.

It will often be the case that a project will involve more than one of the above services as part of a custom designed package of competitiveness enhancement activities (a “project”).

II. YEAR ONE

1.0 ORGANIZATION STRUCTURE

1.1 STRUCTURE

Chart 1 illustrates the AgBiz organization structure. This structure is somewhat different than outlined in the RfA, but is consistent with how AgBiz will be approaching the development of selected agribusiness value chains. Specifically, the organization is divided into three departments – Administration and Finance, Pre-farm Gate and Post-farm Gate.

1.2 RATIONALE

The rationale for this structure is as follows.

Since AgBiz will have a strong focus on value chain competitiveness and sustainable sales volume enhancement, it is logical that the organizational structure parallels this approach. Therefore, we believe it would be most effective and efficient to allocate team responsibility to the two major portions of the value chain, i.e., one team, and therefore major program component, with a focus on production related enhancements, and the other team and major component focused on post-farm gate aspects of competitiveness enhancement, with a special focus on marketing.

The post-farm gate team would be focused on identifying viable markets and developing communications backward through the value chain that will enable all value chain participants to meet market requirements in a highly competitive and sustainable manner. This will include responsibility for viable market identification, determining the specific requirements of those markets, and helping post-farm gate participants involved in the links of the value chain closest to final customers, especially SMEs who are processors, traders and distributors, enhance their competitiveness.

Enhanced access to finance would be the responsibility of the post-farm gate component, since much of the finance would be for post-harvest activities, but the Finance Specialist will also support producer focused SMEs and producer groups.

The production-related, pre-farm gate team will receive market opportunity and specifications messages from the marketing team, and translate those into activities that will enable producers and producer groups to meet the specifications, and sustainably capitalize on the identified market opportunities.

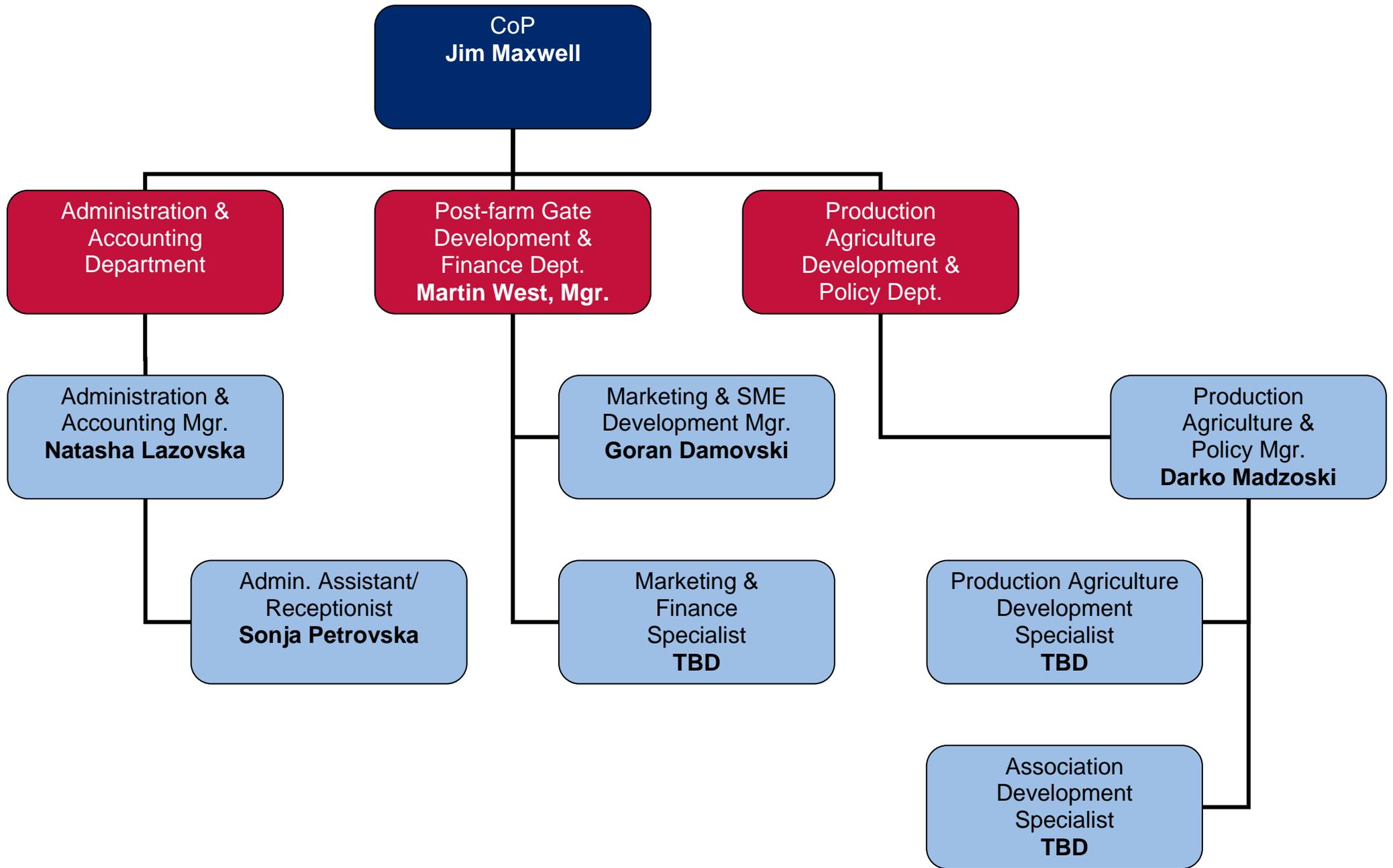
Producer organization, and production input products and services supplier, development would be the responsibility of the production-related team because they support producers. Since policy reform work is likely to be more closely related to production, policy reform activities would also be part of the production-focused team. If association development is need in post-farm gate segments, e.g., trade associations, they would also be supported by the Association Development Specialist, even though that person is on the pre-farm gate team.

