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**SWAZILAND
COMMERCIAL AGRICULTURE PRODUCTION
AND MARKETING PROJECT
(CAPM)**

(APRIL 1994-NOVEMBER 1995)

AND

**FIRST YEAR (1994) WORK PLAN
FOR THE
PROJECT EXTENSION**

Prepared for

**The United States Agency for International Development
and**

**The Ministry of Agriculture and Co-operatives
Mbabane, Swaziland**

Prepared by:

Chemonics International Consulting Division

**Under the
COMMERCIAL AGRICULTURAL PRODUCTION AND MARKETING
PROJECT**

Contract No. 645-0229-C-00-9019

June 1994

LIST OF ACRONYMS

APA	Assistant Production Advisor
BMEP	Business Management Education Project
CAPM	Commercial Agricultural Production and Marketing Project.
COP	Chief of Party
DMS	Data Management Specialist
E	Emalangeneni
EOPS	End of Project Status
FA	Field Assistant
FAA	Field Agribusiness Advisor
FOA	Farmer Organization Advisor
FO	Farmer Organization
GOS	Government of Swaziland
HS	Horticultural Specialist
LOP	Life-of-Project
MOAC	Ministry of Agriculture and Cooperatives
MOS	Marketing Organizational Specialist
MIVTA	Market Information Vegetable Trading Advisor
NAMBoard	National Agricultural Marketing Board
PA	Production Advisor
PIR	Project Implementation Review
POW	Plan-of-Work
SFPM	Swaziland Fresh Produce Market
STRIDE	Swaziland Training and Institution Development Project
STTA	Short-Term Technical Assistance
STRIDE	Swaziland Training and Institution Development Project
TA	Tehnical Assistant
UNISWA	University of Swaziland
USAID	United States Agency for International Development
VIF	Vuvulane Irrigation Farmers

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SECTION I
NARRATIVE WORKPLAN

A. Introduction

1. Overall Approach

The CAPM Project Extension is designed to expand production of vegetables for the fresh market by CAPM growers and to enable them through their organizations to collect, grade, pack and market their produce. The principal means of implementing the project is through technical assistance and training. Production will be increased by continuing assistance to growers through programming of production to meet targeted domestic and regional demand from specific buyers or through market agents. Development of growers capacity to collect, grade, pack and ship produce will occur through technical assistance in establishing three farmers' organizations, (b) design and financial support for renovating and equipping three packhouses and (c) technical assistance and training in organizational, business and technical aspects of operating packhouses, shipping and selling fresh vegetables. The results of production and marketing trials will enable farmers and their associations to identify new varieties for the commercial market, diversify production, and improve pest control and other management practices.

2. The CAPM Team

The CAPM team employed by the contractor for the life of the project is to consist of technical advisors, field staff, and office support staff (see Table 1: Positions Under the Extended CAPM Project, page 2). In addition, 30 months of short term assistance, both expatriate and local, is potentially available (see Section 2: Short Term Consultants, page 13).

The CAPM team will make the arrangements for facilities renovation and equipment procurement; and will deliver the technical assistance and training described in part F below working with MOAC Research, Extension, Co-operative Development and Marketing Advisory units, NAMBoard, SFPM, STRIDE and. Production and Marketing variety, pest control, and time of planting trials will be conducted by members of the team in cooperation with MOAC Research and selected farmers.

3. Plan Presentation

This plan first addresses how Project outputs and will be achieved. The main activities included in the work plans are discussed briefly in parts B through K following. The details of the activities, the timing and specification of the resources associated with each activity

TABLE 1. POSITIONS UNDER THE EXTENDED CAPM PROJECT

POSITION	CURRENT STATUS OF POSITION
COP/ Horticultural Spec.	Filled
Marketing/Organ. Spec. (MOS)	Filled
Farmer Organization/Ag Business Advisor (FOA)	Filled
Production Advisor (PA)	Filled
Assist. Production Advisor (APA)	Not Filled
Market Info./ Vegetable Trading Advisor (MIVTA)	Not Filled
Prod. Field Agent (FA) - S/S	Filled
Prod. Field Agent (FA) -NRDA	Filled
Prod. Field Agent (FA) -VIF	Filled
Field Agribusiness Advisor (FAA) -S/S	Filled
Field Agribusiness Advisor (FAA) -NRDA	Filled
Field Agribusiness Advisor (FAA) -VIF	Filled
Accounts/Personnel Manager	Filled
Data Management Specialist	Filled
Exec. Secretary/Project Assistant	Filled
Receptionist/Secretary	Filled

are presented in a matrix format in Sections III: Planned Outputs and Activities -1994 , and Section IV : Life of Project Workplan.

B. Attaining the Updated

It is expected that the updated EOPS will be realized as a result of achieving the updated outputs (see part C: Achieving the Updated Outputs). A list of the revised EOPS follows:

- a. At least three farmer organization businesses effectively managing the production, grading, packing and marketing of horticultural crops : In three or more areas FOs will be developed for the purposes of assembling, grading and packing produce for targeted markets. FOs will be trained to manage the marketing of produce, link with production support services, manage packing facilities, and conduct the business of FOs. Minimal infrastructure necessary to establish and operate packing houses and / or produce collection depots will be established.
- b. Two hundred and thirty farmers on two hundred and twenty hectares are capable of producing quality horticultural crops to meet market demand: To assure that small farm production will be sufficient to attract buyers to farmer managed assembly depots and packing houses, the small scale farmer production base will be expanded from the 1993 base of 168 farmers on 126 hectares to the new target. Practical, field based demonstration training will be provided to these farmers by CAPM technical assistance in coordination with MOAC horticultural extension agents and research personnel.
- c. Annual net income per hectare of participating farmers increased from about E4500 to E8000 through increased yields and improved returns from marketing of two crops per year: Farmers will increase their incomes as the result of improved yields, improved produce quality and by cropping during both the winter and summer growing seasons. They will also benefit from their participation in value added activities such as packing, grading, and directing their product into seasonal market niches.
- d. In 1995, the total value of CAPM farmer produce exported to regional markets reaches E1, 300, 000 ; through domestic markets about E252, 600.

