

Meats, Seafood, and Poultry

Partnerships for Food Industry Development A U.S./Nicaraguan Partnership

Leader-with-Associates Agreement No: PCE-A-00-01-00012-00

Funded by

The United States Agency for International Development

USAID M/FM/CMP

1300 Pennsylvania Avenue, N.W.

Washington, DC 20523-7700

Phase II, Second Annual Work Plan, Nicaragua Component
January 15, 2006 ~ January 14, 2007

January 2006

Submitted by

International Programs

Louisiana State University Agricultural Center

Baton Rouge, Louisiana

In association with

The World Food Logistics Organization, Alexandria Virginia; and

The Cooperative League USA, Nicaragua Chapter



USAID
FROM THE AMERICAN PEOPLE

CLUSA
NICARAGUA



**Partnerships for Food Industry Development
A U.S./Nicaraguan Partnership**

**Leader-with-Associates Agreement No: PCE-A-00-01-00012-00
Funded by
The United States Agency for International Development
USAID M/FM/CMP
1300 Pennsylvania Avenue, N.W.
Washington, DC 20523-7700**

**Phase II, Second Annual Work Plan, Nicaragua
Component**

January 15, 2006 ~ January 14, 2007

January 2006

**Submitted by
International Programs
Louisiana State University Agricultural Center
Baton Rouge, Louisiana**

**In association with
The World Food Logistics Organization, Alexandria Virginia; and
The Cooperative League USA, Nicaragua Chapter**

Table of Contents
Phase II, Second Annual Work Plan, Nicaragua
January 15, 2006 ~ January 14, 2007

Table of Contents.....	1
List of Acronyms and Abbreviations.....	2
Section I. Introduction.....	3
A. Summary.....	3
B. Review of Year One Activities.....	3
Section II. First Annual Work Plan.....	3
A. Project Objective # 1 – Food Safety, Quality and Security Compliance.....	3
B. Project Objective # 2 –Post-Harvest Technology - Added Value Products.....	4
C. Project Objective # 3 – Plant-Based Training and Technical Assistance.....	5
D. Management, Monitoring and Evaluation.....	7
1. Travel Priorities.....	7
2. Branding and Marketing Strategy.....	7
3. Program Design and Collaboration.....	8
4. Monitoring, Evaluation and Planning.....	9
Section III. Schedule of Project Activities.....	11
A. January – March 2006.....	11
B. April – June 2006.....	12
C. July – September 2006.....	13
D. October 2006 – January 2007.....	15

List of Acronyms and Abbreviations

AWP.....	Annual Work Plan
CCT.....	Cold Chain Technologies
CLUSA	Cooperative League, USA
CTO.....	Cognizant Technical Officer
DANIDA.....	(Danish Aid Agency)
DR-CAFTA.....	Dominican Republic and Central America Free Trade Agreement
FSQ	Food Safety and Quality
FSQO	FSQ Organization
FUNICA.....	“Fundación para el Desarrollo Tecnología Agropecuario y Forestal de Nicaragua”
HACCP	Hazard Analysis Critical Control Point
INTA	“Instituto Nicaragüense de Tecnología Agrícola”
LSU AgCenter	Louisiana State University Agricultural Center
M&E	Monitoring and Evaluation
MAGFOR	Ministry of Agriculture and Forestry
MCC.....	Millennium Challenge Corporation
MOU	Memorandum of Understanding
PFID.....	Partnerships for Food Industry Development
PFID-MSP.....	PFID for Meat, Seafood and Poultry
PHT	Post Harvest Technologies
PMC	Project Monitoring Chart
TTA.....	Training and Technical Assistance
TTT	Train-the-Trainer
USAID	United States Agency for International Development
USAID/EGAT.....	USAID Bureau for Economic Growth, Agriculture and Trade
WFLO	World Food Logistics Organization

Section I. Introduction

A. Summary

This document presents the second annual work plan (AWP) activities for the Partnerships for Food Industry Development in Meat, Seafood and Poultry (PFID-MSP) Project in Nicaragua. However, this document is actually the South Africa component of PFID-MSP's sixth AWP as this corresponds to the sixth year of the Project's worldwide operations.

