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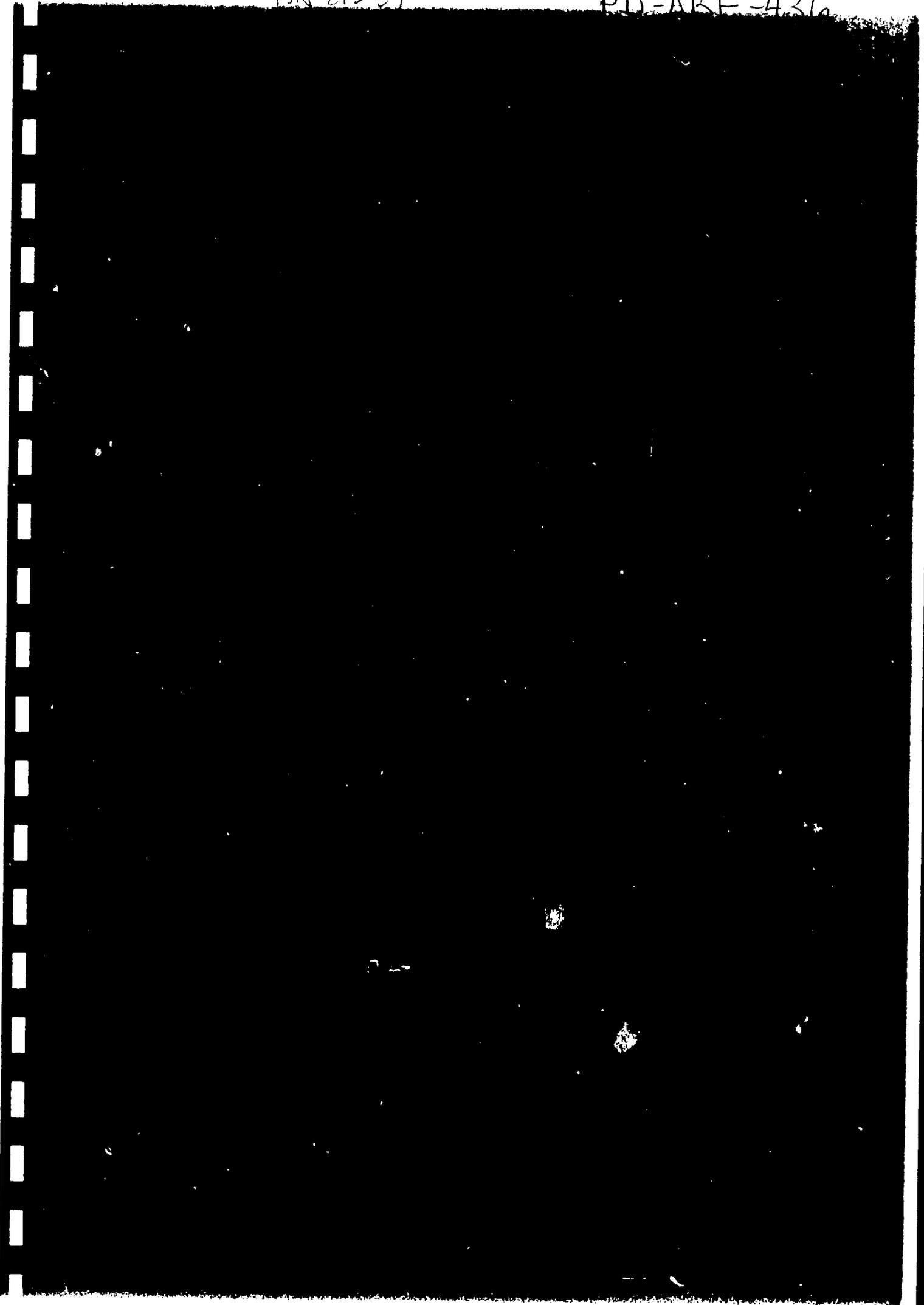


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SECTION I
INTRODUCTION

A. Purpose

The purpose of this packet is to document the rationale, procedures, process and tools which make up the CAPM monitoring and evaluation (M&E) system. The system was developed as the primary output of a two-stage short-term consultancy conducted in June and September-October 1992. That consultancy built upon the considerable efforts of CAPM staff, representatives of AID/Swaziland, various GOS agencies and ministries and previous consultants to define the project goals and outputs and work on various components of data collection and analysis.

B. System Design

The CAPM M&E system was designed to meet project management information needs, reporting requirements and to provide information for national-level stakeholders. The monitoring components consist of data collection instruments and procedures for tracking implementation, measuring the progress of target groups, and feeding information back to staff and participants. The principal evaluation component is the semi-annual "seasonal assessment" process during which staff summarize and analyze monitoring data to make program decisions and course corrections and develop the Project Implementation Report (PIR).

In the packet which follows, the major elements of the monitoring and evaluation system are described and the current versions of data collection and analysis instruments are presented.