These follow from the marketing strategy implicit in the project design: CAPM growers will seek to penetrate upscale domestic and regional markets which can only be reached by regularly supplying

quality produce through programmed production, which is properly packaged, during the identified marketing seasons when they (farmers) have a comparative advantage.

All the updated EOPs are interrelated and depend on developing capacity of farmers' organizations to contract with buyers and to collect, pack, and ship high quality produce efficiently during the season. Attainment of the farmer income and value of product EOPs depends on increasing the number of participating farmers, increasing year round production by more participation during the summer season and the profitability of the FO. Important to reaching the EOPS is the full participation of the areas targeted for FO development: Siphofaneni, VIF, and the NRDA.

If critical numbers of farmers in one or more of these areas do not elect to organize into FOs and market through organization packhouses, then the targeted EOPS and project outputs levels (part C below) will not be reached. For this reason, EOPS and project output targets will be re-examined based on the status of FO development prior to the Contractor's next semi-annual report, and adjustments recommended. This is in accordance with a request made by USAID during the last semi-annual project implementation review.

The small-farmer production program, which has been receiving CAPM support since late 1991, will be continued and expanded as deemed appropriated and necessary. Major emphasis will be on delivering the training and technical assistance necessary to establish and strengthen the three new FOs during the period of extension.

C. Achieving the Updated Outputs

The outputs will be achieved by strengthening programmed production, carrying out training events and providing technical assistance to farmers through field assistants based in each area, and through support linkage with MOAC Extension and other Ministry sections. Most of the outputs deal with individual farmers as members of farmers' organizations. It should be noted that at the time this workplan was finalized (June 1994), CAPM was experiencing problems in farmer commitment to organize into FOs in the VIF and NRDA areas. The updated project outputs are listed below:

- a. Two hundred thirty farmers educated in the functions of FOs and in the role of individual members.

This output will be achieved through training events and workshops held in each area, usually in MOAC facilities, and

observation tours to domestic markets or packhouses. Training will be conducted mostly in SiSwati and will involve SFPM and MOAC extension and co-operative development staff. This will be carried out under the leadership of the MOS and FOA, facilitated by STRIDE and BMEP and will include participation of NAMBoard, SFPM and MOAC staff.

- b. Five to ten leaders in each project assisted FO will be selected and trained in organizational skills and business management of produce assembling, packing and marketing of horticultural crops.

This output will be achieved through on-the-job training, seminars, workshops, observation tours to domestic and regional markets or other training events. This will be carried out under the leadership of the MOS and FOA, facilitated by STRIDE and BMEP and will include participation of NAMBoard, SFPM and MOAC staff.

- c. Three packing businesses are in operation with the capability to assemble and prepare small farm horticultural produce for domestic and regional markets.
- d. At each FO a labor force is trained in skills for packing horticultural produce for domestic and regional markets.
- e. Trained managers are working at three FO packing houses. CAPM and farmers will need to determine in each area who the "managers" are, how they are compensated, and what responsibilities they have. This will impart determine the type of training appropriate.
- f. Two hundred and thirty farmers trained in production of commercial quality and quantity of horticultural crops.

Activities to achieve these four outputs related to business development will come under the general direction of the COP. There will be intensive technical assistance and training effort led by the MOS and the FOA and focused on business development of the societies. Much will be on the job training and technical assistance delivered to FO committees and managers by the FAA in each packhouse area. There be will hands-on training events on post harvest handling technology, produce collection, packhouse operations, marketing and shipping. The MOS and FOA will plan, schedule and conduct training events and provide technical assistance in coordinating all aspects of the three associations

activities especially those concerned with transport and contacts with buyers or marketing agents.

- g. Secure system (s) for collecting produce payments from marketers and distributing payments to farmers are established.

Since the business activities are in the longer run expected to be conducted by the FO without CAPM interventions, the intensity of the technical assistance is expected to be reduced after the first year so that the FO will increasingly assume responsibility for all management aspects, including management of packhouse, programmed production, collection, packing, shipping and marketing of the produce, payments of accounts, and required record keeping.

- h. Reliable system (s) for producers to source inputs for production of commercial horticultural crops are developed.
- i. Reliable system (s) for transport of produce from field to packing houses and packing houses to markets are in place.
- j. Reliable systems (s) for FOs to source materials and supplies for packing produce are developed.
- k. Secure system (s) for managing FO supplies and materials; physical assets and financial affairs are established.
- l. System (s) for packing house managers to acquire timely market information for produce demand and prices are developed.

D. Start-up Activities

1. Fielding the Team

The CAPM Chief of Party also serves as the Horticultural Specialist, overseeing the production component. The person in this position has been on the project since the beginning of CAPM Phase II. The Marketing/Organization Specialist (MOS) was recruited during the interim period before the signing of Modification 29 and began work in early April. Recruitment for applicants for the Farmer Organization /Agribusiness Advisor (FOA) and for three Field Agribusiness Advisors (FAA) were also undertaken before the actual completion of Modification 29. The FOA began work, first as short term on March 1, and was converted to full time in April. Two FAAs were recruited and employed, the last starting May 6, 1994. The former

Marketing Advisor was converted to an FAA, completing the filling of these three positions. However, this FAA will be leaving the project on 15 July, and his replacement is being recruited.

Recruitment was begun in late April for the one position of Assistant Production Advisor (APA). One suitable candidate was identified from interviews conducted with four individuals. However, he was eventually not considered suitable for the position and as of late June the project was in the process of again recruiting for this position. The need for the Market Information/Vegetable Trading Advisor position is currently being review by the team, in consultation with USAID.