The Work Plan covers activities for the Project's three objectives in Nicaragua (Food Safety, Quality (FSQ) and Security Compliance, Post Harvest Technology (PHT) for Added Value Products, PHT for Cold Chain Technologies (CCT) and general management activities. These activities include material will be prepared and staff will establish monitoring/evaluation procedures.

These activities are outlined in the schedule found in Section III.

B. Review of Year One Activities

The PFID-MSP program has recorded several results in Nicaragua during the past year including:

- A signed contract between the Louisiana State Agricultural Center (LSU AgCenter) and the Nicaraguan Chapter of the Cooperative League, USA (CLUSA) for CLUSA to serve as PFID-MSP's Nicaraguan Partner Institution; and
- One trip by the World Food Logistics Organization (WFLO) to assessment of Cold Chain Technologies; and
- Two trips to assess Food Safety and Quality Issues in Nicaragua.

Key issues and future activities include revision of the Cold Chain Technology Project Activity in Nicaragua to one that provides Training and Technical Assistance to a stakeholder plant;

Section II. Second Annual Work Plan

This section describes the activities relating to the Project's three objectives in Nicaragua. These activities are outlined in the schedule found in the next section.

A. Project Objective # 1 – Food Safety, Quality and Security Compliance

This activity facilitates an increase in food safety and quality of meat, seafood and poultry products in Nicaragua food industry through strengthened stakeholder application of Hazard Analysis Critical Control Points (HACCP). The plan promotes safer and higher quality products resulting in increased demand and access to new markets.

In addition, PFID-MSP will initiate a regional process for the promotion of bio-safety. This process is based on risk analysis, management and communications to minimize the threats to bio-security.

The formal Nicaraguan food industry is mostly composed of big and medium industries with a sub-sector of small industries. Many of these small businesses have risen from family initiatives and they develop in a haphazard manner until they have access to financing for commercial level production. The food industry in Nicaragua is in a phase of growth, where the know-how on norms of quality, food security and the development of labor capacity are of the greatest interest to managers and their staff. They consider important the extension of an inspection system in Good Agricultural Practices (farms, producers) to guarantee the traceability of the product.

Animal products that are utilized in processing are originate from authorized slaughterhouses by the Ministry of Agriculture and Forestry (MAGFOR). There are seven main processing plants in Nicaragua for commercial processing of the carcass. However there exists a significant amount of meat that is processed and sold informally in public meat markets that include littler or any safety and quality regulation of the product.

In 2006, activities will initiate PFID-MSP efforts to meet this objective will include:

- a) Establish an organization responsible for the safety and quality that serves as a depository of food security information, as well as a source of training and policy interventions¹;
- b) Select candidates for the Train-the-Trainer program (TTT) in HACCP for meat, seafood and poultry; and
- c) Make preparations for in-country capacity building, specifically training for basic certification in seafood HACCP.

As a result of these activities, the following indicators will be met:

- A Food Safety and Quality Organization (FSQO) will be established, as documented by a charter and/or MOU between that Organization and PFID-MSP² by the end of the year;
- Two stakeholders receive TTT instruction in seafood HACCP by the end of April 2006;
- At least two candidates qualify for TTT instruction on meat and poultry HACCP; and
- At least two stakeholders develop plans, as documented in the third AWP, for in-plant HACCP seafood HACCP training in basic certifications by the end of June 2007.

B. Project Objective # 2 –Post-Harvest Technology - Added Value Products

Activities under this objective promote the development of different meat products in the market that satisfy specific markets. In this way, stakeholder enterprises can enlarge their profit margins by adding value to a commodity as well as by decreasing its associated costs. For example, egg laying hens that have finished their productive cycle could be pre-cooked and processed as proposed by Pollo Estella Company.

¹ Note that there are two possibilities for such an organization. The first possibility is the selection of an existing entity to serve as a Food Safety and Quality Organization (FSQO). The second possibility (if such a pre-existing entity can not be found) is the creation of a new organization.