Coordination of the two teams, especially as related to working toward the common objective of enhancing the competitiveness of the selected value chains, is essential, and therefore the responsibility of the CoP.

The pre-farm gate department will be managed by the Production Development Manager and the Post-farm Gate Development Manager (formerly called the SMS) would be responsible for the post-farm gate component.

This structure will result in moving the first part of the original (RfP) Component Two (Rural SME Development) into Component One, and the second part of the original Component One (Improved Inputs) into Component Two. As a result RfP Component One, called Market Linkages, would be composed of 1.1 Improved Market Access and 1.2 Rural SME Development, the latter focused on post-farm gate SMEs. Component Two, renamed Production Competitiveness Enhancement, would be composed of 2.1 Agricultural and Production Inputs and Services Enhancement – the latter with a focus on production supporting SMEs, and 2.2 Association Development.

CHART 1. MAA ORGANIZATION STRUCTURE



The specific department and individual responsible for each of the key program areas are shown in Table 1 below.

TABLE 1 - AGBIZ RESPONSIBILITIES ALLOCATION

Key Function	Primary Responsibility	Secondary Responsibility
Overall Strategy Development	CoP	Team
Work Plan Development, Approval & Monitoring	CoP	STA/M
Compliance	CoP	Finance & Administration Mgr.
Client (USAID) Relations	CoP	Team
ARD Relations	CoP	STA/M
Post- with Pre-Farm Gate Department Coordination	CoP	Post-harvest Development Mgr. & Production Agriculture Mgr.
Customer Sales & Marketing Support	Post-harvest Development Mgr.	Marketing Specialist
Branding/Outreach	Post-harvest Development Mgr.	CoP
Sourcing Financing for Customers	Finance & Marketing Specialist	Production Agriculture Specialist
AgBiz SME Operations Enhancement	Marketing & SME Development Mgr.	Production Agriculture Mgr.
Customer Production Enhancement	Production Agriculture Mgr.	Production Agriculture Specialist
Experience Based Policy Reform Prioritization	Production Agriculture Mgr.	CoP
Trade & Producer Association Development	Association Development Specialist	Marketing Specialist
Office Management & Records	Finance & Administration Mgr.	Administrative Assistant
Accounting & Budgets – ARD	Finance & Administration Mgr.	Administrative Assistant
Accounting – Macedonian	Finance & Administration Mgr.	Consultant
Human Resources	Finance & Administration Mgr.	CoP
Grants & Sub-contracts	Finance & Administration Mgr.	CoP
Monitoring & Evaluation/PMP	Finance & Administration Mgr.	Administrative Assistant; Team for Data Collection
Purchasing	Finance & Administration Mgr.	Administrative Assistant
Gender	Finance & Administration Mgr.	Administrative Assistant
Environment	TBD	Post-harvest Development Mgr. & Production Agriculture Mgr.