The office support staff has been reorganized and new job descriptions developed for the four positions. The positions are listed in Table 1. All positions will be filled with long-term employees by July 1, 1994.

2. Packhouse Renovation and Equipment

Work on packhouse design, assessment of equipment needs and solicitation of quotations was initiated during the bridge period. So it is planned that the process of procurement of necessary commodities can begin in early June.

E. Reports and Plans

The following reports and plans will be prepared during the life of the project:

- a. Farmer Organizations Training Needs Assessment and Training Plans: Based on the FOs commitment to collectively produce, assemble, pack and market horticultural products, in close collaboration with organization leadership, managers and members, and MOAC cooperative staff, general organizational skills training needs will be assessed and training plans developed for that purpose.
- ✈ c. Farmer Organizations Business Plans: As a basis for farmer managed horticultural businesses, for each participating farmer organization business plans and implementation strategies and timetables will be developed. These plans will include an executive summary which includes a description of the organization and its overall business objectives; production and marketing targets, plans and strategies; an analysis of the competition; operations, management and organization

requirements; financial statements and objectives; and business development strategies for both physical and human resources.

d. Packing house facilities development plan: Plans for renovating and equipping each farmer organization packing facility will be developed.

X e. Operational Manuals and Business Support Materials: For each organization, operational manuals and support materials for all aspects of horticultural business management, operations and marketing will be developed.

X f. Strategic Marketing Strategy and Production Calendar: Regional and domestic markets will be assessed to provide an overall marketing strategy for each farmer organization including which markets will be targeted and how.

X g. Seasonal Marketing Strategies and Production Plans: Seasonal marketing strategies for each organization consistent with assessed abilities of organization management, market requirements, logistics and communications will be prepared.

T h. Crop Production Guidelines and Materials: Production guidance materials for farmer organizations for each crop selected for production under the project will be developed.

i. Project Monitoring and Procurement Reports: The MOAC, MEPD, and USAID will be provided financial reports; monthly and semi annual progress reports; semi annual host country contribution reports; monthly summary reports of progress against Outputs, EOPS, and Program Information System for Strategic Management (PRISM) targets; and an end of contract close out report. In addition, an up-dated list of items procured under the Contract which identifies the item, its location, condition and cost will be maintained and periodically provided USAID.

F. Coordinating Activities with Sectional Institutions

The contractor will place a greater emphasis than in the past on co-ordination of project activities with other institutions involved in the small-farm horticultural sub-sector. This is a vital step toward achieving and sustaining project outputs, especially in establishing farmers' organizations. The contractor will foster positive interactions and cooperation with the MOAC (Extension, Research, Marketing and Co-operative Units), participation with the MOAC's Horticultural Campaign Committee, and close working relationships

with NAMBoard's SFPM. Through the work primarily of the FOA and the FAs, local authorities in each area will be informed of the progress on the farmer organization development. The COP will facilitate the work of the CAPM Working Group and interact with other donors to coordinate work of CAPM with other ongoing horticultural industry developments.

While CAPM does not offer or guarantee loans, the project will monitor Swazi Bank's lending activities and policies vis-a-vis CAPM farmers.

G. Commodity Procurement Activities

USAID will procure several new project vehicles and caravans. The contractor will procure commodities and services that can be procured locally. Chemonics Home Office will procure commodities that must originate in the United States or other authorized country sources.

H. Technical Assistance and Training Activities

Technical Assistance and training activities are the key elements of the work plans for achieving the project outputs. Production recommendations will continue to be updated, production monitoring and on-site advise will be given by the project. Training in production and packing and marketing of produce will be an on-going activity throughout the life of the project, using whenever possible the assistance of BMEP.

Similarly, the keys to farmers' organizations development as viable businesses lie with the technical assistance (mostly on-the-job training) delivered by the FAAs and other team members. These activities will be supported by intensive training activities for FO management, committees and memberships in each area, and be a crucial part of the formal establishment of the FOs. This training will also be required to enable FO members to make the necessary decisions for establishing marketing plans. Assistance from STRIDE, BMEP, and Cooperative Section of the MOAC will be heavily relied on in training. Some of the training topics early in the extension will be:

- Accounting (bookkeeping, financial records, physical records, payment methods, payment terms)
- Marketing (buyers, pricing, payment arrangements, secondary and primary markets, value added)

- Packshed (transport, packaging, staff training, sorting and grading, inventory control, scheduling, accountability for supplies and equipment)
- Organization (types of organizations, by-laws, members responsibilities, non members, committee responsibilities, grower marketing agreements)
- Finance (capital needs, equity capital, financing methods, financial plan, retained earnings)

It is planned that at least one packhouse (Siphofaneni/Sitobela) will be in the beginning stages of operation in June 1994, with the second (North) will commence operations in July 1994.

I. Production and Marketing Trials

The trials planned will support project technical assistance and training activities. They will be conducted mostly on farms and in selected instances at the MOAC Research Station. All trials have both a production and marketing purpose and produce will be sold when trials yield sufficient quantities for marketing. The types of trials planned include establishment, variety and time of planting trials for various cultivators of the targeted CAPM crops.

J. Production and Marketing Activities

CAPM will provide technical assistance in production methods, crop selection, and in programmed planting for market demand. The project will train farmers in methods of grading, packing, marketing and shipping; and CAPM will work with FO committees and management to develop marketing strategies, identify specific markets, and assist with sales to selected buyers.

K. Monitoring and Reporting Activities

The CAPM Management Information System generates the information needed for monitoring and reporting. The present system will be evaluated and redesigned to yield the data necessary to monitor and report on the updated outputs as required by USAID. The system will provide quantitative information on production and marketing, on training activities, and on project management and accountability. While the MIS will focus on collecting and reporting on information required by USAID, it will also provide continuous valuable information to the contractor in implementing the project, to FO management, and to other institutions in the sub-sector.

