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**EIGHTH SEMI-ANNUAL/
END OF FOURTH YEAR**

PROGRESS REPORT

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Agribusiness Development Centre (ADC)
Uganda's Investment in Developing Export Agriculture (IDEA) Project

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LIST OF ACRONYMS

ADB	Africa Development Bank
ADC	Agribusiness Development Center
AIMS	Agribusiness Impact Monitoring Systems
ANEPP	Agricultural Non-Traditional Export Promotion Program
ANR	Agricultural/Natural Resources Office, USAID
APDF	The Africa Project Development Facility
ARC	Agricultural Resource Center
ATAIN	Agribusiness Training and Input Network
AT (U)	Appropriate Technology, Uganda
BAF	Business and Finance
BAT	British American Tobacco
BOU	Bank of Uganda
BUCADEF	Buganda Kingdom Development Fund
BUFA	Bugangaizi Farmers' Association
CAA	Civil Aviation Authority
CAEC	Continuing Agriculture Education Centre
CAF	Consultant Access Fund
Cal Poly	California Polytechnic University at San Luis Obispo
CBMS	Community Based Marketing System
CDP	Cocoa Development Programme
CEI	Commodity Exports International Limited
CIAT	Central Internacional de Agricultura Tropical
COLEACP	Organization for Promotion of European imports of Fresh Fruits and Vegetables from African, Caribbean and Pacific Countries
CLS	Contractor Logistical Support
CO	Contracts Officer
COP	Chief of Party
COTR	Contract Officer's Technical Representative
DCI	Development Consultants International Limited
DFCU	Development Finance Company of Uganda
EADB	East Africa Development Bank
ECABREN	East and Central African Bean Research Network
EIR	Environmental Impact Review
EOPS	End of Project Status
ET	Education and Training
EU	European Union
FAO	Food and Agriculture Office, United Nations
FEWS	Famine Early Warning System
FY	Financial Year
GDP	Gross Domestic Product
GOU	Government of Uganda
HO	Home Office
HORTEXA	Uganda Horticultural Exporters Association

HV	High Value
IDEA	Investment in Developing Export Agriculture
IARCs	International Agricultural Research Centres
IEE	Initial Environmental Examination
IFCD	Irish Foundation for Cooperative Development
IITA	International Institute for Tropical Agriculture
ISC	IDEA Steering Committee
KARI	Kawanda Agricultural Research Institute
KREDA	Kamuli Rural Enterprise Development Association
LAWODA	Lira Apac Women's and Orphans Development Association
LIWODA	Luuka Iganga Women Development Association
LOE	Level of Effort
LOP	Life of Project
LTTA	Long Term Technical Assistance
LV	Low Value
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
M&E	Monitoring and Evaluation
MPEP	Ministry of Planning and Economic Development
MKIS	Market Information Services
MPED	Ministry of Planning and Economic Development
MTAC	Management Training and Advisory Centre
MTEA	Multi-purpose Training and Employment Association
MNS	Market News Service
MTI	Ministry of Trade and Industry
MU	Makerere University
MUFAF	MU Faculty of Agriculture and Forestry
NAARI	Namulonge Agricultural and Animal Research Institute
NARO	National Agricultural Research Organization
NEIC	National Environment Information Centre
NEMA	National Environment Management Authority
NSARWU	National Strategy for the Advancement of Rural Women in Uganda
NTAE	Non-Traditional Agricultural Export
PACD	Project Activity Completion Date
PHH	Post Harvest Handling
PM	Project Management
PP	Project Paper
PSF	Private Sector Foundation
PTA	Preferential Trade Area
PY	Project Year
PCV	Peace Corps Volunteer
RAMS	Rural Agricultural Marketing Systems
REE	Research, Education and Training
REDSO/ESA	Regional Economic Development Support Office/E & S Africa
RSA	Republic of South Africa
SA	Strengthening Associations
SAFAD	Silsoe Aid for Appropriate Development

SG 2000	Sasakawa-Global 2000
SO 1	Strategic Objective Number One
SOW	Scope of Work
STTA	Short-term Technical Assistance
TA	Technical Assistance
UAWMPE	Uganda Association of Women Mushroom Producers and Exporters
UCA	Uganda Cooperative Alliance
UCFA	Uganda Commercial Farmers Association
UDB	Uganda Development Bank
UEPB	Uganda Export Promotion Board
UFA	Uganda Floricultural Association
UFEA	Uganda Flowers Exporters Association
UGEA	Uganda Grain Exporters' Association
UHA	Uganda Honey Bee Keepers Association
UIA	Uganda Investment Authority
UIB	Uganda Institute of Bankers
UMA	Uganda Manufacturers Association
UMA/CIS	UMA/Consultancy and Information Services
UMI	Uganda Management Institute
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organisation
UNFA	Uganda National Farmers Association
UNVA	Uganda National Vanilla Association
UoI	University of Illinois
URA	Uganda Revenue Authority
USAID	United States Agency for International Development
USh	Uganda Shilling
USP	Uganda Seed Project
UWESO	Uganda Women's Effort to Save Orphans
VCF	Venture Capital Fund
VOCA	Volunteers in Overseas Cooperative Assistance
WB	World Bank
WFP	World Food Program

EXECUTIVE SUMMARY

1 0 INTRODUCTION

This report presents the eight semi-annual progress report of the Uganda's Investment in Developing Export Agriculture (IDEA) Project. It is also the fourth annual report and it covers the period April 1, 1998 through March 31, 1999. During the reporting period, the project continued to offer a wide range of professional expertise including crop production, market information, training, financial linkages, project management and evaluation. The ADC maintained close relationships with its collaborators including USAID, ISC, Government ministries - MTTI, MAAIF, public institutions - NARO, MU, financial institutions, other complementary projects - PL-480, FEWS, and the private firms and companies. Close links now also exist with NGOs and field resources. Both low value and high value activities have expanded and the client portfolio continues to increase. Additional commodities with export potentials continued to be identified. Overall, the project is on time and in a number of cases, LOP targets have been exceeded.

During the fourth annual work plan year, the project continued to face a number of strategic challenges. At the same time, the ADC developed an approach to respond to the challenges and identified strategic opportunities which have arisen from its successes and experience on the ground, and what was identified in the previous USAID evaluation of IDEA. The key strategic challenges/opportunities that continued to pervade the overall implementation of the project were increasing rural incomes, sustaining NTAE exports, financing NTAE expansion, strengthening NTAE associations, grants management, and counterpart funding.

The project's response to the above challenges has been to diversify the commodity mix and increase grassroots efforts through intensive field-level extension assistance over a broader geographic area, work in very close collaboration with the NGO and donor community, increase low value production and marketing on a sustainable basis, provide specialized support to existing firms, and promote sustainability by supporting new ventures.

ADC's ability to meet its goal and some of the challenges highlighted above, particularly sustaining NTAE exports was, however, hampered by the late start of the first season of 1998. As a result, most plantings took place late and most areas in the central and western parts of the country recorded much lower rainfall than in 1997. The situation during the second season of 1998 was not very different. This greatly affected yields particularly of maize, resulting in significant reduction in saleable surplus.

2 0 HIGHLIGHTS OF ACHIEVEMENTS

2 1 Progress Towards SO 1 On the LV side, over 43,000 mt of maize and 15,500 mt of beans were exported, giving a value of about US \$ 16.4 million. An estimated US\$ 3 million worth of maize and beans was channeled through the informal cross border trade. The national production estimates for maize and beans (based on ADC crop forecast meetings) were in the region of 300,000 - 360,000 mt and 130,000 - 170,000 mt respectively. Table (i) shows output, exports and farm gate values of maize and beans for the year 1998.

Table (i) Estimated Maize and Bean Outputs, Exports and Farm gate Values - 1998

Indicator	Maize	Beans
Estimated national output (mt)	330,000	150,000
Export volume (mt)	43,000	15,500
Export value (US \$ million)	10 66	5 74
Farm gate value (US \$ million)*	7 07	3 61

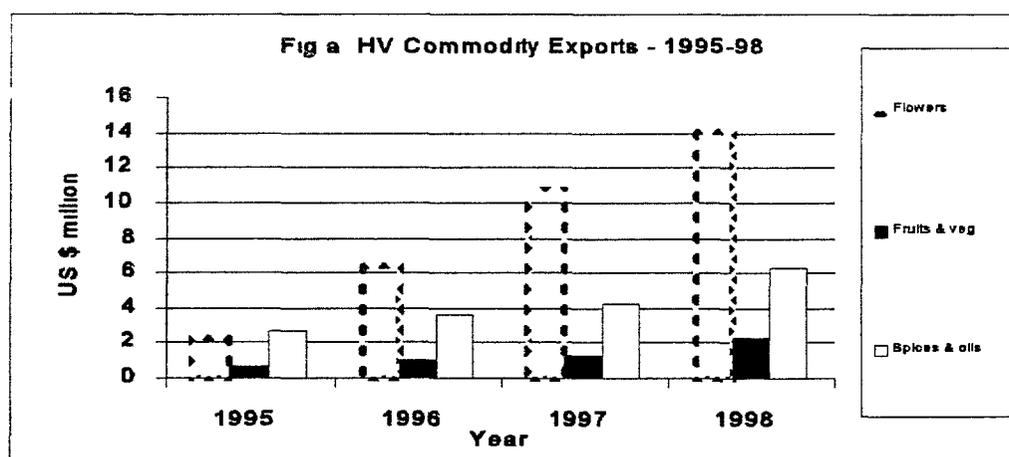
* Covers exported portion only

The export value of crops covered by the high value portfolio was over \$24 million FOB as given in Table (ii)

Table (ii) High Value Crop Exports 1995-98 (\$ mill FOB)

Product	LOP Target	1995 Value	1997	1998	% LOP Target
Cut flowers	5 00	2 30	10 79	14 02	280
Fresh fruit & veg	0 37	0 63	1 24	2 30	622
Spices	1 10	2 64	1 24	1 34	122
SUB-TOTAL	6 47	5 57	13 27	17 66	273
Papain	N/A	4 46	2 80	4 94	N/A
Cocoa	N/A	0 64	1 51	2 12	N/A
TOTAL HV NTAEs		10 67	17 58	24 72	N/A

From the above table, it may be noted that cut flower exports for 1998 were 280% over the original LOP target, fresh produce exports by air increased by 85% over 1997 and export of spices have increased more slowly than other crops although the FOB value for 1998 was estimated at \$1 34 which is 22% over the LOP target. Significant contribution came from vanilla exports which increased slightly to 30 tons following intensive market promotion by the ADC in 1997/98. Papain continued to do well with export value estimated at \$4 94 million in 1998. Cocoa exports were valued at \$2 12 million following a survey of traders/exporters. The trends in HV commodity exports is shown in Figure a below.



2.2 Reaching the Rural Producers The ADC has continued to utilise field demonstration as an avenue of reaching the rural producers and imparting appropriate technology to them. About 3,890 maize and bean demonstrations (both standard and commercial) were carried out during 1998 reaching a total of 116,000 farmers. There was a shift from using exclusively the site and district coordinators to focusing on adopters of demonstrated technologies. Adoption rates measured during the 1998 activities ranged from 30-90% for low input strategies such as line planting, weeding and plant population, while those for high input strategies such as fertilizer application range from 1-50%. Kapchorwa and Rakai districts recorded the highest rates of adoption among the participating farmers (85-90% for low input and 25-50% for high input) while districts such as Mbale, Masindi and Apac recorded moderate adoption rates (25-50% for low input and less than 5% for high input).



A typical field day at a demonstration site in the rural area. A number of farmers have adopted improved technology packages including use of improved seed, proper spacing and to a limited extent fertilizer application.

ADC partner groups continued to expand their activities, with SAFAD in Kamuli and IFCD in Rakai performing extremely well. Both organisations have received support from PL-480 and are working effectively in bean seed development. The BUCADEF graduation program has expanded its activity to involve 1,720 farmers, all now growing maize with a complete package of seed and fertilizers. Of these, 800 are now utilising their own funds and using rural stockists for their supplies. Additionally, some stockists are using the demonstration methods established by the ADC to promote their businesses.

The HV team continued to provide direct support to new and existing clients in all commodity groups. Capital intensive clients, for example in the flower and fresh produce industries, are able to provide stable, full-time employment opportunities for both skilled and unskilled labour with relatively low levels of individual attention by the ADC. Outgrower schemes for labour-intensive export crops such as passion fruit, selected vegetables, chilli and vanilla provide income in some of the poorest rural areas, and are receiving relatively high levels of assistance. It is estimated that increases in high value exports have provided income for more than 10,000 rural small holders and employees since the start of the project, which is three times the LOP target. The HV component is also using demonstration gardens as a means of technology transfer for vanilla, cocoa, bananas and chillies.

23 **Technical Assistance to NTAE Associations and Firms** ADC has continued to provide support to its clients in the production, marketing, technology transfer and input supply activities. During the year the project assisted over 85 clients (both associations and firms). With the assistance of PL-480, production support activity has increased and marketing activities have continued to centre around the farm to firm linkage. MTEA continued, under their USAID grant, to provide support to village level buying centres under a *Community Based Marketing System* (CBMS), supplying grain directly to the export centres. The first season of 1998 saw the procurement of 1,200 mt from 25 buying centres in 3 districts—namely Iganga, Bugiri and Kamuli. This product was purchased at a quality-based price premium to the farmer. Trading for the second season did not, however, take place as there was too little crop available due to an early cut-off to the second season rains.

New exporters continue to be added to the portfolio, particularly through the ADC monthly crop forecast meeting. Two new ATAIN distributor clients have been added for the first season of 1999 - one in Kasese and one in Kamuli. The exporter companies remain CEI, Magric, Lira Millers, Uganda Seed Project (USP) and IFCD in Rakai.

Four national HV associations, namely, HORTEXA (fresh produce), UFEA (flowers), UNVA (vanilla) and UHA (honey) received technical assistance, training and funding to strengthen their institutional capabilities. Fresh produce exporters have continued to receive assistance with market development, quality monitoring and general business advice. Regular meetings have been held with the HORTEXA executive committee to review and approve grant applications. HORTEXA has also been provided with a full-time field officer (HFO) under the IDEA/APDF consultancy fund, to provide management and agronomic advice to small-scale export growers. The HFO has been effective in improving field techniques for a range of fruits and vegetables, and has worked closely with HV to develop a target group of clients including two women's groups. A draft code of practice for all horticultural exporters (fresh produce and flowers) has been prepared in conjunction with COLEACP. IDEA has cost-shared on this activity. The code incorporates minimum social, environmental, food safety and quality standards which all export growers and exporters should meet to obtain certification.

UFEA received support for Ugaflor '98, the third national flower conference, which focused on the "way forward" for floriculture in Uganda, including codes of practice, varietal selection, direct marketing and re-financing. The HV team produced a detailed analysis of the commercial performance of all rose varieties grown in Uganda since 1993, which was well received by the conference participants and will provide valuable information for future investments. The second Diploma Course in Applied Tropical Floriculture was completed successfully in conjunction with UFEA and Makerere University.

Although field demonstrations and training have been continued with direct ADC support, the institutional structure of UNVA remains weak, with a low level of membership fees collected and services provided. Nevertheless, vanilla is performing well in Mukono and several other districts, and market prospects are good. An export of 25-30 tons of cured beans was achieved for 1998, a slight increase over 1997, but prolific flowering in August/September 1998 indicates a bigger harvest in 1999. Since this is a smallholder crop which is performing well, a detailed grant proposal for association strengthening has been prepared by UNVA, approved by the ISC and submitted to USAID.

There has been very little honey output from Uganda for the past year and the ADC is not encouraged to commit more resources in this sector. The Association has been assisted in undertaking field assessments of hives throughout Uganda. It exhibited its activities and products at the UMA Show. UHA uncovered a FAO grant for the honey industry in the MAAIF. Another grant from UNIDO has also been made available to assist with quality determination of Uganda honey.

- 2.4 Support to Research Activities** The LV component continued its support to NARO with emphasis on the development of improved materials to increase pest and disease tolerance in both the maize and bean programs. Tables (iii) and (iv) highlight the yield potential achieved for maize and beans respectively as summarised in the variety release data presented by the National Maize and Bean Programmes. On-farm fertilizer work continues to support the research observation of a change in N:P ratios. This has been done with the introduction of 23:23:0 basal fertilizers in some demonstrations and commercial fields. Although this may prove as effective, the economics still require investigation since the nutrient density of the product is lower than DAP (18:46:0) and MAP (11:52:0) currently being successfully used.

Table (iii) Current Official Maize Varieties and Yield Potential under well Managed Conditions

Variety	Maximum Yield Potential (kg per ha)		
	High Rainfall	Medium rainfall	Low rainfall
Longe 1	6,800	3,500	3,300
UH1	7,500	5,500	4,500
UH2	8,400	5,500	4,300
Sc625 *	9,300	5,300	4,000
Sc627 *	10,200	5,900	4,000

* Restricted release pending farmer comments through National Maize Programme

Table (iv) Bean Varieties Available Through Official Release

Bean Variety	Yield (kg/ha)	Comments
Released		
K132	1,315	Current popular large seeded
K131	2,085	Small seeded - not popular
K20	1,462	Old large seeded - to be phased out
New releases (Bush)		
POA 2	1,605	"Replacement" for K132
SUG 73	1,317	"Southern Africa" Universal type
UBR (92) 25 M2	2,500	White haricot canning type
New releases (Climbing)		
Vunikingi	3,875	}
Ngwinurare	3,861	} Climbers suited to high altitudes
Umubano	3,000	}

On the HV side, papain trials were completed in January 1998 and the demonstration trial program for horticultural crops at Kawanda was completed in November 1998. A new research activity to screen cocoa varieties and investigate IPM techniques was initiated in conjunction with the Coffee Research Centre at Kituza. Efforts continued during the fourth work plan year, to rehabilitate trials which were not being well maintained, and to improve standards of reporting. An agreement was reached with the National Banana Research Programme at NARO to take over supervision of the apple banana trials being carried out at OSU farm, and to extend the work to include matooke. Management of vanilla trials in Mukono improved following intervention by the UNVA coordinator and a private investor to set up a processing facility at Kasirye Agro-Mixed Farm. Field work on cymbopogon (Taimex) in Mpigi is continuing and pilot distillation equipment has been set up and tested.



A well maintained vanilla plant gives a yield of 2 kg of green beans per annum. The ADC has supported the vanilla industry through support to UNVA and exporters.

- 2.5 Market Linkage and Information Services** All necessary databases are now on-line either through fax subscription or internet. HV continues to receive daily price information for flowers and spices directly from the auctions and trade houses respectively. Regular analysis and distribution of market information through a weekly price bulletin has been continuously upgraded for all HV target crops. The Project is receiving 23 specialised technical journals which are made available to clients. Introductions to new buyers are made by the ADC on a regular basis for clients in all commodity groups, contributing significantly to new business. Information is shared with UEPB. Demand for market information continues to increase.

Similarly, the Field Crops MKIS activity has been hampered whilst a replacement candidate is being recruited for the position now that host country funds are available. Regular crop and market forecast meetings, however, continue to be held for the benefit of the industry. Regional and local sources of information continue to be utilised where available, although this has also suffered a set back with the cessation of PL-480 funding to the Market News Service (MNS) of the Ministry of Tourism, Trade and Industry (MTTI). Country-wide price reports now only come from ADC and associate organisations. This has led to a decline in coverage and regularity.

Representatives from UFEA, HORTEXA, and the ADC attended COLEACP regional meetings in Zimbabwe and Kenya to discuss EU marketing and codes of practice. The meetings were attended by European trade associations and buyer members of COLEACP, and gave valuable exposure to Uganda. The IDEA Project is a co-sponsor of the initiative for a harmonised code of practice for East and Southern Africa, ensuring that Uganda is taken seriously as an exporter to Europe, despite the late start in the business compared to Kenya and Zimbabwe. Technical support from Fintrac's UK office was also given to the Uganda Export Promotion Board (UEPB) to facilitate their attendance at the Royal Agricultural Show International Pavilion. As part of the training course on tropical floriculture, 15 supervisors, managers, owners and ADC representatives, visited Kenya and major auctions and flower importers in Holland.

Inward visits were made by representatives from BVH (Holland/flowers), Koos Mink (Holland/flowers), Deliflor (Holland/chrysanthemum), Highlow Supermarkets (Holland/fresh produce), Mack Multiples (UK/fresh produce - three visits). Representatives from UK supermarket chains (Tesco and Safeway) continue to visit the ADC, confirming success in putting Uganda on the map as a supplier. The top four UK supermarkets have all now visited the ADC and approved Uganda as a supplier of beans, passion fruit and potentially other produce.

2.6 Assistance to Outgrower Schemes Three active outgrower groups are currently receiving ADC support as shown in Table (v). Activity in Rakai under the IFCD partner group has added a useful outgrower concept in the district - that of seed production for local and inter-district sales. Bean variety K132 continues to be produced by the participating primary societies as seed and this has been consistently sold at a premium price to both local producers and the seed industry itself. This activity has been looked at favourably by the World Bank in developing its model for agriculture and will continue to receive support by the ADC as an outgrower activity.

ADF rebel activity in Kasese continues to limit field activity. Activity in Kasese in support of the UNFA production and extension activity has developed around the significant demand for seed. All of the off-take has ended up in commercial seed sales as a result of continued increased demand for bean seed of the new varieties.

Table (v) Support to Outgrower Programs

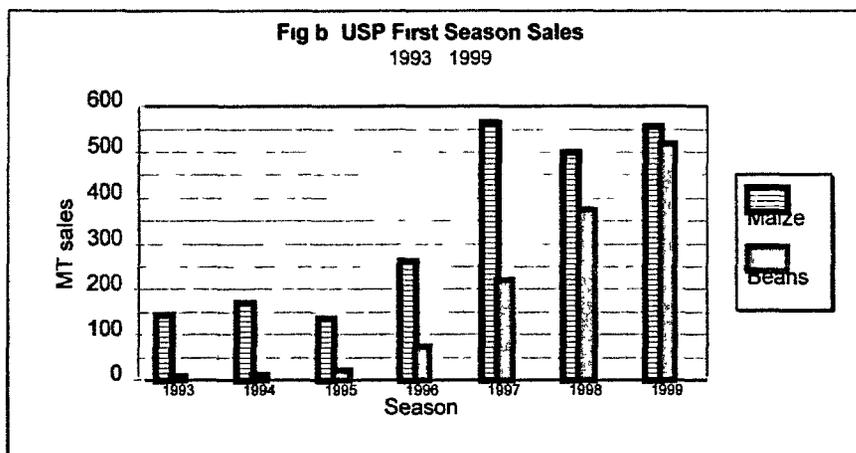
Program and location	Activity	Outputs
BUFA - Kibaale	Multiplication of white alubia and white pea beans	About 20 mt of white alubia beans and 220 mt of white pea beans were produced during the reporting period. An estimated \$86,000 was generated.
UNFA - Kasese	Production of white kidney and K131 beans	26 mt of white kidney and 168 mt of K 131 beans produced by 350 farmers. About \$80,000 in revenue was generated. Second season performance was less than expected due to early rainfall cutoff.
IFCD - Rakai	Production of beans for seed and food	A total of 350 mt of beans has been sold from this scheme, to both seed and commercial traders. Total revenue generated amounted to \$110 000. A high proportion sold into Rwandan market.

On the HV side, outgrower schemes for labour-intensive export crops such as passion fruit, selected vegetables, chilli and vanilla provide income in some of the poorest rural areas, and are receiving relatively high levels of assistance. Smallholder vanilla production has increased rapidly despite difficult market conditions. Chilli production is still lagging behind market potential, but the ADC has continued to provide technical assistance to small holders and it is hoped that production will improve in 1999.

2.7 Support to Commercial Maize Farming Operations Commercial maize farming has continued to receive ADC TA, with the continuation of the commercial farm school. During the work plan year, a total of over 20 commercial maize farming operations were assisted. Area under production for individual farms ranged from about 15 to over 100 hectares. In total, slightly over 2,500 ha of maize was grown under commercial maize production, giving an estimated output of about 6,200 mt.

2.8 Seed Multiplication Activity. USP has continued to dominate the seed supply sector over the last year, with satisfactory production of the maize composite Longe 1. In reacting to market pressure, USP has during the first season of 1999, put sufficient hybrid maize in the field to produce at least 100 mt of seed for sale during 1999 B season. This development is receiving attention from the Masindi Seed and Grain Growers Association (MSGGA) which is providing one staff member (actually the ADC district coordinator on partial secondment) to support field inspections at critical crop times. ADC TA continues to monitor this crop to ensure that the off-take is of the correct standard.

Overall, USP seed sales are represented in the figure below, summarised by first season sales, in order to effectively compare 1999 first quarter sales with historical data. As can be seen from the Figure b, maize sales have not achieved the first season sales of 1997, due to the adverse economic situation created by *El Nino* (1997/98) whereas bean sales continue to increase although donor intervention in the north of Uganda continues to have a negative impact on real private sector development.



Private sector activity has been encouraging with the registration of two private companies in the seed multiplication and distribution role. These are Harvest Seeds and Naseco Seed Company. Harvest is developing Longe 1 production capacity in parallel to USP and will be in the retail market for the 1999 B season. In addition, it has bean producer groups in Rakai (IFCD linkage) and it is also the company working on groundnut bulking options. It has

designed retail packing and a brand identity seed dressing. Additionally, it has imported from Zimbabwe 100 mt of hybrid seed that has come through the national testing program and is marketing this as a designated Seedco (Zimbabwe) partner company. Harvest producers include the Mubuku Irrigation Scheme in Kasese, where 30 ha of composite are being grown during the 1999 A season. The anticipated hybrid production will wait for inbred testing through NARO to be completed. Naseco has produced a small crop of excellent quality Longe 1 registered seed, which has gone to specific seed producers for both Harvest and USP. A total of 8 production groups or individuals were assisted with TA, basic seed, market outlet and PL-480 funding.

- 2.9 Input Supply Intervention** ATAIN activity has continued to promote input distribution at the village level. The training program has continued to receive support from the distributors and during the fourth work plan year, over Shs 122 and Shs 164 million of input sales were registered under the ATAIN program during the 1998 A and 1998 B seasons respectively. The number of stockists increased from 33 in 1998 A season to 62 in 1998 B season. Similarly, the number of districts covered doubled (from 6 to 12), showing a wider coverage. During 1998, inputs worth Shs 286 million were sold directly under the ATAIN program. In terms of reach, the program has served over 6,900 farmers through the establishment of 62 rural stockists. Training under the program has allowed stockists to improve their book keeping systems as well as improve their product knowledge. This has resulted in many stockists becoming more important in the extension chain.

At the beginning of 1999 A season, the number of rural stockists involved in the program was increased to 106. This increase has come from both the increases in stockists within established distributors and the addition of two new distributors - one in Kasese and one in Kamuli. The experience gained from this activity is being utilised by the Agricultural Modernisation Plan to determine scope for private sector involvement in a previously government controlled activity.

- 2.10 Provision of Business and Financial Services** During the work plan year, demand for assistance with finance mediation was fairly strong with 18 mediation interventions for 16 clients made. The portfolio of financial facilities sought remained cross-cutting and embraced input supply, production and export finance, had coverage of both low and high value crops, and its scope stretched from short-term loans and overdrafts to medium and long-term loans.

During the year, 10 applications, out of 16 referred to banks, were approved, 2 were rejected for specific reasons and the remaining applications are pending but with high possibility of approval. Also, ADC has been able to build teaming relationships with Cooperative Bank and Centenary Bank which, it is expected, will increase funds available for NTAE clients. Some clients are gradually enjoying privileged status with banks having secured and repaid their one-off short term loans. Such clients have accessed repeat loans, either on their own initiative or with minimum BAF mediation effort, at favourable charges and for relatively longer durations. Thus BAF intermediation efforts are helping to cultivate positive sustainable bank-client relationships which hitherto were inconceivable. Unfortunately, the banking system in Uganda is riddled with unscrupulous practices which may severely limit loan activity in the future.

2 11 NTAE Training and Support to Internship Programme The ADC training approach of being demand-driven and client-centred has gained popular support from the clientele and efforts have continued to ensure that training events are implemented as planned MUFAP especially the Continuing Agricultural Education Centre (CAEC) and MAAIF have continued to be involved in ADC training events

During the reporting period, 25 student interns were placed at 13 different NTAE sites and have accomplished their attachments. The sites included Fruits of the Nile, Mairye Estates, Mubuku Irrigation Scheme, Ankole Unga, Sukura, J&H Horticulture, Magric, Dembe Enterprises Ltd, Fruit Pack Ltd, Balton (U) Ltd, Cocoa Development Project, Royal Flowers Ltd, Post harvest & Horticulture Programs (KARI) and the National Maize and Bean Program (NAARI)

A total of 119,762 people (75,778 males and 43,984 females) were trained in various disciplines such as production techniques, post harvest handling, financial management, input marketing, quality control, etc. Most of the trainees were farmers, extension agents and input dealers. This includes 116,140 farmers who were reached through the maize and bean field demonstration program and field days. While most of the planned training events were conducted, there were few modifications from what was planned to match the new training demands from ADC clients.

3.0 THE WAY FORWARD

Interventions by the project continue to achieve impressive results in expanding NTAE growth for Uganda. Both growing seasons in 1998 were of relatively short duration, so this had a depressing effect on crop yields. The ADC has also witnessed a slowing down in the world economy, and large devaluations of currencies of competitor countries (e.g. Indonesia - vanilla, Zimbabwe - flowers, fruits & vegetables, Malawi - bird's eye chillies) which has eroded some of Uganda's market. At the same time, the Uganda shilling has also come under pressure, although it has not devalued to the extent of these other competitors. Uganda is still a small player in the international NTAE market place. However, there is considerable room for further expansion. One of ADC's challenges is finding serious clients. There is also the need for the sector to expand so there is adequate critical mass to enhance Uganda's competitive advantage. This NTAE growth has come at an important time where Uganda needs to diversify its export base to buffer against declining coffee receipts and world recession. There are also good employment/poverty eradication benefits from NTAE growth.

The ADC has developed a very good reputation as a centre of excellence in the NTAE sector, and in fact is the major supporter of this sector. It comprises a staff of highly dedicated professionals able to work directly with private sector clients. Our counsel is constantly sought by clients and by other donors and programmes. A challenge is to allocate the project's limited resources of TA and budget in a results-oriented manner. The focus of the ADC as it enters into the 5th work plan is to concentrate on commodities that can realize high gross values and generate high employment. Increased emphasis will be placed on cocoa and matoke. Some of the minor crops such as mushrooms, dried chilli, honey, etc which have required a high level of project input with only limited value generated will be de-emphasized, but not discarded. All efforts are being managed for results - achieving increase in rural incomes. Certainly NTAE growth has been a winner for Uganda, and this can be expanded many fold. Finally, the ADC has to be looking forward and planning for exercising the option to extend the project beyond the initial 5 years, which ends in February 2000.

1.0 INTRODUCTION

1.1 Overview

This report presents the eight semi-annual progress report of the Uganda's Investment in Developing Export Agriculture (IDEA) Project. It is also the fourth annual report and it covers the period April 1, 1998 through March 31, 1999. The report brings out progress by component and compares the planned and actual implementation of the various tasks.

The report is divided into three chapters with the first chapter highlighting the role, institutional environment and strategic challenges facing the project. Chapter 2 presents a detailed narrative of progress (by objective) made by components during the fourth work plan year. The Project's strategy, highlighting challenges and opportunities and an outlook into the future are presented in Chapter 3. Statistical annexes including AIMS, time lines and project indicators are brought out at the end of the report.

1.2 IDEA Project. Institutional Environment

1.2.1 Role and Institutional Framework The overall goal and purpose of the IDEA Project as brought out in the project and component objective trees (Figure 1 and Annex 1) is to increase incomes of rural men and women through increased production and marketing of selected non-traditional agricultural exports (NTAEs). The institutional framework of the IDEA project shown in Figure 2 depicts a close collaboration with the Contractor (USAID), public institutions (MTTI, MAAIF, NARO, MU), projects (PHH, FEWS) and the private sector. During the fourth work plan year, the ADC continued to offer a wide range of professional expertise including crop production, market information, training, financial linkages, project management and evaluation. A full list of the ADC long term professional staff is indicated in Annex 2.

1.2.2 IDEA Project STTA During the reporting period, there was a total of 8 STTA assignments and 5 purchase orders as shown in Tables 1 (a) and 1 (b).

Table 1 (a) ADC/IDEA Project STTA April 1, 1998 - September 30, 1998

Name	Assignments	LOE (days)
Dorian Rocco	Field demos on maize and beans	11
Christine Scypinski	Publications and development of field extension bulletins	36
Jackie Kavuma	Administrative Audit	7
Jackie Kavuma	Market prospects for confectionary peanuts	15
Roger White	Applied tropical floriculture training	16
Gideon Mishaely	Applied tropical floriculture training	20
Cynthia Benton	Crop protection against pests and diseases	22
James Riordan	Food security	21

Table 1 (b) ADC/IDEA Project Purchase Orders April 1998 - March 1999

Vendor	Period	Deliverable
MUFAF	June - Sept 1998	Internship Program
Safe Use Project	July 1998	Training Manual
MUFAF	Aug - Sep 1998	Applied Tropical Floriculture Training
Group of Independent Consultants	January 1998	Impact Assessment of Flowers
Clear Consult	January 1998	Impact Assessment on Fresh Produce

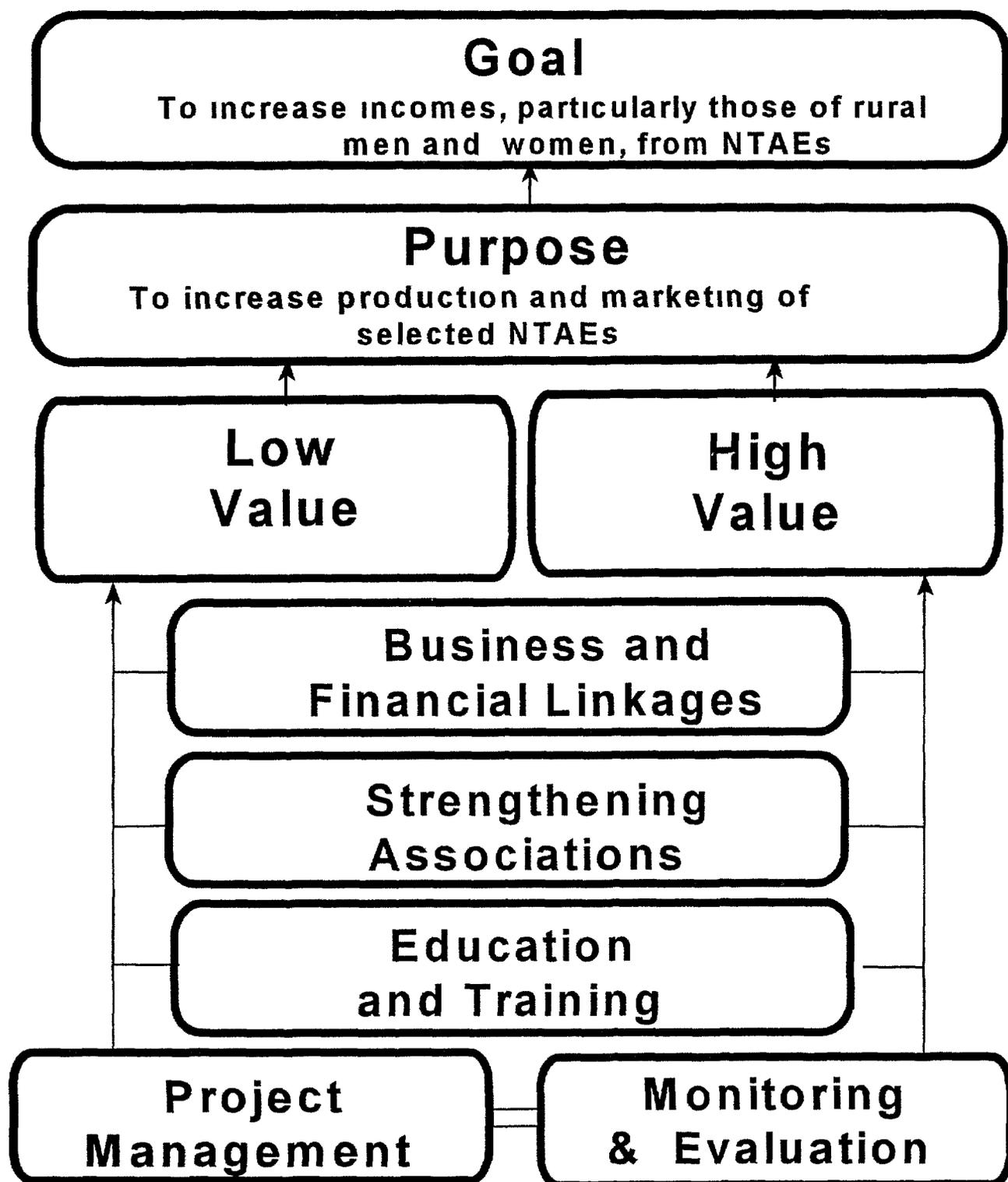
Six VOCA assignments were accomplished at 5 locations during the reporting period as shown in Table 2

Table 2 VOCA Assignments April '97 - March '98

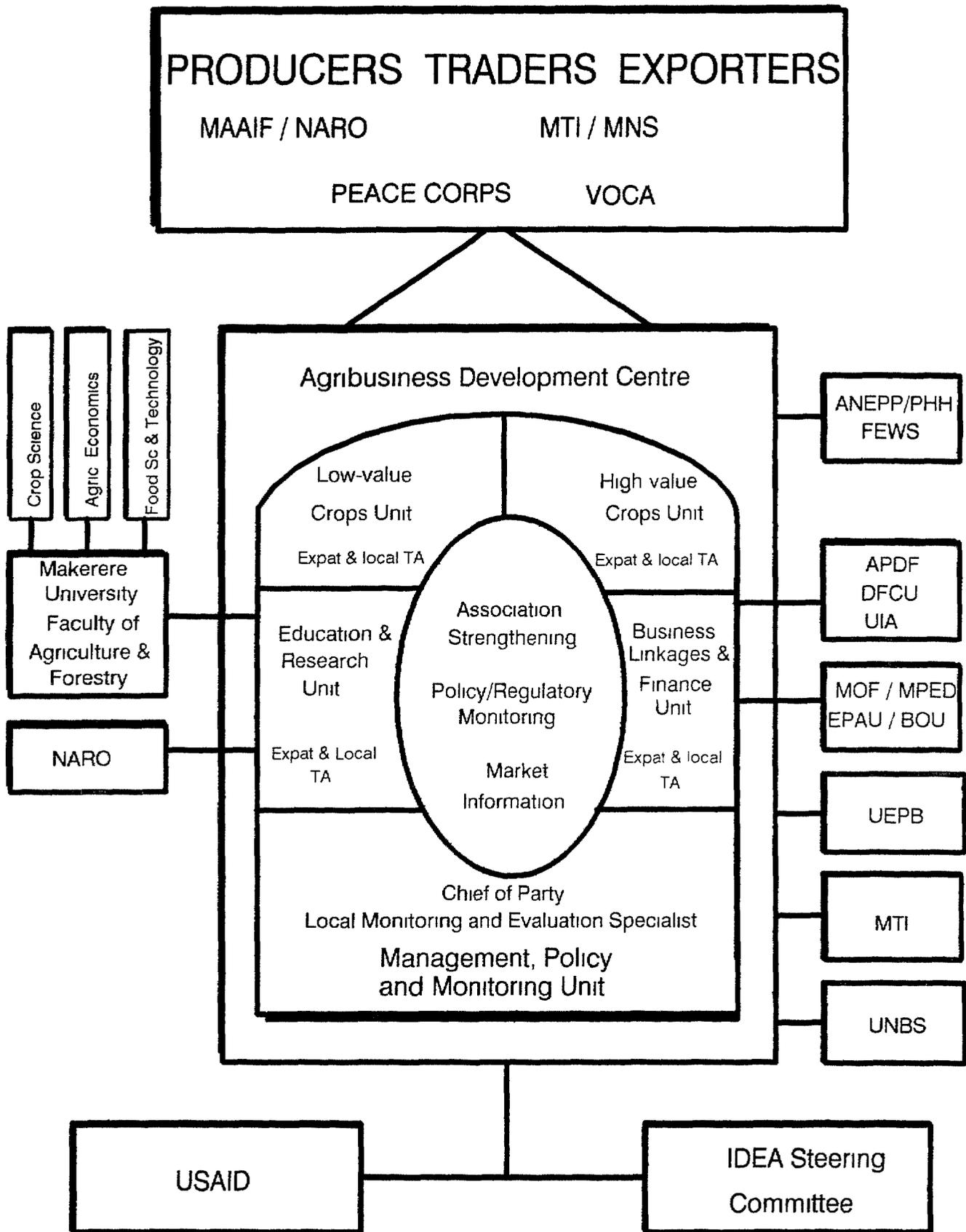
Name	Chents/Beneficiaries	LOE (weeks)
Ben Hatfield	Mubuku PHH	3
Ben Hatfield	IDEA Stockists/Crop Chemicals	4
Ben Hatfield	Mubuku PHH	3
David Kraybill	MU Alt PhD Agricultural Economics	4
Max Langham	MU Alt PhD Agricultural Economics	4
Jerry Warren	Input supply stockists Rakai General	6

In addition, the project was directly assisted with 5 Peace Corps Volunteers (PCVs), one in each of the districts of Kapchorwa, Mbale, Iganga, Kamuli and Kampala. Four of the PCVs ended their tours and were replaced with 3 newly inducted PCVs. Also, PCVs have been evacuated from their posts in Kasese and Lira due to terrorist activity.