² Any documentation developed under this item (charter and/or MOU) should be recognized by the appropriate government agency.

Value added innovations are being put in practice by several businesses in the Nicaraguan food industry, mainly in response to demand of growing markets and to new opportunities in international markets with DR-CAFTA (Dominican Republic and Central America Free Trade Agreement). The Nicaraguan stakeholders need to further equip and capacitate themselves in value added processing technology to improve their competitive efficiency.

It is advisable to assess current strategies in adding value in the meat industry and to support additional options that respond to the in-country market. For example, Timón Dorado (a seafood industry processor) is developing a value added product with by-products from filet processing, but this is currently being done this by hand. PFID-MSP can provide assistance pertaining to the transfer of appropriate technology in this processing (cutting, shaper, breading, etc).

In 2006, this objective will be addressed through the following items:

- a) Identify a post-harvest and added value technology to be examined in a case study as well as firms will to participate in such a case study; and
- b) Determine a process for case study conduct and analysis for technical and economic feasibility for that technology.

As a result of meeting accomplishing these items, at least one post-harvest innovation, as well as participating firms, will identified for study in the third AWP

C. Project Objective # 3 – Plant-Based Training and Technical Assistance

In 2006 this objective can be addressed through the following items:

Under the Project's original Scope of Work, PFID-MSP was to conduct a Post-Harvest Case Study to identify, test and promote a Cold Chain Technology that will enhance food storage and preservation in Nicaragua. However, based on recommendations from World Food Logistics Organization (WFLO) specialists, PFID-MSP and WFLO propose to substitute this activity with the development, launch and evaluation of a Training and Technical Assistance (TTA) program using a proven methodology for selecting appropriate processing facilities. USAID/EGAT is requested to give this proposal favourable consideration and allow the project to make this programmatic substitution.

The following overall objectives were identified for the duration of this project activity:

- Documented selection of at least one participating plant, collection of baseline data and determination of TTA goals; and
- Documented instances of training and technical assistance designed to increase plant efficiency and profitability of the participating firm.

Over the length of the Project, this project activity will follow four steps: a) Application & Facility reviews; b) Facility selection; c) Benchmarking and Technical Training Assistance; and d) Audit, Evaluation and Performance Results.

In selecting the stakeholder facility that will be focus of this TTA, will use the following selection indicators:

- The facility must produce red meat, poultry and/or seafood products as a primary source of revenue;
- The facility must have a demonstrated production or market link to small holders;
- The facility must be operating at least at 70 percent of normal capacity during the time of the facility review and during the time of the TTA activity and should not operate on a seasonal or sporadic basis;
- The company management must be willing and able to incorporate suggestions and recommendations from TTA expert into daily working practices;
- The company must be willing to release any production or quality assurance records to TTA specialists in advance of program participation (all records and data will remain a confidential part of the program)
- The company must be willing allow pre-program performance measures to be collected, including time, temperature and microbiological baseline samples;
- The company must devote adequate time, resources and personnel to the project, and provide TTA specialists with adequate assistance and support during the project;
- The company must be willing to share “success stories” with TTA specialists, understanding that appropriate components of the “success stories” will be shared with the local industry to demonstrate the potential impact of the program³ and;
- The company must allow for photography and video footage to be collected during all phases of the program, including before, during and after the TTA program.

The following two steps will be undertaken in Year 2 under this project activity:

- a) Application & Facility Reviews: Including the review of written applications provided by interested plants by PFID-MSP and WFLO specialists, to select the facility that is the most worthy candidate for the program.
- b) Facility selection, Performance Benchmarking & Goal Setting: Following a careful review of the application s a facility will be selected for this activity. It is necessary that the top management of the facility fully commits to the program. During this phase of the project, the review team will collect data in such areas as product quality, product safety, plant efficiency and economic data.

The degree to which PFID-MSP meets these work items will be verified by the following indicators:

- Documented analysis of the selected facility’s qualifications;
- Documented baseline data; and

³ To maintain the promise to keep post-program performance confidential, success stories Hill broad-based in nature and without numeric referent points. For example, PFID could report a success story that a facility reduced energy usage or demand by X percent, but nor provide the load usage numbers.