2.0 COORDINATION AND SYNERGIES

2.1 WITH RELATED USAID PROJECTS

In the first few months of AgBiz, program staff will hold a series of meetings with other USAID supported projects, including the Seal of Quality and Agribusiness Assistance Program in Macedonia and the Business Environment Activity. These meetings will consist of getting acquainted with project managers and understanding their projects, helping the other projects understand AgBiz, and discussions of specifically how AgBiz will cooperate with the related USAID projects. The objective is to capture lessons learned, synergize efforts and avoid overlap during implementation. In the case of the Seal of Quality and Agribusiness Assistance Program in Macedonia, we will be seeking opportunities to continue or replicate successful activities they have initiated. For the Business Environment Activity project we will investigate ways we can work together on policy and institutional reform.

2.2 WITH RELATED DONOR PROJECTS

Several other donors are implementing projects related to AgBiz. This includes IFAD, SIDA and SIPPO. Similar to the meetings with USAID-supported projects, in the first few months, program staff will hold meetings with the management of projects supported by other donors. These meetings will focus on understanding the other projects and enabling them to understand AgBiz and its approach and objectives, then to discuss specifically how AgBiz will cooperate with other related donor projects. There appear to be good opportunities to cooperate with SIDA and IFAD related agribusiness projects. Opportunities for cooperation will be pursued with SIDA's S-FARM and MAASP projects, and IFAD's Agricultural Investment Center and Facility for Farmer's Access to Markets Program activities.

2.3 WITH GOVERNMENT OF MACEDONIA RELATED ACTIVITIES

While AgBiz is not able to directly support Ministry of Agriculture, Forestry and Water Economy activities, we will coordinate with the Ministry to make sure our activities are not inconsistent with Ministry objectives, and are supportive of Ministry programs that are consistent with AgBiz objectives. Examples of this type of activities are those related to EU accession, especially the IPARD, and the Ministry's Commodity Exchange plans.

3.0 PUBLIC-PRIVATE ALLIANCES

Public-private alliances will be extensively utilized by AgBiz in at least two important forms. Public (USAID) – Private (Macedonian private sector entities) alliances for project identification, development and implementation will be the core business of AgBiz, and one of the main mechanisms to help AgBiz achieve its leveraging objectives. Public (USAID/DCA) – Private (firms and associations borrowing from DCA supported banks) alliances to improve our customers’ access to viable financing will be another important alliance utilized by AgBiz.

3.1 LEVERAGING

An essential aspect of the AgBiz approach is leveraging scarce USAID resources. An important mechanism for achieving this leveraging is significant cost sharing of AgBiz activities and projects by our private sector customers. All AgBiz supported projects will require significant cost sharing by the beneficiaries, with the proportion of cost sharing being significantly higher for larger firms than for producer organizations. Cost sharing may not be purely financial in that producer organizations, for example, may contribute “sweat equity” to projects.

Donor cost sharing on selected activities, e.g., the cost of booths at trade fairs, will also be pursued.

3.2 DCA

In the future a DCA facility, via local commercial banks, will help AgBiz customers to access financing for AgBiz supported projects. The AgBiz Marketing and Finance Specialist will help customers utilize this facility when it is the most appropriate source of financing for their needs. AgBiz will also develop a relationship with the participating banks to promote customers use of promote the use of DCA backed loans, as required.

4.0 MANAGEMENT INFORMATION AND BRANDING PLANS

4.1 MIS SYSTEMS

Developing the systems needed to adequately track AgBiz activities and the results they are achieving is essential to AgBiz's success. During Q4 FY '07 we will be adapting a successful MIS system from the LAMP project in Bosnia to meet AgBiz's management information and M&E needs.

4.2 BRANDING

AgBiz will submit its Branding Program to USAID in Q3 FY '07. We are already adopting the branding requirements specified in the most recent USAID branding guidelines.

5.0 ENVIRONMENTAL PROGRAM

5.1 PROGRAM SPECIFIC

Environmental considerations are integrated into the AgBiz technical approach. We will employ Environmental Due Diligence (EDD) on potential projects with respect to USAID requirements and those of the GOM, as specified in the Law on Environment (June 2005), which was developed with EU assistance, and to ensure EU compliance.

To ensure EDD, we will contract and build the capacity of a local environmental services provider that is fully conversant with and experienced in GOM and EU environmental requirements and procedures. A qualified STTA consultant will initially train the selected partners in additional USAID requirements and procedures. As needed, they will be available to conduct, evaluate, or contribute to environmental reviews, PPAs, and PERSUSAPs. We will propose a simple checklist (see text box) for use at this stage of project proposal development; however in 2007/8 we will develop a detailed list that will be provided to USAID for review and approval.