SECTION II
MONITORING SYSTEM PROCEDURES

- A. Daily Monitoring Procedures
1. Field Assistants
 - Use the visit activity forms to plan visits and to record data on production practices by farmers and sales of produce to vendors and firms.
 2. Firms
 - Use established record keeping system to record business costs, produce purchases and sales.
- B. Weekly Monitoring Procedures
1. Field Assistants
 - Bring completed visit forms to Production Dept. who will give them to Data Management Specialist.
 - Collect visit form for up-coming week.
 2. Data Management Department (DMD)
 - Print new visit forms for the up-coming week and give to Production Department.
 - Input data into project data base.
 3. Production Department
 - Review forms for up-coming week with FAs.
 - Highlight or add specific tasks and data to be recorded.
- C. Monthly Monitoring Procedures
1. Marketing Department
 - Complete Firm Monthly Financial Form with each firm.
 - Give copy of completed form to DMD.
 2. Data Management Department
 - Input data into project data base.
 - Generate report on farmers production practices.
 - Give to Production Department.
 3. Production Department
 - Review production practices report with FAs.
 - Identify uncollected data and instruct FAs to provide on subsequent visit forms.

D. As Needed Monitoring Procedures

1. Field Assistants/Marketing Department

- Complete profiles for all farmers and firms involved with programmed production. Give profiles to DMD.

2. Production/Marketing Departments

- Set training schedule and inform DMD.
- Complete Training Form for all formal training events.
- Give completed forms to DMD.
- Generate harvest update reports three times per year from own data (not generated by data base system).

3. Data Management Department

- Provide profile forms to FAs and Marketing Dept. as required.
- Provide training forms to trainers as required by the training schedule.
- Input training and profile data.

E. 6-Month Monitoring Procedures

1. Data Management Department

- Generate reports for staff analysis during seasonal assessment.
- Print worksheets for analysis of season data for production and marketing and distribute to staff.
- Facilitate individual analysis and group discussion sessions.
- Coordinate Project Implementation Report (PIR).
 - a. Collate data from seasonal assessment.
 - b. Up-date PIR matrix and distribute to senior staff for work on narrative.
 - c. Coordinate production and submission to AID.