- A list of TTA goals and the actions to accomplish those goals as documented in the third AWP.

D. Management, Monitoring and Evaluation

1. Travel Priorities

To date, USAID/EGAT has only provided \$300,000 of the \$630,000 obligated for PFID-MSP in Year 2. Furthermore, budgetary constraints have prevented the donor from guaranteeing that the balance will be available this year. Therefore, Project management has developed the following priority list of travel that was originally budgeted for this year in Nicaragua.

- a) High Priority – PFID-MSP is committed to conduct with existing funds
 - i) Seafood HACCP Train-The-Trainer (US-based Participant Training)
- b) Middle Priority – PFID-MSP will consider conducting with existing funds
 - i) Meat & Poultry FSQ Technician
 - ii) Value Added PHT Technician
 - iii) Economic Impact M&E
- c) Low Priority – not to be considered without additional funds
 - i) Meat and Poultry HACCP Train-The-Trainer (US-based Participant Training)
 - ii) Administrative Management

PFID-MSP should be able to manage the high priority travel with existing funds. If the expenses for the high priority travel are lower than budgeted, some of the middle priority travel might be possible. The donor's favorable consideration for this priority list has been given.

2. Branding and Marketing Strategy

PFID-MSP has been informed of the recent USAID policy initiative in which Agreement Officers will incorporate marking requirements in awards obligated after January 2, 2006. The new USAID policy is that all programs, projects, activities, public communications, and commodities, partially or fully funded by a grant or cooperative agreement or other assistance award or sub-award must be marked appropriately overseas with the USAID Identity of a size and prominence equivalent to or greater than the recipients, other donor's or other partner's logo.

PFID-MSP management is committed to complying with this requirement as

evidenced by the following elements in its branding strategy/marketing plan. All official project information materials, leaflets, brochures, training manuals, web-sites etc., (and possibly even



USAID Logo - To be inserted in all official PFID-MSP documents (as per USAID policy the tagline is Spanish for "from the American people").

staff business-cards) will acknowledge USAID support whenever possible, primarily by displaying the accompanying USAID logo at a size that is at least as large as all implementing or collaborating entities. Note that this new requirement may necessitate negotiations with HACCP Alliances so that cover pages of translated HACCP manuals can include the USAID logo. Any difficulty arising from such negotiations will be communicated to USAID/EGAT's CTO.

Incorporating this branding strategy should not incur any significant expenses to the project. There are no budgeted equipment purchases requiring the acquisition of decals. CLUSA already has the logo as a graphic file so it can incorporate it into any necessary documentation at no cost. USAID does not require contractees or sub contractees to immediately replace stationary supplies with those containing the logo but instead draw down on remaining supplies. When those supplies are replaced with those containing the logo, the cost will be covered under existing budgetary line items.

PFID-MSP is prepared to have its CTO review this plan's development as well as its implementation over this coming year.

3. Program Design and Collaboration

In conformance to USAID's policy of minimizing management units, the Nicaraguan mission has declined to consider granting an associate award to PFID-MSP. However, the Millennium Challenge Corporation (MCC) signed a compact with Nicaragua last July and Sr. Julio Montealegre of the Nicaraguan MCC Office met with Project Staff last November. He stated that satisfying additional requirements (pertaining to an administering NGO and infrastructure maintenance) will mean that the MCC funds for Nicaragua could be disbursed by March 2006. At that point, \$175 million should be disbursed over five years for the following sectors: local infrastructure (which will receive the majority of the funding), land tenure and rural businesses. Nicaragua has determined that its MCC efforts will be concentrated in the Northwestern departamentos of Chinandega and León. The rural business component will have three thrusts:

- Capacity building for business plan creation;
- A range of assistance for implementation of such plans (including access to financing, technical assistance, etc); and
- Watershed management for increasing water access.