AgBiz Project Environmental Screening Issues

Are significant impacts likely on:

- Biodiversity
- Renewable natural resources
- Ecosystem services.

Does the project promote/ lead to:

- Use of agrochemicals
- Other potential pollutants/waste
- Increased use of water supplies (if limited)
- Soil erosion/degradation.

Are there existing environmental liabilities on site(s)?

Significant environmental concerns identified or perceived during the sub-sector analysis will have a major influence on how a sub-sector is prioritized, or whether or not a potential project proceeds or not. If the estimated costs associated with a potential project (1) conducting a full environmental assessment/impact assessment or (2) mitigating and monitoring and/or any site cleanup required for existing problems, exceed projected economic gains for the activity, we will not approve the potential project.

5.2 CLEAN PRODUCTION

Clean production procedures emphasize the economic benefits and improved competitiveness of reduced resource use and the market benefits of clean products. AgBiz will integrate these aspects into environmental monitoring system (EMS) capacity-building for AgBiz customers as needed. Initial AgBiz assessments will likely exclude some potential projects because of high existing pollution levels that cannot be mitigated in the short to medium term. For example, smelting of lead and zinc has polluted soils around Veles; similar heavy metal contamination is associated with several other geographic areas. Agrochemicals previously over-used in apple growing regions, including Ohrid and Resen, make export to the EU unlikely prospects during the term of AgBiz.

Where pesticides are proposed in a project, a PERSUAP is mandatory. AgBiz environmental compliance STTA is experienced in preparing PERSUAPs related to agribusiness in the Balkans. A PERSUAP has two major components: evaluation of proposed pesticide(s) and a safe-use plan.

6.0 PERFORMANCE MANAGEMENT PLAN

The AgBiz PMP will be designed to respond to the Mission's request to provide data and information pertinent to both the impact of AgBiz and verifiable and routine program implementation reports. To do so we are developing a performance monitoring system comprised of two types of indicators: **impact** and **process**.

The selected impact indicators, tightly linked to overall Agbiz objectives, will enhance our ability to report on the achievement of results, and serve as the basis for investigating the relatively immediate impact of AgBiz as well as several years into implementation.

The process indicators that will be incorporated in the PMP will enable tracking of program implementation. Using these indicators, the AgBiz team will follow and compare planned versus actual delivery of inputs such as levels of TA, or coverage and intensity of training programs. Process indicators will play an integral role in the implementation review process.

Distinguishing between impact and process achieves two ends: the CoP will be positioned to report to USAID on the team's efficiency and effectiveness in reaching our near- and medium-term performance targets. Second, the team will have access to a management review mechanism that will provide evidence of the extent to which implementation is on track or will aid in forecasting when or where a midcourse correction may be indicated.

The CoP will have supervisory oversight of operationalizing the PMP and will be responsible for any performance-related reporting provided to the Mission. The Post-farm Gate Development Manager will coordinate with the AgBiz team on data collection duties, undertake preliminary analysis of data, and oversee periodic data quality assessment.

7.0 MACEDONIAIZATION AND LEGACY INSTITUTIONS/ ORGANIZATIONS

During Year One, special emphasis will be placed on identifying entities in the selected value chains and sub-sectors that have the potential to be developed to the point that will survive AgBiz, and continue to deliver the benefits stimulated by AgBiz. The prospect of a potential project contributing to the development of entities that will become USAID legacy institutions will be one of the screening criteria used for selecting projects.

Macedonization of AgBiz activities will be accomplished by utilizing Macedonian consultants and BDS providers to the greatest extent possible, and developing Macedonian AgBiz employees to the point where they can effectively take over all program positions by the end of Year Three. The latter will be accomplished by identifying a DCoP in Year Two and developing them during years two and three to the point where they can become an effective CoP at the beginning of Year Four. Also, a specific program will be developed in Year Two to enable the Marketing and SME Manager to become the Post-farm Gate Manager by the end of Year Three. AgBiz will be totally Macedonianized starting in Year Four.