Fig 1: IDEA Project Objective Tree



Institutional Environment of ADC / IDEA Project



1 3 Strategic Challenges and Opportunities

During the fourth annual work plan year, the project continued to face a number of strategic challenges. At the same time, the ADC developed an approach to respond to the challenges and identified strategic opportunities which have arisen from its successes and experience on the ground, and what was identified in the internal USAID evaluation of IDEA. The key strategic challenges/opportunities that pervade the overall implementation of the project are highlighted below:

- **Contributing to SO1 Raising Rural Incomes** Placing the increase in rural incomes at the highest strategic priority level of USAID means that IDEA must continually think in terms of “cause and effect.” Every project intervention needs to be aimed at the ultimate impact of increasing incomes at the level of rural producers, traders and exporters.

ADC’s response has been to diversify commodity mix and increase grassroots efforts through intensive field-level extension assistance over a broader geographic area. The ADC has worked in very close collaboration with the NGO and donor community and the strategic opportunity is to continue to leverage resources in this area. The project has also recognized the need for continued efforts on strengthening firms and assisting with forward and backward linkages.

- **Sustaining NTAE Exports** IDEA project’s strategic challenge is to increase low value production and marketing on a sustainable basis, decreasing dependency on donor relief purchases particularly for maize and beans. The approach is to concentrate on yield improvements with new varieties and improved inputs, to diversify low value crops available for export, work with commercial growers who can serve as the catalyst to develop a modernized agriculture and to search for new markets so as to sustain and increase the underlying value of exports.

In the case of high value commodities, sustainability is also an issue. The strategy has been to maintain momentum by giving specialized support to existing firms. At the same time, the ADC has promoted sustainability by supporting new ventures, encouraging product diversification, increasing outgrower participation, and furthering commercialization of several well-established Ugandan NTAEs.

- **Financing NTAE Expansion** The ADC has continued to pursue innovative financing schemes on behalf of its clients and has expanded its efforts in working with outgrower programmes, and assisting commercial farmers in obtaining debt relief. The PL-480 risk fund at Co-op Bank is a welcome addition. NTAEs still require donor jump-starting the efforts. ADC’s focus, however, is on viable opportunities to reduce dependence on donor grants.

The airport cold store commenced operations but it may be of limited use for fresh produce without cold chains and pack houses extending backwards to the production areas. ADC has continued to provide direct assistance in the production of fresh produce and to develop proposals for the fresh produce industry for low-cost but effective handling systems requiring investment of less than \$150,000.

- **NTAE Associations** The ADC has worked with most of the NTAE associations and has concluded that the design assumption that associations would be sufficiently strengthened to take over much of the project activity is not achievable at this time. After profiling specific associations, it was found that they have severe funding problems, weak membership and limited member commitment.

Given the continuing need to work with businesses that are ultimately the underpinning of any association, the strategic opportunity has been to work with associations on a demand-driven, specific action approach.

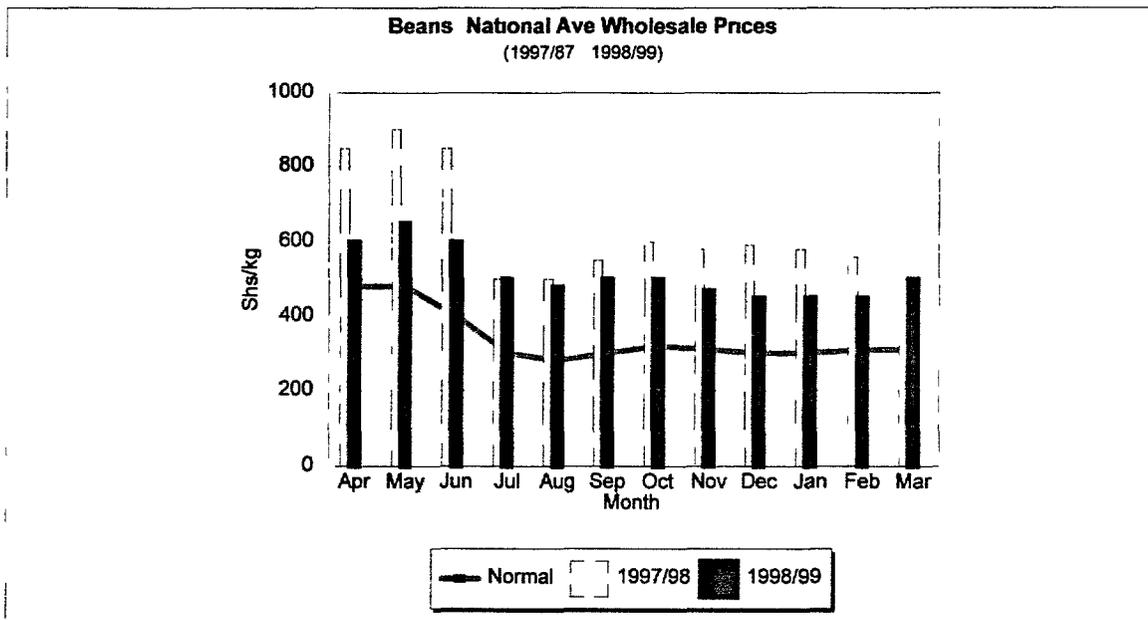
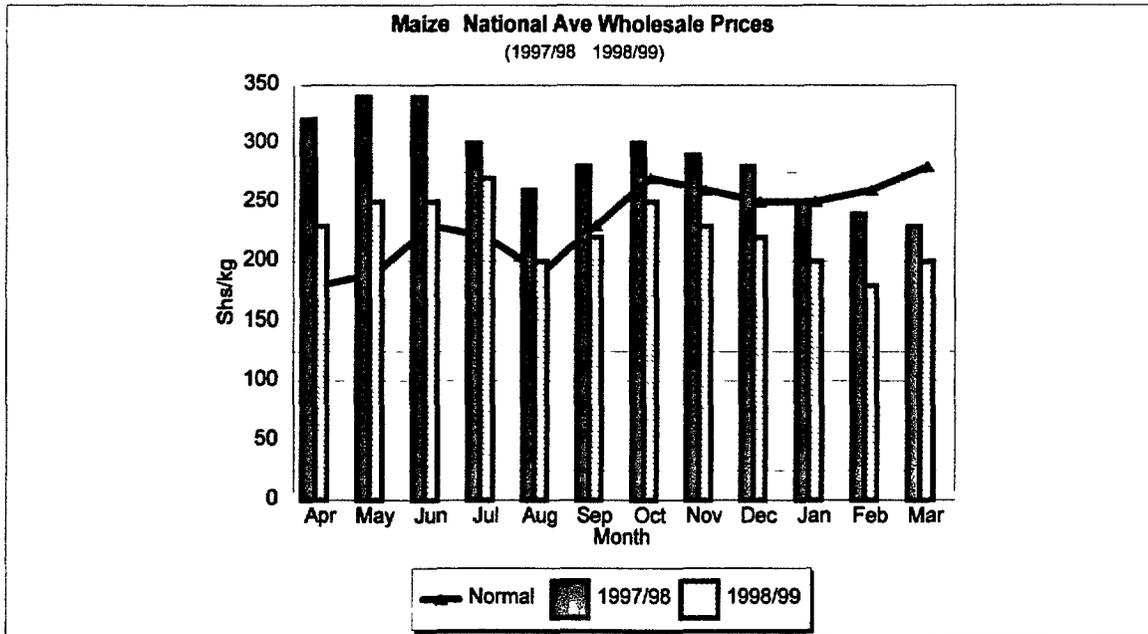
- **Responsibility of Administering the Grants Program** It was concluded that USAID would handle grants administration. In any event the grants pool is almost exhausted, so there is very little new activity in this area, but considerable effort is required to backstop, monitor and close-out existing grants.
- **USAID Re-engineering, Staffing Changes, etc** The project has worked with USAID to have work plans that are based on the strategic objective, to use project management software for tracking progress, and to design and implement a results-oriented M&E system can verify performance and feed directly into R4 reporting.
- **Counterpart Funding** Although no funds were provided by GOU in financial year 1997/98, disbursement of some of the funds included in the 1998/99 financial year has been received. The ADC continues to leverage its resources by working closely with PL-480 and is also in the process of soliciting EU Stabex funding.

ADC's ability to meet its goal and some of the challenges highlighted above, particularly sustaining NTAE exports was hampered by the extended wet conditions characterizing the *El-Nino* activity in 1997 and the late start of the first season of 1998. As a result, most plantings took place late - in April. For the first few weeks after planting, rainfall distribution and crop growth were excellent. From mid season onwards, however, the crops - particularly maize - suffered from increasing moisture deficits resulting in reduced grain fill and lower yields. Most areas in the central and western parts of the country recorded much lower rainfall than in 1997, whereas areas in the northern and north-eastern regions recorded higher rainfall. The situation during the second season of 1998 was not very different. The rains were late and the season was quite short (Annex 3). This greatly affected yields particularly of maize, resulting in significant reduction of saleable surplus.

The projections of severe drought following the *El-Nino* event led many international grain traders to place speculative stocks of grain into the region. This, combined with a better than anticipated performance from the region, led to temporary surpluses.

Regional surpluses were, however, exhausted towards the end of February 1999 with significant losses due to long storage and quality deterioration being experienced by the large international traders. Local prices fell sharply following 1998. A season harvests due to a lack of relief off-take but WFP entered the market and has remained there since. Prices stabilised and continued to remain stable and farm gate prices for maize did not rise beyond Shs 180 per kg during the review period. Bean prices too, did not see significant post harvest increases and remained at reasonable levels of Shs 350 - 450 per kg. Both price levels continued to maintain producer confidence (Figure 3).

Figure 3 National Average Wholesale Prices for Maize and Beans - 1997/98 - 1998/99



Compiled from MNS Report

2 0 PROGRESS BY COMPONENT

This chapter summarises progress made by the various components during the fourth work plan year, the details of which are presented in Annex 4 (AIMS) and Annex 5 (Time Lines)

2 1 Component One Low Value Production

Overview

The progress presented in the following sections specifically covers the period October 1998 through March 1999. This period represents the planting and harvest of the second season crop for 1998 and the planting of some of the first season crop for 1999. It also covers the sales of second season crop for all areas except the highlands, which will continue for some time into April and May 1999. Additionally, it summarises the activity for the fourth work plan year running from April 1998 through March 1999.

Although grain prices for the first season of 1998 were less than the "confidence level" of Shs 150 per kg, maize plantings were encouraging for the second season. The season started slightly later than normal by about 2-3 weeks in most producing areas of the country and it was extremely short with a cut-off to the rains experienced in the *Dekad* 2 of November. This gave a season length of between 70 and 90 days. This was too short for maize and yields were reduced sharply with some areas reporting food insecurity as a result. Bean performance was better and total yield reduction was not significant. In fact, supply of beans from northern Uganda was high and prices remained low during the selling season. First season of 1999 started early, despite forecast to the contrary. Some heavy rains fell in January following which a small percentage of crops were planted. Follow on rains began in most producing areas by mid March.

Sales from second season of 1998 were considerably reduced in the central grain growing area, and only the west and east produced surpluses. Maize output from Kasese continued to reach the Kampala and relief markets until the end of March 1999 and grains from the eastern highlands of Kapchorwa continued to flow through March.

Regional surpluses were generally exhausted towards the end of February 1999 with significant losses due to long storage and quality deterioration being experienced by the large international traders particularly in Kenya. Local prices fell sharply following 1998. A season harvests due to a lack of relief off-take but WFP entered the market and has remained there since. Prices stabilised and continued to remain stable and farm gate prices for maize did not rise beyond Shs 180 per kg during the review period. Bean prices too, did not see significant post harvest increases and remained at reasonable farm-gate levels of Shs 350 - 450 per kg. Both price levels continue to maintain producer confidence.

Technology transfer activity has remained high with 3,077 demonstration sites being established for the first season of 1999. Demand for seed has been maintained overall, although some areas, especially the central areas suffering from a poor second season in 1998, have fewer resources to put into their activities, and seed sales reduced during March compared to the previous season. Fertilizer demand nationally was up significantly, but supply became a problem as traders continued to react to orders only, and none stocked.

particularly DAP in advance of the season Rural stockists continue to report difficulties in meeting the demand for planting fertilizers

Significant progress was made in terms of private sector initiatives in the seed industry Two private companies have registered as full line seed companies and now have their own growers and marketing arrangements Four maize hybrids were officially released in the latter half on the year, as well as 3 bush bean varieties and 3 climbing bean varieties

Detailed progress for the Low Value (LV) component by objective covering the period April 1998 through March 1999 is presented below

Progress by Objective

Objective 1 Assist in defining, refining, implementing & monitoring national maize and bean programs

Support has continued to NARO and emphasis has been placed on the development of improved materials to increase pest and disease tolerance in both the maize and bean programs Varieties highlighted as being close to release were finally released towards the end of the work plan year This release opened up a five year hiatus in the official release mechanism Significantly, and not without some problems, 2 new maize hybrid introductions from Zimbabwe were also released bringing for the first time ever, hybrid technology officially within the reach of Ugandan producers in the lowlands

Table 3 highlights the yield potential achieved under varying conditions, as summarised in the variety release data presented by the National Maize Programme

Table 3 Current Official Maize Varieties and Yield Potential under well Managed Conditions

Variety	Maximum Yield Potential (kg per ha)		
	High Rainfall	Medium rainfall	Low rainfall
Longe 1	6,800	3 500	3,300
UH1	7,500	5,500	4,500
UH2	8,400	5,500	4,300
Sc625 *	9,300	5,300	4,000
Sc627 *	10,200	5,900	4,000

* Restricted release pending farmer comments through National Maize Programme

Source Summarised form variety release presentation March 1999

It is clear from the above table, that the materials now released have significant potential yield advantages over Longe 1 This advantage is maintained even under drier conditions It is also clear that the materials are suited to the commercially-orientated grower who requires a maximum return from purchased inputs

Of note, is the fact that even under no fertilizer conditions, these materials are performing well and in most cases significantly better than the composite Longe 1 Their use is indeed suitable for even resource constrained farmers (the purchase price of the new hybrids being only 50% more expensive)

Yields for bean varieties available through official release are presented in Table 4 below

Table 4 Bean Varieties Available Through Official Release

Bean Variety	Yield (kg/ha)	Comments
Released		
K132	1,315	Current popular large seeded
K131	2,085	Small seeded - not popular
K20	1,462	Old large seeded - to be phased out
New releases (Bush)		
POA 2	1,605	"Replacement" for K132
SUG 73	1,317	"Southern Africa" Universal type
UBR (92) 25 M2	2,500	White haricot canning type
New releases (Climbing)		
Vunikingi	3,875	}
Ngwinurare	3,861	} Climbers suited to high altitudes
Umubano	3,000	}
Pending		
DRK 57	1 111	Release postponed pending emergence of stability in colour

Source Summarised from variety release presentation March 1999

Research agendas have been set for 1999 and approved for funding by the USAID MISSION It should be noted that the revitalisation of the Variety Release Committee has ended a five year hiatus in the release system

***Benchmark** 1998 research program monitored and 1999 program approved (100% of target accomplished)*

Objective 2 Update technology packages with output from research trials

ADC demonstration packages remain essentially the same with minor modifications for 1999 A season activity This includes the addition of both recommended green manure crops from CIAT research (*Cannivalia* and *Mucuuna*) This inclusion was accompanied by an appropriate extension leaflet for each All 3 new climbing beans have been included in all the demonstration and multiplication work in Kabale and the new technology leaflet has been distributed through the various extension mechanisms

On-farm fertilizer work continues to support the research observation of a change in N P ratios This has been done with the introduction of 23 23 0 basal fertilizers in some demonstrations and commercial fields Although this may prove as effective, the economics still require investigation since the nutrient density of the product is lower than the DAP (18 46 0) and MAP (11 52 0) currently being successfully used

The development of full commercial technologies has also taken a step forward with the completion of the commercial farmers' handbook, designed to stimulate commercial operators to increased awareness of time and management of critical activities within the farming season. This manual is being used extensively in training activities including the commercial farmer schools and extension worker training activities.

Benchmark *Commercial production and management handbook produced and disseminated (100% accomplished)*

Objective 3 Demonstrate technology packages for the 1997/1998 seasons

About 3,890 demonstrations (both standard and commercial) were carried out during 1998 A and B seasons. Total farmer exposure measured was 116,000.

As an approach, there has been a definite shift through the site and district coordinators to focus on adopters of demonstrated technologies. In this way, it is hoped that further adoptions may be stimulated. Adoption rates measured during the 1998 activities range from 30-90% for low input strategies such as line planting, weeding and plant population, while those for high input strategies such as fertilizer application range from 1-50%. Table 5 highlights the adoption rates of various activities by district.

Table 5 Low and High Input Technology Adoption Rates by Participating Farmers in Selected LV Districts

District	Use of improved seed	Row planting/proper spacing	Fertilizer application
Kapchorwa	85	90	50
Mbale	25	33	3
Iganga	41	63	5
Kamuli	20	40	3
Apac	25	66	2
Masindi	33	50	1
Kasese	45	67	7
Rakai	85	90	25
Masaka	40	60	10
Range	25-85	33-90	<1-25

Source: Derived from field day returns for the year 1998.

ADC partner groups continue to expand their activities, with SAFAD in Kamuli and IFCD in Rakai performing extremely well. Both organisations have received support from PL-480 and are working effectively in bean seed development. The BUCADEF graduation program has expanded its activity to involve 1,720 farmers, all now growing maize with a complete package of seed and fertilizers. Of these, 800 are now utilising their own funds and using rural stockists for their supplies. Additionally, some stockists are using the demonstration methods established by the ADC to promote their businesses.

Both the UH1 and UH2 varieties of maize were extended to select farmers through demonstration activities as have the varieties Sc625 and Sc627 on a limited scale during 1998.

B season New bean varieties have not been multiplied in sufficient quantities for effective field level exposure to-date This has been due in part to the very late official release of the bush bean varieties The 3 released climbing bean varieties have been extensively promoted through demonstration and multiplication activities through partner groups in the Western Highlands, with the Kabale District Farmers' Association (KADIFA) experiencing excellent recoveries of multiplied seed and rapid farmer adoption of the locally multiplied materials The ADC collaborated with Africare regarding fertilizer work on field crops such as maize and sorghum

Benchmark *At least 100,000 farmers exposed to improved technologies (116% accomplished)*

Benchmark *2 new maize and 2 new bean varieties extended to producer level (175% accomplished)*

Objective 4 Maintain assistance to current ADC clients

ADC has continued to provide support to its clients in the production, marketing, technology transfer and input supply activities Annex 6 (a) highlights the activities within the active client portfolio

With the assistance of PL-480, production support activity has increased, with the addition of 5 production-orientated projects Marketing activities have continued to centre around the farm to firm linkage in the Busoga area MTEA continues, under their USAID grant, to provide support to village level buying centres under a *Community Based Marketing System* (CBMS), supplying grain directly to the export centres The first season of 1998 saw the procurement of 1,200 mt from 25 buying centres in 3 districts - namely Iganga, Bugiri and Kamuli This product was purchased at a quality-based price premium to the farmer It has been noted that the prices in the surrounding production areas have been consistently higher than those in districts in the same region, but without the CBMS buying system Trading for the second season did not take place as there was too little crop available from the Busoga region due to an early cut-off to the second season rains The CBMS is a pilot effort There have been some tangible benefits under the programme, but the ADC has also found it to be management intensive and working capital is difficult to recover at the end of the buying season The programme has to be recast

New exporters continue to be added to the portfolio, particularly through the monthly crop forecast meeting This meeting serves to bring consensus to the industry as far as crop outputs and market is concerned and ensures that the industry is aware of developments without the aid of rumour This has proved a popular service, particularly during the period prior to the selling season

Two new ATAIN distributor clients have been added for the first season of 1999 - one in Kasese and one in Kamuli These are small concerns but both have at least 10 village-based stockists in the distribution system

The exporter companies remain CEI, Magric, Lira Millers, Uganda Seed Project (USP) and IFCD in Rakai The year has been difficult for exporters, with the regional over-supply in the

middle of 1998 followed by a local under-supply at the end of the second season of 1998. Additionally, relief markets proved slow during the end of 1998 and this reduced trader confidence and turnover.

***Benchmark:** Assistance maintained to at least 5 active exporter companies (100% of target accomplished)*

Objective 5 Provide TA for additional commodity developments

Activity has centred around bean production of new or potential materials for release. As highlighted in the research objective, 3 bush bean and 3 climbing bean varieties have been released. Three of the bush bean varieties contribute to the first "universal bean types". Of these, the white haricot is being multiplied by the Uganda Seed Project (USP) in Kasese for commercial sale. Small quantities of the red kidney and the sugar type have been passed on to USP for bulking. Additionally, USP in Kasese has this season (1999 A season) procured the earlier introduced white kidney for onward bulking and sale. Although this material has not been formally released, as an introduction, its acceptance as a fresh, dry and export bean has made it an addition to the range available to local producers.

Groundnut development has been slow, it being a marginal crop for the ADC. The market study has, however, been completed and is providing insight into the groundnut variety development strategy. Two new varieties have now been released, contributing to the potential for increased efficiencies of production. *Serere red* will eventually replace the very old variety *red beauty* as it has a low yield potential. *Igola II* has the potential to become an important confectionary commodity and to fit into the export system. Both these materials have been bulked at Serere and will move into second phase bulking, probably still at Serere where about 100 kg of each variety are available. Second phase bulking will generate approximately 1,500 kg of basic seed.

Sesame work has developed serious problems because the implementor - MU has failed to provide adequate technical reporting or accountability. The grant is to be suspended and allocated to Serere research station for completion of the work.

Sugar Beets research has also been initiated. This is a collaborative effort between Novartis, Kinyara Sugar Works, NARO and the ADC. Establishment of trials at Kinyara is underway.

***Benchmark:** 3 promising new bean varieties incorporated in advanced varietal trials (100% accomplished)*

***Benchmark:** 2 seasons of research conducted on sesame (50% accomplished)*

***Benchmark:** Bulking of suitable groundnuts varieties initiated (100% accomplished)*

Objective 6. Maintain assistance to present outgrower programs

Three active outgrower groups are currently receiving ADC support as shown in Table 6. As has been highlighted previously, dedicated outgrower support for export as a goal in itself is entirely dependant on the price in the local market at the time.

At no time during the project has there been prices low enough to interest the export market. The implication is that all sales from the supported activities go into local consumption and some indirect export sales, particularly to Rwanda.

Table 6 Support to Outgrower Programs

Program and location	Activity	Outputs
BUFA - Kibaale	Multiplication of white alubia and white pea beans	About 20 mt of white alubia beans and 220 mt of white pea beans were produced during the reporting period. An estimated \$86,000 was generated.
UNFA - Kasese	Production of white kidney and K131 beans	26 mt of white kidney and 168 mt of K 131 beans produced by 350 farmers. About \$80,000 in revenue was generated. Second season performance was less than expected due to early rainfall cutoff.
IFCD - Rakai	Production of beans for seed and food	A total of 350 mt of beans has been sold from this scheme, to both seed and commercial traders. Total revenue generated amounted to \$110 000. A Significant proportion of the product was sold into Rwandan during the latter half of 1998.

Activity in Rakai under the IFCD partner group has added a useful outgrower concept in the district- that of seed production for local and inter-district sales. K132 continues to be produced by the participating primary societies as seed and this has been consistently sold at a premium price to both local producers and the seed industry itself. This activity has been looked at favourably by the World Bank in developing its model for agriculture and will continue to receive support by the ADC as an outgrower activity.

ADF rebel activity in Kasese continues to limit field activity. Activity in Kasese in support of the UNFA production and extension activity has developed around the significant demand for seed. All of the off-take has ended up in commercial seed sales as a result of continued increased demand for bean seed of the new varieties.

Benchmark *At least 2 outgrower programs export commercial shipments of beans (150% accomplished)*

Objective 7 Provide Market Knowledge and Information Services

The Field Crops MKIS activity has been hampered whilst a replacement candidate is being recruited for the position now that host country funds are available. Regular crop and market forecast meetings continue to be held for the benefit of the industry. Regional and local sources of information continue to be utilised where available, although this has also suffered a set back with the cessation of funding to the Market News Service (MNS) of the Ministry of Tourism, Trade and Industry (MTTI). Country-wide price reports now only come from ADC and associate organisations. This has led to a decline in coverage and regularity.

Benchmark *At least 5 regional and 20 regular local information sources utilised (75% accomplished)*

Objective 8 Data Collection program refined and instituted in 12 districts

The basic assumption underlying the inclusion of this objective was that interested partners would provide financial support to enable the expansion of data collection activity. The ADC's experience would then form a valuable foundation for working out modalities for timely dissemination of data. No such financial support has been forthcoming, and this aspect of national data collection still remains a significant problem in forecasting.

The ADC monthly forecast meeting remains the only avenue for production forecasting which has any real-time benefits. This is being continued. Additionally, some discussions have been held with CIAT who are interested in refining a standardised data collection mechanism and linking this with the FEWS satellite imagery capabilities. This is in the early stages and also requires funding.

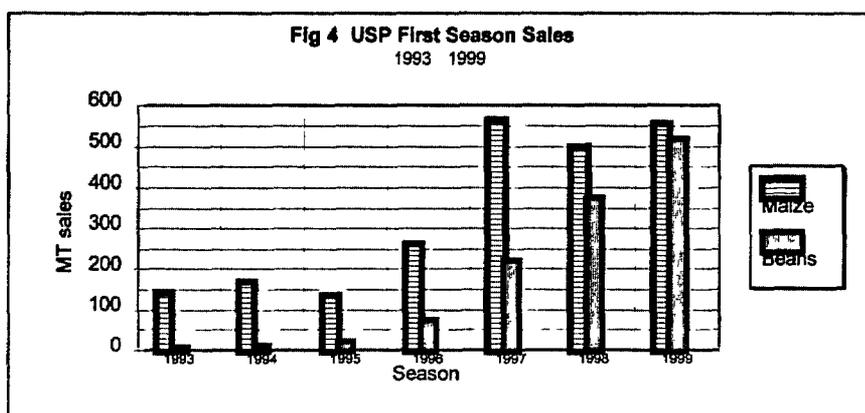
***Benchmark.** Data collection program refined and instituted in at least 12 districts (25% accomplished) No formal data collection activity was undertaken during the work plan year*

Objective 9 Seed multiplication activities supported and promoted

USP has continued to dominate the seed supply sector over the last year, with satisfactory production of the composite Longe 1 Hybrid. Production has remained stagnant at approximately 20 mt per season over seasons 1998 B and 1999 A seasons. USP has, however, reacted to market pressure and for the first season of 1999, it has put sufficient hybrid in the field to produce at least 100 mt of hybrid for sale during 1999 B season. This development is receiving attention from the Masindi Seed and Grain Growers Association (MSGGA) which is providing one staff member (actually the ADC district coordinator on partial secondment) to support field inspections at critical crop times. ADC TA continues to monitor this crop to ensure that the off-take is of the correct standard. Initial plantings look promising.

Private sector activity has been encouraging with the registration of two private companies in the seed multiplication and distribution role. These are Harvest Seeds and Naseco Seed Company. Harvest is developing Longe 1 production capacity in parallel to USP and will be in the retail market for the 1999 B season. In addition, it has been producer groups in Rakai (IFCD linkage) and is the company working on groundnut bulking options. It has designed retail packing and a brand identity seed dressing. Additionally, it has imported from Zimbabwe 100 mt of hybrid seed that has come through the national testing program and is marketing this as a designated Seedco (Zimbabwe) partner company. Harvest producers include the Mubuku Irrigation scheme in Kasese, where 30 ha of composite are being grown during the 1999 A season. The anticipated hybrid production will wait for inbreed testing through NARO to be completed. Naseco has produced a small crop of excellent quality Longe 1 registered seed, which has gone to specific seed producers for both harvest and USP. Both companies are working to improve their processing capacities as well as to increase the level of professional staff dedicated to the seed production activity. Field level support is being emphasised by Harvest to include their own inspectorate.

Overall, USP seed sales are represented in the Figure 4 below, summarised by first season sales, in order to effectively compare 1999 first quarter sales with historical data. Maize sales have not achieved the first season sales of 1997, due to the adverse economic situation created by *El Nino* (1997/98) and 1998 B short season. Additionally, the lack of the Uganda hybrids in sufficient quantities had some negative effect on sales, as farmers disappointed on requesting hybrid through the stockist system, reverted to home saved Longe 1. Bean sales continue to increase although donor interventions in the north of Uganda continue to have a negative impact on real private sector development.



Privatisation of the USP is still on a slow track, but registration of the company has been finalised, into which the assets of the USP will be transferred. Table 7 shows seed multiplication activity supported by the ADC.

Table 7 ADC Seed Multiplication Support Program

Producer group/Individual	Product	Large/small scale	Target Company	Support
Masindi Seed and Grain Growers Association	Maize (Longe/hybrid)	Large	USP	TA
Kinoni Farm	Maize (Longe)	Large	USP/Harvest	TA
Mubuku Growers Association	Maize (Longe)	Large	Harvest	TA/PL-480
Naseco Seed Co	Maize/Beans	Small	Own	Market
IFCD coop activity	Beans	Small	USP/Harvest	TA/PL-480/Market
SAFAD Kamuli	Beans	Small	Harvest	TA/PL-480/Market
Kebisoni Elder Association (Rukungiri)	Beans	Small	Harvest	TA/PL-480/Market
Kabale Farmers Association (KADFA)	Climbing Beans	Small	KADFA internal sales	TA/Basic seed

Benchmark 4 small-scale and 2 large-scale multiplication activities supported (133% accomplished)

Objective 10 Promote and support commercial farming operations

Commercial farming has continued to receive ADC TA, with the continuation of the commercial farm school Applicants to the 1998 second season course were 140 for a 40 person capacity An attendance list has been drawn for the 1999 A season training which will be again composed of 2 groups A commercial farmer database is being compiled in order to accurately monitor this development. A summary of 1998 commercial activity is presented in Table 8 below

Table 8 Commercial Farmer Activity 1998

Farm name and location	Hectares under cultivation	Annual cropping frequency
Sango Bay Estates - Rakai	60	1
Ladhani Industries - Masindi Port	125	2
Nyanzi ltd - Luwero	30	2
Kinoni Farm - Nakasongola	120	2
Masindi Commercial	120	2
Mubende Commercial Farmers	52	2
Kapchorwa Commercial	120	1
Kamuli Commercial	70	2
Iganga commercial	120	2
Masaka Commercial	40	2
Patel - Mukono	75	2
Mpigi - Buwama commercial	35	2
Deutch Forst Consult - Iganga	92	2
Agrico International	150	2
Corn (U) Ltd Bugiri	80	2
Tororo Commercial Farming group	70	1
Total commercial production first season	1,359	
Total annual hectares (a + b seasons)	2,502	

Benchmark 2,500 hectares of commercial farming activities established (100 % accomplished)

Objective 11 Input supply intervention

ATAIN activity has continued to promote input distribution at the village level. The training program has continued to receive support from the distributors and during the fourth work plan year, over Shs 122 and Shs 164 million of input sales were registered under the ATAIN program during the 1998 A and 1998 B seasons respectively. The number of stockists increased from 33 in 1998 A season to 62 in 1998 B season. Similarly, the number of districts covered doubled (from 6 to 12), showing a wider coverage.

An evaluation of the ATAIN program revealed a number of positive achievements during the past two seasons. Volume and value of input sales increased. During 1998, inputs worth Shs 286 million were sold directly under the ATAIN program. In terms of reach, the program has served over 6,900 farmers through the establishment of 62 rural stockists. Training under the program has allowed stockists to improve their book keeping systems as well as improve their product knowledge. This has resulted in many stockists becoming more important in the extension chain. In particular, the following benefits have been realised by the three key participants:

- At the distributor level the program has helped in creating a favourable relationship with suppliers, stockists, and financial institutions. As a result, suppliers have increased the volume of credit to distributors at district level and consequently the volume of business has increased.
- The stockists have increased their range of inputs and through the credit arrangement, even stockists with little capital have been assisted to start up business and make some profits. The stockists have gained increased technical know-how and are able to explain the use of inputs to farmers. This has greatly improved their confidence in dealing with the products. Record keeping knowledge has helped stockists to monitor performance and make reconciliations.
- At the farmer level, there has been an increase in the use of improved seeds, fertilizers and crop chemicals. This was due to the fact that with the establishment of rural stockists, inputs are now nearer the farmers, requiring shorter distances to procure inputs. Arising from use of improved seed and fertilizers, some farmers have reported increased yields and consequently increased incomes.

At the beginning of 1999 A season, the number of rural stockists involved in the program was increased to 106. This increase has come from both the increases in stockists within established distributors and the addition of two new distributors - one in Kasese and one in Kamuli. Both new additions are small with less than 15 stockists each, and their performance will be monitored during 1999 A season.

Additionally, the ATAIN experience is being leveraged through distributors training additional stockists outside the ADC guarantee mechanism. The experience gained from this activity is being utilised by the Agricultural Modernisation Process to determine scope for private sector involvement in a previously government controlled activity.

Benchmark *At least 100 rural retail stockists benefit from ADC support in 7 districts (106% accomplished)*

2.2 Component Two: High Value Crop Development

Overview

The export value of crops covered by the high value portfolio was \$24 million FOB in 1998. A summary of exports by major category is given in Table 9. Details of specific crop and product exports, estimates of jobs created and the level of support provided by the HV team, are given in Table 10. The data have been updated based on production and export statistics collected from the URA, CAA, MAAIF, clients and traders. Since no single source gives a complete picture of volume and value, the figures have been cross-checked and adjusted to give a conservative average estimate. Full details of the assumptions made and main sources of data for each product are available at the ADC.

Table 9 High Value Crop Exports 1995-98

Product	LOP Target (\$mill FOB)	1995 Value (\$mill FOB)	1997	1998	% LOP Target
Cut flowers	5.00	2.30	10.79	14.02	280
Fresh fruit & veg	0.37	0.63	1.24	2.30	622
Spices	1.10	2.64	1.24	1.34	122
SUB-TOTAL	6.47	5.57	13.27	17.66	273
Papain	N/A	4.46	2.80	4.94	N/A
Cocoa	N/A	0.64	1.51	2.12	N/A
TOTAL HV NTAEs		10.67	17.58	24.72	N/A

Cut flower exports for 1998 were 280% over the original LOP target and \$3.23 million higher than the previous year, despite problems suffered by some farms with heavy rains, early decline of some rose varieties and lower prices received. The value of chrysanthemum cuttings is increasing rapidly and several farms are attempting to diversify into products other than roses. Some rose farms are finding it difficult to survive, whereas others are expanding. This is largely a function of management, amount of equity contributed to the business and varietal selection. To assist with future investment, the ADC carried out a detailed analysis of the economic and commercial performance of roses (*Performance of Rose Varieties Grown in Uganda 1993-98, IDEA Project, September 1998*). As a result of this quantitative analysis, coupled with their practical experience, all farms have embarked upon replanting programs which will eventually ensure that high-yielding, small-headed roses are the predominant types grown in Uganda. This should lead to further growth in 1999-2001 if the availability of air cargo space can keep pace with production.

Fresh produce exports by air increased by 85% to a total FOB value of \$2.3 million which is more than six times the LOP target. Sales of targeted crops such as green beans, apple banana, passion fruit, okra and hot pepper increased substantially more than average. Based upon specific contract production of green beans, hot pepper and passion fruit which is now in place for the 1998/99 season (resulting from direct ADC interventions), fresh produce exports by air are expected to increase further in 1999. Figures exclude cross-border trade in

matoke and other fresh produce to Kenya, Rwanda and Congo although these appear to be increasing annually (URA figures are inconsistent for 1998/99 but show cross-border exports of matoke at nearly 3,000 tons, valued at \$0.8 million in 1996). Since matoke is both an important export crop and crucial to the food security of Uganda and its neighbours, a program of technology transfer has been initiated by the HV team in conjunction with the National Banana Research Programme of NARO. A baseline study to estimate the value of cross-border exports will be carried out in 1999.

Exports of spices have increased more slowly than other crops although the FOB value for 1998 is estimated at \$1.34 million which is 22% over the LOP target. Significant contribution came from vanilla exports which increased slightly to 30 tons following intensive market promotion by the ADC in 1997/98. Sales of dried ginger and chilli (poor production) remained low in 1998, but a modest increase is expected during 1999 resulting from new outgrower training and seed improvement initiatives. Exports of essential oils were insignificant and are not expected to increase in 1999. Papain continues to do well with export value estimated at \$4.94 million in 1998. Cocoa exports were valued at \$2.12 million following a survey of traders. Training of cocoa growers has continued in conjunction with the Cocoa Development Programme (CDP) of MAAIF. The training is having a direct impact on small holders in Mukono, Iganga, Bundibugyo and Hoima districts, and has been welcomed by the cocoa exporters. These two crops (cocoa and papain) were not included in the original target list, but some work has been done on research and training, and more emphasis is justified in the future.

The HV team continues to provide direct support to new and existing firms in all commodity groups and contributed significantly to the strong performance of the high value export sector in 1998. Exports of some target crops, particularly chrysanthemum cuttings and fresh vegetables, grew significantly during 1998. Capital intensive clients for example in the flower and fresh produce industries are able to provide stable full-time employment opportunities for both skilled and unskilled labour with relatively low levels of individual attention by the ADC. Farms are responding positively to ADC assistance, by expanding and diversifying their businesses so as to guarantee more employment and foreign exchange earnings into the future.