L. CAPM Working Group

The CAPM Working Group (CWG) is the supervisory group for the project, providing advise and support. Meetings will be held quarterly. The CWG includes, but is not limited to: the MOAC Director of Agriculture (Chairman), representative from MEPD, MOAC Sr.Ag. Officer - Technical Services, representative MOAC Marketing Advisory Unit, MOAC National Subject Matter Specialist - Horticulture, MOAC Sr. Research Officer - Horticulture, representative Swazi Bank, Manager SFPM, representatives of participating FOs, MOAC Commissioner of Cooperatives, CAPM COP, CAPM MOS, and the USAID Project Manager.

M. Women in Development Activities

The CAPM project is open to women farmers who qualify for participation. To be eligible farmers must have access to irrigated land, be interested in commercial production and operate in one of the areas where CAPM does. CAPM currently has enrolled 42 women farmers, 18 percent of the total being assisted by CAPM. The percentage of women farmers is limited in the future because the areas where vegetable growing is expanding are areas where men are present on the farm instead of working as migrant workers in South Africa or in Swazi urban areas. However this is beneficial to the women in those families because the whole family is present and taking part in the farming operations. Nonetheless, CAPM will promote greater enrollment and participation of women farmers in the program as is possible in targeted communities.

The project will encourage FOs to involve women members of farming families in management activities and committees. A co-operative society Secretary is, under a typical Swazi co-op constitution, the executive officer for the society. The CAPM contractor will, where possible, encourage the employment of women in this or other management positions.

N. Project Sustainability and Achievement of Outputs

With the recent redirection of the CAPM project, the prospects for the project providing sustainable activities rest primarily on developing the capacity of farmers and the cooperative organizations. The organization must reach a level of sales that will financially support their required activities; and, members of the FO and key personnel of the packshed must understand and embrace the principals and underlying their business venture and their commitment to them.

Sustainability will require that production by member farmers be reliable and consistent, and that it reach a volume which will generate sufficient returns to fund the cooperative. Quality produce must be properly packaged will need to be marketed effectively. Farmers will need to understand the need to be patient and loyal to their organization. To accomplish these things will require appropriate technical training, and considerable encouragement and support to the budding cooperatives. The mix of crops grown will likely have to be expanded and the area grown of the major crops currently being produced. New and improved marketing arrangements will need to be explored and developed.

Time is a key sustainability element which cannot be overlooked. Given the current status of FOs, long-term sustainability of these organizations after the project ends is problematic due to the limited time remaining to provide assistance to the FOs for repetitive on-the-job training and for reaching a volume of sales that will generate the necessary income. While the EOPS and project outputs can be achieved within the duration of the project, sustaining these in the long run will most probably require additional outside support for several more seasons. The project's relatively short extension (March 1994 - November 1995) was exacerbated by the lengthy time required to complete the project amendment and contract modification. The project must and will make strong efforts to provide what training is possible toward FO sustainability, while concurrently helping to identify and involve other institutions/organizations who will assist the FOs after USAID support ceases.

Winter is the major season for vegetable production in the areas the project is focusing. The majority of the most profitable markets currently identified exist at this time. Two winter seasons are available during the period of the project extension, with the first winter season already well underway. Many of the required steps to establish the FOs and to develop a production and marketing plan had to be made before a full complement of team members could be fielded. As a result, much of the preliminary training of farmers and preparation of packsheds are just being carried-out, and harvesting and marketing of programmed crops is already underway. The need to carry out all timely seasonal production marketing activities creates a conflict with systematic FO training activities now underway that would be better completed during the off-season. However, most of the technical training will be of the hands-on type, being best accomplished during the production and packing season.

CAPM will need to constantly re-evaluate itself and make adjustments as are necessary in order to succeed. It is important that

the project promote development of strong linkages with the MOAC (Extension, Research, and Cooperative sections), NAMBoard and other entities to increase the prospect for farmer support after the project. Progress has been made in this regard already but much more effort will be needed to overcome any negative images of the project which had developed in the past.

O. Project Closeout Activities

In preparation of project close-out, the COP will be responsible for preparing a schedule for the necessary steps that will need to occur. This plan will be used by the Chemonics field team and the home office to coordinate close-out activities. The schedule will cover plans to repatriate the field team where appropriate, the disposition of equipment, and final sorting and distribution of project files.

Final reports will be prepared and presented as required. These include End of Tour reports kby long term expatriate team members, Procedural Manuals for the packshed operation, and the CAPM Final Report.

SHORT TERM LEVEL OF EFFORT

Below is a list of short term technical assistance that may be required during the life of the project. This list is based on projected needs as seen at this point in time. The development of farmer organizations engaged in programmed production and marketing of the resulting produce presents many challenges that cannot always be anticipated before-hand. For this reason final determination of the type of technical support required and if and when it is required will need to be made during the implementation process. It may be possible that some of the short term level of effort should be converted to an additional long term position. In requesting consultants care will be taken to unduly disrupt on-going project activities or to cause deviation from project focus.

EXPATRIATE SUPPORT (21 person months)

A. Data Management/Information Specialist

Duties: Review data collection and management system to fit project extension EOPs, Outputs, and general report requirements of the project. Make recommendations for modifications as necessary. Provide relevant training to data management specialist.

Duration: One month

Timing: July/August 1994

B. Marketing Specialist

Duties: Overall responsibility for selling of produce for the FOs. Survey marketing to determine the best opportunities, looking especially for special niche markets. Training selected FO members in market considerations. Developing selling terms, with direct involvement of the FO representatives, and reaching agreements with buyers.

Duration: A total of 12 to 15 months with possible It is possible that this position be converted to a long term one.

Timing: July through December 1994; April through November 1995.

C. Grading, Packing, and Record Keeping Advisor

Duties: Oversee the packing of vegetables into the required packages as determined by selected markets. Train packshed

employees in the related jobs and assist in the development of operational manuals for the packsheds. Oversee the recording keeping system designed for the farmer organization, train appropriate personnel in use of the record keeping system, and ensure that records are being properly maintained.