8.0 ACTIVITIES

8.1 SHORT TERM ACTIVITIES

We will implement the Year One fast-track technical approach by hiring selected consultants in several sub-sectors to contact existing and high-potential buyers to determine areas in which Macedonian origin products have the potential to be competitive, including establishing clear product requirements. When this demand for high-volume or high added value and broad-based impact products has been identified, AgBiz staff and/or the consultants will bring these opportunities to processors and producer groups, and determine their commitment and capacity to meet the established buyer requirements. When a match is identified, buy-sell agreements or, when possible, forward contracts will be facilitated. We will then develop a project to enable the producers and processors involved to successfully complete the transaction, from production and processing to delivery, with Technical Assistance and competency-based training, as required, at each step. By achieving successful transactions, we will create cash flow throughout the value chain, develop sustainable commercial partnerships, and develop confidence in AgBiz's ability to make a difference. We will then expand the capacities and the numbers of producers and processors needed to meet additional market demand for the same or similar products.

One fast-track contract has already been signed to identify, develop and support fruit and vegetable processors to show and sell their products at ANUGA in Cologne. Two other fast track contracts are under development and should be signed in early June 2007.

8.2 SUB-SECTOR ASSESSMENTS AND PRIORITIZATION

Program long-term staff will lead the process of identifying the sub-sectors in which AgBiz will initially work by using the following methodology.

First we will create a bibliography that will compile Macedonian agribusiness-related reports produced by donors, the private sector and Government over the last four years. These reports will then be annotated. The resulting annotated compendium of relevant reports will help program staff and consultants learn from previous efforts, as well as identify opportunities for AgBiz to help enhance the competitiveness of Macedonian agribusinesses.

Second, independent local consultants will be given a contract to develop analytical reports on potential AgBiz sub-sectors. These reports will each follow a pre-established format, utilize the same and our selection criteria and make a case, based on the consultant's experience, research and local knowledge, for AgBiz to focus on specific crops/enterprises in their sub-sector. These contracts will also require a common matrix to be completed to standardize the presentations for all sub-sectors. Prior to starting their work, each sub-sector consultant will be given substantial background on AgBiz's goals, objectives and approach, as well as full access to the annotated bibliography.

The most likely sub-sectors for which analyses will be completed are Oil Seeds, Large Livestock, Small Livestock, Chickens, Vegetables, Soft Fruits, Tree Fruits, Mushrooms and Forest Berries, Grapes and Wine, Flowers and Ornamentals, Herbs Medicinals and Teas, Specialty Grains, and Processed Meats. These assessments will provide a basis for AgBiz to prioritize potential value chains.

Third, the output of each consultant will be presented in the form of an oral report accompanied by a Power Point presentation at a AgBiz workshop that will include representatives of other donor projects, key stakeholders, USAID and the Ministry of Agriculture. At the workshop views will be exchanged and conclusions proposed regarding the potential competitiveness and broad-based impact of the high priority crops/enterprises within each analyzed sub-sector.

Following the seminar and discussions, AgBiz professionals will assess all papers, presentations and seminar notes using the following parameters:

1. Did the consultant provide the required detailed crop/enterprise potential competitiveness information, including viable potential markets? Is the information base available adequate, especially

regarding market requirements, for the consultant and AgBiz managers to make a realistic assessment of crop/enterprise potential?

If the answer to these questions is yes, the crop/enterprise will be prioritized without consideration of the sub-sector it is under.

2. If the answer is no, and the expertise to provide the needed information is not available within the AgBiz team or Macedonia, a highly experienced external consultant will be utilized to assess current and potential sub-sector markets, and then a rating of the sub-sector will be made.
3. Is there justification for new business for Macedonian producers and/or processors in one of the sub-sectors, i.e. a crop that is not currently grown or marketed in Macedonia?

Finally, the AgBiz team will prioritize the value chains on which the program will work, by utilizing a criteria scoring system. A preliminary sub-sector prioritization score sheet is shown below as Table 2. The end result of this process will be a crop/enterprise priority listing, and the selection of three to four value chains for initial AgBiz interventions.

A diagram illustrating the methodology for the identification of AgBiz value chains and projects is shown below as Chart 2.