Sr. Montealegre hoped that MCC/Nicaragua would be in a position to consider proposals by March/April 2006. He stated that such proposals would fall into two categories:

- Unsolicited proposals that correspond to their programmatic thrusts and have the format of a business plan; and
- RFPs responses that will address a specific issue deemed critical by the MCC, such as bio-control of a cashew pest.

Collaborative program design possibilities also exist with the "Fundación para el Desarrollo Tecnología Agropecuario y Forestal de Nicaragua" (FUNICA). FUNICA's membership includes CLUSA, six universities, seven associations and the Instituto Nicaragüense de Tecnología Agrícola (INTA) – many of which could be useful stakeholders and collaborators to

PFID-MSP and any related project that might involve the LSU AgCenter. One of the Foundation's initiatives includes supporting the exchange of knowledge and expertise, both within Nicaragua and with outside entities, for technical extension in the Segovia Region. This is supported by the Danish Aid Agency (DANIDA). When the technical priorities of this initiative coincide with those of PFID-MSP, there might be areas for leveraging and collaboration between the two projects.

Any PFID-related program design submitted to MCC/Nicaragua or FUNICA should probably have CLUSA identified as the primary proponent and the LSU AgCenter providing technical assistance on an as-needed basis. However, over the year PFID-MSP will explore leveraging possibilities with both entities and, whenever appropriate, will submit proposals or program designs.

4. Monitoring, Evaluation and Planning

To ensure that the various Project teams have the capacity to fulfill their responsibilities, the PFID-MSP has established a quarterly project monitoring mechanism to collect information pertaining to progress toward this AWP's targets. This mechanism is designated the Project Monitoring Chart (PMC). In addition, implementation, meeting and reporting schedules will be regularly communicated to all Project staff. If funds are available (as described on Page 7), Dr. Hector Zapata of the LSU AgCenter's Department of Agricultural Economics is scheduled to travel to Nicaragua to collect initial data and provide guidance on how the Project's economic results and impact will be monitored and evaluated.

PFID-MSP's Director, Dr. Lakshman Velupillai has agreed to allow the Capstone Team of Megan Schildgen and Rebecca Ray to further explore the policy replicability challenges the Ukraine/Moldova PFID model faces in Nicaragua. In doing so, the Capstone Team will identify the key components of the PFID meat model, determine which facets of the model can be replicated in Nicaragua, and identify which components of the model may require alteration to best reach the stakeholders and meet USAID's goals. The study's goals include:

1. Study various dimensions of the current model and identify their strengths and role as applied in Ukraine/Moldova.
2. Analyze the issues that contributed to the success of the model in Ukraine/Moldova, as applicable to the historical and current situation in Nicaragua.
3. Identify which issues are completely applicable as is, and which could be slightly adjusted to account for the situation in Nicaragua.

Key questions to be answered by Capstone include:

1. To what extent is the Ukraine/Moldova PFID model for policy intervention effective in Nicaragua? What aspects of the current model can be transferred to Nicaragua? Which aspects require modification to best meet the needs of the local stakeholders and the local market?
2. What would the ideal PFID model for Nicaragua look like? Why?
3. What political, economic, social, and agricultural issues affect agricultural development strategies aimed at the medium-size farmer in Nicaragua?

4. How big is the medium size farmer in Nicaragua vs. Ukraine and Moldova in terms of acreage and production?
5. To what extent do meat producers in Nicaragua have appropriate access to domestic and international markets, considering technical and non-technical barriers to trade?

Based on PFID-MSP's Scope of Work and the progress made during this year this project will initiate a planning process for Year 3 activities by November 2006.