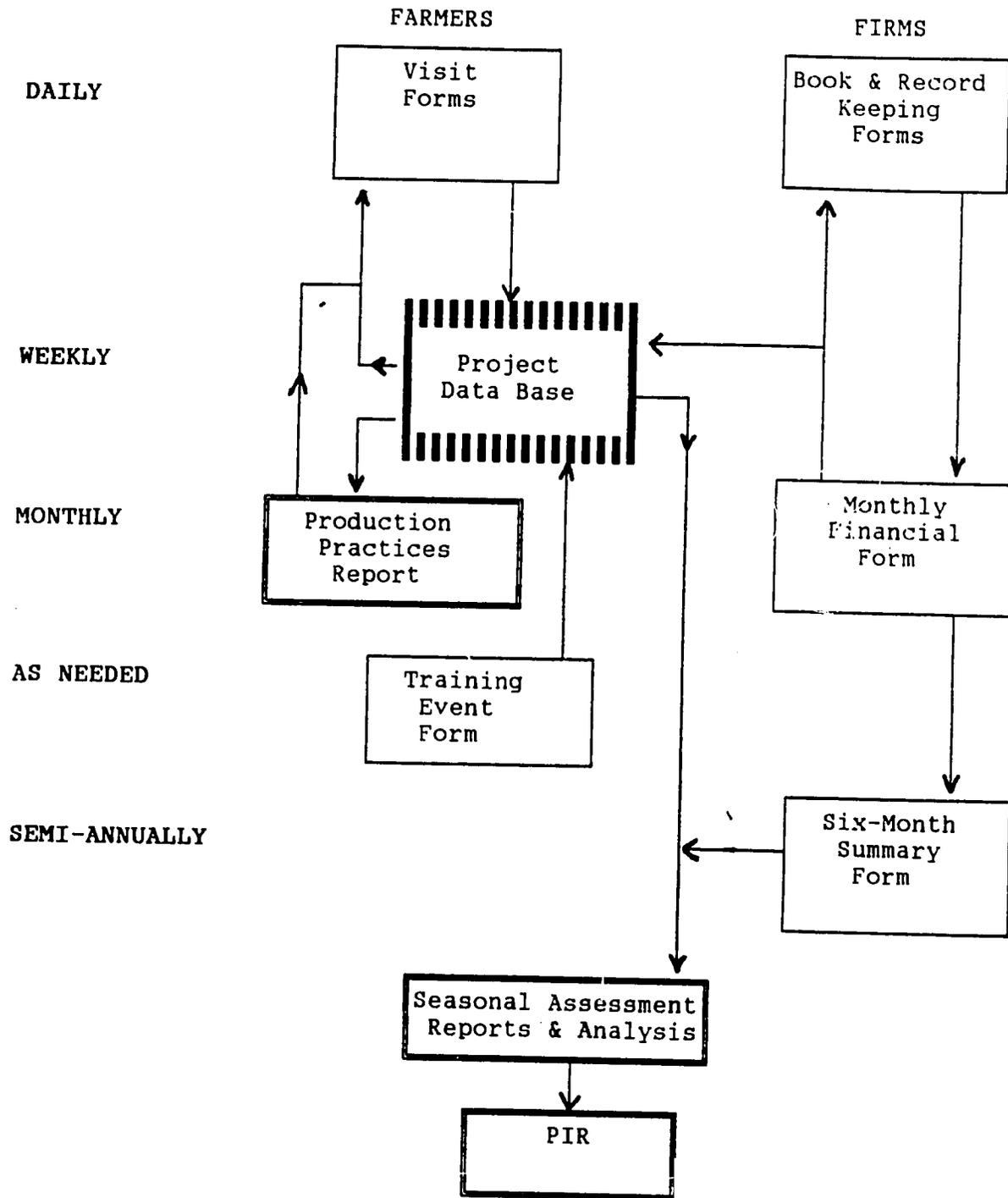
2. Marketing Department

- Complete 6-month summary report for each firm.
- Analyze data for seasonal assessment.
- Contribute additional data and narrative for PIR.

3. Production Department

- Analyze data on all farmers from visit, production practices, and other forms.
- Contribute additional data and narrative for PIR.

SECTION III
MONITORING & REPORTING SYSTEM FLOW CHART



SECTION V
SEASONAL ASSESSMENT OF PROJECT ACTIVITIES

A. Assessment Process

On a semi-annual basis, the CAPM staff will conduct a self-assessment of activities and progress. The assessment process is the principal opportunity for staff to collectively reflect on the overall project; both the successes which have been achieved and areas requiring improvement. Through the process, staff will:

- Compile and analyze the regular monitoring data
- Compare outputs to targets
- Identify additional or unexpected results
- Discuss why the results have occurred
- Plan any required action steps to improve performance and results.

The assessments will take place in September and March, timed to coincide with (1) the transition between winter and summer production seasons, and (2) the reporting period of the USAID Project Implementation Reports (PIR).

B. Objectives and Achievement Indicators

1. Objective 1

CAPM staff will assess project implementation activities, outputs and impacts for the season. Objective 1 indicators are:

- All data collected during the season compiled and analyzed by appropriate staff members.
- Additional data collection or special studies conducted.
- Staff discuss analysis in group meetings.

2. Objective 2

CAPM staff will use lessons learned from the assessment to modify project systems and procedures to improve operations and achievement of project objectives. Objective 2 indicators are:

- Agreements/decisions on required changes are minuted and distributed to staff.
- Action plans are developed for any required changes to existing systems or procedures indicating who is responsible and target date for completion.

3. Objective 3

CAPM staff will prepare a semi-annual report for submission to the AID Mission. Objective 3 indicators are:

- PIR submitted to AID Project Officer using established format.

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C. Process Suggestions

The assessments consist of five essential steps:

1. Compile and summarize existing data
2. Analyze the data
3. Draw conclusions
4. Produce assessment outputs
 - Plan for changes in systems and procedures
 - AID PIR

To maximize the reflection and learning of all staff, and commitment to proposed changes, the process is structured to be participatory. The Data Management Department will prepare data from the project data base for analysis and facilitate group meetings. The Production and Marketing Departments and Field Assistants will prepare additional data, conduct analysis and discuss program implications. Tasks are summarized as follows.

TASK	STAFF RESPONSIBLE	TIME NEEDED
1. Compile/summarize existing data		
1.1 Generate reports on production monitoring indicators	DMD	3 days
1.2 Collect national level production data (NAMBOARD)	DMD	1 day
1.3 Generate reports on Marketing firm monitoring indicators	DMD	2 days
1.4 Prepare analysis worksheets	DMD	1 day
2. Analyze data		
2.1 Analyze farmer data by region and prepare presentation	FAs & Production Dept	1 day
2.2 Analyze aggregated production data and prepare presentation	Production Dept.	1 day
2.3 Analyze data on firms and prepare presentation	Marketing Dept.	1 day
3. Draw Conclusions		
3.1 Present and discuss analysis of monitoring data	All program staff	1/2 day
3.2 Discuss additional issues of impact and implementation	All program staff	1/2 day
3.3 Draw conclusions and develop action recommendations	COP, DMD	1 day
4. Produce Assessment Outputs		
4.1 Document agreed upon changes to systems and procedures	DMD, COP	1 days
4.2 Document implementation plan for agreed upon changes	DMD, senior staff	1 day
4.2 Produce PIR	DMD, senior staff	3 days

SECTION VI
DATA COLLECTION FORMS

(Form date: 19/08/92) NEW _____
 (tick if new)

Farmer No.