CHART 2. METHODOLOGY FOR THE IDENTIFICATION AND SUPPORT OF AGBIZ VALUE CHAINS AND PROJECTS

- 1) 12 Sub-sectors (and example crops/enterprises) provided to consulting company ->
- 2) All crops/enterprises prioritized within each sub-sector by specialized consultants using AgBiz selection criteria, consultants' knowledge/experience and secondary Data; deliverable is completed standard matrix for each crop/enterprise ->
- 3) 8 – 10 crops/enterprises selected by AgBiz and consultants using AgBiz selection criteria at a workshop ->
- 4) Field work completed by specialized consultants on the 8 – 10 selected crops/enterprises via additional data collection and interviews with crop/enterprise participants; more detailed matrix completed; deliverable is prioritized value chains within assigned crop/enterprise ->
- 5) Workshop selects 4 – 6 value chains using completed matrices and AgBiz selection criteria ->

----- Completed by the end of FY '07 -----

- 6) APS issued requesting project proposals from selected value chains ->
- 7) Workshops held with participants in the each of the selected value chains to identify market and product opportunities and competitiveness enhancement needs and constraints ->
- 8) Project proposals submitted, and competitiveness enhancement activities identified via the workshops screened, prioritized and selected by AgBiz team and USAID ->
- 9) Approved projects and activities designed, costed and launched ->
- 10) Projects and activities monitored and adjusted as needed ->
- 11) Indicator Results and Success Stories reported ->
- 12) Program adjustments made as needed; value chains added when possible.

TABLE 2. SUB-SECTOR PRIORITIZATION CRITERIA

Priority	Criteria
A	Potential to increase in the value of regional exports
A	Potential to increase the value of EU exports
A	Extent to which improved technologies and management capacity would enhance sub-sector economic efficiency and competitiveness
A	Potential number of rural households that would benefit from significant sub-sector growth
A	Amount of employment that would be generated by a significantly expanded sub-sector
A	Potential to increase the value added in Macedonia
A	The extent of the opportunity to leverage AgBiz resources with other sources of support
B	Potential to decrease the value of imported agriculture-based products
B	Potential number of new hectares that could be planted and harvested
B	Number of firms that would benefit from an expanding sub-sector
B	The extent to which smaller farmers would benefit from significant sub-sector growth
B	Potential for negative environmental impacts with a substantially expanded sub-sector
B	The margin potential in the entire value chain
B	Extent to which entrepreneurs and producers in the sub-sector are committed in improved competitiveness
B	Extent to which sales are spread out over a lengthy time period
C	Number of opportunities for farmer income diversification
C	The number of PMOs that could be created to improve value chain competitiveness
C	The time required to significantly enhance the competitiveness of the sub-sector
C	The capital investment required to significantly enhance the competitiveness and market share of the sub-sector
C	Extent to which the current enabling environment supports significant sub-sector expansion
C	Extent to which support would be complimentary to other donor activities
C	Consistency with GoM priorities

Once the four to six target sub-sectors have been selected, a set of criteria has been drafted for AgBiz staff to use to select the specific projects within the highest priority sub-sectors that will enable AgBiz meet its goals. A very preliminary project selection score sheet is shown as Table 3 below. Initiatives selected will be implemented in FY'08.

TABLE 3. AGBIZ POTENTIAL PROJECT SCREENING CRITERIA

Qualifying Criteria	Yes	No
The proposed project:		
Will increase the Macedonian-origin market share (local or export) of agriculture-based products		
Will improve the utilization of the Macedonian labor force, especially in rural areas;		
Has an anticipated return on AgBiz/USAID investment (cost vs. value of new sales & employment) that is satisfactory;		
Is not inconsistent with GoM objectives and EU integration;		
Is consistent with AgBiz/USAID investment parameters (preferences and restrictions);		
Can be implemented within two years;		
Has manageable constraints - within the sub-sector and as related to the broader enabling environment:		
Will have no negative environmental impact;		
Has good potential for broad-based impact; and		
Is based on the existing legislative environment.		
Differentiating Criteria	Score*	
The extent to which:		
The proponent understands the availability of a viable and growing market;		
Level of achievable comparative and/or competitive advantage in an identified market;		
Potential number of participating producers and SMEs;		
Closes the gap between Macedonia and EU productivity (yields, labor, and machines);		
Enhances in-place technology and improves the efficiency of existing productive assets;		
Compliments other USAID/other donor projects (geographic or sub-sector cooperation/replication/succession);		

Increases down-stream employment (multiplier factor);	
Stimulates a shift from lower to higher value added products;	
Proponents have a good track record in this business and/or market;	
Proponents have the managerial capacity potential to develop and implement the activity;	
Proponents are providing a significant proportion of the total cost of the activity;	
Characteristics necessary for sustainability (managerial, economic, environmental, and social).	
Has a positive gender impact	
* 5 = Excellent, 1 = Poor	

8.3 OTHER YEAR ONE ACTIVITIES

Other planned Year One activities that will be pursued by AgBiz include:

8.3.1 Development of an APS

AgBiz will develop, seek USAID approval for and publish an Annual Program Statement (APS) that will advertise the fact that AgBiz is in business, is seeking proposals for projects consistent with our stated objectives and that meet the criteria outlined in the APS. The objective of the APS is to solicit proposals for AgBiz support from firms and groups of processors or producers in the selected value chains. This should qualify as having completed the AgBiz support process. The APS will be issued in the Fourth Fiscal Quarter.