Section III. Schedule of Project Activities

Activity	Work Item	Indicators/Target	Results/Consequences
A. January – March 2006			
<i>Project Objective # 1 – Food Safety, Quality and Security Compliance</i>			
FSQ Assessment (uncompleted activity from Year 1)	Assessment travel by specialists in FSQ for the following sectors: <ul style="list-style-type: none"> • Meat and Poultry • Seafood 	Two documented assessment reports	PFID-MSP has programmatic basis for the rest of its operations
Establishment of Food Safety and Quality Organization (FSQO)	Listing candidates or proposal to develop a new organization.	At least three candidates identified in Project Monitoring Chart or submission of a proposal outline	CLUSA can develop a short list or develop a proposal in the next quarter
HACCP TTT Program	Candidate identification for both Meat and Poultry and Seafood Sectors	At least three candidates identified for each sector in travel reports of Drs. McMillin and Bell	Candidates can be selected
	Candidate selection for Seafood Sectors	Two selected candidates identified in PMC	Candidates can be prepared for participation by April
<i>Project Object #2 –Post-Harvest Technology –Value Added Products</i>			
Post-harvest technology selection	Initial preparation of post-harvest technology assessment trip	Draft Travel SOW for Dr. Zapata’s trip to identify potential technologies	Travel SOW can be finalize and Dr. Zapata can travel
<i>Project Object #3 – Plant-Based Training and Technical Assistance</i>			
Application review and facility selection	Preparation and dissemination of applications	Request for applications and application form distributed to at least five stakeholder plants	Interested stakeholder plants can apply for consideration

Activity	Work Item	Indicators/Target	Results/Consequences
<i>General Management Activities</i>			
Branding	Verification that all Project-disseminated materials meet USAID branding strategy to the greatest degree possible	<ul style="list-style-type: none"> • Copy of each Project-disseminated material available for donor review • Documented verification that all newly purchased equipment and supplies are appropriately branded 	Donor receives appropriate credit for PFID-MSP funding
Monitoring and Evaluation	Project Monitoring Chart	Internal submission of PMC	Project issues can be addressed in a timely manner
Capstone Programming Guidance	Final preparation and conduct of program evaluation trip	Travel report recommending programming directions is included in 11 th SAR	PFID-MSP can consider alternative implementation methodology
B. April – June 2006			
<i>Project Objective # 1 – Food Safety, Quality and Security Compliance</i>			
Establishment of Food Safety and Quality Organization (FSQO)	Short-listing candidates or proposal to develop a new organization.	At least two candidates identified in Project Monitoring Chart or submission of proposal	CLUSA can select a candidate or LSU AgCenter can approve the proposal in the next quarter
	Selection of top candidate or approval of proposal to develop a new organization.	Draft MOU with selected candidate or charter of new organization	CLUSA can finalize the appropriate organizational documentation
HACCP TTT Program	Candidate selection for Meat and Poultry Sectors	Two selected candidates identified for in 11 th SAR	Candidates can be prepared for participation
	Logistic preparations and actual participation for selected seafood TTT candidates	Participation of two stakeholders in TTT course documented for 11 th SAR	CLUSA and participants can prepare for in-country training
<i>Project Object #2 –Post-Harvest Technology –Value Added Products</i>			
Post-harvest technology selection	Final preparation and conduct of post-harvest technology assessment trip	Travel report identifying PHT possibilities is included in 11 th SAR	Case study methodology can be designed

Activity	Work Item	Indicators/Target	Results/Consequences
<i>Project Object #3 – Plant-Based Training and Technical Assistance</i>			
Application review and facility selection	Receipt and review of applications leading to selection of participating stakeholder	Documented selection of a participating stakeholder, including the following: <ul style="list-style-type: none"> Justification of selection, based on qualifications, by CLUSA and WFLO Contract or MOU with participating stakeholder 	Benchmarking and goal setting can start
Benchmarking and goal setting	Organize and prepare the field trip visit for WFLO specialists	Scope of work outlining travel plans	WFLO specialists can travel next quarter
<i>General Management Activities</i>			
Branding	Verification that all Project-disseminated materials meet USAID branding strategy to the greatest degree possible	<ul style="list-style-type: none"> Copy of each Project-disseminated material available for donor review Documented verification that all newly purchased equipment and supplies are appropriately branded 	Donor receives appropriate credit for PFID-MSP funding
Monitoring and Evaluation	Project Monitoring Chart and SAR	<ul style="list-style-type: none"> Submission of 11th SAR to USAID/EGAT Internal submission of PMC 	<ul style="list-style-type: none"> Donor is appropriately informed of Project's key issues Project issues can be addressed in a timely manner
Program Design/Collaboration	Maintain relations with potential donors/collaborators	Correspondence and resulting program possibilities documented in 11 th SAR	Expansion possibilities of PFID-related activities can be explored
C. July – September 2006			
<i>Project Objective # 1 – Food Safety, Quality and Security Compliance</i>			
Establishment of Food Safety and Quality Organization (FSQO)	Development of appropriate organizational documentation	Finalized MOU with selected candidate or charter of new organization	The established FSQO can commence operations