FARMER PROFILE

Background

1. Participating Farmer Name :

First	Surname
-------	---------

2. Contact Farmer Name : _____
3. Other Contact: _____
4. Location : _____
5. Mailing Address _____

6. Contact Address _____

FA fill in	
10. Gender:	_____
11. Region:	_____
12. Geographical Region:	_____
13. Date Collected:	___/___/___

7. Read: Siswati _____ English _____
8. Age : _____
9. Years of experience farming vegetables: _____ years

Land

14. Type of Land: SNL _____ TDL _____
15. Total available irrigated Land: _____ ha.
16. Affiliation: Scheme _____
 Individual _____
17. Type of Irrigation: Furrow _____ Sprinkler _____ Drip _____
18. MOAC Extension Worker Name : _____

Pre-Project - Baseline

				Proposed Crops	
19. Area planted in veg. in last 12 months (ha.):				CROP	AREA
	Ha.	Ha.	Ha.		
CROP	Summer	Winter	TOTAL		
Total:					

20. Amount of marketable yield sold: _____ ha. %
 (in 12 mths previous to CAPM)

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21/08/92

P:

FARMER PROFILE FORM DEFINITIONS

<u>FIELD</u>	<u>DESCRIPTION</u>	<u>USE</u>
Form date	Date of current version (office only)	verify update
New	Indicate whether farmer is new as opposed to existing	ease of reference
Farmer No.	Unique no. for each farmer (office only)	tracking
1. Participating Farmer Name	First and surname of farmer who owns or is primarily responsible for the field(s).	track production, training and income
2. Contact Farmer Name	First, last name additional farmer working on the same land	track training
3. Other Contact Farmer Name	Name of other contact farmer, only entered if Participant Farmer is the same as Contact Farmer.	track training
4. Location	Local area name or scheme name	identification
5. Postal Address	Address to which post can be sent	Contacting
6. Contact Address	Additional contact info. particularly if participating farmer works off the farm.	Contacting
7. Reading Ability	Siswati/English (tick one)	analysis variable
8. Age	approximate years	"
9. Years of experience farming vegetables	approximate years	"
10. Gender	Male (m) or female (f)	"
11. Region	North/Central/South/East	"
12. Geographical Region	Highveld/Middleveld/Lowveld	"
13. Date	Date information collected	"
14. Type of Land	SNL/TDL (tick one)	"
15. Total irrigated land	Total ha. irrigated land belonging to the farmer	"
16. Affiliation	If scheme, write name. If individual farmer, tick.	"

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FARMER PROFILE FORM DEFINITIONS

17. Type of Irrigation	Sprinkler/furrow/drip (tick all that apply)	analysis variable
18. MOAC Extension Worker name	First, surname	"
19. Vegetables Planted by Area and by Crop	Vegetables planted in 12 months previous to CAPM involvement. If possible, specify type of crop, area planted in summer and winter season, and total for the 12 month period	baseline for impact
20. Amount of marketable yield marketed	Show what farmer uses to make approximation (e.g., 25 lug box at x rands) and approximate a percentage. (Note, this refers to the 12 month period prior to CAPM involvement)	baseline for impact
Proposed Crops	Indicate which crops the farmer proposes to plant in the next season.	help with planning

(Form date: 01/10/92)

Firm No.

MARKETING FIRM PROFILE

Background

1. Participating Firm Name: _____

2. Mailing Address

5. Contact Address

6. Employees:	First Name	Surname	Position
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____

7. Date Business Started : _____

8. Name of Accounting Firm: _____

9. Date Last Year-End Report: _____

=====

Pre-Project Business Information-Baseline

Financial Indicator	Ability To Determine	Latest Data	Date
10. Turnover	_____	_____	_____
11. Net Profit	_____	_____	_____
12. Liquidity	_____	_____	_____

FIRM PROFILE

<u>FIELD</u>	<u>DESCRIPTION</u>	<u>USE</u>
Form date	Date of current version (office only)	verify version
Firm No.	Unique number for each firm (office only)	tracking
Company Name	Full name of company	
Address		contact
Tel No		"
Fax No		"
Employee Name(s)	First, surname all employees	track
Employee Position(s)	title of position	training, firm growth
No of Employees	Total number of employees	Prism 18
Date Business Started	Date	analysis variable
Accounting Firm	Name of firm handling accounts	
Date Last Year end report	Date	
Net Profit	Total firm income minus total expenses for the 12-month period prior to CAPM involvement	Baseline for measuring firm sustainability
Liquidity	Assets minus liabilities	
Turnover		
Capitalization		
Ability to determine	Indicate firm's ability to determine the financial indicator (Y/N) prior to start of CAPM involvement	business skills impact
Latest Data	Fill in the figure/percentage for the indicator for 12-month period prior to CAPM involvement	impact analysis
Date	Date when indicator was calculated	baseline

Visit Form to be revised by 31/10/92

Visit Form Definitions to be revised by 31/10/92

(Form date: 01/10/92)

Firm No.