Outgrower schemes for labour-intensive export crops such as passion fruit, selected vegetables, chilli and vanilla provide income in some of the poorest rural areas, and are receiving relatively high levels of assistance. However, success with these groups is difficult to achieve without intensive effort. Smallholder vanilla production has increased rapidly despite difficult market conditions. Chilli production is still lagging behind market potential, but the ADC has continued to provide technical assistance to small holders and it is hoped that production will improve in 1999. Since all small holders are producers of food crops as well as cash crops, with similar technical problems, "low" and "high" technical assistance is now combined wherever possible, for example in mixed cropping of maize/chilli, banana/vanilla, beans/passion fruit, root crops/papain.

It is estimated that increases in high value exports have provided income for more than 10,000 rural small holders and employees since the start of the project, which is three times the LOP target. To continue this rate of growth the ADC will continue to focus in four main areas.

- Intensive technology transfer and training to active clients measured in terms of rural income generation
- Maintenance only for commodities such as mushrooms, honey, bird's eye chillies
- Identification and training of additional processors and traders with adequate finance and business skills
- Provision of customised marketing support and market analysis

Table 10 HV Crop Exports 1998

Product	Value (\$m)	Volume (tons)	Area (ha)	Beneficiaries	% Women	IDEA input
Roses	11 68	1966	75	3000	75	Medium
Other flowers and plants	2 34	400	6	300	75	Medium
Total flowers and plants	14 02	2366	81	3300	75	Medium
Matoke banana	0 52	652	150	1,500	75	Medium
Apple banana	0 14	143	40	400	75	High
Avocado	0 04	51	30	150	75	Low
Passion fruit	0 09	46	20	200	75	High
Fresh chillies	0 28	232	110	1100	75	Medium
Hot pepper	0 41	340	120	1200	75	High
Green peas and beans	0 15	122	20	400	75	Medium
Other fresh fruit and veg	0 67	710	200	1000	75	Medium
Total fruits and vegetables	2 3	2296	690	5950	75	Medium
Dried chilli	0 19	56	100	1 000	70	Medium
Ginger	0 30	100	260	2 000	60	Low
Vanilla	0 75	30	50	3 000	30	High
Other spices	0 10	5	10	100		Low
Total essential spices	1 34	191	420	6100	50	M-H
Papain	4 94	247	850	5 000	50	Low
Cocoa	2 12	2110	6000	4000	30	Medium
Total HV NTAEs	24 72	7210	8041	30950	60-70	

The local recruitment of Terry Bannister as an additional field officer for HORTEXA has been of great assistance since April 1998, particularly in the maintenance and expansion of demonstration plots, and in the training of outgrowers. Terry is attached to HORTEXA for one year, using IDEA/APDF consultancy funds, but works in close cooperation with the HV team. A request has been submitted to AID to continue this contract for a further year.

As exports increase, requests for all types of marketing assistance are increasing and placing heavy demands on the time of the HV team. The HV team is currently providing some kind of direct marketing liaison with 5-10 buyers per week for 20-25 products in several countries. In response to demand, the market information provided by the ADC is being upgraded, with the objective of supplying an improved package of current prices, data analysis, market contacts and product specifications for each target crop.

Progress by Objective

Objective 1 Maintain current trials

Progress on research trials is summarised in Table 11. Sixteen research activities were identified during the first two years. Three of these were completed in 1995-96 (passion fruit, fine beans and summer flowers). Papain trials were completed in January 1998 and the demonstration trial program for horticultural crops at Kawanda was completed in November 1998. Two activities were discontinued in 1997 (Lisianthus and rose varietal trials) but an additional activity on yield of cymbopogon oil for toothpaste production was initiated in cooperation with a new private sector investment (Taimex/Kato Aromatics). A new research activity to screen cocoa varieties and investigate IPM techniques was initiated in 1999 in conjunction with the Coffee Research Centre at Kituza.

Table 11 High Value Research Activities

Research activity	Implementing firm	Status
Floriculture		
1 Summer flower production (callistephus celosia & euphorbia sps)	J H Floricultural Growers Ltd	Field work and final report completed. Potential established but no commercialisation to date. Bulletin produced and circulated.
2 Bouvardia varietal trials	Nile Roses Ltd	Field work completed, final report in preparation. Results do not justify commercialisation.
3 Alternative flowers (chrysanthemum cuttings, saintpaulia plants, amaryllis bulbs and rose propagation)	Ziwa Horticultural Exporters Ltd	Field work completed, report in preparation. Commercialisation of results has proceeded with successful joint ventures for chrysanthemum cuttings. Bulletin produced and circulated.
4 Cut flower varietal trials (lyzimuthia & solidago sps)	Nsimbe Estates Ltd	Field work completed, final report in preparation. Potential of solidago established but no commercialisation to date. Bulletin produced and circulated.
Fresh fruits & vegetables		
5 Passion fruit quality trials	HORTEXA	Work completed. Commercialisation of results has occurred with direct impact on exports. Commercialisation bulletin updated and distributed.
6 Banana yield and quality trials -previously apple banana trials with OSU	National Banana Program (MAAIF/NARO)	Original field work at OSU farm provided information for commercialisation bulletin to be produced and circulated. Work has been expanded to include matoke through National Banana Research Programme (NARO).

Research activity	Implementing firm	Status
7 Fine green beans	Mairy Estates Ltd	Work and report completed Commercialisation of results has occurred with direct impact on exports Bulletin produced and circulated
8 Hot pepper yield trials	Coseda Enterprises Ltd	Field trials in progress Commercialisation is proceeding with direct impact on exports of yellow and red hot pepper Seed collected from high quality lines Preliminary commercialisation bulletin produced and circulated Trials are being repeated to collect yield data
9 Asparagus varietal trials	Fruitpack Ltd	Trials being rehabilitated, first harvest obtained in January 1999 Preliminary commercialisation bulletin produced and circulated
Spices & essential oils		
10 Paw paw cultivar trials for papain content.	Reco Industries Ltd	Field work and final report completed High-yielding selections identified and seed collected Commercialisation bulletin produced and circulated Second phase requested by client
11 Birds eye chilli yield trials	Lili Asha	Original field trials with Joseph Matovu have been abandoned without data collection Small trials are being repeated in Rukungiri and at Lili Asha Preliminary commercialisation bulletin produced
12 Vanilla yield trials	Kasirye Agro-Mixed Farms	Field trials rehabilitated and pilot processing plant built Preliminary commercialisation bulletin updated
13 Geranium oil yield trials	Uvan Ltd	Field trials in progress Preliminary commercialisation bulletin produced
14 Cymbopogon oil yield trials	Taimex Ltd	Field trials in progress
Cocoa		
15 Varietal characterisation and IPM for cocoa	Coffee Research Institute - MAAIF/NARO	Research proposal work plan and budget approved
General		
16 NARO demonstration trials	NARO	Demonstrations plots were established for several high value crops Data was also collected from farm sites Final report has been prepared and technical data will be incorporated into existing commercialisation bulletins

The net result of these various changes in the research program is that 16 designated research activities have either been completed or are surviving in some form Two have been abandoned completely

Efforts continued during the fourth work plan year, with limited success, to rehabilitate trials which were not being well maintained, and to improve standards of reporting An agreement was reached with the National Banana Research Programme at NARO to take over

supervision of the apple banana trials being carried out at OSU farm and to extend the work to include matoke Provisional data on hot pepper yields in Mpigi are incomplete and the trials are being repeated in 1999 under the supervision of the APDF/HORTEXA field officer (at Coseda Enterprises Ltd) Management of vanilla trials in Mukono improved following intervention by the UNVA coordinator and a private investor to set up a processing facility at Kasirye Agro-Mixed Farm Bird's eye chilli trials were abandoned in Kibaale following poor performance by the investor (Joseph Matovu & Co) but are being re-established on a small scale in Rukungiri (Rukungiri Chilli Growers) and at Lili Asha (formerly Mairye Estates) Field work on cymbopogon (Taimex) in Mpigi is continuing and pilot distillation equipment has been set up and tested Geranium trials are not doing well at UVAN and trial plots have been established at another site in Mukono in an attempt to collect yield data

Final reports are still pending for bouvardia (at Nile Roses Ltd, Mukono), alternative flowers (at Ziwa Horticultural Exporters Ltd, Mukono) and cut flowers (at Nsimbe Estates Ltd, Mpigi) even though field work was completed in 1996/97 and some of the trials have already generated commercial investment

The ADC has spent much time and learnt some interesting lessons in HV research Project design was to focus on private contracted on-farm research, partly as a result of the dismal performance of the research institutions under the former ANEP/EPADU project, and low adoption rates This focus on working directly with private sector firms proved to be less than satisfactory, primarily because private sector firms are not research oriented and are not good data collectors and report writers The shortcomings in HV research were also partly due to the composition of the TA component for Research, Education and Extension in the ADC which had more of an education bias The original research agreements also required clients to be responsible for data collection, analysis and reporting In practice it will be necessary for the HV team to prepare final reports on the majority of outstanding research activities

In general the success of on-farm research has been directly proportional to the level of investment of the cooperating client Attempts to involve small scale growers and traders in research activities have failed Despite these problems with implementation and reporting, HV research activities have produced some good commercial results The major impacts resulting directly from HV research activities to-date are

- Uganda is supplying passion fruit to the European supermarket sector (value \$ 46,000 fob in 1998 with future potential of \$ 0.25 million)
- Joint ventures have been set up with foreign investors to produce chrysanthemum cuttings The 1998 fob value of exports was \$2.4 million
- Mairye Estates formed a joint venture with Dutch investors to grow beans and other vegetables for UK supermarkets The 1998 fob value of exports was \$140,000 and orders for five times this amount have been obtained for 1999
- Uganda has become a leading supplier of Scotch Bonnet chilli (hot pepper) to the UK and Dutch markets (current value \$ 0.40 million fob with future potential to \$ 0.5 million) The main exporters are Mubuku, Coseda, London Fruit, Fresh Grown and Mustak Enterprises

- Locally selected lines of paw paw have been identified which can produce levels of papain which are 3-5 times higher than average (potential value more than \$1 million)
- One additional vanilla processing plant commissioned, capable of processing up to 15 tons of cured vanilla per year (fob value \$ 0 3 million)

Benchmark *7 research agreements completed and 8 research agreements continuing by 3/31/99 (100% of target completed)*

Objective 2 Initiate three additional research trials

Research proposals have been approved and field work initiated for cocoa trials (NARO - Kizuza Coffee Research Centre) and bananas (NARO - National Banana Research Programme) Since preliminary research on apple bananas has been carried out with O S U Ltd since 1997, which will now be supervised and expanded under the NARO grant, it is not treated as an additional research trial

Discussions are still in progress for carnation research (Carnrose Ltd, Kabale), a new proposal from UFEA and several rose growers for research into varietal performance and agronomy of roses This was discussed at the Ugaflor '98 conference and a resolution passed requesting the ADC to fund research as priority technical assistance to the industry However, this proposal has taken six months to prepare, since it will need permanent specialist supervision and the possible involvement of other donors and sources of funds, including a substantial contribution from the growers themselves Nevertheless, it is essential to ensure the sustainability and growth of an industry which is already contributing more than \$10 million in foreign earnings, and providing high quality employment opportunities Implementation is unlikely to start before June 1999, depending on adequate funds being identified and committed

Benchmark *Three additional research trials initiated by 3/31/99 (85% of target completed)*

Objective 3 Complete 2 additional research trials

Field work has been completed and final reports are still pending on Bouvardia (Nile Roses), alternative flowers (Ziwa Horticultural Exporters) and other cut flowers (Nsimbe Estates) Data has been provided by these farms but they have limited in-house writing skills and the reports submitted do not fully meet the original technical reporting requirements The HV team is working with the clients to ensure that acceptable reports are obtained to complement the field work and commercial evaluations, which have been carried out to a good standard

Following initial submission of an inadequate final report, the NARO horticulture team has provided a revised report on its work under the demonstration trials activity, which just about meets requirements The Director of NARO also instituted an internal audit to investigate possible mis-management of the funds by NARO researchers This report has been submitted to AID

Benchmark *Total of 9 research trials completed by 3/31/99 (70% of target completed)*

Objective 4 Provide specialist TA to 4 national associations

A full list of all firms and associations receiving assistance is given in Annex 6 (b) with a summary of the types of assistance provided. Four national associations HORTEXA (fresh produce), UFEA (flowers), UNVA (vanilla) and UHA (honey) are receiving technical assistance, training and funding to strengthen their institutional capabilities.

Fresh produce exporters have continued to receive assistance with market development, quality monitoring and general business advice. Exports are increasing, particularly for the main target crops - green beans, apple banana, hot pepper, passion fruit and okra. HORTEXA was awarded a production support grant in 1997 to assist small-scale growers and traders to obtain supplementary irrigation, field packing sheds and other low-cost infrastructure, on a cost-sharing basis. Regular meetings have been held with the HORTEXA executive committee to review and approve grant applications. To-date, four small grants have been approved and their utilisation is being closely monitored by the HV team. HORTEXA has also been provided with a full-time field officer (HFO) under the IDEA/APDF consultancy fund, to provide management and agronomic advice to small-scale export growers. The HFO has been effective in improving field techniques for a range of fruits and vegetables, and has worked closely with HV to develop a target group of clients including two women's groups.

A draft code of practice for all horticultural exporters (fresh produce and flowers) has been prepared in conjunction with COLEACP (Organisation for Promotion of European Imports of Fresh Fruits and Vegetables from African, Caribbean and Pacific Countries) funded by the EU and private sector. IDEA has cost-shared on this activity. The code incorporates minimum social, environmental, food safety and quality standards which all export growers and exporters should meet to obtain certification. It is part of an East and Southern African initiative to develop a harmonized regional code of practice which will be accepted by all major EU buyers. HORTEXA members contributed sufficient funds during 1998 to rent a permanent office and pay a full-time executive secretary. They have requested that all assistance to the fresh produce sector is channeled through HORTEXA in future, but this will depend on their success in setting up and maintaining improved management and accounting systems. Although improvements have occurred, HORTEXA remains weak relative to the potential size of the fresh produce industry.

UFEA received support for Ugaflor '98, the third national flower conference, which focused on the "way forward" for floriculture in Uganda, including codes of practice, varietal selection, direct marketing and re-financing. The HV team produced a detailed analysis of the commercial performance of all rose varieties grown in Uganda since 1993, which was well received by the conference participants and will provide valuable information for future investments. The second Diploma Course in Tropical Floriculture was completed successfully in conjunction with UFEA and Makerere University. The majority of flower farms had one manager attending the course. A total of 23 participants including staff from MU also made visits to Kenya and Holland as part of their training. Institutional and technical support was also provided to assist UFEA in establishing a code of practice for all growers. UFEA was unable to collect fees from the majority of its members in 1998 and remains weak relative to the size of the floriculture industry.

Although field demonstrations and training have been continued with direct ADC support, the institutional structure of UNVA remains weak, with a low level of membership fees collected and services provided. Nevertheless, vanilla is performing well in Mukono and several other districts, and market prospects are good. An export of 25-30 tons of cured beans was achieved for 1998, a slight increase over 1997, but prolific flowering in August/September 1998 indicates a bigger harvest in 1999. Since this is a smallholder crop which is performing well, a detailed grant proposal for association strengthening has been prepared by UNVA, approved by the ISC and submitted to USAID.

There has been very little honey output from Uganda and the ADC is not encouraged to commit more resources in this sector. UHA was assisted in undertaking field assessments of hives throughout Uganda. It exhibited its activities and products at the UMA Show. UHA uncovered a FAO grant for the honey industry in the MAAIF. Another grant from UNIDO has also been made available to assist with quality determination of Uganda honey.

Benchmark: TA provided to 4 national commodity associations (100% of target accomplished)

Objective 5 Provide customized TA to firms and outgrower associations

A total of 48 firms and private sector associations/outgrower schemes have received customised technical assistance on high value crops since the start of the project. These are listed in Annex 6 (b), which also indicates the type of assistance received. Many others have received specialist advice from the HV team which they have yet to translate into feasible investments, or have received general forms of assistance through their national or local associations. The general emphasis now for all clients is on improving yields and quality through demonstration plots and training, and on providing practical assistance with marketing, which takes place on a daily basis. Major results and impacts of TA to-date are

- Annual exports of HV crops have increased by 130% between 1995 and 1998 equivalent to additional foreign exchange earnings of \$14 million per annum, with relatively higher increases in specific ADC target crops
- The FOB value of exports increased by 40% in 1998 relative to 1997 and a further increase is predicted for 1999
- Uganda has become one of the top three suppliers of hot chilli (fresh) to the European market
- Some fresh produce exporters are now selling to buyers in the supermarket sector, as opposed to niche "ethnic wholesalers", which opens up tremendous potential for growth
- Following ADC interventions, specific contracts have been obtained from European supermarket buyers for an additional 25-30 tons of fresh produce per week during the 1998/99 winter season (fob value \$ 0.9 million)
- The floriculture industry is reducing its dependence on roses and starting to diversify into other floricultural crops which now account for about 15% of FOB revenue from this sector

- Forty supervisors from flower farms, MU and MAAIF staff have been trained to a high level in flower production and marketing
- The two leading global buyers of vanilla, McCormick (retail) and Zinc & Triest (trade and industrial) are now buying from Uganda
- Following direct intervention by the ADC, the EU carried out a feasibility study on the rehabilitation of the Mubuku irrigation scheme in Kasese which recommends opening up 800 ha of irrigated production for export of high and low value crops
- Smallholder cocoa farms are being rehabilitated and increased volumes of cocoa beans being exported
- A draft code of practice covering social, environmental, food safety and quality issues has been prepared for all fresh produce and floriculture growers and exporters
- These diversified exports are coming at a time when Uganda needs increased foreign earnings

Benchmark *TA provided to 22 firms/associations by 3/31/99 (100% accomplished)*

Objective 6 Distribute market information

All necessary databases are now on-line either through fax subscription or internet. HV continues to receive daily price information for flowers and spices directly from the auctions and trade houses respectively. Regular analysis and distribution of market information through a weekly price bulletin has been continuously upgraded for all HV target crops. The Project is receiving 23 specialised technical journals which are made available to clients. Introductions to new buyers are made by the ADC on a regular basis for clients in all commodity groups, contributing significantly to new business.

A database of market contacts at firms with specific interests in Ugandan products, obtained from personal visits, telephone contacts, trade fairs and other sources has been translated into buyer lists for all commodities and distributed to exporters. The MKIS manager position is currently vacant but service is being maintained and upgraded by the HV team with HO support from Fintrac. Information is shared with UEPB. Demand for market information continues to increase.

Benchmark *MKIS fully operational, weekly bulletins produced and disseminated by 3/31/99 (100% of target accomplished)*

Objective 7 Produce 5 additional crop commercialisation packages

A total of 15 commercialization packages have been produced for HV crops/products: vanilla, passion fruit, birds eye chilli, roses, okra, hot pepper, green beans, banana, miscellaneous flowers, asparagus, dried fruit, papain, mushroom, geranium oil and honey. These are in high demand and it is estimated that more than 2,000 copies have been distributed since March 1998.

The bulletins will continue to be updated and expanded as more information becomes available from research trials, commercial operations and market sources

Benchmark *Total of 11 commercialisation bulletins produced by 3/31/99 (100% of target accomplished)*

Objective 8 Carry out 10 market contact visits

Market visits supported by the ADC are shown in Tables 12 and 13 The policy has been to only support high quality market contacts Representatives from UFEA, HORTEXA, and the ADC, attended COLEACP regional meetings in Zimbabwe and Kenya to discuss EU marketing and codes of practice The meetings were attended by European trade associations and buyer members of COLEACP, and gave valuable exposure to Uganda

The IDEA Project is a co-sponsor of the initiative for a harmonised code of practice for East and Southern Africa, ensuring that Uganda is taken seriously as an exporter to Europe, despite the late start in the business compared to Kenya and Zimbabwe Technical support from Fintrac's UK office was also given to the Uganda Export Promotion Board (UEPB) to facilitate their attendance at the Royal Agricultural Show International Pavilion

As part of the training course on tropical floriculture, 15 supervisors, managers, owners and ADC representatives, visited major auctions and flower importers in Holland

Inward visits were made by representatives from BVH (Holland/flowers), Koos Mink (Holland/flowers), Deliflor (Holland/chrysanthemum), Highlow Supermarkets (Holland/fresh produce), Mack Multiples (UK/fresh produce - three visits) Representatives from UK supermarket chains (Tesco and Safeway) continue to visit the ADC, confirming success in putting Uganda on the map as a supplier The top four UK supermarkets have all now visited the ADC and approved Uganda as a supplier of beans, passion fruit and potentially other produce

The ADC has provided information by telephone, fax and e-mail to more than 75 buyers during the past year The ADC collaborates with UEPB and UIA on market and investor contacts

Benchmark *10 market contact visits completed by 3/31/99 (100% of target accomplished)*

Table 12 Main HV Market Contact Visits

Event	Country	# of Participants	Remarks
Floriculture			
COLEACP meeting for East and Southern Africa	Zimbabwe	1	Chairman of UFEA attended meeting to discuss issues relating to marketing and codes of practice
	Kenya	1	
Organised market visit	Holland	14	Personal visits to import managers at both major auctions and to 8 direct importers of Ugandan roses and chrysanthemum cuttings
Fresh fruits and vegetables			
COLEACP meeting for East and Southern Africa	Zimbabwe	1	MD of Free-Chem attended meeting on behalf of HORTEXA to discuss issues relating to marketing and codes of practice
	Kenya	1	
Visit to Royal Agricultural Show	UK	12	Assistance provided to Uganda Export Promotion Board to display a range of fresh and dried produce Many commercial contacts made

Table 13 Main Importers Visiting Uganda 1997/98

Importer	Country	Products	Remarks
Flower buyers			
Flower Auction Holland (BVH)	Holland	All flowers	Preparations for 1998/99 season and assistance with ADC analysis of rose varietal performance
Fresh produce			
HighLow Supermarkets	Holland	Hot pepper okra Asian vegetables	Visited production areas placed orders supplied seed made advance payments for 1998 99 season
Mack Multiples	UK	Green beans peas okra	Visited Lili Asha placed firm orders supplied seed
Tesco Supermarkets	UK	Green beans other vegetables	Gave formal supplier approval to Lili Asha
Safeway Supermarkets	UK	Various vegetables and fruits	Approved Uganda as supplier of beans and passion fruit
Sainsbury Supermarkets	UK	Beans and courgettes	Approved Lili Asha as supplier of vegetables They want passion fruit in future
Dried fruit			
Tropical Wholefoods	UK	Dried fruits, chilli and mushroom	TW is the only regular buyer of these products from Uganda. They cancelled orders for dried mushroom but are interested in increasing orders for dried pineapple, apple banana and chilli

2.3 Component Three Business and Financial Linkages

Overview

The Business and Finance (BAF) component complements the work of HV and LV components by offering business-related technical assistance to ADC clients in the areas of business and operating plans, financial mediation and referrals, and agribusiness training. BAF services to clients are extended in collaboration and consultation with HV and LV, and on a demand-driven basis by either BAF LTTA, STTA or through collaborating entities.

During the work plan year, the expatriate LTTA on the BAF component, Bill Kedrock, completed his tour of duty after the position had been granted a 6-months extension.

The current work plan objectives, on which the report is based, are a mix of contractual obligations and ADC initiatives developed in response to challenges in the NTAE environment, especially the unfavourable and unpredictable financial environment identified in the previous project reports, which continues to stifle the sector and thus to retard the realisation of Uganda's agricultural potential, and flaws in the project design assumptions. Though the well-conceived ADC initiatives have received keen interest from many circles and would have significant impact on the NTAE sector, implementation of many of them have been hampered by the agonisingly slow decision process by the various players. For example, there has been no decision, for over a year now, on the three project proposals with the European Union and the Government of Uganda for Stabex financing (Community-based Marketing System, Harvest Fund and Small Holder Production Credit). Also, approval of a proposal to recapitalise the Export Refinance Scheme by Bank of Uganda took unreasonably a very long time and consequently the scheme's implementation is yet to be effected. Similar delays are being experienced with the approval and implementation of the Export Credit Guarantee Scheme. For the approved programs under implementation, e.g. ATAIN and the Risk Fund Scheme, and the pilot Community-based Marketing, substantial impact on NTAE activities is being realised.

On other activities, demand from clients for business planning is still lukewarm as noted in the previous reports. However, as previously noted, clients' demand for operating plans and requests for financial intermediation for short-term working capital has remained robust and the opening of the commercial bank door to the ADC clients has continued to improve in terms of repeat bank facilities granted, shorter application processing time and the number of applications approved. In spite of the emerging ray of hope for the NTAE finance situation with some banks, a number of commercial banks are facing serious operational problems, with four banks actually closed within the last six months - only two have reopened, which is likely to make the commercial bank lending fragile and uncertain.

BAF training activities for the period continue to emphasise grassroots and broad-based impact, e.g. ATAIN stockists and commercial farmers training, replication potential, synergy at the project components level, diversity of NTAE coverage e.g. input supply, commercial farming, and agribusiness planning, and resource leveraging with collaborators. The number of people trained during the year doubled the work plan target. The tables following these highlights summarise results by different monitoring category for the reporting period. Annex 7, at the end of the annual report, includes similar tables covering the performance during the past periods. Overall, BAF component performance has been on a positive track and continues to realise the targets, constraints to the NTAE finance mediation efforts notwithstanding.

Progress by Objective

Objective 1 Maintain existing business services/contact with existing and new clients

The total number of clients assisted in some capacity or another during the work plan year was 30, of which 17 were new clients and 13 existing clients. Services offered to new and old clients alike included business and operating plans, finance mediation, referrals, training, and other business-related technical assistance. Assistance was provided to clients by BAF, STTA through the Consultant Access Fund (CAF), and/or VOCA, PCVs and APDF collaborators. During the period under review, BAF worked closely with 3 focus clients, two from the previous period and one new. As previously reported, demand for CAF services has remained lukewarm, with three CAF engagements concluded during the year. APDF, through the IDEA grant, provided a production specialist who is assisting HV fruits and vegetable producers. Three referrals were made to APDF on behalf of new clients. Table 14 at the end of this section, depicts the types of services offered to various clients.

***Benchmark** 13 previous and 17 new clients assisted (150 % of target accomplished)*

Objective 2 Complete business/operating plan for selected clients

During the work plan year, the demand for business plan assistance improved. The main obstacle to the demand for this service remains the diminished prospects for accessing financial facilities from banks, especially by small scale players who constitute the majority of ADC clients. Such clients see no tangible realisable value from business plans in as far as solving their financing problems is concerned. A good number of medium and large scale operators enlist with ADC when they have business plans, in which case assistance extended is in implementation of the plans, including finance mediation.

The above constraint notwithstanding, BAF continued to provide directly, through CAF or APDF, such business plan assistance when requested. BAF completed 6 business plans and 3 referrals were made to APDF which may lead to business plans and financing.

As in the preceding year, ADC clients showed considerable interest in operating plans during the year. However, the scope of operating plans the clients are interested in has been narrowing to one or two functional areas of their ventures rather than a total package initially envisaged. The critical areas in which demand for plans has been robust are financial planning and management, and general management. The majority of operating plans completed during the year were for supporting short-term working capital loan requests. BAF participated in either the drafting or implementation of 10 operating plans, 9 of which were done in-house and 1 through CAF. Tables 15 and 16 summarise the work completed under objective two.

***Benchmark** 16 clients received business/operating plan assistance (200% of the target accomplished)*

Objective 3 Mediate finance for clients

During the work plan year, as in the previous years, demand for assistance with finance mediation was fairly strong with 18 mediation interventions for 16 clients made, as depicted in Table 17. The portfolio of financial facilities sought remained cross-cutting and embraced input

supply, production and export finance, had coverage of both low and high value crops, and its scope stretched from short-term loans and overdrafts to medium and long-term loans. In addition, mediation efforts by BAF have continued to enjoy good receptivity by commercial banks, a reflection of several things: persistence, viable and feasible plans, credible and reliable clients, and a good technical backstopping by ADC. The latter has been duly acknowledged by a number of banks, and in a way addresses the internal weaknesses in the banks which has been a big constraint in extending facilities. Whatever the reasons, mediation efforts have met with tremendous success during this period as reflected in the number of applications approved, loan durations granted, repeat loans and overdrafts accessed by clients, growing emphasis on viability of the entities and declining emphasis on property collateral, and lower loan application processing time compared to previous periods. During the year, 10 applications, out of 16 referred to banks, were approved, 2 were rejected for specific reasons and the remaining applications are pending but with high possibility of approval. Also, ADC has been able to build teaming relationships with Cooperative Bank and Centenary Bank which, it is expected, will increase funds available for NTAE clients. However, scandals in Co-operative Bank were disclosed by the close of this work plan year. The Managing Director resigned and no current loan requests, several of which are repeat clients, have been approved.

In addition, some clients are gradually enjoying privileged status with banks having secured and repaid their one-off short term loans. Such clients have accessed repeat loans, either on their own initiative or with minimum BAF mediation effort, at favourable charges and for relatively longer durations. Thus BAF intermediation efforts are helping to cultivate positive sustainable bank-client relationships which hitherto were inconceivable. However, financial facilities accessible are stabilising to small amounts, as depicted in Table 18, reflecting such factors as the assessment by the banks of the agricultural credit risk and the operational capacities of the majority of ADC clients. Mediation efforts continue to emphasise seeking appropriate financing products by clients, proper loan management, viable undertakings, continuous dialogue between bankers and clients during loan project implementation, and full repayment.

There were still weaknesses amongst many of the NTAE clients. One of the flower farms and one of the grain millers were liquidated and sold off by the financiers during the year and another flower farm is under receivership, and several other NTAE firms have "problem loans". Many others have trade credit which has not been settled; others have to perennially beg for buyer pre-financing at the beginning of the marketing season. Similarly, some banks have experienced operational problems. Four commercial banks were closed during the year, two have since reopened and the other two are likely to be liquidated. A number of NTAE players have been affected by these events.

***Benchmark** Mediated finance requests for 16 clients (133 % of target accomplished)*

Objective 4 Develop and promote investment profiles

Despite the overwhelming response from the ADC forum held in 1997/98 work plan year and the increase in demand for the profiles presented at the forum, whose aim was to promote investment in ADC-selected and researched commodities, the demand for a repeat forum during the 1998/99 work plan year was not sufficient and pursuance of the objective was deferred to the 1999/2000 work plan year.

***Benchmark** No profiles completed and no investment forum held (0% accomplished)*

Objective 5. Formulate and validate options to increase use of finance by NTAE firms

Though the NTAE finance situation, through banks, has slowly continued to improve as earlier noted, financing for agribusiness in general remains fragile and uncertain with a negligible proportion of would-be users reached. Collateral and equity requirements by banks, and lack of appropriate financial products and services for agriculture continue to keep potential NTAE borrowers at bay. The dreams of small holder or village trader ever accessing bank facilities remain far fetched. In addition, actual demand for business and operating plan assistance continue to lag behind the initially anticipated levels. Thus it became apparent that while targets could be met, the impact on NTAEs was not as originally hoped for.

Given that some targets were based on flawed assumptions and in line with the IDEA mid-term-evaluation recommendations, BAF worked with the other components to initiate a number of activities that, if successfully undertaken, would impact on NTAEs and rural incomes. These efforts were pursued while maintaining the original heart of the yet unchanged project contractual target obligations. The new initiatives emphasised broad-base and grassroots impact, and provision of alternative NTAE financing opportunities. Much of the activities during the year were a continuation of the previous year's efforts.

During the year, BAF strengthened the **ATAIN** credit guarantee scheme by concluding a funding agreement with PL-480, selecting three additional distributors and 43 additional rural stockists. BAF facilitated the stockists training and carried out field monitoring of the **ATAIN** program. The **ATAIN** credit recovery rate is still 100%, with 5 distributors and 106 stockists actively participating in the **ATAIN** program. The overwhelming demand for participation in the program by both distributors and stockists has seen the **ATAIN** program realise and exceed the three year targets within the first year of its implementation. The challenge now is to expand coverage in order to realise a bigger impact. This will require additional guarantee funding.

Bank of Uganda agreed to inject \$5 million in the **Export Refinance Scheme** for NTAE pre-shipment finance, and BAF played an active role in the **Export Credit Guarantee** consultancy recommendations of which are at advanced stage towards implementation by BOU and USAID. If implemented, the guarantee will go a long way to facilitate availability of bank credit to exporters.

BAF completed the investor plan for the **Uganda Commodity Exchange** which is now gradually taking off. Despite BAF's efforts to pursue the **Harvest Fund** and **CBMS** proposals, and the enormous support and interest from various circles, as regularly reported, funding approval by the Ministry of Finance is still pending. Similar efforts with the smallholder **production credit** are thwarted by lack of decision on the proposal by the Ministry of Finance.

BAF updated the commercial farm field records manual and provided training in record-keeping and planning for the ADC-initiated **Commercial Farm School**. BAF also successfully worked with Coop Bank and PL-480 to institute an operational **Risk Fund Scheme** through which a number of ADC clients have accessed short-term working capital facilities, albeit of small amounts and of short duration.

In addition, BAF assisted Centenary Bank to recruit and train agricultural loan officers, and the Bank has in turn opened a small holder agricultural loan window at its Mbale branch. This pilot

scheme of the bank is realising 100% credit recovery BAF also assisted some of the grantees with proposals submitted for PL-480 risk fund facility at Coop Bank

Benchmark *Finance decision made on four services and two services provided (150% of target accomplished)*

Objective 6. Provide agribusiness management training

Table 19 summarises the training activities undertaken during the fourth work plan year A total of 302 individuals received some business-related training Much emphasis was on training events with broad-based and grassroots impact, and most of the training events cut across BAF-related and other project component areas

Input stockists training, for example, covers record keeping, planning, product knowledge and product handling, and marketing as a total package Similarly, commercial farm training encompasses field preparation, farming technology, equipment maintenance, record keeping and planning, labour management and post-harvest handling as a total package This, in a way, harmonizes the project components' training schedules and, therefore, leverages the training resources

On a more positive note, BAF is beginning to see a replication of training activities by the clients and increased interest in the training by the clients as depicted by their willingness to co-sponsor the training events which, if continued, will ensure sustainability of the training effort During the work plan year, an increased collaboration with co-sponsors and PCVs in implementing the training programs was realised

Benchmark. *302 people trained in agribusiness planning and management (201% of target accomplished)*

Table 14 ADC Clients Assisted with Business and Finance Issues¹
(current period April '98 thru March '99)

Name	Busns Type	BAF Date	Type of Activities*	
			Previous Periods	Current Period
Mubuku Growers Association	HV/F	Mar '99		g
Bwiiwura Coop Society	LV/F	Mar '99		c
Haji Kalema	LV/F	Mar '99		c
Esta Mixed Farm	LV/F	Jan '99		b,c
Begumisa	LV/P	Jan '99		b,c
Van Zanten	HV/F	Dec '98		g
Flowers of Sunshine	HV/F	Dec '98		a,e
KKL Enterprises	LV/P	Dec '98		c
Tamutambo	LV/P	Dec '98		b,c
Kajubi	LV/F	Dec '98		b'c
Ntale	LV/F	Nov '98		b,c
Bulwanyi Farm	LV/F	Oct '98		a,e
Ruka Atwoki	LV/F	Oct '98		b,c
UWAMPE	HV/F	Oct '98		g
UCE	LV/F-P	July '98		a,g
Nsanja	LV/F	June '98		f,g
Kisombwa	LV/F	June '98		b,c,f
Tilda	LV/F	Feb '98	e	f
Jacksons	HV/F	Jan '98	c	
Rakai Farm Supply	LV/F	Nov '97	f,g	b,c,f,g
Anova	HV/F	Nov '97	g	
Mubuku Trading Co	HV/F	Oct '97	g	
Lingira Island	HV/F	Sept '97	d	

¹ Type = HV/F -- high value/fresh, HV/P -- high value/processed, LV/F -- low value/fresh, LV/P -- low value/processed

a business plan / loan

c finance mediation

e ADC cost share/grant

b operating plan

d APDF referral

f training

g other firm/assoc TA (e.g., diagnostic, VOCA etc., assoc TA, e.g., trade missions etc., joint venture appraisal, records management, strategic alliance, management consulting, outgrower)

(*Note Type of Activities does not reflect number of interactions, only the kinds of interactions)

Name	Busns Type	BAF Date	Type of Activities*	
			Previous Periods	Current Period
Mijumbi	HV/P	Sept '97	d	
TAICO	HV/P	Sept '97	d	
Kamya David	LV/F	Sept '97	c	b,c
Equator Flowers	HV/F	Sept '97	e	
Taimex	HV/F	Aug '97	c,e	c,g
Tropical Flowers	HV/F	Aug '97	b	
Mairy Estate	HV/F	Aug '97	c	
Kinoni Farm	LV/F	June '97	c,f,g	a,b,c,f,g
JMC	HV/F	May '97	b	
IPS	HV/P	Jan '97	g	
Fruit Park	HV/F	Jan '97	g	
Horticultural Assoc of Kabale	HV/F	Jan '97	f	
Sango Bay Estates	LV/F	Dec '96	c,g	
Buloba Mixed Farms	HV/P	Nov '96	c	
Nile Bee Products (x-UHA)	HV/F-P	Oct '96	a c g	
UNFA - Kasese Outgrower	LV/F	Oct '96	g	
BEC	LV/F	Oct '96	b c,g	
Small Acres	LV/F	Oct '96	d,g	
Pearl Flowers	HV/F	Oct '96	b e,f	
MTEA (Ujima)	LV/F	Aug '96	a c,g f	g,f
UFEA	HV/F	July '96	e,f,g	e,f,g
AUL	LV/F-P	June '96	b, c,g	a,c
Gloca Investments	HV/P	May '96	b e,g	c
MSSGA	LV/F	May '96	b	
MMK	LV/F	May '96	c	
Lira Millers	LV/F	May '96	g	
Trop Organic Produce	HV/F	Apr '96	c	
JACO	HV/F	Apr '96	g	
RECO	HV/P	Apr '96	c, d	
Sukura	LV/F	Mar '96	b,c,g,f	b,e,g,f

Name	Busns Type	BAF Date	Type of Activities*	
			Previous Periods	Current Period
Fair Price Dealers	LV/F	Mar '96	c g	
Iganga Green Ladders Co-op	HV/F	Feb '96	c	
CEI	LV/F	Jan '96	b,f,g	g
Lagoro	LV/F	Jan '96	b, f,g	
SunTrade	HV/F	Dec '95	c,d	
VASTA	HV/F	Nov '95	c	
UCFA	LV/F	Nov '95	b, c, f, g	a,g
Ladhani	LV/F	Oct '95	a,c,d,g	
HORTEXA	HV/F	Sept '95	b,f,g	e,g
JHF	HV/F	Aug '95	c,g	
UGEA	LV/F	Aug '95	g	
Edi Farms	HV/F	July '95	d	
Govinda Kirinya	LV/F	June 95	a b,c,d,e,g	
ASHWOG	LV/F	May '95	a c	

Table 15 ADC Client Business Plans
(current period April '98 thru March '99)