8.3.2 Meetings with Consultants

AgBiz staff will hold meetings with agriculture and agribusiness related consultants to inform them that we are interested in supporting their work with potential AgBiz agriculture and agribusiness clients. The consultants would identify potential clients, assess their consulting services needs and develop a proposal for helping a potential AgBiz client improve their competitiveness. AgBiz would cost share the services of the consultant with the customer and provide, if needed, complimentary assistance to the work to be done by the local consultant. This mechanism will enable AgBiz to have a large “sales” force promoting its work.

8.3.3 Program Coordination

In Year One AgBiz will pursue the development of a ½ day workshop with all of the projects and GoM entities working on agribusiness development in Macedonia, and in the region where possible. Each relevant project will do a brief presentation on their objectives, activities, challenges and perspective on opportunities for sustainable growth in the agribusiness sector. This workshop will be an opportunity to not only increase the knowledge of each others’ related projects, but also to identify areas of cooperation/coordination and how to avoid overlap.

In September of 2006 an agricultural sector donor coordinating workshop was held with extensive involvement of the Ministry of Agriculture. AgBiz will promote, and if successful participate in, an updating of that workshop late in fiscal 2007.

8.3.4 Regional Lessons Learned Workshop

ARD has a successful similar program in Bosnia called LAMP. As soon as AgBiz is fully staffed we will organize a Agribusiness Development Lessons Learned Workshop with selected members of the LAMP management team. The objective of this Workshop is to enable AgBiz staff to learn from the extensive experience of LAMP managers, and to determine how they can adopt and adapt successful LAMP mechanisms to AgBiz. Also, time will be invested on how regional cooperation can be stimulated for the betterment of both countries. Other Workshop objectives are to open channels of communication for ongoing dialogue between the two programs, and to investigate if and how to adopt and adapt LAMP’s MIS to AgBiz.

8.3.4 Branding and Marking Plans Development

AgBiz will present its branding and marking plans based upon the CTO's Branding Strategy document. In the interim, AgBiz is in close contact with the USAID Branding and Marking staff, and is following their guidance as related to material such as letterhead and business cards that are needed before completion and approval of the branding and marking plans.

8.3.5 Performance Management Plan

In conjunction with review of this Annual Work Planning, the AgBiz team will discuss with USAID a proposed PMP. Impact and process indicators will be defined, discussed and agreed. Additionally, details pertaining to the sources of data and ongoing data collection responsibilities will be clarified. AgBiz managers will propose the most viable and cost-effective mechanism to use for performance data storage and processing. We believe a spreadsheet-based system will meet the data storage and processing needs, but we are prepared to adapt database systems ARD uses in other countries. For example, the data management tool developed by LAMP is an excellent model and fully adaptable to AgBiz. Immediately following these discussions, the CoP will submit a draft performance reporting format to USAID for review and approval.

8.3.6 Advisory Board

AgBiz will study and discuss with USAID the possibility of forming an Advisory Board to review and comment on AgBiz activities on a quarterly basis. The Board would be composed of representatives of key stakeholders such as USAID, other relevant donors, the MoAFW, and important producer organizations and processor associations. The Board would not provide direction to AgBiz but would rather advise AgBiz management regarding how to best accomplish its objectives. It would also function in an outreach capacity to inform key stakeholders about AgBiz activities and encourage their participation in AgBiz activities when appropriate.

8.3.7 Attendance at Important Export-related Events

Key AgBiz staff will attend important regional and international trade shows as a means of staying current with marketing trends in agricultural related products, and to identify potential buyers for products produced by AgBiz customers. An example of this type of trade show is the ANUGA exhibition in Cologne in late 2007.

8.3.8 Linkages with EU Accession Activities

AgBiz will place special emphasis on supporting Macedonian agriculture and agribusiness firms' participation in EU accession-related activities. In Year One we will assess the specific opportunities for providing this type of support to potential customers. However, it is likely that most IPARD support will not be available until FY '08, so most FY '07 AgBiz work will be related to identifying and preparing for support to be provided in FY '08. An example of support that may be provided to AgBiz customers would be how to applying for and most effectively utilize IPARD funds.