MARKETING FIRM MONTHLY FINANCIAL FORM

1. Firm Name: _____

2. Purchases of all domestically sourced produce: E _____
3. Purchases of CAPM sourced produce: E _____
4. Market Information:
 - a. Produce sold to Swazi markets/companies. _____ MT E _____
 - b. Produce sold to Regional markets/companies _____ MT E _____
 - c. Produce sold to European markets/companies. _____ MT E _____

Sustainability Indicators:

5. CAPM/Firm Roles:
 - a. Payments made to farmers by CAPM: No. _____ E _____
 - b. Produce transported by CAPM: No. Trips _____ _____
6. Firm financial status:
 - a. Total income E _____
 - b. Total costs E _____
 - c. Overhead E _____
 - c. Net Profit E _____

MARKETING FIRM MONTHLY FINANCIAL FORM

<u>FIELD</u>	<u>DESCRIPTION</u>	<u>USE</u>
Form date	Date of current version (office only)	verify version
Firm No.	Unique number for each firm (office only)	tracking
Company Name	Full name of company	
Purchases of domestically sourced produce	Money paid to Swazi vegetable producers during the month	PIR Planned Proj.Achiev 3
Purchases of CAPM sourced produce	Value of all purchases from CAPM Farmers during the month	PIR Indic. 4
Produce sold to Swazi markets/ companies	The volume (MT) and value of vegetables sold to Swazi companies, consumers, etc.	PIR A.4
Produce sold to Regional markets/ companies	The volume (MT) and value of vegetables sold to companies, consumers, etc. outside Swaziland, in the Southern Africa Region	PIR A.5
Produce sold to European markets/ companies	The volume (MT) and value of vegetables sold to European companies, consumers, etc.	PIR A.6
Payments to farmers by CAPM		Measure firm/ farmer links
No.	Number of payments made by CAPM staff	
E	Total amount paid to farmers by CAPM, on behalf of firm.	
Produce transported by CAPM		Measure firm/ farmer links & dependence on CAPM
No. of trips	The number of trips CAPM staff made to collect produce from farmers.	
MT	The total volume of produce transported on those trips.	

06/10/92

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MARKETING FIRM MONTHLY FINANCIAL FORM

Total income	Total of all income during the month	Assess firm financial sustainability
Total costs	Total marketing costs during the month	
Overhead	Total fixed costs of operation during the month	
Net Profit	Total income minus total costs and overhead	

MARKETING FIRM SEMI-ANNUAL CAPABILITIES ASSESSMENT FORM

1. Firm Name: _____

2. Marketing Service Indicators:

	CAPM Fully Responsible				Firm Fully Responsible
Market Assessments	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Programming	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Field Programming	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Technical support to Farmers	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Monitoring Crop	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Liaise with Markets	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>

Sustainability Indicators:

5. CAPM/Firm Roles:

- a. Payments made to farmers by CAPM: No. _____ E _____
- b. Produce transported by CAPM: No. Trips _____ MT _____

6. Firm financial status:

- a. Total income E _____
- b. Total costs E _____
- c. Overhead E _____
- c. Net Profit E _____
- e. Liquidity E _____

MARKETING FIRM SEMI-ANNUAL CAPABILITIES ASSESSMENT FORM

<u>FIELD</u>	<u>DESCRIPTION</u>	<u>USE</u>
Form date	Date of current version (office only)	verify version
Firm No.	Unique number for each firm (office only)	tracking
Company Name	Full name of company	
Marketing Service Indicators	Given the last 6 months experience, rate the firm on the tasks/activities listed where:	Measure firm capabilities in priority areas
Market assessments	1 = CAPM was fully responsible, little or no firm involvement.	
Programming		
Field Programming	5 = Firm was totally responsible, little or no CAPM involvement.	
Tech. support to farmers		
Monitoring crop		
Liaise with markets		
Payments to farmers by CAPM	For the last 6 months, as recorded in the monthly reports, enter:	Measure firm/farmer links & dependence on CAPM
No.	Number of payments made by CAPM staff	
E	Total amount paid to farmers by CAPM, on behalf of firm.	
Produce transported by CAPM	For the last 6 months, as recorded in the monthly reports, enter:	Measure firm/farmer links & dependence on CAPM
No. of trips	The number of trips CAPM staff made to collect produce from farmers.	
MT	The total volume of produce transported on those trips.	
Total income	Total of all income during the month	Assess firm financial sustainability
Total costs	Total marketing costs in the last	

MARKETING FIRM SEMI-ANNUAL CAPABILITIES ASSESSMENT FORM

	six months
Overhead	Total fixed costs of operation in the last 6 months
Net Profit	Total income minus total costs and overhead

TRAINING DEFINITIONS

<u>FIELD</u>	<u>DEFINITION</u>	<u>USE</u>
Form date	Date of current version (Office only)	
Event No.		
Date	Number of training event (office only)	track events
Location	Date of training event	"
Title of training event	Venue and region where event took place	"
Trainers	Title	
	First and surname, organization for each presenter/trainer. Also, indicate topic addressed, topic code and amount of time.	track subjects track contributions
Participants		
Code	Participant code (assigned by Office person)	
First, surname	First and surname of participant.	track trainees
Organization	For farmers indicate the name of the participating farmer they work with/for under "organization." For others, indicate their organization or company.	track amount of training by farm.
Sex	Indicate if male or female	analysis variable
Comments	Note comments about the training event briefly.	