Name	Type	Start Date	Investment (\$ '000)		Institution	Date	Status			Amount	Comments
			Total	(of which) Sponsor			A	R	P		
Flowers of Sunshine	HV/F	12/98	350	75							Plan is for restructuring, rehabilitation and expansion of rose farm recently acquired by promoters Loan application to follow
Bulwany Farm	LV/F	11/98	370	240							Plan is for commercial maize and beans production Sponsor is finalizing the collateral before loan application is made
UCFA	LV/F	9/98	610	278	Donors				x		Plan is for restructuring commercial farms currently under NPART and putting them back into production <i>Plan assisted Association to access fund from DANIDA</i>
AUL	LV/F	9/98	400	100	BOU	9/98				x	<i>Company became insolvent and was liquidated by financier</i>
Kinoni Farm	LV/F	7/98	200	100	Gold Trust & DFCU	12/98				x	<i>Plan, for farm expansion completed and loan applications made to two banks</i>
UCE	LV/F	6/98	575		Investors & Donors	9/98				x	Plan presented to prospective investors Membership recruitment drive and promotion efforts are going on

Type = HV - high value, LV - low value, /F - fresh, /P - processed

LT - long-term, **ST** - short-term, **OD** = overdraft

A = approved, **R** = rejected, **P** = pending w/ expected decision date listed

Plan Date = date client-approved plan / loan application is completed

Start Date = date agreement signed w/ BAF to carry out plan / complete loan application

Table 16 . ADC Client Operating Plans
(current period April '98 thru March '99)

Name	Type	Start Date	Plan Date	Comments / Observations
Estia Mixed Farm	LV/F	12/98	1/99	Activity plan (operations and financing) to support loan application for working capital
Begumisa	LV/P	12/98	1/99	Activity plan (operations and financing) to support loan application for working capital
Tamutambo	LV/P	12/98	12/98	Activity plan (operations and financing) to support loan application for working capital
Kajubi	LV/F	11/98	12/98	Activity plan (operations and financing) to support loan application for working capital
Ntale	LV/F	10/98	11/98	Activity plan (operations and financing) to support loan application for working capital
Ruka Atwoki	LV/F	9/98	10/98	Activity plan (operations and financing) to support loan application for working capital
Kamya	LV/F	8/98	10/98	Activity plan (operations and financing) to support loan application for working capital
Sukura #3	LV/F	7/98	9/98	Helped through CAF to strengthen financial management (records accounting system and planning) identified in the previous period plan
Rakai Farm Supply #2	LV/I	7/98	8/98	Helped the company to prepare activity (operations and financing) plan to support loan application <i>Loan for working capital approved and disbursed by Coop Bank Assisting client to implement the plan</i>
Kisombwa	LV/F	5/98	5/98	Helped the company to prepare activity (operations and financing) plan to support loan application <i>Loan approved and disbursed by Coop Bank</i>

Type = HV - high value LV - low value, /F - fresh /P - processed

LT = long-term ST = short-term, OD = overdraft

Table 17 . ADC Finance Mediation
(current period April '98 thru March '99)

Name	Type	Finance Sought				Status of Mediation Efforts		
		L T	ST	OD	Value (\$'000)	Institution	Date	Comments
Bwiwura	LV/F		x		10	Coop Bank	3/99	Risk Fund application Decision pending
Haji Kalema	LV/F		x		10	Coop Bank	3/99	Risk Fund application Decision pending
Esia Mixed Farm	LV/F		x		10	Coop Bank	1/99	Risk Fund application Loan approved and disbursed
Begumisa	LV/P		x		10	Coop Bank	1/99	Risk Fund application Decision pending
Kinom Farm # 6	LV/F		x		100	Gold Trust	12/98	Bank asked for accounts for last 3 years and collateral Client has submitted them, and decision is pending
						DFCU	12/98	Rejected Bank not interested to lend for maize growing
KKL Enterprises	LV/P		x		3	Coop Bank	12/98	Application rejected for wanting collateral
Tamutambo	LV/P		x		10	Coop Bank	12/98	Risk Fund application Decision pending
Kajubi	LV/F			x	10	Coop Bank	12/98	Risk Fund application Decision pending
Ntale	LV/F			x	10	Coop Bank	11/98	Approved and funds disbursed
Ruka Atwoki	LV/F		x		10	Coop Bank	11/98	Approved and funds disbursed
Kamya # 2	LV/F			x	8	Coop Bank	10/98	Approved and funds disbursed
Kinom Farm # 5	LV/F			x	20	Coop Bank	10/98	\$10,000 approved for 360 days Client's appeal for a reconsideration of the whole amount turned down by bank

Type = HV - high value, LV - low value, /F - fresh, /P - processed

LT = long-term, ST = short-term, OD = overdraft

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Name	Type	Finance Sought				Status of Mediation Efforts		
		L T	ST	OD	Value (\$'000)	Institution	Date	Comments
AUL # 2	HV/P	x	x		100 300	BOU (Thru Gold Trust) BOU (Thru Gold Trust)	9/98 9/98	<i>Rejected Company collapsed and was liquidated</i> <i>Rejected</i>
Rakai Farm Supply	LV/F		x		10	Coop Bank	8/98	<i>Application approved and funds disbursed</i>
Kisombwa	HV/F		x		10	Coop Bank	6/98	Approved and disbursed
Taimex #3	HV/F			x	10	Coop Bank	5/98	Approved, disbursed and repaid Client will access buyer credit for next season Stanbic has established a revolving overdraft facility for client
Gloca	HV/F		x		10	Coop Bank Centenary	5/98	Centenary loan approved and disbursed Client dropped interest in Coop Bank application <i>Centenary loan repaid and client accessed fresh loan of same amount from same bank</i>
Kinoni Farm #4	LV/F			x	10	Coop Bank	5/97	Approved and disbursed for a period of 180 days <i>Repaid</i>

Type = HV - high value LV - low value /F - fresh /P processed

LT - long-term ST - short-term, OD = overdraft

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Table 18 ADC Business Plan Referrals to APDF
(current period April '98 thru March '99)

Name	Type	Sponsor Est'd Value	Date Referred	APDF Decision			Comments
				A	R	P	
Kasambya Estates Ltd	HV/P	\$825,000	9/98			x	Fruit juice processing and packaging
Banga Multi-purpose Co- op	HV/L V	\$1 24 million	7/98			x	The project is for production of fertilizer from coffee husks, city waste and water hyacinth
Agri-Expt (U) Ltd	HV/F	\$450,000	4/98			x	French beans and bird's eye chillies for export

Table 19 ADC Business and Finance Training
(current period April '98 thru March '99)

Subject	Target Group	Co-Sponsor(s)	Date	Participants			Comments
				Total	#F	# Pvt Cos	
Input supply network management #3	ATAIN stockists	Sukura, RFS, RIHL	1&2/99	125	28	4	Training stockists in records maintenance, inventory management and planning
Outgrower management #2	Firms with outgrower operations		2/99	10	1	9	Workshop on outgrower design and management
Commercial Farm Field Records #5	Commercial Farmers		1/99	28	1	4	Delivered module on farm records and planning
Commercial Farm Field Records #4	Commercial Farmers	Kinoni Farm	8/98	12	1	6	Delivered module on farm records and planning
Input supply network management #2	ATAIN stockists	Sukura, Rakai Farm Supply, Nsanja	6/98	110	32	3	Training stockists in records maintenance, inventory management and planning
Advanced input network management	Rakai ATAIN stockists	BUDS, Rakai	7/97	8	2	1	Training stockists in advanced record keeping, product knowledge and handling
Records and finance management #3	Sukura accounts staff	Sukura	7/98	6	1	1	Training accounts staff done through CAF engagement
Computer accounting skills	Sukura accounts staff	Peace Corps	4/98	3	-	1	Training accounts staff on computer accounting information generation by PCV at Iganga.

2.4 Component Four Strengthening Associations

Overview

Given the continued weaknesses of the principal commodity associations the ADC has been working with, as identified in previous reports and also as noted by the mid-term evaluation that the ' assumption underpinning the design of the association strengthening component of the project is not correct ', BAF decided to back off from a pro-active association strengthening role and adopted a strategy of providing assistance on a case-by-case, demand-driven basis. The ADC is seeing its strategy on association strengthening shifting to emphasise on assisting individual firms which, if they become strong, will form strong associations on their own. Thus associations will gradually be assisted just like other client firms.

During the year, a number of commodity associations registered a decline in the quality of services delivered to their members with the resultant decline in membership and financial strengths while some completely collapsed, e.g. UGEA. Also almost none of the associations initiated any move worth supporting to influence favourable NTAE policy and regulatory environment, except for the ADC-supported efforts to have an operational code of practice for fresh produce and flower growers and exporters. The association strengthening effort continued to be a cross-cutting initiative within the project, and thus the information reported here covers the assistance extended by the HV, LV, BAF and REE components. The ADC continued to interact with at least one of the principal commodity-based associations on a regular basis, as well as a number of local-based producer associations intermittently.

Progress by Objective

Objective 1 Maintain contact with relevant associations and provide specific assistance to strengthen them as vehicles for reaching NTAE membership

ADC maintains regular contact with NTAE associations of primary importance of which there are approximately ten (including, HORTEXA, UCFA, UNVA, UFEA, UHA, UFA, UNFA, UWAMPE) and occasionally assists local-based associations and producer groups in the areas covered by the project. During the year, the ADC assisted, for example, UFEA to organise its annual Ugaflor conference, training middle level managers of rose farms in Applied Floriculture and conducting a study tour for the trainees to rose farms in Kenya and Netherlands, and also assisted the association to hold an Annual General Meeting (AGM), HORTEXA with a grant of \$14,000 to establish and equip its secretariat, with holding its AGM and assisting its members with a high value crops production specialist under the project grant to APDF, UFEA and HORTEXA with drafting the harmonized code of practice for fresh produce and flower growers and exporters, UNVA with vanilla production training, UCFA with revitalization plan and pursuing the commercial farm debt restructuring, and Mubuku Growers Association with market linkages and trial shipments. Other associations in some way received one-on-one technical assistance.

No new policy initiatives were started, although several resolutions were made at the Ugaflor '98 that are being followed-up. Work continued on previous efforts though. A code of practice for fresh produce and flower exporters which, in a way, will regulate the members' conduct for the benefit of the industry is being finalized.

Benchmark 11 engagements completed with 5 associations (100% of target accomplished)

2.5 Component Five Education and Training

Overview

The Education and Training (ET) component is responsible for three main output categories, namely, strengthening of three departments (Agricultural Economics, Crop Science, and Food Science and Technology) at Makerere University (MU), accomplishment of the student internship program and coordination of both formal and non-formal training in support of the other project components. During the fourth work plan year, ET continued to work closely with MUFAP's three departments, in addition the Dean's office and other departments like Agricultural Extension/Education, Soil Science, and the Continuing Agricultural Education Center. Makerere University completed and submitted an evaluation report on the internship programme and a proposal for its extension during the fifth work plan year. Among the key ADC training activities were, Practical Aspects of Commercial Maize Production, Safe and Effective Use of Agro-chemicals, the Applied Tropical Floriculture course, the ATAIN stockist's training, the second out grower workshop and export packaging of passion fruit. New training initiatives have been started with ICIPE/NARO for IPM-Vegetable training and the NARO-KARI/Banana Programme for transfer of production and post-harvest technologies.

The demand for practical skills in commercial maize production has been overwhelming based on the number of applicants that responded to the course advertisement in the print media. The IDEA project's efforts in grooming the subsistence producers into semi-commercial and commercial farmers, through the hands-on practical training course has proved to be an important tool to the commercialization process. With proper technical skills and production techniques acquired, the trained farmers have increased their yields and the area under production as well as increase in enterprise profitability. Due to high demand, the two training sessions per season will be maintained during the fifth work plan year, to cope with greater numbers that are in need of skills.

Progress by Objective

Objective 1 Continue implementing U.S participant M Sc training

Five M Sc candidates had been placed at Cal Poly San Luis Obispo and the University of Illinois by the third work plan year. During the first half of the fourth work plan year, one more student successfully completed his M Sc and returned from the University of Illinois to bring the number of returnees to three (two returned in February 1998 from the same University). Two additional M Sc candidates were enrolled at Cal Poly San Luis Obispo. One of these was terminated after adjustment difficulties and has returned to Uganda, and the other student is still pursuing her studies. During the second half of the fourth plan year, efforts have also been on following up the returnees and resettling them at Makerere University. Because of the recruitment ban by MU, the IDEA Project intervened and one graduate was recruited to prepare M S Agri-business course at MUFAP. The other two rejoined their former employers, NARO and IITA. The Alternate Ph D programme was completed successfully, and some of the students have embarked on their research phase.

Benchmark 3 total MS candidates enrolled in the U S (100% accomplished)

Benchmark 1 MS graduate returns to Uganda (100% accomplished)

Benchmark 8 total Alt PhD courses taught (100% accomplished)

Objective 2. Implement NTAE internship program

During the first half of this work plan year, 25 student interns were placed at 13 different NTAE sites and accomplished their attachments. This was more than the targeted number of placements. The sites included Fruits of the Nile, Mairye Estates, Mubuku Irrigation Scheme, Ankole Unga, Sukura, J&H Horticulture, Magric, Dembe Enterprises Ltd, Fruit Pack Ltd, Balton (U) Ltd, Cocoa Development Programme (CDP), Royal Flowers Ltd, Post harvest & Horticulture Programs (KARI) and the National Maize and Bean Program (NAARI).

The internship coordinator did a very good job in implementing the programme. Two evaluation reports (1997 & 1998) have been completed and submitted to ADC. In the report, several NTAE clients have expressed desire to be considered for next year's placements and it reveals satisfaction of the internship programme by both the NTAE firms and the students. Many students felt that the program was practical and exposed them to real life situations. The firms also expressed satisfaction with the students and thought that the program was useful in identifying and solving some of their problems. MUFAP felt that the internship program has helped in strengthening its relationship with the private sector. All key participants expressed the wish that the program should continue. The remaining challenge is for MUFAP to allocate financial resources to run the programme.

Benchmark Up to 20 NTAE students complete their internship (125% accomplished)

Objective 3 Conduct LV, HV, BAF, and SA training events

The ADC training approach of being demand-driven and client-centred has gained popular support from the clientele and efforts have continued to ensure that training events are implemented as planned. MUFAP especially the Continuing Agricultural Education Centre (CAEC) and MAAIF have continued to be involved in ADC training events. Twelve participants from 5 rose farms who completed their Basic Certificate in Applied Tropical Floriculture were taken to Holland for a market contact visit during the second half of the fourth work plan year.

There is a call for provision of production skills and techniques by commercial farmers as a means to modernising agriculture. However, the public sector and government departments lack the professional skills in agribusiness to adequately train and advise the emerging and growing number of commercial farmers. With a view to instilling a discipline to ensure that farmers produce for profits and considering the lack of professional skills in the private and public sectors as already alluded to, the ADC conducted two sessions in commercial maize production during the second half of the fourth work plan year. This effort will be maintained in the coming year to meet the increasing demand.

A new effort was initiated with the KARI/Banana programme to transfer the available production technical packages to matooke and apple banana growers to meet the export requirements of the fruit in terms of quality and volumes. Also the IPM-Vegetable training project jointly executed by IDEA/ICIPE/KARI started during the reporting period and it is a client-oriented activity to provide technical and business skills to vegetable growers and exporters.

Training events conducted over this reporting period totals to 30 (Annex 8) to match with demands from the clients. This represents 107% of the planned events for the fourth work plan year.

The main training events were informal/short-term training (such as field days and short courses in production and post-harvest handling, observational and market contact visits, workshops, seminars, etc) and formal/long term M Sc training in Agricultural Economics, Food Science and Horticulture ADC sponsored five students to undertake masters programs in the U S , four of whom have returned to Uganda (three having successfully completed their degrees) whereas the fifth will be returning during the fifth work plan year

During the fourth work plan year, 75,778 males and 43,984 females were trained, giving a total of 119,762 people trained in various disciplines such as production techniques, post harvest handling, financial management, input marketing, quality control, etc Most of the trainees were farmers, extension agents and input dealers This includes 116,140 farmers who were reached through the maize and bean field demonstration program and field days

While most of the planned training events were conducted, there were few modifications from what was planned to match the new training demands from ADC clients Further details on training events are covered under the LV, HV and BAF components

Benchmark 28 total LV, HV, BAF, and SA training events conducted (107% of target accomplished)

2 6 Component Six Monitoring, Evaluation and Assessment

Overview

With a view to ensuring that the project is making progress towards achieving its goal of increasing rural men's and women's incomes, the M&E component maintained close working relationships with the USAID Mission and the other project components. Managing for results continued to be the main focus. The M&E system was reviewed, up-dated and reports regularly prepared and disseminated. The review of the M&E system- the *Agribusiness Impact Monitoring System (AIMS)*- took into account SO1 requirements as spelt out in the USAID's Country Strategy of 1997-2001, additional tasks reflected in the fourth annual work plan as well as the need for increased impact assessments.

During the year, the sixth and seventh semi-annual progress reports were produced and disseminated in April and October 1998 respectively. The component also carried out assessments to highlight successes and lessons learned from some of the ADC-led initiatives and produced five *Agribusiness Highlights*. Two commodity studies were conducted, one on flowers and another covering fresh produce. Assessments of NTAE growers and firms assisted by the ADC were undertaken. A review of progress by objective during the fourth work plan year is presented below and summarised in Table 20.

Progress by Objective

Objective 1. Review and maintain monitoring system

AIMS, comprising *Paradox*, *Microsoft Project* and *Quattro Pro*, was reviewed and updated to incorporate additional tasks in the fourth annual work plan. The *AIMS* encompasses a client assistance database to track interventions such as firms assisted, training, success stories and lessons learned. The system also tracks project outputs and impacts. The review focused on impact indicators and procedures, data sources and reporting formats. Reporting needs of all project components were reviewed and updated accordingly. Close liaison was maintained with the USAID's M&E unit in order to ensure consistency with new SO1 requirements, country strategy (1997-2001), CP and R4.

Benchmark *AIMS reviewed, updated and maintained, consistent with SO1 requirements by March 31 1999 (100% accomplished)*

Objective 2. Systematic monitoring of project outputs and success rates

Project outputs were closely monitored and close liaison maintained with other components within the project. Project component achievements, clients served, training conducted and other project activities were updated. Semi-annual reporting formats were reviewed and indicators developed for each component. During the year, the sixth and seventh semi-annual reports were produced and disseminated in April and October 1998 respectively.

Benchmark *Project outputs systematically monitored and 2 semi-annual progress reports presented one by 4/30/98 and another by 10/31/98 (100% accomplished)*

Objective 3. Update M&E data from secondary sources

Close liaison was maintained with secondary data providers. Macro-level data on production, exports and key economic indicators were obtained from various sources, including MPED, MAAIF, CAA, URA and FEWS. M&E participated actively in the re-instituted committee on international trade statistics coordinated by the Bank of Uganda. The main objective of the committee is to streamline and improve the quality of export and import data.

The real challenge, however, still remains the poor quality of data and the lack of timeliness. The ADC does have relatively good and current data for air exports through Entebbe and continues to fund this data collection activity. It is still necessary to validate the data and this is accomplished through personal contact with ADC exporter clients. For instance, the ADC met with exporters to try and get a fix on recent levels of cocoa exports. The ADC also worked closely with FEWS during its study of cross-border trade in food commodities in Western and North-western Uganda.

***Benchmark** Secondary data collected and updated by March 31 1999 (100% of target accomplished)*

Objective 4. Conduct commodity studies for impact evaluation

Two commodities, namely roses and fresh produce were selected and studied during the second half of the work plan year. Under fresh produce, passion fruit, hot pepper and fresh beans were studied. Both commodities were independently studied by local consultants, who were responsible for analyzing the findings, preparing reports and disseminating information. The consultants were, however, closely monitored by the M&E Specialist.

***Benchmark** Three commodity studies conducted by March 31, 1999 (100% of target accomplished)*

Objective 5 Undertake assessment of project interventions

Procedures to assess project impacts were designed and areas of intervention selected. During the year, five project interventions were assessed. These were input supply network, cocoa training programme, vanilla, commercial farming, hot pepper and market interventions. Five Agribusiness Highlights covering ADC initiatives in vanilla, commercial maize farming, input supply network, hot pepper and use of local resources in increasing the welfare of the rural population were produced and disseminated.

With increased project interventions, it is necessary to ensure that results and impacts are being realised and necessary corrective measures are being implemented where necessary. Such in-house assessments have therefore been instrumental in guiding the project in reallocating its resources. Such assessments have also enabled the ADC to ascertain the perceptions of its clients and develop an effective feedback mechanism.

***Benchmark** 6 project intervention areas assessed and Agribusiness Highlights prepared by 3/31/99 (90% accomplished)*

Objective 6. Conduct and update NTAE grower environmental impact monitoring surveys

Close liaison was maintained with NEMA. In fact NEMA has complemented ADC for adopting a proactive approach in addressing environmental issues. Two commodities, namely flowers and fresh produce were assessed during the year. The assessment which involved interviewing producers and visits to various NTAE production sites formed part of the commodity studies and were conducted by local consultants. The project conducted a crop chemical safe use training workshop during the reporting period and prepared a reference manual. The ADC also participated in an SO1- wide IEE during February 1999.

Benchmark 3 annual grower environmental surveys conducted and updated by 3/31/99
(100% of target accomplished)

Objective 7. Conduct 10 additional environmental assessments of assisted firms

During the fourth work plan year, the client's environmental assessment form was revised based on the previous assessment of clients undertaken during the third year work plan. Five additional clients were assessed during the second half of the current work plan year, bringing to 45 the total number of assisted firms assessed.

Benchmark 45 total environmental assessments conducted for assisted firms by 3/31/99
(100% accomplished)

Table 19 Summary of M&E Progress by Objective April - September 1998

Objectives/Tasks	Baseline Target (4/1/98 to 3/31/99)	% of target as of 3/31/98	Comments
1 Review and maintain monitoring system	AIMS reviewed and maintained by 3/31/99	100	Activities are on schedule and completed on time
2 Systematically monitor project outputs and success rates	Monitor outputs and produce 2 M&E reports by 3/31/99	100	6 th & 7 th semi annual progress reports were produced and disseminated
3 Update M&E data from secondary sources	Secondary data collected and regularly updated by 3/31/99	100	Continuous effort and close liaison were maintained.
4 Conduct commodity studies for impact assessment	3 commodity studies conducted by 3/31/99	100	Two instead of three commodities were studied. However, fresh produce included passion fruit, hot pepper and fresh beans
5 Undertake assessment of project interventions and prepare Agribusiness Highlights	6 project intervention areas assessed and Agribusiness Highlights prepared by 3/31/99	83	Five instead of six Agribusiness Highlights were produced. It was necessary to reduce the number to coincide with areas of intervention.
6 Conduct and update NTAE environmental impact monitoring survey	3 annual NTAE grower environmental surveys conducted and updated by 3/31/99	100	Environmental survey conducted alongside commodity studies
7 Conduct 10 additional environmental assessments of assisted firms	A total of 45 environmental assessments conducted for assisted firms by 3/31/99	100	Environmental assessment forms were filled for 5 additional clients, bringing the total number to 45

Overview

The ADC is now 4 years into the project, and activities are generally on-time, and in a number of cases ahead of target throughout LOP. Because of the accelerated activity, the project was going to exceed budget, and was able to secure additional funding through a contract modification. The project is moving towards attaining the following objectives: rural men's and women's HH expenditures increase as fast as agricultural production, rural income from NTAEs increase as fast as exports, NTAE exports increase 10%/year over LOP. The project management component provides overall guidance on project implementation. The project has excellent visibility, there is a large number of ADC clients/beneficiaries and SOI impact is being realized.

The *El Nino* effects dissipated during the reporting period, but Uganda did experience a 1998 A season where rains commenced late, tapered off rapidly in mid June, but rain and overcast conditions continued during the dry season, which hampered drying of crops such as maize. The 1998 B season also ended abruptly, which caused low yields and shortage of marketable surpluses. The dry season was drier than normal and temperatures were elevated. It is encouraging that the 1999 A season commenced with rains over much of the country falling in the second week of March. The supply of food commodities is fairly abundant throughout most of Uganda, prices are considerably lower than their previous highs. However, crops such as coffee (including coffee imports from neighbouring countries) have witnessed significant drops in production and the Uganda shilling has weakened as a result. At the end of the reporting period the Uganda shilling was approaching 1400 1 against the U S dollar. Whereas this makes Uganda's exports more competitive, it also further justifies initiatives by the ADC/IDEA project to boost export earnings.

The U S Embassy in Kampala, and other U S and Uganda facilities continue to be the targets of terrorist activity, which has resulted in several deaths in Uganda, in addition to the perpetual problems in the North. This has resulted in tightened security at all U S installations in Kampala with both the U S Embassy and USAID Mission facilities closed or activity severely curtailed. This has not caused any major disruption to IDEA project activities, the COTR was always accessible. Rebel activity continued in some of the ADC target districts. ADF disturbances in Kasese have reduced passion fruit and bean exports. ADF activity in Bundibugyo has curtailed support to vanilla and cocoa farmers in that area. Travel restrictions resulted in some clients in these areas not being serviced on a frequent basis. We now only have one PCV remaining.

Despite the above, the ADC continues to be an extremely active service centre for NTAE activity. TAs are fully occupied servicing existing clients and dealing with new requests. The ADC has a large number of non-client visitors (donors, etc) on literally a daily basis and our counsel is sought on broader issues dealing with modernisation of agriculture in Uganda, food security and regional cooperation. Changes in project personnel during the year included extending Mark Wood through LOP, extending Bill Kedrock through September 30, 1998 and he has now been repatriated, terminating the position of Market Manager occupied by David Kyeranyi, hiring Alphine Karumarimo who replaced Edison Mwanje, and hiring John Sseyanga as Logistics Manager.

There were a number of changes in USAID, a new Mission Director (Dawn Liberi), Deputy Mission Director (Patrick Flueret), Controller (Mark Powdermaker), Contracts Officer (Alvera Reichert) and PPD Officer (Denise Rollins). Some of these new partners have

visited IDEA project sites. The institutional contract was amended during the reporting period, to realign existing LOE, to extend the PACD for the full 5 years, to include CLS costs and to increase total estimated cost. In addition, an evaluation by REDSO personnel is underway.

Progress by Objective

Objective 1. Implementing recommended changes in ADC focus

A major accomplishment during the reporting period were two contract amendments. In the first instance, USAID has ceased to provide logistical support to contractors, grantees, etc at the Kampala mission. All of these responsibilities under IDEA are now the responsibility of the institutional contractor. This required a contract amendment to transfer leases, maintenance, etc. In the process, the ADC has also recruited a Logistics Manager to handle all these matters. Secondly, another major contract modification was effected during the reporting period that addressed many outstanding issues that had been around since the start of the contract, some of the recommendations of the USAID evaluation of IDEA were incorporated, and additional budget was provided for line items that were being depleted. This was a major relief for all concerned, and the project is now able to function better, with COP, COTR, CO and HO time now available for getting on with project implementation.

The project now has 12 months remaining under its initial 5 years (PACD was extended for the full 5 years, to February 23, 2000). Preliminary discussions have been held with COTR on the way forward - which would entail exercising the extension option. Evaluation activity is commenced in March 1999.

Benchmark *Contract amended by 12/31/98 (100% accomplished, current 5-year contract has been amended, activity to now concentrate on exercising the option to extend the contract)*

Objective 2 Team building/5th annual work plan

This was conducted in January/February, 1999. The first session was held in January, involving the ISC, USAID, the ADC team, and Candace Conrad the Sr, VP in charge of Africa/Asia regions in the Chemonics HO. The technical design for extending the contract was delayed so it was not possible to incorporate the recommendations in the work plan.

Benchmark *Approval of fifth annual work plan by ISC (100% complete, approved on 2/4/99)*

Benchmark *Approval of training plan (100% complete, approved on 2/4/99)*

Benchmark *Approval of commodity procurement plan (100% complete, approved on 2/4/99)*

Benchmark *Approval of budget (100% complete, approved on 2/4/99)*

Objective 3 Contract administration and reporting

The IDEA project has an efficient system of contract administration and reporting. This is reinforced by Chemonics experience in implementing USAID contracts and the HO support.

provided to the field. Project management has a good working relationship with ADC clients, the ISC, the USAID Mission, sub-contractors and other collaborators.

There are new personnel at USAID, so the institutional contractor is in a continuous state of adapting to these changes. The GOU counterpart contribution for IDEA was included in the national budget for the 1998/99 FY and funds have been released which has allowed certain activities to be reactivated, including the ISC meetings. There is close contact with the Mission on both programmatic and administrative matters.

Benchmark *Expat vehicle registration/3rd party insurance documented (100% completed, ongoing process)*

Benchmark *Expat residence status confirmed (100% completed, ongoing process)*

Benchmark *ISC meetings held (50% accomplished, no ISC meetings were held during the first half of the year due to lack of counterpart funds for sitting allowances, however 4 meetings were held in the second half of the year)*

Benchmark *Office procedures manual updated (100% completed)*

Benchmark *Local employee handbook updated (100% completed)*

Benchmark *Submit monthly vouchers (100% completed, vouchers have been submitted each month)*

Benchmark *Semi-annual progress report submitted (100% completed, 6th semi-annual progress report submitted in April, and 7th semi-annual progress report submitted in October 1998)*

Benchmark *Quarterly financial reports submitted (100% completed)*

Benchmark *Audits of project financed activities completed (100%, no audits necessary)*

Benchmark *Procurement/receiving/inventory/marketing completed (100% completed, CY 1998 inventory report submitted, contractor will also have to inventory all household furniture, etc.)*

Benchmark *STTA reports completed (100% completed)*

Objective 3 Promote the ADC

The ADC has been fully operational for 4 years. Several other commodities are now being addressed, including tree crops such as cocoa. A desk study has been conducted on groundnuts. ADC also recognises opportunity to broaden apple banana activity to include matoke, because of its importance as a food security crop for Uganda and particular cross-border trade opportunities. Geographic focus is broad, and continues to stretch project resources in servicing the more remote clients, and those clients affected by rebel activity in Kasese and Bundibugyo.

The ADC has an established reputation as a successful project, which has increased the demand for its services. Apart from NTAE clients, the ADC has virtually daily visits by other projects and consultants. The ADC serves on several national committees, such as the

Agricultural Modernization Task Force, the PL-480 Technical Review Committee, etc. The TAs within the ADC are often called upon to present papers. USAID also relies on ADC to provide input on related programmes, including food security, and other regional and global initiatives. This covers a broad range of topics, including cross-border trade, regional research, WTO and other trade related issues, environmental monitoring, competitiveness analysis, etc. The ADC has established very good collaboration with other projects/programmes such as FEWS, PL-480, SG 2000, etc. The USAID Mission has decided to handle USAID grants management directly, and there remains a disconnect between technical oversight and funds dispersed, plus shortfalls in reporting and accountability. There is limited budget remaining for new grants, although grant requests were submitted for ongoing support to some of the NARO programmes, and for the Uganda National Vanilla Association. There are many outstanding issues to be addressed on existing grants, both of a technical and financial nature. Some of the existing grants were closed out during the year.

The APDF grant activity has been active during the period, with management support provided on a cost sharing basis to HORTEXA clients and to 2 rose farms.

Benchmark HV & LV commodity priorities reviewed by ISC (100% completed, ongoing process)

Benchmark HV & LV geographic focus reviewed by ISC (100% completed, ongoing process)

Benchmark Cost sharing agreements/grants management administrator approved by USAID by 4/30/98 (0% accomplished, USAID has decided to hire a grants administrator in the Mission)

Benchmark Ongoing engagement of collaborators (APDF/PCVs/VOCA) through 3/31/99 (100% completed)

3.0 CONCLUSION

Interventions by the project continue to achieve impressive results in expanding NTAE growth for Uganda. As shown in Annexes 9 and 10, significant progress has been made to date. Both growing seasons in 1998 were of relatively short duration, so this had a depressing effect on crop yields. The ADC has also witnessed a slowing down in the world economy, and large devaluations of currencies of competitor countries (e.g. Indonesia - vanilla, Zimbabwe - flowers, fruits & vegetables, Malawi - bird's eye chillies) which has eroded some of Uganda's market. At the same time, the Uganda shilling has also come under pressure, although it has not devalued to the extent of these other competitors.

Uganda is still a small player in the international NTAE market place. There is considerable room for further expansion. One of ADC's challenges is finding serious clients. There is also the need for the sector to expand so there is adequate critical mass to enhance Uganda's competitive advantage. This NTAE growth has come at an important time where Uganda needs to diversify its export base to buffer against declining coffee receipts and world recession. There are also good employment/poverty eradication benefits from NTAE growth.

The ADC has developed a very good reputation as a centre of excellence in the NTAE sector, and in fact is the major supporter of this sector. It comprises a staff of highly dedicated professionals able to work directly with private sector clients. Our counsel is constantly

sought by clients and by other donors and programmes. A challenge is to allocate our limited resources of TA and budget in a results oriented manner.

The internal food security situation is quite good at the moment. There is a general abundance of food over much of the country and commodity prices are lower. This has created greater pressure to find export markets, clouded at the moment by economic recession in many countries and a surplus of many commodities in the region. The focus of the ADC as it enters into the 5th work plan is to concentrate on commodities that can realize high gross values and generate high employment. Increased emphasis will be placed on cocoa and matoke. Some of the minor crops such as mushrooms, dried chilli, honey, etc which have required a high level of project input with only limited value generated will be de-emphasized, but not discarded.

All efforts are being managed for results - achieving increase in rural incomes. Certainly NTAE growth has been a winner for Uganda, and this can be expanded many fold. Finally, the ADC has to be looking forward and planning for exercising the option to extend the project beyond the initial 5 years, which ends in February 2000.