Duration: A total of 6 months involving two separate assignment, one in mid-1994 and one in mid-1995.

Timing: August through October 1994; July through September 1995.

D. Post Harvest Handling Specialist

Duties: Assess the needs for improved handling methods of fresh produce by the farmer organizations and by project related local buyers of the produce.

Duration: A total of one to two months

Timing: June to July 1995.

E. Pest Management Specialist

Duties: Assist in developing insect and disease control recommendations for crops selected by the project for production. Control methods are to be based on a integrated pest management approach. Assist in training farmers in the use of control practices. Provide support to produce a vegetable production guide.

Duration: A total of one to two months

Timing: May to June 1995

F. Technical Advisor/Agribusiness Specialist

Duties: Assist in the development of final reports and assist the COP in the close-out of the project.

Duration: Two months

Timing: October and November 1995

LOCAL SHORT TERM SUPPORT

A. Legal Advisor

Duties: Assist the project in the formation of legally registered farmer organization, to include the development of by-laws and other legal documents required for the operation of the organizations. Assist in training organization members in duties and responsibilities to the

organizations. Provide legal advice to the project as appropriate.

Duration: One to two months, intermittently.

Timing: Mainly during the early months of the project extension and other times as circumstances require.

B. Sustainability Workshop Facilitator

Duties: Help plan and conduct a workshop to address sustainability of commercial horticultural production by farmers and that of the farmer organizations being formed by the project as functional operations. Prepare proceedings of the workshop, summarizing recommended sustainability strategies.

Duration: One month

Timing: October and November 1994

C. Farmer Organization Trainer

Duties: Train general membership, committee members and packshed management of the farmer organizations. Topics for training will include responsibilities to the organizations, marketing concepts, budgeting considerations for the organizations and for individual farmers. General lesson plans will be developed by the CAPM team, in some cases using short term support.

Duration: Two months, intermittently

Timing: Various times throughout the life of the project.

D. Report Preparation Advisor

Duties: Assist in reviewing and analysis of data and the preparation of Project Implementation Report.

Duration: Two to three weeks

Timing: September 1994

E. Farm Management Advisor

Duties: Assist project to train individual farmers in basic farm management, including production records and financial accounts. May also assist with the development and maintenance of a farmer organization record system. This position may be filled with an internationally recruited advisor, depending on the ability to find a suitable local candidate.

Duration: Two to three months

Timing: September to November 1994

Not all of the months of short term level of effort budgeted for in Modification 29 are accounted for in the above lists. As stated at the beginning of this section, final determination for the need for additional technical support must be made as implementation of the project presents unique challenges. It is important that this preliminary schedule of short support allows for that opportunity.

SECTION III

PLANNED OUTPUTS AND ACTIVITIES - 1994

FIRST YEAR WORKPLAN APR 94-DEC 94

PLANNING ACTIVITIES

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	
Submit LOP and First Year Work Plan COP,HO								Submit Final Work Plan COP,HO	
Complete Packhouse Facilities Development Plans. MOS, FAAs									
Reassess Farmer Organisation Training Needs. MOS, FOA, FAAs								Reasses Production Training Needs HS,PA,FAAs	
	Update Training Plans HS,PA								Update Training Plans HS, PA
Reassess Winter Season Strategic Marketing Plan. MOS		Reassess Summer Season Strategic Marketing Plan. MOS							Design Winter Season Strategic Marketing Plan. MOS
Refine Winter Season Marketing Strategy and Production Calender. MOS,FAO,FAAs HS,Pa,APA,FAAs			Refine Summer Season Marketing Strategy and Production Calender. MOS,FOA,FAAs HS,Pa,APA,FAAs						

FIRST YEAR WORKPLAN APR 94-DEC 94

PLANNING ACTIVITIES Continued.....

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94
	Adapt Winter Season Strategic Marketing Plan to Changes in Market Demand COP, MOS, FOA, FAAs							
	Modify Production Plans Plans to Market Changes. HS, PA, APA							
Design and Refine Secure System for Collecting Produce Payments from Buyers or Commission Agents. Design and Refine Farm to Collection Center/Packhouse Transport System. Design and Refine Collection Center/Packhouse to Market Transport System. Design and Refine Security and Record Keeping System for Associations. Design and Refine Systems for Association Management. MOS, FOA, FAAs								
Finalize Business Plans								
	For NRDA FO MOS,FOA,FAA							
		For S-S Growers. MOS,FOA,FAA						
			For Vuvulane Co-op Vegetable Division. MOS,FOA,FAA					

FIRST YEAR WORKPLAN APR 94-DEC 94

PLANNING ACTIVITIES Continued.....

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94
			Design Summer Melon Variety Trails. Determine Need for Other Summer Trails. HS,MOAC Research					
			Design Onion Establishment Onfarm Trails. Design Onfarm Herbicide Trails. Design Alternate Jamming Tomato Variety Trails.					
			Design Summer Season Marketing Strategy and Production Calendar. MOS,FOA,FAAs HS,PA,APA,FAAs					
First Visit		Design Domestic and Regional Markets and Prepare Strategic Plans STTA Marketing Information Specialist Second Visit					Third Visit	

FIRST YEAR WORKPLAN APR 94-DEC 94

COORDINATION ACTIVITIES

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	
<p>Report to Seek Guidance and Directin From MOAC Director of Agriculture And Extension and USAID Project Manager.</p> <p>Schedule, Prepare Agenda, Participate CAPM Working Group Meetings Quarterly</p>									
<div style="border: 1px solid black; padding: 2px; display: inline-block;">CWG Meets</div>			<div style="border: 1px solid black; padding: 2px; display: inline-block;">CWG Meets</div>			<div style="border: 1px solid black; padding: 2px; display: inline-block;">CWG Meets CCP</div>			
<p>Participate in Activities of the Horticultural Campaign Committee HS</p> <p>Liase and Exchange Marketing Information with MOAC Marketing Advisory Unit MOS,FAO</p> <p>Liase and Exchange Marketing with NAMBoard and SFPM MOS,DMS</p>									