SEASONAL ASSESSMENT WORKSHEET #4
FARMERS CREDIT/LABOUR ANALYSIS BY REGION

SEASON: _____
 DATE: ___/___/___

REGION FARMER NAME	CREDIT (Y/N)	LABOUR HIRED No.	ESTIMATE OF HIRED LABOUR			EST. LABOUR COST	
			AREA PLANTED ha.	ESTIMATED LABOUR DAYS/ha.	TOTAL EST. LABOUR PERS. DAYS	AVE. WAGE E/day	TOTAL COST
TOTALS							
	B.1						

SEASONAL ASSESSMENT WORKSHEET #5

REGION: _____
 SEASON: _____
 DATE: ___/___/___

CROPS

CROP	TRADITIONAL	NON-TRADITIONAL		YIELD (MT)/ha.		AVERAGE FARMGATE PRICE (E/kg)
		NEW	SPECIALTY	PROJ'ED	ACTUAL	
BROCCOLI						
CABBAGE						
CAULIFLOWER						
BRUSSELS SPROUTS						
CHINESE CABBAGE						
RADISH						
BUTTERNUT						
CATALOUPE						
CUCUMBER						
MARROW						
ZUCHINI						
HUBBARD						
WATERMELON						
GREEN BEAN						
SUGAR SNAPS						
SNOW PEAS						
ONION						
LEEK						
GARLIC						
TOMATO						
BELL PEPPER						
CHILLI PEPPER						
POTATO						

PIR MATRIX

Along with a narrative summary, the PIR Matrix is the format by which CAPM staff report on project activities to the AID Mission on a semi-annual basis. The Matrix used in September 1992 builds on the previous PIR format and incorporates additional indicators and targets from the PRISM document.

The matrix presented here documents the set of outputs, targets and indicators the project staff is responsible for reporting on and indicates, for each component, the source of data in the monitoring system described in this packet.

ATTACHMENT A

COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
PROJECT IMPLEMENTATION REPORT
REPORTING PERIOD: APRIL 1, 1992 - SEPTEMBER 30, 1992

PROJECT OUTPUTS	SOURCE OF DATA IN CAPM&E SYSTEM	CUMULATIVE TO SEPTEMBER 30 1992 PLANNED	PROGRESS TO SEPTEMBER 30 1992		PROGRESS DURING REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992		PLANNED PROGRESS FOR NEXT REPORTING PERIOD (OCT. 1, 1992-MAR.31,1993)	DATE ACTION TO BE COMPLETE	PERSONS RESPONSIBLE FOR ACTION
			ACTUAL		PLANNED	ACTUAL			
A. PRIVATE SECTOR DEVELOPMENT									
A.1 Viable opportunities identified for expanded or new private sector activities that stimulate increased commercial agricultural production (PRISM- Output 1.1)	Senior staff records								
A.2. At least 4 companies will use technical guidance in response to new opportunities, facilitating production and marketing of small farm produce with combined sales of E2.5 million by the end of the first year following the redirection and extension, E3.8 million after the second year, and E4.4 million by project end (PRISM- Output 1.2)	Total sales to all markets by all firms - Seasonal assessment worksheet (SAW) #1 Column G								
A.3. Production programs implemented, 65 farmers by the first year, 100 farmers by the second year and 135 farmers by the end of the project (PRISM- Output 1.3)	Production Dept. records - Monthly and 6-month Production Practices Report - Project data base								

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ATTACHMENT A

COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
PROJECT IMPLEMENTATION REPORT
REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992

PROJECT OUTPUTS	SOURCE OF DATA IN CAPM M&E SYSTEM	CUMULATIVE TO SEPTEMBER 30 1992 PLANNED	PROGRESS TO SEPTEMBER 30 1992 ACTUAL	PROGRESS DURING REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992		PLANNED PROGRESS FOR NEXT REPORTING PERIOD (OCT.1, 1992-MAR.31,1992)	DATE ACTION TO BE COMPLETE	PERSONS RESPONSIBLE FOR ACTION
				PLANNED	ACTUAL			
A.4. Domestic commercial sales of fresh produce by small-scale farmers assisted by CAPM increased to 1,500 MT by the end of the first year; 2,300 MT by the end of the second year; and 3,000 MT by the end of the project; an increase from pre-project redirection estimate of 225 MT (PRISM- Output 1.4)	Sales to all buyers in Swaziland by all firms - Monthly firm reports - SAW #1, Column D							
A.5. Regional export sales of fresh produce grown by small-scale farmers increased to 900 MT by the end of the first year; 2,500 by the end of the second year; and 3,000 MT by the end of the project; an increase from pre-project redirection estimate of 225 MT (PRISM- Output 1.5)	Sales to all buyers in Southern Africa by all firms - Monthly firm reports - SAW #1, Column E							

dfc

ATTACHMENT A

COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
 PROJECT IMPLEMENTATION REPORT
 REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992