ANNEXES

Annex 1

Project and Component Objective Trees

Figure 1: Overall IDEA Objective Tree

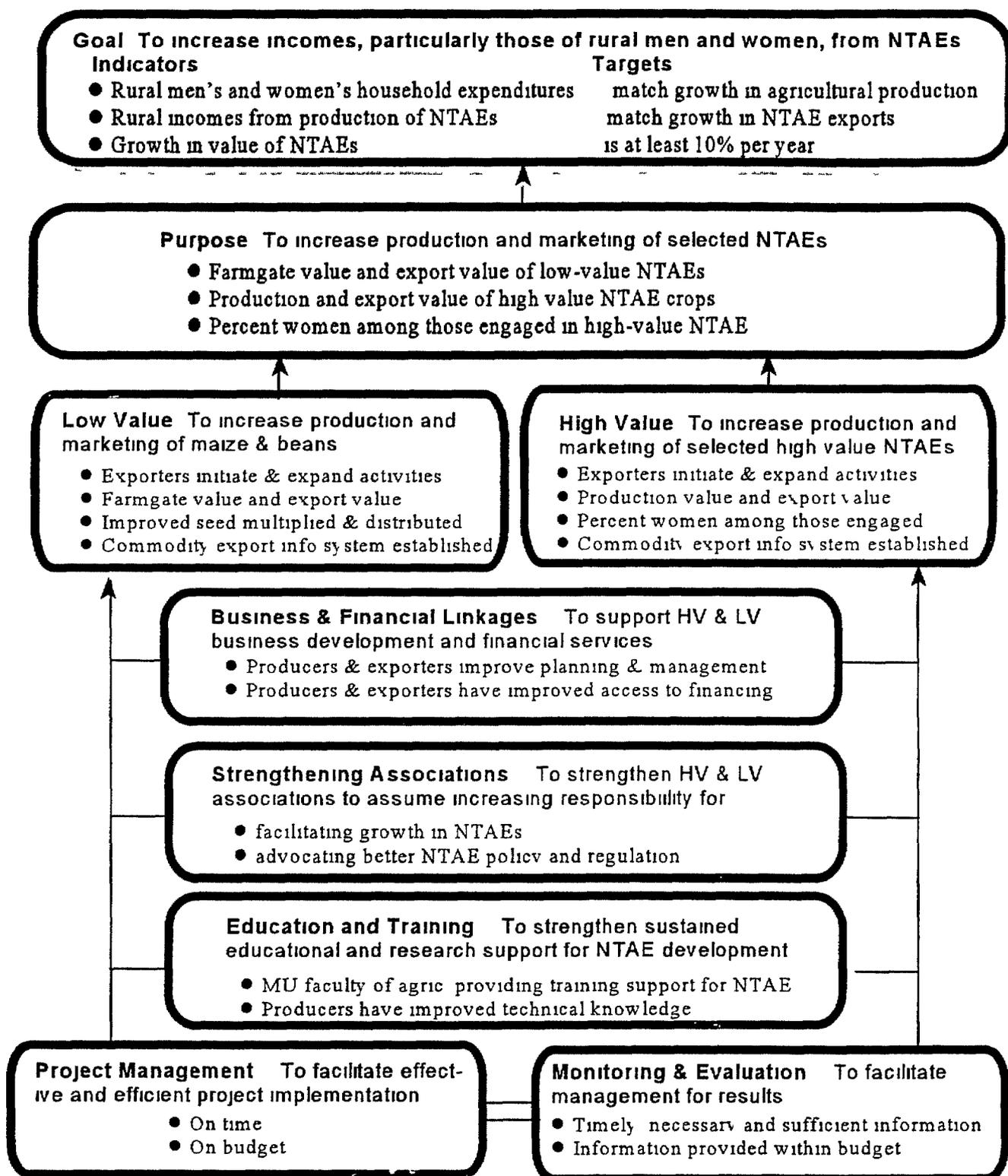


Figure 2: Low Value Objective Tree

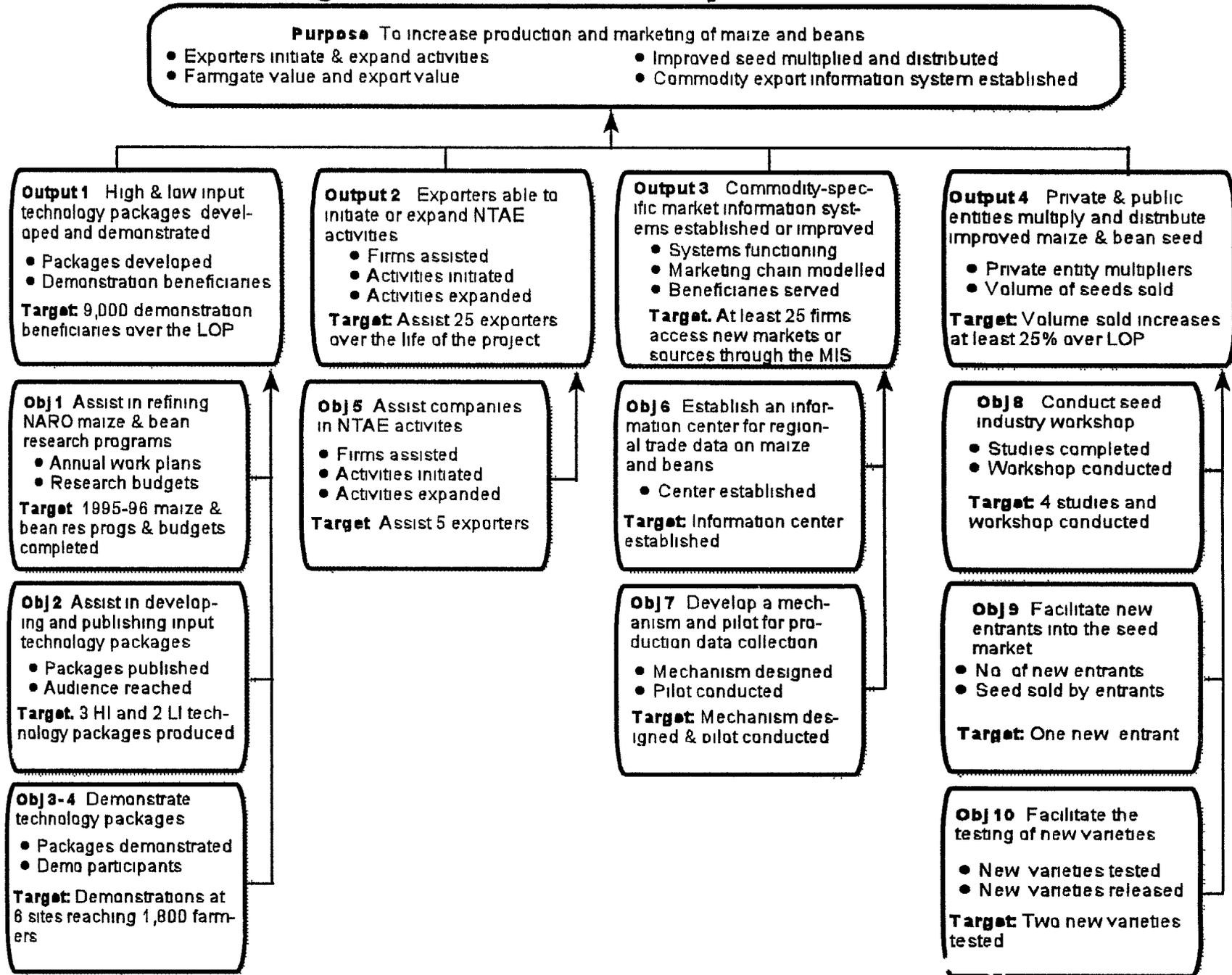


Figure 3: High Value Objective Tree

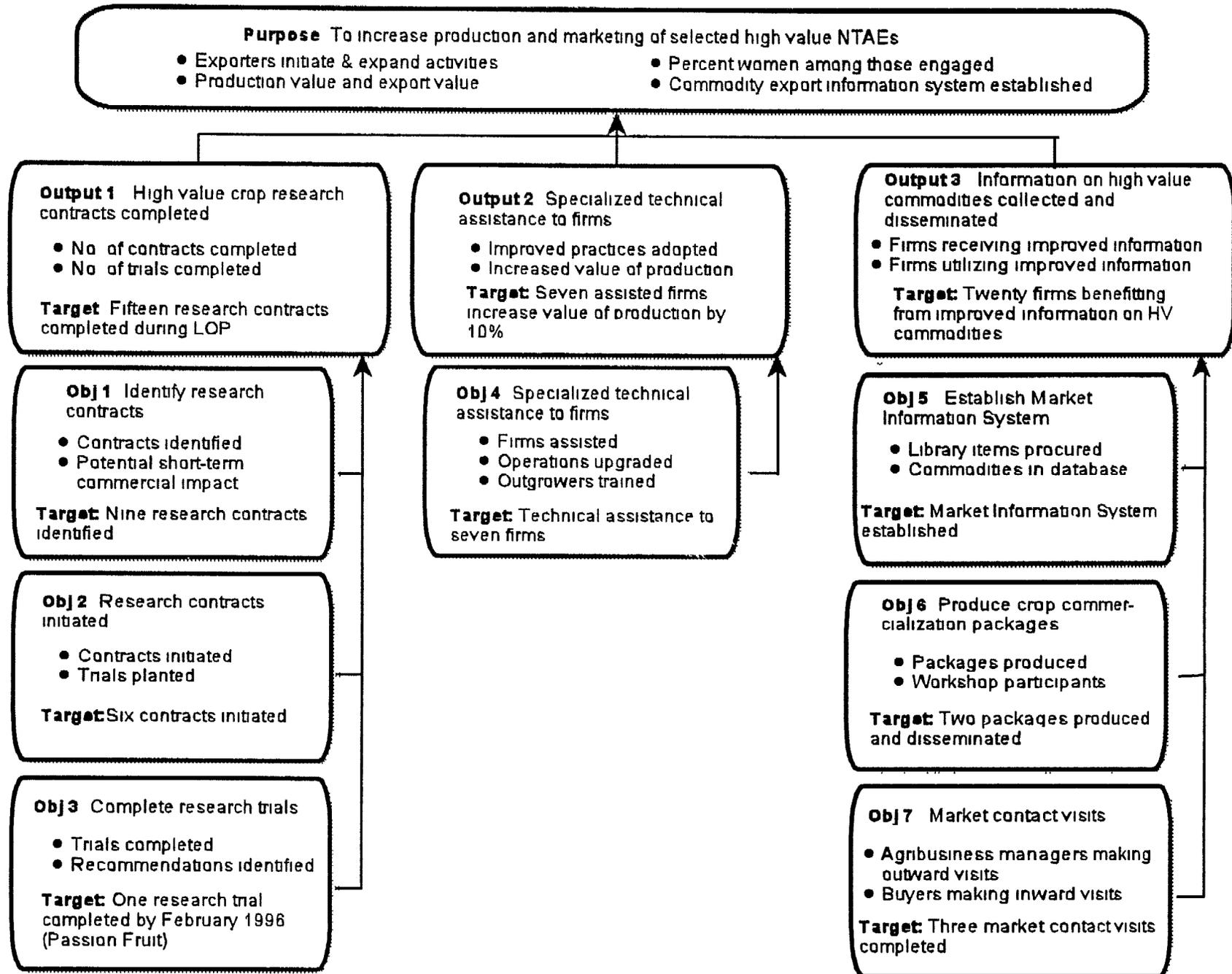


Figure 4

BUSINESS AND FINANCIAL LINKAGES

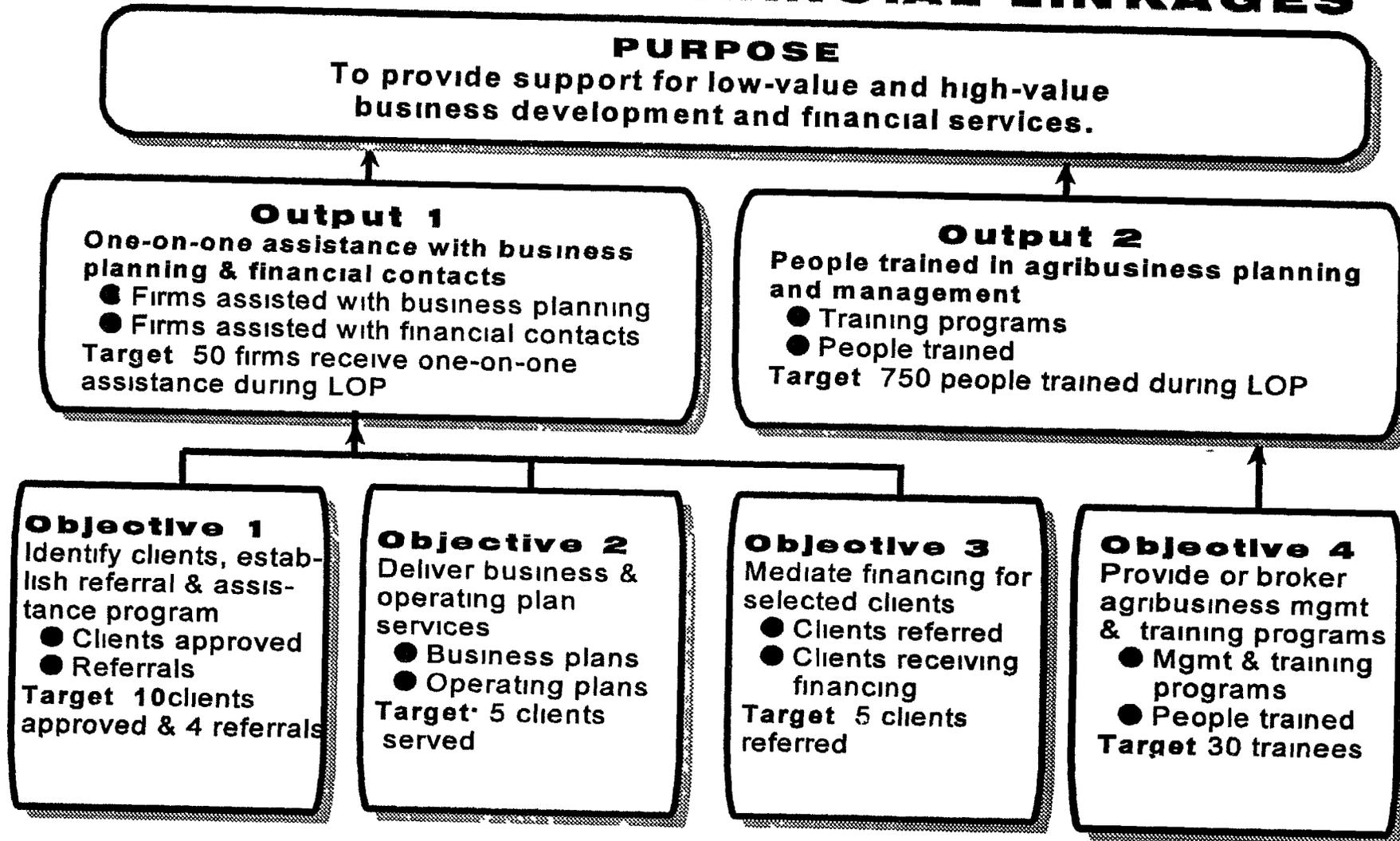


Figure 5

STRENGTHENING ASSOCIATIONS

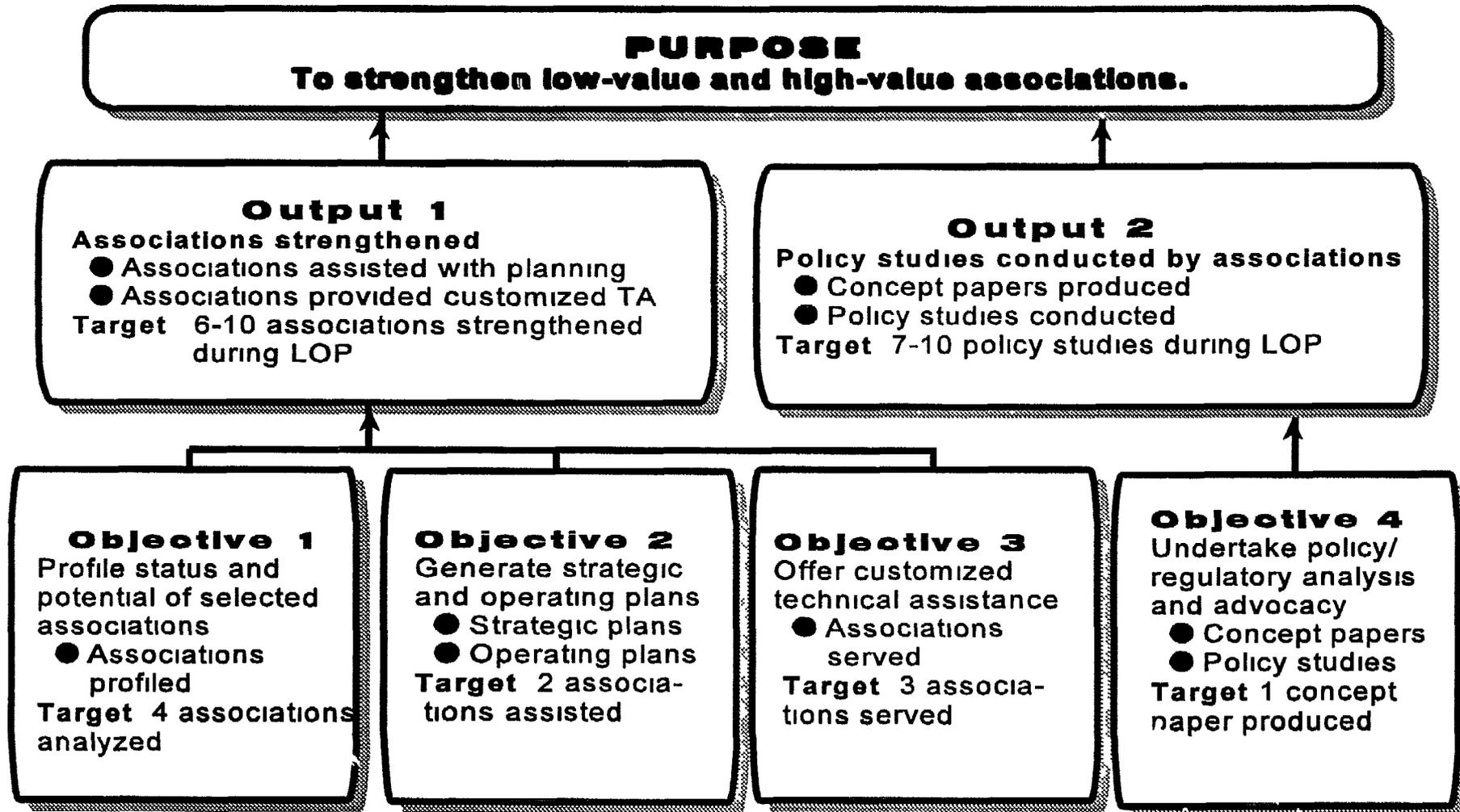


Figure 6 **EDUCATION AND TRAINING**

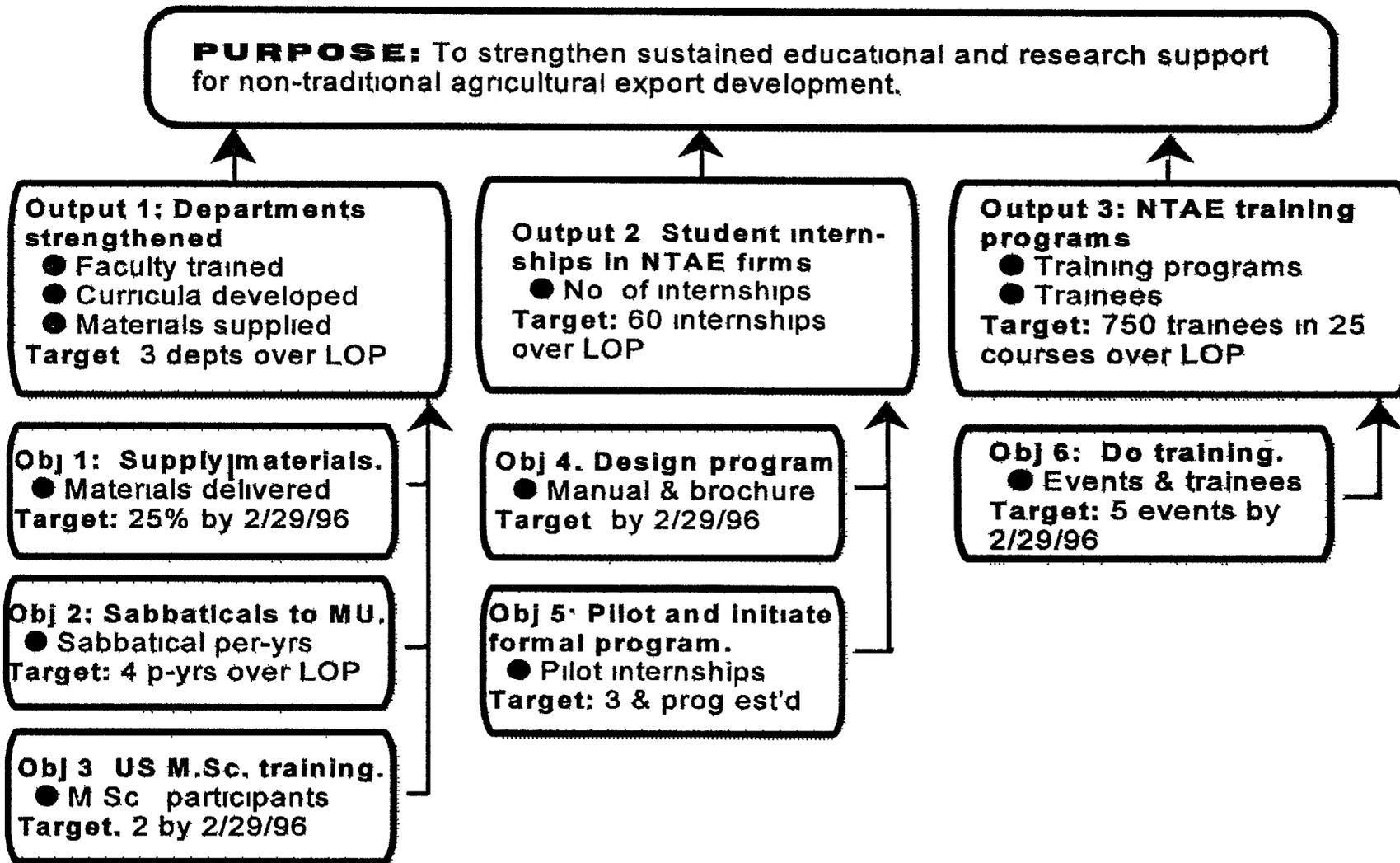


Figure 7. **MONITORING AND EVALUATION**

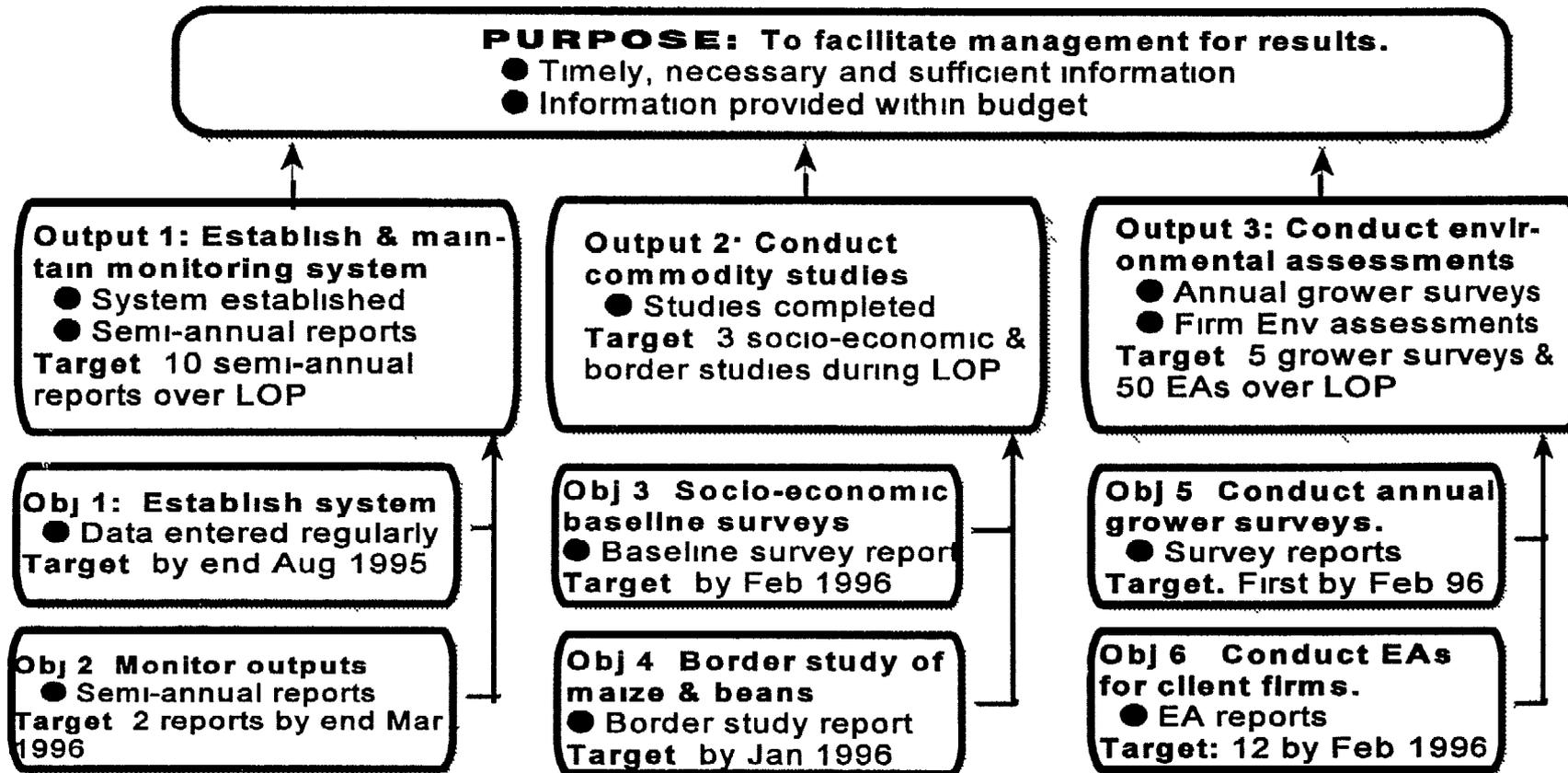
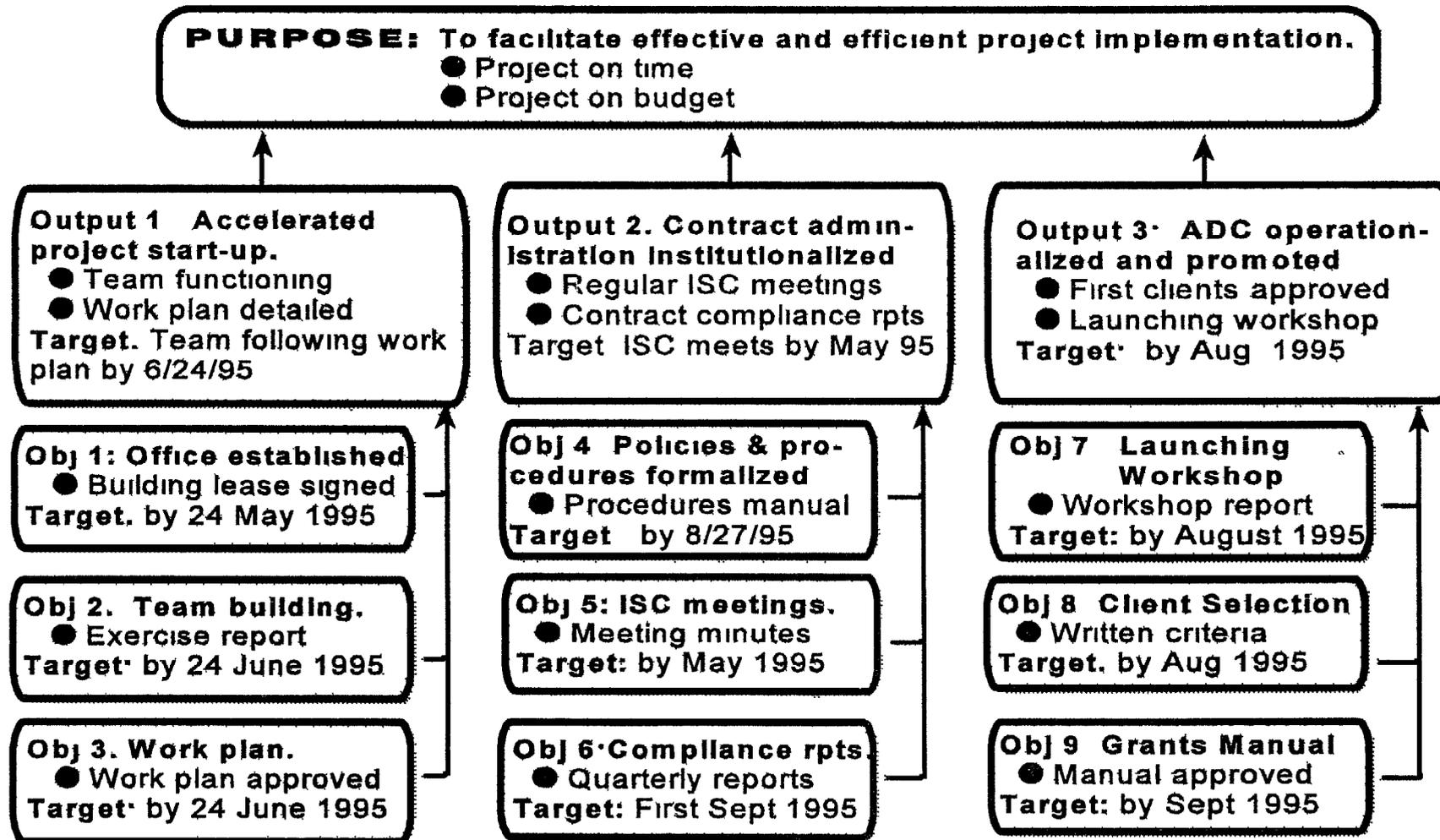


Figure 8 **PROJECT MANAGEMENT**



Annex 2

Level of Effort for ADC Professionals

Level of Effort for Long Term ADC Professionals

Name	Position	Months		
		<i>Re-Programmed</i>	<i>Utilized to 31/3/99</i>	<i>Balance</i>
Expat.				
Clive Drew	Chief of Party	60	49 25	10 75
Steve New	High Value Crop Production & Marketing Advisor	60	48 00	12 00
Mark Wood	Low Value Crop Production & Marketing Advisor	60	49 25	10 75
William Kedrock	Agribusiness and Finance Advisor +	42	36 00	0 00
Don Breazeale	Research, Education and Extension Advisor*	29 75	29 75	0 00
Local				
Peter Wathum	Monitoring & Evaluation Specialist	60	45 50	14 50
Umran Kaggwa	High Value Horticulture Specialist	60	45 50	14 50
Martin Wamanjala	Low Value Commodity Specialist	60	45 50	14 50
Edison Mwanje**/Alphine Karimarimo	Training Specialist	60	43 50	16 50
Ruhweza-Akiki/ Asaph Besigye	Business Advisory Specialist	60	42 00	18 00

+ Term of service expired, was extended for six months and expat has left

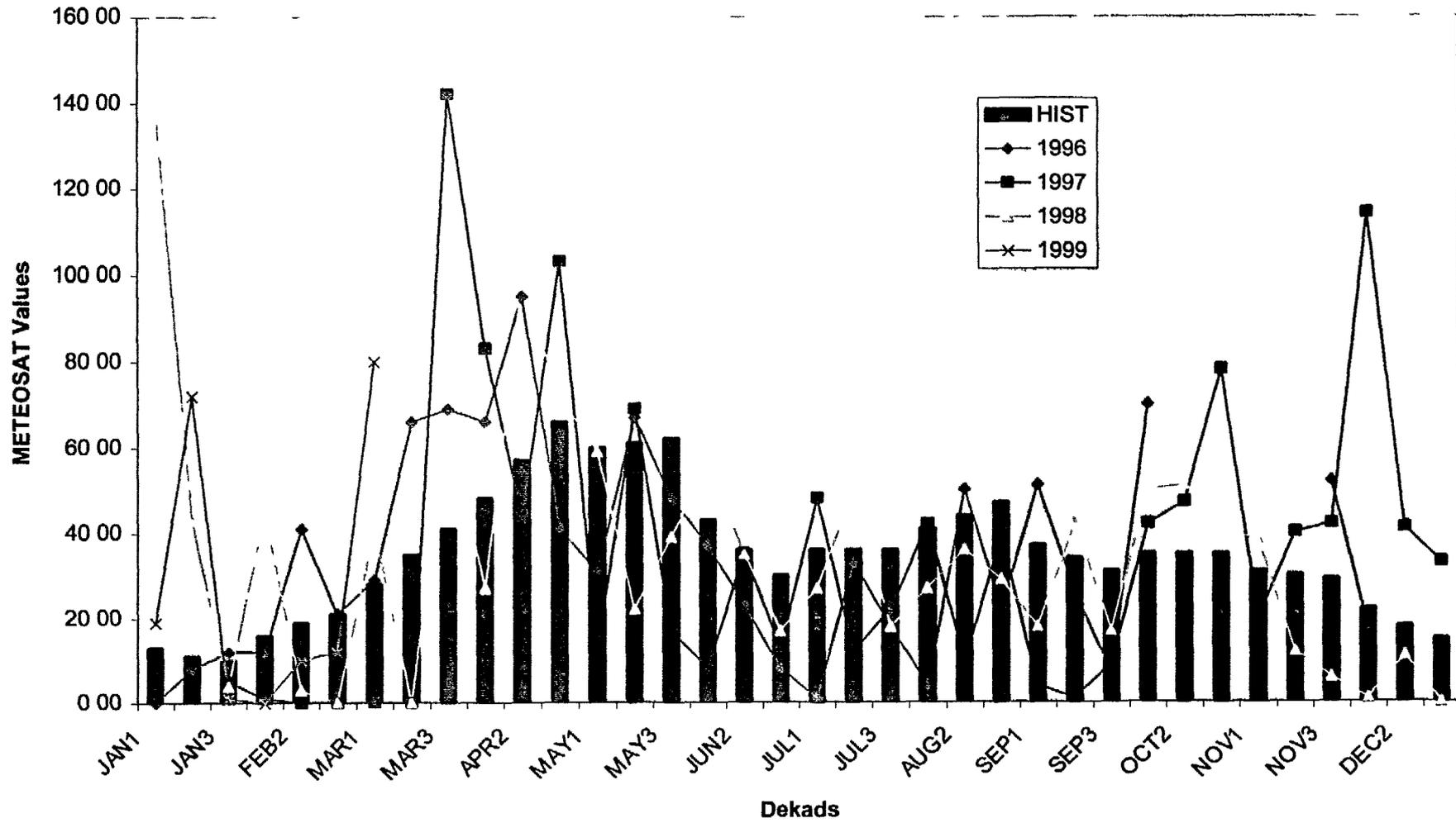
* Position was terminated in June 1997

** Edison Mwanje resigned on 1/15/98 Alphine Karimarimo has replaced Edison Mwanje

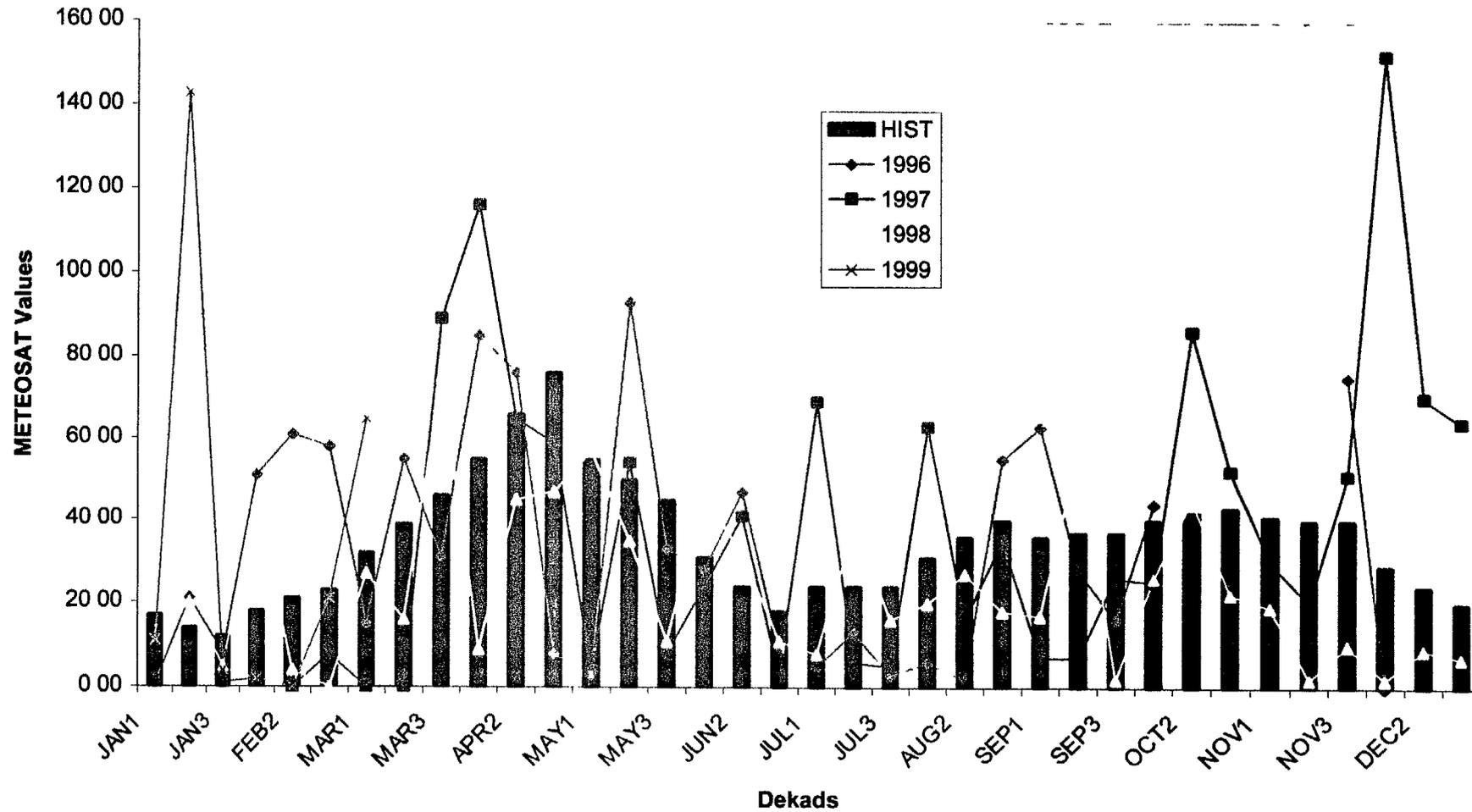
Annex 3

Rainfall Patterns in Selected Counties/Districts

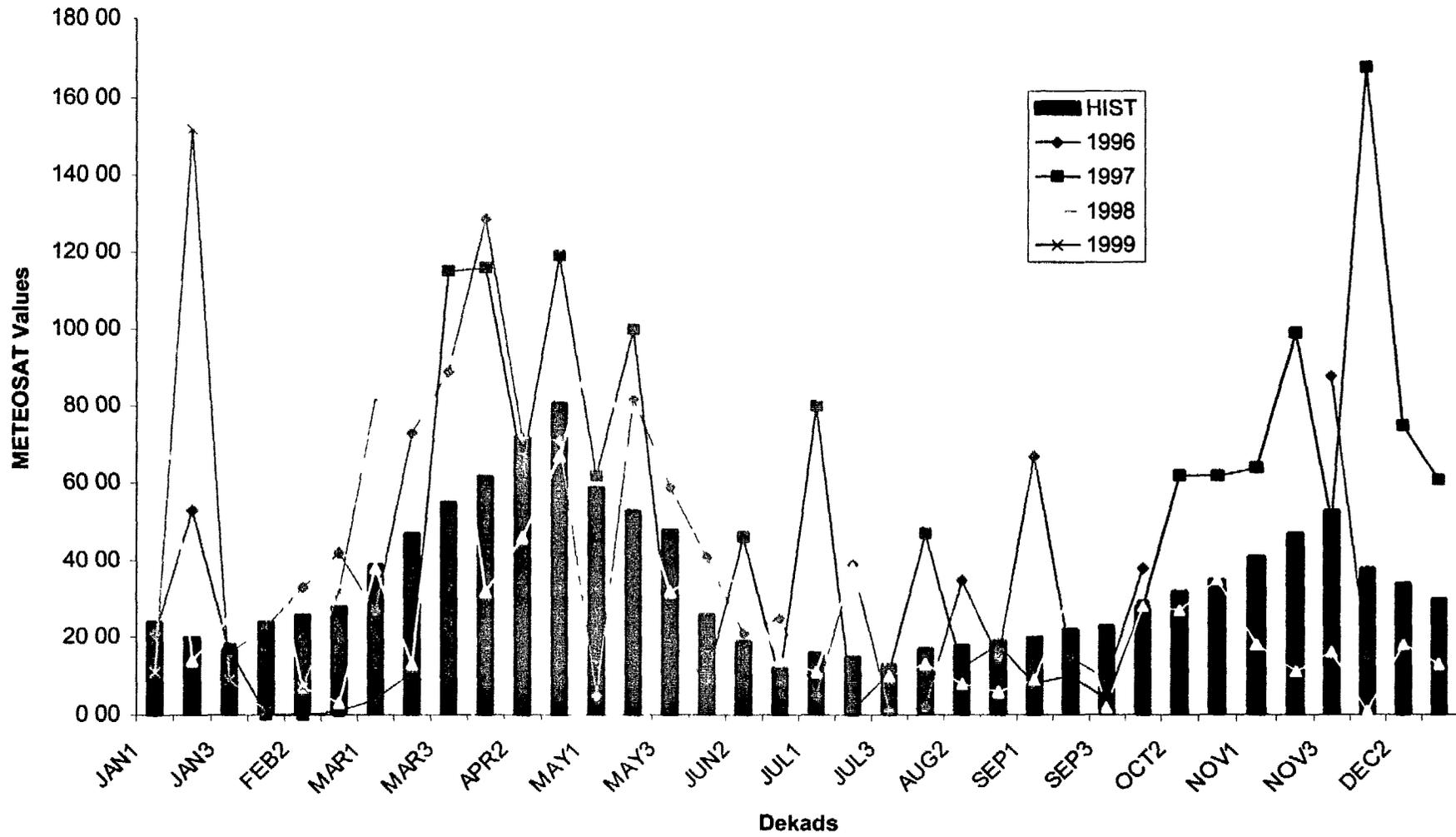
Spatial Rainfall Average for Bungokho County, Mbale District



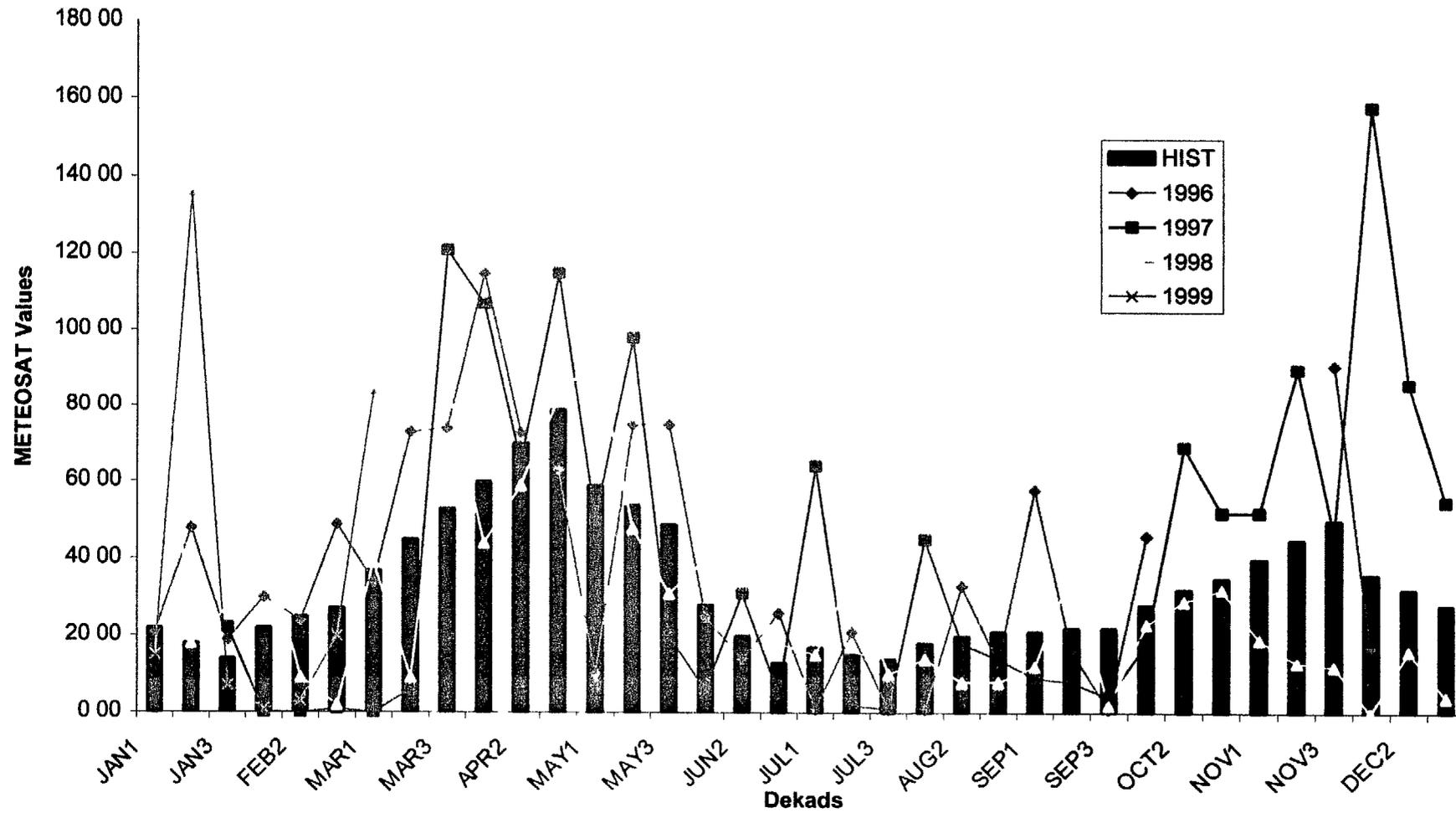
Spatial Rainfall Average for Luuka County, Iganga District



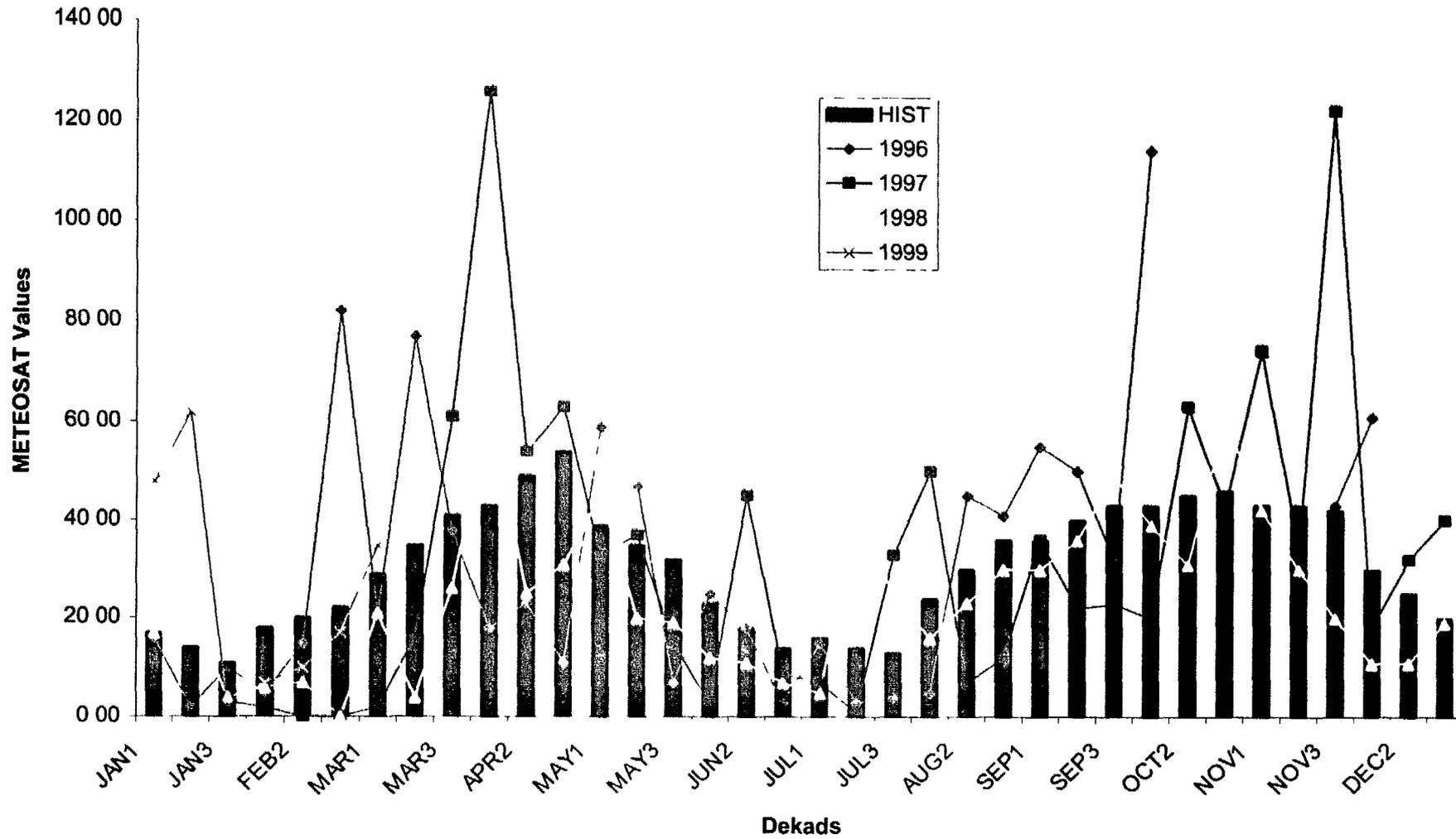
Spatial Rainfall Average for Bunya County, Iganga District



Spatial Rainfall Average for Bukooli County, Bugiri District



Spatial Rainfall Average for Busongora County, Kasese District



Annex 4

Agribusiness Impact Monitoring Systems (AIMS)

EXPLANATORY NOTES ON AIMS (Annex 4)

AIMS follows the project logical framework. At the top of every box is a task indicated by "00", "10", "11", etc. The 00 is the component purpose and overall objective. The 10, 20, 30, etc refer to the LOP objectives while the 11, 12, 13, etc refer to end of work plan year objectives.