8.3.9 Alternative Sources of Agribusiness Finance Manual

With the support of Crimson Capital, AgBiz will develop a manual titled Alternative Sources of Agribusiness Finance. This manual will be used by AgBiz staff, especially the Finance and Marketing Specialist, as a guide

to help customers improve their access to the financing needed for AgBiz supported projects. The manual can also be used by other projects and programs to improve agribusiness access to viable sources of financing.

8.4 ROLE OF GRANTS

Grants will be used by AgBiz in tandem with other types of support. Grants will be offered to offset part of the cost of a package of services, a project, designed to enhance the competitiveness of an AgBiz customer and increase their sustainable sales and earning. Grant funds will be used to provide partial support for a range of activities, and primarily for one-time costs, not to subsidize ongoing operations.

The AgBiz Grants Manual will be presented to USAID for approval in Q3 of FY '07.

8.5 ENHANCED ACCESS TO FINANCING

The AgBiz Financing Specialist will work with AgBiz customers to assess and propose the optimal sources and terms and conditions for financing they may require for their projects. The Financing Specialist will also, in cooperation with Crimson Capital, prepare an "Alternative Sources of Agribusiness Finance" manual to help AgBiz staff and customers improve their access to the financing needed to implement approved projects. The manual will delineate alternative sources of finance available to AgBiz pre-farm gate and post-farm gate customers, the comparative advantaged and disadvantages of these sources, their cost and terms, and how to most effectively apply and obtain approval for the recommended sources. This manual can be used by AgBiz as well as other USAID projects.

AgBiz finance-related activities will be focused on serving approved customers needs, at either the pre-farm gate or post farm gate levels, rather than on general improved access to finance activities.

8.6 POLICY AND INSTITUTIONAL REFORM

In Year One AgBiz policy and institutional reform activities will focus on identifying the important enabling environment constraints to enhanced competitiveness in the selected sub-sectors and value chains. Every AgBiz employee and consultant will be responsible for identifying and suggesting the comparative importance of policy and institutional constraints to the competitiveness of the sub-sectors, value chains and customers AgBiz is supporting, as discovered while implementing their other activities. On an at least quarterly basis AgBiz staff will met to discuss and prioritize key policy and/or institutional reform needs. We will then identify the most likely organization or entity to advocate for the modification of these high priority constraints. We will consult with Business Environment Activity managers to get their advice on how to best pursue reform of the highest priority competitiveness constraints. If outside technical assistance is needed we will contract with our partner AIRD to provide same. Coordination of AgBiz policy and institutional reform activities will be the responsibility of the Production Agriculture and Policy Manager

9.0 EXPECTED RESULTS

9.1 TIMING

Table 4 shows the anticipated timing for accomplishing Year One activities. AgBiz will report on accomplishments versus objectives in its Quarterly Reports referring to this table.

TABLE 4. TIMING OF AGBIZ YEAR ONE ACTIVITIES

Program Activity	Activity Timing												
	Quarter 3							Quarter 4					
	19-Mar	2-Apr	30-Apr	14-May	28-May	11-Jun	30-Jun	14-Jul	31-Jul	14-Sep	30-Sep	14-Oct	31-Oct
Agree on Start-up Schedule													
Hire ST Local Administrator													
Agree on Organization Structure													
Agree on Responsibilities & Selection Criteria for Senior Staff													
Contract PHDM													
Arrange Waiver PHDM													
Register Firm													
Place Newspaper Ads for Senior Staff													
Establish Equipment & Other Purchasing Requirements													
Temporary Housing & Office Space													
Conduct Team Orientation in BTV													
Contract Local Lawyer													
Draft Labor Agreement Formats													
Draft Sub-sector Prioritization SoW													
Permanent Offices													
Start-up Specialist Skopje Arrival		15/4											
Full Start-up Team Arrival		22/4											
Post-award Meeting		24/4											
Senior Local Management Staff Hired													
Other Professional Staff Hired													
Establish Internal Operating Procedures & Draft Manuals													
Senior Staff Workshop													
Regional Lessons Learned Workshop													
Branding Strategy Work													
Implement Fast Track Activity with Fruit and Vegetables Sector													
Develop Team to Implement Fast Track Interventions													

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