FIRST YEAR WORKPLAN APR 94-DEC 94

COMMODITY PROCUREMENT ACTIVITIES

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94
Complete Renovations and Equip Packing Facilities at Three Sites MOS, FOA, FAAs, Admin								
		Test Packing Facilities S-S NRDA VIF MOS,FOA,FAAs						
		Receive Vehicles and Caravans COP,ADMIN						
		Receive Lug Boxes Pallets, etc MOS,FAO FAAs,ADMIN						
		Install 2 Telephone Lines, Fax Machine, PC and Other Office Equipment at 3 Packhouse Sites. MOS,FAO,ADMIN						
		Install Secure Facilities for Office Equipment, Cash and Essential Records Including Safes if Needed. COP,MOS,FOA,ADMIN						

FIRST YEAR WORKPLAN APR 94-DEC 94

TECHINICAL ASSISTANCE AND TRAINING ACTIVITIES

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94
Packhouse Observation Tour RSA	Fellow Membership Vision Training		Farm Management Specialist			Horticultural Production Specialist STTA		
<p>Train FO Committees, Management and Staff in Post Harvest Technology Train FO Membership the Organisational Aspects. Train FO Committees, Management and Staff in Record Keeping and Financial Procedures. Train FO Committees in their Organizational Authorities and Responsibilities. MOS,FOA,STRIDE,BMEP,SBGTA,FAAs,Local STTA Trainers.</p> <p>Implement Marketing Information System Targeted to FOs. Train FO Committee Members and Managers in MIFS use. MOS,FOA,STRIDE,BMEP,SBGTA,FAAs, Local STTA Trainers.</p> <p>Conduct Workshops, Observation Tours, Packhouse Field Days. MOS,FOA,FAAs</p> <p>Advise Managements of Agribusiness Support Enterprises. MOS,SBGTA,FOA</p> <p>Create, Add to and Continually Revise and Update Operations Manuals for Each of Three Farmer O Refine Operations Manuals for Each of Three Farmer Organizations.</p> <p>Prepare Business Support Materials. MOS,Local LTTA,COP,FOA,FAAs,SBGT</p> <p style="text-align: right;">Refine Business Support Materials. COP,FOA,FAAs,SBGTAA</p> <p style="text-align: center;">Prepare Production Guildelines Training Material HS,STTA Horticultural Specialist, MOAC Research</p>								

FIRST YEAR WORKPLAN APR 94-DEC 94

TECHINICAL ASSISTANCE AND TRAINING ACTIVITIES Continued.....

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94
Train Co-operative Secretaries and Packhouse Managers on Applicable Co-operative Constitutional Provisions, Inventory, Financial and Operational Record Keeping. MOS, STRIDE, FOA								
				Identify and Enrol Summer Season Growers. PA, APA, FAs. MOAC Extension		Develop summer Crop Pest Control Program. STTA Pest Control/IPM		
						Accelerate Summer Crop Production Program. STTA Horticultural Specialist		
						Provide Legal Advise to Associations Local STTA		
				Facilitate Association Buyer Contacts and Coordinate Collection Point/Packhouse to Market Transport and Association to Buyer/Consignee, Consignee Sales or Consignments. STTA Vegetable Trading Specialist				
				Assist MOS and FAO in Training Packhouse Managers and Crews for Startup Operations. STTA Vegetable Packing Advisor				

FIRST YEAR WORKPLAN APR 94-DEC 94

PRODUCTION AND MARKETING TRIALS

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94
Continue Winter Trials. HS,MOAC Research STTA Horticultural Specilaist PA,APA,FAs					Conduct Summer Trials HS,MOAC Research STTA Horticultural Specialist PA,APA,FAs			
PRODUCTION AND MARKETING OF VEGETABLES FOR THE FRESH MARKET								
Produce Winter Crop Vegetables. CAPM Growers								
Collect, Grade, Pack and Market Winter Crop Vegetables. Farmers' Organizations.								
						Produce Summer Crop Vegetables. CAPM Growers		
								Collect,Grade Pack and Market Summer Crop Vegetables. Farmers' Organizations

FIRST YEAR WORKPLAN APR 94-DEC 94

MONITORING ACTIVITIES

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94
<p>Maintain and Refine the Management Information System. Choose Indicators in Context of Project Goal and Purpose. Maintain Indicators for EOPS and Outputs. Monitor Semiannual Host Country Contribution. DMS</p> <p>Maintain Project Data Collection from CAPM Farmers, FOs, Secondary Sources COP,MOS,PA,APA,FOA,FA,FAAs</p>								

FIRST YEAR WORKPLAN APR 94-DEC 94

REPORTING ACTIVITIES

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94
Submit Monthly Financial Reports HD								
Prepare and Submit Monthly Summary on Progress toward Outputs and EOPS COP,DMS								
Prepare Semiannual Progress Reports (PIRs) COP,MOS,PA,FOA,DMS								
Submit PIR CCP								

SECTION IV

PLANNED OUTPUTS AND ACTIVITIES - LOP

LIFE OF PROJECT WORKPLAN: COMMERCIAL AGRICULTURE PRODUCTION AND MARKETING PROJECT, APRIL 1994-NOV 1995.