At the left side of the task box is the work plan indicating targets and planned start and finish. On the right side is progress highlighting achievements and percentage of target (workplan) achieved. At the lower end is the status corner which gives time and target. To this effect, a task is either early, on time or late, can be on target, over target or under target.

For the 00s and 10s, percent done of less than 40 generally indicates a late and under target task. On the other hand, percent of over 40 indicates the task is over target. In the case of 11, 12, etc, a percent done can be anywhere between 0 and 100. A progress of less than 100 percent at this level generally shows that a task is under target. A percent of 100 on the other hand shows that a task is on time and on target.

The AIMS does not accommodate the reporting of achievements in excess of 100%, except what is shown in the narrative progress box.

Task 00 Low Value	
<p>Workplan Farmgate value of maize and bean exports increase to \$7.5 million p a in 1999 from \$2.5 million p a in 1993. Export value of maize & beans increases to \$20 million in 1999 from \$6.6 million in 1993.</p>	<p>Planned start 3/1/95</p> <p>Planned finish 2/23/2000</p>
<p>Progress Just over 43 000 mt of maize & 15 500 mt of beans were marketed (exported) for relief in 1998 giving a value of about \$ 16.4 million. An estimated \$ 3 million was channeled through the informal cross border trade.</p>	
<p>Status</p> <p>Time On time</p> <p>Target On target</p>	<p>% Done 82</p>

Task 10 Technical packages	
<p>Workplan Packages developed & demonstrated at 6 sites/yr reaching 9,000 farmers & extension agents over LOP.</p>	<p>Planned start 3/1/95</p> <p>Planned finish 2/23/2000</p>
<p>Progress 3 890 demonstrations were carried out during 1998 A & B seasons, reaching over 116 000 farmers. The demonstration packages comprised improved bean seed an open pollinated maize variety & hybrid types for lowland & upland areas.</p>	
<p>Status</p> <p>Time On time</p> <p>Target Over target</p>	<p>% Done 100</p> <p>At each of the 3 890 sites high & low input technology packages were demonstrated.</p>

Task 11 NARO research programs	
<p>Workplan 1998 research program monitored and 1999 program approved by 3/2/99.</p>	<p>Planned start 4/1/98</p> <p>Planned finish 3/2/99</p>
<p>Progress 2 maize hybrids 3 climbing beans and 3 bush bean varieties were released by the National Variety Release Committee. 2 other maize hybrids from Zimbabwe were allowed on limited release.</p>	
<p>Status</p> <p>Time On time</p> <p>Target On target</p>	<p>% Done 100</p> <p>Research activities covered variety development cropping systems socio-economics and integrated pest management.</p>

Task 12 Update technology packages	
<p>Workplan Commercial production and management handbook produced and disseminated by 10/1/98.</p>	<p>Planned start 5/1/98</p> <p>Planned finish 10/1/98</p>
<p>Progress Text for commercial production and management handbook has been prepared and is in use starting with the commercial farmer training school in January 1999.</p>	
<p>Status</p> <p>Time On time</p> <p>Target On target</p>	<p>% Done 100</p>

Task 13 Demonstrate technology packages				
<p>Workplan At least 100 000 farmers exposed to improved technologies and 2 new maize and 2 new bean varieties extended to producer level through demonstration by 3/31/99</p> <table border="1" style="float: right; margin-left: auto;"> <tr><td>Planned start 4/1/98</td></tr> <tr><td>Planned finish 3/31/99</td></tr> </table>	Planned start 4/1/98	Planned finish 3/31/99	<p>Progress At least 116 000 farmers were exposed to improved technologies through 3 890 demonstrations set up with extension officers and collaborative farmers</p> <table border="1" style="float: left; margin-right: auto;"> <tr><td>% Done 100</td></tr> </table> <p style="text-align: right; margin-top: 20px;">ADC also funds weekly radio program in 5 languages to reach a larger audience</p>	% Done 100
Planned start 4/1/98				
Planned finish 3/31/99				
% Done 100				
<p>Status</p> <table border="1" style="margin-left: 20px;"> <tr><td>Time On time</td></tr> <tr><td>Target Over target</td></tr> </table>	Time On time	Target Over target		
Time On time				
Target Over target				

Task 20 Exporters initiate NTAE activities				
<p>Workplan Twenty five exporters assisted over LOP</p> <table border="1" style="float: right; margin-left: auto;"> <tr><td>Planned start 7/1/95</td></tr> <tr><td>Planned finish 2/23/2000</td></tr> </table>	Planned start 7/1/95	Planned finish 2/23/2000	<p>Progress The ADC continues to work with the core group of exporters as well as smaller emerging exporters of grains The MTEA community-based marketing programme functioned during the 1998A season and procured about 1 300 tons of quality maize</p> <table border="1" style="float: left; margin-right: auto;"> <tr><td>% Done 100</td></tr> </table> <p style="text-align: right; margin-top: 20px;">However due to scarcity of product in its operational area MTEA was unable to procure maize in the 1998 B season</p>	% Done 100
Planned start 7/1/95				
Planned finish 2/23/2000				
% Done 100				
<p>Status</p> <table border="1" style="margin-left: 20px;"> <tr><td>Time On time</td></tr> <tr><td>Target On target</td></tr> </table>	Time On time	Target On target		
Time On time				
Target On target				

Task 21 Maintain assistance to clients				
<p>Workplan Assistance maintained to at least 5 active exporter companies by 3/31/99</p> <table border="1" style="float: right; margin-left: auto;"> <tr><td>Planned start 4/1/98</td></tr> <tr><td>Planned finish 3/31/99</td></tr> </table>	Planned start 4/1/98	Planned finish 3/31/99	<p>Progress Assistance was maintained to 5 active exporter companies Assistance continued in the areas of production marketing technology transfer and input supply activities</p> <table border="1" style="float: left; margin-right: auto;"> <tr><td>% Done 100</td></tr> </table> <p style="text-align: right; margin-top: 20px;">The ADC also coordinates a monthly crop forecast meeting in which exporter companies attend</p>	% Done 100
Planned start 4/1/98				
Planned finish 3/31/99				
% Done 100				
<p>Status</p> <table border="1" style="margin-left: 20px;"> <tr><td>Time On time</td></tr> <tr><td>Target On target</td></tr> </table>	Time On time	Target On target		
Time On time				
Target On target				

Task 22 Provide TA for additional commodity developments	
Workplan 3 promising new bean varieties incorporated in AVT, 2 seasons of research conducted on sesame and bulking of suitable groundnut varieties initiated by 3/31/99	Planned start 4/1/98 Planned finish 3/31/99
Progress Three new bean varieties are in initial stages of seed multiplication, while data is being analysed from the previous season's sesame trials. Desk study completed on groundnut market. ADC collaborating on sugar beet at Kinyara.	
% Done 95	
Further work on groundnuts was put on hold. Sesame work shifted wholly to Serere.	
Status	
Time On time	
Target On target	

Task 23 Maintain assistance to outgrower programs	
Workplan At least 2 outgrower programs export commercial shipments of beans by 3/31/99	Planned start 4/1/98 Planned finish 3/31/99
Progress Outgrower programs under BUFA, UNFA, Kasese and IFCD Rakai continued to expand their activities with farmers to build volumes for export offtake. Exports from Rakai and Kasese programs now form part of the cross border trade with Tanzania and Rwanda.	
% Done 100	
This is in addition to feeding into relief markets done by exporter companies.	
Status	
Time On time	
Target On target	

Task 30 Commodity-specific market information system	
Workplan Market Information Systems established or improved upon as measured by regional market information on grains and pulses collected and disseminated over LOP	Planned start 8/3/95 Planned finish 2/23/2000
Progress MKIS expanded its resource base for information as well as its distribution base of beneficiaries. There is close collaboration with FEWS. Progress limited by discontinuation of Market Information Officer.	
% Done 85	
Progress limited by discontinuation of Market Information Officer.	
Status	
Time On time	
Target Under target	

Task 31 Provide market knowledge & information services			
Workplan At least 5 regular regional and 20 regular local information sources utilized by 3/31/99	<table border="1"> <tr> <td>Planned start 4/1/98</td> </tr> <tr> <td>Planned finish 3/31/99</td> </tr> </table>	Planned start 4/1/98	Planned finish 3/31/99
Planned start 4/1/98			
Planned finish 3/31/99			
Status	<table border="1"> <tr> <td>Time On time</td> </tr> <tr> <td>Target On target</td> </tr> </table>	Time On time	Target On target
Time On time			
Target On target			
Progress 26 local information sources were utilised in addition to 3 regional sources ADC continued monthly crop forecast meetings involving relief agencies donors government FEWS and export companies <table border="1"> <tr> <td>% Done 75</td> </tr> </table>		% Done 75	
% Done 75			

Task 32 Refine & institute data collection program			
Workplan Data collection program refined and instituted in at least 12 districts by 3/31/99	<table border="1"> <tr> <td>Planned start 4/1/98</td> </tr> <tr> <td>Planned finish 3/31/99</td> </tr> </table>	Planned start 4/1/98	Planned finish 3/31/99
Planned start 4/1/98			
Planned finish 3/31/99			
Status	<table border="1"> <tr> <td>Time Late</td> </tr> <tr> <td>Target Under target</td> </tr> </table>	Time Late	Target Under target
Time Late			
Target Under target			
Progress Due to lack of funds the formal data collection program was suspended Instead the ADC instituted monthly production forecast meetings which have been attended by MAAIF MNS major buyers/exporters WFP FEWS and Met Department as the key players At such meetings estimates are made based on the weather and crop conditions and experience of the buyers			
<table border="1"> <tr> <td>% Done 25</td> </tr> </table>		% Done 25	
% Done 25			

Task 40 Entities multiply & distribute seeds			
Workplan Measured by (a) private firms and public NGOs multiplying improved seeds and (b) volume of improved seeds sold increasing by 5-10% per year over LOP	<table border="1"> <tr> <td>Planned start 5/1/96</td> </tr> <tr> <td>Planned finish 2/23/2000</td> </tr> </table>	Planned start 5/1/96	Planned finish 2/23/2000
Planned start 5/1/96			
Planned finish 2/23/2000			
Status	<table border="1"> <tr> <td>Time On time</td> </tr> <tr> <td>Target Over target</td> </tr> </table>	Time On time	Target Over target
Time On time			
Target Over target			
Progress Uganda Seed Project (USP) continued to consolidate its distribution system through appointment of a national distributor and expanding its distribution network Over 2 700 mt of seed were sold during this reporting period A new seed firm Harvest Seed started operations with local seed types & import of locally tested hybrids from Zimbabwe			
<table border="1"> <tr> <td>% Done 100</td> </tr> </table>		% Done 100	
% Done 100			

Task 41 Seed multiplication activities supported and promoted	
<p>Workplan 4 small scale and 2 large scale multiplication activities supported by 3/31/99</p> <p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>	<p>Progress 5 small scale and 2 large scale seed multiplication activities were supported Support is on-going and will continue into the next work plan year</p> <p>% Done 100</p>
Status	<p>Time On time</p> <p>Target Over target</p>

Task 42 Promote & support commercial farming operations	
<p>Workplan 2,500 ha of commercial farming activity established by 3/31/99</p> <p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>	<p>Progress The ADC encouraged the development of over 2 500 ha of commercial farming activity in 1998, while an additional 736 ha was prepared early for the 1999 A season</p> <p>% Done 100</p>
Status	<p>Time On time</p> <p>Target Over target</p>

Task 43 Input supply intervention	
<p>Workplan At least 100 rural retail stockists benefit from ADC support in 7 districts by 3/31/99</p> <p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>	<p>Progress 177 rural stockist were able to benefit from ADC support in 9 districts ATAIN programme is operational with input guarantee fund provided by PL-480 106 rural stockists were able to benefit from ADC support in 9 districts under the ATAIN programme</p> <p>% Done 100</p> <p>Over 75 other rural stockists were able to benefit from ADC support through training and linkage to distributors</p>
Status	<p>Time On time</p> <p>Target Over target</p>

Task 00 High Value	
<p>Workplan 1999 export values flowers \$5 million vegetables \$370,000 oils & spices \$1.1 million Increase in HV smallholders and hired labor flowers 1,400 vegetables 1,000 oils & spices 5,000 40% women</p>	<p>Planned start 3/1/95</p> <p>Planned finish 2/23/2000</p>
<p>Status</p> <p>Time On time</p> <p>Target Over target</p>	<p>Progress Estimated FOB value of exports in 1998 are flowers (\$14.0 mill) vegetables (\$3.0 mill) oils and spices (\$5.0 mill) and cocoa (\$2.0 mill) Employment beneficiaries are more than double the LOP target</p> <p>% Done 100</p> <p>Export values are expected to continue increasing during the life of project</p>

Task 10 HV crop research contracts	
<p>Workplan 15 high value research contracts completed by end of Project</p>	<p>Planned start 4/15/95</p> <p>Planned finish 2/23/2000</p>
<p>Status</p> <p>Time On time</p> <p>Target On target</p>	<p>Progress 5 out of 15 research contracts have been completed and disseminated 5 final reports are in final stages Remaining research contracts to be completed by end project</p> <p>% Done 65</p>

Task 11 Maintain current trials	
<p>Workplan 7 research agreements completed and 8 research agreements continuing by 3/31/99</p>	<p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>
<p>Status</p> <p>Time On time</p> <p>Target On target</p>	<p>Progress 10 research contracts under implementation summer flower production bouvardia trials alternate flowers, cut flowers, hot pepper yield trials passion fruit apple banana asparagus trials, birds eye chilli and NARO/Kawanda trials</p> <p>% Done 100</p> <p>Two more contracts completed and 6 under implementation</p>

Task 12 Initiate three additional research contracts	
<p>Workplan 3 additional research contracts initiated by 3/31/99</p>	<p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>
<p>Status</p> <p>Time On time</p> <p>Target Under target</p>	<p>Progress Cocoa and banana research contracts initiated Roses/carnations contracts to be implemented during 1999/2000 work plan</p> <p>% Done 85</p>

Task 13 Complete two additional research trials	
Workplan Total of 9 research trials completed by 3/31/99	Planned start 4/1/98 Planned finish 3/31/99
Status	Time On time Target Under target
Progress Five research trials were completed. These were summer flower production, papaya cultivars, fresh beans, passion fruit, NARO demos. Field work continues on hot pepper, bouvardia, cut flowers and alternative flowers.	
% Done 70	

Task 20 Specialized TA to firms	
Workplan TA provided to 40 firms or associations including flowers, oils & spices, fruit & vegetables by end of Project	Planned start 3/1/95 Planned finish 2/23/2000
Status	Time On time Target Over target
Progress Continued customised TA to the 4 major associations: Hortexa, UFEA, UNVA and UHA. Numerous small growers have also benefitted.	
% Done 100	

Task 21 Provide TA to four national associations	
Workplan TA provided to 4 national commodity associations by 3/31/99	Planned start 4/1/98 Planned finish 3/31/99
Status	Time On time Target On target
Progress Support given to 4 national associations mainly through training, demonstration plot establishment and market information.	
% Done 100	

Task 22 Provide customized TA to firms and outgrower associations	
Workplan TA provided to total 22 firms and outgrower associations by 3/31/99	Planned start 4/1/98 Planned finish 3/31/99
Status	Time On time Target On target
Progress TA provided to fresh produce growers through improved production and marketing system plus technology transfer Flower growers continue to receive management assistance Spice & essential oil growers receive continued support mainly through training & demonstration plots	
% Done 100	

Task 30 Information on HV commodities	
Workplan Information on HV commodities collected and disseminated regularly by end of Project	Planned start 4/10/95 Planned finish 2/23/2000
Status	Time On time Target On target
Progress MKIS is fully operational ADC has continued to provide detailed market information to flower growers and fresh produce and spice exporters More detailed market information has been collected and disseminated to flower farms	
% Done 90	

Task 31 Distribute market information	
Workplan MKIS fully operational and specialized market information provided to ADC clients by 3/31/99	Planned start 4/1/98 Planned finish 3/31/99
Status	Time On time Target On target
Progress Data for detailed weekly market information is available for dissemination Specific information and analysis on crops carried out, list of buyers for all target crops and for major markets has been compiled and disseminated	
% Done 100	

Task 32 Produce five additional crop commercialization packages			
Workplan 5 additional commercialization packages produced and disseminated by 3/31/99	<table border="1"> <tr> <td>Planned start 9/5/98</td> </tr> <tr> <td>Planned finish 3/31/99</td> </tr> </table>	Planned start 9/5/98	Planned finish 3/31/99
Planned start 9/5/98			
Planned finish 3/31/99			
Status	<table border="1"> <tr> <td>Time On time</td> </tr> <tr> <td>Target On target</td> </tr> </table>	Time On time	Target On target
Time On time			
Target On target			
Progress To-date 15 commercialisation bulletins with both production and marketing information have been produced ADC shall continue to update these bulletins with time to include new technologies and crops			
<table border="1"> <tr> <td>% Done 100</td> </tr> </table>		% Done 100	
% Done 100			

Task 33 Carry out market contact visits			
Workplan 10 additional market contact visits completed by 3/31/99	<table border="1"> <tr> <td>Planned start 6/1/98</td> </tr> <tr> <td>Planned finish 3/31/99</td> </tr> </table>	Planned start 6/1/98	Planned finish 3/31/99
Planned start 6/1/98			
Planned finish 3/31/99			
Status	<table border="1"> <tr> <td>Time On time</td> </tr> <tr> <td>Target On target</td> </tr> </table>	Time On time	Target On target
Time On time			
Target On target			
Progress Two fresh produce buyers from Holland and UK have already been in Uganda Fresh produce exporters are in process of drawing up an itinerary to visit present and potential buyers in Europe			
<table border="1"> <tr> <td>% Done 100</td> </tr> </table>		% Done 100	
% Done 100			
Visit by flower farm supervisors to Kenya took place in September 1998 and to the Netherlands in February 1999			

<p>Task 00 Business and Financial Linkages</p>	
<p>Workplan Over LOP 50 firms (10 per year) receive 1-on-1 assistance with business planning and financial contacts 750 people (150/year) trained in agribusiness planning and management</p>	<p>Planned start 3/1/95</p> <p>Planned finish 2/23/2000</p>
<p>Status</p> <p>Time On time</p> <p>Target Over target</p>	<p>Progress 56 firms have been assisted with BAF services and 1 301 people trained All the component objectives are being met and in a number of cases exceeded In areas where demand for services has been declining, additional activities are being persued</p> <p>% Done 90</p>
<p>Task 10 One-on-one assistance to firms</p>	
<p>Workplan 50 firms assisted by end of Project</p>	<p>Planned start 4/15/95</p> <p>Planned finish 2/23/2000</p>
<p>Status</p> <p>Time On time</p> <p>Target Over target</p>	<p>Progress A total of 67 firms (including associations) have received BAF assistance in agribusiness planning and management finance mediation and other agribusiness-related assistance Majority of the firms have received more than one intervention</p> <p>% Done 100</p>
<p>Task 11 Maintain BAF services to existing and new clients</p>	
<p>Workplan Up to 15 previous and 5 new clients assisted by 3/31/99</p>	<p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>
<p>Status</p> <p>Time On time</p> <p>Target Over target</p>	<p>Progress A total of 30 clients (13 existing and 17 new) received BAF assistance during the reporting period 3 CAF engagements were completed 3 Focus clients (2 old and one new) received BAF assistance</p> <p>% Done 100</p>

Task 12 Complete business and operating plans		Progress 6 clients were assisted with business plans (5 with new plans & 1 with implementation) & 10 clients were assisted with operating plans. The scope of operating plans demanded by clients is narrowing to financial planning & raising working capital.		
Workplan 8 clients receive business/operating plan assistance by 3/31/99	Planned start 4/1/98 Planned finish 3/31/99			
Status Time On time Target Over target		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">% Done</td> <td style="text-align: center;">100</td> </tr> </table>	% Done	100
% Done	100			

Task 13 Mediate financing for clients		Progress BAF mediated on behalf of 16 clients, 10 successfully, 2 rejected and 4 pending, but likely to be successful. Total financing approved was \$ 60,000. Some of the ADC clients have accessed buyer credit. 3 client referrals to APDF was made.
Workplan Up to 12 clients referred to financing sources by 3/31/99	Planned start 4/1/98 Planned finish 3/31/99	
Status Time On time Target Over target		Several banks are in financial difficulty. Loans for agriculture are now very difficult to secure.

Task 14 Develop and promote investment profiles		Progress Low demand for a repeat forum during the year necessitated deferring completion of profiles and holding investment forum to next work plan year.		
Workplan Profiles completed and investment forum held by 3/31/99	Planned start 1/2/99 Planned finish 3/31/99			
Status Time On time Target Under target		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">% Done</td> <td style="text-align: center;">0</td> </tr> </table>	% Done	0
% Done	0			

<p>Task 15 Formulate and validate options for increase use of finance</p>	
<p>Workplan Finance decision made on 2 services and 2 services provided by 3/31/99</p> <p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>	<p>Progress Decision was made on 4 financial services and 2 services implemented. Implementation of the other two services is awaiting final decision. Three other financial services were discussed and are pending decision.</p> <p>% Done 100</p>
<p>Status</p> <p>Time On time</p> <p>Target Over target</p>	
<p>Task 20 People trained in agribusiness planning & management</p>	
<p>Workplan 750 people trained by end of Project</p> <p>Planned start 5/3/95</p> <p>Planned finish 2/23/2000</p>	<p>Progress To-date 1 301 people have received training in agribusiness planning and management. BAF training is cross-cutting for all sectors of ADC intervention such as input supply, commercial farming, investment opportunities and other tailor-made activities.</p> <p>% Done 100</p> <p>Grass root impact, replication potential and resource leveraging are emphasized by BAF.</p>
<p>Status</p> <p>Time On time</p> <p>Target Over target</p>	
<p>Task 21 Provide agribusiness management training</p>	
<p>Workplan A total of 150 people trained in agribusiness planning and management by 3/31/99</p> <p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>	<p>Progress 302 people received business-related training. Events included input supply, network mgt, commercial farm mgt, outgrower mgt, records and finance mgt and computer skills. Focused training was offered to select clients through PCV and CAF.</p> <p>% Done 100</p>
<p>Status</p> <p>Time On time</p> <p>Target On target</p>	

Task 00 Strengthening Associations	
<p>Workplan Associations facilitating growth in NTAEs and acting as advocates for better NTAE policy and regulatory environment by end of Project</p> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned start 3/1/95 </div> <div style="float: right; border: 1px solid black; padding: 2px; margin-top: 5px;"> Planned finish 2/23/2000 </div>	<p>Progress ADC continued to assist client associations on demand-driven basis ADC has backed off from a pro-active association strengthening role because of the persistent weaknesses in them which makes their strengthening difficult to achieve in the short-term</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> % Done 100 </div> <p style="margin-top: 20px;">ADC resources are primarily used to assist individual clients and have grassroots impact</p>
Status	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>

Task 10 Associations strengthened	
<p>Workplan Six to ten associations strengthened during LOP</p> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned start 3/1/95 </div> <div style="float: right; border: 1px solid black; padding: 2px; margin-top: 5px;"> Planned finish 2/23/2000 </div>	<p>Progress ADC is extending technical assistance to at least 10 primary NTAE associations and a number of local-based associations and producer groups</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> % Done 100 </div>
Status	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>

Task 11 Maintain contact with associations and provide assistance	
<p>Workplan 10 engagements completed with 6 associations by 3/31/99</p> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned start 4/1/98 </div> <div style="float: right; border: 1px solid black; padding: 2px; margin-top: 5px;"> Planned finish 3/31/99 </div>	<p>Progress 11 engagements were undertaken with 5 primary associations Most of them are completed Previously initiated engagements were completed during the period Only one regulatory activity, code of practice was initiated during the reporting period</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> % Done 100 </div>
Status	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>

Task 00 Education and Training	
<p>Workplan MU Faculty of Agriculture providing long-term and short-term training to support growth of NTAEs over LOP</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 3/1/95 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/23/2000 </div>	<p>Progress Maintained strong relationships with MU NARO and district farmers associations Strengthened linkages between MUFAP and the private sector through the Internship Programme and other short courses run by MUFAP</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 85 </div>
<p>Status</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px;">Time On time</div> <div style="border: 1px solid black; padding: 2px;">Target On target</div> </div>	

Task 10 MU/FAF departments strengthened	
<p>Workplan Three departments strengthened over LOP</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/10/95 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/23/2000 </div>	<p>Progress Strengthening of the 3 depts continues besides the Dean's office However 3 other departments of Soil Science Agric Engineering and Agric Extension and Education have also benefited</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 100 </div>
<p>Status</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px;">Time On time</div> <div style="border: 1px solid black; padding: 2px;">Target On target</div> </div>	

Task 11 Continue implementing U S M S program	
<p>Workplan 3 total M S candidates enrolled in the U S as of 12/31/98, 1 M S graduate returns to Uganda by 3/1/99, and 8 total Ag Econ PhD courses taught by 9/30/98</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/98 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 3/1/99 </div>	<p>Progress 5 M S candidates enrolled as planned 2 at Cal Poly & 3 at Uoi 3 have successfully completed & returned to Uganda and 1 terminated Two returnees have been settled with their former employer and one recruited by MUFAP</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 100 </div> <p style="margin-top: 20px;">Eight PhD courses have been taught in Agricultural Economics</p>
<p>Status</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px;">Time On time</div> <div style="border: 1px solid black; padding: 2px;">Target On target</div> </div>	

Task 20 Student internships in NTAE firms	
<p>Workplan Sixty NTAE student internships conducted over LOP</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 3/1/95 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/23/2000 </div>	<p>Progress The third placement of 25 interns brings to 68 the total number of students This is above the LOP target of 60 This is due to increasing demand from NTAE clients for interns Evaluation report for 1998 student internship was completed</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 100 </div>
<p>Status</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px;">Time On time</div> <div style="border: 1px solid black; padding: 2px;">Target Over target</div> </div>	

Task 21 Implement NTAE internship program	
<p>Workplan Up to 20 new NTAE student interns placed by 7/30/98</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/98 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 7/30/98 </div>	<p>Progress The 25 interns placed with NTAE firms have all completed their placements. Evaluation indicates a strong positive response from the private sector for more interns. Some organisations have now also adopted the approach to fund field attachments.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> % Done 100 </div> <p>A proposal for program extension has been prepared by MU</p>
<p>Status</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target Over target </div>	

Task 30 NTAE training programs	
<p>Workplan 750 participants trained in 25 courses over LOP</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/95 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/23/2000 </div>	<p>Progress The ADC has continued to organise and offer demand-driven training activities. The project has collaborated with MUFAP national associations and firms to organise training events that are suited to their needs.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> % Done 100 </div> <p>The number of training events and participants by far surpasses the LOP targets</p>
<p>Status</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target Over target </div>	

Task 31 Conduct NTAE training	
<p>Workplan 28 total LV, HV, BAF and SA training events conducted by 3/31/99</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/98 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 3/31/99 </div>	<p>Progress 30 training events (including field days) were conducted reaching 75,778 males and 43,984 females. A number of the training events are repetitive in nature and will be conducted again during the fifth work plan year.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> % Done 100 </div>
<p>Status</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target Over target </div>	

Task 00 Monitoring and Evaluation	
<p>Workplan Timely necessary and sufficient information provided within budget providing feedback to facilitate management for results over LOP</p> <p>Planned start 7/1/95</p> <p>Planned finish 2/23/2000</p>	<p>Progress Managing for results continued to be the main theme Feedback for success has been the main pre-occupation of the component Close liaison has been maintained with USAID & other collaborators AIMS was reviewed & updated consistent with SO1 requirements</p> <p>% Done 100</p> <p>Project inputs & outputs are regularly monitored semi-annual progress reports produced & impact assessments conducted</p>
Status	<p>Time On time</p> <p>Target On target</p>

Task 10 Establish & maintain monitoring system	
<p>Workplan Project monitoring data entered into system regularly over LOP</p> <p>Planned start 3/1/95</p> <p>Planned finish 2/23/2000</p>	<p>Progress The computer-based tracking system was reviewed & updated Project inputs & outputs for 1998 were reviewed & semi-annual progress reporting formats modified Project outputs were systematically monitored & 6th & 7th semi-annual progress reports produced</p> <p>% Done 100</p>
Status	<p>Time On time</p> <p>Target On target</p>

Task 11 Review & maintain AIMS	
<p>Workplan AIMS reviewed and maintained consistent with SO 1 requirements by 3/31/99</p> <p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>	<p>Progress Agribusiness Impacts Monitoring System (AIMS) was reviewed & updated Impact indicator framework, procedures templates and reporting needs were reviewed and updated Close collaboration maintained with USAID to ensure consistency with SO 1 CP and R4</p> <p>% Done 100</p>
Status	<p>Time On time</p> <p>Target On target</p>

Task 12 Monitor project outputs and success rates	
<p>Workplan Project outputs systematically monitored and 2 semi-annual progress reports presented, one by 4/30/98 and another by 10/31/98</p> <p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>	<p>Progress Project outputs were regularly monitored updated & discussions held with the relevant components on measures to ensure high success rates Semi-annual reporting formats were modified and the 6th & 7th semi-annual progress reports produced & disseminated</p> <p>% Done 100</p>
Status	<p>Time On time</p> <p>Target On target</p>

Task 13 Update data from secondary sources	
<p>Workplan Secondary data collected and updated by 3/31/99</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/98 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 3/31/99 </div>	<p>Progress Close liaison was maintained with secondary data providers. The data collection formats were reviewed. Data were updated on basic macro indicators & relevant reports obtained from the different data sources. IDEA collaborators continued to provide data.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> % Done 100 </div> <p>M&E was actively involved in the recently reinstated committee on international trade statistics coordinated by BOU.</p>
<p>Status</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>	

Task 20 Conduct commodity studies	
<p>Workplan Gender-disaggregated and targeted commodity studies for LV and HV crops to be conducted over LOP</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 7/1/95 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/23/2000 </div>	<p>Progress Following the baseline gender-disaggregated studies conducted during the first year of the project, a number of commodity studies have been conducted. The commodity studied include maize, beans, flowers, fresh produce and vanilla.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> % Done 80 </div>
<p>Status</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>	

Task 21 Conduct commodity studies for impact assessment	
<p>Workplan 3 commodity studies conducted by 3/31/99</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/98 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 3/31/99 </div>	<p>Progress The design of the commodity to be studied were prepared & request for proposals sent out. Two commodities flowers & fresh produce were selected & indicators identified. Two local consultants/consulting firms were contracted to undertake the studies.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> % Done 100 </div>
<p>Status</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>	

Task	22	Undertake assessment and prepare Agribusiness Highlights				
<table border="1"> <tr> <td>Workplan 6 project intervention areas assessed and Agribusiness Highlights prepared by 3/31/99</td> <td> <table border="1"> <tr> <td>Planned start 5/10/98</td> </tr> <tr> <td>Planned finish 3/31/99</td> </tr> </table> </td> </tr> </table>			Workplan 6 project intervention areas assessed and Agribusiness Highlights prepared by 3/31/99	<table border="1"> <tr> <td>Planned start 5/10/98</td> </tr> <tr> <td>Planned finish 3/31/99</td> </tr> </table>	Planned start 5/10/98	Planned finish 3/31/99
Workplan 6 project intervention areas assessed and Agribusiness Highlights prepared by 3/31/99	<table border="1"> <tr> <td>Planned start 5/10/98</td> </tr> <tr> <td>Planned finish 3/31/99</td> </tr> </table>	Planned start 5/10/98	Planned finish 3/31/99			
Planned start 5/10/98						
Planned finish 3/31/99						
<table border="1"> <tr> <td>Progress</td> <td>Procedures to assess project impacts were designed and areas of intervention selected During the year 6 project interventions areas were assessed ATAIN cocoa training commercial farming hot pepper vanilla and market linkages</td> </tr> <tr> <td>% Done</td> <td>90</td> </tr> </table>			Progress	Procedures to assess project impacts were designed and areas of intervention selected During the year 6 project interventions areas were assessed ATAIN cocoa training commercial farming hot pepper vanilla and market linkages	% Done	90
Progress	Procedures to assess project impacts were designed and areas of intervention selected During the year 6 project interventions areas were assessed ATAIN cocoa training commercial farming hot pepper vanilla and market linkages					
% Done	90					
Status	<table border="1"> <tr> <td>Time</td> <td>On time</td> </tr> <tr> <td>Target</td> <td>On target</td> </tr> </table>		Time	On time	Target	On target
Time	On time					
Target	On target					

Task	30	Conduct environmental assessments				
<table border="1"> <tr> <td>Workplan Environmental assessments conducted for all clients assisted over LOP (at least 25)</td> <td> <table border="1"> <tr> <td>Planned start 7/1/95</td> </tr> <tr> <td>Planned finish 2/23/2000</td> </tr> </table> </td> </tr> </table>			Workplan Environmental assessments conducted for all clients assisted over LOP (at least 25)	<table border="1"> <tr> <td>Planned start 7/1/95</td> </tr> <tr> <td>Planned finish 2/23/2000</td> </tr> </table>	Planned start 7/1/95	Planned finish 2/23/2000
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Planned start 7/1/95						
Planned finish 2/23/2000						
<table border="1"> <tr> <td>Progress</td> <td>The ADC continued to look at environmental impacts as essential aspects of NTAE developments The ADC has continuously monitored NTAE growers and clients assisted The number of clients assessed increased from 12 in year 1 to 45 in year 4</td> </tr> <tr> <td>% Done</td> <td>80</td> </tr> </table>			Progress	The ADC continued to look at environmental impacts as essential aspects of NTAE developments The ADC has continuously monitored NTAE growers and clients assisted The number of clients assessed increased from 12 in year 1 to 45 in year 4	% Done	80
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% Done	80					
Status	<table border="1"> <tr> <td>Time</td> <td>On time</td> </tr> <tr> <td>Target</td> <td>On target</td> </tr> </table>		Time	On time	Target	On target
Time	On time					
Target	On target					
<p>ADC was an active participant in a SO1-wide IEE conducted in February 1999</p>						