PROJECT OUTPUTS	SOURCE OF DATA IN CAPM&E SYSTEM	CUMULATIVE TO SEPTEMBER 30 1992 PLANNED	PROGRESS TO SEPTEMBER 30 1992 ACTUAL	PROGRESS DURING REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992		PLANNED PROGRESS FOR NEXT REPORTING PERIOD (OCT.1, 1992-MAR.31,1992)	DATE ACTION TO BE COMPLETE	PERSONS RESPONSIBLE FOR ACTION
				PLANNED	ACTUAL			
A.6. Twenty (20) experimental shipments of specialty crops to overseas markets totalling approximately 20 MT originating from target group of farmers by the end of the project, up from none currently (PRISM- Output 1.6)	Production & Marketing Depts. records - SAW #1, Column F							
A.7. Sixteen (16) personnel (general managers, operations managers, technical advisors and production facilitators) trained in company management, marketing production, farm management, post-harvest technology and field operations (PRISM- Output 1.7)	Marketing Dept. records - Training Report, Project data base							
A.8. One hundred thirty-five (135) farmers and 15 extension workers and field assistants trained in horticulture and specialty crop production and post-harvest handling with an emphasis on export quality, quantity and dependability standards (PRISM- Output 1.6)	Production Dept. records - Training Event Forms - Training Report, Project data base							
A.9. Thirty-eight (38) domestic, regional and overseas horticultural production and marketing pilots and trials completed by the end of the project	Production & Marketing Depts. records							

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COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
PROJECT IMPLEMENTATION REPORT
REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992

PROJECT OUTPUTS	SOURCE OF DATA IN CAPM&E SYSTEM	CUMULATIVE TO SEPTEMBER 30 1992 PLANNED	PROGRESS TO SEPTEMBER 30 1992 ACTUAL	PROGRESS DURING REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992 PLANNED	PROGRESS DURING REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992 ACTUAL	PLANNED PROGRESS FOR NEXT REPORTING PERIOD (OCT.1, 1992-MAR.31,1993)	DATE ACTION TO BE COMPLETE	PERSONS RESPONSIBLE FOR ACTION
(PRISM- Output 1.9)								
A.10. All participating marketing firms, at least 4, have long range agribusiness plans (growing out of and relating to the commercialisation of CAPM trials and pilot programs), record keeping capabilities, and training in management of vertically integrated marketing firms (PRISM- Output 1.10)	- Training Event Form - Training Report, Project data base - SAW #2, Column C							
B. POLICY, PROGRAM ANALYSIS AND DEVELOPMENT								
B.1. Constraints to small farm production and marketing identified and prioritised and alternative solution described. (PRISM- Output 2.1)	Senior staff records (Credit - SAW #4)							
B.2. Action analysis of constraints	Senior staff records							
B.3. Action assessments of policy and programs options to address constraints	Senior staff records							

gbc

ATTACHMENT A

COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
 PROJECT IMPLEMENTATION REPORT
 REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992

PROJECT OUTPUTS	SOURCE OF DATA IN CAPM&E SYSTEM	CUMULATIVE TO SEPTEMBER 30 1992 PLANNED	PROGRESS TO SEPTEMBER 30 1992		PROGRESS DURING REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992		PLANNED PROGRESS FOR NEXT REPORTING PERIOD (OCT.1, 1992-MAR.31,1993)	DATE ACTION TO BE COMPLETE	PERSONS RESPONSIBLE FOR ACTION
			ACTUAL		PLANNED	ACTUAL			
B.4. Assessment of NAMBoard's fresh produce market and alternative markets as viable outlets for small-scale commercial farm produce (PRISM- Output 2.2)									
B.5. Improved dialogue on program issues and implementation strategy MOAC managers and professionals									
B.6. Assessment of regional and overseas as they affect marketing opportunities and constraints of CAPM participants (PRISM- Output 2.4)									
C. UNISWA AND PRIVATE SECTOR INSTITUTIONAL CAPACITY STRENGTHENING									
C.1. UNISWA agriculture commercialisation outreach program implementation and better equipped (PRISM- OUTPUT 3.1)									
D. PROJECT MANAGEMENT AND MONITORING SYSTEMS									
D.1. Reporting of project progress and results									
D.2. Development of project technical assistance capabilities									
D.3. A comprehensive project work plan developed and approved by all CAPM participating institutions									

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ATTACHMENT A

COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
PROJECT IMPLEMENTATION REPORT
REPORTING PERIOD: APRIL 1, 1992 - SEPTEMBER 30, 1992