STARTUP ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
Hire Expat LT TA HO																			
Expat LLTA Begin Working COP/HS,MOS																			
Hire All Local LT TA COP																			
Local LLTA Begin Working PA,FOA APA,FAA,FAAs ADMIN, DMS Other Staff																			
Initiate Commodity Purchases ADMIN,HO																			
<div data-bbox="342 736 523 832" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;"> Modify MIS to Fit Updated EOPS,Outputs Work Plans. Update Baseline. STTA MIS Specialist </div>																			

PLANNING ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
Submit LOP and First Year Work Plan COP,HO									Submit Final Work Plan. COP,HO										
Complete Packhouse Facilities Development Plans. MOS,FAAs																			
Reassess Farmer Organization Training Needs. MOS,FOA,FAAs							Reassess Production Training Needs HS,PA,FAAs					Reassess Farmer Organization Training Needs. MOS,FOA,FAAs							
Update Training Plans HS,PA							Update Training Plans HS,PA					Update Training Plans HS,PA							
Reassess Winter Season Strategic Marketing Plan. MOS		Reassess Summer Season Strategic Marketing Plan. MOS																	
Refine Winter Season Marketing Strategy and Production Calendar. MOS,FOA,FAAs HS,Pa,APA,FAAs			Refine Summer Season Marketing Strategy and Production Calendar MOS,FOA,FAAs HS,Pa,APA,FAAs			Design Winter Season Strategic Marketing Plan. MOS			Prepare Winter Season Marketing Strategy and Production Calendar MOS,FAO,FAAs HS,PA,APA,FAAs			Reassess Summer Season Strategic Marketing Plan. MOS				Refine Winter Season Marketing Strategy and Production Calendar. MOS,FOA,FAAs HS,Pa,APA,FAAs			

LIFE OF PROJECT WORKPLAN: COMMERCIAL AGRICULTURE PRODUCTION AND MARKETING PROJECT, APRIL 1994-NOV 1995.

PLANNING ACTIVITIES Continued

APR94	MAY94	JUN94	JUL94	AUG94	SEP94	OCT94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
Adapt Winter Season Strategic Marketing Plan to Changes in Market Demand COP, MOS, FOA, FAAs							Adapt Summer Season Marketing Strategy to Changes in Market Demand. COP, MOS, FOA, FAAs												
Modify Production Plans Plans to Market Changes. HS, PA, APA											Modify Production Plans in Response to Market Changes. HS, PA, APA								
Design and Refine Secure System for Collecting Produce Payments from Buyers or Commission Agents. Design and Refine Farm to Collection Center/Packhouse Transport System. Design and Refine Collection Center/Packhouse to Market Transport System. Design and Refine Security and Record Keeping Systems for Associations. Design and Refine Systems for Association Management. MOS,FOA,FAAs																			
Finalize Business Plans																			
For NRDA FO MOS,FOA,FAA																			
For S-S Growers. MOS,FOA,FAA																			
For Vuvulane Co-op Vegetable Division. MOS,FOA,FAA																			
Design Summer Melon Variety Trials. Determine Need for Other Summer Trials. HS,MOAC Research																			
Design Onion Establishment Onfarm Trials. Design Onfarm Herbicide Trials. Design Alternate Jamming Tomato Variety Trials							Design Sweet Corn Variety Trials. Design Sweet Corn Time of Planting Trials. Assess Need for Other Winter Season Trials. HS,MOAC Research												
Design Summer Season Marketing Strategy and Production Calendar. MOS, FOA, FAAs HS,PA,APA,FAAs																			
First Visit							Describe Domestic and Regional Markets and Prepare Strategic Plans STTA Marketing Information Specialist Second Visit							Third Visit					

LIFE OF PROJECT WORKPLAN: COMMERCIAL AGRICULTURE PRODUCTION AND MARKETING PROJECT, APRIL 1994-NOV 1995.

COORDINATION ACTIVITIES

APR94	MAY94	JUN94	JUL94	AUG94	SEPP4	OCT94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
Report to Seek Guidance and Direction From MOAC Director of Agriculture And Extension and USAID Project Manager. Schedule, Prepare Agenda, Participate CAPM Working Group Meetings Quarterly																			
CWG Meets				CWG Meets				CWG Meets COP				CWG Meets				CWG Meets			

APR94	MAY94	JUN94	JUL94	AUG94	SEPP4	OCT94	NOV94	DEC94	JAN95	FEB95	MAR95	APR95	MAY95	JUN95	JUL95	AUG95	SEP95	OCT95	NOV95
Participate in Activities of the Horticultural Campaign Committee HS Liase and Exchange Marketing Information with MOAC Marketing Advisory Unit MOS,FOA Liase and Exchange Marketing Information with NAMBoard and SPPM MOS,DMS																			

COMMODITY PROCUREMENT ACTIVITIES

Complete Renovations and Equip Packing Facilities at Three Sites MOS,FOA,FAAs,Admin	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; padding: 5px;"> Order Vehicles and Caravans USAID </td> <td style="padding: 5px;"> Test Packing Facilities S-S NRDA VIF MOS,FOA,FAAs Receive Vehicles and Caravans COP,ADMIN </td> </tr> <tr> <td style="padding: 5px;"> Order Lug Boxes Pallets, etc. etc. COP,Admin </td> <td style="padding: 5px;"> Receive Lug Boxes Pallets, etc. etc. MOS,FOA FAAs,ADMIN </td> </tr> <tr> <td style="padding: 5px;"></td> <td style="padding: 5px;"> Install 2 Telephone Lines, Fax Machine, PC and Other Office Equipment at 3 Packhouse Sites. MOS,FOA,ADMIN </td> </tr> <tr> <td style="padding: 5px;"></td> <td style="padding: 5px;"> Install Secure Facilities for Office Equipment, Cash and Essential Records including Safes if Needed. COP, MOS,FOA,ADMIN </td> </tr> </table>	Order Vehicles and Caravans USAID	Test Packing Facilities S-S NRDA VIF MOS,FOA,FAAs Receive Vehicles and Caravans COP,ADMIN	Order Lug Boxes Pallets, etc. etc. COP,Admin	Receive Lug Boxes Pallets, etc. etc. MOS,FOA FAAs,ADMIN		Install 2 Telephone Lines, Fax Machine, PC and Other Office Equipment at 3 Packhouse Sites. MOS,FOA,ADMIN		Install Secure Facilities for Office Equipment, Cash and Essential Records including Safes if Needed. COP, MOS,FOA,ADMIN
Order Vehicles and Caravans USAID	Test Packing Facilities S-S NRDA VIF MOS,FOA,FAAs Receive Vehicles and Caravans COP,ADMIN								
Order Lug Boxes Pallets, etc. etc. COP,Admin	Receive Lug Boxes Pallets, etc. etc. MOS,FOA FAAs,ADMIN								
	Install 2 Telephone Lines, Fax Machine, PC and Other Office Equipment at 3 Packhouse Sites. MOS,FOA,ADMIN								
	Install Secure Facilities for Office Equipment, Cash and Essential Records including Safes if Needed. COP, MOS,FOA,ADMIN								