Task	31	Conduct annual grower surveys				
<table border="1"> <tr> <td>Workplan 3 annual NTAE grower environmental surveys conducted and updated by 3/31/99</td> <td> <table border="1"> <tr> <td>Planned start 6/15/98</td> </tr> <tr> <td>Planned finish 3/31/99</td> </tr> </table> </td> </tr> </table>			Workplan 3 annual NTAE grower environmental surveys conducted and updated by 3/31/99	<table border="1"> <tr> <td>Planned start 6/15/98</td> </tr> <tr> <td>Planned finish 3/31/99</td> </tr> </table>	Planned start 6/15/98	Planned finish 3/31/99
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Planned start 6/15/98						
Planned finish 3/31/99						
<table border="1"> <tr> <td>Progress</td> <td>Procedures for collecting data was reviewed Close liaison was maintained with NEMA The strategy has been to include the assessments of NTAE growers as part of the commodity studies Two commodities, namely flowers & fresh produce were assessed</td> </tr> <tr> <td>% Done</td> <td>100</td> </tr> </table>			Progress	Procedures for collecting data was reviewed Close liaison was maintained with NEMA The strategy has been to include the assessments of NTAE growers as part of the commodity studies Two commodities, namely flowers & fresh produce were assessed	% Done	100
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% Done	100					
Status	<table border="1"> <tr> <td>Time</td> <td>On time</td> </tr> <tr> <td>Target</td> <td>On target</td> </tr> </table>		Time	On time	Target	On target
Time	On time					
Target	On target					
<p>The assessment of NTAE growers formed part of the commodity studies and was conducted by STTA</p>						

Task 32 Conduct environmental assessments for client firms	
<p>Workplan 45 total environmental assessments conducted for assisted firms by 3/31/99</p>	<p>Planned start 7/1/98</p> <p>Planned finish 3/31/99</p>
<p>Status</p> <p>Time On time</p> <p>Target On target</p>	<p>Progress Clients to be assessed and the associated potential environmental impacts were identified. Five additional clients were assessed bringing to 45 the total number of clients assessed by end of the fourth work plan year</p> <p>% Done 100</p>

Task 00 Project Management	
<p>Workplan Project on time on budget & on target throughout LOP Rural men's & women's HH expend incr as fast as agric prod, rural income from NTAEs incr as fast as exports NTAE export incr at 10%/yr over LOP</p>	<p>Planned start 3/1/95</p> <p>Planned finish 2/23/2000</p>
<p>Status</p> <p>Time On time</p> <p>Target Over target</p>	<p>Progress Project is progressing very well and continues to exceed its LOP targets Export earnings continue to increase Number of enterprises and employment in NTAE sector continues to expand</p> <p>% Done 100</p>

Task 10 Accelerated project start-up	
<p>Workplan Work plan detailed team functioning over LOP</p>	<p>Planned start 3/1/95</p> <p>Planned finish 2/23/2000</p>
<p>Status</p> <p>Time On time</p> <p>Target On target</p>	<p>Progress Project SOW remains unchanged In the Ugandan context, the ADC has realized that food security crops should also be addressed</p> <p>% Done 100</p>

Task 11 Implement recommended changes in ADC focus	
<p>Workplan Contract amended by 12/31/98</p>	<p>Planned start 6/1/98</p> <p>Planned finish 12/31/98</p>
<p>Status</p> <p>Time On time</p> <p>Target On target</p>	<p>Progress Institutional contract has been amended resulting in changes to PACD LOE realignment and budget shortfalls replenished Contractor also now responsible for most of the logistical support</p> <p>% Done 100</p> <p>Activity on exercising contract extension option commenced in March 1999 Draft of Evaluation Report nearing completion</p>

Task 12 Team building/ 5th annual work plan	
<p>Workplan Approval of 5th annual work plan, training plan, commodity procurement plan and budget by 2/1/99</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 1/15/99 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/1/99 </div>	<p>Progress Fifth annual work planning session conducted during the week of January 25 with ADC team USAID, ISC and Chemonics HO ISC approved work plan on February 4 1999</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 100 </div>
Status	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>

Task 20 Contract administration set up	
<p>Workplan ISC meetings are being held regularly and contract compliance reports are being submitted as scheduled over LOP</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 3/1/95 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/23/2000 </div>	<p>Progress Activities picked up once local currency funding became available</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 100 </div>
Status	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>

Task 21 Contract administration and reporting	
<p>Workplan ISC meetings held, office manual and employee hand book updated monthly vouchers submitted and quarterly financial reports and semi-annual reports submitted by March 31 1999</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/98 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 3/31/99 </div>	<p>Progress ISC did not meet during the first half of the work plan year due to lack of funds for sitting allowances Meetings however resumed during second half Monthly vouchers have been submitted</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 100 </div>
Status	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>

Task 30 ADC operationalized & promoted	
<p>Workplan LV and HV commodity and geographic focus priority reviewed by ISC, ADC brochures produced and continued engagement with collaborators (APDF, PCVs, VOCA) by 9/30/99</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Planned start 4/1/97 </div> <div style="float: right; border: 1px solid black; padding: 2px;"> Planned finish 2/23/2000 </div>	<p>Progress Geographic and commodity focus remains unchanged However, low impact commodities will receive less attention Engagements with collaborators is expanding with increased activity with APDF PL-480 and NGOs</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> % Done 80 </div>
Status	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Time On time </div> <div style="border: 1px solid black; padding: 2px;"> Target On target </div>

Task 31 Promote the ADC	
<p>Workplan LV & HV commodity & geographic focus reviewed by ISC cost sharing agreements/grants administrator approved ADC color brochure produced and on-going engagements with collaborators by March 31 1999</p>	<p>Planned start 4/1/98</p> <p>Planned finish 3/31/99</p>
<p>Status</p> <p>Time Late</p> <p>Target Under target</p>	<p>Progress</p> <p>Grants activity reduced due to budget constraints Grants Administrator was not hired by USAID/SO1 ADC team has worked closely with Evaluators reviewing progress ADC has continued to receive a large number of visits from other projects and donors</p> <p>% Done 100</p>

Annex 5

Time Lines for Project Management

EXPLANATORY NOTES ON TIME LINES (Annex 5)

Each page is made up of three parts. The left side gives the description of each task which is either at the LOP level (marked at Output ____) or annual level (indicated as objectives 1, 2, etc). Under each objective are specific tasks which together lead to the achievement of the objective. At the end of every objective is a benchmark, indicating when a specific deliverable or level of performance would be attained.

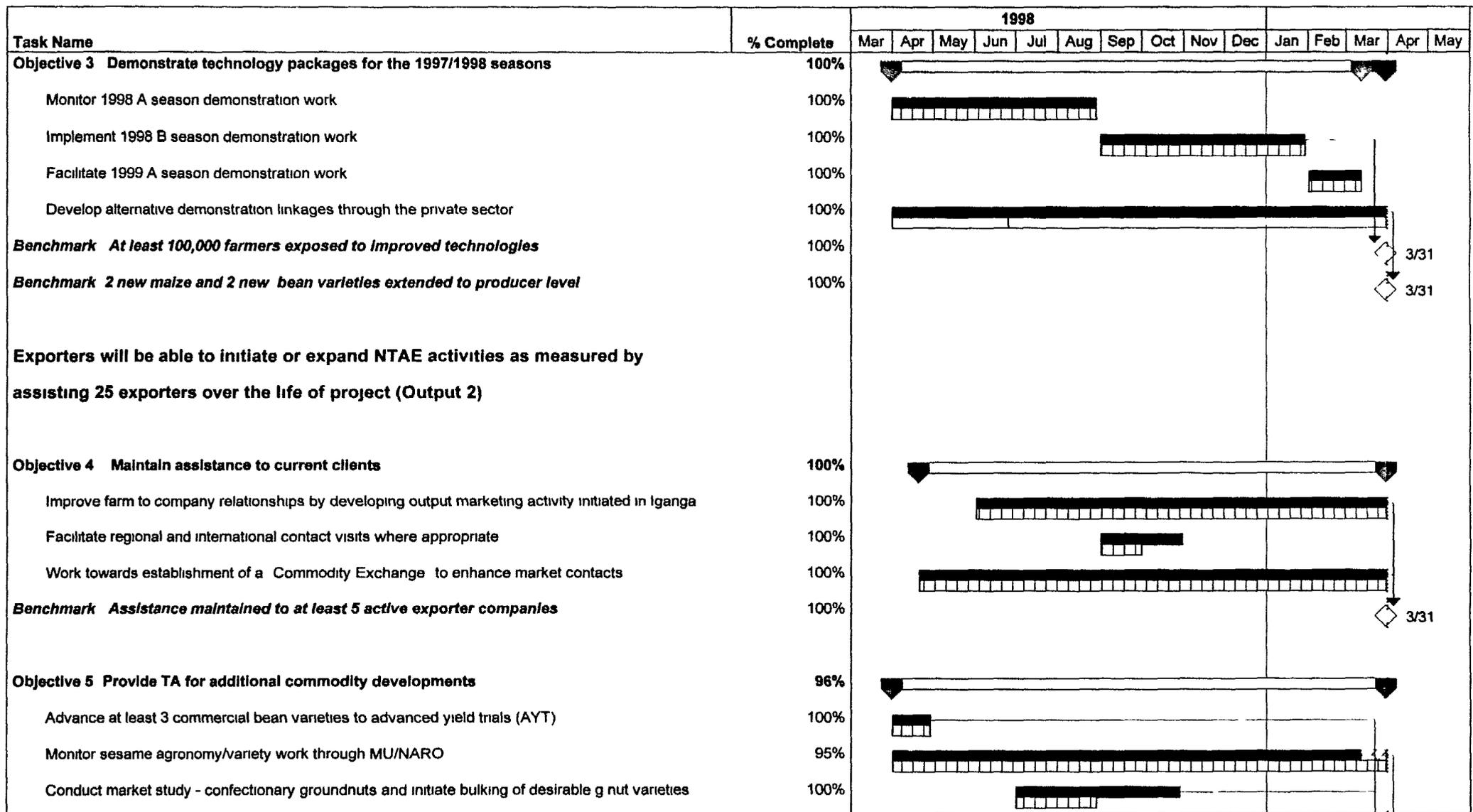
The middle part of the timeline indicates percent of task completed (marked as “% complete”) as of March 31, 1999. The percent complete ranges from 0 to 100.

The right side of the timeline indicates when a task commenced and when it ended (or is expected to commence and end). For every task there are planned commencement and completion dates (based on the work plan) shaded with white and black vertical strips. The actual commencement and completion dates are marked with dark shadings. For every task, the percent done is indicated by black shading on the progress bar. At the end of every objective, there is a milestone which gives dates for completion of the objective. Benchmarks are indicated by use of “milestone” (i.e. diamond-shaped marks) which are either white (for baseline dates) and dark (for progress dates). At the objective level is a summary task (marked baseline summary and summary). This gives the duration of the objective in question.

Whenever the commencement and completion dates for the baseline and the task coincide, the baseline prevails. Similarly, whenever the planned and the actual tasks have the same benchmark dates only the baseline milestone shows up. The portion of the task completed is marked with a dark shade.

At the bottom of the page are keys which help to distinguish the various parts highlighted above- baseline, progress, tasks, milestones and summary bars.

Task Name	% Complete	1998												
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Component One Low Value Crop Production														
High and low input technology packages for maize and beans developed and demonstrated at 6 sites per year reaching 1,800 farmers and extension agents (Output 1b)														
Objective 1 Assist in defining, refining implementing & monitoring of national maize and bean programs														
Evaluate progress reports of 1997 activities	100%	[Progress bar: 100% complete]												
Monitor 1998 implementation	100%	[Progress bar: 100% complete]												
Receive reports of 1998 activities	100%	[Progress bar: 100% complete]												
Assist in developing and finalize 1999 research program	100%	[Progress bar: 100% complete]												
Continue to promote new variety introductions	100%	[Progress bar: 100% complete]												
Benchmark 1998 research program monitored and 1999 program approved														
[Progress bar: 100% complete]														
Objective 2 Update technology packages with output from research trials														
Incorporate findings into field technical bulletins	100%	[Progress bar: 100% complete]												
Update and complete commercial farm production guidelines	100%	[Progress bar: 100% complete]												
Benchmark Commercial production & management hand book produced & disseminated														
[Progress bar: 100% complete]														
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Task: [Patterned bar]</p> <p>Rolled Up Task: [Patterned bar]</p> <p>Task Progress: [Solid bar]</p> <p>Rolled Up Progress: [Solid bar]</p> </div> <div style="width: 45%;"> <p>Baseline: [Empty bar]</p> <p>Rolled Up Baseline: [Empty bar]</p> <p>Milestone: [Diamond]</p> <p>Baseline Milestone: [Diamond]</p> </div> </div>														
Project Date 3/31/99														



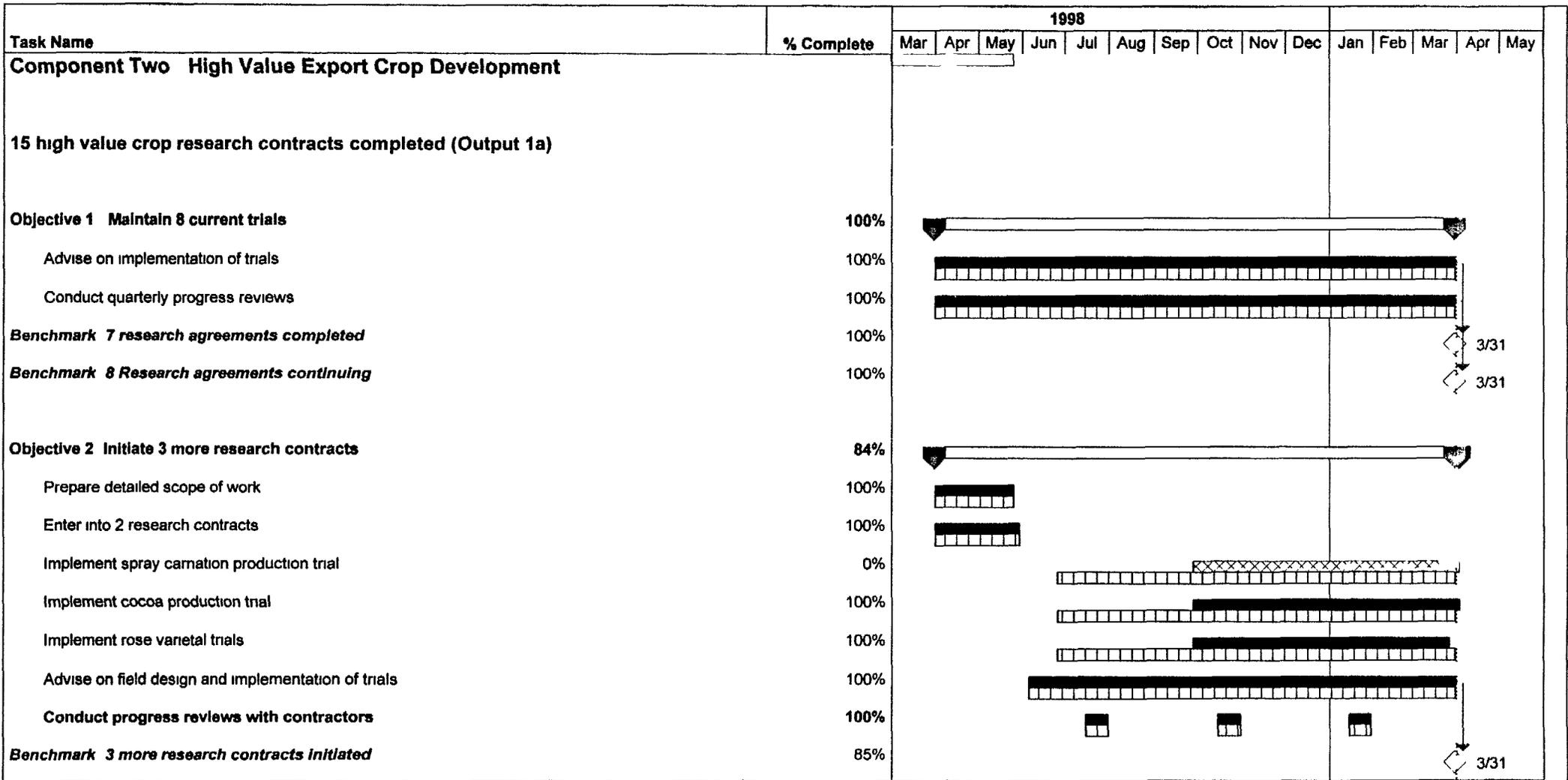
Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

Task Name	% Complete	1998																
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		
Objective 8 Data collection program refined and instituted in 12 districts	25%																	
Review 1997 performance with a view to extrapolation of data and cost effectiveness	100%																	
Coordinate 1998 A and B seasons data collection program	17%																	
Benchmark Data collection program refined and instituted in at least 12 districts	25%																	
<p>Private and public sector entities will be multiplying and distributing improved maize and bean seeds as measured by a) private firms and public NGOs multiplying improved seeds and b) volume of improved seeds sold increases by 5-10% per year (Output 5)</p>																		
Objective 9 Seed multiplication and distribution activities supported and promoted	100%																	
Continue with small scale seed production activities	100%																	
Encourage commercial farmer involvement in seed production	100%																	
Promote multiplication and distribution of newly released maize hybrids	100%																	
Benchmark 4 small-scale and 2 large-scale multiplication activities supported	100%																	

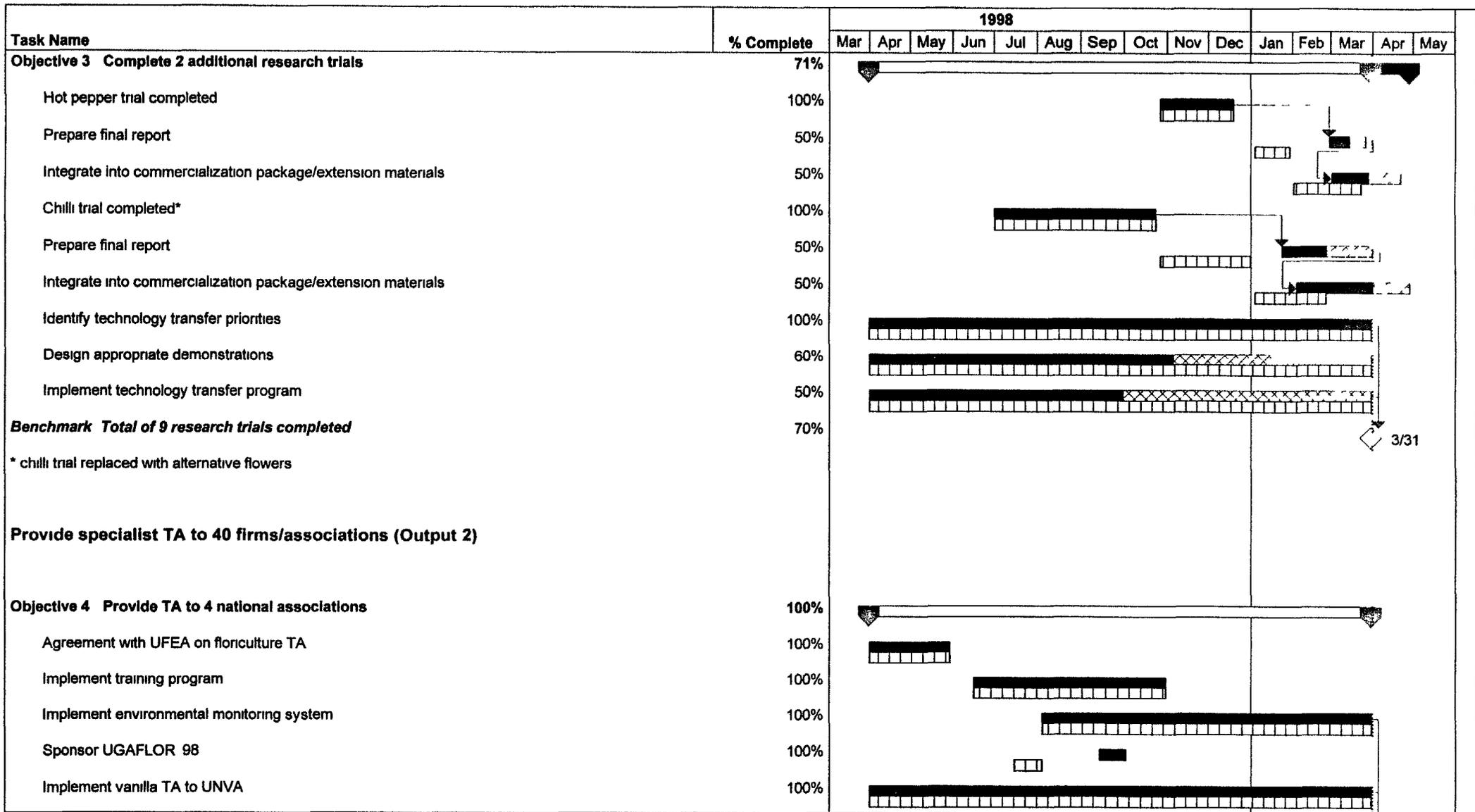
Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

Task Name	% Complete	1998														
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Objective 10 Promote and support commercial farming operations	100%															
Target emerging commercial operators for specific TA and management support	100%															
Commercial farm demonstrations established in 12 districts	100%															
Practical training in critical field operations	100%															
Training in record systems to commercial farmers	100%															
Provision of commercial production packages for major commercial NTAE crops	100%															
Encourage efficient soil sampling and testing services	100%															
Benchmark 2,500 hectares of commercial farming activities established	100%															
Objective 11 Input supply intervention	100%															
Work with input suppliers to enhance trading ability for inputs (seeds/fertilizers/chemicals)	100%															
Develop input marketing and supply intervention program for 1998 A season	100%															
Monitor ATAIN a pilot input supply intervention activity	100%															
Benchmark At least 100 rural retail stockists benefit from ADC support in 7 districts	100%															

Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			



Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

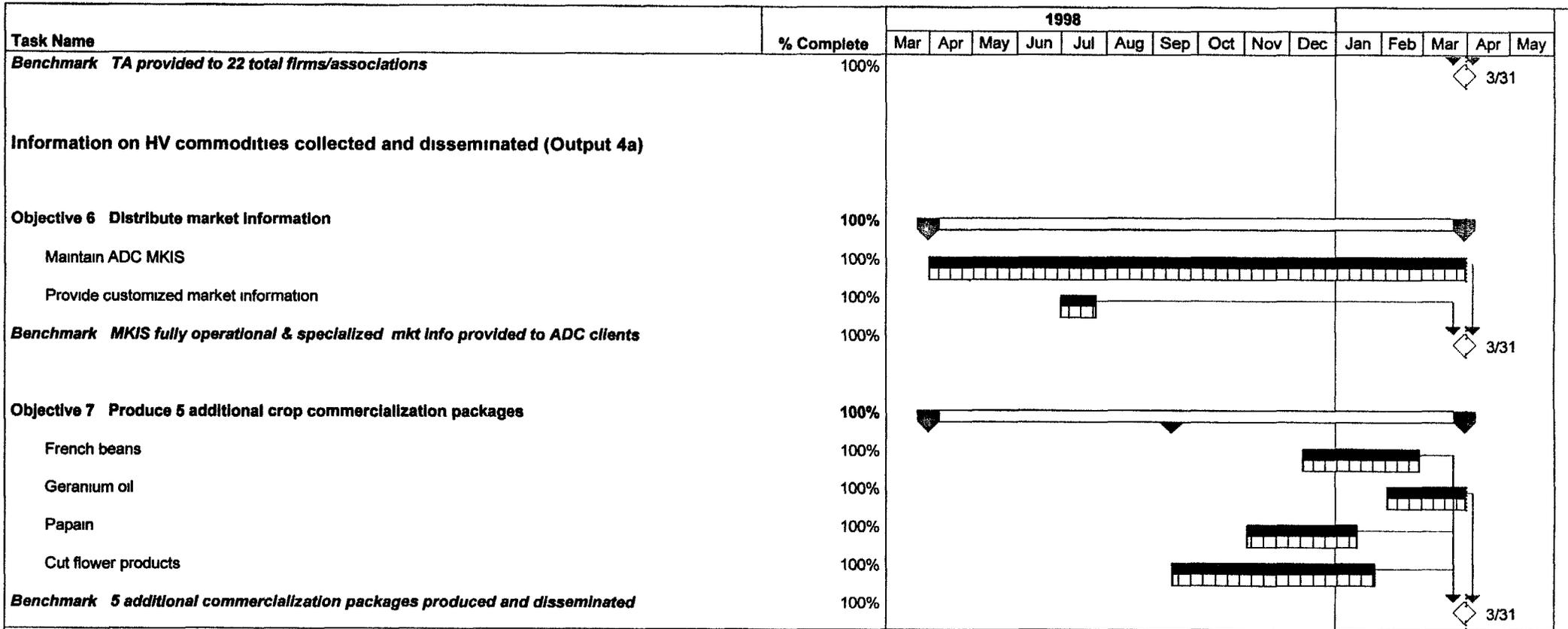


Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

Task Name	% Complete	1998														
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Implement HORTEXA TA agreement	100%	[Progress bar: 100% complete]														
Formulate code of conduct for 2 national associations	100%	[Progress bar: 100% complete]														
Benchmark TA provided to 4 national associations	100%	[Progress bar: 100% complete]														
Objective 5 Provide customized TA to 22 firms and outgrower associations	100%	[Progress bar: 100% complete]														
Fruits and vegetables	100%	[Progress bar: 100% complete]														
Improve production/marketing systems for	100%	[Progress bar: 100% complete]														
Passion fruit	100%	[Progress bar: 100% complete]														
Banana	100%	[Progress bar: 100% complete]														
Green beans/peas	100%	[Progress bar: 100% complete]														
Okra	100%	[Progress bar: 100% complete]														
Hot pepper	100%	[Progress bar: 100% complete]														
Conduct field training	100%	[Progress bar: 100% complete]														
Essential oils/spices	100%	[Progress bar: 100% complete]														
Maintain chilli demonstration units	100%	[Progress bar: 100% complete]														
Maintain geranium demonstration units	100%	[Progress bar: 100% complete]														
Maintain vanilla demo plots	100%	[Progress bar: 100% complete]														
Floriculture	100%	[Progress bar: 100% complete]														
Continue providing management assistance	100%	[Progress bar: 100% complete]														
Continue implementing cocoa training program	100%	[Progress bar: 100% complete]														
Upgrade cocoa training manuals	100%	[Progress bar: 100% complete]														

3/31

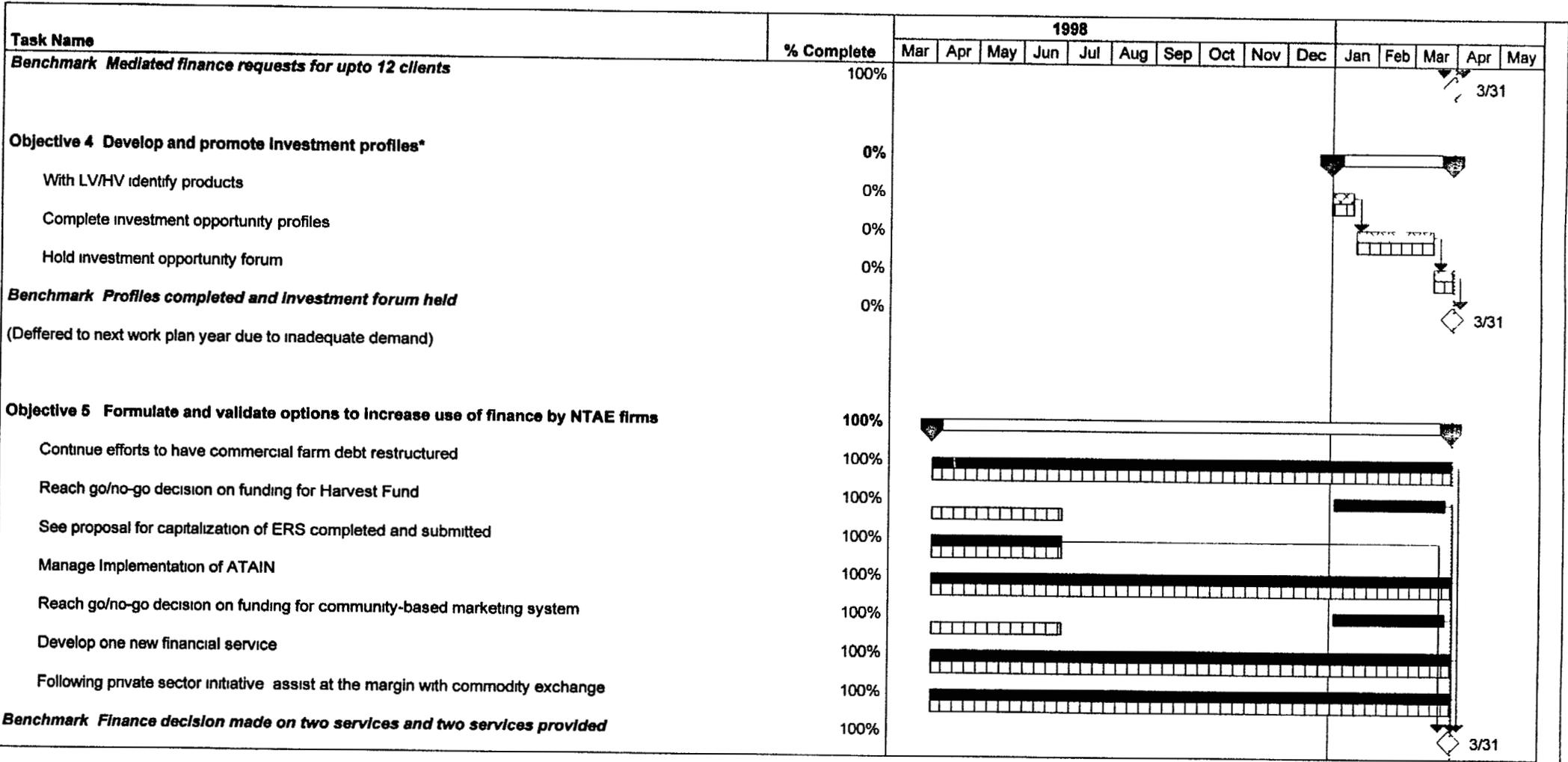
Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			



Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone	◆		
	Rolled Up Progress		Baseline Milestone	◇		

Task Name	% Complete	1998														
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Component 3 Business and Financial Linkages																
50 firms receive one-on-one assistance with business planning and financial contacts (Output 3a)																
Objective 1 Maintain existing business services/contacts w/ existing & new clients	99%															
Maintain contact w/ collaborators and clients through loan applications business/operating plans CAF training focus clients etc	100%															
Benchmark Upto 15 previous and 5 new clients assisted	100%															
Objective 2 Complete business (finance)/operating (efficiency) plans	100%															
Assist LV/HV clients when requested	100%															
Assist clients through CAF/APDF	100%															
Benchmark 8 clients receive business/operating plan assistance	100%															
Objective 3 Mediate financing for clients	100%															
Follow up loan applications in the pipeline	100%															
Identify client financing needs	100%															
Package requests	100%															
Follow up loan repayments	100%															
Work through APDF for large long term financing requests	100%															

Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			



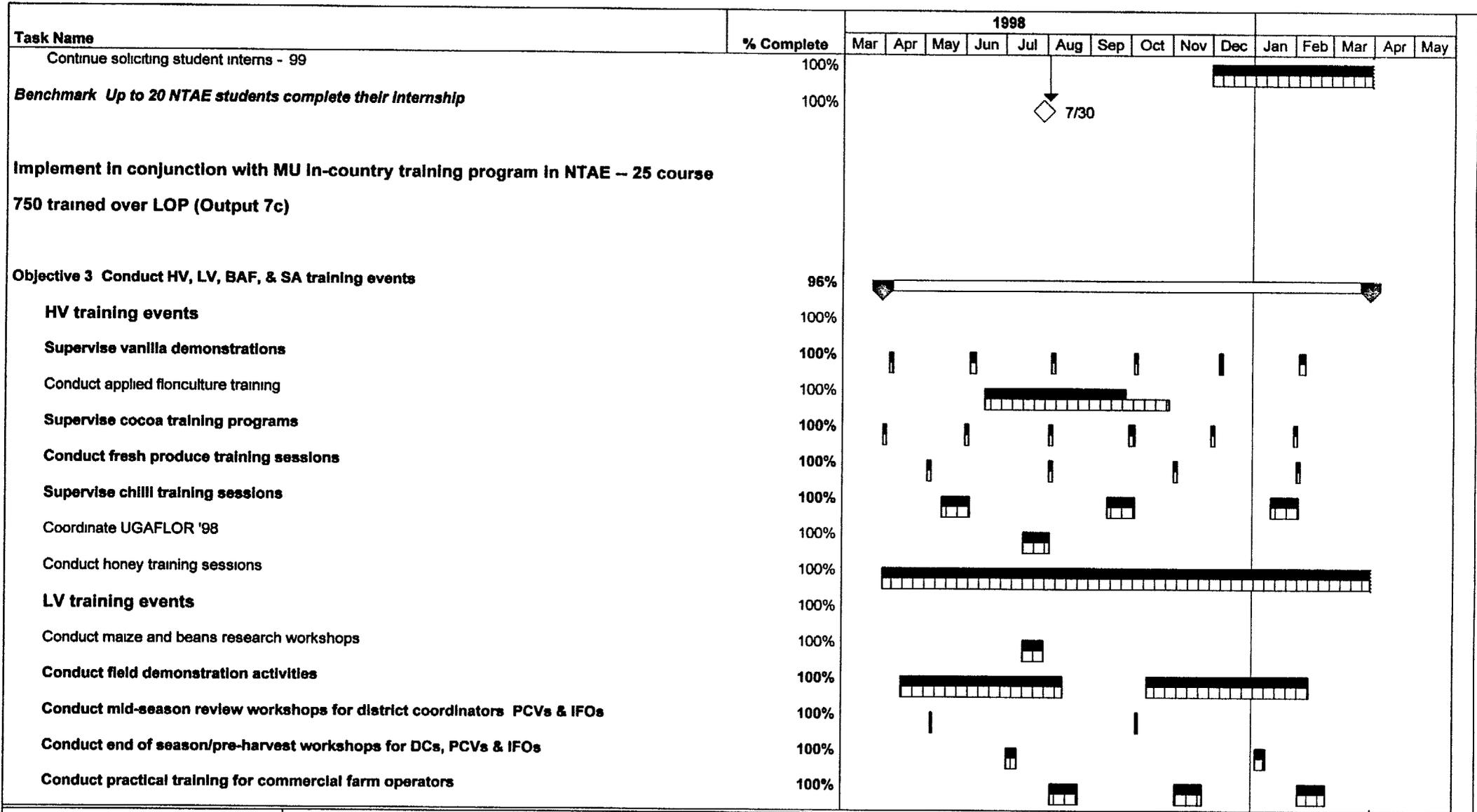
Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

Task Name	% Complete	1998																
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		
Objective 6 Provide agribusiness planning and management training	99%																	
Identify HV/LV agribusiness training opportunities	100%																	
Assist with ATAIN stockists training workshop(s)	100%																	
Offer focused training for selected clients	100%																	
Hold Outgrower Workshop	100%																	
Hold Investment Opportunity Forum (see objective 4)	0%																	
Hold Commercial Farm Management training intermittently throughout year	100%																	
Benchmark 150 people trained in agribusiness planning and management	100%																	

Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

Task Name	% Complete	1998														
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Component 4 Strengthening Associations																
Six to ten associations strengthened (Output 6a), Associations conduct 7-10 studies on policy/regulatory issues and discuss findings with the GOU (Output 6 b)																
Objective 1 Maintain contact with relevant associations and provide specific assistance that strengthens them as vehicle for reaching NTAE membership																
	0%															
	100%															
Respond to association needs as identified	100%															
Assist with policy analysis	100%															
Benchmark 10 engagements completed with 6 associations	100%															

Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			



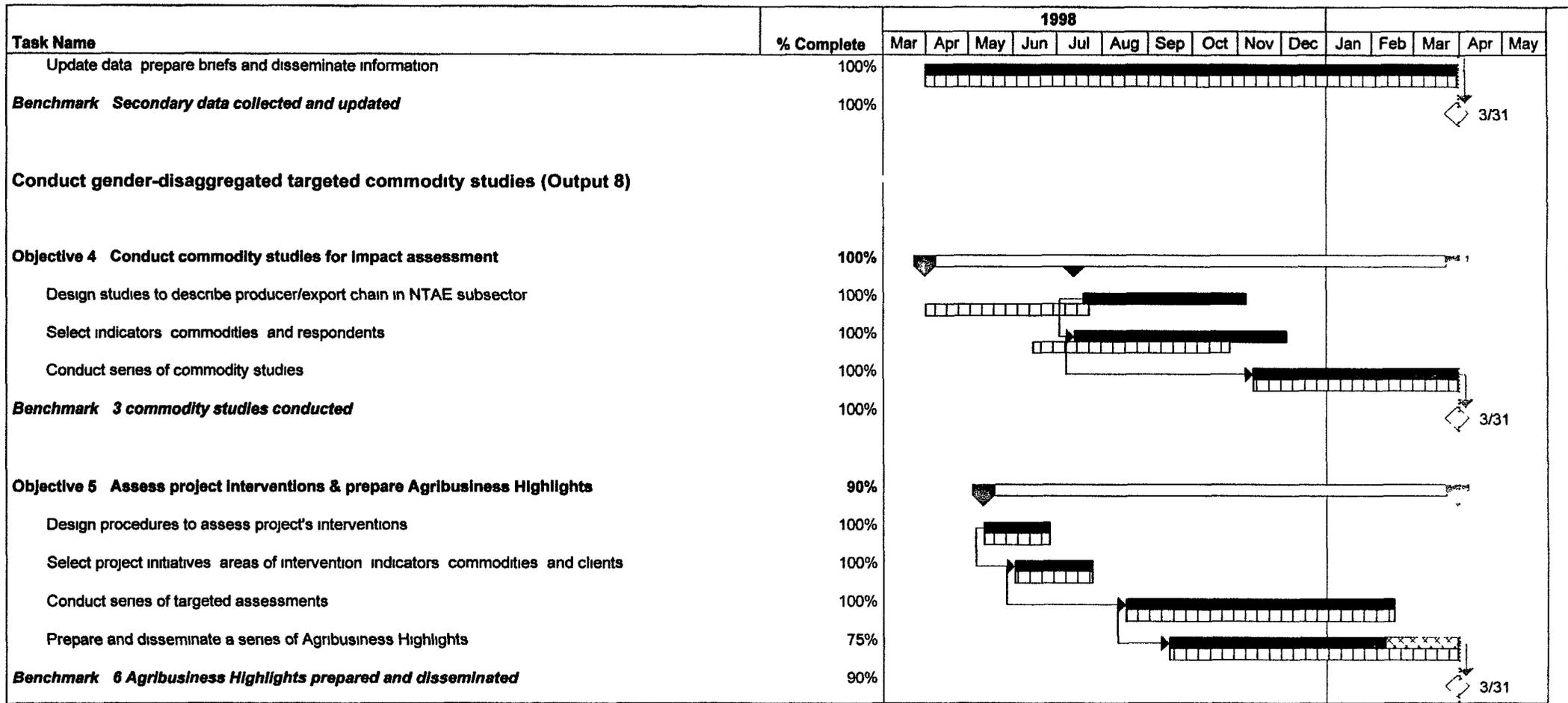
Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