PROJECT OUTPUTS	SOURCE OF DATA IN CAPM M&E SYSTEM	CUMULATIVE TO SEPTEMBER 30 1992 PLANNED	PROGRESS TO SEPTEMBER 30 1992 ACTUAL	PROGRESS DURING REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992		PLANNED PROGRESS FOR NEXT REPORTING PERIOD (OCT.1, 1992-MAR.31,1993)	DATE ACTION TO BE COMPLETE	PERSONS RESPONSIBLE FOR ACTION
				PLANNED	ACTUAL			
D.4. Project management to ensure adequate linkages with existing relevant committees within MOAC, in addition to maintaining Project Steering Committee and, yet-to-be established, CAPM Project Working Group								
E. EXPAND THE SWAZILAND SMALL BUSINESS SECTOR								
E.1 Increase gross value of small farmer fresh produce sales from E43,580 Year 1 - E2.5 M increase Year 2 - E1.3 M increase Year 3 - E0.6 M increase (PRISM- Indicator 4)	Sales by all firms - Firm 6-month report - SAW #1, Column C - Income Report, Project data base							
E.2 Decrease in national fresh produce imports from 11,604MT Year 1 - 1,275 MT decrease Year 2 - 600 MT decrease Year 3 - 700 MT decrease (PRISM- Indicator 5)	NAMBoard records							
E.3 Increase service and production capacity. Increase in ave. marketable yield /ha. for fresh produce Base Y1 Y2 Y3 Incr. MT/ha 26%50%100% tomato 9 11 17 34 cabbage 15 19 29 56 onion 2 3 5 10 beetroot 4 5 8 16 (PRISM- Target 3.1 Ind. 1)	Production Dept. records - Visit forms - SAW#5							

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COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
PROJECT IMPLEMENTATION REPORT
REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992

PROJECT OUTPUTS	SOURCE OF DATA IN CAPM&E SYSTEM	CUMULATIVE TO SEPTEMBER 30 1992 PLANNED	PROGRESS TO SEPTEMBER 30 1992 ACTUAL	PROGRESS DURING REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992		PLANNED PROGRESS FOR NEXT REPORTING PERIOD (OCT.1, 1992-MAR.31,1993)	DATE ACTION TO BE COMPLETE	PERSONS RESPONSIBLE FOR ACTION
				PLANNED	ACTUAL			
E.4. Increase access to institutional credit. Increase in project assisted institutional loans extended Base - 0 Year 1 - 3 firms 15 farmers Year 2 - 5 firms 24 farmers Year 3 - 33 farmers (PRISM- Sub-Targ 3.1a Ind 1)	Marketing Dept. records - Field Assistants records - SAW# 4, Column B							
E.5. Improve business management skills Increase number of people trained Base - 0 Year 1-65 farmers 21 others Year 2-35 farmers 15 others Year 3-33 farmers (PRISM- Sub-Targ 3.1b Ind 1)	- Training Event Forms - Training report, Project data base							
E.6. Accelerate irrigated small-farm technology transfer. Increase in number of farmers adopting new technologies Base - 0 Year 1 - 65 Year 2 - 35 Year 3 - 35 (PRISM- Sub-Targ 3.1c Ind1)	Production Dept. records							
E.7. Introduce new horticultural crops Year 1 - 5 Year 2 - 10 Year 3 - 3 (PRISM- Sub-Targ 3.1c Ind2)	Production Dept. records - SAW#5							
E.8. Increase access to markets. Increase in number of regional markets supplied with fresh produce Base - 0	- Firm records - SAW#3,							

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ATTACHMENT A

COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING PROJECT
PROJECT IMPLEMENTATION REPORT
REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992

PROJECT OUTPUTS	SOURCE OF DATA IN CAPM M&E SYSTEM	CUMULATIVE TO SEPTEMBER 30 1992 PLANNED	PROGRESS TO SEPTEMBER 30 1992 ACTUAL	PROGRESS DURING REPORTING PERIOD APRIL 1, 1992 - SEPTEMBER 30, 1992		PLANNED PROGRESS FOR NEXT REPORTING PERIOD (OCT.1, 1992-MAR.31,1993)	DATE ACTION TO BE COMPLETE	PERSONS RESPONSIBLE FOR ACTION
				PLANNED	ACTUAL			
Year 1 - 10 Year 2 - 20 Year 3 - 6 (PRISM- Target 3.3 Ind. 1)								
E.9. Improve marketing chain for fresh produce. Increase in the # of sustainable vertically integrated Swazi-owned fresh produce marketing firms. Base - 0 EOP - 4 sustained (PRISM- Sub-Targ 3.3c Ind1)	- Firm Monthly & 6-month reports - Comparison to profile baseline							
E.10. Increase supply of fresh produce to specialty mkt. Increase in sales to specialty/niche markets. Base - negligible Year 1 - E 50,000 Year 2 - E150,000 Year 3 - E250,000 (PRISM- Sub-Targ 3.3d Ind1)								
E.11. Cash income of participating farmers increases from E3,000 to E14,000. Planned Proj. Achievement 3	- Income report, Project data base - SAW#1, Column C - Marketing Dept. records - Farmer records							
E. 12. Increase number of wage laborers in fresh produce production and amount of income received in this sector. (No targets specified for this output)	- Labor estimation protocol - SAW#4							

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