Activity	Work Item	Indicators/Target	Results/Consequences
	Development of FSQOs plan of action for sequent years including the following activities: <ul style="list-style-type: none"> • Capacity building • Plant-based technical assistance • Policy formation 	Finalized plan of action to be reflected in 3 rd AWP	
HACCP TTT Program	Initial logistic preparations for selected Meat and Poultry TTT candidates	Initial SOW for participants documented in PMC	PFID-MSP can conclude preparations in time for next year's participation
Follow-up HACCP seafood training	Initial planning for in-country instructions for TTT program	SOW documented in PMC	Application for a course can be submitted to AFDO
<i>Project Object #2 –Post-Harvest Technology –Value Added Products</i>			
Post-harvest technology selection	Selection of participating stakeholder enterprise	MOU signed between CLUSA and stakeholder	Case study methodology can be finalized
	Dissemination of Training Materials	Dissemination of the following is documented in the PMC: <ul style="list-style-type: none"> • Case study methodology • Plant-based marketing assistance 	
<i>Project Object #3 – Plant-Based Training and Technical Assistance</i>			
Benchmarking and goal setting	Conduct baseline collection	Trip report documenting findings and recommended goals	Planning for the rest of the project activity can be documented for the 3 rd AWP
<i>Management, Monitoring and Evaluation</i>			
Branding	Verification that all Project-disseminated materials meet USAID branding strategy to the greatest degree possible	<ul style="list-style-type: none"> • Copy of each Project-disseminated material available for donor review • Documented verification that all newly purchased equipment and supplies are appropriately branded 	Donor receives appropriate credit for PFID-MSP funding
Monitoring and Evaluation	Project Monitoring Chart	Internal submission of PMC	Project issues can be addressed in a timely manner

Activity	Work Item	Indicators/Target	Results/Consequences
D. October 2006 – January 2007			
<i>Project Objective # 1 – Food Safety, Quality and Security Compliance</i>			
HACCP TTT Program	Continued logistic preparations for selected Meat and Poultry TTT candidates	Refined scope of work for participants documented in 3 rd AWP	PFID-MSP can conclude preparations in time for next year's participation
Follow-up HACCP seafood training	Completed planning for in-country instructions for TTT program	Submitted training course application submitted to AFDO as reflected in 3 rd AWP	In-country training for basic certification in HACCP can be conducted next year
<i>Project Object #2 –Post-Harvest Technology –Value Added Products</i>			
Post-harvest technology selection	Design of case study methodology	Methodology to determine technical and economic feasibility documented in the 3 rd AWP	Case study methodology can be conducted
<i>Management, Monitoring and Evaluation</i>			
Branding	Verification that all Project-disseminated materials meet USAID branding strategy to the greatest degree possible	<ul style="list-style-type: none"> • Copy of each Project-disseminated material available for donor review • Documented verification that all newly purchased equipment and supplies are appropriately branded 	Donor receives appropriate credit for PFID-MSP funding
Monitoring and Evaluation	Project Monitoring Chart and SAR	<ul style="list-style-type: none"> • Submission of 12th SAR to USAID/EGAT • Internal submission of PMC 	<ul style="list-style-type: none"> • Donor is appropriately informed of Project's key issues • Project issues can be addressed in a timely manner
Program Design/Collaboration	Maintain relations with potential donors/collaborators	Correspondence and resulting program possibilities documented in 12 th SAR	Expansion possibilities of PFID-related activities can be explored
Year 3 (7) Planning	Preparation of AWP	1 st Draft Submitted	3 rd AWP can be finalized