Task Name	% Complete	1998																
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		
Conduct farmer/store management training	100%																	
Conduct outgrower training sessions	100%			█	█	█	█			█	█	█	█					
Conduct pre-season & end-season training of commercial farm operators	100%																	
Conduct commercial farmer's field days	100%																	
Conduct input supplier training	100%			█	█	█	█	█	█		█	█	█	█	█	█		
Conduct training of seed multiplication groups	100%																	
Conduct orientation of PCVs	100%																	
Conduct data collection training	0%			▣						▣								
BAF/SA training events	100%																	
Conduct ATAIN stockists workshops	100%			█	█	█	█	█	█		█	█	█	█	█	█		
Conduct workshops on commercial farm records	100%																	
Conduct training in selecting and managing your banker	100%																	
Conduct workshop on work planning for UFEA	100%																	
Conduct outgrower workshop	100%																	
Conduct workshop on investment opportunities	0%																	
Benchmark 28 total HV, LV, BAF, & SA training events conducted	100%														◇	3/31		

Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

Task Name	% Complete	1998													
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Component Six Monitoring, Evaluation, and Assessment															
Establish and maintain monitoring system (Output 8)															
Objective 1 Review and maintain monitoring system	100%														
Liaise with USAID on SO 1 reporting needs	100%														
Review reporting needs for monitoring and impact assessment	100%														
Review impact indicator framework	100%														
Revise procedures and templates to integrate M&E efforts	100%														
Benchmark AIMS is reviewed and maintained consistent with SO 1 requirements	100%														
															3/31
Objective 2 Systematic monitoring of project outputs and success rates	100%														
Review outputs against targets for each component	100%														
Review and modify semi-annual reporting format	100%														
Prepare sixth semi-annual progress report	100%														
Prepare seventh semi-annual progress report	100%														
Benchmark Project outputs systematically monitored & 2 M&E reports presented	100%														
															3/31
Objective 3 Update M&E data from secondary sources	100%														
Maintain contacts established and identify new areas of collaboration	100%														
Review data collection formats and establish frequency of collection	100%														

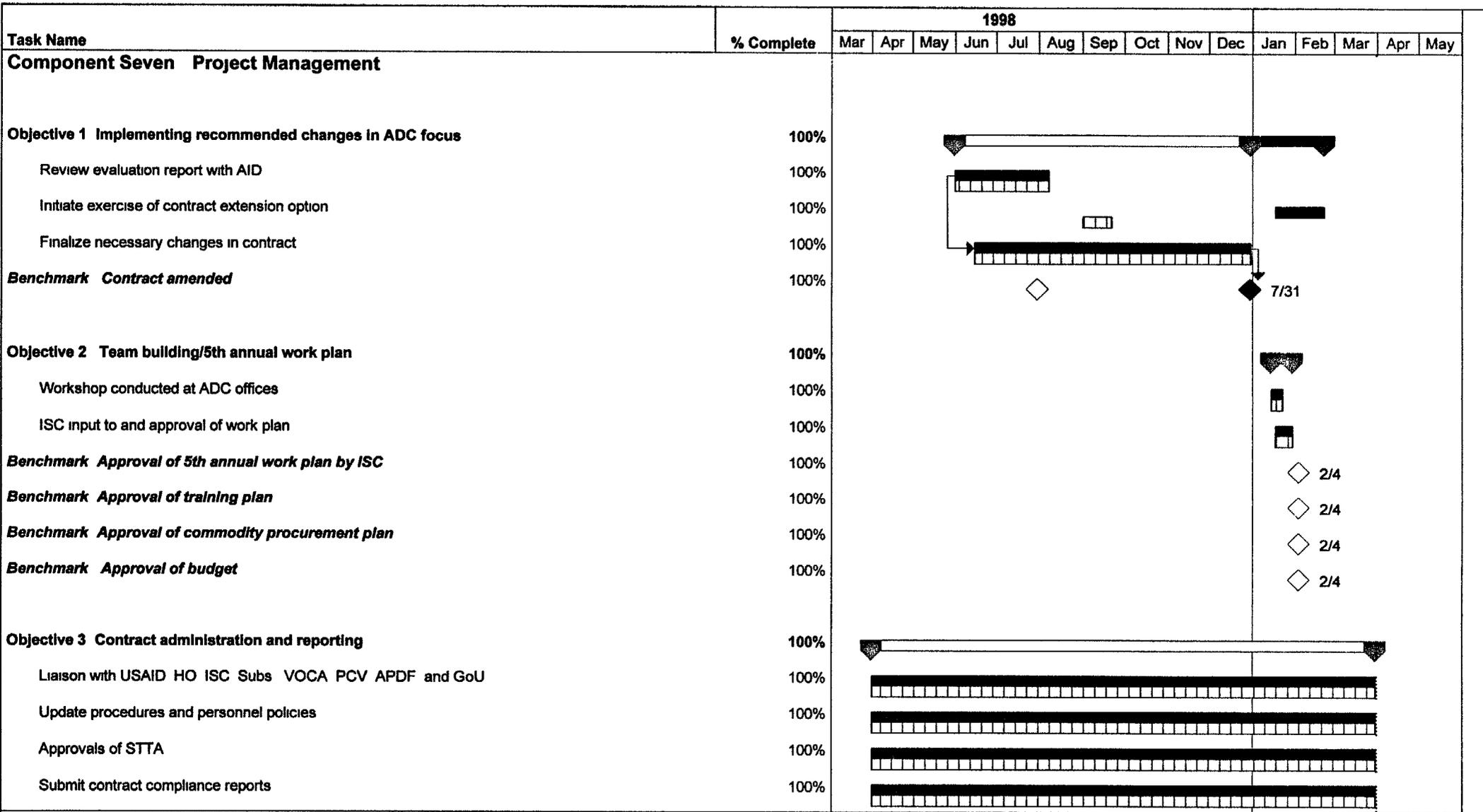
Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			



Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

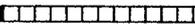
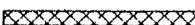
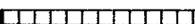
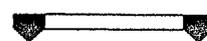
Task Name	% Complete	1998																
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		
Conduct environmental assessments and surveys (Output 8)																		
Objective 6 Conduct/update NTAE grower environmental impact monitoring surveys	100%																	
Review procedures for collecting data	100%																	
Collect data for set of indicators identified in the EIR	100%																	
Prepare environmental updates of NTAE growers	100%																	
Benchmark 3 annual NTAE grower environmental surveys conducted and updated	100%																	
Objective 7 Conduct 5 additional environmental assessments of assisted firms	100%																	
Identify clients and associated potential environmental impacts	100%																	
Conduct environmental assessment of identified firms	100%																	
Identify measures to mitigate impacts	100%																	
Prepare an environmental impact assessment report for assisted firms	100%																	
Benchmark 45 total environmental assessments conducted for assisted firms	100%																	

Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			



Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

Task Name	% Complete	1998														
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Benchmark LV and HV geographic focus reviewed by ISC	100%														◇	3/31
Benchmark Cost sharing agreement/grants management administrator approved	100%		◇	4/30											◇	3/31
Benchmark On-going engagements of collaborators (APDF, PCVs)	100%														◇	3/31

Project Date 3/31/99	Task		Baseline		Summary	
	Rolled Up Task		Rolled Up Baseline		Baseline Summary	
	Task Progress		Milestone			
	Rolled Up Progress		Baseline Milestone			

Annex 6

ADC Client Portfolio

115a

Active LV Clients Portfolio

#	Status	Name	Description	Activity category
1	Current	Multi Purpose Training and Employment Association	Village-based marketing system - buying quality Manager training USAID grant activated over 1 200 mt of maize procured	Marketing
2	Current	Magric Uganda Limited	Linkage with MTEA/Kamuli marketing programs	Marketing
3	Current	Commodity Exports International	Linkage with MTEA/Kamuli/Kasese marketing programs	Marketing
4	Current	Uganda National Farmers Association Kasese	Grant from PL-480 in place - extension system and marketing linkages	Production, Marketing
5	Current	Lira Millers	Liaison with international commodity brokers	Marketing
6	Current	Sukura Agro Inputs	2 VOCA volunteers addressing management/records Wholesaler linkages locally and regionally	Input supply
7	Current	Bugangaizi Farmers Association	Bean seed multiplication grant for production of white haricot bean for export	Production
8	Current	UJIMA Network	Assisted in developing grain marketing system through STTA	Marketing
9	Current	Tilda Rice Scheme	Advised on upland cropping pattern to include maize, beans, soya, groundnuts, upland rice and pigeon peas	Production Marketing
10	Current	Uganda Seed Project	Continuation of weekly promotional radio programs highlighting seed as part of technology packages	Marketing
11	Current	Sango Bay Estates	Advised on upland cropping pattern to include maize and upland rice	Production
12	Current	Ladhani Industries	Advised on cropping pattern to include seed crops for Uganda Seed project	Production
13	Current	Duetch Forst Consult	Advised on cropping practice - commercial maize	Production
14	Current	Uganda Cooperative Alliance, Masindi	Village-based marketing system - Liaison with UCA HO plus training	Marketing
15	Current	Kamuli Produce Agents	Village-based marketing system - Liaison with UCA HO plus training	Marketing
16	Current	Balton Uganda	Introduced small pack fertilizer market/ pack size/ style Outlet links	Input supply
17	Current	Nsanja Family Stores - Masaka	Training and market links - input supply	Input Supply
18	Current	Irish Foundation for Cooperative Development - Rakai	Seed production and marketing activity Commercial bean production for export.	Production, Marketing

19	Current	Buwama Seed Production Program	Maize seed production on a group basis	Production, Marketing
20	Current	Busoga Forest	Technical assistance in maize grain production	Production
21	Current	LAWODA	Technical assistance in bean and maize production on group basis	Production
22	Current	Agrico International	Technical assistance in maize grain production	Production
23	Current	Rakai Farm Supply	Training and market links in input supply	Input supply
24	Current	MyTrade	Procurement and export of grains	Marketing
25	Current	Roka Ali	Procurement and export of grains	Marketing
26	Current	Afro Kai	Procurement and export of grains	Marketing
27	Current	Kinoni Farm Produce	Technical assistance in maize production and marketing	Production Marketing
28	Current	Kisombwa Farm	Technical assistance in maize production	Production
29	New	NASECO Seed Co	Seed production	Production
30	New	Kabale Farmers' Association (KADIFA)	Technical assistance in climbing bean production	Production
31	New	KREDA	Technical assistance in input supply	Input supply
32	New	Kebisoni Elders Association	Seed production	Production
33	New	Mubuku Growers Association	Technical assistance in maize production	Production

Technical Assistance Provided to Firms/Associations 1997/98

Name	Products	Type of Assistance
National Associations		
1 Hortexa	All fruit & veg	Market info, TA, research, capital grant fund for small businesses, code of practice
2 Ug Flowers Exporters Assn	Cut flowers, plants	Market promotion, institutional development, training, code of practice
3 Uganda Floricultural Assn	Misc flowers/ plants	National flower show
4 Ug National Vanilla Assn	Vanilla	Training, market info and promotion, TA
5 Uganda Honey Bee Keepers Association	Honey, beeswax	TA, training, market information
Local associations		
6 Bwindi Passion Fruit Farmers	Passion fruit	Trial shipments, TA, processing study
7 Kingo Passion Fruit Growers	Passion fruit	TA, business development grant
8 Mubuku Irrigation Scheme	Misc Vegetables	TA, training, market development, research
9 Northern Uganda Shea Processors Association	Shea oil & butter	TA, training, business development
10 Rukungiri Growers	Birds eye chilli	Training, marketing, TA
11 Rwenzori Vanilla Growers	Vanilla	TA, market information, STTA
12 Uganda Association of Women in Mushroom Production for Export (UAWMPE)	Mushroom	TA, market development, training, organic certification
Floriculture firms		
13 Carnrose Flowers**	Carnations	TA, training
14 J H Floricultural Growers	Summer flowers	Research trials
15 Melissa Flowers**	Roses	Management
16 NBA Roses	Roses	Market visit
17 MK Flora**	Roses	Management
18 Nsimbe Estates	Roses, Fine beans, p/fruit	Training, market, research, TA, STTA
19 Pearl Flowers	Roses	TA, business development
20 Harvest International	Roses	Market development, training

21 Equator Flowers	Roses	Training, TA, management
22 Ziwa Hort Exporters	Roses, fern, chrysanthemum, plants	Research Trials
23 Wagagai**	Roses	Business development
24 Mairye Estates	Limonium, roses	Research, TA, training
Fruit & vegetable firms		
25 Ageti Farm**	Passion fruit	TA, marketing, training
26 Coseda Enterprises	Misc fruit/veg, chilli, ginger	Trial shipments, market visit, TA, research, irrigation grant
27 Free-Chem	Passion fruit, avocado	Trial shipments, marketing, training, TA
28 Fruit Pack	Misc fruit/veg, asparagus	TA, market development, research
29 Fruits of the Nile	Dried fruits/mushroom	Market contacts, training
30 GLOCA Investments	Dried mushroom	Training, market visit, organic certification
31 Jaco Commercial Agencies	Misc fruit/veg	Trial shipments, marketing, TA
32 Lili Asha**	Green beans, vegetables	Research, market contacts, STTA, TA
33 Mustak Enterprises**	Vegetables	TA, irrigation grant
34 Frigocan (I P S)	Fine beans for canning	TA, business development
35 O S U	Apple Bananas	TA, market information, irrigation grant
36 Sun Trade	Organic products	Market visit, market information, organic certification, pack house grant
37 Uganda Crafts	Okra, miscellaneous veg	TA, training, market development
Spices & ess oils		
38 Agri-Export**	Chilli, beans	Feasibility study
39 Joseph Matovu & Co	Birds eye chilli	Training, research, TA
40 Kasirye Agro-mixed Farm	Vanilla	TA, research
41 Buga Farm Industries (formerly Mugerwa Farm)	Geranium	TA, market development
42 UVAN	Vanilla, geranium, eucalyptus	TA, market information, research
43 Reco Industries	Papain	Research trials, market contacts
44 Taimex (U) Ltd	Vanilla, essential oils	Marketing, TA business development, research

45 House of Spice**	Dried ginger, birds eye chilli and mixed spices	TA equipment grant
Others		
46 Uganda Bee Products	Honey, beeswax	TA, training, market information
47 Cocoa development Project (MAAIF)	Cocoa	STTA, training
48 NARO (MAAIF)	All high value crops	Research, demonstrations, training

Notes to Table

** Indicates new client added during 1998/99 year

1 Total of 12 private sector associations received specific technical assistance in 1997/98

2 Total of 34 firms/individual investors received specific technical assistance in 1997/98

3 Total of 2 government agencies

3 Breakdown of associations/firms/growers by commodity group

Fruits and vegetables	19
Flowers	13
Essential oils & spices including papain & shea	12
Honey	2
Cocoa	1
Research	1

Annex 7

BAF Services Offered to ADC Clients

Table 1 ADC Client Business Plans
(Previous periods up to March '98)

Name	Type	Start Date	Investment (\$ '000)		Institution	Date	Status			Amount	Comments
			Total	(of which) Sponsor			A	R	P		
MTEA (Ujima)	LV/F	11/97	\$2,800		European Union				x		Channeling Agreement sent to Ministry of Finance for approval <i>Though a lot of interest has been expressed on the proposal and answers provided on issues raised no decision has been made yet by the ministry</i>
Nile Bee Pdts (x-UBP)	HV/P	12/96	\$1 325	0	Variety of donors	02/97			x		Company has restructured <i>All the information provided but no decision made yet on loan sought thru Stanbic</i>
Ladhani Ind	LV/F	12/95	\$2 759	\$1 104	EADB IFC DFCU ADB, Stanbic, UDB	08/96		x			All banks have declined to participate saying nearly unanimously, that they prefer an expansion to start-up See Finance Mediation table Ladhani #2
Mairy Estates	HV/F	3/96	\$860	\$426	UDB		x				Business plan completed by APDF with technical input by HV UDB through ADB line of credit extended \$700 000 loan
Govinda Kirinya	LV/F	08/95	\$842	\$324	EADB, FMO IFC PTA, DFCU Stanbic	11/95				\$125 000 \$225 000 \$225 000	Money approved was not released due to legal problems of foreign sponsor New potential partner considering investment if legal issues can be resolved This investment is dead
									01/96		

Type = HV - high value LV - low value /F - fresh, /P - processed
A = approved R = rejected P = pending w/ expected decision date listed
Plan Date = date client-approved plan / loan application is completed

LT = long-term, ST = short-term, OD = overdraft
Italics = comments updated since last report
Start Date = date agreement signed w/ BAF to carry out plan / complete loan application

Name	Type	Start Date	Investment (\$ '000)		Status					Comments	
			Total	(of which) Sponsor	Institution	Date	A	R	P		Amount
ASHWOG	LV/F	06/95	grant \$100		APDF	6/95		x			No grant funds for working capital

Table 11 ADC Client Operating Plans
(Previous periods up to March '98)

Name	Type	Start Date	Plan Date	Comments / Observations
Sukura #2	LV/F	11/97	1/98	Helped the company to prepare sales plan for 1998 for ATAIN
Rakai Farm Supply #1	LV/F	11/97	1/98	Helped the company to prepare sales plan for 1998 for ATAIN
Pearl Flowers#2	HV/F	8/97	10/97	Helped, through CAF, with the implementation of the previous period plan <i>Company ownership changed</i>
Tropical Flowers	HV/F	6/97	8/97	Draft plan completed <i>Firm still under receivership</i>
JMC	HV/F	4/97	5/97	Plan completed and reviewed Have offered assistance w/ implementation <i>Firm is facing serious financial problems and was out of operation during last season</i>
Sukura #1	LV/F	4/97	9/97	Sales plan completed and reviewed w/client ADC and VOCA helped w/implementation
Pearl Flowers#1	HV/F	11/96	1/97	Plan completed and implemented through CAF <i>Company ownership changed</i>
BEC	LV/F	1/96	1/96	Plan focuses on development of outgrower system Assisted w/ implementation
Uganda Honeybee Keepers	HV/FP	10/96	12/96	Plan is combination of operations and fund raising Interest shown by several donors
HORTEXA	HV/FP	9/96	11/96	Plan drafted by HORTEXA ADC provided feedback on and suggestions for focus Implementation not effected
Ankole Unga	LV/FP	08/96	09/96	Plan completed and reviewed ADC Assisted w/ implementation Client accessed funding for implementation and has repaid
GLOCA	HV/PF	06/96	08/96	Plan completed and reviewed Assisted w/ implementation
Lagoro	LV/F	01/96	04/96	Plan completed and reviewed

Type = HV - high value, LV - low value, /F - fresh, /P - processed
Start Date = date agreement signed w/ BAF to carry out plan

Italics = comments updated since last report
-122-Plan Date = date client-approved plan

Name	Type	Start Date	Plan Date	Comments / Observations
UCFA	Assoc	01/96	04/96	Plan completed and reviewed Assisted w/ implementation
Govinda	LV/F	01/96	02/96	Production plan for first season drafted / reviewed
CEI	LV/F	01/96	02/96	Plan completed and reviewed Assisted client w/ implementation

Table III ADC Finance Mediation
(Previous periods up to March '98)

Name	Type	Finance Sought				Status of Mediation Efforts		
		LT	S T	OD	Value (\$'000)	Institution	Date	Comments
Taimex#2	HV/P		x		10	Stanbic Bank	3/98	Approved disbursed and repaid
Kinoni Farm #3	LV/F			x	10	Coop Bank	3/98	Approved, disbursed and repaid
Jacksons Ltd	HV/F		x		15	Stanbic	2/98	Turned down
Sukura #4	HV/F		x		50	Coop Bank	1/98	Applied for PL480 risk funds as client lacks collateral Decision pending Client has accessed short-term funds from private sources arranged through LV
Ladhani #3	HV/F		x		150	Standard	12/98	Approved and disbursed
Kinoni Farm #2	LV/F			x	10	Coop Bank	10/97	Approved disbursed and repaid
Sango Bay #3	LV/F		x		300	Stanbic	10/97	Approved as a renewable one-year line of credit
Kanya David	LV/F			x	7	Greenland	9/97	Bank approved lower amount despite initial positive discussion
BEC	LV/F		x		5	CEI	9/97	Buyer credit arranged
Taimex#1	HV/P		x		70	Stanbic	8/97	Approved disbursed and repaid Client sought fresh O/D

Type = HV - high value, LV - low value, /F - fresh, /P - processed

LT = long-term, ST = short-term, OD = overdraft

Name	Type	Finance Sought				Status of Mediation Efforts		
		LT	S T	OD	Value (\$'000)	Institution	Date	Comments
MTEA / Ujima	HV/F				100	AID / Coop Bank	8/97	Bridge financing approved, disbursed and repaid
Sukura #3	LV/F		x		50	Stanbic, DFCU	8/97	Turned down by both banks for lack of collateral
Fair Price Dealers	LV/F		x		50	Baroda	7/97	Turned down
Kinoni Farm #1	LV/F			x	8	Coop Bank	5/97	Approved, disbursed and repaid
Mairy Estate	HV/F	x			826	UDB/ADB		\$700,000 approved, but disbursement delayed. Company arranged bridge financing UDB money now released
Sango Bay Estates #2	LV/F	x			410	EADB	4/97	Turned down on no clear grounds Following up with EADB
Ladhani Ind #2	LV/F		x		150	Co-op Bank / Standard Chartered	4/97	Both banks approved loan and client opted for Standard Bank loan
Buloba Mixed Farm	HV/P	x			100	Gold Trust	1/97	Bank turned down request because market for the product considered risky / uncertain
BEC			x		10	Crane Bank	2/97	Bank approved short-term loan
Iganga Grn Ldrs #2	HV/FP		x		25	Gold Trust	1/97	Rejected for lack of collateral
Sango Bay #1	LV/F			x	1000	Stanbic	3/97	Initial discussion to be followed by formal application if bank shows an interest <i>Fresh application (see above) submitted</i>
Sukura #2	LV		x		\$50	Co-op Bank	11/96	Co-op Bank never gave official rejection despite repeated requests for response

Type = HV - high value, LV - low value, /F - fresh, /P - processed

LT = long-term, ST = short-term, OD = overdraft

Name	Type	Finance Sought				Status of Mediation Efforts		
		LT	S T	OD	Value (\$'000)	Institution	Date	Comments
Ladhani Ind #1	LV/F	x			(initial)\$1 655 (now) \$150 (looking for money for one season)	Various Various	09/96 2/97	See ADC Client Business Plans
Ujima Network	LV/F		x		open	Centenary Bank	08/96	Not yet eligible but liked idea very much
Ankole Unga #1	LV/P		x		90	Various	09/96	Gold Trust approved \$90,000 released \$45,000 so far Additional \$45 000 released Loan is now fully repaid.
L / UCFA (7 applications)	LV/F		x		\$225-300	Co-op Bank DANIDA	07/96	7 individual requests submitted as suggested by bank All were turned down No funds available
MMK	LV/F		x		\$225-250	Co-op Bank Gold Trust	6/96 6/96	Co-op Bank was interested, but in end sponsors selected Gold Trust rather than push with Co-op Gold Trust sought to refinance loan thru BOU scheme, which ultimately worked Approximately \$250 000 approved
TOP	HV/F		x			Co-op Bank	5/96	Sponsors were not forthcoming with information
RECO	HV/P	x				DFCU ADB	4/96 6/96	DFCU interested but wants to see what happens with hotel loan they have already provided sponsor Sponsor provided additional information requested by ADB <i>No decision taken</i>
Sukura #1	LV/F		x		\$380	Co-op Bank	3/96	Co-op Bank was uncertain and delay worked against sponsor However Magnic will supply Sukura credit for input purchases that are better terms than Co op could have provided
Iganga Grm Ldrs #1	HV/F		x		\$60	Co op Bank	02/96	Was going to have difficulty meeting Co-op requirements, so HV found buyer willing to finance In end, sponsor chose to hold on to vanilla for possibility of higher prices

Type = HV - high value LV - low value /F - fresh, /P - processed

LT = long-term ST = short-term, OD = overdraft

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Name	Type	Finance Sought				Status of Mediation Efforts		
		LT	S T	OD	Value (\$'000)	Institution	Date	Comments
SunTrade	HV/F		x		\$40	Various	12/95	Discussed financing strategy / approach, resulting in sponsor obtaining buyer credit of \$30,000
Govinda Kirinya	LV/F	x			\$485	Various	11/95	FMO invested \$125,000 IFC/DFCU approved \$225 000 but have not invested money due to recent legal problems of sponsor Have found potential new partner but he will not invest until previous expat sponsor is out
VASTA	HV/F		x		\$60 - \$100	Coop Bank	11/95	Coop Bank agreed to consider request even though company is not bank customer VASTA, however, did not provide BAF requested information, so did not complete loan request
JHF	HV/F	x			\$110	UDB	8/95	UDB agreed to accept as collateral previously excluded assets and to share other collateral with another bank however advised client against this \$110 000 loan
ASHWOG	HV/F	x			grant \$100	APDF	6/95	Turned down, as APDF does not provide grants for working capital (Earlier indications were that they would)

Table iv ADC Business Plan Referrals to APDF
(Previous periods up to March '98)

Name	Type	Sponsor Est'd Value	Date Referred	APDF Decision			Comments
				A	R	P	
Lingira Island	HV/F	\$745 000	9/97			x	Mixed operation
Mijumbi	HV/P	\$28 million	9/97			x	Rubber processing
TAICO	HV/P	\$700 000	9/97			x	Fruit production and juice processing
Small Acres	I V/I	\$565 000	11/96			x	Sponsor needed to provide additional information

Type = HV - high value, LV - low value, /F - fresh, /P - processed
A = approved, R = rejected, P = pending

Italics = comments updated since last report

Subject	Target Group	Co-Sponsor(s)	Date	Total	#F	# Pvt Cos	Comments
NTAE Investment Opportunity Forum	NTAE investors	UIA/UEPB/MTI	3/98	211	>9%		NTAE commodity profiles presented
Farm Field Records #3	Commercial Farmers	UCFA	2/98	8	0	8	Delivered module on farm records
Input supply network management #1	ATAIN stockists	Sukura Rakai Farm Supply SG2000	1/98	55	22	2	Training stockists in record maintenance, inventory management and planning
Records and finance management #2	Sukura staff		12/97	20	8	1	Training staff in records maintenance and planning

Table v ADC Business and Finance Training
(Previous periods up to March '98)

Name	Type	Sponsor Est Value	Date Referred	A	R	P	Comments
Marye Estates	HV/F	\$860,000	3/96	x			Plan completed with HV providing technical input Financing successfully raised
RECO	HV/P	\$1 000 000	3/96	x			Sponsor would not get value as sponsor's plan is close to bankable ADC helped fine tune plan ADB showed interest and application for financing forwarded to ADB
SunTrade	HV/P	\$700,000	02/96	x			No Ugandan citizens Referred to other possible JV partners ADC will work w/ sponsor on business plan
Plantation honey	HV/P		01/96	x			APDF already doing honey Mkt small Concept uncertain
Ladhani	L/V/F	\$2 500 000	10/95	x			Sponsors are not Ugandan citizens Tried to waive this requirement, but no-go Kenyan business consultant, that sponsor proposes hiring, and ADC will write bus plan
Harvest International	HV/F	\$2,000 000	09/95	x			See HV for details
Govinda Kirinya	L/V/F	\$700 000	06/95		x		Business plan completed LV wrote technical for plan
Edi Farms	HV/F	\$1 000 000	07/95		x		Sponsor needs more equity
Bushinyi Growers	HV/F	unknown	07/95		x		Sponsor failed to respond to inquiries

Subject	Target Group	Co-Sponsor(s)	Date	Participants			Comments
				Total	#F	# Pvt Cos	
ATAIN stockists trainers	ATAIN distributors and trainers		11/97	45	6	8	Module on record keeping and planning
Financial and general management	Pearl Flowers staff	Pearl Flowers	9/97	6	2	1	Training staff on procedures and records introduced through CAF
Records and finance management	Rose growers	UFEA	9/97	22	5	16	One day training module for applied tropical floriculture
Risk Management Before and After Decision	ADC clients		8/97	10		8	Two day session facilitated by UIB
Farm Field Records #2	Commercial farmers	UCFA	6/97	86		-	Training module for commercial farming field day demonstration
Records and finance management	MTEA staff	AID	6/97	50		-	Training workshops through STTA
Records and finance management #1	Sukura staff	VOCA	5/97	3		1	Training staff on documentation and records by ADC and VOCA
Finance for non-finance managers	ADC clients		5/97	32	7	15	Two day session facilitated by UIB
Farm Field Records #1	Commercial farmers	UCFA	5/97	38		-	Commercial farming field day demonstration and training
Handling for Profit	Traders	VOCA	Mar 97	7	1	5	Half day seminar on ways to decrease cost of handling
Rose investment parameters	Hort Assoc Kabale	HAK	Jan '97	30	10	--	Two day session on investment and financing prospects for roses
Outgrower extension management	Village Reps	BEC	Nov '96	30	3	--	Half day session on how to keep records of extension activities and to plan them
Uganda Rose Industry	Investors bankers, GOU	UGEA	24-25 July 96	100 88 reg	18	42	Two day conference on status and prospects for Uganda s rose industry Discussed market prospects, reviewed Ugandan advantages, explored policy implications

Subject	Target Group	Co-Sponsor(s)	Date	Participants			Comments
				Total	#F	# Pvt Cos	
Labour Management	Agbiz. with large labour force	VOCA	11-12 June 96	13	0	11	Techniques of selecting, training, rewarding, disciplining etc labour force were reviewed, discussed, explored
Annual work planning	Lagoro management	none	Mar 96	3	0	1	Provided guidance in completion of annual operating plan
UCFA annual workplan -- phase II	Mgmt and members	none	Mar 96	20	0	0	Completion of annual workplan
UCFA annual workplan Phase I	Mgmt and members	none	22 Feb 96	25	0	0	Members rec'd guidance on work planning Phase II is review of draft workplan written w/ their guidance
Annual Work planning	CEI management	none	14 Feb 96	7	1	1	Provided guidance in completion of annual operating plan
Outgrower program design / mgmt	Private companies	HORTEXA / FAF	21 Sept 95	38	6	15	Positive feedback To review early 96 to see impact

Annex 8

Training Conducted by the ADC

Training Conducted by ADC April 1998 - March 1999

#	Type	Title/ Purpose	# Participants		Participant days	Clients
			Male	Female		
1	Workshop	Basic certificate in Applied Tropical Floriculture (Second offering)	22	10	360	UFEA (Rose Managers), MAAIF (Plant Inspectors)
2	Workshop	Bean and Maize Review & Planning	38	8	92	NARO, NGO's, FARMERS MAAIF extension
3	Workshop	Training of Trainers course in Safe Use of Agro-Chemicals	36	4	200	Private & Manufacturing sector, Distributors MAAIF, NARO, Commercial Farmers
4	Workshop	Commercial farmer Practical Training	11	1	60	Bank Loan officers, Commercial Farmers
5	Workshop	ATAIN stockist Networking	97	23	800	BUDS (Co-sponsors) Sukura, Rakai Farm supply, Nsanja Stores
6	Workshop	Commercial Farm Records	11	1	60	Commercial farmers, Loan officers
7	Seminar	Cocoa Production and Rehabilitation	339	31	1,480	Cocoa farmers, Extension, Exporters
8	Workshop	Cocoa Production and Quality requirements	83	38	484	Cocoa farmers, Field extension workers
9	Seminar	Cocoa Management Aspects	214	53	980	Field staff, Cocoa farmers
10	Seminar	Cocoa Nursery Management	177	15	192	Cocoa farmers
11	Conference	UgaFlor 98	46	7	53	UFEA
12	Study Tour	Applied Tropical Floriculture training visit to Kenya	12	9	105	Supervisors/Managers of Rose farms
13	Seminar	Vanilla Basic Production Methods	58	43	606	UNVA, Extension staff, Vanilla farmers

14	Seminar	Vanilla Information Dissemination techniques	36	28	192	Small scale Vanilla farmers
15	Seminar	Vanilla Field Production techniques	60	51	293	UNVA, Vanilla farmers
16	Workshop	Records and finance management	5	1	28	Sukura accounts staff (Training with CAF)
17	Workshop	Computer accounting skills	3	0	12	Sukura accounts staff (training with PCV)
18	Seminars	Chilli Nursery Management	270	100	890	Rukungiri, Lira Chilli growers
19	Field day	Maize/Beans Demonstration/group training	82	33	115	Maize/beans farmers, Extension
20	seminar	Fresh fruit, hot pepper production techniques	38	14	52	Mubuku farmers (training with VOCA)
21	Workshop	Planning and review for district coordinators	12	1	13	Extension workers
22	Seminar	Passion fruit production techniques	3	20	23	Kingo Womens group
23	Seminar	Passion fruit establishment (nursery management)	2	30	32	Kingo Womens group
24	Workshop	Cost-benefit analysis of HV enterprises	14	10	12	MAAIF extension workers
25	Study Tour	Applied tropical floriculture training market visit to Holland	5	7	60	UFEA, Rose Managers MUFAP, MAAIF
26	Workshop	ICIPE/IDEA/KARI IPM - Vegetable training	12	2	24	Vegetable farmers, exporters and extensionists
27	Field Meeting	Transfer of banana production and post-harvest technologies	30	20	300	Small and large banana farmers in six districts
28	Workshop	Designing and managing a successful outgrower scheme	9	1	10	AGRIMAG, UTGC, RECO, IPS, USP, BUFA IFCD, UNFA, Uganda Feeds Ltd
29	Field Day	Passion fruit export packaging	46	16	62	Kanywa growers, extension workers traders
30	Field Day	Maize and bean demonstration activity on 3,890 sites in 14 districts	73,150	42,990	116,140	Maize and bean farmers
	Total		75,778	43,984	119,762	

Annex 9

ADC Annual Indicators by Component

ADC Annual Indicators by Components

Indicator	Semi 1	Semi 2	Semi 3	Semi 4	Semi 5	Semi 6	Semi 7	Semi 8	Total (to-date)
Low Value									
# of new clients assisted	8	10	11	5	9	5	4	5	57
# of new firms multiplying seeds	1	0	1	1	3	2	1	2	11
# of new firms distributing seeds	1	1	0	2	2	2	0	1	9
Qty of maize seed multiplied (mt)	800	200	300	650	500	700	600	974	4,724
Qty of maize seed distributed (mt)	120	60	210	600	475	670	365	574	3,074
Qty of bean multiplied (mt)	250	300	250	300	300	350	250	720	2,720
Qty of bean seed distributed (mt)	30	22	30	300	250	335	250	520	1,737
# of new maize varieties tested	0	24	11	11	15	20	11	11	103
# of new bean varieties tested	0	2	7	60	20	18	8	6	121
# of new maize varieties released	0	0	0	0	0	0	0	4	4
# of new bean varieties released	0	3	0	0	0	0	0	7	10
High Value									
# of research agreements identified	7	3	5	1	2	0	2	0	20
# of research agreements initiated	5	2	3	4	1	1	0	2	18
Total # of firms/assoc provided with TA	21	8	8	4	4	39	45	48	45
# of flower firms/assoc provided with TA	1	2	2	3	3	9	12	14	46
# of fruit/veg firms/assoc provided with TA	10	3	3	2	4	17	18	18	18
# of oils/spices firms/assoc provided with TA	6	2	2	1	2	9	10	9	10
# of commercialization packages	0	2	1	2	0	14	16	15	16
# of market contact visits	3	3	8	15	8	7	8	2	54
# of new clients assisted	20	9	5	7	4	3	6	3	57
Business and Financial Linkages									
Total # of firms assisted	6	7	12	10	10	5	3	14	67
# of new referrals	3	4	2	1	3	0	3	0	16
# of new firms operating/receiving business plans	1	1	4	7	4	1	3	3	24
# of new financing mediation	2	4	8	4	10	7	6	12	53
# of mgt training arranged	0	2	3	5	2	5	5	3	25
# of mgt training participants	38	32	20	184	247	339	139	163	1 162
# of mgt training women participants	6	1	0	32	16	54	36	30	175
# of new clients receiving funds	0	1	0	5	4	3	3	5	21
Amount of funds received (US \$)	0	125 000	0	785 000	925 000	480 000	50 000	108 000	2 473 000
# of cost share/grants activities	1	0	0	1	3	4	1	2	12
# of out grower engagements completed	0	1	1	1	2	0	0	0	5
Strengthening Associations									
# of LV associations served	1	1	3	5	5	3	2	4	5
# of HV associations served	0	4	5	7	3	6	3	7	7
# of associations profiled	0	3	0	3	0	1	0	0	4
# of assoc receiving planning ast	0	1	1	3	0	1	1	1	6
# of associations receiving TA	1	5	8	12	6	8	5	11	12
# of regulatory analyses undertaken	0	1	1	2	0	0	0	1	5
Education and Training									
# of NTAE courses conducted	9	10	31	33	21	12	24	6	146
# of participants trained	1 134	2 267	2 056	2 347	1 504	1 513	2 200	116 288	129 309
# of women participants	283	1 211	629	453	314	498	531	43 036	46 955
% women participants	25	53	31	19	21	33	24	37	36

Note: Number of people trained for Semi 8 includes farmers exposed through LV demonstration activity

Annex 10

ADC/IDEA Project LOP Indicators

ADC/IDEA Project LOP Component Indicators

Indicator	LOP Targets	1995		1996		1997		1998		Total to-date	% of LOP achieved
		Semi 1	Semi 2	Semi 3	Semi 4	Semi 5	Semi 6	Semi 7	Semi 8		
Low Value											
Estimated farm gate value of maize & beans (US \$ mill)	7 50	12 10	12 10	11 00	6 85	3 09	7 20	7 50	10 68	10 68	142
Estimated export value of maize & beans (US \$ mill)	20 00	23 90	24 30	21 80	11 41	4 75	14 00	12 50	16 40	16 40	82
Number of exporters assisted	25	7	9	12	14	15	15	16	17	17	68
High Value											
Est export value of flowers (US \$ mill)	5 00	1 50	2 30	2 30	6 34	6 34	10 29	10 79	14 02	14 02	280
Est export value of vegetables (US \$ mill)	0 37	0 50	0 63	0 63	1 07	1 07	1 07	1 24	2 30	2 30	622
Est export value of oils & spices (US \$ mill)	1 10	1 80	2 64	2 64	3 54	3 54	3 68	4 24	6 28	6 28	571
Estd # of rural employees in flowers (person yrs)	1 400	1 880	2 540	2 540	3 000	3 000	3 850	3 950	3 300	3 300	236
Estd # of rural employees in vegetables (person yrs)	1 000	1 650	1 650	2 000	3 000	3 500	3 500	3 600	5 950	5 950	595
Estd # of rural employees in oils & spices (person yrs)	5 000	6 200	6 200	8 000	9 900	15 100	15 100	12 100	11 100	11 100	222
% of women in flowers	40	55	65	80	75	75	75	75	75	75	188
% of women in vegetables	40	60	75	75	75	75	75	75	75	75	188
% of women in oils & spices	40	60	70	70	50	50	50	50	50	50	125
Number of research agreements completed	15	-	1	2	3	3	7	7	8	8	53
Business and Financial Linkages											
Number of firms assisted	50	6	13	14	15	16	31	34	45	45	90
Number of people trained in agribusiness	750	38	32	20	184	247	339	139	163	1,162	155
Strengthening Associations											
Number of associations strengthened	10	1	5	8	8	6	6	6	4	6	60
Education and Training											
Number of MU departments assisted	3	3	3	3	3	3	3	3	3	3	100
Value of equipment delivered (US \$)	180 000		45 000	135 000	0	0	0	12 000	0	192 000	107
Number of M Sc candidates placed	6		2	1	0	2	0	0	0	5	83
Number of student internships	60		-	22	0	21	0	25	0	68	113