LIFE OF PROJECT WORKPLAN: COMMERCIAL AGRICULTURE PRODUCTION AND MARKETING PROJECT, APRIL 1994-NOV 1995.

TECHNICAL ASSISTANCE AND TRAINING ACTIVITIES

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	JAN 95	FEB 95	MAR 95	APR 95	MAY 95	JUN 95	JUL 95	AUG 95	SEP 95	OCT 95	NOV 95										
Packhouse Observation Tour RSA	Follow Membership Vision Training		Farm Management Specialist			Horticultural Production Specialist STTA			Strawberry Production Specialist					Post Harvest Specialist															
<p>Train FO Committees, Management and Staff in Post Harvest Technology Train FO Membership the Organizational Aspects. Train FO Committees, Management and Staff in Record Keeping and Financial Procedures. Train FO Committees in their Organizational Authorities and Responsibilities. MOS,FOA,STRIDE,BMEP,SBGTA,FAAs,Local STTA Trainers.</p> <p>Implement Marketing Information System Targeted to FOs. Train FO Committee Members and Managers in MIFS use. MOS,FOA,STRIDE,BMEP,SBGTA,FAAs,Local STTA Trainers.</p> <p>Conduct Workshops, Observation Tours, Packhouse Field Days. MOS,FOA,FAAs</p> <p>Advise Managements of Agribusiness Support Enterprises. MOS,SBGTA,FOA</p> <p>Create, Add to and Continually Revise and Update Operations Manuals for Each of Three Farmer O Refine Operations Manuals for Each of Three Farmer Organizations. Prepare Business Support Materials. Refine Business Support Materials. MOS,Local LTTA,COP,FOA,FAAs,SBGT COP, FOA, FAAs, SBTAA</p>																													
															<div style="border: 1px solid black; padding: 5px;"> Handover Completed Manuals and Support Materials to USAID, Associations, MOAC, NAMBoard. </div>														
<p>Prepare Production Guidelines Training Material HS,STTA Horticultural Specialist, MOAC Research</p>																													
<div style="border: 1px solid black; padding: 5px;"> Train Co-operative Secretaries and Packhouse Managers on Applicable Co-operative Constitutional Provisions, Inventory, Financial and Operational Record Keeping. MOS,STRIDE,FOA </div>						<div style="border: 1px solid black; padding: 5px;"> Identify and Enrol Summer Season Growers. PA,APA,FAAs MOAC Extension </div>				<div style="border: 1px solid black; padding: 5px;"> Identify and Enrol Winter Season Growers. PA,APA,FAAs MOAC Extension </div>				<div style="border: 1px solid black; padding: 5px;"> Develop Summer Crop Pest Control Program. STTA Pest Control/IPM </div>						<div style="border: 1px solid black; padding: 5px;"> Accelerate Summer Crop Production Program. STTA Horticulture Specialist </div>				<div style="border: 1px solid black; padding: 5px;"> Provide Legal Advice to Associations Local STTA </div>					
<div style="border: 1px solid black; padding: 5px;"> Facilitate Association Buyer Contacts and Coordinate Collection Point/Packhouse to Market Transport and Association to Buyer/Consignee Consignee Sales or Consignments. STTA Vegetable Trading Specialist </div>						<div style="border: 1px solid black; padding: 5px;"> Peak Harvest Winter Pest Control. STTA Pest Control/IPM </div>																							
<div style="border: 1px solid black; padding: 5px;"> Assist MOS and FAO in Training Packhouse Managers and Crews for Startup Operations. STTA Vegetable Packing Advisor </div>																													

LIFE OF PROJECT WORKPLAN: COMMERCIAL AGRICULTURE PRODUCTION AND MARKETING PROJECT, APRIL 1994-NOV 1995.

PRODUCTION AND MARKETING TRIALS

APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	JAN 95	FEB 95	MAR 95	APR 95	MAY 95	JUN 95	JUL 95	AUG 95	SEP 95	OCT 95	NOV 95
Continue Winter Trials. HS,MOAC Research STTA Horticultural Specialist PA,APA,FAAs								Conduct Summer Trials HS,MOAC Research STTA Horticultural Specialist PA,APA,FAAs				Conduct Winter Trials HS,MOAC Research STTA Horticultural Specialist PA,APA,FAAs							
PRODUCTION AND MARKETING OF VEGETABLES FOR THE FRESH MARKET																			
APR 94	MAY 94	JUN 94	JUL 94	AUG 94	SEP 94	OCT 94	NOV 94	DEC 94	JAN 95	FEB 95	MAR 95	APR 95	MAY 95	JUN 95	JUL 95	AUG 95	SEP 95	OCT 95	NOV 95
Produce Winter Crop Vegetables. CAPM Growers																			
Collect, Grade, Pack and Market Winter Crop Vegetables. Farmers' Organizations																			
						Produce Summer Crop Vegetables. CAPM Growers													
						Collect, Grade, Pack and Market Summer Crop Vegetables. Farmers' Organizations													
										Produce Winter Crop Vegetables. CAPM Growers									
										Collect, Grade, Pack and Market Winter Crop Vegetables. Farmers' Organizations									

